

Friends World Committee for Consultation

Minutes of Central Executive Committee

Bethany Hotel

Kibuye, Rwanda

2-7 April 2017

Present:

Gretchen Castle (Philadelphia YM)	General Sec FWCC
Elizabeth Cazden (New England YM)	Asst Clerk FWCC
Ronis Chapman (Australia YM)	Exec Sec AWP Section
Sue Glover Frykman (Sweden YM)	Clerk EME Section
Myron Guachalla Montano (Bolivia Central YM)	At-large member
Marisa Johnson (Britain YM)	Exec Sec EME Section
Simon Lamb (Ireland YM)	Clerk FWCC
Joshuah Lilande (Lugari YM)	Clerk Africa Section
Patricia Macgregor (YM of Aotearoa/New Zealand)	Clerk AWP Section
Churchill Malimo (Nairobi YM)	Exec Sec Africa Section
Robin Mohr (Philadelphia YM)	Exec Sec Section of the Americas
Benigno Sanchez-Eppler (New England YM)	Clerk Section of the Americas

Prevented:

Ramón Gonzalez-Longoría (Cuba YM)	Asst Clerk FWCC
Alastair Reid (Britain YM)	Treasurer FWCC

Guests:

Harry Albright (Britain YM)	Communications Consultant
Bainito Khayongo Wamalwa (East Africa YM-North)	

CEC 17-01. Opening minute. We gathered by the shores of Lake Kivu, following the four-day Triennial of the Africa Section at the Kagarama Evangelical Friends Church, Kigali, Rwanda. The theme of the Triennial was ‘Stop crying – God has a solution’ (Exod. 14:10-16). We have been inspired by exuberant worship, by Esther Mombo’s two presentations on the theme, and by many conversations with the more than 400 Friends gathered from across the Section. Many of us also visited the Genocide Memorial that commemorates the more than one million people killed during the 1994 atrocities.

In our first evening together, we have shared personal stories of key transformative moments in our spiritual journeys. We have wept for each others’ losses and rejoiced in each others’ experiences of the living God who comforts us, heals us, speaks to us, and guides us.

CEC 17-02. Opening Worship. In our morning devotional, we have reflected on the importance of developing and maintaining relationships of trust, in our local meetings and in our work with FWCC. We are blessed to have Quaker traditions that include ways of arbitrating differences and grievances, and of promoting forgiveness, accountability, and reconciliation, as Jesus has taught us.

CEC 17-03. Past minutes. We have reviewed the minutes of the July 21, 2016, conference call, which were circulated well in advance, and ratify the electronic approval of those minutes.

CEC 17-04. Committee Reports.

International Membership Applications Committee (IMAC): We have received in advance a written report from the International Membership Applications Committee. A concern was raised whether there should be funds available in our budget for visitation to applicants or worship groups under our care. Some funds have been offered for this purpose. We ask the IFC to consider how best to accommodate this as a budget revision and bring back a recommendation. We note and concur with the IMAC's concern for individuals who do not see a need to maintain contact with Friends, and look forward to the committee's further discernment on it, in consultation with Section Secretaries and Clerks.

Staff Advisory Committee: We have received in advance a written report from the Staff Advisory Committee. They have met with World Office staff, and find they enjoy working for the organisation, with each other, and for the General Secretary. The staff appreciate the policy change made by the CEC to provide paid leave during the period around Christmas and New Years' when Friends House is closed; this generosity of spirit works both ways, with staff feeling trusted to manage their own time and also willing to make themselves available outside their normal working hours when needed. The committee find an atmosphere of peace and unity in the office.

International Finance Committee: We have received in advance a written report from the IFC. We would be glad to have more regular reporting between the IFC and the CEC, and ask our assistant clerk to facilitate this. We also hope that Section Treasurers report back regularly to Section Executive Committees about IFC work.

We accept these reports and thank these committees for their faithful work on behalf of FWCC.

CEC 17-06. General Secretary's Report. Gretchen Castle, General Secretary, spoke to her written report circulated in advance. It has been a challenging year personally and in the external political environment, especially in Britain and the USA. She highlighted upcoming staffing changes. Our Communications Consultant, Harry Albright, will be ending his service within the next few months. Cedric Krummes (Britain YM) has been hired beginning in May as an 'Organisational Assistant' to work part-time for EMES and part-time for the World Office. This position slightly increases EMES staffing, and provides backup for the Section Secretary. For the World Office, it will take over much of the work our consultant had been doing and expand our capacity in communications and administrative support. Sharing staff should also assist in working toward more integration between the World Office and the Section. She thanked Harry Albright for his long service to FWCC and his ongoing support.

