



Annual Report

2016

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PUBLISHING INFORMATION AND DISCLAIMER

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Greeting from The Chairman



Dear Friends of World Relief Germany,

We began the year by moving our International Office to the capital city of Berlin. Our decision to move rose out of a need for better communication, networking and cooperation amongst our partners, donors and relevant government ministries with the hope of ultimately making us a more effective organization. While we were saddened to say goodbye to some friends and colleagues,

we saw progress in ensuring financial stability and growth, the process of movement toward registration to operate began in Turkey and Syria, a continued emphasis to build the capacity and strength of our field staff, and the development of new partnerships on both the local and international level. One major focus in 2016 was to address the question of our identity as an organization and how we can

that a strong foundation has been laid in Berlin and we are now in a much better position to serve out our identity. It is our prayer that we can remain true to our desire for integral engagement in our service of the most vulnerable.

As you read the following pages detailing the success of our staff across all our program countries, I hope you are encouraged and that you continue to support WRG. On behalf of the Executive Board and all WRG Staff, I want to say thank you for your faithful support and encouragement to us!

Our Faith in God and commitment to reconciliation motivate us to partner with communities in Relief and Development activities that help vulnerable individuals, families and communities flourish.

Many blessings,

we expect great things from this new beginning in a new city. We were blessed to find a location for the office which is surrounded by many international residents, many of whom come from the areas in which we work. Our move has not only opened tremendous opportunities for us as we develop new partners, new friends, new supporters and new networks on a professional level, but also on the personal as we interact with our new neighbors from around the world. Throughout the year, the organization

ensure we remain faithful to our calling and our Mission, Vision and Values.

We wrestled with this question and how we could be more integral in our engagement with all those we interact with on a daily basis. This focus led us to redefine who we are by stating:

Our Faith in God and commitment to reconciliation motivate us to partner with communities in Relief and Development activities that help vulnerable individuals, families and communities flourish.

As we look towards 2017, we can see

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.

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.

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.

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 strategic implementation 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.

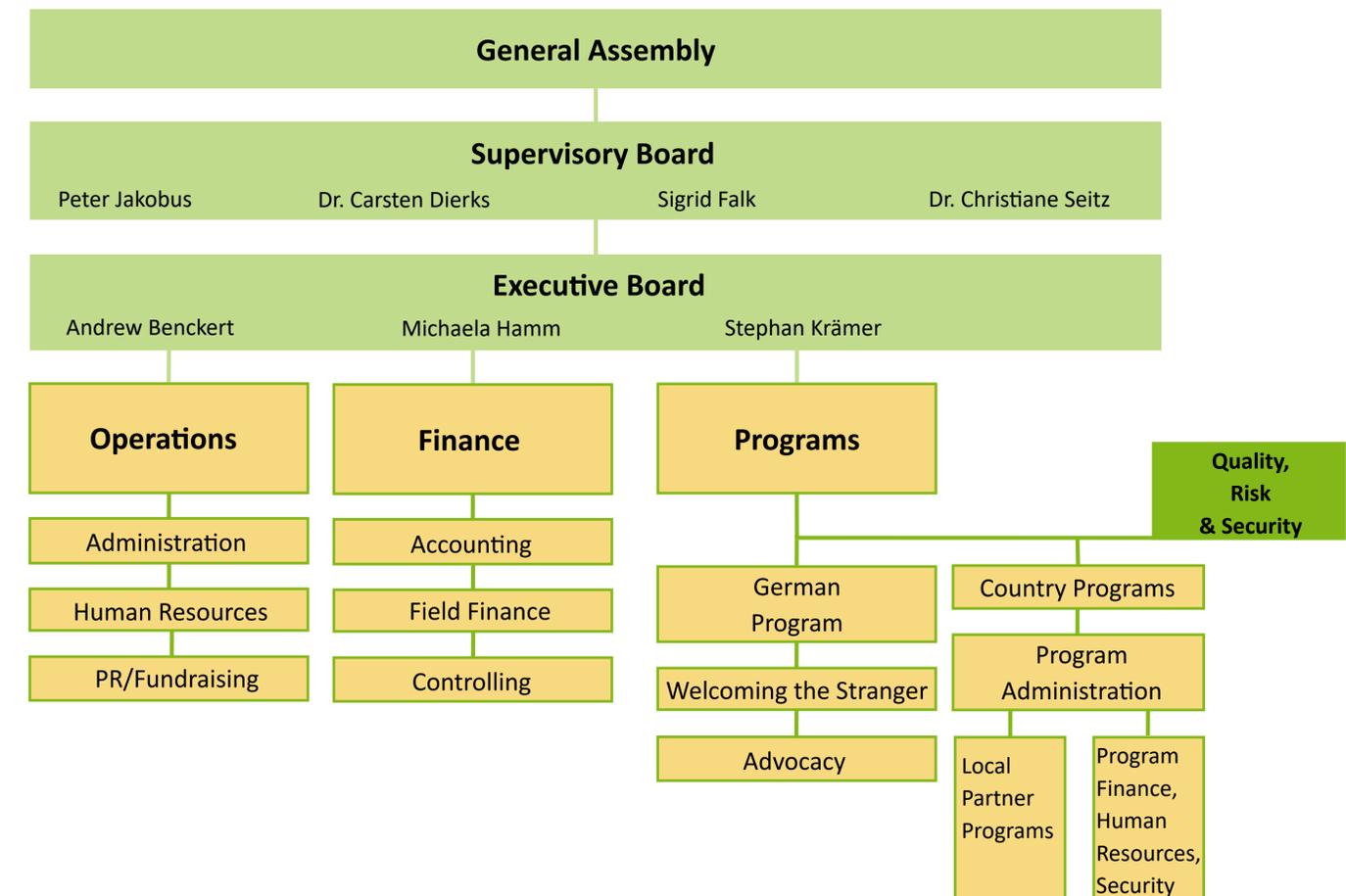
SUPERVISORY BOARD

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 fundraising 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: Stephan Krämer (Program Coordination, Executive Board), Kerstin Kaie (Finance Coordinator), Ines Baumann (Administration & Communication), Andrea Rüdiger (Integral Engagement, PR), Scott Amis (Program Coordinator, Safety & Security), Myron Jespersen (Senior Program Advisor), Andrew Benckert (Executive Board Chairman), Miriam Krämer (Facility Manager), Michaela Hamm (Finance Coordination, Executive Board)

Executive Board Report

DEVELOPMENTS

The outlook for World Relief Germany (WRG) at the end of 2016 continues the positive progress that was made in 2015, with an emphasis of establishment and growth. At the beginning of 2016 we set the following goals for the year, which were:

1. Relocate the International Office to the capital Berlin
2. Retain current management structure with a review in the 3rd quarter
3. Add one management position at IO to support finance, admin and programs
4. Continue to build the management capacity at each field location
5. Review and update our policies
6. Work for a progressive increase in revenue to cover 95% of core costs by the end of 2016
7. Develop our member care to ensure that staff are retained for the long-term
8. Build a network of individuals and agencies that can strengthen our base for funding and personnel recruitment
9. 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

Goals one through six were substantially met or exceeded in 2016 while goals seven through nine continue to be an area for development in 2017. As we enter 2017, we recognise the need to be more rigorous in our review of both the quantity and quality of our work in order to stay true to our mission and have an impact in the niche that we fill as an organisation within the Christian humanitarian aid field.

