



Sharing in One World Mission

*Proposals for the
Council for World Mission,
11 Carteret Street, London SW1H 9DL*

Introduction

In presenting this paper to the churches the Board is well aware that the work is incomplete, for many details remain for discussion. But the main outline is, we hope, clear and precise enough for the churches to vote on. The action which the Board now recommends to the churches is set out in Section 9.

The publication of these proposals follows a year of consultation and debate, during which the matter has been before the Board on four occasions. Although there have been many questions about points of emphasis and detail, we have been greatly encouraged by the large measure of agreement. For some of us there is still hesitation about so radical a change in organisation and in attitudes. Yet when we realise the wonderful growth of churches in many lands, and the gifts which they can share, we rejoice and pray that together we might more effectively share in one world mission.

We therefore commend this paper to the churches in the hope that they will feel able to say 'yes' to what is proposed.

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Historical Setting

- 1.1 In 1966 the Council for World Mission was formed in order to express the corporate responsibility of the Congregational Churches of Great Britain, Australia, New Zealand and South Africa for their missionary outreach. It continued the work of the London Missionary Society and the Commonwealth Missionary Society which had relied on the local, rather than the national churches for support. In the 1966 reform the controlling body was made up of the representatives of the churches appointed by their annual assemblies. In 1972 the formation of the United Reformed Church changed the character of the major supporting body and brought into the activity of the Council the overseas work of the former Presbyterian Church of England. There are thus now eight Constituent churches which make up the Board of the Council and provide the financial resources for its work.
- 1.2 Over the years close relationships have been built between the Council and its Constituent Bodies on the one side, and many associated churches around the world on the other. In some cases (e.g. Samoa and the Gilbert Islands) the link with the Council is the only major international association of the church. In other cases (e.g. Church of South India, Presbyterian Church in Taiwan) the Council is only one of many international links. But although very varied these existing relationships give us a basis from which to advance.
- 1.3 The Council in its five-yearly review of policy decided that the major focus for discussion should be a Consultation at Singapore at which both groups of churches were represented. At this meeting in January 1975 many suggestions were made about local and practical matters of concern. However the most far-reaching proposal was to do with the shape of the Council itself. The Consultation came to the unanimous view that as now constituted the Council represents only a very restricted understanding of the missionary task (from the west to the developing nations of Africa, Asia, The Pacific and the Caribbean); that it perpetuates the relationship of donor and recipient; and that it fails to give adequate place to the talents of every church in the one co-operative enterprise. So the major recommendation from the Consultation was that CWM should make a thorough and urgent attempt to reform its structure so that all the associated

churches might share fully and responsibly in the one missionary task.

- 1.4 During 1975 the Board, through the work of a Planning Group, and in plenary discussion, has probed, amended, and filled out the suggestions made at Singapore. The churches have been fully informed on the progress being made towards this final report.

Theological Setting

- 2.1 As one small section of the world church we are indebted to the ecumenical movement for helping us to understand aspects of mission as they become particularly significant at moments in history. Thus we have been moved by the emphasis on world mission as the task of the whole people of God, signified by the union of the International Missionary Council and the World Council of Churches. The themes *Mission in Six Continents*, *The Missionary structure of the Congregation* and the Bangkok papers on *Salvation Today* have helped to shape our thinking. So too have the very different emphases of the Uppsala Assembly on mission as liberation, and the Lausanne Covenant which stressed the abiding task of proclaiming the Gospel so that all may hear the Word of life. In attempting to state what we now believe we acknowledge with thanks the broadening of our vision through the life of the world church.

- 2.2 There are many words and phrases which are used to express the nature and purpose of Christian mission. For example:

conversion - forgiveness - new life - eternal hope
reconciliation - peace - community
liberation - justice - humanisation
sacrificial caring - healing - wholeness
preaching and teaching - baptism - church growth

It is our belief that all these aspects of Christian mission are true to the New Testament and that none of them can be isolated from the others and made the one controlling emphasis for all missionary work. As we recognise the variety of God's gifts to his servants and the multitude of human situations, so we seek to share in many-sided mission.

- 2.3 But there is a central belief which is our guide and our hope. It is that Jesus Christ lives for all mankind. He lives *for* mankind, for human development, for our peace, unity and joy. He lives for *all* mankind and not primarily for the church or for any section of humanity. He *lives* and is neither myth nor dead hero; he is with us, walking our road and sharing bread and wine. It is *Jesus Christ*, the man of Nazareth, who lives, who came from the Father, who healed and taught and was crucified. We believe that as we commit

ourselves to him, so the Holy Spirit enables us to share in the demonstration of his love, a healing love which is unsentimental enough, wide enough, patient enough, to change the world.

