



Life-flourishing Communities:

Rediscovering faith in the prolonged pandemic

COUNCIL FOR WORLD MISSION ANNUAL REPORT 2021



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Greetings from OUR MODERATOR



Dear sisters and brothers, greetings of love and peace from the Council for World Mission (CWM) in the name of Jesus, who has kept us safe and sound all these days of the pandemic.

Many thought that the pandemic would fade away by the end of 2020. However, 2021 was even worse due to the new and more infectious Covid-19 variants like the Delta and Omicron. They spread rapidly across the globe, infecting people and taking lives. Driven by greed and self-centeredness, the rich and powerful nations kept the vaccines for themselves while other nations were deprived of vaccines and oxygen cylinders. Such vaccine injustices are prevalent even today.

CWM was not exempt either from the effects of the pandemic. Most of our gatherings were confined to being online. All our Board meetings, Staffing Committee meetings, as well as Investment, Audit, and Finance Committee meetings, were conducted online. Many of our Mission Support Programmes

*We have moved forward because
of the hope we have in Christ.*

(MSP) had to be cancelled, redirected, or postponed due to the inability to run the programmes amidst the Covid-19 restrictions. We endured another year in isolation staring at displays for virtual gatherings. On the other hand, military occupations, famines, and socio-political and economic injustices continue to cause wounds in our communities.

In the midst of all this, we have moved forward because of the hope we have in Christ. We thank God that we at the CWM family could still run the organisation with renewed vision and hope due to the commitment and dedication of the directors, management, and staff members. In the midst of these challenges, we found opportunities to serve God and our communities. We found new ways of doing mission work through digital technologies. We welcomed our new General Secretary, approved a new programmatic structure, and redirected the Legacies of Slavery Project. We accompanied our member churches with Gift of Grace as well as Solidarity and Action grants. We established new partnerships and renewed our commitment to working with our member churches and ecumenical partners to continue our mission of transforming our member churches into life-flourishing communities.

Looking at this Annual Report and contemplating what we accomplished in 2021, I would like to thank all those who walked with us on this challenging but fruitful journey throughout 2021. As we look ahead to the future, we praise God and thank all those who journeyed with us. May the God of life continue to shower the blessings of healing and life upon all of us.

REV LYDIA C. NESHANGANGWE
CWM Moderator

Message from OUR GENERAL SECRETARY



The new Strategy Framework has set the new vision of CWM as Life-flourishing Communities.

It emphasises that despite the life-threatening forces, there is a growing wave of resistance, and many people are still dreaming of and working towards building communities of hope.

The Council for World Mission (CWM) is pleased to present the Annual Report for the year 2021. At the outset, we thank God for the unfailing grace and sustenance in the midst of Covid-19 pandemic. We also thank the member churches, our primary agents of mission, across the globe for being our pillars of support in carrying forward our mission activities towards transforming our congregations into life-flourishing communities.

Considering all the chaos that had happened due to the Covid-19 pandemic and its socio-economic consequences globally, the year 2021 is undoubtedly one of the most challenging years of this era. Various variants of the Covid-19, especially Delta and Omicron have swept across the world taking countless lives and causing pain and suffering. In addition, vaccine injustices, and the lack of oxygen supply and necessary medical equipment not only revealed how fragile our medical systems in the world are but also exposed how vulnerable the poor and oppressed communities are.

The lengthy lockdowns and social distancing measures have also caused great disruption to the mission work of our member churches. Nonetheless, CWM remained committed to exploring various ways to engage with our member churches and finding innovative ways to adapt in response to the disruptions caused by the pandemic.

The new Strategy Framework has set the new vision of CWM as Life-flourishing Communities. It emphasises that despite the life-threatening forces, there is a growing wave of resistance, and many people are still dreaming of and working towards building communities of hope. CWM identifies with this resistance to the death-dealing systems and more fundamentally with the mission impulse toward a counter-culture of hope. The signs of the times do not merely set our agenda for the next decade but provoke us to action and prophetic witness. We are called to pursue a faith response combined with radical discipleship as we seek to celebrate and promote the rising to life. "It is vital that faith communities out-think, out-work and out-live these values and systems with life-flourishing alternatives."

This takes us to the heart of the life and calling of CWM. Life-flourishing is the key motif for our mission and discipleship. Through this, we challenge and re-envision the oppressive systems of the empires as life-flourishing creation, society, economics, politics, growth and advancement, knowledge, spiritualities, justice and peace, and witness. This is to assert how all-encompassing is the mission of God and how far into our lives and the world God's transforming love extends.

The vision of CWM over the next decade necessitates alliances, engaging churches, and peoples' movements. It requires a rediscovery of faith and human identity in the image of God. It envisions the affirmation and embracing of spiritualities, the reshaping of economies, the restoration of ecology, and the renewal of the global space into Life-flourishing communities. This is the mission to which Jesus committed himself and which encompasses his declaration that "I have come that they may have life, and have it to the full" (John 10: 10, NIV).

We, as the partnership of churches in mission, will continue to strive together to create life flourishing communities where people can find spaces of belonging re-discovering faith and renewing hope of life together.

In addition to the treasurer's statement, this annual report reflects the work of CWM in 2021 under three sections. Section one, "A Year of Challenges," highlights the challenges that our CWM community, together with the global community, has faced amid the Covid-19 pandemic as well as other challenges like military conflicts and famines. Section two, "A Year of Opportunities," highlights some of the CWM activities and programmes in 2021 enabling the readers to understand how the CWM community of churches strived to rediscover faith in the midst of the pandemic through hope and perseverance. Finally, section three, "A Year of Transition" highlights some of the positive transitions that took place in the CWM including the onboarding of a new General Secretary, approval of the new programmatic structure and the redirection of the Legacies of Slavery programme. Further details are inside.



The vision of CWM over the next decade necessitates alliances, engaging churches, and peoples' movements.

Reflecting on these works, we not only thank God for his faithfulness and unfailing love, but we also renew and deepen our commitment to work more closely with our member churches and ecumenical partners. As we move into the future, we strive to accompany them in confronting the life-threatening forces and becoming life-flourishing communities.

