

world relief®

THE PATH OF

peace

2016 Annual Report





World Relief empowers the local church
to serve the most vulnerable.

Because of the tender mercy of our God, God's sunrise will break upon us, to shine on those living in the darkness and in the shadow of death, and to guide our feet into **the path of peace.** LUKE 1:78-79

It is easy to think about peace simply as the absence of conflict, particularly in a world where headlines are all too often dominated by conflict, cruelty and a disregard for human life. And yet, Jesus calls us to something greater. He calls us to bring *shalom*, the Hebrew word denoting peace, harmony and wholeness, to the individuals and communities we serve.

While disaster or conflict often catalyze World Relief's interventions, our primary focus is and will always be long-term, sustainable development of individuals and communities in partnership with local churches. Together, we are moving whole communities from despair to hope, dependence to self-reliance, broken relationships to thriving families, and isolation and loneliness to shalom. At World Relief, the local church is not just a convenient delivery mechanism for our services but the essential foundation of how we work. It is at the center of our theory and praxis of change.

2016 served as an invitation to clarify and double down on this unique mission. It was a year of great progress, during which we made significant organizational changes that we believe will better equip us to reach the most vulnerable and to respond to whatever the future holds. It was also the year in which the transformation model we have been developing for over six years came of age.

Since 2010, we have been refining and standardizing our Integral Mission approach across several sub-Saharan countries and in Haiti, within what we call our Church Empowerment Zone model. Local leaders—working through and with local church networks—leverage World Relief's training curricula, grounded in the wisdom of scripture and technical best practices, to define programs and mobilize volunteers. Together, these leaders are creating unprecedented church unity across formerly fragmented denominations and generating local ownership of practical solutions to the many dimensions of poverty and conflict.

We are now implementing over 25 Church Empowerment Zones in these countries with a proven, scalable and cost-effective transformation model. Moreover, work elsewhere confirms that many of the Church Empowerment Zone model's underlying principles are transferable to other contexts, including predominantly Muslim countries, where we are agents of peace—providing emergency assistance, compassionate service and refuge. Similarly, our work of 'welcoming the stranger' here in the U.S. looks increasingly beyond initial resettlement to longer term integration within the host community, leveraging the love of local church volunteers who bring their resources and commitment alongside our deep technical expertise.

In partnership with the local church, we are bringing light to some of the darkest and most difficult situations in the world. Please enjoy selected pieces by staff members telling this story from around the world and highlighting our distinctive values. We are grateful for our Christian brothers and sisters around the world, and for their dedication and compassion. We are grateful for our staff, who courageously and selflessly serve the vulnerable in the name of Jesus. And we are grateful for your support.

Tim Breene, CEO

Scott Arbeiter, President



OVERCOMING DARKNESS

Moses Ndahiro | Country Director, World Relief Rwanda

Rwanda. A country as magnificent as it is complex. A place of breathtaking beauty, and of an unthinkable violent history. A marvelous land of a thousand hills, still haunted by an eerie morning fog that sits atop the horizon and whispers of horrors past; a genocide that shook the world so deeply, it promised, “never again.”

It is a country unlike any other, where God’s creation is on display in all its splendor and diversity. The warmth and hospitality of a people striving to rebuild and rewrite their story. The hope of a history overcome and of a nation reborn.

And it is a country where God is at work in powerful ways. Where people’s hearts and minds are being transformed through Christ. Where the church is stepping into its rightful place as the hope of the world.

It is a story of light overcoming the darkness.

The church established itself in Rwanda over 100 years ago, and today more than 70% of the population is in a church building every week. How then, in 1994, did a genocide of such horrific proportions and unprecedented brutality take place? Volumes have been written on the underlying causes—on the immediate events leading up to the genocide and the failure of the world to take heed of the warning signs. Little, however, was said about the failure of the church to stand up and

protect the vulnerable. Fortunately, that has changed. Today’s church in Rwanda is quite different from the institutionalized church of the past. It is vibrant, diverse and growing. And step-by-step, it has begun to walk alongside its people in their journey from darkness and despair, towards hope and renewal.

