

## AGENDA 6.1

# Report: Australian Lutheran World Service

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## EXECUTIVE SUMMARY

### MAJOR ACHIEVEMENTS AND KEY RESULTS AGAINST PLAN

- During the synodical period the Australian Lutheran community bringing love to life, combined with government grants, provided care and support to hundreds of thousands of the world's most vulnerable people through our church's aid agency, ALWS.
- Through community development programs that empowered these people in 10 countries across Africa, Asia and the Pacific, we proclaimed their preciousness in God's eyes.
- In the last three years ALWS was also privileged to take our church family's emergency aid to the victims of 17 humanitarian disasters, and extended further help to people under threat from COVID-19, and at risk of being forgotten by the world.
- ALWS also provided 'behind the scenes' technical and financial support to LWF World Service to develop disability inclusion guidelines and improve their safeguarding policies and practices.
- At home, in partnership with more than 60% of Lutheran schools, and LEA and ALC, we enabled students and teachers (at least 7,000 in 2020 alone) to live the gospel through action, and develop a deeper understanding of effective development, sustainability and empowerment.
- All this life-transforming work was achieved with an overheads rate (*fundraising and administration costs as defined by ACFID Code of Conduct*) of less than 15% on average.
- In 2020, our church commemorated 70 years of ministry through ALWS. While COVID lockdowns stopped public events, a special edition of *The Lutheran* enabled both normal subscribers, and a wider audience in Lutheran schools, to thank God for the blessings brought through ALWS.
- With the support of the LCA Standing Committees on Constitutions and Nominations, we revised our constitution and expanded our board, shifting to a competencies-based model, and drafted a new set of strategic directions for 2021 and beyond.

### SUCSESSES

- Thanks to God, and the dedication and skill of the ALWS team and partners, and despite the challenges of COVID-19, we reached nearly 300,000 people in some of the world's toughest corners in 2020. This included supporting pandemic preparedness and response as part of LWF's worldwide united effort that reached 454,000 at-risk people and 5,600 front-line staff.
- Since Walk My Way began in 2017, 4,996 walkers and their supporters have raised \$831,173 to support 31,968 refugee children to go to school. In 2019, Walk My Way was part of a total effort in the GRACE Project that supported 40,000 refugee children – to 'match' the 40,000 students blessed by Lutheran schools in Australia.

### LESSONS LEARNT AND CHALLENGES

Key challenges faced over the synodical term include

- Adapting our partnerships and ways of working for COVID-19 and virtual realities
- Funding the rising cost of operations in Australia (compliance, community education and advocacy) without increasing expenditure on overheads / administration.
- Meeting increased demand for ALWS services
- Achieving diversity aspirations including gender balance at the governance level requires time and an intentional approach to board renewal and development.

With broken hearts we said farewell to our brother Christian Stern, our Queensland Community Action Officer, who was taken home by our Lord on 22 February 2021.

## **MAJOR IDENTIFIED RISKS**

Four areas of risk we have been managing in recent years, some of which have been further exacerbated by COVID-19:

- Raising sufficient resources to care for people needing support
- Safeguarding the most vulnerable
- Operational capacity
- Staff safety and wellbeing

## **FOLLOW UP**

- PROPOSED THAT the General Synod endorse the revised Constitution of Australian Lutheran World Service.
- PROPOSED THAT the General Synod approves the extension of the MRL Group as auditor of ALWS until 30 April 2024.

## **MEMBERS**

### **Australian Lutheran World Service Board of Directors**

Thomas Brennen, Morgan Brookes, Simon Cooper, Jodie Hoff (Chairperson), Andrew Kotzur, Peter Renner, Michael Stolz

## **BACKGROUND**

Australian Lutheran World Service (ALWS) is the overseas aid & development agency of the LCA. The LCA has commissioned ALWS to “translate the spirit of Christian love and faith of the Church into effective services with and for those most in need.” (ALWS Constitution). For 70 years now, ALWS has reached out to bring love to life for people struggling to recover from humanitarian disasters, threatened by displacement, marginalized by poverty and injustice.

## **ACHIEVEMENTS/RESULTS AGAINST PLAN**

**Goal 1: ALWS will HELP through partners to ensure that people live in more just and sustainable communities through long-term development programs, and that people affected by emergencies receive life-sustaining care**

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With the generous support of the Australian Lutheran community and the Australian Government, and in partnership with the LWF Department of World Service and the ACT Alliance, in 2020 ALWS provided over \$5.4 m of aid – the largest amount in ALWS history. Aid reached 216,527 people directly through long term community development programs, as well as 147,362 people living as refugees or displaced from their homes.