REV DR JOOSEOP KEUM
CWM General Secretary

Who We Are

OUR MEMBERS

32

Denominations

40

Countries

50,000

Congregations

21.5 Million

Christians



CARIBBEAN

Guyana Congregational Union (GCU)
United Church in Jamaica and Cayman Islands (UCJCI)

EUROPE

Congregational Federation (CF)
Presbyterian Church of Wales (PCW)
Protestant Church in the Netherlands (PKN)
Union of Welsh Independents (UWI)
United Reformed Church (URC)

SOUTH ASIA

Church of Bangladesh (COB)
Church of North India (CNI)
Church of South India (CSI)
Presbyterian Church of India (PCI)

EAST ASIA

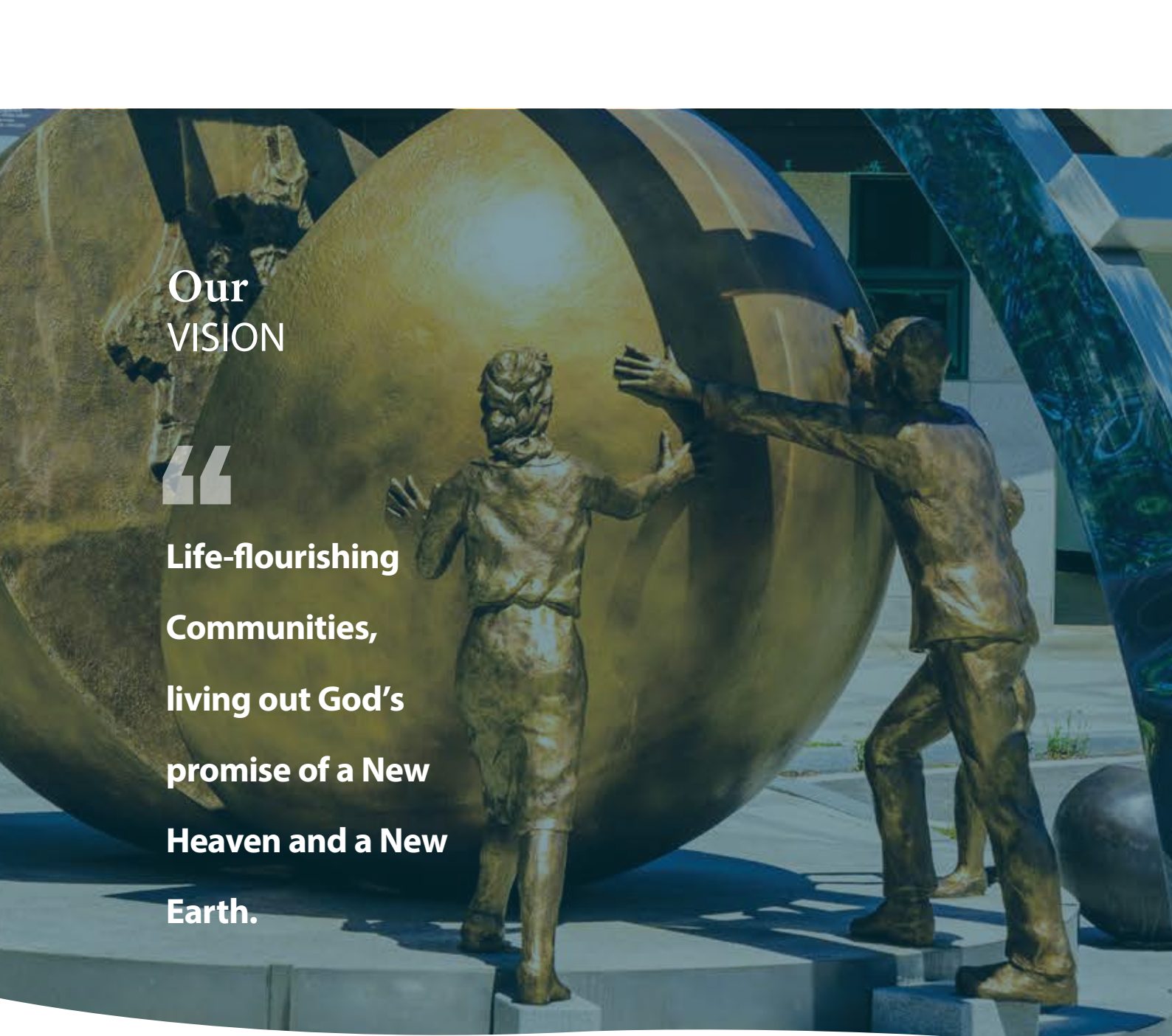
Gereja Presbyterian Malaysia (GPM)
Hong Kong Council of the Church of Christ in China (HKCCCC)
Presbyterian Church in Taiwan (PCT)
Presbyterian Church in Singapore (PCS)
Presbyterian Church of Korea (PCK)
Presbyterian Church of Myanmar (PCM)

AFRICA

Church of Jesus Christ in Madagascar (FJKM)
Churches of Christ in Malawi (CCM)
United Church of Zambia (UCZ)
United Congregational Church of Southern Africa (UCCSA)
Uniting Presbyterian Church in Southern Africa (UPCSA)

PACIFIC

Congregational Christian Church in American Samoa (CCCS)
Congregational Christian Church Samoa (CCCS)
Congregational Union of New Zealand (CUNZ)
Ekalesia Kelisiano Tuvalu (EKT)
Etaretia Porotetani Maohi (EPM)
Kiribati Uniting Church (KUC)
Nauru Congregational Church (NCC)
Presbyterian Church of Aotearoa New Zealand (PCANZ)
United Church in Papua New Guinea (UCPNG)
United Church in Solomon Islands (UCSI)



Our VISION



**Life-flourishing
Communities,
living out God's
promise of a New
Heaven and a New
Earth.**

Our MISSION

Called in Christ to radical and prophetic discipleship, working in partnership with churches and the ecumenical community to resist life-denying systems, affirm peace, do justice and enable life-flourishing communities.