PERSONNEL DEVELOPMENTS

As the field program volume increased in 2016, WRG added international field personnel and volunteers in Jordan and Yemen as well as for the teams who are facilitating opening and registering future

projects in Turkey and Syria. Further increasing WRG's field capacity was the hiring of a regional finance manager to increase the capacity and strength of the field finance teams with the goal of training WRG Staff and ensuring donor compliance and professionalism across all programs.

As the field programs continue to grow in 2017, 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 2017

The key priorities the Executive Board developed for 2017 are:

- Retain current management structure with a review of the structure in 2017
- Add one key position at IO to lead the Mission/Vision/Value strategy review for WRG and build a support network in Germany/Europe based on a shared vision for the integral engagement of a Christian NGO in our program countries
- Engage the support network in Germany/Europe as a base for funding and personnel recruitment
- Continue to build the management capacity at each field location
- Develop the Middle East program support hub in Jordan with seamless operation of admin, finance, HR and program functions between the Jordan hub and IO
- Develop a diverse program revenue base within each field location in order to balance grant cycles and shifting donor priorities and maintain a strong program portfolio
- Develop our member care to ensure that staff are retained for the long-term
- Establish 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 its programs with integrity, accountability and transparency. WRG sets quality assurance standards and policies as an integral part of all programs and processes. 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. Looking forward to 2017, WRG plans a complete review and revision where necessary of all its policies and procedures.

SAFETY AND SECURITY

In 2016, WRG could capitalize on the extensive work of overhauling the security systems, policies and training procedures that took place in 2015. As such, WRG ensured all field programs were in compliance with standard safety procedures, contingency plans, and precautionary measures. WRG places a high priority on staff as our single most valuable asset and will continue to take all measures necessary to ensure staff are cared for and not placed in unnecessary danger.

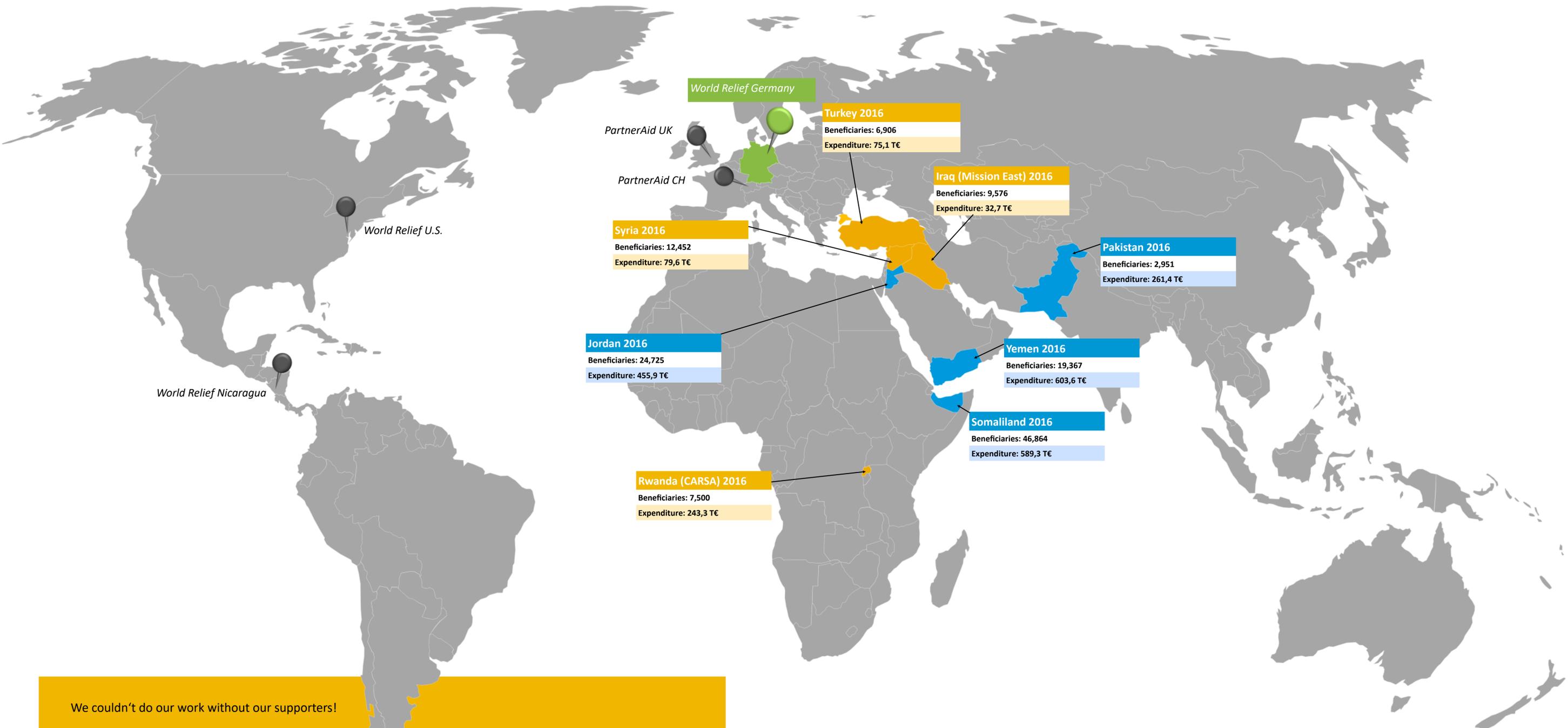
OUTLOOK FOR 2017

WRG has made significant positive progress since the organizational restructuring of 2014 and having achieved the major financial goals for 2016, WRG will focus in 2017 on an incremental increase in program revenues that deliver good, strategic programs at each field location and provide revenue for core operations of the field and the International Office in Germany.

WRG will also continue to focus on developing a broader base of support so that the organization becomes less dependent on single sources of funding. WRG will seek to be actively engaged with partner organizations, donor agencies and community led initiatives that have already begun in 2016. WRG continues to be dedicated to all its stakeholders working with integrity, transparency and according to its mission, vision and values.

Where we work

- Country Programs WRG
- Partner Programs
- WRG Coordination Office
- Sister Organization Offices



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 total beneficiaries that significantly profited from project activities.. 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

"The real wealth of a nation is its people." Dr. Mahboob ul Haq

The Islamic Republic of Pakistan is the sixth most populous country of the world with population exceeding to 195 million people. About 97.0% of Pakistanis are Muslims. It has the second largest



followers of Islam in the world after Indonesia. Pakistan is ranked at 147 of 188 countries on Human Development Index. The overall security situation of Pakistan improved considerably as compared to 2015, however, the Government of Pakistan through Pakistan Army continue to eradicate militants and non-state actors from Federally Administered Tribal Area, alongside Pakistan-Afghanistan border. According to OCHA, Pakistan also has to contend with 1.5 million of its own citizens that have been displaced by internal conflicts. However, thanks to a reduction in military operations in Khyber Pakhtunkhwa (KP) and the Federally Administered Tribal Areas (FATA), most of the internally displaced persons (IDPs) are expected to return in 2017. Pakistan still has the world's second highest number of out-of-school children. Access to education in conflict affected areas is even more difficult, particularly for girls, as parents fear for their safety both on the way to, and at, school. Those who do not attend school face **protection issues**. Girls may be at greater risk of being subjected to early or forced marriage. Boys may also be withdrawn from school in

order to support the family financially, thus exposing them to all the hazards related to child labour. Government of Pakistan and the rights based humanitarian actors are also engaged in promoting peace and harmony through interfaith networking.