She noted that we have just received a substantial grant from the Britain Yearly Meeting Legacy Fund to hire a full-time Sustainability Communications Officer, who will be employed by Britain Yearly Meeting for a fixed period of two years and seconded to the World Office. This person will focus on articulating the spiritual imperative of our sustainability work (following on the [Kabarak Call for Peace and Eco-justice](#)), engaging Young Adult Friends around the world, encouraging yearly meetings and groups to report back on the [2016 Pisac Sustainability Minute](#), and hopefully to coordinate an online consultation on these issues. The person will collaborate with [QUNO's Climate Justice Programme](#) and with other Quaker bodies working on these issues.

The General Secretary appreciates the opportunity to represent Friends at a range of ecumenical meetings, and to represent FWCC in presentations to meetings and donors around the world.

In reflecting on this report, we hope that the Secretary's articulated 'Organisational Goals and Objectives,' which have been helpfully developed by the Strategy Working Group, can be formally considered and discerned by the CEC. The Section Secretaries' Retreat was a

positive initiative to strengthen relationships among the Secretaries, although one Secretary was unable to participate in person, and further such gatherings should be considered. We thank the General Secretary for this helpful report.

CEC 17-07. Section Reports.

Africa Section: Churchill Malimo, Secretary, noted that he deeply appreciated the participation of CEC members in the Africa Section meeting just concluded. He reported that the Section office has moved to larger space within the same complex, which also has a good wi-fi connection, making their work easier. The hiring of a Young Friends and IT coordinator has enabled them to move forward on revising the website and improving the Section's presence on social media.

Joshuah Lilande, outgoing Section Clerk, added his thanks to CEC members for attending the Triennial, which he felt helped Section participants really understand FWCC as a global body. The Section Clerk and Secretary have done some reconciliation work in resolving some difficulties between yearly meetings in the Section. The Clerk thanked the CEC for the funding provided for the new staff position, which has been very helpful.

The Section works collaboratively with the FUM Africa office, and was pleased that its head was present for the entire Triennial.

A question was raised about the project described at previous CEC meetings for which land was purchased. (See CEC 14-33.) The Secretary reported that not much development has been done, due to limitations in staff time, although the land value has appreciated. The Section continues to encourage contributions from member yearly meetings, especially those that have not traditionally supported FWCC's work. The Clerk underscored that the staff does not receive adequate compensation for the work they accomplish, and travel funds are too limited to enable the Secretary to do all the visits that are requested. He hopes that the successful Triennial has increased awareness and appreciation for FWCC's work, which may increase donations in the future. We note that World Quaker Day donations, coming mostly from Kenya, doubled in 2016 over 2015, and the Africa Section has been more successful in WQD fundraising than other Sections. Collections taken at the Triennial will be applied first to cover expenses for transport and accommodation at the meeting, with any surplus going to the Section treasury.

We appreciate receiving the Section report and a report from the new YAF/IT Coordinator.

Americas: The Secretary spoke to her written report, adding information from the Section meeting that took place 23-26 March 2017 near New York City, USA. The new Traveling Ministries Corps had its first training session immediately before the Section meeting, and were blessed and commissioned during the Section Meeting. The office has reduced the list of tasks for the coming year, in order to focus on making a few activities truly successful. World Quaker Day involvement has grown; it would have been useful to have the theme announced before and at these two Section meetings. The 'Quaker Speak' videos, in collaboration with a journal in the USA, now have Spanish subtitles, and the technology to provide subtitles in other languages is easy to use, so these videos could be used in other parts of the world. They are available through the Internet. The Section has religious education program guides available to help meetings use these videos especially for World Quaker Day.

The Clerk added that the Section has focussed on having more of the work done by volunteers, with the office providing support and coordination. When volunteers do not come forward, the work does not get done. The five-year Strategic Plan has been reaffirmed, but extended to eight years. The Section has become more intentional and open about talking about funding needs, including meeting with donors who may consider large gifts and

bequests, and openly discussing the asymmetry between areas in the Section with more and fewer financial resources.

AWPS: The Secretary expanded on the written report circulated in advance. The Section Executive Committee had a fruitful meeting in Hong Kong in October 2016, which included sharing personal stories and faith journeys as well as strategic planning. Consultant Michael Wajda was present, and advised on formation of a Development Committee. Friends in India were especially active on World Quaker Day, using a banner / poster adapted from the one developed by the Section of the Americas.