Specific overseas program accomplishments in 2020 alone include:

- In marginalised and minority communities in Nepal, 4,224 families were supported through COVID-19, 1,046 farmers began commercial farming of vegetables and spices, and 328 entrepreneurs began new enterprises!
- 14,989 people in South Sudan benefited from a range of food production, income generation, education and peacebuilding initiatives in flood & locust ravaged Jonglei State.

- In Cambodia, over 34,000 vulnerable people in disadvantaged rural areas improved their well-being and livelihoods through improved agricultural practices, better market linkages and disaster resilience skills training.
- Coastal & island communities vulnerable to disasters in N and W Sumatra, Indonesia enhanced their livelihoods, resilience and safety through disability-inclusive disaster risk reduction programs.
- 23,154 children in Rakhine State Myanmar, many displaced from their homes, accessed higher quality education through home school kits, repaired temporary learning centres, and teacher training.
- More than 100,000 people in Bangladesh, Indonesia, Nepal and South Sudan hurt by disasters and displacement were supported by our ALWS family.

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**Goal 2: ALWS will INSPIRE and enable the Lutheran family to reach out in love for justice**

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- In 2020, despite COVID-19 event cancellations, 2,838 Aussies found a way to walk to support 6,390 refugee children to go to school, including 10 Lutheran schools!
- Despite COVID restrictions, 3,700 students in 33 Lutheran schools were inspired and equipped to help others through 87 school visits and 50 ZOOM education sessions led by ALWS in 2020. 5,200 students joined in ALWS led chapel sessions connecting their faith with action.
- In 2020, our ALWS family and schools and churches came together to give the most help ever through **Gifts of Grace**.

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**Goal 3: ALWS will strive to IMPROVE to enable it to best serve people, communities and supporters**

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- In 2019, LWF World Service published its inaugural disability inclusion guidelines and toolkit, acknowledging ALWS support. Teams and communities in 25 countries served by LWF are now learning how to more effectively include people with disabilities in their aid and development work
- In 2020, ALWS commenced upgrading of 3 key systems (donor database, financial and HRS/payroll), to improve these systems for staff & supporters.
- A 2020 evaluation found that the Nepal POWER program, (a collaboration between LWF Nepal, ALWS, Caritas, Adventist Development & Relief Agency and International Nepal Fellowship) resulted in increased awareness on reducing gender-based violence, better access to services, and governments more effectively supporting women to realise their rights.

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**Goal 4: ALWS will STRENGTHEN as an organisation to ensure it is transparent and accountable to people, communities, partners and supporters**

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- The ALWS Board, in consultation with LCA's Standing Committee on Constitutions, revised the 1995 ALWS Constitution in line with LCA, charitable and aid sector governance requirements. In Oct 2019 the GCB approved the Constitution, with additional amendments in 2021, for endorsement at the 2021 Synod.

- In 2019 ALWS Board developed and approved its first skills and diversity matrix, to guide nominations, succession and professional development. In 2020 four new members were brought on board with Ms. Jodie Hoff appointed as Chair.
- During the 2018-2020 synodical term, 21 policies were revised or developed, including several new ones:
  - Anti-Bullying and Sexual Harassment
  - Conflict of interest
  - Policy Framework
  - Prevention of Sexual Abuse, Exploitation & Harassment
  - Procurement
  - Whistleblowing.

#### **Goal 5: ALWS will PARTNER with others to leverage wider change and increase its impact**

- ALWS committed over \$700,000 in donations from the Australian community to **leverage matching grants** valued at over 10 million for life-saving programs in 9 countries. Partners included LWF and its related agencies eg Brot fur die Welt and Church of Sweden. This 'leveraging' power will touch the lives of over 382,000 people in need.
- ALWS collaborated with 10 other church aid agencies to exchange best practice and tools that help staff and partners to **promote safeguarding and prevent sexual exploitation, abuse and harassment**.
- In 2020, ALWS was successful in receiving grants from DFAT's Australian Humanitarian Partnership for supporting the displaced populations in Bangladesh and Myanmar, in collaboration with the Church Agency Network Disaster Operations Consortium.