FAITH FRIENDS

World Relief in partnership with the Diocese of Peshawar and Peshawar Faith Friends is engaged in promoting peace and harmony through interfaith networking at grass root level in Khyber Pakhtunkhwa Province of Pakistan since September 2015. The project is building on the successful experience of Peshawar Faith Friends. Our partners along with their volunteers are implementing peace activities in Peshawar, Mardan, Swat, Bannu and Dera Ismail Khan. The partners are working for an enhanced interfaith network in these



cities that focuses on proactive peace-building to diffuse potential conflict before violence can erupt, inviting women to participate as network leaders and key community influencers. The project activities are aimed at religious leaders, policymakers, politicians, students, law enforcing officers and community members. A group of 144 volunteers, including women and men, are empowered in target cities who along with the Peace Building Officers are engaged in holding dialogues, seminars, meetings with religious leaders, policymakers, politicians, law enforcing officers. They along with other community members from different faith communities also participated in each other's religious celebrations. Alongside this they have conducted Emergency Relief and Rescue trainings for both male and female participants. Female beneficiaries of the project were sensitized on women's legal rights through seminars. With the support of our local partners we reached out to about 3000 people from different faith backgrounds and cities of Khyber Pakh-

tunkhwa province in 2016. World Relief was directly serving the



people of Pakistan through community development and relief response since August 2000. It was a great joy to directly serve the poor and needy, sharing their burden and getting satisfaction from their smiles. However, due to delay in MoU and other government procedures in 2016 we shifted from direct implementation to implementation through local partners. Though, we still would like to directly implement project activities through our local staff but we are privileged to have a good, experienced and a diverse team of local partners from different faith communities. The other major challenge for World Relief was to ensure the active participation of all faith communities in its ongoing peace project. Through our partners, we hired local male and female Peace Building Officers from Muslim, Christian,

"I am born in Pakistan and I have passion and love for my country, Pakistan, but people hurt our sentiments and feelings with these remarks."

Hindu and Sikh communities. World Relief is present in Pakistan with its local national staff who are closely working with our local partners. The field team comprises of five female and seven male staff who are empowering local faith communities to work together to resolve conflicts and promote harmony and peaceful coexistence. These

Peace Building Officers along with their volunteer groups engage in resolving communal conflicts and are also mediating in resolving family issues.

World Relief is passionate about seeing vulnerable people free from poverty and peaceful coexistence among people of different faiths. In partnership with our donors, we continue to strengthen relationship with our beneficiaries and transforming them into agents of peace and sustainable development.

BEING HINDU IN A MUSLIM SOCIETY

Ms. Chanda Begum belongs to Hindu community of Mardan. She has not attended any formal school. She is married and has a three year son. Her husband is working as a supervisor in a local government department. Her monthly household income is about USD 176. She is a pro-active member of the Faith Friends Group (FFG) in Mardan and mobilizes the female group very effectively. This group on volunteer basis is promoting peace and harmony through interfaith networking at grass root level in Mardan. They have arranged women legal rights awareness sessions, emergency relief and rescue trainings, consultative dialogues with policymakers, politicians and meetings with police officers. They are also jointly visiting each other's worship places and are also resolving community conflicts. During one of the FFG meetings with local police officers in Mardan, Ms. Chanda Begum shared that while travelling to Bannu with her family. She had a tika, red dot on her forehead, a ritual that Hindu females often practice. She was stopped at one of the police check points and was asked for a body search, followed by a request for national identity card. She was cooperating with the local security personals, on enquiring why you are body searching us we are local and not outsiders. One of the security

personal observing her tika stated, "With your appearance you could be an Indian?" Chanda Begum said, "this comment hurt me more than the body search. I am born in Pakistan and I have passion and love for my country, Pakistan, but people hurt our sentiments and feelings with these remarks". The minority Hindu community of Pakistan at times are associated with India due to their faith and unfortunately the two neighboring nuclear state countries have already fought four wars with animosity on both sides.

Hearing this, Mr. Luqman Deputy Superintendent of Police Headquarter Mardan, who is from a Muslim community, stood up and came near Ms. Chanda Begum. He humbly stood in front of her and with his head bowed down, he said, "due to the prevailing security situation we are compelled to search every men, women even people with influence but I



apologize on behalf of my colleague for the remarks that have hurt your feelings. You are an equal citizen of Pakistan just like many others and people sitting in this hall". The gesture of the police officer was highly appreciated, all the FFG members endorsed his comments with applause. Ms. Chanda Begum shared that while travelling to Bannu with her family. She had a tika, red dot on her forehead, a ritual that Hindu females often practice. She was stopped at one of the police check points and was asked for a body search, followed by a request for national identity card. She was cooperating with the local security personals, on enquiring why you are body searching us we are local and not outsiders. One of the security

Yemen

18 million people are in need of humanitarian assistance

THE HUMANITARIAN SITUATION

This year the humanitarian crisis in Yemen became the worst one on the face of the planet. The latest numbers from the UN state that more than 18 million people are in need of lifesaving humanitarian assistance. This represents nearly 70% of the country's population. In addition to this, the operating environment for humanitarian organizations is full of complexities. While the needs are increasing, the necessary space to safely and effectively deliver urgently needed aid has decreased. As a member of the broader humanitarian effort in Yemen, this is the context in which WRG has been operating.

A YEAR FULL OF CHALLENGES

The year of 2016 will likely be remembered as one that required from every member of our team an incredible amount of work, dedication, and faith in order to simply persevere and remain a viable member of the overall humanitari-



an response to the ongoing crisis that happening in Yemen. Building upon the growth and success of 2015, this year began with an expectation that we would enter new levels of capacity and effectiveness. Much of this was stalled by questions that pseudo-governing authorities had about our organization, and restrictions that were placed upon us because of that. Because of this much of our work was spent on completing programming that was linked to existing commitments, and finding ways to convince

those in positions of authority that we were an organization that was committed to functioning with integrity and within the framework of Yemen's laws and customs.

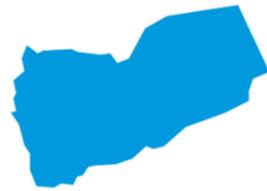
PREPARING FOR EMERGENCY RESPONSE



A significant amount of our time and energies were invested in our *First Responders* project. Phase one of it was our first step towards developing a broader infrastructure to help us rapidly identify the emergency needs of communities throughout Yemen. In order to do this we first focused on establishing a cadre of First Response volunteers. In partnership with the Yemen Red Crescent Society and local NGOs throughout the country, this was accomplished via the facilitation of workshops that trained them to confidently provide first aid care to people in their community. Additionally, all of our trainees were introduced to an SMS-based reporting/polling system that we have developed. Through this system the *First Responders* are given the capacity to report the conditions and needs of their communities to the humanitarian aid community.

Key program achievements include:

- By the end of 2016 we had trained 2,150 First Response volunteers.
- 86 total trainings completed in 20 of Yemen's 22 governorates.
- 2,150 First Response volunteers trained, including 952 women which accounts for 44% of the total trainees. Topics of the training included: basic First Aid, SMS Interactive



Platform, and Multi-Sector Initial Rapid Assessment (MIRA).

- In collaboration with WHO, the project procured, transported and distributed 2150 first aid bags to the beneficiaries of the first responders' trainings. It also procured 286 medical dressing bags, out of which 181 were delivered to be used by YRCS branches across the country.
- The project was implemented under partnership with 21 local organizations in order to provide life-saving assistance to the people in need, including areas with limited access due to airstrikes and conflicts.

In phone interviews conducted for evaluation of the trainings, 93% of the respondents answered that they are either 1- very prepared, or 2-well-prepared to respond to medical emergency in their vicinity and 62% of respondents stated that they have actually used knowledge and skills learned from the trainings. Additionally, many respondents answered that their families, villagers, and community members are likely to benefit from their service in First Aid assistance, advice and guidance, and awareness raising.