2.4 We confess that we have not always acted with the mind of Christ. Our enthusiasm and dedication are often clouded by self-love. Even when we have done our missionary work with vigour we have often misunderstood the challenge of the Gospel and our caring has sometimes become a way of exercising power. Yet God has taken this instrument of western missionary societies to be a means of blessing that many should come to his way of life. So we confess and we praise. Today we are thankful not only for the miracles of grace in the past but for the vigour and faithfulness of many churches in this tough, secular age.

2.5 It is precisely this present context of churches in every land that makes it necessary for us to re-examine our missionary method and structure. Today we cannot think of mission in any land apart from the churches that are there. Since we ourselves share in the life of churches, we know that our weaknesses as well as our gifts make them what they are. Sometimes our fellowships are slow to respond to new challenges. Sometimes purposes are distorted as we seek to maintain status or cling to property. We are well aware of the 'clay' out of which every church is made (2 Corinthians 4:7); holiness is our hope, not our claim. Nor would we claim for any church, local or national, exclusive rights to be God's means for action in the world, as though it had a monopoly of mission in that place. Yet these 'clay pots' hold a treasure. We have come to know and love Jesus Christ through the life of the church. We believe that churches everywhere are the primary bearers of the good news to each community. As the churches celebrate the living Lord so they remain the visible focus for that witness and service which the Holy Spirit inspires and makes fruitful.

2.6 No particular church has a private supply of truth, or wisdom or missionary skills. So within the circle of churches which we serve we seek to encourage mutuality. This is a recognition that to share in international mission every church is both a receiver of help and a giver of its talents. At the present time we are seeing a shift in the world church's centre of gravity from Western Europe to Africa, Latin America and parts of Asia and the Pacific. We therefore long to take this present opportunity for change as a moment when we who are British may welcome more fully the influence of our partner

churches in the Third World. But we are aware that this willingness to learn does not come easily.

2.7 We believe that we become participants in mission not because we hold all the answers and all the truth, but because we are part of the body of Christ. All of us are still searchers. We have glimpsed the glory of God in the face of Jesus Christ, and what we know we love. But there are varieties of Christian experience and of Christian community we have not entered. There are doubtless many ways in which Christ comes to men that we have never seen. Therefore, we seek a form of missionary organisation in which we may all learn from each other, for in that fellowship we believe that the Holy Spirit speaks to all through each.

2.8 We believe also that the Gospel speaks to us about power and its use, especially within the Christian community. Money, knowledge, property and tradition may all lend power to Christian institutions and those who control them. At this point in history it is important that we share power as widely as possible, that we hold as much as we can 'in common' and that we value the different ways of discipleship in which Christ leads others. We do not cease to use the resources we have for God's service; but we cease to regard them as our own.

2.9 Therefore a mutual sharing of gifts is necessary. For some it means a willingness to have less authority than in the past. For others it means a readiness to engage more fully in the international mission than ever before. An organisation which enables this sharing to take place must avoid several dangers. It must not try to gather to itself ever greater power by enlarging its constituency and its resources while reducing the number of people who take decisions. Neither should it profess to occupy a larger place in the life of the churches than in fact it does; it will only be one aspect of the Christian obedience. Perhaps most important of all, it must not become so concerned with the relations between churches and between Christians that it forgets the need of men for God's gift in Christ. As Christ lives for all mankind, so those who serve him are called to keep in the centre of their concern the neighbour at hand or across the world for whom Christ died and lives.