Strategic Plan

2021-2023

Goal 1:



Member churches being integrally involved in enabling life-flourishing communities.

To support capacity development of member churches to engage with emerging issues, offer alternatives to life-denying systems and build life flourishing relationships as a witness to the liberating Gospel of Jesus Christ.

To encourage and promote new practices, ideas and experimentation in mission towards life-flourishing

To strengthen our collective witness by enhancing CWM's relationships and engagement with member churches.

To work with member churches to understand, embrace and engage CWM's strategy framework.

Goal 2:



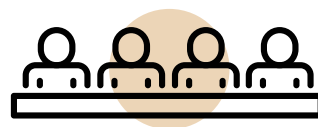
Partnerships strengthened for purposeful and tangible engagement based on CWM values.

To intentionally seek ways to deepen partnerships, in keeping with CWM values and commitment to witnessing to life flourishing communities.

To explore new, creative, radical and constructive ways of working, to strengthen our solidarity in rising to life from beneath Babylon.

To identify new areas for collaboration, information sharing and mutual learning.

Goal 3:



Governance, management and operational systems, work patterns, and organisational culture improved for effective and efficient programme delivery.

To foster and nurture a working culture and environment that embodies CWM's ethos and values.

To nurture visionary and transformative leadership that inspires and enables faithfulness to Jesus' call to radical discipleship.

To create ongoing opportunities for learning and professional growth in alignment with CWM values and strategic framework.

To improve information and knowledge management systems to enhance CWM's delivery of its strategic framework.



Rev Dr Jooseop Keum, the new CWM General Secretary



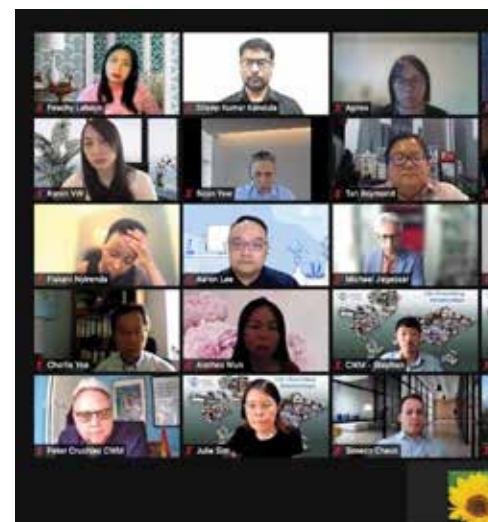
UCZ Church



Pacific Conference of Churches launched a climate change advocacy campaign



Alex Clare Young presents his reflection, CWM Sunday

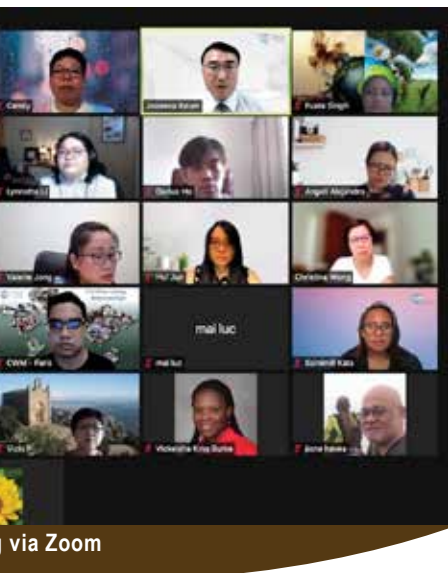


Staff Meeting

20 AT A GLANCE



Stories from



21 LANCE



Inauguration Service of Rev Dr Jooseop Keum



CSI COVID-19 Mission Initiative



Christmas for Seafarers



Training in Mission (TIM) Virtual Roundtable Webinar

2021

A YEAR OF CHALLENGES

Just like 2020, the year 2021 was fraught with many challenges, caused primarily by the Covid-19 Pandemic.



Various new variants of Covid-19, including Delta and Omicron, have swept across the globe, taking countless lives and destabilising societies and nations. **The prolonged pandemic has intensified all the problems faced in 2020 and further exposed how fragile our socio-economic and medical systems are, how vulnerable the poor and marginalised are, and how steep the gap between the haves and not haves is.**



Interruption to the Mission Activities

The Covid-19 lockdowns have caused significant interruption to our missional work. Our member Churches' worship services and many community activities were forced to be halted or postponed, while some made adjustments.



Missional programmes that require in-person activities were hindered due to the lockdowns and restrictions on gatherings. Despite some churches having redirected their Mission Support Programmes (MSP) funds to other relevant issues, most were forced to be postponed waiting for the pandemic to disappear. Although most member churches have adopted the virtual mode of engagement, there are different sets of challenges. The quality of members' engagement during online meetings, differences in time zones, the effectiveness of the communication, availability of internet connection etc., are still problems to be solved.

Myanmar

Myanmar has been going through the most challenging period in its history due to not only the Covid-19 but also the military coup.

The coup that started in early 2021 has caused and still is causing significant pain and suffering for the people of Myanmar. Since the beginning of the coup, the people have protested to oppose the military dictatorship. However, the peaceful protests often resulted in bloodshed as the military lay its iron fist on the protestors and resorted to extreme actions to suppress the resistance. Many people were killed, many fled to neighbouring countries, and others are still hiding themselves being displaced from their homes and villages in their own country. Simultaneously, many people died of Covid-19 due to the lack of oxygen cylinders, vaccines and medical services.

Amid such a crisis, the Presbyterian Church in Myanmar (PCM) was tasked with providing food, shelter and protection for those displaced and seeking refuge.



Despite the practical challenges of sending humanitarian aid to the people of Myanmar, the CWM could send the Solidarity and Action support through various channels. On the other hand, the CWM East Asia Region desk also called for a World Day of Prayer for solidarity and action. The CWM family continues to pray for the people of Myanmar.

Madagascar

The southern region of Madagascar has been severely affected with extreme levels of drought and famine pushing over one million people into starvation.