Among the trainees was a young man named Ali who is a teacher in a school in Hadramaut. The training had been made available to people in the community and it seemed to him like a good opportunity to increase his skills and knowledge. What had made the training good for him was that he was given a chance to practice all the skills they were learning on dummies. This made him feel a lot more confident that he could do what they were learning in a real life situation. Shortly after completing the course he came across a situation in his school. One of the students experienced an injury to their head. Ali was able to

assist the injured student using the skills he had just acquired. His story: *I calmed the student down and reassured him. I then identified what had happened and what the injury exactly consisted of. Fortunately it was just a surface wound. So I cleaned and put 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.*

Whilst this story seems relatively minor and inconsequential, it is important to understand it in Ali's own context. The chief success of the program was essentially the empowerment of everyday Yemenis to be able to actively respond to needs around them. This is especially relevant considering 44% of our trainees were women. Their capacity to attend to the needs of other women, children, and the elderly represent the segments of society that are often the most vulnerable. Most recently we have been working on a second phase of this program. It's design assumes a closer partnership with



Yemen's Ministry of Public Health and the need to better connect communities to public health facilities that are still functioning. It's activities include refresher trainings for existing volunteers, fresh trainings in targeted areas where the needs are greatest, and giving our volunteers the capacity to identify and refer cases of malnutrition and cholera to local health facilities. Sadly, due to instability in the government as a result of the ongoing war, combined with the financial crisis that has left many of Yemen's public sector employees unpaid more than 6-8 months, we face challenges in being

able to do this in an expedient fashion.



WATER TO THE COMMUNITY

The Water to the Community project was implemented in Hajjah Governorate in the Ash Shaghadirah District of Yemen. The project helped improve the lives of 9,000 people who now benefit from access to a sustainable water supply for domestic uses like cooking and cleaning. During a time when there are increased costs for many goods and services due to the war, these rehabilitated cisterns provide a safe and reliable source of affordable water for these communities.

In April of 2015 the present war in Yemen began. This development set off a series of new challenges that ultimately lead to significant delays in the implementation of the project. Those challenges included the threat of airstrikes, ground fighting, the shrinking of humanitarian space due to nefarious actions of non-official authorities, inflation, and a reduction of the availability of supplies in country. In short, the primary challenges towards the completion of this project were issues related to war, community safety, rapid inflation, and attaining the confidence of occupying forces that ultimately was necessary to carry out the project activities. These challenges caused significant delays in project implementation. Even so, our local partner persevered and eventually completed project activities by the end of this year.



This project provided 225 households from 9 communities with access to rain-water. Many of these communities are experiencing a level of resilience that is sadly uncommon now in Yemen. We hope and pray that we will have funds and opportunities to replicate and expand upon these activities in other areas where the needs are evident.

LOOKING AHEAD

Though the year ended without a full resolution to our organizational status, it is clear that we have persevered, kept our commitments to our donors, maintained operational capacity, and provided support to thousands of people and



their communities throughout the country. We are confident that our reputation with the government will be restored

"The project helped improve the lives of 9,000 people who now benefit from access to a sustainable water supply for domestic uses like cooking and cleaning."

and that a trusting relationship will be reestablished. We are also confident in the fact that our present capacities will facilitate other operational modalities should they be required. Our commitment to Yemen remains resolute, and our hope to be able to do even more remains strong.

Somaliland

2016 in Somaliland was a year that both began and ended with drought.

Project participants have taken greater responsibility this year in planning for the drought – and are seeing the benefit of it. They've built soil bunds to slow water runoff and increase pasture, grown and stored fodder for their animals to be able to eat, and worked together to coordinate with the government to protect the remaining trees from being cut down. Their efforts are laudable – the task before them *tremendous*.

A YEAR MARKED BY DROUGHT AND UNCERTAINTY

2016 in Somaliland was a year that both began and ended with drought. The seasonal 'Guu' rains of April and May 2016 were poor – with whatever pasture growing up being quickly eaten by an influx of herds displaced from other areas. When the seasonal "Deyr" rains of October 2016 failed to fall entirely, the situation quickly deteriorated. Pastoralists traveled far distances in a futile search for pasture, but when none was found the result was the widespread death of



livestock – the backbone of Somaliland's economy, and even the loss of human life. The challenges of navigating a year bookended by drought have been exacerbated by war-induced disruptions to the export of Somali livestock, import bans on livestock, and rising political instability. This instability detracts from developing systems that support communities to deal with the drought and livestock market crises. With livelihoods faltering, many pastoralists and agro-pastoralists found themselves struggling

with food and water shortages as 2016 came to a close and the next hope of rain still several months off.

INVESTING TOGETHER IN THE EARTH FOR A BETTER FUTURE

Though 2016 was a year marked by drought, and WRG's partner villages were no exception, a lot of progress was also made in communities' efforts to tackle the challenges these droughts present. Existing Community Based Organizations (CBOs) in the five project villages of Galoole, Raybadka, Balimataan, Lebisagaala, and Ina Igarre, with support from WRG, led their communities in the development and implementation of Community Risk Management Plans. These plans included initiatives ranging from exploring new farming techniques and catalyzing community fodder production to deterring charcoal production and speaking to the dangers of the consumption of khat – a drug which many of the local men chew.

One of the most encouraging elements of the communities' initiatives was the mass construction of rock and soil bunds. Across the 5 villages more than 1,200 rock and soil bunds were constructed entirely by the communities' own planning and initiative. By request, World Relief Germany provided technical training to more than 280 households on how to construct the rock and soil bunds and provided the tools needed to do so. Participants were encouraged by what they were able to accomplish together and are eager to continue working together to improve their environment and consequently their livelihoods. The project also provided training to facilitators of Farmer Field Schools, up-and-coming Community Animal Health Workers, community members wanting to improve their ability to produce and store fodder, to the partner CBOs, and to



women's Self Help Groups.

VALUING THE ROLE OF WOMAN

With a greater inclusion of women in tackling droughts and increased capacity among women meeting in Self Help Groups, the importance of their contribution and role in the community is be-



coming increasingly recognized. In 2016 women participating in the project played crucial roles in 2 out of 5 Community Based Organizations, were included among those selected to be trained as facilitators for Farmer Field Schools and as Community Animal Health Workers, started a fuel station in the village of Ina Igarre – and other business ventures in other villages, successfully challenged village leaders when beneficiaries were selected unjustly, and provided funds and ingenuity to find solutions for livestock and household needs during the times of drought.



Community discussions held in 2016 showed an increase in the number of persons who believe in equitable decision making between husband and wife – and while this belief is expressed more

often among men than women, it demonstrates a move in the right direction.

Sabah is the leader of the Savings for Life Group in Ina Igarre. She and the group set up a business selling fuel from a shop in their village. Customers include people from the village as well as trucks and vehicles passing through. "With this business we've been able to make \$15 profit per month for each member of the Self Help Group," Sabah shares. "It's also given us the confidence to try new initiatives."

WHEN THE RAINS DON'T COME

While communities experienced a growth in cooperation – even across genders, the droughts of 2015 and 2016 demonstrated the challenges communities face in becoming resilient. With little



rain and pasture, livestock quickly became a liability rather than an asset and households were forced to quickly switch into survival mode. "Is it really possible to adapt and change as quickly as the environment is changing? How do we cope when there are no rains?" These are the questions facing them and the challenges we are facing together in our programming.