World Relief first established its presence in Rwanda immediately following the genocide. Watching the international community respond with one-off emergency interventions, we became increasingly convinced that solutions needed to center on the resourcefulness and hearts of the local people and that the church had a unique role to play. Born out of that conviction, World Relief first pioneered its Church Empowerment Zone model in 2011. Founded on our strong belief that transformational change begins with the church, we began teaching, mobilizing and empowering local churches and their networks to serve the most vulnerable in their communities. By sharing and building leadership capacity, we brought churches of all denominations together in one network



to unite under a common curriculum and leadership development program, giving them the opportunity to wrestle with common problems, share resources and join together in a common vision for their churches, families and communities.

“We do not see one another as enemies anymore. Now we come together as brothers, bringing our strengths together. We are at peace.” PASTOR MUSEVENI

Today, the Church Empowerment Zone model is unleashing the potential of hundreds of churches and communities across Rwanda, building a legacy of hope, generosity and self-reliance that is sustaining progress. Local churches are no longer simply institutions for Sunday gatherings but the epicenters of their communities—transforming hearts, minds and attitudes. Rwanda is a vivid and timely reminder that there is more to religion than just showing up to church. It has revealed how essential it is for our faith to be strongly rooted in a holistic and meaningful understanding of the gospel.

One pastor in Bushenge, Rwanda, said, “Now we are caring for the poor and most vulnerable. We are creating love where the Devil was bringing hate and division. We are bringing the kingdom of God down to Earth. Our families are in harmony. And a family in harmony will prosper in everything.”

Over the last five years, we have seen families reunited and health and nutrition outcomes improved. We have seen neighbors, siblings, spouses, children and friends overcome their challenges and experience renewed and strengthened holistic relationships. We have seen the transformation of lives.

The story of the church in Rwanda is powerful and inspiring. But it's not the only nation where the church is catalyzing transformational change. Now is the time for the U.S. church to join in this rebirth. We have a unique role to play in helping African churches increase their capacity, and they have much to teach us about what it means to truly trust in God. When we work together in harmony, uplifting one another and placing God at the center of our partnership, we have the true potential to transform the lives of millions of vulnerable people.



peace

AMIDST DESPAIR

Maggie Konstanski | Technical and Operations Coordinator, Middle East Programs

Last month, I stood in Iraq while looking out over Syria. My heart was heavy. New challenges emerged by the hour, and all of our efforts felt insufficient when compared to the immense and ever-growing needs. As I stood in one land and looked out over another—both of which are entrenched in horrific conflicts—my frustration grew.

I was overwhelmed by the news cycle that day: violence, terror, hate, persecution and unimaginable atrocities perpetrated against children. And, as violence continues to cause mass displacement around the world, this same news cycle showed many countries adopting increasingly restrictive policies that result in closed doors, preventing the persecuted from finding refuge.

At the end of most days, I find myself crying out questions of why and how long people must be left to languish in such circumstances. I struggle with the knowledge that we're too often paralyzed when confronted with suffering of such magnitude—oftentimes believing there is no hope, that there is only darkness and that the dawn will never come. Today, too many of us have come to believe that the darkness is impenetrable, the conflicts too entrenched and our resources too small to make a difference.

But there is another story. It is the story of a small but persistent church body, isolated and under-resourced, yet powerfully engaged. It is a story of hope and light amidst the darkness.

The Middle Eastern conflict and disruption have been devastating for millions of men, women and children. Yet, this terrible struggle has also given the church an unparalleled opportunity to reach out to their vulnerable neighbors. Though these churches are usually small and often face significant challenges, their leaders deeply desire to serve faithfully and extend love, compassion and refuge to the thousands of suffering around them.

Today—perhaps more than ever—the church in the Middle East has the opportunity to break down damaging historical perceptions and cultural stereotypes and foster restored relationships in their communities. And as the world looks to see how the global church responds to this conflict, its legacy will be one of love and welcome. It will be a “light for the world.” A town built upon a hill that gives light to everyone and shines a path forward—one of hope and of peace.