The famine, caused by climate change, is so severe that in some places people resorted to surviving by eating locusts, cactus leaves and some wild fruits.

Three of the Church of Jesus Christ in Madagascar (FJKM) synods fall under the geographical area affected by the famine. Amid such a humanitarian crisis, FJKM continued to monitor the situation and the CWM supported the FJKM through the Solidarity and Action Grant.

Migrant Issues

A common issue faced by all countries was the issue of migrants, both locally and internationally. Due to travel restrictions, migrants faced the challenge of both losing their jobs while being unable to return to their country. Our churches are balancing their capability of supporting the migrants while ensuring there is enough support for issues with their local congregations.



Other Challenges

Under the guise of the pandemic, communities also have experienced the rise of domestic and gender-based violence, racial injustices, issues of stranded migrant workers, etc. All these challenges have provoked us to think how important it is to keep igniting hope in the midst of the pandemic and prepare our Churches to Rise to Life and become life flourishing communities.

Solidarity and Action (Moral & Monetary Support)

In the midst of all the challenges that the world experienced in 2021, we, at the Council for World Mission, have shown our commitment to the service of people by bringing the member churches and ecumenical partners together to express our solidarity, and by sending the solidarity and action grants to support the people adversely affected. The CWM has always been, and will always be, committed to the cause of humanitarian aid both in the form of moral and monetary support in addition to the spiritual care we offer to our communities.

**As a partnership of churches in mission,
we continue to rise together to
inspire faith, create hope and proclaim life.**

2021

A YEAR OF OPPORTUNITIES

The online meetings have unpacked various opportunities in terms of not only being able to meet more frequently but also drastically reduced the costs of holding these meetings as participants don't have to travel, board or lodge.

- **Cost cuts**
- **Time saving**
- **Higher frequency of gatherings**



Mission as Digital Networking

Today's world is rapidly changing. The modern technological inventions are not just changing the industrial sectors but also transforming how we communicate with one another. We are all compelled to adapt to the changing technologies to be able to catch-up with rest of the world. The Covid-19 pandemic has necessitated taking it to another level as we are locked down to be within the walls.

The worship services, education, mission and almost every sector of the world are now dependent on digital communications. In addition, to reach out to the younger generation, people are using digital means of communication as a great tool. Therefore, many churches are strengthening their digital means of communication with their members, stakeholders, etc.

Recognising this need, the CWM has taken it as a great priority to set up a digital streaming studio in the Singapore office to produce more digital content and engage with the members and public even more effectively. We have also facilitated training on Visual Storytelling to equip the staff members to become better visual storytellers. The communication team is planning to organise training programmes and create a network of communicators from the member churches based on the modern technologies in communications. We believe that this will play a strategic role in communicating our mission and strategy through digital transformation and networking.



Solidarity and Action Grants

As a partnership of Churches in mission, the CWM strives to accompany her member churches and other humanitarian and ecumenical organisations not only in times of joy but also in times of grief. The Solidarity and action grants of the CWM are meant for sharing Christ's love in such times of crisis.

Mother Earth is under grave threat of human violation of the natural laws of the environment. With such violation, it is not only the planet and the other forms of life but also the humanity that has been suffering from its actions against the environment. In recent years, we have been witnessing an increased number of natural disasters due to global warming producing a significant number of environmental refugees who are being displaced from their homes and living as migrants under constant fear of uncertainties and insecurities. The increasing number of wars and military conflicts and the returning of cold wars in numerous parts of the globe are also causing the humanitarian crisis. In addition, the failures of nation-state governments to protect the vulnerable populations during the crises like Covid-19 are also becoming more evident.

Such natural and human-made disasters call us as the CWM members to rise up for the dignity and safety of the suffering communities through the Solidarity and Action grants. In addition to the Covid-19 grants, the CWM has also supported various communities through our member churches and ecumenical partners in Madagascar, Haiti, Myanmar, Malaysia, and most recently, Ukraine.

However, the Solidarity and action grants are not only to be one-off but to accompany the communities by instilling hope and resilience.

During the November 2021 Board meeting, the Board of Directors expressed that we, as the community of Churches in Mission, should not only support by monetary means but also by providing missiological accompaniment. Therefore, the CWM will continue to strive to offer missiological accompaniment, in addition to the monetary grants, to equip the communities to be resilient and to rise against all forms of life-threatening forces to be life-flourishing communities.

Capacity Development Academic Accompaniment Programme AAP/SAAP

We are deeply committed to building the potential of our members at various levels. Our interventions have involved, implicitly or explicitly, aspects of Capacity Development which is intertwined with the ongoing mission engagement of CWM.

For CWM, capacity development is a process whereby people, congregations, communities and member churches work as a whole to unleash, strengthen, create, adapt and maintain capacity over time to achieve their missional goals.

This is demonstrated through CWM's Academic Accompaniment Programme (AAP) as well as Special Academic Accompaniment Programme (SAAP). They aim to facilitate advanced learning within and between its members by offering opportunities to gain further education in other contexts. These opportunities are being used to build up and to upgrade theological faculty; to develop new leaders; and to acquire specific skills for emerging challenges of mission.

Despite the pandemic challenges, in 2021 alone, the CWM has approved 32 AAP and SAAP Scholarships, 12 of whom are women.

Following are few testimonials of the scholarship holders:

Carlene Walford, AAP Holder
James Lungu, AAP holder
Inatoli Aye, SAAP holder



CWM Scholarship is helping me to succeed in my academic journey without the added stress of financial worries. Community development has been a big passion of mine because I believe that impacting the lives of community members begins with listening to their voices and working together as a cohesive unit. So, through this scholarship, I can pursue a strongly held passion of mine, and I know I will be a better changemaker because of it.

Carlene Walford, AAP holder

The potential of my studies is that it challenges the status quo in both the Church and the communities in terms of ideologies, policies, beliefs, norms and values which have led to the marginalisation of the persons with disabilities. The Persons with disabilities hardly participate in the life of the Church as well as communities. They are hidden in homes and decisions are made on their behalf by the so-called able bodies.