New Plan

- 3.1 As we have considered the principle of mutuality we have come to the conclusion that the Singapore outline of structure is along the right lines for this present time and for this circle of churches. The speed of change is such that no plan of this nature can be relevant for a long period. If other churches in any number or of considerable size were to join the Council, a review of the structure might be needed. The basic proposal to make the Council fully representative of all the associated churches is the first step to mutuality, and it carries with it many consequences. One is that the controlling body of the Council will be smaller than the present Board and will not meet so often. Another is that the Council will not be the proper body to undertake the whole range of functions of the present CWM. There will be a new balance of functions between the Council and the churches that comprise it.
- 3.2 The variety of churches and unions of churches which are likely to join the Council makes it impossible for the Council to be an exclusive means of mission. Several of the participants already share in mission with other partners, and it cannot be right to suggest any reduction of these. It will therefore be open to each body to participate as fully as it wishes, and to contribute accordingly. The variety of membership also gives new weight to the principle long accepted that the Council will not seek to develop mission as a denominational enterprise. Sharing mutually in mission means accepting the guidance of the Holy Spirit as each community of Christians seeks to follow the Word of God.
- 3.3 Any attempt to create new styles of missionary agency must take account of the ecumenical movement. Many will wish that the new Council could be more fully ecumenical from the start. The Board, in considering this matter, has thought it right to launch out on the basis of the existing network of relationships, rather than wait for long term ecumenical discussion. But it is emphasised that the new Council will be open to ecumenical development. Provision will be made for new participating bodies to be received, and for ecumenical representatives to share in the meetings of the Council.
- 3.4 What follows in this section is an outline of how the new Council will be formed, and the balance of functions between it and the participating bodies.
- 3.5 The object includes reference to the mutual sharing of resources as the means of furthering the missionary outreach of all. (See also 4.4). The initial participating bodies will be those present Constituent Bodies of the Council and those other related churches which agree to share in the enterprise. The participating bodies will agree to share personnel and to make a financial contribution according to their means and the degree of their participation. Subsequently in considering the admission of a new body the Council will give attention to its commitment to forward the objects of the Council and to share in its work; and also to the size, organisation and stability of the applicant body. The Council will acknowledge both the full responsibility of each participating body to order its own life according to its understanding of the Word of God, and the freedom of each body to engage in mission through other channels if it so wishes.
- 3.6 We believe that each participating body should be represented on the Council, and that the number of representatives should be based on the size and the degree of involvement of each body. The suggestion for the initial representation is contained in the Schedule at the end of Section 4. Alternates with full powers should be permitted, when essential, to ensure full representation. In addition there should be two ecumenical representatives, with freedom to speak but not vote; one of these should be invited from the WCC and the other from a regional body in the area of the Council Meeting. Such a size of Council Meeting will give opportunity for frank and personal discussion; a gathering of much larger size would be too costly, and one much smaller would fail to give the larger bodies the opportunity to contribute representatives with varied gifts and experience.
- 3.7 Because of the cost the Council will only meet every two years, but provision will be made for calling an emergency meeting. The quorum will be half the membership representing not less than eight of the participating bodies.
- 3.8 Since the Council will not meet often, it will need an Executive Committee to act for it. This Committee should meet two or three times between the meetings of the Council. The membership of the Committee we see as follows:
- a) Council members chosen according to geographical areas as indicated in the schedule at the end of Section 4.

b) The Council members who have been elected as honorary officers.

c) Two additional members of the Council from any areas.

This will give a Committee of about 10 and there will be provision for alternates.

3.9 The Council will conduct its business through simple majority voting, but on two matters, amendments to the Constitution and admission of new churches, we envisage that there will be advance notice to all participating bodies and then a two-thirds majority.

3.10 We think it wise to include a method by which a participating body may withdraw from the Council after giving due notice. (See also 4.19).

3.11 The Council will have authority to elect its honorary Officers but we do not think it necessary to detail these; we hope that a Chairman would be elected to serve for four years. The Council will appoint its senior staff also for period of not less than four years and will decide on the location of its office.

3.12 The Council will be committed to undertake a thorough review of its nature and activities, for submission to the member bodies, at intervals not longer than each six years; and as part of the process may gather a larger group of people than the Council itself.

3.13 The main functions of the Council will be:

- a) Providing ways for the participating churches to share their insights about mission, and to stimulate initiative.
- b) Receiving from the member bodies contributions of money to the total activity of the Council. Deciding how the financial resources should be used. Making grants to member bodies.
- c) Considering the whole range of opportunities which the members bring before the Council.
- d) Sharing with the members the opportunities for people to serve and helping with their selection procedures.

e) Assisting the member bodies to receive workers from other lands and ensuring that terms of service are adequate.

f) Providing information to the churches about world mission so that prayer is stimulated, giving is encouraged and willingness to receive from others is developed.

g) Maintaining relationships with other mission organisations and ecumenical bodies.