In 2016 the situation became desperate and WRG assisted 2,600 Households across 10 communities. More than 800 households partnered with WRG to secure stores of fodder for livestock feed, more than 200 of the most vulnerable households received 15 goats or sheep (purchased from other community members), another 200 received Cash for Work to improve communal grazing lands and slow rainwater runoff – enabling them to purchase food, more than

200 vulnerable households received direct food aid, 33 water points were rehabilitated with community partnership, and Community Animal Health Workers were trained in 5 new villages.

COLLABORATION FOR IMPROVED RANGELANDS

As we look to the future, it is evident that the challenges of drought and resilience building will not be achieved alone. In order to make gains in adapting to the changing realities, we're exploring how to facilitate collaboration not only at the community and household levels but beyond. What systems can key government and NGO actors facilitate? How can businesses promote alternative livelihoods where traditional livelihoods are failing? How can communities and the government coordinate together to implement change? Though it's not yet clear what we'll be able to achieve – it's clear we're going to have to do it together.

VOLUNTEERING FOR LOCAL CHANGE

Ali Gahnug, a 45-year-old man responsible for 15 children from Lebisagaala, began volunteering his time this year as part of a community initiative to restore creation.

"Looking over the barren lands of Lebisagaala, I can't help but be both in awe of the beauty I witness and, at the same time, devastated by the state of the environment around our village. Heavy rains never soak into the soil, but rather run off causing more top soil and vegetation cover to be washed away. This environmental devastation interferes with our pastoral way of life", Ali Said



To address some of these issues, the community of Lebisagaala decided to build rock and soil bunds to slow the flow of water, increase water infiltration and decrease erosion. WRG, in coordination with the Somaliland Ministry of Environment and Rural Development, was able to provide training on how to construct such soil bunds in Lebisagaala and four other communities. Community members constructed more than 1,200 bunds on their own initiative. WRG also provided cash for work opportunities during the drought which allowed for 12,000 additional soil bunds to be built and provided some needed income to 200 families.

"At this point, even after the project here is over I will continue to do this work because I am now realizing how vital these changes are for the environment. I am proud to be part of that change"

"For WRG to come and want to support us to change the environment has really been wonderful. As a pastoralist, these past few years have been tough because we haven't been able to sell our livestock due to their poor quality from drought – and we rely on the sale of livestock to support our families." he said.

"We are slowly seeing the change in the environment," he added. Ali is happy with the training he has received, and the knowledge he has gained so far, which he can now use to restore the environment. "At this point, even after the project here is over I will continue to do this work because I am now realizing how vital these changes are for the environment. I am proud to be part of that change".

Jordan

Supporting refugee and host communities in Jordan

The Syrian civil war is moving into its 6th year with waves of hope that it will finally end. Changes inside Syria as well as political changes in Jordan did and will affect WRGs work significantly. In 2016 WRG is happy to look back on what was achieved, acknowledging that some things have taken longer than expected to get going.



OUR PROGRAMS

The mothers and kids groups have expanded greatly: Fifteen churches so far have been running these groups and a pilot project also proved the benefits for local kindergartens. More than 20 groups are directly led by Syrian women, giving them opportunities to develop and invest their skills as well as providing for them badly needed income. These programs gave more than 1000 children and 200 mothers the opportunity in a safe and relaxing environment. In 2016 WRG added a soccer program for teenage girls in underserved, conservative areas, giving them a chance to enjoy life, strengthen their identity and health as well as being able to dream about a fu-



ture that is different to the often bleak future they are facing. The program so far has been implemented in 7 schools, and we are hoping to expand to 20 schools and orphanages in 2017. It has been a joy seeing the children rejoicing in the program, many of them doing sports the first time in their lives; see also www.facebook.com/wrgjordan.

Jordan is one of the countries with the least water resources, so the influx of refugees and exacerbated this problem even further. WRG with the support of the German government supported a village in building water tanks that could be filled during the short rainy season with water collected on the roofs of the buildings. More such programs are needed in Jordan.

Last but never least the most pressing is-



sue for poor people is money to pay rent, to pay for medical care, schooling and food. In 2016 WRG became a UN partner to provide financial assistance to needy families. But not only do we provide cash assistance: WRG staff are visiting hundreds of homes to feel with them, encourage them, comfort them and help them find the support they need.

WHO WE WORK WITH

We want to thank our donors, as they laid the foundation for us to expand our work and start new projects: German and Australian government, United Na-



tions, private foundations, churches and individual donors. Thank you all! We also want to thank our partners in Jordan: The volunteers of the local churches that put so much selfless effort and love into running the programs. Local community based organizations that love to serve their neighbours. Syrian ladies that are inspiring examples to us in how they manage the programs and often much more impressive, their lives too! We believe, hope and pray, that our own staff also is a shining light for our partners and the vulnerable people here in Jordan. In 2016 thanks to the increase in projects our staff has grown from 4 to 14 staff, a group of people with a servant and helping attitude to do our work.

LOOKING AHEAD

The biggest move by the Jordanian government is to allow Syrian refugees to obtain work permits, therefore giving them opportunities to care for them-

“When WRG staff met the lady and her family for the first time, the hurts and pains were obvious. But one year later this young lady has become one of WRGs greatest volunteers serving the very group of people that has brought all the destruction into her life.”



selves and/or legalizing their risky status when working illegally. While continuing our existing projects, we want to start supporting the integration of Syrians into the Jordanian economy. We also expect



to add new components and expand our current projects: Literacy and English classes will be given to the Syrian club teachers so they can pass this on to the children. Churches will be supported in developing and realizing their own pro-



ject ideas on how they want to help refugees. And cash assistance will be focused on reaching the unregistered refugees, some of the most needy population groups.

FROM GRIEF TO ACTION

A young Christian lady from Syria fled with her family to Jordan. What her family or other relatives have endured at the hands of militant Islamists cannot be

grasped by outsiders. When WRG staff met the lady and her family for the first time, the hurts and pains were obvious. But one year later this young lady has become one of WRGs greatest volunteers serving the very group of people that has brought all the destruction into her life. As she speaks now and seeing her life, we are all reminded of the power and need of true forgiveness.

Rwanda

Building Peace in Rwanda

WRG began working in Rwanda through our local partner **CARSA** (Christian Action for Reconciliation and Social Assistance) in 2014 seeking to bring reconciliation and forgiveness to both perpetrators and victims of the Rwandan genocide. The program in Rwanda seeks to serve the vulnerable communities by supporting their journey towards reconciliation through peace projects that emphasize healing, forgiveness and the restoration of broken relationships.

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 to seek reconciliation, reduce animosity and suspicion, and to improve their socio-economic situation. Cows for Peace involves a three-step process designed to bring together pairs of survivors and perpetrators to receive training, experience forgiveness, and learn to rebuild trust.

First, *Reconciliation Workshops* - capitalize Working together with local government and village leaders, 200 candidates were identified who would most benefit from a trauma healing and forgiveness workshop. In many cases, this was the first time that the victims and offenders could confront each other and receive true forgiveness. “When I attended this workshop I was a bitter person in my



heart because of the wounds of the genocide and other hardship time I went through. My parents and siblings were killed during the genocide and I only survived together with my young brother.

When I arrived in this workshop, I met the man who killed my siblings and he was the man I hated more than any other because of what he did and he had never asked for forgiveness but today he did and I saw him as different from the one I knew before. He was humble and sympathetic and I forgave him from the bottom of my heart and I commit myself to help wounded people who are just like me before I attended this workshop.” - Jeannette 31 years old

Second, *Reinstating Community* – interdependence is essential for survival in rural Rwanda. Broken trust and shattered relationships lead to vulnera-



ble communities and individuals. The aim of the program is to rebuild the foundation of a community by healing the wounds of individuals through the power of forgiveness.

