



Future of the Federation Task Group Report and Recommendation

A Report to the 35th General Assembly of the World Student Christian Federation in Bogota, Colombia 2015

Approved by the WSCF 35th General Assembly on March 4, 2015 at YMCA Bogota, Colombia.

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I. Executive Summary

The World Student Christian Federation has faithfully served students of the ecumenical movement for over a century. Thousands of ecumenical and civil society leaders today credit the Federation with empowering them in their quest for social justice and firm ecumenical relations.

However the organization that fostered the growth and development of so many now finds itself in a situation of seemingly intractable crisis demanding immediate action. As the financial situation of the Federation has eroded over the years, so too has the clarity of its vision and purpose, the trust and confidence of its officers and executives, the relationship between the regional and the inter-regional offices. Sustained financial problems have resulted in years of increasing deficit and debt. Lack of clarity of function and responsibility has compromised the opportunity to tackle these seemingly intractable problems meaningfully and advance the work both regionally and inter-regionally. Relations with donors have soured in some cases and stronger project management skills are called for.

The Federation has now courageously examined its weaknesses. With prayerful consideration, this Task Group recommends a series of bold and immediate steps that hopefully will avert financial crisis and the closing of the regional and inter-regional offices. These measures will pave the way to a re-designed Federation, the structure of which will follow a clearly articulated and agreed vision and mission. This report outlines draft measures for approval by this General Assembly (GA) to be developed by a five person transition team.

We propose that this GA elect ExCo and officers here in Bogotá, as planned. However, we recommend the implementation of the General Secretaries elections be suspended for six months while an Interim Staff Coordinator be appointed for that period, who will work with a transition team of five people set up to support the management of the Federation, composed of the chairperson and the treasurer of the Federation, a student representative, a Centennial Fund representative and a senior friend. In six months time, this group will recommend further steps for the

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reconfiguration of the Federation for action by the Executive Committee. Already in Bogotá, the Federation will begin a process of stabilizing relations with donors and raising funds for the transition period. The emergency phase for recovery shall not last longer than six months with a further two years being designated for the full implementation of the reconfiguration proposals. These recommendations must be understood to be a composite package, the success of which is connected to its entirety and not to its parts.

We believe the Federation should not only be salvaged but reinstated to its role as a source of strong ecumenical leadership, grounded in biblical teaching, that will enable it to regain its place at the heart of the ecumenical movement.

Members of the Future of the Federation Task Group were:

Salters Sterling (chair)

Pretty Mubaiwa

Yong Ting Jin

Chris Fergusson

Dalia Lakis

Jorge Domingues

II. Introduction

The Future of the Federation Task Group (the Task Group) was established by the Executive Committee of the WSCF towards the end of November 2014 and invitations to serve on it were sent by email on 1st December, 2014. The persons invited to serve were:

1. WCRC General Secretary and Senior Friend, Chris Ferguson (Canada)
2. Centennial Fund Board of Trustees member, Salters Sterling (Ireland)
3. US Trustees, Jorge Domingues (Brazil/United States)
4. ME Senior Friend, Dhalia Lakis (Lebanon).
5. AP Senior Friend, also chair of the Search Committee, Yong Ting Jin (Malaysia).
6. Africa SCM programme staff person and WSCF rep to EAA HIV and Aids Strategy Group, Pretty Mubaiwa (Zimbabwe)

The Terms of Reference of the group were established as:

1. Bring a detailed analysis of the Federation's current situation, and especially, concrete recommendations about the way the Federation may develop its vision and structure to the General Assembly. The group will be asked to look at all aspects of the Federation's life and functioning, including the relationship between levels of the Federation, local, national, regional, inter-regional, global; and the governance.
2. Delegate some members of the Task Group to report to the General Assembly.
3. Work on a methodology for a learning session at the General Assembly, based on the results of the analysis done by the Task Group.

The first meeting took place by Skype on Monday 22nd December, 2014 and among the business undertaken was the establishing of dates for future Skype meetings, three of which occurred before the 'in presence' meeting which took place in Geneva from 12th to 14th February, 2015. The Task Group places on record its gratitude to the

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Council for World Mission for making the Geneva meeting possible by providing a grant for that purpose. In addition to the FoFTG members present in Geneva, we had the presence of Clarissa Balan, former Co- Secretary General of the WSCF, deputized for Yong Ting Jin who was unable to attend but who remains a member of the group. This funding also made possible the employment of Ms Sandra Cox to act as interview organizer, recorder and minute writer for the Geneva meeting. To Sandra, the Task Group records its great gratitude.