I have seen enough to believe that there is no place secluded enough, no place dark enough and no place disguised enough to keep the oppressed hidden from a God who hears their cries. I have seen the church



reach the furthest corners of the most vulnerable communities, identify the neediest for emergency assistance and connect them to the services and resources they need. I have seen it reach the unreached in fearless and compassionate service.

This is a place where I know morning will come. The dawn will break upon us. The sun will rise. Darkness will be vanquished. This is a place where the church is truly stepping out in faith as the hope and light of the world. And I have already seen this light.

I see it in the faces of children who laugh, play and show compassion to others in our kids clubs and safe spaces programs. I see it in the displaced community as they seek to serve one another and make sacrifices for others. I see it in parents here who give up their own lives and comfort in hopes of providing a different future for their children. I see it in families who welcome the refugee, the stranger, and share

their homes and dinner tables. I see it in the person who forgives words said in anger and frustration, and extends undeserved grace. I see it in the grace, forgiveness and kindness that have been extended to me by so many.

And above all, I see it in the church that chooses to boldly and compassionately reach out, even when it is also under pressure and persecution.

We may not be able to end all conflicts. We may not be able to meet all the needs on our doorstep, but we can answer God's calling and follow the church's lead to love those in front of us. We can work through the church to push back the darkness in our own spheres of influence. We can advocate for more action. We can show compassion. And we can be peacemakers.

Across the Middle East, the church is bringing light to places of great darkness. In the valley of the shadow of death, churches are agents of peace, light and reconciliation in communities entrenched in conflict. To witness their love in action and commitment to guiding the region towards a path of peace inspires me with renewed hope each day.



Love

IS OUR MISSION

Emily Gray | SVP of U.S. Ministries

Over the last year, the word ‘refugee’ has come to symbolize much of the fear, uncertainty and division plaguing our nation. As our country struggles to grapple with ever-evolving international complexities and rapidly shifting political tides, refugees have, in many ways, become synonymous with this messy, somewhat chaotic and confusing environment.

Used as scapegoats, singled out as potential risks to our security, criticized as drains on our economy and intimidated with threats, refugees’ experience in America has too often been devoid of the peace they’d hoped for. In seeking refuge, many have instead encountered hardship, isolation and even overt hostility. And as the world confronts worsening headlines on a daily basis, often provoking greater impetus to stereotype, the plight of the refugee in America is intensifying.

Despite our nation’s long and proud tradition as an open and compassionate society, many people now see refugees as a problem rather than as vulnerable people who have suffered horribly in often horrific circumstances. These are people who have needed considerable strength and courage to make the journey to a new beginning in a foreign land, people whose presence can enrich both our culture and society, as well as the individuals and churches that come alongside them in love and compassion. Refugee resettlement touches a deep nerve, but one all too often untouched by the personal experience of befriending and welcoming these vulnerable people.

But there is another narrative about refugees: one that we see everyday at World Relief. It is the story of churches who partner with us to welcome and befriend these refugees. It is a story of love and compassion—one that replaces fear and distrust.

Because of Christ’s command to us—to love our neighbor and to welcome the stranger—churches across America are responding to the plight of hundreds of thousands of refugees with compassion and hospitality. By joining Good Neighbor teams, donating welcome kits and hosting Refugee Sundays, our church partners are providing hope, light and transformational love to this uniquely vulnerable group of refugees and immigrants.

Glen Ellyn Covenant Church, in Illinois, answered God’s calling to step out in faith and welcome over 150 Burmese and Bhutanese refugees to their congregation in 2013. They did so in striving to follow the example of Jesus, who left the comforts of heaven for the messiness of this world. And something remarkable happened. Pastor Mike Langer explains:



“It was the most powerful thing I’ve ever been involved in. They taught me so much, gave me so much, and I am so grateful to God that he placed them in our midst.

We love to see ourselves, as a church, become more aware of what it truly means to trust God, to be citizens of God’s kingdom and to understand the radical implications of Jesus’s teachings. Our Bhutanese and Burmese friends helped us to do that.”

In this journey lies the opportunity for positive transformation—not only for immigrants themselves, but for the community that welcomes them, and ultimately, for the church and the growth of the kingdom of God.