A number of Friends in the Section have challenged the basic work of FWCC, especially due to the travel involved. The Secretary is trying to envision alternate ways to do our work.

The Clerk added that it is important to raise the profile of FWCC, as many Friends within the Section only care about their local and yearly meeting. She noted that the Section has benefitted from exchanges such as the banners at Pisac, and suggests that knowing where each banner ended up could promote ongoing relationships such as joint WQD activities. The Secretary will be working with Secretaries of other Sections to see if this information can be assembled.

The Section is looking at ways to support Friends in India, including the three Friends' schools in mid-India and Rasulia Friends Rural Centre, drawing on historical links between these institutions and Friends in other Sections, especially in Britain and Ireland YMs. This is an area for further conversation among the Sections.

EMES: The Secretary spoke to the written report circulated in advance. She noted the staffing changes already referred to (see CEC 17-06). The Executive Committee meets three times a year in person, in various locations, and in between by video conferencing. The Section as a whole meets annually, and will meet next in May 2017 in Bonn, Germany.

There have been fewer applications for the Small Grants Fund than were anticipated. This may be due in part to the large grant made by Bader Philanthropies to Central European Friends in the Czech Republic. The issues for meetings within EMES may be factors other than lack of financial resources, e.g. small numbers, geographical isolation, ageing profile of the meeting. In seeking further funding for FWCC, we are competing with many other deserving Quaker and peace-making organisations active in Europe. There is a strong concern throughout the Section for the appalling plight of refugees and migrants entering (or attempting to enter) Europe from the south and east, or attempting to move within Europe. Many individuals and some Meetings are engaged in service work among refugees.

The Clerk added that the Bader Philanthropies grant has enabled more outreach by Friends in central Europe (Hungary, Czech Repub, Poland, Austria), with assistance of the Ministry & Outreach Coordinator. The Clerk is working with Woodbrooke Quaker Study Centre to offer an online international clerking course; it is open to Friends around the world at modest cost (£36). She noted that Woodbrooke also offer an online meeting for worship twice a week, with participation from Friends in many parts of the world; one is also offered from California. We would like to have a list of these opportunities readily available on our website.

We thank the Section Secretaries for these reports and feel encouraged by the variety and vigour of FWCC work in each part of the world. We uphold each others' ministries in prayer.

CEC 17-08. Communications Strategy. We have received a written report from the Communications Consultant, which the General Secretary has spoken to. She noted that the

existing Communications Strategy has been useful, but now needs revision. Her intention is to wait until the new Organisational Assistant has begun work. The office has produced a new flyer; the copies brought to the Africa Section meeting were enthusiastically taken up. Another new brochure encourages Friends to leave money to FWCC in their wills.

In designing these materials, the motto 'Connecting Friends – Crossing Cultures – Changing Lives' seemed too cautious in expressing the spiritual commitment at the heart of our work. The office, in consultation with the Clerk, added 'through Faith' in the new brochure. The draft was circulated to the CEC, but no responses were received. It was unclear whether (and when) a change of this type requires CEC approval. We now give our approval to the change that has been made. We suggest it may be useful to form a Communications consulting group to assist the office, drawn from interested Friends from the various Sections. We encourage the office to facilitate such a group.

CEC 17-09. Integrative strategy. In his written report of May 2016, consultant Michael Wajda recommended that FWCC commit to functioning more as one organisation, and included a range of possible steps toward that end. In the office, the Section Secretaries' Retreat, the Strategy Working Group, and in other conversations, we have explored how to implement this recommendation, but the CEC has not formally approved it as the overall direction for the organisation. We are now asked to consider that question.

Two Friends have presented visual schemes showing the structural relationship between the Sections and the World Office, and how those might be adjusted. They then led us through a process of generating ideas, adding elements into the visual schemes, and seeing what might change in how we work together. Many of us assume that FWCC is a single organisation, functioning through five offices. We recognize that our Quaker heritage has an embedded tension between the autonomous discernment of local meetings and the authority exercised by yearly meetings and other larger bodies. We agree with our consultant that attempting to explain our organisational structure is difficult and confusing to our constituents, and sometimes to ourselves. We also struggle in practical decisions to find the proper balance between centralised and autonomous ways of working, and when and how we work better together.

We affirm that FWCC is one organisation in spirit, with a modular structure in which each office has its own governance, and with integrated ways of working that engage the World Office and committees, Section offices and committees, and the Quaker United Nations Offices. We are open to readjusting how those entities work together, as well as how we describe the organisation to our various constituencies. We will continue to work on specific issues during the remainder of this meeting. (See CEC 17-15.)

