



Friends World Committee  
for Consultation

EUROPE & MIDDLE EAST SECTION

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## EMES Strategy Plan 2020-2030

### A. Aims and purposes

The Europe & Middle East Section (EMES) of the Friends World Committee for Consultation (FWCC) is the collective body for Quaker meetings in Europe and the Middle East. All the members, yearly meetings and groups affiliated to EMES, are members of FWCC. For background information on the involved organisations see Appendix 1.

The mission statements are as follows:

- *FWCC*: Answering God's call to universal love, FWCC brings Friends of varying traditions and cultural experiences together in worship, communications and consultation, to express our common heritage and our Quaker message to the world.
- *EMES*: Connecting Friends, Communicating, Networking and Nurturing Meetings.

The EMES Constitution describes why the organisation exists and what its governing structures are. According to the Constitution, the objective of FWCC-EMES is the advancement of religion for the public benefit by means of fostering the principles and practice of the Religious Society of Friends (Quakers) through consultation and co-operation. In furtherance of this objective (and as stated in the Constitution), FWCC-EMES shall seek to:

- Encourage and strengthen the *spiritual life* within the Religious Society of Friends, and its outreach in the world, through such measures as worship, intervisitation, study, conferences and a wide sharing of religious experience.
- Help Friends and others to gain a better understanding of the *world-wide character* of the Religious Society of Friends and its vocation in the world.
- Promote *consultation amongst Friends* of all cultures, countries and languages. To bring the different groups of Friends into intimate touch with one another, seeking their common Quaker heritage, sharing experiences and coming to some measure of agreement in regard to their attitude to world issues.
- Promote understanding between Friends everywhere and members of other branches of the Christian Church and of *other religions* and to interpret the specific Quaker message to spiritual seekers.
- Keep under review and guide the Quaker *contribution to world affairs* and to ecumenical developments; to facilitate the examination and presentation of Quaker thinking and concern in these fields; and to encourage Friends to *co-operate* as far as possible in joint action with other groups having similar objectives.

The words that appear in italics, above, are highlighted because they emphasise the EMES focus and reflect the overarching spirit of the strategy.

## **B. The Vision for 2020-2030**

We envisage a thriving, vibrant, inclusive, all-age, spiritual community of Friends in Europe and the Middle East, woven together in transformative faith and love, working and connecting with others, listening to the Spirit, actively living out our Quaker testimonies of truth and integrity, equality and community, simplicity, peace, and care for the earth and the environment.

Key aspects of the vision are:

- Easy physical and digital access to each other and to our resources;
- Collective spiritual learning;
- Deep spiritual sharing;
- Operate in/as a web of networks.

## **C. A long-term strategy with key threads**

The current round of funding from the Joseph Rowntree Charitable Trust (JRCT) for the FWCC EMES Ministry & Outreach (M&O) programme will end in December 2019. This will be after 12 years of ministry and outreach support to meetings and groups in the Section, in particular in Central and Eastern Europe. In September 2017, the EMES Executive Committee asked a Strategy Group to reflect on EMES' core tasks, what might need to be kept or changed, and what kind of strategy would best serve the Section for the next ten years.

In order to develop a strategy for 2020-30, a SWOT analysis was conducted amongst the EMES Executive Committee, the EMES staff, Meetings and other Quaker organisations in the Section in a consultation process. Friends and Meetings were also asked (via the various EMES Forums, *Among Friends* and emails) what kind of support they were likely to need from EMES for their future spiritual development. One Meeting sent an account of what they were already doing, but did not indicate how EMES might help, and no other responses were received. The 2017 Annual Meeting, with the theme *Vibrant Meetings. Vibrant Section*, was also a source of inspiration in the formation of the strategy. Managers at Woodbrooke, the Quaker study centre in Birmingham, UK, with which EMES has a partnership agreement, have also contributed ideas about how this partnership could be strengthened and extended.