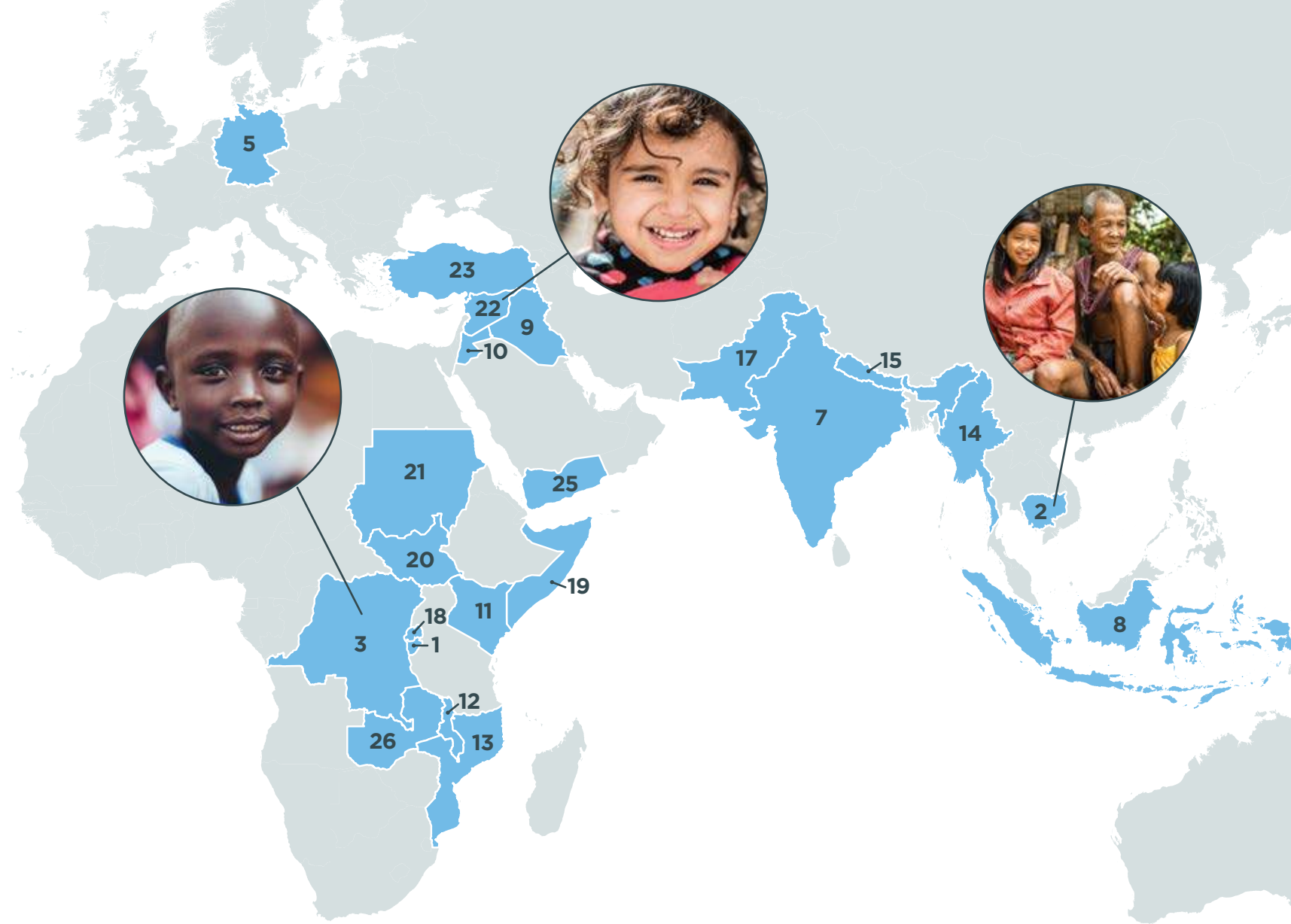
Love is our mission. We are called by Jesus to welcome and to love. And we respond in love because we were

first loved by him and because we know that “perfect love casts out fear.” (1 John 4:18) We offer compassion for those who need our help, stand up as champions for those who are marginalized and love sacrificially.