CEC 17-10. Quaker United Nations Offices Report. The General Secretary spoke to the reports circulated in advance from the two offices in New York, New York, USA, and Geneva, Switzerland. The QUNO committees ('QUNCs') often function using technical UN-related language, and recognize the need to describe their work in ways more comprehensible to Friends around the world.

We are concerned to strengthen the relationship between the FWCC representatives and Friends, so that Friends understand the work of QUNO, and QUNC members serve as a vehicle for Friends' concerns. We ask that our representatives to the two committees report back regularly to their respective Sections, and that Section clerks and secretaries look actively for opportunities for such reports, such as making space on Section agendas and in newsletters. The QUNC representatives also need to listen to and represent the concerns of Friends in their Sections related to issues before the UN. The World Office and Sections can do more to alert Friends to upcoming committee meetings, asking for their prayers, and to

publicize widely the opportunities and application procedures for internships and other youth programs at the QUNO offices.

CEC 17-11. QUNO-New York Memorandum of Understanding. The following minute confirms and ratifies action taken by electronic approval in January 2017:

We have reviewed a Memorandum of Understanding (MOU) between FWCC and the American Friends Service Committee for management of the Quaker United Nations Office in New York. This is a revision of the four-year MOU that has been in effect since 2013. It was negotiated in a face-to-face meeting in September 2016 that included FWCC's General Secretary, CEC Clerk, and the Co-Clerk (representing FWCC) of the QUNO-NY governing committee, as well as AFSC staff and Board members and QUNO staff and committee members. It has been discussed and approved by the QUNO-NY committee. The most significant change from the previous MOU is that QUNO is now encouraged to do independent fundraising and will keep any money so raised, rather than having it merely offset AFSC's funding commitment. That provides an opportunity for Friends around the world to strengthen QUNO's work by their financial donations. (A small number already do so.) The description of the relationship among our organisations was also clarified, which should give us good language to use in our own materials. We approve this Memorandum of Understanding, and authorize the outgoing CEC Clerk to sign it on behalf of FWCC. A copy of the signed Memorandum will be attached to the record copy of these minutes.

CEC 17-12. International Nominations Committee. We have received the names of Friends appointed by each Section to the International Nominations Committee under the new Constitution, as follows:

Africa Section:

Eric Mahagwa (Vihiga YM)
Fridah Wakhasa (Uganda YM)

Section of the Americas:

David Shiner (Illinois YM)
Jane Snyder (North Pacific YM)

Asia-West Pacific Section:

Elizabeth Duke (YM of Aotearoa/New Zealand)
Devdas Shrisunder (Bhopal YM)

Europe and Middle East Section:

Pauline Goggin (Ireland YM)
Lucinda Martin (German YM)
Alternate: Saskia Kuhlmann (Netherlands YM)

We note that two of those named are Young Adult Friends.

Under the new Constitution, it is the responsibility of the CEC to name the Clerk of the International Nominations Committee. The office and clerks have been working on this task, and now bring forward the name of Louise Salinas (Philadelphia YM) as a suitable person willing to serve in this role. We approve this appointment for a three-year term commencing immediately and ending 31 December 2019.

CEC 17-13. Other appointments.

Changes in CEC: We acknowledge that as of 31 December 2016, three at-large members completed their terms of service on the CEC: John Fitzgerald (Ireland YM), Cristela Martinez (El Salvador YM), and Dorothy Selebwa (Kakamega YM). We are deeply grateful for their service and ask the office to communicate this to them. We note that Nalini Titus (Bhopal YM), named as an at-large CEC member beginning 1 January 2017, has found

it necessary to resign for personal reasons, leaving two vacancies on this body. We also acknowledge that as of 1 January 2017, we have moved to the leadership structure under the new Constitution as approved by the International Representatives' Meeting in January 2016, with Simon C. Lamb (Ireland YM) as Clerk of FWCC and of the CEC, and Elizabeth Cazden (New England YM) and Ramón Gonzalez-Longoria (Cuba YM) as Assistant Clerks. We have heard that the clerks and General Secretary have been working for the past six months to accomplish a smooth transition in leadership.