Third, *Ensuring Sustainability* – a cow, an

important status symbol and livelihood in Rwandan society, is given to the survivor and offender pair that took part in the reconciliation workshop. While the cow stays with the survivor, the offender shares the responsibility to care and maintain. The cooperation not only provides an income for the pair, but also facilitates contact and harmony between the victim, the perpetrator and their families. Cell groups, supported by CARSA Staff, comprised of the participants were subsequently formed to meet regularly and continue the restoration pro-



cess that began in the workshop, support each other, and learn new means of economic activity for their community. 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 contribute to the greater unity and rehabilitation of the broader Rwandan society.

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 effective ways of conflict resolution that lead to strengthening positive relationships in society rather than continuing in the vicious cycle of enmity and distrust.

In 2016, the program reached over 25



schools in the Muhanga and Kamonyi rural districts. After an initial *peace conference* was conducted in each school covering such topics as the negative impact

“I forgave him from the bottom of my heart and I commit myself to help wounded people who are just like me before I attended this workshop.”

of ethnic prejudices, importance of unity and reconciliation in society and the role of youth in building sustainable peace in



Rwanda, a *peace club* was established. Peace clubs are led by the students with help from a responsible teacher and a CARSA staff member, they meet regularly, they emphasize the student’s role in conflict mediation and peace building and look for active ways each member can spread the message of reconciliation in their own families and communities. Students also participate in Peace Club Competitions where students compete against other schools in songs, poems, drama and art about peace and reconciliation. Students had the opportunity to actively participate in the celebration of International Peace Day with over 2,300 attending on September 21st, 2016. One

of the peace clubs even hosted a football tournament without the use of referees to show their community that they can resolve conflict and strife in a peaceful, just and fair manner without the intervention of others.

Teachers and headmasters at the participating schools also attended a workshop specifically tailored for their role in the education process. One teacher from Kamonyi district was so impacted by the training, he claimed: “This workshop has been like a medicine that I am going to use in order to heal and strengthen my marriage, to raise my kids and teach students”.



Iraq

Iraq is one of the largest populations of internally displaced populations in the world.

THE HUMANITARIAN SITUATION

The humanitarian situation in Iraq is constantly evolving. This has created a situation that has often overwhelmed the humanitarian community, leaving thousands of families without access to lifesaving assistance. The deterioration of health services, destruction of WASH infrastructure and decline of social services has resulted in outbreaks of diseases.



There is little prospect of an end to the war in the near future, with the present conflict with ISIS being just one layer of the complex tensions in the region. The most significant change to the situation in Iraq is a large scale military offensive against the ISIS stronghold of Mosul. A coalition of military forces is launching a large scale offensive against Mosul, which is the last remaining ISIS stronghold in Iraq. The offensive against Mosul is expected to result in a massive displacement as the offensive continues, though most families within the city will be unable to flee. The severity of needs



among these families that are trapped remains unknown, and it is difficult to

predict how long it will take to liberate the city. The security situation has deteriorated while the offensive is ongoing. ISIS is launching numerous attacks in cities throughout Iraq, in an attempt to distract from the Mosul offensive. This creates new challenges for the humanitarian community, and sometimes these attacks interrupt program activities for families in desperate need of assistance. WRG is committed to going to these hard places and reaching families in greatest need of assistance.

OUR PROGRAMS

In response to the growing needs of displaced families in Iraq, WRG continues to respond with sustainable programming targeting the needs of whole families, with distinct emphasis on women and children.

"My greatest dream is to go to Kirkuk and study. I want to be a doctor," he says.

ASSISTING INTERNALLY DISPLACED PEOPLE

Iraq is experiencing numerous new waves of displacement. ISIS is weakening and losing territory across Iraq. As a result, families that have been trapped under ISIS occupation are fleeing for safety as areas are liberated. We are immensely grateful for freedom for these communities, but these families often struggle, as the needs in Iraq are immense and there are simply not enough resources to sufficiently support the mass numbers of conflict-affected people. The project

aimed to help vulnerable displaced families, particularly women and children, to meet their immediate needs and rebuild a sense of normalcy as they heal from past experiences and adapt to life in displacement. The project met basic material needs of communities through cash and distribution of non-food items (NFIs). WRG targeted hidden communities that have been neglected by other aid agencies; this includes mobilizing distributions in difficult to reach and underserved areas, focusing on communities outside of official displacement camps,



where they face multiple vulnerabilities.

FALLUJAH RESPONSE

In June 2016, Iraqi military forces successfully liberated Fallujah from ISIS control, but these operations displaced 85,000 civilians who had been trapped under ISIS occupation. These families ended up trapped in the desert with limited or no access to food, water, toilets, shelter and other basic needs for survival, which led to scathing reports of the aid community's ability to effectively respond to the needs of vulnerable Iraqi families. Due to the high volatility and insecurity in areas close to the front lines, and a significant lack of funding, most aid agencies were not able to secure stable access and resources for these families. WRG provided funding to a local partner, Preemptive Love Coalition, who

had access to the frontlines and was able to provide food, water and shelter to these families. World Relief provided the initial seed funds for the response, which was leveraged to meet the needs of vulnerable families. Through Preemptive Love Coalition, WRG was able to provide lifesaving food and water for 500 families—and emergency rations to 1,000 desperate families in communities who had suffered under ISIS occupation.

In total, WRG served 6,912 direct beneficiaries through Basic Needs Assistance.



WORKING IN A VOLATILE SITUATION

The main challenge for this program is related to retention of staff and volunteers. Given the frequent movement of IDP families, and many people attempting to seek refuge in neighboring countries, there can be high turnover in staff. Most of the staff and volunteers are young and are seeking opportunities to continue their education, or find more economic opportunities. This year, we



have experienced some stability in our staff and volunteers, but it remains a challenge, as we want to retain staff and volunteers due to the high level of investment and training we provide. Additional challenges include access to embattled communities. Due to the ongoing security concerns, access remains a chal-

lenge to support some of the people that need assistance most.

OUR TEAM IN IRAQ

WRG is privileged to work with partner Mission East in Iraq. WRG provides staff and technical expertise to the partner, giving support to the above mentioned programs in Iraq. The staff work tirelessly in the midst of numerous challenges to serve the most vulnerable in their communities.

VOICES OF HOPE AND DISTRESS

Lacking protection from the cold
Taha, who is the father of a family of eight children has received food and hygiene items from World Relief and our local partners, and mattresses and blankets from other organizations in the area. They also receive help from the residents of the nearby villages. But right now, the most pressing need is protection against winter cold:

"The cold begins now in November and lasts until February or March. So we need heaters and stoves and kerosene to run them. And more families are fleeing from our area to this place, so we need tents for them," says Taha.

"God willing, our home will be liberated, and we can return to our homes and our families. The sweetest thing is to return home," says Taha.

Bombs fell on the village

The family lived one year under the Islamic State: "Under ISIS we could not cultivate our fields, so to get food, we had to sell our sheep. Such was life there."

When the bombs began to fall over the village in October this year, the family had to flee and found refuge in a village near the city of Kirkuk. "We spent a night outside our village before we fled through the mountains and came here," he reports. His story illustrates the chaos of war for families who just want to live in peace.

Dreaming of becoming a doctor

Taha and his family now live in an unfinished and wide open concrete building, and the children have been unable to attend school for more than a year. The children speak Arabic, so they cannot go to the area's Kurdish schools, and in the occupied area schools were closed. But 13-year-old Yasser still dreams of pursuing his studies: "My greatest dream is to go to Kirkuk and study. I want to be a doctor," he says.