#### **Goal 6: ALWS will RESOURCE its work with the people, funds and time needed to sustain the work of the organisation**

- In 2020, a special gift from the sale of Anna Bay Lutheran Church, government COVID-19 subsidies for charities, and ongoing DFAT grants, enabled ALWS to exceed its total income targets in 2020.
- In 2020, volunteers donated 552 hours of time to ALWS, saving \$14,557 in costs and more funds to those who need it most. 84.7% of ALWS resources were spent on programs and less than 15.3% on overheads (a lean and competitive ratio)

#### **PROGRESS AGAINST PLAN/OBJECTIVES**

The above report presents highlights of progress against the ALWS strategic and operational plans.

ALWS adapted its ways of working significantly in 2020, with the closure of borders and domestic restrictions, shifting into virtual mode. See Challenges section below.

In late 2019 the ALWS board and team began to turn its attention to the development of a new strategic plan. Staff and board considered achievements, challenges, new trends in the aid and development sector. We consulted a range of domestic and international stakeholders and drafted a set of high level strategic directions. The draft was endorsed by the board in late 2020. The team is now fleshing out the desired outcomes, priority actions and performance indicators. We aim to have the final public version, as well as the accompanying operational plan, ready by the end of 2021.

In 2020, the newly constituted ALWS board developed a governance roadmap, outlining its plan for the development of 3 advisory committees:

1. Finance Audit and Risk, established in early 2021,
2. Program Committee (updating the Terms of Reference and composition of the current Program Advisory Committee)
3. Fundraising and Marketing.

## **SUCSESSES**

Thanks to God, the dedication and skill of the ALWS team and partners, and despite the challenges of COVID-19, we reached nearly 300,000 people in some of the world's toughest corners in 2020.

This made 2020 the highest year ever in ALWS history in funding for overseas projects. The 5-year average for overheads (funds spent on accountability, administration and fundraising) is just 14.6%.

In 2020, despite COVID-19 event cancellations, 2,838 Aussies found a way to 'Walk Your Way' supporting 6,394 refugee children to go to school, including 10 Lutheran schools!

In early 2020 the Australian Council for International Development (ACFID) confirmed that ALWS achieved compliance with all 90 mandatory indicators and many of the 112 good practice indicators in the aid sector's Code of Conduct.

By the grace of God in December 2019, our 'ordinary' supporters achieved the extraordinary when the target was met to support 40,000 refugee children to go to school!

## **LESSONS LEARNT AND CHALLENGES**

The following organisational dilemmas and learnings are featured strongly in ALWS strategic issues analysis, as we step towards a new strategy for 2021 and beyond.

1. As COVID-19 spread across the globe, ALWS shifted into virtual mode, stepped up support to partners and pivoted programs overseas, and adapted our back-office operations to function from home. Adjusting budgets and plans constantly to keep pace with the change was a challenge, but we handled this by progressing some ongoing initiatives at a slower pace (such as strategic planning, systems review and policy development.)
2. A new virtual reality: COVID in 2020 accelerated our plans to trial more virtual engagement, and so far the feedback has been positive. With borders closed and some partners overseas more restricted in their movement, ALWS staff and partners meet virtually to check on program progress, provide technical assistance and make plans. This shift was challenging particularly challenging at first, in light of significant time zone differences, where internet was unstable, or where significant 'pivots' were required due to disease risk. For both domestic and international teams, the reduced time on the road has helped some to achieve better life balance.
3. Lean or Mean? As a comparably small overseas aid agency with only 15 permanent employees, and half of the staff working part-time, meeting growing demand for engagement from the community in Australia and partners overseas is a challenge, as grateful as we are to be invited! The community education team in Australia has dealt with this challenge by adapting longer learning events at schools to shorter sessions, and offering a more concise selection of resources. The programs and finance teams have utilised short terms contracts with technical experts to provide surge support or add value in technical areas such as program evaluations or systems review.