A name has been suggested from the Africa Section to fill one of the vacant at-large positions. A name has also been suggested by the World Office and the current Treasurer of a Friend who is willing and suitable to serve as Treasurer, succeeding the current Treasurer as of 1 Jan. 2018. We are reminded that under the new Constitution, the nominations for officers and members of the CEC are to come through the INC, which is just now fully constituted and ready to take up its work. We are reluctant to make exceptions to this practice, because of the concern of some Friends that the CEC not become a self-perpetuating body. We therefore ask the Nominations Committee to consider the Treasurer and at-large CEC names as soon as it can, and look forward to acting on its recommendations electronically.

International Finance Committee: We also acknowledge changes on the International Finance Committee, noting that M. Foote Lund (Ohio Valley YM) has now completed her term of service as IFC Clerk. We thank her for her service and welcome Ethel Livermore (Britain YM) to that post as of 1 January 2017. (See CEC 16-39cc.) We also note that FWCC Clerk Simon C. Lamb (Ireland YM) is now an ex officio member of the IFC, with a vacancy for an at-large member to be appointed. Suggestions for suitable Friends are welcome.

Other committees:

We approve the following committee appointments:

Staff Advisory: Michael Booth as clerk (as of 1 Jan. 2017), succeeding Chris Lawson who completed his term of service on 31 December 2016.

IMAC: Hazel Shellens as clerk beginning 1 Jan. 2018

Andrew Lane (Belgium & Luxembourg YM) as a member beginning 1 Jan. 2017.

CEC 17-14. Morning devotional. Our Tuesday morning worship, in a gazebo overlooking the lake, included a reading from theologian and American civil rights leader Howard Thurman:

There is in you something that waits and listens for the sound of the genuine in yourself. Nobody like you has ever been born. And no one like you will ever be born again. . . If you cannot hear it, the sound of the genuine in you, you will never find whatever it is for which you're searching. . . . You are the only you that has ever lived. Your idiom is the only idiom of its kind in all the existences.

CEC 17-15. Working as one organisation. We have spent the morning session in small groups to discuss and generate ideas for working and fund-raising as one organisation, as recommended by our fund-raising consultant. Following the lunch break, we have heard reports from the groups. Of the many ideas generated for working together, the following rose to the top as key priorities:

- Small committee (one from each Section + one from World level) to plan, promote, and implement WQD
- Production of a unified newsletter prepared by each office in rotation and distributed world-wide

- Multi-purpose materials usable throughout the world
- Several QuakerSpeak videos from other Sections (requires some funding)
- Expanding understanding of different worship styles, including use of video

Whenever we have concrete work to do together, we have an opportunity to model doing it in ways that embody our identity as a single organisation, that incorporate youth leadership development, that develop materials usable across all parts of the Quaker world.

On fundraising as one organisation, the following ideas came forward:

- Strengthening YM subscription and engagement
- Finding better ways to claim and celebrate activities and collaborative work that is not directly ‘under’ FWCC, but was sown, watered, facilitated, by FWCC’s ‘plumbing system’
- Distinguishing FWCC from other Quaker organisations; ‘branding’ our work
- Sharing successes and needs across Sections
- Clearer information from each Section and the World Office on money needed for basic functioning and money needed for aspirations and expansion.

We see an overarching query on whether it is more useful to focus on strengthening fundraising within each Section or on strengthening fundraising at the World Office level. It would help to clarify how money from joint or cross-Section fundraising efforts gets divided, to what extent it offsets money already budgeted, and how expenses for those efforts are accounted for. We may benefit from consistent policies across the organisation, instead of (as at present) differing bilateral agreements between the World Office and the various Sections.

As an opening step, we encourage the General Secretary to further develop and explore with each Section what would be most helpful in the near term in that context. We will further develop these ideas later in this meeting, time permitting.

CEC 17-16. Financial Reports. Treasurer Alastair Reid has joined our meeting by a prepared video, followed by a video connection from his home in Scotland, UK, to present the financial reports for the year ended 31 December 2016. The draft accounts were circulated in advance. The main audit has been completed, although some small items remain to be reconciled and adjusted.

During the audit, it was discovered that through inadvertence, for the past 25 years we had been including in our assets a retirement investment account valued at £54,000 that actually belongs to a former employee. After consultation with that individual, it has now been removed from our books, leaving a small deficit in the General Fund. To redress this situation, the Treasurer has made recommendations for transfers from other designated funds.

After some discussion, we approve the following transfers, to be recorded as of 31 December 2016:

To the General Fund:

From the Committee Travel Endowment	£20,000
From the Moir Legacy Fund	£25,000
From the Conference and Travel Fund	£ 4,000
Total:	£49,000

Although this results in a net reduction of £5,000, the Treasurer indicates it does not leave the General Fund unacceptably low. He has suggested additional possible transfers; however, we would prefer not to deplete the designated funds any further.