James Lungu, AAP holder

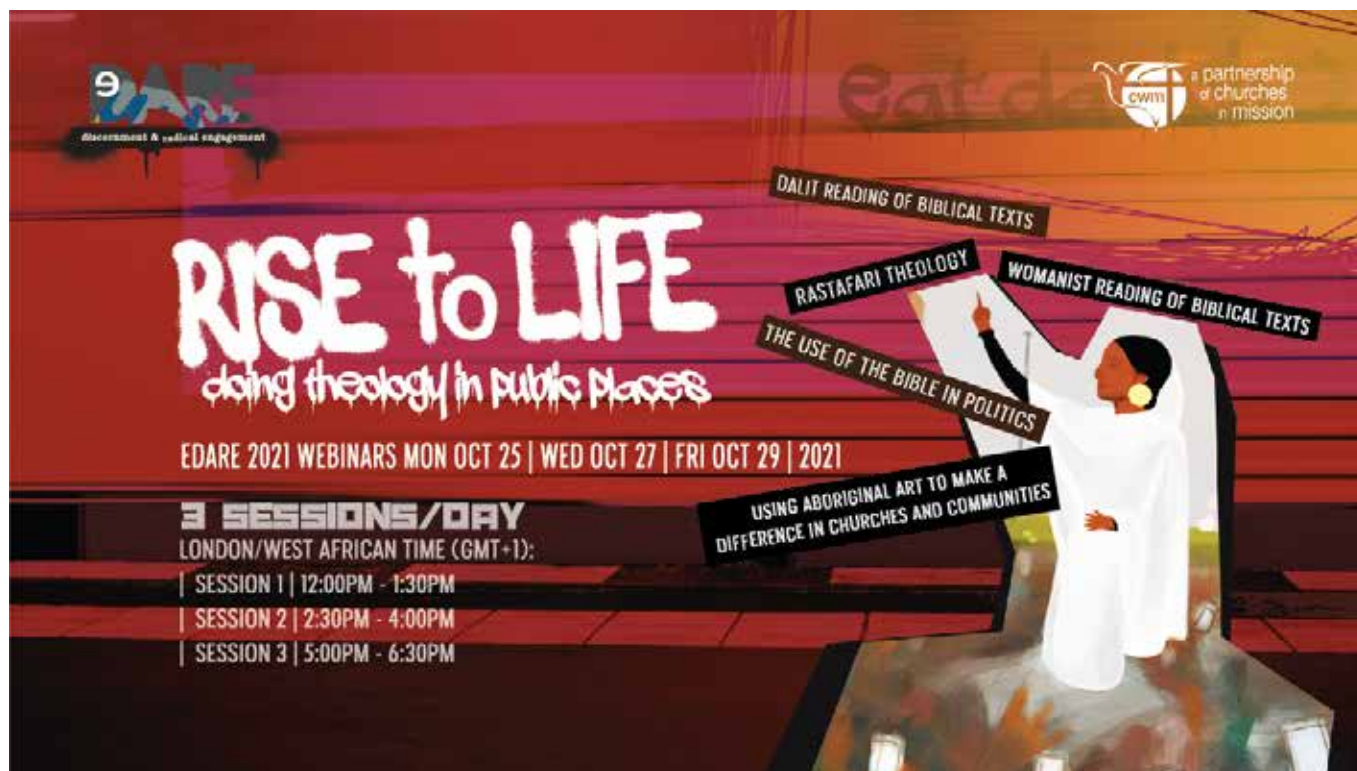
As I work on queer indigenous theology, I have only begun to scratch the surface of lived realities that are enmeshed with tradition, modernity and changing perspectives. These learnings make me realise my people's faith and beliefs. I have learned to empathise with my zealous Christian community (because I used to be furious at church's teachings) and understand that it is the past that made us how we are. However, I incorporate liberation theological reflections in my



sermons challenging my community in subtle ways. In a way, it is the church that taught me to reflect and to empathise and so both my studies and my Christian teaching have been enriching.

Inatoli Aye, SAAP holder

eDARE: Rise to life, doing theology in public places



The CWM, through its Discernment and Radical Engagement (DARE) Programme, aims to provide a platform for theological and biblical scholars to come together with activists and interested people from multiple disciplines to engage creatively, confidently root their views on grassroots struggles, realities and concerns, and share their radical engagements with global readers.

At these gatherings, participants are encouraged to discern and engage radically, creatively, and justly. DARE used to be a global physical gathering, but due to the Covid-19 pandemic we have taken DARE to the online platform, hence the eDARE.

eDARE 2021 sets stepping stones for CWM's turn toward "Rising to Life." In the context of the ongoing global and regional challenges, eDARE 2021 positioned footholds for rising up and (re)charging our practices, communities, missions, and theologies with:

- the collaboration that resilience and solidarity require
- the commitment to flourish all lives in creation (not just humans)
- the call to rise up and kindle justice and hope across borders.

Teachers, pastors, poets, artists, and activists from different parts of the world build platforms for collaborating in, committing for, and rising to, life. The e-DARE 2021 was held on 25th, 27th and 29th October with the theme "Rise to Life: Doing Theology in Public Places." A total of 34 panelists, including 24 authors, five poets and five artists from various parts of the world and backgrounds came together with the global participants to discern the call and mission of God and creatively but radically engage with this world through their arts, poems, and writings.

Following the successful launch of eDARE in 2020, it became a platform for reimagining the alternatives; raising up thinkers from various contexts, engaging creatively with the tendencies of current forms of Public Theology; and shaping the future of theological education.

Despite the challenges caused by the Covid-19 pandemic, the 2021 eDARE could reach out to numerous sections of people through digital platforms triggering the conversations around the social, political, economic and religious challenges we have been facing in our communities.

2021

A YEAR OF TRANSITIONS

At a Special Members Meeting held on 31 March 2021, the Members voted unanimously to appoint Rev. Dr Jooseop Keum as the next General Secretary of CWM. Dr Keum was the Distinguished Professor of World Christianity at the Presbyterian University and Theological Seminary (PUTS) and the former Director of the Commission on World Mission and Evangelism (CWME) of the World Council of Churches (WCC) from 2007 - 2018. He received BA, MDiv at PUTS, MTh cum laude and a PhD at the University of Edinburgh. He is blessed with a wife and two children.