4. Likewise, with quality assurance and compliance expectations constantly growing, and partners overseas facing funding cuts and volatile operating environments, the small ALWS programs team is challenged in meeting rising demand for support. Strategies include:
  - utilising trusted consultants for surge support including local and regional experts
  - working collaboratively & virtually with other agencies to share technical resources
  - focusing on where the greatest risk and need is, and where we offer the most value-add.
5. Funding ALWS' educational services in Lutheran schools and advocacy work in Australia remains a critical challenge, as Governments and supporters alike expect their resources to go directly to the field. We are dealing with this challenge by adapting our community education models to be higher impact & lower cost, investing more in community fundraising, working collaboratively with others including LEA & International Mission on supporting Lutheran schools, and contributing to the Church Agency Network, ACFID, MICAH's advocacy for a stronger Australian aid program (instead of going it alone).
6. Diversity & Expansion of our governing body: The skills and diversity matrix adopted by the ALWS board in 2019, and the expanded composition requirements for membership in the revised Constitution, are broadening the skills and experiences on the board. In late 2019 the board identified three priorities for development: strategic fundraising and marketing, financial governance, and change leadership. Although the call for nominations encouraged female applicants, the early 2020 nominations process attracted very few females. As a result, only 2 out of 7 current board members are female. We welcomed four new experienced members in 2020, and delayed governance policy reviews until they were fully inducted. We look forward to ensuring a better gender balance and other diversities through future appointment processes, in line with the matrix, ALWS gender policy and sector codes of conduct.

## RISKS

### *Major risks*

ALWS risk registers capture a wide array of risks faced and mitigation steps taken. The following four were the most significant over the past three years, particularly in 2020:

1. **Income risk:** The ageing demographic in our Church, which provides approx. 2/3 of ALWS annual revenue, coupled with the impact of bushfires and the pandemic on the economy since 2019, meant that income risk has been significant in this synodical term.
2. **Safeguarding the most vulnerable:** In 2019 the Australian aid sector and ALWS focused on strengthening codes of conduct, policies and practices for preventing sexual abuse and exploitation of vulnerable children and adults, in the wake of a global scandal involving emergency response workers (Oxfam/Haiti). The pandemic and related volatility has raised the risk level for many vulnerable people, particularly those living in conflict zones.
3. **Operational capacity:** ALWS' historic mode of operation is heavily reliant on face to face contact, be it in Australian schools and churches or through providing technical and relational support to partner organisations at the coal face overseas. International border closures and ever-changing domestic restrictions create challenges for our operations.
4. **Staff safety and wellbeing:** Like in many ministries, our staff are tireless workers and ALWS' human resources are lean compared to peer agencies in the aid sector. Organisationally, we continue to challenge and support our highly dedicated and passionate team to strive for well-being and balance, but burnout remains a significant risk, heightened in light of the pandemic and economic uncertainties.

### ***Likelihood of identified risks occurring and potential impact***

1. **Income risk:** Income risk was ranked as high during the synodical term, but has been mitigated in the short term, due to healthy cash reserves, supporter generosity and government subsidies. Australia's public support for foreign aid has diminished during this synodical term, putting pressure on grant funding to organisations like ALWS.
2. **Safeguarding:** Although research and evidence show that abuse escalates in situations of extreme poverty, disaster and conflict, with devastating impacts for already disenfranchised people, the risk level is reduced to medium for us, due to strong & effective policies and practices in place at ALWS and partner organisations such as LWF.
3. **Certain operational capacity risks** are ranked at inherently high and medium levels, particularly as international travel is unlikely to open up in the next year, and given political instability in some places, particularly Myanmar.
4. **Staff safety and wellbeing:** given the enduring nature of the COVID-19 crisis, the risk level has escalated from medium to high in mid-2020, but in light of strong public health measures, this is unlikely to occur. Staff are finding their feet in terms of new ways of working, but constant change means the risk of burn-out remains high.

### ***Summary of action taken to mitigate risk***

1. **Income risk:** measures taken to date include
  - greater investment in supporter communications, campaigns
  - development of a gifts-in-wills product and ethical investing plan
  - A review of ALWS' donor database system
  - Reduced expenditure in 'back-of-house' operations & intensified financial tracking
  - Advocacy with the Australian Government to preserve and grow the Australian Aid program and partnerships with Church agencies
2. **Safeguarding:** To better protect the safety and well-being of those we serve, be it from abuse from those connected with our own programs or more broadly in their communities, ALWS has
  - reviewed its suite of protection and safeguarding policies and procedures, with advice from ACFID, DFAT and the Humanitarian Advisory Group
  - collaborated with experts in the Australian and global sectors, including the Church Agency Network, to exchange best practice and develop tools to support partners.
  - Initiated closer coordination with LWF World Service to support their intensified program for strengthening staff and community capacities to prevent misconduct and protect the most vulnerable.
3. **Operational Capacity:** ALWS rapidly adapted its operations and support for partners, highlights include
  - In 2020 Walk My Way became Walk Your Way, building a self-managed model schools & churches could tailor to their own needs and opportunities, by running local walks and Year 9 Rite Journeys, for example, as part of broader learning experience. Although income from Walk Your Ways was lower as a result, the community & school-led approach is flourishing in many other ways.
  - adapting education resources for remote learning. COVID-19 has fast-tracked how ALWS engages virtually, with interactive sessions successfully delivered to classes via Zoom. We are blessed that schools affected by COVID-19 restrictions found innovative ways to continue to help people through ALWS.
  - Providing virtual support to overseas partners in the field, developing remote monitoring tools, intensifying collaboration with other partners to ensure strong risk