Shanta Ready Alonso joined the group as a liaison with the officers and the ExCo in all meetings. Marco Fornerone also joined the group in Geneva as requested by the Chairman of the Federation as an additional witness/observer. In the very short time available it was impossible for the group to undertake a full review of the entirety of the Federation. Provision for that to be done is included in our recommendations.

To assist the work of the Group, the Secretariat in Geneva provided a significant body of documentation through *Dropbox* as advised by the Chairperson of the Federation. In addition to this documentation, the Chairperson provided a list of those within and outside the Federation who should be consulted, either by questionnaire or in person.

The Group at its outset noted, and was happy to accept the role of the observer/witness Shantha Ready and similarly for Marco Fornerone as noted above. It is the understanding of the Task Group that both observer/witnesses have been able to attest to the solidity of the manner in which the Task Group conducted its business.

In its working, the Task Group experienced itself as in the best tradition of the Federation, both men and women, some older and some younger, representative of the regions, ethnicity and cultures of the world, and equally, of different church traditions. The Task Group is happy that the Executive Committee was able to achieve such a rich range of balance. The harmony with which the Task Group was able to pursue its business should also be recorded.

III. Analysis of the current situation of the WSCF

As it began its work, the Task Group recognized that while the immediate crisis is one of lack of, or absence of, financial resource this is itself symptomatic of a deeper crisis. Nevertheless, since it is the financial situation that has occasioned the establishment of this Task Group, we begin our report by noting that the existence of the Group is part of a tripartite agreement between the World Student Christian Federation, the Centennial Fund of the World Student Christian Federation and the World Council of Churches. That agreement, which provides for the underwriting by the Centennial Fund of the debt of the WSCF owing to the WCC, also required that there should be a fundamental review of the future of the WSCF. The debt stands at c. 200,000USD.

The cash available to the Federation at the end of December 2014 only permitted a continuation of salary payments, reduced by 30%, until the end of March 2015, and this only by the early payment of a subvention from the Centennial Fund of 105,000USD in two parts. It should be noted that, in order to provide this amount of money, the Centennial Fund had to use capital. It did not have sufficient cash reserves to cover the amount. So effectively, the Task Group was asked to begin its work in a situation where that bit of the Federation dependent on the work of the Secretaries in the Regions and the staff in Geneva would cease to function by March 31st, 2015.

In reflecting on this, we became aware that there are elements in the whole life of the Federation which had not a full awareness of how dependent the regional work of the Federation is on the fund-raising success of the Geneva office. That realization in turn caused the Task Group to remind itself that the totality of the Federation is represented by more than 100 national organizations, organized by the General Assembly into six regions, serviced by the General Assembly's Executive Committee and by the staff in what is designated the Inter-Regional Office (IRO) in Geneva and the staff in the regions. It is worth pausing to reflect that it is this composite whole that is in fact the World Student Christian Federation.

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With this as the background situation, the question then arises *how did such a situation of financial insolvency arise?* The documentation provided to the Task Group indicates quite clearly that the financial problem is one of long standing, repeatedly exacerbated by General Assemblies whose costs have not been fully met and to which in more recent times must be added the additional cost of an office in North America and an upward adjustment of staff salaries. Because of the importance of the IRO as the money-raising arm of the Federation as far as core costs are concerned, it should also be noted at this point that the number of staff in the Geneva Office has been reduced over the period between 2008 and the present time. There therefore must be a question about the capacity of that office to deliver what is required of it by way of money-raising, communication, program organization and administration. These aspects will be further developed as we proceed with our analysis.

At the same time as there was an increase in payroll costs of the Federation, there has been a situation externally in which the opportunities for raising undesignated funds have been declining and the requirements associated with fundraising have become more onerous and the fundraising climate itself more competitive. The Task Group advises that the information available to it clearly indicates that ecumenical agencies operating globally are experiencing the same problem.

For many areas of the Federation, particularly some of the national Movements in Africa, Asia/Pacific and Latin America/Caribbean, the withdrawal of Ecumenical Assistance Program (EAP) funding has been a traumatic experience. Insofar as it affected the payment of national Movement fees to the international Movement and produced an amount of income for administration of the program, it had an impact on the income of the IRO Office. The Task Group used the withdrawal of EAP funding as a lens through which to review the consequences.