The SWOT analysis resulted in a number of possible focus areas. These are described in Appendix 2, together with their success indicators. The Strategy Group has distilled the following current key threads for the next 10 years. As we are living in turbulent and changing times, a certain flexibility is advisable in order to allow the strategy plan to be adapted as and when necessary.

### **Key threads**

The key threads, which are described in more detail below, are:

1. Linking Quakers and resources.
2. Networking and learning opportunities.
3. Quaker and interfaith gatherings.
4. Travelling in the Ministry and enriching the spiritual and community life of Quaker Meetings and Groups.
5. Financial support for developments.

These key threads constitute the basic framework of what we intend to do in the next 10 years.

### Linking Quakers and resources

FWCC EMES is an important way of linking Quakers in the Section. EMES is also a conduit through which a variety of resources can be shared and used. People are resources too, and have many gifts to offer. Collecting and managing resources digitally is another important part of EMES work. At present, the Quaker in Europe course and the EMES Information Resource are on Woodbrooke's Moodle website and are neither overtly visible nor easily accessible. They should therefore be moved to a digital platform that is easy to access and is user-friendly. The EMES online *Information Resource* should be widely used and respond to the needs of Friends and Meetings and become the EMES 'Faith and Practice' that it was intended to be, with contributions in all the Section's languages. The information resource will consist of: (i) Different kinds of material, including audio/video, for in-reach and outreach purposes, (ii) Archive material – EMES and connected organisations (e.g. Border Meetings), (iii) Personal stories with particular reference to spiritual insights (e.g. interviews with/by Friends of all ages). The EMES website should be as attractive (recently updated) and interactive as possible. A more imaginative use of social media (e.g. podcasts, blogs etc.) is also recommended for linking and networking purposes and for interactions amongst and between Friends throughout the Section.

An area of work that should be developed is consultation with the EMES staff and Executive Committee on *Woodbrooke's* on-site, off-site and online learning programmes. This could include EMES making suggestions that Woodbrooke then offers, working in partnership on joint learning programmes, courses or events and Woodbrooke hosting events run by EMES. Woodbrooke and EMES should also work together to train Friends in Quaker process and content to enable them to deliver Woodbrooke events (e.g. Woodbrooke on-the-Road) more widely throughout the Section and in languages other than English. The two organisations should also work in partnership to provide learning materials and resources available in languages other than English. Working together to support and engage Young Friends is also recommended. Woodbrooke is also keen to explore being a partner/host for an EMES organised youth event/pilgrimage.

The FWCC World Office and the four Sections are committed to working together as one organisation. It is therefore recommended that *an FWCC-wide digital platform* be seriously considered, rather than an exclusive EMES one. This would make it possible for the World Office to be a resource to the Sections and to ensure that practices are not duplicated.

### Networking and learning opportunities

EMES currently facilitates *networks for Friends* in a number of areas (e.g. Eldership and Oversight, Children & Young People's work, Peace and Service). In the strategy period these networks should be more visible and extended, e.g. for Clerks, Treasurers etc. There should be a digital meeting place where learning opportunities ('*meetings for learning*') are created and networks formed and in which every Friend in the Section who wants to can participate. This would lead to the creation of more networks and a greater involvement of Friends. Online *worship networks* should also be created and facilitated.

A strong digital network is important in that it provides extra support for Friends in Groups or Meetings where the age range is unbalanced, where the numbers of Friends are small or declining, for international members and those living in isolation.

The Quaker Peace and Service network is important for Friends engaged in peace and service work within the Section and has led to the development of collaborative work in

these areas. The annual Peace and Service Consultation, hosted by EMES, is a useful vehicle for this and can take different forms according to need.