management and quality assurance, and availing of in-country and regional consultants.

4. **Staff safety and wellbeing:** A few ways we are managing this risk include
  - Only travelling when absolutely necessary and ensuring COVIDSafe workplace practices
  - Encouraging leave, careful pacing and workload revision, stepping up psychosocial support (including promotion of LCA EAP) to nurture self-care and well being
  - Reviewing back-office systems to improve effectiveness & free up time
  - Assessing & addressing human resource, structure and succession challenges in the upcoming strategic planning period

As with the challenges outlined above, adapting our ways of working and strengthening our response to these risks will be critical in ALWS' next strategic period 2021-2026.

## **ALIGNMENT TO 'OUR DIRECTION 2018-2024'**

Our aid and development partnerships overseas are an important expression of the LCA's diaconal service. ALWS' educational outreach supported each year by the LCA is closely aligned to Lutheran identity and the mission of the LCA. The work of the Lutheran community through ALWS is exciting, dynamic and passionate; hands-on in the world's hot-spots; following in the footsteps of Jesus – and therefore presents to wary, world-weary and wondering young people an aspect of Lutheran life they would not otherwise see.

ALWS work in this synodical term has contributed to a range of LCA Strategic priorities and objectives:

1. Objective 1.3 *Equip people for mission and ministry in the church, local communities and the wider world.*
  - ALWS team reached at least 7,000 students through 38 Lutheran schools and 457 teachers in 2020, equipping people of all ages to bring love to live wherever they are and wherever they go.
2. Objective 1.5 *Protect and uphold the dignity of people, especially children and the vulnerable, to lead lives in peace and safety.*
  - In 2020 ALWS disbursed over 5.4 million dollars in support, over half from the Lutheran community, to empower those facing multiple vulnerabilities, including conflict, displacement, discrimination, hunger and oppression.
3. Objective 2.1 *Strengthen a missional culture where individuals, families and communities are inspired, passionate and active in sharing the gospel.*
  - ALWS' education initiatives in Australia (including Walk My Way, website and video resources, school curricula and chapel presentations) enable the wider Lutheran family of all ages to live their faith in action, and for non-Christians, to learn from Jesus' servant leadership model.
4. Objective 2.2 *Encourage strong missional-oriented leadership by supporting pastors, lay workers and other leaders to be effective ministers of Christ in a changing world.*
  - Our pilgrimages to Kenya and Nepal in 2019 boosted the missional capacity of Lutheran principals, teachers and ministry leaders through the powerful witness of Christ's love in action they experienced. During the synodical term ALWS presented to graduate pastors and collaborated with LEA and ALC on service learning resources for educators.
5. Objective 2.3 *Support collaborative, missional-oriented approaches in changed and changing mission fields.*