In the first instance it is clear to the Task Group that the failure of the Federation to continue to receive EAP money arose from the fact that the Federation was unable to meet the application, monitoring and reporting requirements of the funders. In asking the question *why should this have been the case?*, we noted that the matter of

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capacity is a crucial issue. The demand by funders – and this is applicable not only to EAP sources but is today generally applicable – for transparency in the submission of project proposals, transparency in the exercise of project monitoring and transparency and accountability in project reporting has become much more detailed and pressing.

Given these requirements of the funders, and talking with them, it is quite clear that there are many reasons why the Federation did not continue to receive EAP funding. These can be summarized as:

- Lack of personnel capacity and personnel skill in different areas of the organization;
- Poor communications;
- Cumbersome decision-making procedures and structures;
- Lack of clarity of vision as perceived by the funding agencies;
- Perceived lack of overall strategy coordination between and within the Nations and Regions;
- Disjuncture between work proposed and work done.

The Task Group makes it clear that what is specifically true in the area of EAP funding is also more generally true of other funders.

This criticism runs deep into the heart of the Federation and could be received as being very negative. Yes, it does need to be taken on board and dealt with but the Task Group also heard that almost all the funders and partners with whom we have spoken, and certainly the internal friends and members of the Federation, are convinced that there is a major task to which the Federation is called at this time. This task has been identified by our friends, partners and funders as *equipping students and young people to provide ecumenical leadership now and in the future with the explicit characteristic of being centred on justice advocacy*. When such a vision of the Federation is explored further in conversation, it is quite clear that the term “ecumenical” is being used to cover leadership in church and in the world, globally, internationally, nationally and locally, in the public domain and in the private domain. It is a vision of a task which is as challenging and commanding as that which inspired

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our ancestors in the Movement a hundred and twenty years ago when they spoke of *Christ for the world in this generation*. The Task Group takes great hope and courage and strength from this conviction of those who have been, and are, resourcing us and so we need to find the ways in which what we share with them, and what they share with us, can be made effective in all that we do and in the ways that we do it.

Before moving to examine more closely what needs to be done (a more complete picture of which will emerge in the following section of this report) the Task Group has taken note that where a sense of lack of resource becomes pervasive, then those who as staff and decision-makers have to deal with it begin to experience sensations of frustration, sometimes of anger and of mistrust leading to suspicion among both individuals and groups. The Task Group has noted that this has happened in the Federation and it also noted that there is a lack of knowledge leading to a sense of alienation among some if not all of the national movements whose interests the wider Federation is intended to serve. The Task Group is emphatic that such an atmosphere is not conducive to the best working relationships and conditions for survival at a time of great difficulty. We will return to some of the criticisms we have noted above, about which we have learnt through our reading of the documentation and from the replies given in the questionnaires received and the conversations held in interviews. By way of example, one of those interviewed (as a funder associated with a national SCM) reviewed the current landscape of the Federation in the following terms: *“You have a global budget of 1.3m USD. You should be able to make that work much better than you appear to be doing”*. The Task Group can understand that comment, particularly as it notes the need for even greater transparency in the spending of our money than has been achieved in the updated model in the current issue of the Red Book. The consequences of this appreciation are the need for greater transparency and organizational efficiency. Pursued further, the delay in the publication of the Red Book the Task Force regards as symptomatic of a failure to meet deadlines and an example of poor time management. The failure to meet deadlines is a recurring theme in the information which has become available to the Task Group. Given that the information needed to produce the Red Book is supplied from various sources in the life of the Federation, the implication is that there needs to be much greater co-ordination in and between all those on whom the flow of information depends. The

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Task Group asks itself: are there critical path analyses operating within the Federation that ensures the supply of information to the Inter-Regional Office in time to meet reporting deadlines, publication deadlines, and the other needs of a modern communications system using the most current technology? We have noted cumbersome decision-making procedures and structures. This criticism arises from what we have witnessed ourselves and from what has been said to us. Funders had noted that there is apparent competition within the Federation when they receive two or more requests from the same body within the same timescales. From this, they deduce there is no co-ordination, no systemizing of priorities and on occasions, no clarity of shared vision. When these matters of organization are pursued they quickly lead to issues of strategy and program planning which the Task Group is convinced must be handled urgently and systematically. Such an exercise will involve a review of the current arrangements of the General Assembly, the Executive Committee, the IRO and the Regions. Questions arise such as:

- What would the Federation look like under poly-centric organizational arrangements?
- What would a leaner, less bureaucratic, more program-centered Federation look like?
- How best does the wider Federation add value to the life of the national and local movements?