Appointment of New General Secretary

In his first General Secretary's report, he reiterated the five goals he set during the Special Members Meeting on 31st March:

- 1. Re-envisioning CWM as a community of transforming discipleship by strengthening its missional identity.**
- 2. Developing CWM as a global game-changer in mission thinking and ecumenical action.**
- 3. Sharpening the Strategy Framework and introduce an action plan for its implementation at all levels.**
- 4. Making the office more effective, transparent, accountable through professional, moral, and spiritual leadership.**
- 5. Providing pastoral support and solidarity with member churches.**



Dr Keum took office on 1 July 2021 and was inducted into office at a virtual Inauguration Service held on 5 July 2021, which was attended by the former GS, Rev. Dr Collin Cowan, CWM directors, member churches, ecumenical partners and staff from around the world. The service was a time of worship to signal the official start of Dr Keum's ministry and celebration as the CWM family welcomed and received its new General Secretary.

In this past year, Dr Keum has made significant changes, including unveiling the new Programmatic Structure, swiftly assessing and redirecting the Legacies of Slavery (LoS) Project, and introducing a staff development plan.

Moving forward, he envisions to successfully implementing the new programmatic structure, launching the Legacies of slavery Project with the new name and structure, and strengthening the three CWM offices in Singapore, London and Johannesburg.

The New Programmatic Structure facilitates the holistic accomplishment of the goals and aims set forth in the strategy.

The Board of Directors who met in November 2021 have approved a new programmatic structure proposed by the GS. It includes six programmatic areas and engages six Mission Secretaries (MS) to serve six regions plus the following six global programmatic areas —————>





In addition, the following six areas will be taken care of by the management team at the General Secretariat of the CWM, including the General Secretary and Deputy General Secretary.

- 1) **Global Network of Missiological Enquiry (Consultant)**
- 2) **Legacies of Slavery (Deputy General Secretary)**
- 3) **Ecumenical Partnership (General Secretary)**
- 4) **Communication Programme (Mission Secretary - Communications)**
- 5) **Finance Programme (Mission Secretary - Finance)**
- 6) **Administration Programme (Mission Secretary - General Secretariat)**

The Onesimus Project (Legacies of Slavery)

Council for World Mission - The Onesimus Project (Legacies of Slavery) is about addressing the roots of racialised inequalities and injustices today and owning that they lie in part in the rhetoric, praxis, and fundraising of mission societies like CWM's forebear London Missionary Society (LMS). LMS, with others, developed and perpetuated racist colonial anthropology with which it recruited, made money and occupied White and Black minds, lands and bodies, dressing in Christian vision.

It is a timely and relevant initiative for a mission organisation with the legacies of LMS. This project will help CWM to become self-reflective, critically engaging with the legacies of colonialism and racism legitimised by the majority of churches and mission agencies in the global north. Revisiting the legacies of slavery will undoubtedly provide new perspectives and insights for discerning our mission as justice in the contemporary context.

The call for apology and reparation will do at least partial justice to the descendants of the victims of slavery. The project offers an opportunity for white people to problematise white supremacy and rethink their privileges and powers.

This project, however, has taken a major transition after the Annual Members Meeting that was held on 15-17 June 2021. The member representatives of the AMM had raised several pertinent questions concerning the project's ownership and its focus only on Trans-Atlantic Slave Trade route while racism and slavery system is a global issue.

Therefore, the Special Board of Directors Meeting held on 1-2 September 2021 discussed about:

- **Renaming the Project considering the various other aspects**
- **Retiming the project's launch date giving scope for more deliberations**
- **Redistributing the funds considering the transversal nature of the project, and**
- **Restructuring the project and its Core-group**

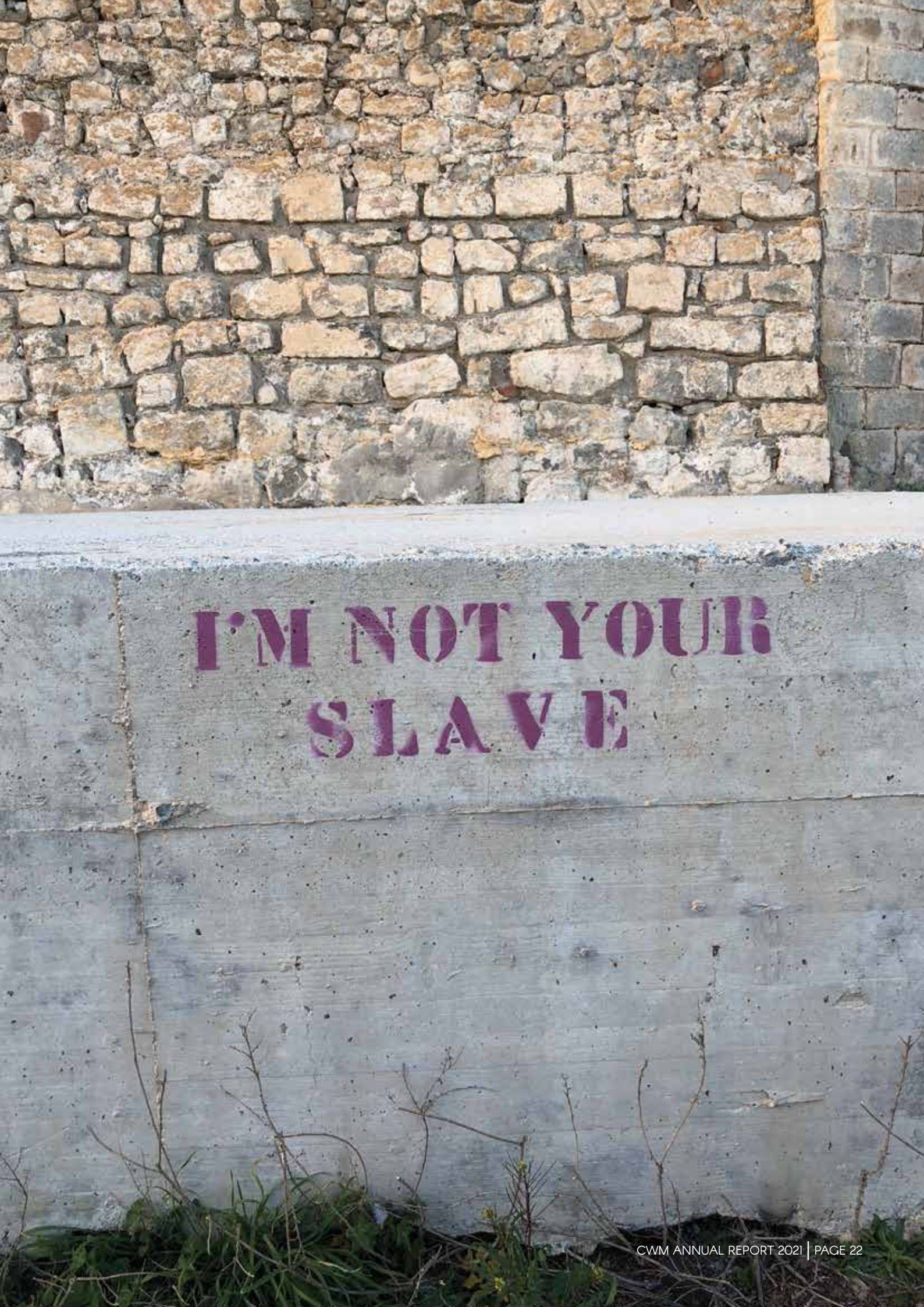
They agreed that legacies of the colonial slave trade cannot be reduced to the Trans-Atlantic slave trade alone. It is important to nuance our understanding of slavery. Indentured labour was a system of servitude and bonded labour that was developed after the abolition of slavery. Subaltern people from different colonies were transported to distant places for cheap labour.