In addition, we approve the following transfers pursuant to normal ongoing policies:

From General Fund to Senior Staff leave fund	£ 2,000
From CB Taylor income to General Fund	£ 1,300

We further authorize the FWCC Clerk, General Secretary and Treasurer, working together, to approve further changes to the accounts when reconciliations are complete and the audit is concluded, and to include these changes in the Trustees' Report as filed. Subject to those amendments, we accept the accounts as a fair reflection of FWCC's finances for the 2016 year.

We note that these accounts are ready for our considerations several months earlier than in previous years, and are grateful to the Treasurer, bookkeeper, and auditors for their work expediting the year-end accounts. We also commend the General Secretary and Treasurer for their work building the relationship with Britain YM, resulting in significant increases in funding.

CEC 17-17. Budget Recommendations. The Treasurer has presented proposed amendments to the FY 2017 and 2018 budgets, and a proposed budget for FY 2019, for our consideration. A number of items depend on decisions that are on the agenda later in this meeting. The FY 2019 as presented includes a deficit, which needs to be addressed. We concur that it is not prudent to approve budgets with deficits, and affirm that we intend to balance our budget by 2020, and preferably to slowly build up our General Fund reserves through slight surpluses. We ask the International Finance Committee (either by subcommittee or as a committee of the whole, as it deems best) to recommend firm proposals for linking fundraising targets to FWCC expenditure levels, in order to restore our funds to a sustainable level, and recommend spending cuts if fundraising targets are not met. We ask for these recommendations in good time for the 2018 CEC meeting.

We defer consideration of the budgets until later in this meeting.

We are grateful to the Treasurer for his extensive work on our behalf, and for joining us remotely today. We are pleased with this successful experiment in combining electronic and in-person participation in our meeting, and look forward to using this model in the future as appropriate.

CEC 17-18. Morning Worship. In our morning devotional time, we have looked together at Exod. 14:13-17, the theme of the Africa Section meeting, both for what it says and for what lessons we draw from it. Sometimes we need to stand still, to wait, to calm ourselves; sometimes we need to step forward in full confidence that God is in charge, even if we cannot see what comes next. Moses, as the leader, needed to convey that confidence to his people, even while he argued with and complained to God in private.

CEC 17-19. Issues of privilege and historical injustice. We have taken up a concern raised by several Friends for how FWCC's work in every part of the globe is affected by a history of colonialism and inequality, and by media distortions that influence perceptions of people in other parts of the world. Too often, Friends in wealthier countries only see images of people elsewhere in situations of poverty, misery, and need, while Friends in poorer countries see media images as if all people in wealthier countries were prosperous and successful. We too often hurt each other by assumptions we make, stories we tell, misunderstandings, favouritism, and superficial relationships. Even as we commit to forgiveness, it is difficult to forget or undo long-standing injustices and slights.

We recognize that a key part of FWCC's work is to overcome these historical patterns, and to foster and model authentic relationships of equality and mutuality. That requires a willingness to name destructive patterns as they occur, to recognize when we have

made mistakes, and to ask for and offer genuine forgiveness. When we know each other more fully, in our homes, families, and meetings, we can better understand the full person, not just the cosmetics or stereotypes. Much work has been done in this regard over the past decades, but more remains to be done.

We thank the Friends who brought these concerns forward, and thank the clerking team for making the time for these important conversations. We thank God for challenging us, and allowing us to see our failings. We pray for guidance as we move forward, with the intention of building a world Quaker community that is loving and equal.

CEC 17-20. Youth Work. We have spent considerable time considering how FWCC can best support Young Adult Friends, including fostering leadership development and cross-cultural relationships. This visioning follows on the consultations and discussions among Young Adult Friends and others during the 2016 World Plenary Meeting, as well as discussions within the Sections on the future of the Quaker Youth Pilgrimage. (See IRM 16-06, 16-18, 16-22; CEC 16-19.) In small groups and as a whole committee, we have considered a broad range of possibilities and core values for this work. We are excited by the energy around these options, which require more seasoning to enable the CEC to take action. We hope to return to this discernment later in these meetings.