3.14 The main functions of the participating bodies will be:

- a) Sharing information about opportunities and concerns regarding mission in their country.
- b) Supporting in prayer the work of the Council and supporting financially the work of the Council.
- c) Seeking people to fill opportunities for service in other countries, as these may be listed from time to time by the Council. Selecting and training candidates and appointing them to serve in posts overseas.
- d) Caring for its workers overseas when they are on leave and when they have completed their overseas service.
- e) Caring, as the employing agency, for those who have come from other churches to serve as full-time fellow workers.
- f) Distributing as widely as possible news of the Council's work and thinking from around the world about the missionary challenge.

Structure

This section contains the basis for the new Council's structure, as required by United Kingdom charity law. It will form the Council's application to the Charity Commissioners, who may request variations in the wording. The final scheme adopted by the Commissioners will be the controlling legal document of the Council so long as it is a UK registered charity. Matters not covered in this section may be dealt with by the Council in its own Standing Orders which may be approved and amended by the Council itself.

- 4.1 **Administration of Charity.** On and after the 1st July 1977 the Council for World Mission (Congregational and Reformed), (hereinafter called the Council) shall be administered and managed subject to and in conformity with the provisions of this Scheme for the object of the said Charity.

Trustees

- 4.2 **Custodian Trustee** The Body corporate called London Missionary Society Corporation shall be the Custodian Trustee of the Council.
- 4.3 **Managing Trustee** The Council as hereinafter constituted shall be the Managing Trustee of the Council.

Object

- 4.4 The object of the Council shall be to spread the knowledge of Christ throughout the world (that is to say the work of world mission) and to this end the Council shall have power:
- a) to carry on, strengthen and extend the missionary work of the above-mentioned Charity (ies);
 - b) to help churches to proclaim the glorious Gospel of the blessed God and to share resources of people, money, faith and understanding in this work and witness;
 - c) to co-operate in missionary service with other churches and with those ecumenical enterprises in which the churches share;

- d) to do all such other things as are necessary to the attainment of the said object.

4.5 Participating Bodies

- 1) The first participating bodies of the Council shall be the bodies specified in the schedule marked A whether known by the name there shown or by some other name.
- 2) The Council may admit as a participating body any church or union or other association of churches which declares by resolution its willingness to
 - a) share in the world mission of Jesus Christ with the other participating churches;
 - b) share its understanding and experience of the Gospel with the participating churches, and to learn from them;
 - c) within this general sharing, to send and receive people as partners in mission, and to make a financial contribution to the Council, according to its means and degree of its involvement.
- 3) The Council will consider the size, organisation and stability of an applicant participating body before admitting the church or union or other association of churches.
- 4) The Council recognises the full responsibility of each participating body to order its own life according to its understanding of the Word of God.
- 5) Membership of the Council shall not deter or prevent a participating body from carrying out mission through other agencies either within its own country or internationally.

4.6 Composition of the Council

The Council shall consist of members (hereinafter referred to as Council members) appointed as follows:

- 1) Each participating body may appoint Council members not exceeding the number shown opposite its name in the schedule marked A or the number subsequently allowed to it by the Council.
- 2) There shall normally be two ecumenical representatives at meetings of the Council, who will not have voting rights. The World Council of Churches shall be invited to appoint one of the ecumenical representatives, and a regional Christian organisation in the area of the Council meeting shall be invited to appoint the other.
- 3) The number of Council members allowed to each participating body shall be reviewed and revised by the Council as appropriate at least once in every six years from the date of this Scheme and also when a new participating body is admitted to the Council. The basis of representation will be the size and the degree of participation of the body concerned.
- 4) The first Council members shall be the persons who have been provisionally appointed by each of the first participating bodies before the date of the Scheme and whose names have been notified to the General Secretary of the Council.
- 5) A participating body may appoint Council members for such period as it thinks fit and at any time may replace any Council member it has appointed. A participating body may appoint an alternate to attend meetings of the Council in the absence of a Council member appointed by the same participating body. An alternate shall have power to act as fully and effectively as the absent Council member could have done.

4.7 **Declaration by Council members** No person shall be entitled to act as a Council member whether on a first or on any subsequent entry into office until after signing a declaration of acceptance and of willingness to act in the trusts of this Scheme.

4.8 **Absentees** Upon the absence of a Council member from a meeting the Council shall cause notice thereof to be given as soon as possible to the participating body who made the appointment.