Viewed from the perspective of effective delivery, the speed with which the decision-making processes of the organization were able to react to the financial crisis – which had been long brewing and finally came to be recognized in the May-July 2014 period in the context of the decision to postpone the GA – is simply not adequate. It also suggests to the Task Group that those who constitute the members of the Executive Committee see themselves as acting on behalf of the regions when on occasion they need to function as corporate decision-makers for a global body, the circumstances of which are so desperate that the welfare of those very regions which they seek to serve is being critically undermined. At this point, it is interesting to note the range of replies that came from the regional and national organizations of the Federation to the question *In your view, who should be involved in rectifying the situation in the WSCF?*, some of the responses said SCM, SCMerS, Senior Friends; others added the

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historic supporter Churches; most emphasized students but only one seemed to suggest that it should be students on their own. The Task Force is convinced that there is a major degree of wisdom and insight in the answers given to this question. There are other inter-related issues which the Task Group agree need to be stated. These are the absence of any significant reference to Bible Study, Theology and Prophecy in the questionnaire and interview responses when the actual activity and purpose of the Federation was being considered. Given that these have been substantial elements in the programs of previous generations, the Task Group is minded to advise that the process of renewal in these areas should again be given prominence in the life of the Federation. They are fundamental to the designation "Christian" in the global name of the organization. In the dire circumstances of the present condition of the Federation which we have been asked to address, we have come to the conclusions elaborated in the next sections of this report. We have added timeline proposals as to how the issues can be addressed if the Federation is to survive with staff available to service its program and organizational needs.

There was some discussion of the third item in the Terms of Reference of the Task Group, namely, that of methodology. Here the Task Group expressed its sense that the agenda of the General Assembly should be as integrated as possible around the report of the Task Group within the context of the designated theme *We are Many, We are One, Sent to build God's Peace*. The Task Group is also concerned that there should be adequate time for the analytical material in this report, as well as its conclusions and recommendations to be received, understood and where necessary, approved through the work of small groups, non-regional as well as regional, and the work of plenary presentations and the reporting back of group comments.

The Task Group recognizes that it has not been possible to give consideration to the entirety of its Terms of Reference in the time available. It has made provision for the work to continue in the recommendations it has made for the immediate, the intermediate and the longer term periods of what it hopes will be the continuation of a renewed and reinvigorated Federation into the future.

IV. Measures necessary in the next six months

In organizing the discussions of the Task Group we have divided these into three categories, the immediate, inter-mediate and the long-term.

1. The immediate crisis threatens the survival of the Federation in its current form. The nature of this “emergency” has been clearly outlined in preceding sections of this report. Included in this category are measures that address the immediate problem of finance and take on board the reality of the Assembly taking place at the time of this report.
2. The nature of the crisis demands that interim measures must be put in place in order to bring the Federation to a sustainable level. This category refers to a transition which the Task Group has defined as 6 months.
3. The above time categories need to be part of a long-term plan which not only ensures sustainability but also the necessary structural and cultural changes that need to take place if this sustainability is to go beyond mere survival.

This section of the report lists the measures to be undertaken in the immediate, inter-mediate and long-term in order to address the crisis.

Immediate

1. The Task Group recommends that the Centennial Fund Board, within its legal capacity, continues to support the immediate core funding needs of the Federation. We further recommend that the ExCo and the Centennial Fund in partnership organize a Future of the Federation Roundtable targeted at major funders and stakeholders present at the GA.
2. The Task Group recommends that all levels of the Federation must participate in funding the core staff costs of the IRO and regions.
3. The Task Group recommends that the search process for a general secretary or co-secretaries be halted. The search committee will be requested to look into their current shortlist of candidates and consider them in light of a proposal for an interim staff coordinator who should be appointed for six months to guide and support the reform process during this immediate period. The choice of

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candidate should preferably be on the basis of a recommendation from the search committee according to an agreed profile prepared by the Future of the Federation Task Group.

4. The interim staff coordinator should work with a management group of six members – the Chair, the Treasurer, two student and two Senior Friends, one of whom shall be a member of the Centennial Fund. Each region shall nominate one or two student candidates to a pool from which the ExCo shall appoint two (1 male and 1 female), taking into account expertise and experience.
5. The interim staff coordinator and this management group will work to fulfill the program agreed by the GA and the program outcomes should be approved by the Executive Committee when it meets at the end of the six month period.
6. The main thrust of the work during this period should be to revise management processes and recommend governance arrangements.
7. The ExCo should undertake a review of the General Assembly program to ensure coherence of the different sessions and outcomes expected in light of the Task Group report discussion sessions for two days at the GA.
8. Develop agreed Job Descriptions for all WSCF staff, especially for the General Secretary. Roles and responsibilities of all staff must be clear.
9. Agree a common template for reporting (narrative and financial).
10. Agree frequency of reporting. For example, there should be a quarterly financial report and a quarterly operational report, using the common templates to capture the main events, numbers, dates, challenges and future plans. These quarterly reports will form the basis of a comprehensive annual report for donors, partners and SCMs.