CEC 17-21. Memorial Meeting. In worship to open our evening session, we remembered and gave thanks for the lives of Friends active in FWCC who passed away during the past year: Doreen Dowd (Ireland YM / Central & Southern Africa YM), Waltraud Engl (Vienna MM), Marjorie Farquharson (Britain YM), Wolf Guindon (Monteverde [Costa Rica] MM), Edward Haasl (Belgium & Luxemburg YM), Hans Georg Klee (German YM), Roland Krieger (Ohio Valley YM), Piet Kruithof (Netherlands YM), Catherine Mahiva (Kakamega YM), Jeremiah Mugofu (Central [Kenya] YM), John Musundi (EAYM-North), John Punshon (Britain YM / Indiana YM), Jan Ramaker (Netherlands YM).

CEC 17-22. Trustees Report. We have received in advance, and had an opportunity to review, a draft Trustees' Report (exclusive of audited figures) for the year ended 31 December 2016. This report incorporates changes to our practice and structure under the Constitution approved by the World Plenary Meeting in January 2016. After some suggested revisions, we approve this report, with permission to the Clerk and General Secretary to make minor editorial adjustments and compile it with the audited financial statements, and authorize the FWCC Clerk to sign it on our behalf. The final report will be made available to our constituents once it has been filed with the Charities Commission of England and Wales. We thank all those concerned for this work.

CEC 17-23. CEC Accountability to Constitution. We have been reminded of provisions in the new Constitution, and in the minutes of the 2016 International Representatives' Meeting, requiring us to keep our broad constituency informed about the CEC's activities and upcoming meetings. We ask the office and the officers to ensure that these commitments are met.

CEC 17-24. General Secretary Annual Review. In Executive Session, we have considered the annual review of the performance of the General Secretary, which was conducted by the outgoing CEC Clerk via a written self-evaluation and a meeting between the two in New York City in March 2017. We are glad to reaffirm the continued employment of the General Secretary for the coming year and beyond.

CEC 17-25. Morning Worship. In our morning devotional we have reflected on the dilemma faced by Nehemiah, when the responsibilities of his public role conflicted with his calling from God. We are challenged to consider what we should do when we hear that someone far away is in trouble.

CEC 17-26. Developing interaction among Friends. We have undertaken a visioning exercise on building bridges within the world Quaker community, especially with yearly meetings and groups not currently affiliated to FWCC and with isolated Friends and small worship groups. We have looked at these groups section by section. These relationships are complex, and vary widely. Many of the unaffiliated meetings are under the care of Evangelical Friends Mission, and Section Secretaries have some personal contacts with them. In some places, isolated Friends and small worship groups have more connection with the World Office and/or with Friends in the USA or the UK than with other groups in their own Section. In some places, Friends from one part of the world and one Quaker tradition are living and worshipping in another area with very different styles and traditions, and do not fit neatly into existing Quaker structures.

We commend our General Secretary's work building personal relationships with the leadership of other larger Quaker organisations across the theological spectrum, and comparable work done in individual Sections such as the annual "Superintendents and Secretaries" gathering in the United States. We see a potential to convene consultations around particular topics of common concern, which could include capital punishment, early Quaker testimonies, women's leadership, and post-colonial and post-missionary theology for Friends in both former colonizer (missionary sending) countries and former colonies (mission fields). Some of these would benefit from co-sponsorship with other Quaker organisations. We encourage Friends active in FWCC to attend gatherings of other Quaker bodies, especially those outside one's own comfort zone, as another form of bridge-building. We also look for opportunities to use travel well, by adding visitation onto existing trips, or planning a stopover, and to invite Friends from other regions and other traditions to Section meetings and yearly meetings. It would be helpful to create better online platforms for global interaction, without the costs and carbon usage of physical travel, and to publicize existing online courses and meetings for worship, while recognizing that these are not accessible to Friends in some parts of the world. We are also reminded that the vibrant life is in our coming together; online and print materials may supplement it, but can never replace being in the same room.

We ask a small working group consisting of the Clerk, General Secretary, Robin Mohr, and Churchill Malimo to further develop these possibilities, and look forward to their recommendations.

CEC 17-27. Future World Plenaries. Looking toward FWCC's Centenary in 2037, the office has proposed holding Plenaries in 2023, 2030, and 2037. This would meet the requirement of the new Constitution, and the desire of Friends in Pisac that we hold Plenaries more often than every ten years. The size of these gatherings remains to be set, and will affect fundraising and planning needs. We approve this plan in principle. We ask the office to create a timeline for working towards a 2023 Plenary. All of us should be proactively exploring possible venues and host meetings.