MEETINGS AND PROCEEDINGS OF COUNCIL

- 4.9 **Ordinary meetings** The Council shall hold at least one meeting every two years. An additional meeting of the Council will be called if formally requested by the Executive Committee or by five or more of the participating bodies, coming from more than one region. Regions will be as indicated by the groups of churches in Schedule A.
- 4.10 **First meeting** The first meeting of the Council shall be held within six calendar months after the date of this Scheme in accordance with arrangements notified or to be notified by the General Secretary of the Council.
- 4.11 **Quorum** There shall be a quorum at a meeting of the Council when a majority of the Council members for the time being are present and not less than eight of the participating bodies for the time being are represented.
- 4.12 **Voting** Every matter other than a proposal which can only be effected if this Scheme is amended shall be determined by the majority of votes of the Council members present and voting on the question. In case of equality of votes the Chairman of the meeting shall have a casting vote whether he has or has not voted previously on the same question, but no Council member in any other circumstances shall give more than one vote.
- 4.13 The Council shall pursue its objects and in so doing:
 - a) The Council shall give consideration to any communication received from a participating body.
 - b) The Council shall provide to the participating bodies reports on the work of the Council including appropriate financial statements and estimates.
 - c) The Council shall refer to the participating bodies for approval such further matters as the Council thinks fit.

4.14 Executive Committee:

- 1) The Council will appoint at each of its meetings an Executive Committee to act for it between Council meetings.
- 2) The Executive Committee will normally meet every six months.
- 3) Members of the Executive Committee will be appointed in three ways:
 - a) Council members will elect, from their number, members not exceeding the number shown opposite the groups of participating bodies in the schedule marked A or the number subsequently allowed by the Council.
 - b) Council members may appoint alternates to attend Executive Committee meetings in the absence of an original appointee. An alternate shall have power to act as the absent Executive Committee member could have done.
 - c) Council members who are elected Officers shall be members of the Executive Committee.
 - d) The Council may elect two additional Council members to serve as members of the Executive Committee.
- 4) The Council may delegate to the Executive Committee any specified function or functions with such powers, including power to appoint sub-committees upon such terms and subject to such conditions as they think fit.

4.15 Officers

The Council shall appoint Officers as it thinks necessary with or without remuneration. The Council may appoint such staff as it thinks necessary.

4.16 Deposit and investment of moneys

- 1) All contributions, legacies and other moneys received by or on behalf of the Council shall be deposited immediately on receipt with the bankers of the Council.
- 2) Sums of cash at any time belonging to the Council and not needed for immediate working purposes shall be invested in the name of the Custodian Trustee in such stocks, shares, funds or securities as the Council from time to time approves.

4.17 General power to make regulations

- 1) Within the limits prescribed by this Scheme the Council shall have power from time to time to make regulations for the management of its affairs, and for the conduct of its business including the summoning of meetings and the choice of a Chairman.
- 2) All periods of notice contained in this Scheme may be reduced upon written agreement from all participating bodies.

PROVISIONS REGARDING SCHEME

4.18 Amendment of Scheme

- 1) Full particulars of every proposal which can only be effected if this Scheme is amended shall be notified in writing to the members of the Council not less than six calendar months before the meeting of the Council at which the matter is to be considered. Such amendments may be proposed by the Council, the Executive Committee or any five or more participating bodies.
- 2) Every such proposal shall incorporate a proposal that application be made to the Charity Commissioners for the establishment of an amending Scheme and shall name an Officer or Officers of the council who shall be authorised to sign such application.

- 3) The Council may vary the terms of any such proposal only in respect of matters which the Chairman of the meeting shall allow as drafting matters.
- 4) If such a proposal is adopted by the votes of not less than two-thirds of the members present and voting on the question it shall be submitted to the participating bodies. If approved by not less than two-thirds of the participating bodies the proposal shall then be submitted to the Commissioners for consideration and such action as they may think appropriate.

4.19 Withdrawal of Participating Body

- 1) Any participating body may withdraw from membership of the Council and is expected to give a period of eighteen calendar months written notice.
- 2) A participating body will have no claim on the assets of the Council on withdrawal from membership.

4.20 Dissolution of the Council

- 1) The Council will be dissolved if a majority of two-thirds of the Council members present and voting so resolve.
- 2) One year's notice of such resolution will be given to all participating bodies.
- 3) On dissolution, assets of the Council will be made available to such body or bodies as the Council resolves can best promote the objects of the Council.
- 4) Every such proposal shall incorporate a proposal that application be made to the Charity Commissioners for the establishment of an amending Scheme and shall name an Officer or Officers of the Council who shall be authorised to sign such application.