Quaker work on sustainability, care of the earth and the environment provide key networking/learning opportunities for Friends in the Section. For example, QUNO Geneva is currently working on climate change and the FWCC World Office is forging ahead on sustainability issues. FWCC's Global Quaker Climate Action Movement calls on all Quakers to strengthen their environmental commitment and amplify their voices through a global Quaker sustainability movement so that as Friends we can live in right relationship with all creation and in a sustainable way on the earth. This movement builds on the Kabarak Call for Peace and Ecojustice and the Pisac Minute on Living Sustainably and Sustaining Life on Earth and should be supported by all Meetings and Groups in all four Sections.

### Quaker and Interfaith Gatherings

Friends want to meet in person too. Meetings between Friends in the Section can and should also be supported by digital connections, especially as Friends are concerned about sustainability and the impact of (certain modes of) travel on the environment. Friends should also continue to think about compensating the environment in some way when they do travel. In order to become a more vibrant community, EMES, especially through the EMEYF network and in partnership with other Quaker organisations, should organise and/or support face-to-face and week-long all-age gatherings, with an emphasis on learning and doing things together, rather than business. Such meetings should be experienced as worthwhile and meaningful and ideally last for longer than a weekend. Border Meetings, Regional Meetings and Language Meetings also provide opportunities for networking. EMES will continue to support and encourage such Meetings.

When enough other meeting opportunities (face-to-face and digital) are in place, EMES may consider moving to a biennial or triennial mode of Representatives' meetings to transact the necessary nominations and other business. EMES is the only FWCC Section that meets annually for business purposes. In the meantime, it is expected that EMES will explore more options to offset the environmental impact of meeting face-to-face.

Due to the changes to the Quaker Youth Pilgrimage programme, there is now a greater need for events that enable 16-18 year olds to meet and interact at Section level.

As EMES is a member of Church and Peace, an Organisation in Partnership to the Conference of European Churches and takes part in Britain Yearly Meeting's Quaker Committee for Christian and Interfaith Relations (QCCIR), participation in inter-faith and inter-church gatherings are encouraged.

### Travelling in the Ministry and enriching the spiritual and community life of Meetings and Groups

Pastoral support for meetings and groups has always been provided in relation to their needs, mainly by members of staff. In order to be more sustainable, the number of Friends who are equipped and able to give such support should be increased, so that every Meeting that wants one has access to a 'companion' (for which EMES already provides a Companion Programme). Travelling in the ministry – here defined as Friends travelling in pairs amongst Quakers in the Section in ways that bridge yearly meeting boundaries, theological differences, varieties of worship style and differences in language and culture – can lead to the sharing of experiences and beliefs and to community building, where Friends within the Section can learn from, teach, exchange with, support and challenge each other. EMES

should help to facilitate, coordinate and create opportunities for Friends to serve in ways that also fit in with FWCC's more global schemes.

The current EMES staff have been working with a Ministry and Outreach programme since 2008/9. The original vision was that EMES would oversee a coordination function that harnessed and developed the existing resources within the Section so that Friends communities could support and learn from each other through intervisitation. In the strategy period, this work should become a core function of EMES, with an emphasis on *ministry and community building*.

At the FWCC World Plenary Gathering in Peru in January 2016, Friends expressed a desire to see more Young Adult Friends enabled and involved in FWCC work. We would therefore wish to see leadership and capacity building provisions for this group.

#### Financial support for developments

Due to the establishment of the Small Grants Fund (SGF) in 2015, thanks to generous funding from JRCT, EMES is able to support the initiatives of meetings/groups in the Section to grow and to build strong spiritual communities. A continuation of this funding is desirable, especially as it meshes together with the other strategic threads. In the future, this should be known as the *Spiritual Growth Fund*; a name that more aptly reflects its purpose.

Continued financial support from the EMES constituent Meetings and Groups for EMES's core work is vital in order to develop and expand the organisation's work and services. JRCT is and has been very supportive of EMES work, and it is hoped that this partnership will continue. The John Warder Fund enables EMES to support Friends to participate in Quaker events outside their home country. Woodbrooke's Catchpool Fund is a possible resource for supporting attendance at specific joint events held at Woodbrooke. Individual Friends and Meetings also regularly sponsor (participate in) specific events.