Now more than ever, we have the opportunity to answer God’s call to be good Samaritans and to welcome the stranger. Regardless of what lies ahead, the church must always be ready to educate others about refugees and immigrants, advocate on their behalf and give to organizations who work directly with these foreign-born individuals and families. We have the chance to step out in faith and literally change the future for refugees and immigrants. Let us answer this calling with courage and conviction.

“The Lord watches over the foreigner, and sustains the fatherless and the widow.”

PSALM 146:9 NIV



WHERE WE WORK

U.S. OFFICE LOCATIONS

California Garden Grove Modesto Sacramento	Maryland Anne Arundel* Baltimore	Tennessee Memphis Nashville*
Florida Jacksonville Miami*	Minnesota Minneapolis-St. Paul	Texas Fort Worth
Georgia Atlanta	North Carolina Durham High Point/Winston-Salem	Washington Seattle Spokane Tri-Cities
Idaho Boise*	Ohio Akron Columbus*	Wisconsin Fox Valley
Illinois Chicago DuPage/Aurora Moline	South Carolina Spartanburg	

*Office closing in FY17

PROGRAM & PARTNER COUNTRIES

1. Burundi	10. Jordan	19. Somalia
2. Cambodia	11. Kenya	20. South Sudan
3. DR Congo	12. Malawi	21. Sudan
4. Ecuador	13. Mozambique	22. Syria
5. Germany	14. Myanmar	23. Turkey
6. Haiti	15. Nepal	24. United States
7. India	16. Nicaragua	25. Yemen
8. Indonesia	17. Pakistan	26. Zambia
9. Iraq	18. Rwanda	

Impact

AROUND THE WORLD



6,600,000+
TOTAL BENEFICIARIES



7,200+
CHURCHES EMPOWERED



45,000+
LOCAL VOLUNTEERS



80%
OF OUR
BENEFICIARIES
ARE WOMEN
& CHILDREN

SELECT HIGHLIGHTS

UNITED STATES

Refugee Resettlement

RESETTLED NEARLY
10,000
refugees—a 25% increase
over FY15.

Immigrant Legal Services

PROVIDED
8,000+
individuals with legal services.

Anti-trafficking & Education

EDUCATED
20,000+
individuals about human trafficking
in the U.S. and Cambodia.

INTERNATIONAL

Health & Nutrition

REACHED
900,000+
people with health, HIV/AIDs
and development programs.

Doubled the number of emergency
health interventions—providing
over 120,000 to vulnerable children
under the age of 5 in FY16.

Child Development & Family Strengthening

PROVIDED NEARLY
85,000
children with access to development
clubs and programs—a 42%
increase over FY15.

Disaster Response

SERVED
890,000+
people through disaster response
and risk reduction programs—
a 48% increase over FY15.

Peacebuilding & Community Resilience

SERVED NEARLY
250,000
people through peacebuilding
interventions.

Economic Development

SERVED
685,000+
people through savings groups
and microfinance services—a 36%
increase over FY15,

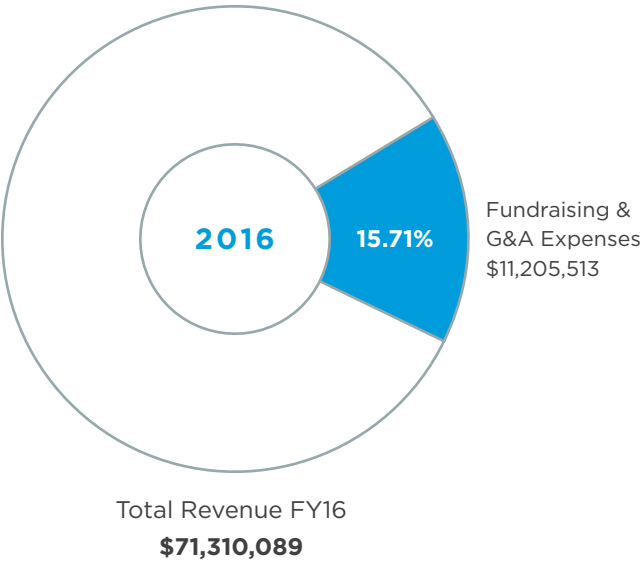
Agriculture Development

REACHED
25,000+
individuals through agriculture
and food security programs,
tripling the number of farmers
assisted this year.