It is also important to recognise and engage with contemporary practices of slavery. Human trafficking, sexual slavery, child soldiers and labour, international marriage trade, forced labour, etc., are also examples of modern slavery that we need to engage with.

Based on the recommendation by the last Annual Members Meeting, the Board of Directors asked the General Secretary to revisit the project, and the GS provided the redirection with a renewed vision of the Legacies of Slavery. Following are the four primary areas of the project according to its redirection:

- Legacies of Slavery
- Modern Slavery
- Education and Empowerment
- Transformative Ecumenism

Under the leadership of Rev. Dr Roderick Hewitt, the new Core Group, together with the Sub-groups, has worked out various strategies for moving into the future.

A photograph showing a stone wall at the top and a concrete wall below it. The concrete wall has the words "I'M NOT YOUR SLAVE" painted on it in a bold, purple, serif font. The text is arranged in two lines: "I'M NOT YOUR" on the top line and "SLAVE" on the bottom line. The concrete wall is light gray and shows some texture and minor damage. At the bottom of the image, there is some green foliage and dry grass.

**I'M NOT YOUR
SLAVE**

Governance & Leadership

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Mr Courtney Campbell
Ms Celestine Khoo
Dr Marie-Aimee Tourres
Rev Melanie Smith
Mr Richard Morgan
Ms Priya Lukka

Staffing Committee

Mrs Albertine Ehari Kabarua (Chair)
Rev Lydia Neshangwe
Ms Lindsey Brown
Mrs Rose Wedderburn
Rev Giron Samely Lyttan
Rev Ram Thanga

Programme Reference Group

Rev Dr Setri Nyomi (Chair/expert)
Rev Dr Byung Joon Chung Benjamin
Mr Corey Hampton
Dr Aruna Gnanadason
Mrs Diane Montoya
Rev Dr Laurent Ramambason
Mrs Roina Taufao
Prof Kathleen Ferrier
Dr Iva Carruthers

MANAGEMENT

Rev Dr Jooseop Keum (General Secretary)
Rev Dr Collin Cowan (Outgoing General Secretary - until 15 July 2021)
Rev Dileep Kumar Kandula (Mission Secretary, General Secretariat)
Mr Sum Soon Yew (Mission Secretary, Finance and Administration)
Rev Dr Peter Cruchley (Mission Secretary, Mission Development)

Ms Fiskani Joy Nyirenda (Mission Secretary, Communications - until 31 Dec 2021)
Rev Dr Sindiso Jele (Mission Secretary, Africa region)
Rev Julie Sim (Mission Secretary, East and South Asia regions)
Rev Dr Michael Jagessar (Mission Secretary, Caribbean and Europe regions)
Rev Nikometo Sopepa (Mission Secretary, Pacific region)

Treasurer's STATEMENT

The year 2020-2021 were watersheds singularly defined by the Covid-19 pandemic that wrought many lives and livelihoods and brought the world to a standstill. This coronavirus crisis was unprecedented when the virulent impact and devastation became apparent. Within one month in March'2020, the global stock market crashed and induced a mild recession in several economies.

With the speed of this coronavirus contagion came unprecedented speed in the development, approval and roll-out of new vaccines to contain this epidemic in late 2020. The arrival of mass vaccinations gradually allowed the resumption of activities, and economic activities started picking up. Global economies soon bounced back from the depths of a pandemic-induced recession, with the stock market rallying strongly from late 2020. This strong market rally continues throughout 2021 as the pandemic gradually evolves towards endemic status.

Against this backdrop, CWM turned in our best year ever in our 2021 financial results.

Record Net Surplus of £17.7m Glory to God!

We reported a record net surplus of £17.7m. The strong financials enable us to fulfil our mission towards radical and prophetic discipleship, in partnership with churches and the ecumenical community to enable life-flourishing communities.

Financial Year 2021 Audited Results

Total Income

Total Income
£22.3M
▲ 56% on year

Total Expenses
£4.7M
▲ 8% on year

Net Surplus
£17.7M
▲ 26% on year

Total income (after cost of generating funds) of £22.3 million.