#### **D. Focus areas for future work plans**

EMES work is divided into three-year work plans, which are approved by the Annual Meeting. In order to translate and expand the key threads into concrete actions, and to facilitate their incorporation into three-year plans, a number of focus areas are proposed and outlined as guides. The focus areas are listed below under three separate headings and are based on the SWOT analysis mentioned on page 2. *In Appendix 2, the focus areas are accompanied by success indicators, which also might provide some extra clarification.* The Strategy Group has deliberately not specified which measures, policies, communication tools or platforms should be used in or for the focus areas, but rather paints broad strokes to allow for future discernment, changing needs, new and appropriate technology and creative thinking.

#### **Growing together**

- *Finding the right language - shared stories and speech that frame how and why we are Quakers.*
- *Improved communications and EMES visibility through website, forum and social media.*
- *Ministry and community building, intervisitation and support for international members.*
- *Engaging more people in EMES.*

### **Strengthening relations**

- *Developing deeper relationships with FWCC World Office, the other Sections and take part in initiatives at world level.*
- *Strengthening the relationship with EMEYF.*
- *Strengthening the partnership and cooperation with Woodbrooke.*
- *Strengthening the relations with the Quaker Council for European Affairs (QCEA), the Quaker United Nations Office (QUNO) in Geneva, Quaker peace and service organisations in the Section, Quaker conference centres, Yearly Meeting committees and other Quaker organisations within the section.*
- *Strengthening our interfaith and ecumenical connections*

### **Developing the Section**

- *Provision of events for 16-18 year-olds.*
- *Clarifying the role of Yearly Meeting Representatives.*
- *Having sustainable staffing policies and procedures.*
- *Finances, fundraising and financial sustainability.*
- *Regular reviews of constitutional issues, policies and procedures.*
- *Less 'distraction' from the Mission.*
- *An open, transparent and collaborative nominations process.*
- *EMES Elders (spiritual nurturers) appointed to serve the Section.*

### **E. What will happen between now and 2020**

The workplan for 2017-2019 currently maps and guides EMES work and will continue to do so until the end of 2019. The 10-year strategy that is outlined here was approved by the Annual Meeting in June 2018 (EMES/AM 2018/15) and final amendments following the feedback received from the discussion groups at the Annual Meeting have been made. From 2020, the new strategy plan will both guide the work and inform the 3-year workplans, beginning with the workplan for 2020-2022 (to be approved by the Annual Meeting in 2019).

The Strategy Group – Martin Touwen, Sue Glover Frykman, Berne Weiss and Andrew Lane – would like to thank all those who have contributed to the making of this strategy (listed in Appendix 3).

## **Appendix 1: Background information**

### FWCC

FWCC consists of four Sections (the Americas, Europe and Middle East, Africa and Asia - West Pacific) and a World Office (located at Friends House, London). The membership of the CEC consists of the FWCC Clerk and two Assistant Clerks, the Clerks and Secretaries from each of the four Sections, the FWCC General Secretary, the World Office Treasurer and three at-large members.

### EMES as an organisation

EMES was established in 1938 and presently consists of 12 Yearly Meetings, 2 Monthly Meetings and 14 Worship Groups, with a presence in over 30 countries. Events such as the Annual Meeting, international family gatherings, border meetings, seminars and peace and service consultations encourage mutual understanding, and hopefully lead towards the greater involvement of Friends. Two booklets, *Meeting the Spirit* and *Friendly Advice on Quaker Ways*, have been produced. A newsletter, *Among Friends*, is published three times a year. A small Executive Committee, of which the Executive Secretary is a member, has ensured communication within the Section and with other Quaker bodies and individual Friends. EMES is a member of Church and Peace and in 2016 was accepted by the Conference of European Churches as an Organisation in Partnership.