CEC 17-28. Future CEC Meetings. We have considered sites and dates for the 2018, 2019, and 2020 CEC meetings, taking into account the costs of travel and accommodations and opportunities for visitation in various parts of the world. We continue to look for ways to meet that are as frugal as possible, consistent with our needs, and take into account the

uncertainties as to travel costs and visa difficulties. We ask the office, Clerk, and Section Secretaries to continue exploring the various options and notify the CEC in good time.

CEC 17-29. Further engagement of fundraising consultant. Following up on consideration of the report of our fundraising consultant, we have considered the possibility of using additional portions of the Moir Fund to promote financial development efforts in each of our Sections and the World Office. We have shared possible activities within each Section. We acknowledge that Europe is already providing a disproportionate share of FWCC's funding, and should not be a priority for further fundraising at this time.

We authorize expenditure of up to £25,000 from the Moir Fund, to be divided among the Sections and the World Office by decision of the World Office with the advice of the IFC. We ask that the IFC and Section Executive Committees set and monitor fundraising goals, so that we can evaluate the effectiveness of these programs.

It has been suggested that FWCC undertake 'social enterprises' that would generate net income from profit-making activities in various parts of the world, such as Friends providing accommodations for travellers in exchange for donations to FWCC. We are not clear to endorse specific plans at this time, but ask our Strategy Working Group to continue to explore these possibilities.

CEC 17-30. Budget. We have returned to consideration of amended budgets for 2017 and 2018 and a preliminary budget for 2019. We have made minor adjustments following the consideration of future CEC meeting costs. With those adjustments, we accept the budgets for 2017, 2018, and 2019. We remain under the weight of the projected deficit in FY 2019 as shown, and look toward further adjustments (preferably on the income side) during the next two years to eliminate that deficit.

CEC 17-31. World Quaker Day Planning. We acknowledge that it would have been preferable to have the 2017 WQD theme set earlier. For 2017, WQD will be 1 October 2017. We unite on the theme 'Gathering in worship around the globe.' The Section of the Americas already has materials available for both children and adults that will work with this theme, and will make them available to the other Sections.

For 2018 (7 October), we unite on the theme 'Crossing Cultures, Sharing Stories.'

We ask that each Section name one person (not necessarily a CEC member) to work on detailed plans and promotion, and provide these names to the World Office by 1 May 2017.

CEC 17-32. Meeting evaluation. The General Secretary led us through a brief evaluation of this meeting, as a good practice for any Board.

CEC 17-33. Youth work. We returned to the task of defining the objectives and guiding principles for future youth work, as we invite proposals from Friends around the world. We realize that flexibility will be required to meet differing needs.

We unite with the proposal to set up a process for releasing money for particular projects planned by groups outside the World Office and CEC. There is a need for clarification from EMES and the Section of the Americas concerning the availability of, and process for, restricted funds they currently hold for the Quaker Youth Pilgrimage and other youth work. It seems more equitable to have the decision-making done at the world level; we ask the two Section Executive Committees to give attention to this question.

Three Friends have met to compile the principles and priorities that we have previously discussed, which were then shared with the CEC and approved. That document is

attached to these minutes. The next steps will be to develop a formal Request for Proposals, with guidelines for those applying for funding. The development process should include consulting with the Young Adult Friends group that formed at Pisac in 2016.

We ask the four Section Clerks to serve as an initial Applications Evaluation subcommittee, with the possibility of adding two at-large members at a future time. We hope that the new Sustainability and Outreach Coordinator will provide staff support for this process. We see a need to provide consultation to applicants as they prepare applications, separate from the committee that evaluates applications. We would like to begin implementing this program as soon as a formal Request for Proposals and guidance can be prepared and disseminated through Sections and social media.

CEC 17-34. End of term of service. We acknowledge that Joshua Lilande has completed his term of service as clerk of the Africa Section. We are grateful for his diligent, faithful, and active service with this body over the past three years, and his travel in the ministry outside his own Section. We ask God's blessing on him as he may be called into new areas of service.

CEC 17-35. Closing minute. As we look towards our travel home or to further ministry, we are grateful for our time together in prayer, in personal sharing, and in discernment. We thank the Secretary of the Africa Section, the Section Executive Committee, and local Friends who have arranged for this beautiful venue and the transport to bring us here, as well as the hotel staff who have attended to our needs.

Simon C. Lamb, Clerk
Elizabeth Cazden, Assistant/Recording Clerk

ATTACHMENTS:
July 2016 Conference call minutes (finalized)
QYP Principles
QUNO-NY MOU (attached to file copy only)