Inter-mediate

1. Develop a budget for the 6-month transition phase.
2. Hire an interim staff coordinator, agree on a job description and develop a 6-month work plan with clear timelines

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3. Put in place a transition team that will develop proposals for both the intermediate and long-term. These proposals will address the following:
 - a. Governance structure and constitution, including a study of the size of the ExCo.
 - b. Management processes and procedures
 - c. Fundraising and resource mobilization (EAP, grassroots campaign (\$1), fundraising protocol, develop a “case for support” that clarifies the vision and goals, tells the story of the Federation and the impact it has made to young people, communities, the academic community and the church, including sale of products in the context of a non-profit making organization.)
 - d. A plan for community building and transforming Federation culture, including addressing the need for healing and reconciliation
 - e. The need for a participatory process of strategic planning, including addressing issues around vision and identity
 - f. The need for capacity building
 - g. Communication (The website would provide information on work of the Transition Team)
4. The Transition Team will report in this way:
 - i. To the Exco, at the end of the first month.
 - ii. To the SCMs, a progress report at the end of 3 months
 - iii. To the Exco, a final report on actions and recommendations
5. The duration of the transition should be six months, extended to nine months if needed, and a decision on the extension be made in the fifth month.

V.Measures necessary in the next two years

After analyzing the current situation of WSCF at global and somewhat at regional level, the Task Group suggested several interventions for the period after the interim six months that should be implemented over the following two years in order to ensure sustainability of structural and cultural change. The Task Group identified seven objectives that should be included in a strategic plan to guide the change process:

Objective 1: Articulate our common global vision and mission understanding for WSCF (including global and regional priorities and concerns). This should begin within the first year, and continue into the second and subsequent years of the plan and comprise the following steps:

- This articulation should be grounded in rigorous biblical, theological and contextual reflection.
- Develop a clear vision and mission for the organization. Students should be actively involved in developing this vision and mission and the strategy to give effect to it. A clear vision is vital to develop a strong sense of global identity among members and to rebuild their trust in, and sense of ownership of, the global organization.
- Develop and agree global and regional goals and programs to give effect to this vision.
- Draw up a detailed action plan to deliver the goals and programs, with specific timelines and allocation of responsibilities. (The more detail, the more convincing it will be to funders.) The action plan should focus on just one or two overarching themes, including ecumenical leadership and theology.
- Develop a financial plan (to include fundraising) to support the organization and deliver its programs.

Objective 2: Reform governance structure and constitution. This should take place within the two year period.

Proposals for governance, the structures of governance and constitutional implications will be produced by the ExCo. These will need to address full inclusion, participation

and sense of common ownership, as well as address and eliminate the cost, cumbersomeness and ineffectiveness of the current arrangements. They will seek to preserve in contemporary forms the participative nature of decision-taking while recognizing the need for timely effectiveness. They will derive their integrity from the vision of the Federation and the principle that *form follows function*. They will enshrine team working as the effective outworking of Fellowship as a key experience of the Federation at work.

These proposals may require actions that requires constitutional change. In such a case, the Exco will develop and conduct a process in consultation with the SCMs.

Objective 3: Improve reporting and documentation of all WSCF activities and events. This should begin within the first year and continue into the second and subsequent years of the plan. It should comprise the following steps:

- Train IRO and Regional staff and SCM staffs to develop these reports and the processes necessary to ensure their integrity and timeliness.

Objective 4: Improve trust and communication between IRO, ExCo, Regional offices, SCMs and partners and donors This should continue from the first six months and comprise the following measures:

- Create mechanisms for genuine sharing of experiences and perspectives through all levels of the Federation.
- Monthly calendar (template including upcoming activities in all the regions and globally).
- Monthly or quarterly newsletter (as above).
- Division of tasks (each month, one regional secretary will be in charge of collecting information from the other regional secretaries and developing the newsletter using the agreed template).
- Activation of social media to communicate with partners and SCMs.
- Holding regular meetings to discuss specific topics.