- 4.21 **Questions under Scheme** Any question as to the construction of this Scheme or as to the regularity or the validity of any acts done or about to be done under this Scheme shall be determined by the Charity Commissioners upon such application made to them for the purpose as they think sufficient.

SCHEDULE A

Number of Council and Executive Committee members who may be appointed by the first participating churches and the first Council meeting respectively.

	Council Members	Executive Committee Members
Congregational Federation	1	
Congregational Union of Ireland	1	
Congregational Union of Scotland	2	
Union of Welsh Independents	2	
United Reformed Church in England and Wales	<u>4</u> 10	1
Church of Jesus Christ in Madagascar	2	
United Church of Zambia	2	
United Congregational Church of Southern Africa	<u>3</u> 7	1
Guyana Congregational Union	1	
United Church of Jamaica and Grand Cayman	<u>1</u> 2	1
Church of Bangladesh	1	
Church of North India	2	
Church of South India	<u>2</u> 5	1
Hong Kong Council of the Church of Christ in China	1	
Presbyterian Church in Malaysia	1	
Presbyterian Church in Singapore	1	
Presbyterian Church in Taiwan	<u>2</u> 5	1
Congregational Christian Church in Samoa	1	
Congregational Union of New Zealand	1	
Tuvalu Church	1	
Gilbert Islands Protestant Church	1	
Presbyterian Church of New Zealand	1	
United Church of Papua New Guinea and the Solomon Islands	<u>2</u> 7	1

Missionary Service

5.1 The Board has given careful consideration to the ways in which the new Council may most helpfully maintain and stimulate missionary service across national boundaries. We believe that in the new structure it will be for the participating churches to carry out the functions of recruitment, training and appointment of those they send, and to accept employer responsibility for those they receive. The reasons for making this major change are:

- a) It will be wise in the years ahead to emphasise the fact that the missionary is wholeheartedly a part of the church in which he serves.
- b) We believe that it will also be beneficial to effect some separation between people who go and the financial resources available. Grants of money for church work are best not tied to the presence of missionaries.
- c) In the new Council there will be no Committees meeting regularly to carry out the work of the present Personnel Committee and Allowances Sub-Committee or Overseas Committee.
- d) Although more participating bodies will be involved in making decisions, the present Constituent Bodies will have a much reduced number of representatives on the Council. Therefore there is a risk that the Council will become a matter of distant, marginal concern to the churches. So to balance this we consider that each member body should have a direct, personal, important function to fulfil in addition to raising money, so that world mission comes alive in its assemblies, committees and congregations.
- e) One purpose of this reform is to encourage both 'sending' and 'receiving' from every church. This cannot be effectively administered from any single headquarters. Each church will therefore need to accept responsibility for men and women giving missionary service.

5.2 The Board therefore recommends that the new Council should be responsible for:

- a) Receiving from the churches details of opportunities that they have for the service of expatriate church workers.
- b) Evaluating these and deciding which opportunities should be accepted by the Council, knowing that each carries a financial commitment.
- c) Establishing candidating procedures, so that there are proper safeguards regarding standards.
- d) Distributing regularly the Council list of opportunities for service.
- e) Receiving from the member churches notification of offers of service and ensuring that there is no duplication.
- f) Discussing with the member churches the terms and conditions thought proper for expatriate church workers, and so ensuring that terms are appropriate and comprehensive.
- g) Sharing with the member churches information and advice on the preparation of people for overseas service.
- h) Making grants to member churches for the support of those appointed to fill Council-listed opportunities, and for their training and travel, subject to consideration of finance locally available. (The Council will, of course, be making grants for other purposes as well; this is just the 'personnel' function.)

5.3 The Board recommends that each member church or union of churches, acting as a sending church, should be responsible for:

- a) Circulating as widely as possible to its congregations the list of opportunities for service.
- b) Receiving offers of service from its members, and carrying out all the necessary candidating procedures.

- c) Informing the Council about the person available and, after consultation through its officers, getting in touch with the receiving church.
- d) Making provision for adequate training and, if necessary, requesting from the Council a grant to cover the cost.
- e) Providing for such commissioning services as suit the structure of the church.
- f) Supporting its missionaries in prayer.
- g) Supporting financially its missionaries when on home leave and, when necessary, requesting from the Council a grant to cover the cost.
- h) Making superannuation provision for its missionaries and caring for them pastorally on resettlement or retirement.