EMES obtained charitable recognition under Scottish legislation in 2005, and in accordance with that is under the care of trustees. It also operates under a Constitution that was last revised in 2010. The Annual Meeting is the Section's decision-making body and is held once a year, usually in late spring/early summer. Representatives at the Annual Meeting conduct the business of the Section. All the affiliated Yearly Meetings/Groups appoint one or more FWCC/EMES Representatives, whose major task is to facilitate communications between their Yearly Meetings/Groups, both within the Section and the world family of Friends, by bringing issues from their communities to be raised in these contexts and taking them back. The officers of the Section are: Clerk, Treasurer and Executive Secretary. Together with four other members they form the Executive Committee (trustees).

### EMES funding

The Section's constituent Yearly Meetings, Groups and individual Friends contribute financially to the core work of EMES according to their means. EMES' work is also generously supported by the Joseph Rowntree Charitable Trust. The largest contribution is provided by Britain Yearly Meeting through an annual "grant". General funds raised in Britain outside of this contribution are shared with FWCC World Office (historically, 25% to EMES and 75% to the World Office, which reflects the special relationship between Britain Yearly Meeting and FWCC World Office being located in Britain). Contributions raised in all the other parts of the Section are shared with the World Office (historically, 60% to EMES and 40% to the World Office). Funds for specific purposes are received as well and a few individuals make personal contributions on a regular basis.

### EMEYF

Europe and Middle East Young Friends a (EMEYF) is a network that serves a particular demographic part of EMES' overall membership. Both FWCC and EMEYF are integral to how the EMES work is conceived and managed, and are therefore taken specifically into account

in the various sections of this strategy document, as they are not separate organisations but each is a part of the other.

#### The EMES and Woodbrooke partnership

Woodbrooke is an international Quaker study centre located in the UK and as such is an important teaching and learning resource. EMES and Woodbrooke have a partnership agreement that is guided by the principles of communication, not duplicating work, publicising each other's events, sharing ideas, expertise and insights, and openness. Areas of collaborative work that already exist are hosting the online Quaker in Europe course and the EMES online Information Resource (both of which we recommend being moved to a high profile EMES platform) and Woodbrooke staff participating in various ways in the EMES Annual Meeting.



## **Appendix 2: Focus areas and success indicators**

### **Growing together**

*Finding the right language - in the sense of shared stories and speech that frame how and why we are Quakers.*

Success indicators:

- telling and capturing our Quaker stories and making them readily available

*Improved communications and EMES visibility through the website, forum and social media.*

Success indicators:

- EMES is promoted more widely in a variety of Quaker publications (through articles, reports of events etc.)
- Conversations about Quaker-related topics are facilitated between yearly meetings and groups
- Provision of Quaker discussion threads on the EMES Facebook page, e.g. for exploring and sharing our spiritual journeys
- A more interactive EMES website in different languages
- Regular newsletters (paper and digital) with contributions from staff, post-holders, representatives, members of the Executive Committee etc., to inform about EMES work
- EMES has access to an FWCC-wide, user-friendly and digital platform
- Every Meeting in the section has a website for community building purposes
- Active and easily accessible networks for Friends involved in pastoral work, spiritual care, clerks, treasurers, children and youth work, teenagers in the Sections etc.

*Ministry and community building, intervisitation and care of international members.*

Success indicators:

- A developed pool of companions, elders (spiritual nurturers), travelling ministers
- A structured plan for travel in the ministry
- Friends who are equipped to minister to their own communities and the world in an era of political and religious polarisation
- Continuation of the Spiritual Growth Fund to help Groups and Meetings to grow and develop
- Emphasis on supporting resources, in partnership with Woodbrooke, that are not constrained by geography or language
- Ministry and community building is a core function of EMES that is all-age inclusive and delivered as planned services that strengthen members and meetings and includes the provision of retreats, faith-building, skills development etc.
- Strong Quaker communities that are active in their own areas
- Strong networks of Quaker communities
- An active intervisitation programme in place in the Section, e.g. in cooperation with Britain Yearly Meeting's Quaker World Relations Committee, which is currently developing intervisitation possibilities
- Residential gatherings organised for learning about Quaker roles and processes
- Developed online and distance interactions
- The level of learning is accelerated by making full use of Woodbrooke's service and resources