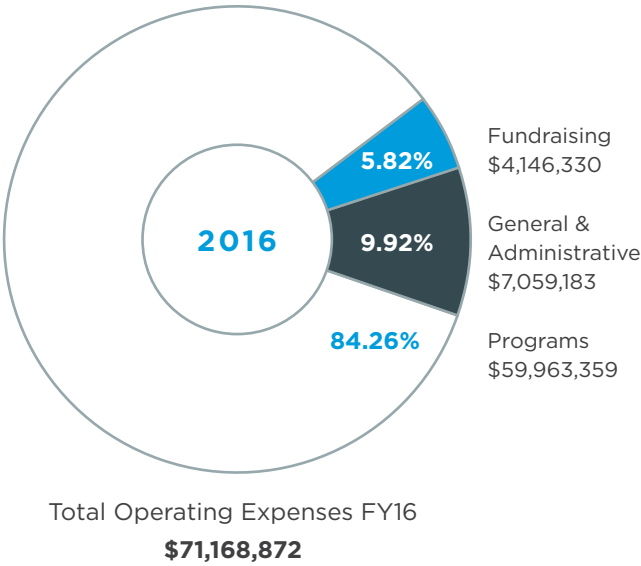
NOTE: World Relief continues to enhance the quality of how we measure the impact of our programs. The results vary yearly based on the composition of programs, specific contexts, and occurrences, including disaster outbreaks, violence, and the beginning and ending of major grants and programs. Due to the complex circumstances in which World Relief operates, counting beneficiaries and volunteers is an incredibly difficult task. Though we employ best practices and meet professional standards, all numbers included in the annual report are to be taken as approximations.