Life and death on Mount Sinjar

"We heard they did bad things"

The children coming to the Child Friendly spaces all carry distressing experiences after fleeing their home last year. Alifa is one of them. In August 2014 the home



of 12-year-old Alifa was occupied by ISIS fighters. "We heard rumors that they would hurt us badly. During the night we fled across Sinjar Mountain," she tells.

Feeding a family under occupation

Alifa, her parents and seven siblings spent four days on the mountain in baking heat and in need of food and water. "During the night my brothers went to the valley to fetch water and food for us. I was terrified. We heard that they had done bad things to other Yezidis."

**YOU ARE NO LONGER
FOREIGNERS AND STRANGERS,
BUT FELLOW CITIZENS WITH
GOD'S PEOPLE AND ALSO
MEMBERS OF HIS HOUSEHOLD.**

EPHESIANS 2:19

Germany



Arriving – arrived?

The number of asylum seekers coming to Germany in 2016 declined significantly compared to the peak numbers of the refugee crisis in 2015. The EU signed an agreement with Turkey to stop the uncontrolled immigration of refugees and



the business of people smugglers. While the crossings from Turkey to Greece have diminished, more and more refugees dare to take the not seldomly fatal route via the Mediterranean, especially from Egypt and Libya to Italy.

The decline in refugee numbers stands against the raising numbers of applications for Asylum in Germany, as weeks or months pass between the arrivals of asylum seekers in Germany and their opportunity to file the application. About 700.000 applications for asylum were accepted by the Federal Office, which is more than twice as many as in the previous year. Most applicants originate from Syria, Afghanistan and Iraq.

Some refugees could move to more permanent housing, but a lot still live in Gyms and other big halls, inclusive an old airport hangar in Berlin. Civil society, inclusive churches, engage a lot to assist

refugees all over Germany and the many volunteers offer services and friendship. At the same time there are more and more people openly opposing the “Welcome Policy” and even Chancellor Merkel took steps back from her initial welcoming optimism.

Still, many people in Germany, refugees and hosts with or without migrant background, are working hard on building an inclusive society. At the beginning of this year, our Program Coordinator Christiane Wutschke carried out a survey to better understand the specific needs of people working with refugees, particularly church based groups. We found that information and training on quite specific issues was needed, an important one being understanding and relating to traumatized refugees.

No capital on trauma and period after work. The Psychologist Udo Baer states that refugee work is trauma work. Psychotherapists estimate that every second refugee suffers mentally of traumatic experience. Michaela Huber, Chairwoman of the German Society for Trauma and Dissociation even argues that all refugees must be traumatised because of the reasons for fleeing their homes and experiences during their transition.

On the other hand, there are have thousands of untrained volunteers meeting and serving refugees



all over Germany. While trained Social workers might know how to understand and work with troubled people and how to take care of their own health in the

“We also say thank you to all that participated in our trainings, used our material and welcomed refugees!”

process, volunteers can easily be overwhelmed by the stories they hear. They suffer from vicarious traumatization or



Germany



feel just helpless to respond appropriately. Trauma can result in irrational behaviour that adds to the stress and contributes to inter-cultural misunderstandings.

In cooperation with German and American Trauma-Specialists Christiane developed a training to teach volunteers how to go alongside refugees and have meaningful conversations. They need to be able to take care of themselves (understand and deal with vicarious traumatization), need to understand PTSD enough to know when and where to refer somebody to professional help, and know how to listen and engage in a helpful way. The training focuses on re-

storing trust, friendship and self-efficacy, and not on confronting the trauma. This training fits well with other WRG programs (e.g. psycho social care for displaced people in the Middle East like the Child friendly spaces program) and is available on our Homepage now.

In addition to this training curriculum, our program coordinator Christiane also got engaged in more general trainings and coachings for church groups assisting refugees. Christiane could build on her long coaching experience and included in her trainings topics like inter-cultural communication or how to get started be effective in supporting refu-

gees. Besides the seminars, resources were compiled and gathered on our webpage to give useful tools for those that engage with refugees in Germany.

We are very grateful for the things we could build up under the lead of Christiane during her one-year-contract. She will continue to carry out the trainings in 2017 as a World-Neighbor-Consultant. We hope that what was built up in 2016 will continue to be a useful contribution towards building an inclusive society in Germany. We also say thank you to all that participated in our trainings, used our material and welcomed refugees!



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

panding activities, incl. hiring of new staff focusing on the topics refugee assistance in Germany and integral engagement in the project countries. In Jordan, Pakistan, Rwanda, Somaliland and Yemen ongoing projects were continued successfully and new initiatives were started. Additional pilots were started for refugees in the Middle East and registration processes for Turkey

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 2016.

as about projects in all program countries. The Supervisory Board met three times during the financial year 2016. All events and decisions that were of fundamental importance to the organization were discussed thoroughly based on the Executive Board's reports. 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 2016 was characterized by ex-

and Syria were moved forward. The move to Berlin opened up new opportunities for networking with other organizations and government institutions. A first project was financed by the Ministry for Economic Cooperation and Development (BMZ). Another milestone was the signing of a Framework Partnership Agreement with the Directorate Generale for Humanitarian Assistance and Civil Protection of the European Commission (ECHO), which opens up new funding opportunities for World Relief



Germany. Without the strong commitment of the Executive Board and all staff members of World Relief Germany, these achievements in 2016 would not have been possible.

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 2016. 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.

Neu-Anspach, December 31, 2016

For the supervisory board,
Peter Jakobus, Chairman

Financial Report 2016

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 31, 2016

<i>Assets (in Euro)</i>	31.12.2016	31.12.2015	<i>Liabilities (in Euro)</i>	31.12.2016	31.12.2015
A. Fixed Assets	63,068	73,813	A. Equity	248,236	193,223
I. Intangible Assets	39	99	I. Revenue reserves	193,223	68,230
II. Tangible Assets	63,029	73,714	II. Profit for the year	55,013	124,993
B. Current Assets	2,117,056	1,642,021	B. Reserves	20,604	27,009
I. Accounts receivable from grants and other assets	1,576,759	1,052,981	I. Other reserves	20,604	27,009
II. Cash assets, credit with financial institutions	540,297	589,041	C. Accounts payable	1,911,284	1,497,104
C. Accruals	0	1,502	I. from deliveries & services	1,932	529
	2,180,124	1,717,336	II. from grants received	1,883,070	1,479,779
			III. other liabilities	26,282	16,795
				2,180,124	1,717,336

NOTES OF 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 §§ 31ff. 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, €3K for annual leave that has not yet been taken and overtime, and €2K for other reserves.

The accounts payable for grants refer to €1,299K in grants for which no funds have yet been received and to €584K in collected but not yet appropriately utilized grant funds.

The equity amounts to €248K.