- Oversight of international membership and a system that takes these members' needs into consideration

*Engaging more people in EMES.*

Success indicators:

- A proliferation of online worship circles in different parts of the Section
- Friends taking on service roles as volunteers (e.g. music coordinator, social media coordinator, publications coordinator).
- All Quakers in the Section know about EMES work
- Face-to-face, all-age gatherings with an emphasis on doing things together (rather than being business-oriented)

**Strengthening relations**

*Developing deeper relationships with FWCC World Office, other Sections and take part in initiatives at world level.*

Success indicators:

- The Sections and World Office work together and fundraise as one organisation (as per the FWCC strategy)
- Inter-Sectional workshops/seminars/conferences
- Higher profile of World Quaker Day
- A successful and well used inter-Sectional Young Friends travel and development opportunities/pilgrimages scheme
- Friends in EMES connecting with other Liberal Meetings and Groups in the other FWCC Sections with a view to formulating a more coherent Liberal Quaker theology for today
- Partnerships between Meetings in the other Sections
- All Meetings have joined FWCC's Global Quaker Climate Action Movement
- A shared digital platform for the use of all FWCC Sections is in place

*Strengthening the relationship with EMEYF.*

Success indicators:

- A regular EMES information spot at EMEYF gatherings, and vice versa
- More EMEYFers know about EMES work
- The connecting structures between EMES and EMEYF are more obvious
- EMES and EMEYF doing/organising things/events together
- EMEYF continues to be represented on the EMES Executive Committee
- A regular exchange between the clerks and secretaries of EMES and EMEYF
- A more explicit EMEYF representation at the EMES Annual Meeting.

*Strengthening the partnership and cooperation with Woodbrooke.*

Success indicators:

- Online, on-site and off-site courses held in different languages with EMES input
- A strong international young adult youth leadership programme
- Consultation on the content of Woodbrooke's programmes
- Cooperative events on faith-building etc., to equip Friends for their own ministries
- A partnership that is sustainable and developed over time and takes the needs of Meetings and Groups in the Section into account

- Friends and Meetings reporting that their needs are being met
- Meetings are stronger and better equipped in relation to their life, worship and witness
- Friends are better equipped in relation to their Quaker ministry (in terms of faith, witness, love and service) and are more visible and effective in their communities
- Centrally produced publications in different languages in cooperation with Woodbrooke
- Translation opportunities/projects in cooperation with Woodbrooke)

*Strengthening relations with the Quaker Council for European Affairs (QCEA), the Quaker United Nations Office (QUNO) in Geneva, Quaker peace and service organisations in the Section, Quaker conference centres, Yearly Meeting committees and other Quaker organisations within the section Quaker conference centres, Yearly Meeting committees and other Quaker organisations within the section.*

Success indicators:

- Friends in the Section know more about the work of these organisations and committees and are keen to get involved
- Opportunities for collaboration are explored and networks are integrated where possible
- A continued and developed peace and service consultation
- The facilitation and exchange of learning opportunities between the various Quaker conference centres in the Section

*Strengthening our interfaith and ecumenical connections.*

Success indicators:

- Strong links developed with evangelical Friends groups in the Section
- A high profile and involvement in Church and Peace and the Conference of European Churches

### **Developing the Section**

*Provision of events for 16-18 year-olds.*

Success indicators:

- A stronger and more interactive young people's network
- A wide range of events for young people in the Section to attend
- Yearly meetings invite young people from different parts of the Section to join in their youth events

*Clarifying the role of Yearly Meeting Representatives.*

Success indicators:

- Information/induction sessions at Annual Meetings for new Representatives
- An EMES information pack for Representatives
- All Representatives report back to their YMs and Groups and YMs and Groups report to the Annual Meeting
- All Representatives know what is expected of them
- More digital exchanges between Yearly Meeting Representatives