FINANCIAL SUMMARY

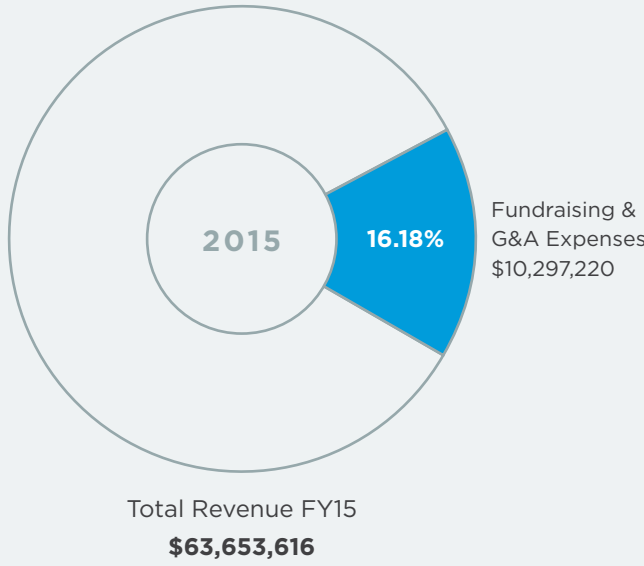
2016 REVENUE



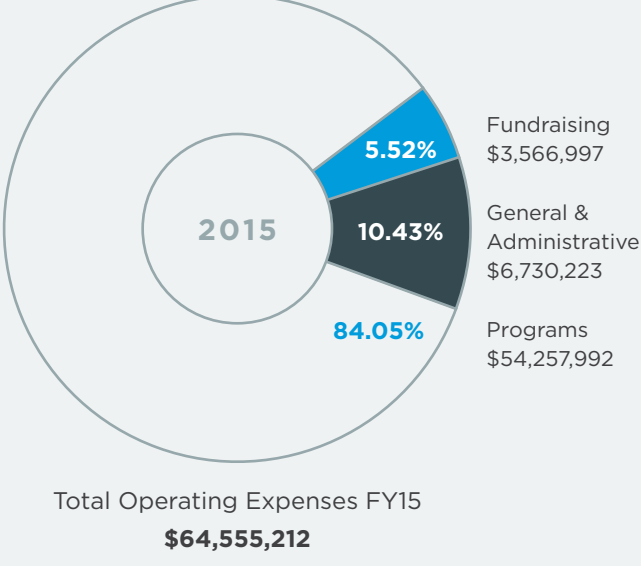
2016 EXPENSES



2015 REVENUE



2015 EXPENSES



STATEMENT OF FINANCIAL POSITION

For the year ending September 30, 2016

Assets	2016	2015
Cash and Cash Equivalents	\$ 7,216,274	\$ 5,923,685
Investments, at Market	182,751	224,494
Receivables		
Grants	5,347,328	4,722,217
Contributions	1,055,000	737,500
Other	51,827	118,301
Microenterprise and Agriculture Loans - Net	2,432,915	3,083,785
Prepaid Expenses and Other Assets	629,151	435,178
Minority Interest in Net Assets	7,321,465	5,681,726
Plant and Equipment - Net of Accumulated Depreciation	4,485,559	4,062,810
Assets of Discontinued Operations	-	2,667,343
Total Assets	28,722,270	27,657,039
Liabilities		
Accounts Payable and Accrued Liabilities	5,261,472	4,035,111
Deferred Revenue	646,818	231,496
Line of Credit	-	1,500,000
Long term Debt		
General	3,477,006	1,676,443
Microenterprise/Agricultural Development	1,424,683	2,075,596
Other Liabilities	715,130	967,094
Liabilities of Discontinued Operations	-	744,190
Total Liabilities	11,525,109	11,229,930
Net Assets		
Common Stock	1,000	1,000
Non-Controlling Interest	13,290	899,667
Net Assets	14,257,471	12,310,569
<i>Total Unrestricted Net Assets</i>	<i>14,271,761</i>	<i>13,211,236</i>
Temporarily Restricted Net Assets	2,925,400	3,215,873
Total Net Assets	17,197,161	16,427,109
Total Liabilities and Net Assets	28,722,270	27,657,039

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the year ending September 30, 2016

Support & Revenue	Unrestricted	Temporarily Restricted	2016	2015
Private contributions	\$ 2,734,913	\$ 15,696,470	\$ 18,431,383	\$ 15,205,321
Government and other public grants	46,776,420	-	46,776,420	42,589,050
MED banking revenue	870,919	-	870,919	999,912
Other revenue	5,231,367	-	5,231,367	4,859,333
Net assets released from restrictions	15,986,943	(15,986,943)	-	-
Total Support and Revenue	71,600,562	(290,473)	71,310,089	63,653,616
Expenses				
Program Ministries				
USA Programs	39,117,428	-	39,117,428	34,773,775
Overseas Programs	17,325,491	-	17,325,491	16,700,061
Disaster Response	3,520,440	-	3,520,440	2,784,156
Total Program Ministries	59,963,359	-	59,963,359	54,257,992
Support Ministries				
General and administrative	7,059,183	-	7,059,183	6,730,223
Fundraising	4,146,330	-	4,146,330	3,566,997
Total Support Ministries	11,205,513	-	11,205,513	10,297,220
Total Expenses	71,168,872	-	71,168,872	64,555,212
Surplus/(Deficit)	431,690	(290,473)	141,217	(901,596)
Other Changes				
Gain (loss) on minority interest in net assets, net	(147,380)	-	(147,380)	11,898
Gain on sale of fixed assets	769,816	-	769,816	-
Gain (loss) on discontinued operations	6,399	-	6,399	(96,249)
Change in Net Assets	1,060,525	(290,473)	770,052	(985,947)
Net Assets				
Beginning of Year	13,211,236	3,215,873	16,427,109	17,413,056
End of Year	14,271,761	2,925,400	17,197,161	16,427,109



View our complete financial statements online at worldrelief.org.



Walking the path of peace is a journey—and for us, a holy responsibility.
Thank you for trusting and choosing to walk alongside us.

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7 East Baltimore Street, Baltimore, MD 21022 | Tel. 443.451.1900 | worldrelief@wr.org | worldrelief.org



STAND WITH THE VULNERABLE

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