Objective 5: Rebuild trust and communication with traditional and new donors. This should continue from the first six months and comprise the following measures:

- Continue sharing information on regional and global activities.
- Publish a monthly or quarterly newsletter capturing the highlights of monthly activities at regional and global level.

Re-launch discussion and contact with traditional donors, even if no current funding is available.

Objective 6: Increase the income of the WSCF (IRO and Regional). This should commence within one year and continue into subsequent years and comprise the following steps:

- Clarify the financial situation and agree on shared responsibilities to solve the crisis (involving IRO, ExCo, Regional Offices and SCMs)
- Collect membership fees from all SCMs every year (during one of the events in each region or by bank transfer with proof of payment).
- Introduce regional support by agreeing a percentage of regional staff costs to be raised from within the regions at national and regional level.
- Each Regional Secretary (RS) should support the IRO in developing at least one proposal for one global program per year.
- Strengthen the Be One, Give One campaign, taking into account the lessons learnt for instance, allow regions to modify the global campaign according to their needs, contexts and possibilities.
- Incorporate a practice of fund-raising that is intimately attached to movement building.
- Develop a short documentary illustrating the main achievements among all the regions. A volunteer could be recruited from one region to develop this documentary on an internal DVD.
- Agree a fundraising protocol and mechanism between IRO and regional offices.
- Sharing of the quarterly financial report with regional offices and ExCo.
- Consider regional office structures and recommend appropriate measures.

Objective 7: Clarify roles, responsibilities and line reporting arrangements for staff at different levels (GS, Chairperson, Exco, Regional Secretary, SCMs) This should be finalized within the first year and comprise the following steps:

- Create a culture of solidarity, mutual accountability and interdependence among the different levels of the Federation, with special attention to the staff.
- Develop agreed Job Descriptions for all WSCF staff.
- Develop a clear organogram showing how each position relates to the others and the line management that links them together.
- Suggest an appraisal system for all staff including GS in order to increase accountability and efficiency. This would allow action to be taken when a person is not performing according to the terms of their job description.
- Suggest some team building exercise or program to improve relationships between staff at different levels.
- Develop a division of tasks for the global programs – donor relations, communication, finance etc. – that will clarify rolls and responsibilities and maximize the effectiveness of available staff. With the lack of staff, check availability of regional secretaries and of ExCo members to provide additional support on specific tasks.
- Develop a recruitment plan for interns or volunteers to assist on specific tasks (these could be members of SCMs)
- Develop a plan to involve the SCMs, ExCo members and the regions in the revision of the current form of General Assembly and in the planning, preparation, implementation and evaluation when GA takes place. Consider whether to keep the same structure or modify it.

Objective 8: Improve the capacity of the IRO, regional staff and ExCo members. This should begin immediately and continue.

- Develop a capacity needs assessment for staff. The result will enable the Federation to develop a capacity building program for staff. This could be tailored for the staff or utilize other training programs.

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- Consider the areas of capacity building mentioned above such as movement building, project management, monitoring and evaluation, biblical and theological reflection, leadership etc.
- Consider asking Senior Friends to undertake specific training, mentoring and coaching.

Objectives 9: Implement a process to consider the move of the IRO, or, to relocate the Inter Regional staff to a more cost efficient location. This should be initiated by the ExCo immediately and be completed in the next two year.

- Cheaper city
- A country where the movement is strong
- Visa and work permists easily obtainable
- Strong partners and church relationships
- Consider office affiliation related to Geneva,e.g. Middle East
- Consider a global south location

VI. Conclusion

The word “dysfunctional” does not appear in this report and yet it appeared and reappeared in our conversations in the Task Group as we tried to come to terms with the fact that this 120 year old institution had slid into near terminal decline, into a crisis much more severe than any it had previously experienced in its history even at times of war. In the conversation of the Task Group, crisis came to represent opportunity and opportunity came to represent a new call from God. Our Task Group meetings began with prayer – prayer from the traditions of both Eastern and Western Churches. We commend our report to the prayerful study of the General Assembly meeting in Bogotá in February/March 2015. We commend it, confident that God’s will and God’s wisdom will prevail as together all the members of the Assembly are equipped to be the builders of God’s Peace in a world of heart-rending violence, deeply disturbing injustice and self-perpetuating unrighteousness. We rejoice to have been invited to serve the General Assembly as members of the Task Group on the Future of the Federation.

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*(Approved by the 35th WSCF General Assembly on March 4, 2015 at YMCA,
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