*Having sustainable staffing policies and procedures.*

Success indicators:

- A Secretariat arrangement that is flexible and sustainable
- An employment policy that takes working in the UK (under British employment law) or via a partner Quaker organisation in the Section into account
- A well-functioning administration system (shared, web-based)
- A fair wages policy
- Regular work appraisals for staff and follow up
- Reflective work appraisals for staff if requested
- Regular reviews of the organisation's sustainability
- Regular reviews of the organisation's safeguarding policies and procedures
- A safe and open working environment, where staff, volunteers and beneficiaries feel able to speak up if something feels wrong (with relevant policies and procedures in place)
- Workflow support, back-up procedures for staff and officers

*Finances, fundraising and financial sustainability.*

Success indicators:

- Sufficient funds to do the work we want to do
- Up-to-date database information on funding possibilities/grants ... for overview of (potential) funders
- Personal approach and follow-up for donors
- A sustainable fundraising policy in place (short- and long-term)
- Provision of regular information about EMES finances for YMs and Groups
- A continued and mutually beneficial relationship with JRCT

*Regular reviews of constitutional issues, policies and procedures.*

Success indicators:

- Periodic reviews of the EMES Constitution (at least once in every three-year work plan) and the necessary adjustments/additions made
- Policies in place that strengthen the organisation and make it less vulnerable (grievance policy, conflict of interest policy, safeguarding policy, whistleblowing policy, employment policy, policy and procedures for working with children, young people and vulnerable adults etc.)
- Policies and procedures reviewed at least every 12 months

*Less 'distraction' from the Mission.*

Success indicators:

- Concentration on EMES core activities (i.e. not servicing or raising funds for various projects not related to EMES' objection and mission)

*An open, cooperative, yet independent nominations process.*

Success indicators:

- Good communications and cooperation between the Nominations Committee and the Executive Committee, which both recognise the independent nature of

Nominations Committee's discernment process and the benefits of sharing essential background information.

- Wider search possibilities for posts and committees by drawing on Friends with extensive knowledge of people in the Section and their gifts
- Job descriptions updated in collaboration with present post holders

*EMES Elders (spiritual nurturers) to serve the Section.*

Success indicators:

- Elders (spiritual nurturers) appointed and trained to serve the Section
- A job description that reflects the role
- Procedures to follow for dealing with conflicts or difficulties when they arise

### **Appendix 3: Contributors to the strategy plan**

The following have contributed to the SWOT analysis:

- The EMES Executive Committee
- The EMES staff
- Britain Yearly Meeting's Quaker World Relations Committee
- Interview candidates for the post of Assistant Secretary
- Participants at the EMEYF meeting held in Brussels in November 2017

The following have contributed ideas towards the strategy formation:

- Director of Woodbrooke
- Head of Learning at Woodbrooke
- The EMES Ministry and Outreach Coordinator
- The EMES Executive Secretary
- The EMES Executive Committee (individually and during the Executive Committee meetings held on 2-3 March 2018 and 19 April 2018)

During the Annual Meeting in 2018 Yearly Meeting Representatives and other participants responded to the following questions in small reflective discussion groups. A lot of the feedback from the groups is incorporated in this final version of the strategy and the groups' contributions will also be used when drawing up the 3-year workplans.

- 1) Which part of the strategy speaks to you most/is most useful to you, and why?
- 2) In your view, are there any gaps (anything missing) or things that do not belong – and if so, what?
- 3) Which parts of the strategy would you (your Yearly Meeting or Group) want to be prioritised, and why? Also, what do you regard as less important/urgent?
- 4) Which parts of the strategy would you (as an individual, yearly meeting or worship group) want to be practically involved in, and why?
- 5) In such an involvement, what kinds of gifts and skills could you offer?
- 6) Do you have any advice for the Executive Committee in its implementation of the strategy?