- ALWS' collaboration with 11 other Australian Christian denominational aid agencies reinforces our positioning as faith-based agencies in a changing world, through our joint advocacy, exchange of best practice, and peer support at the management & governance levels.
6. Objective 2.7 *Encourage continued support for overseas ministries carried out through effective church to church partnerships.*
    - Independent evaluations of ALWS partnerships with the ELCPNG and CDRM&CDS during this term showed that the Lutheran Churches in PNG and Indonesia had strengthened their diaconal outreach.
  7. Objective 3.2.3 *Encourage local communities so that they feel valued, united and hopeful within their wider church family.*
    - ALWS places a high priority on meeting local communities face-to-face. For example, in 2019 alone, 8 Walk My Ways, 3 Asante Afternoons, 55 church visits and 47 supporter visits fostered a spirit of hope and sense of family within the wider church. In ALWS Reports Back and Annual Report we feature the efforts of 'people just like me', along with people who may surprise – young children / very senior – to foster an 'If they can do it, so can I' message.
  8. Objective 3.2.4 *Deepen collaboration between the ministries of the church to achieve integrated and effective communications and engagement across the church.*
    - Significant collaboration with congregations, schools, districts and church-wide office enabled us to pull off many more Walk My (and Your) Ways than originally planned.
    - ALWS recognises the financial challenges of publishing *The Lutheran* (and *Together* magazine) and runs at least one full-page ad in every issue, in order to provide income certainty to TL, while also achieving ALWS goals, plus providing a source of joy and inspiration to TL readers.
    - ALWS provided training in effective communication – **Power Up the Passion** - to around 50 registrants from LEA emerging leaders. ALWS also works closely with the LLL on opportunities for cross-agency promotion, via ALWS products like **Gifts of Grace and What's My Business**.
  9. Objective 3.3.4 *Encourage greater support for the work of the church using innovative approaches.*
    - ALWS seeks to use world best practice marketing and fundraising principles to encourage support for the work of the LCA through ALWS. Thus, many products have been created – Gifts of Grace, Walk My Way, Refu.Me, Gourmet Grace Gathering, What's My Business etc. The aim is to meet people 'where they are at', rather than asking them to make the sometimes forbidding journey to 'where we are at'. This is especially important for young people from outside the church in schools, the communities around our congregations, and the non-attending families of church-goers.
    - By the end of 2019, ALWS enabled LWF & related agencies to leverage 6 matching grants, valued at over 10m, to multiply the gifts of Australian Lutherans and expand the number of vulnerable people reached around the world.

## COORDINATION AND COLLABORATION

### 1. Lutheran Education Australia

- Cooperation on Integration of global service learning into teacher professional development and student curricula

- Informing one another's strategic and operational plans, including curricula and major events such as the ALWS 70<sup>th</sup> and LEA leadership training
  - ALWS highlights the powerful ministry of the LEA to young people when communicating with both ALWS supporters and Lutheran congregations, aiming to build a greater sense of shared ministry
- 2. LCA International Mission**
- ALWS and IM consulted on our respective public outreach and engaged one another in our strategic and annual plans and reviews, particularly in Indonesia, Myanmar and PNG.
  - LCA IM grant for Indonesia ended in 2019. An independent evaluation showed that this program made a valuable contribution to capacity building of Lutheran churches in Sumatra in disaster preparedness.
  - Communicating our distinctive and complementary identities is an ongoing opportunity and challenge.
- 3. LLL**
- Supported by a grant from LLL, ALWS new 'What's My Business' program yielded positive results in 8 Lutheran schools, with students building small enterprises, linking their business ideas to 'finance with a mission,' and creating a better world.
  - Collaboration on profiling LLL during ALWS' Anniversary, in school events, educational materials and Walk My Way
  - Without LCA Insurance's comprehensive support to ALWS teams traveling in the world's more difficult locations, and annual income from LLL permanent funds, we would not have achieved the results listed in this report.
- 4. Office of the Bishop**
- ALWS responded to letters / requests for international aid support on behalf of the Bishop
  - Supported ALWS in planning ALWS' 70<sup>th</sup> Anniversary
  - Supported ALWS in ecumenical advocacy initiatives, including advocacy on the Commonwealth's foreign aid budget and COVID-19 response and vaccine equity
- 5. Lutheran Media**
- ALWS provided ad hoc fundraising and strategic communications advice
- 6. Lutheran Communications**
- ALWS regularly advertises in *The Lutheran and Together* magazines to profile stories of teachers and students bringing love to life for people in need around the world.
- 7. Lutheran Women**
- ALWS presented at a number of LWA guilds and district/national meetings
  - ALWS provides stories for Lutheran Women magazine

## **FINANCE/BUDGET**

ALWS recorded small deficits in 2018 and 2019. In 2020, ALWS recorded a surplus of \$541,607, due to timing of government grants received, a generous gift from the sale of Anna Bay Lutheran Church and resulting from government COVID-19 subsidies for charities.

ALWS maintains a sound financial position and has the capacity to meet all of its obligations as and when they fall due, retaining sufficient funds in reserve to meet all of its legal obligations.

Below is the link to the [2020 Annual Report](#) on the ALWS website, including [2020 Audited Financial Statements](#) on pages 30-45. Plus a finance summary on page 29.

<https://www.alws.org.au/policies-reports/#about-2>