The main factor that drove the record performance was investment income, underpinned by strong investment gains of £20 million and dividend/other income of £2.3 million. The high investment income resulted from a strong global equity rally from late 2020 through 2021. With the roll-out of mass vaccination in 2021, economic activities resumed, driving investors' confidence and economic growth.

Of the £20 million investment gain, £18.2 million is unrealised fair value gains on managed investments. The investment portfolio managed by our investment managers continues to perform well. Our managed portfolio nominal return for the year is 12.4%.

Total Expenses

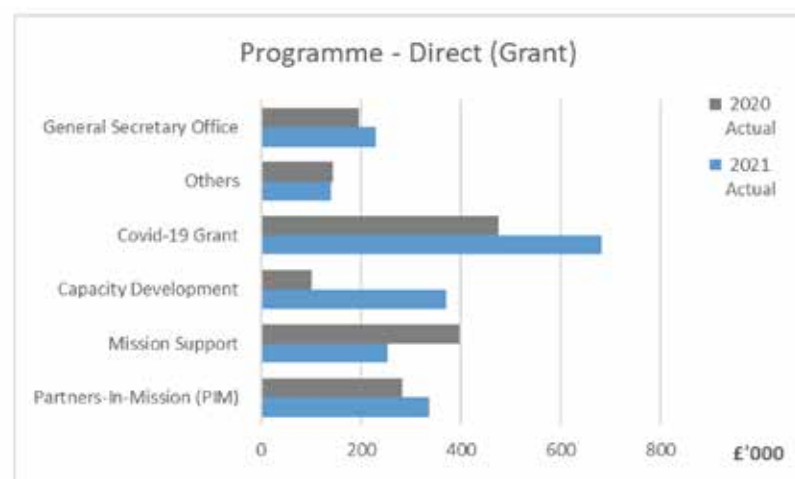
Total expenses at £4.7 million.

Expenses were lower than the budget but higher than the £4.2 million spent in 2020.

The higher spending mainly involves direct programme and grant, especially in the Covid-19 Gift of Grace and Capacity Development Programme (AAP & SAAP). Finance & Admin costs were £1.1 million, marginally higher than £0.9 million in the prior year, mainly from higher property (UK) maintenance, IT costs and annual inflation. Governance cost was negligible as the pandemic largely restricted travelling, and meetings were held virtually.

£'000	2021 Actual	2020 Actual	2019 Actual
Programme - Direct	2,010	1,592	5,793
Programme - Support	1,017	913	939
Regional	452	496	563
Governance	50	298	510
Finance & Admin	1,122	995	984
Total Expense	4,651	4,295	8,790

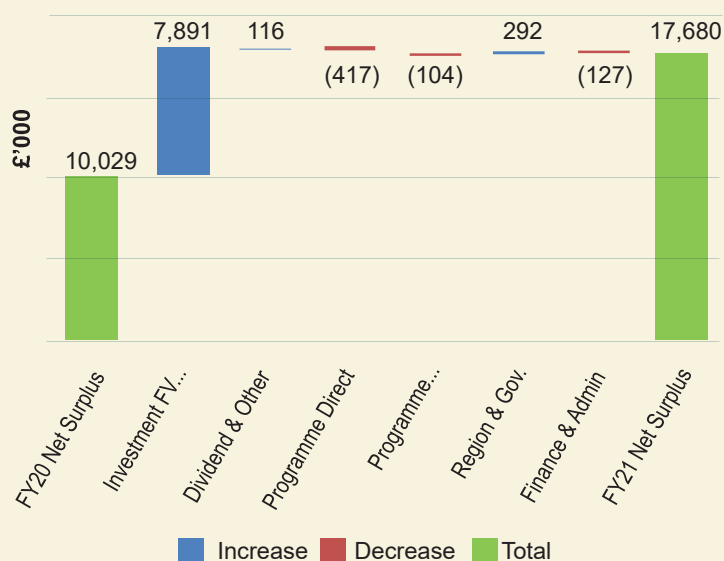
Higher Programme - Direct Grant £2.0m + 26%



Net Surplus

In summary, a record net surplus of £17.7 million (2020: £10.0 million), one of the highest net surpluses in CWM history.

Full-Year Net Surplus +76%



Fund Balance £201.9 million + 10%

Our Fund Balance ended 31 Dec 2021 is £201.9m, an increase of £17.7m (+9.6%) over the £184.2m in 2020.

Fund Balance £'000	2021 Actual	2020 Actual
Endowment Funds	8,887	7,490
Restricted Funds	870	760
Unrestricted Funds		
- General	177,592	155,392
- Designated	13,822	19,850
- Revaluation Reserve	725	725
Total Unrestricted Funds	192,139	175,967
Total Funds	201,896	184,217

Outlook for 2022



2022 started with three global risks clouding global recovery, and these risks escalated with the outbreak of military conflict in Feb 2022.

Covid-19 coronavirus continues to mutate with new variants that could potentially disrupt lives and livelihoods. The omicron sub-variants continue to infect many, with cases rising in many cities. Just as supply chain constraints have yet to fully recover to the pre-pandemic level, the lockdowns in China (the global manufacturing hub) have aggravated supply chain constraints.

Inflation is at a record high level globally. With pent-up consumer demand recovering from the pandemic induced recession, supply chain and logistics have been constrained since 2020 due to tight labour and parts shortages. As a result, inflation in major economies recorded the highest gains, with the US and the UK hitting a record-high consumer price index of 8.3% & 9%, respectively (as at the end of April 2022).

Geopolitical tension from the outbreak of the Russia and Ukraine conflict in February 2022 further exacerbated global risks as crude and commodities surged.

With a significant portion of our income in investment income, our investment portfolio has been negatively affected. However, our strong capital base allows us to weather short term decline without excessively curtailing mission programmes and operating expenses. Therefore, it is important to stay invested while prudently managing our finances.

In closing, I would like to thank the Board, all Committees' and Staff who tirelessly worked this past year.



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