EXPENDITURE 2016

	2016	2015
Project expenditure	2,375,781	1,350,482
• Project implementation	2,084,917	1,272,833
• Project support	259,112	69,629
• Education and public awareness campaigns	31,752	8,020
Advertising and administrative expenditure	314,272	154,597
• Advertising and Public Relations	10,020	6,642
• Administration	304,252	147,955
Total expenditure	2,690,053	1,505,079

NOTES ON EXPENDITURE

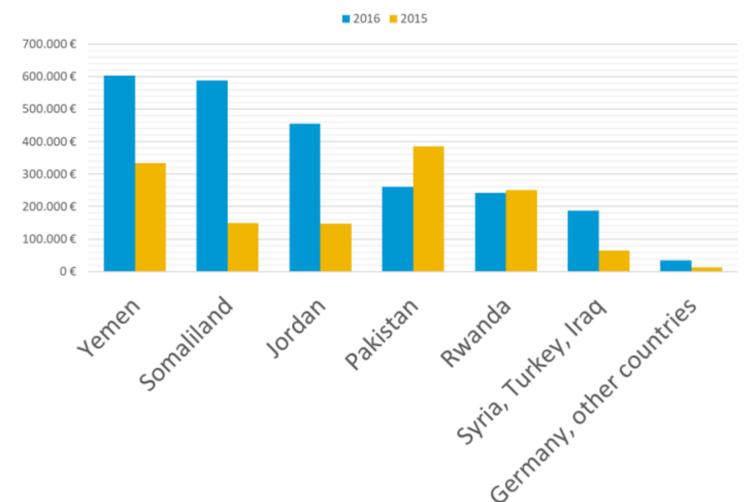
In 2016, total expenditure increased from €1,505K to €2,690K (+78.7%).

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

PROJECT EXPENDITURE

The expenditure for project implementation and support increased by €1,002K (+74.6 %) amounting to €2,344K. Especially for the crises in Yemen and Somaliland as well as the Syrian/Iraqi refugee crisis a massive increase in available project funding could be observed.

	2016	2015
Yemen	603,613	333,333
Somaliland	589,308	149,364
Jordan	455,914	146,990
Pakistan	261,386	385,706
Rwanda	243,293	251,044
Syria, Turkey, Iraq	187,456	64,344
Germany, Other countries	34,811	11,681
Total project expenditure	2,375,781	1,342,462



HUMAN RESOURCES AND SALARIES

In 2016, the association employed an annual average of 6.3 employees in Germany (in 2015: 6.5).

By December 31, 2016 there were 5 full-time staff and 9 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 73 staff, thereof 7 volunteers and 4 freelancers.

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 €32.1K to €43.5K.

The members of the Executive Board received annual remunerations ranging from €16.1K (for 50% work time) to €35.5K (full-time).

Annual remunerations of local project staff depend on the individual context and custom of the project country and range from an equivalent of €3.6K to €21.0K.

EDUCATION AND PUBLIC AWARENESS CAMPAIGNS

The expenditure for education, information and public awareness campaigns in 2016 amounted to €32K (in 2015: €8K), due to the creation of a new position for the implementation of the “Welcoming the Stranger” Campaign on refugees.

ADVERTISING AND PUBLIC RELATIONS

Forms of fund raising in 2016 included the use of social media such as Facebook and Mailchimp Newsletter, our web presence, the annual report 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 amounted to €10K (in 2015: €7K).

ADMINISTRATIVE EXPENDITURE

The administrative expenditure in 2016 amounted to €304K (in 2015: €148K), due to the increase in project volume by 75% and the setup of the new office in Berlin.

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 2016, our share of advertising and administrative cost was within that range and amounted to 11.68%.

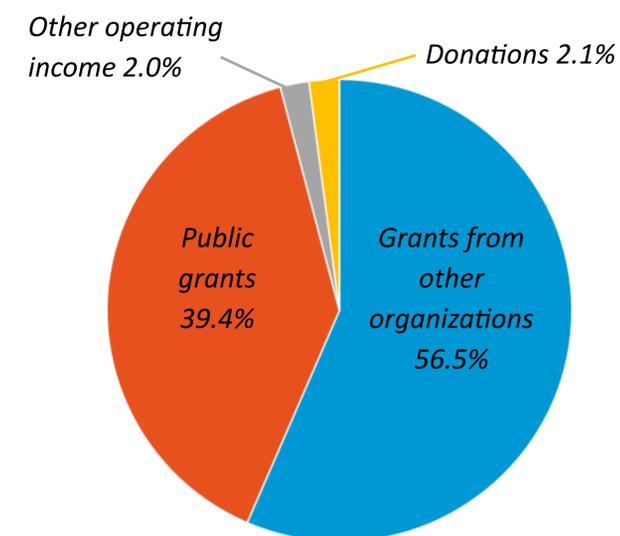
	Project implementation	Project Support	Education and public awareness campaigns	Advertising and Public Relations	Administration	Total 2016	Total 2015
General project related expenditure	-1,583,138	-178,272			-53,482	-1,814,892	-854,772
Personnel expenditure	-473,198	-80,840	-30,894	-9,592	-183,704	-778,227	-537,305
Amortizations	-19,914				-4,246	-24,160	-21,381
Other Operating Expenditure	-8,667		-858	-428	-62,821	-72,774	-91,621
• Travel costs			-18		-1,262	-1,280	-6,180
• Occupancy costs					-8,964	-8,964	-16,714
• Administrative costs				-428	-48,282	-48,710	-48,773
• Contributions, insurance, charges			-840		-4,313	-5,153	-5,771
• Disposal of fixed assets	-8,667					-8,667	
• Receivable written off							-14,184
Total expenditure	-2,084,917	-259,112	-31,752	-10,020	-304,252	-2,690,053	-1,505,079

REVENUE 2016

NOTES OF REVENUE

World Relief Deutschland received revenues of €2,745K in 2016. This corresponds to a total increase of 68.4%, resulting from the above mentioned increase in available grant funding and as a consequence in income from both public and private grants by €1,132K (+75.4%). The increase in other operating income was mainly caused by increased exchange rate gains.

At €57K donations were significantly lower than in 2015 (€104K). The decrease is caused by forwarded donations from the U.S. being organized via project grants and therefore portrayed as income from grants, as well as by the discontinuation of a staff position that was entirely financed by personal private donations. Other than that, the private donations continued on the same level as in 2015.



	2016	in %	2015	in %
Income from grants	2,633,571	95.9%	1,501,410	92.1%
- from public grants	1,082,464	39.4%	894,541	54.9%
- from other organizations	1,551,107	56.5%	606,869	37.2%
Donations*	56,776	2.1%	104,392	6.4%
Other operating income	54,603	2.0%	21,321	1.3%
Interest revenue	116	0.0%	2,949	0.2%
Total revenue	2,745,066	100%	1,630,072	100%

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

ANNUAL RESULT 2016

The profit and loss statement shows a positive annual result of €55K (in 2015: +€125K). With total revenues of €2,745K, a total of 130.341 beneficiaries were served.

€2,745,066

Total Revenue

130.341

Beneficiaries Reached

This is a shortened version of our annual financial report – the complete annual financial statements are available on our website 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, 2016. 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, May 10, 2017

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.



MEMBERSHIPS



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.

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 website www.worldrelief.de.



INTERNATIONAL PROGRAM AND PROJECT PARTNERS

Below is a list of the main international program and project partners with whom we cooperated in 2016. 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 2016.

UN and Public Partners

- AHC - Australian High Commission (f);
- BMZ - German Federal Ministry for Economic Cooperation and Development (f);
- IFA - Institut für Auslandsbeziehungen (with funding from the German Foreign Office) (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 Organisationen

- CARSA - Christian Action for Reconciliation and Social Assistance (i);
- Mission East (i);
- PartnerAid US (f);
- Tearfund UK (f);
- World Relief (f);
- ZOA International (f);
- Diocese of Peshawar (i);
- various Local partners in Middle East (including communities based organizations and churches) (i);
- 22 Local partner organizations in Yemen, including Yemeni Red Crescent Society (i);
- 5 communities / Community based organizations in Somaliland;

WELT- NACHBARN



Nachbarn lässt
man nicht allein.
Weder hier noch dort.