5.4 The Board recommends that each member church or union of churches, acting as a receiving church, should be responsible for:

- a) Orientation and language - teaching provision for new missionaries.
- b) The responsibilities of the employer of those who come to be part of the church staff, requesting, when necessary, from the Council grants to cover the cost of allowances.
- c) The pastoral care of missionaries and the oversight, through normal church methods, of the work they are asked to do.
- d) Discussion with the Council about terms and conditions of service, before they are implemented.

5.5 The Board is aware that the Scheme outlined above could not easily apply in all cases.

- a) In some cases the local church may be unable, because of legal problems or because of a definite policy decision, to become the employer of expatriates. It is hoped that such cases would be rare. When they occur it would seem most suitable for the sending church to act as employer; but the

Council would have to consider each situation with the member churches concerned.

- b) In some cases a missionary may come from a church which is not a member of the Council. In these cases the 'sending' responsibilities might be carried by the Council, or one of the member churches might be asked to accept the responsibilities.
- c) In some cases a missionary is appointed to join not a church staff but an ecumenical institution or programme. Each situation would be different, but normally we would expect the institution to accept the 'employer' responsibilities. If there is a member church in the locality we would expect it to be consulted about and take a share in the appointment and to exercise some pastoral care.

5.6 In order to give adequate assurance to missionaries at present serving with CWM the Board thinks it would be proper to state that serving missionaries will continue on their existing terms of service unless or until the receiving church has negotiated variations in consultation with the Council. It is thought that a missionary who is unable to accept the new relationship with the receiving church should be supported and employed by the Council up to the next normal home leave.

5.7 The member churches which receive missionary staff will thus be asked to act as their employer. But in many cases the Council will have a major responsibility for providing the Church with the money to make this possible. The Board wishes to emphasise two things at this point. One is that the receiving church should not have to determine how many missionaries it needs by the money it can itself raise. The other is that if a church really needs a person to serve within it then it should be ready to make some contribution towards the cost. The Board knows that situations will be very varied. It suggests that when the receiving church can pay the amount that would be paid to a national doing the same work, then this should be its contribution, and the Council would supply what is needed above this. If the receiving church cannot pay this amount, we suggest that it should find not less than 10% of the allowances of the people it receives, with the Council providing to the church the remainder of the cost.

5.8 The travel costs of missionaries on appointment, on leave and on retirement are a major expenditure. The Council will have the responsibility for providing this resource. Provision could be made in one of the following ways:

- a) In preparing its budget for the following year each participating church could include an estimate for missionaries' travelling costs from that country. This cost would then be part of the estimate for the annual grant to the church from the Council.
- b) The church where the missionary is could provide the tickets and then claim the sum from the Council.
- c) The church could notify the Council of travel requirements and the Council could purchase the tickets.

It is recommended that the international planning group (see 9.2) and the first meeting of the Council consider this matter, and decide if one of these methods is generally acceptable, or whether it is necessary to apply a different method in some cases.

5.9 There will be many financial aspects of missionary service to be worked out in the context of the new Council, but the general principle which we put forward is that:

- a) The sending church will pay costs and charges in the home country, and will draw such funds as necessary from the Council.
- b) The receiving church will pay costs and charges in the country of service, and will draw such funds as necessary from the Council.
- c) The Council itself will be the body to deal with international exchange, making such grants as are needed and authorised to the participating churches.

Further thinking on Finance is given in Section 7.

5.10 The Board has come to feel that a method like this would best encourage the growth of mutuality in personal service. Our present system in which all CWM missionaries are appointed and supported

by the Council itself serves the British churches well as their 'sending' method. But it cannot be a satisfactory way of developing the sending of people from Africa, Asia, the Caribbean and the Pacific. Therefore we believe that churches should have the larger part in the process. Something similar to the method suggested is already in operation with the Friends Service Council and the Paris-based Evangelical Community for Apostolic Action (CEVAA) and in these cases practical methods have evolved. Questions may be raised about the financial support of missionaries in family emergencies. We believe that the churches concerned will, in general, welcome responsibility of this sort, but it may be right for the Council itself to keep sufficient 'personnel' funds to act as the reserve support in times of crisis.

5.11 We indicate above that the churches will be responsible for the superannuation contributions of those they send as missionaries. In some countries this will include both a state insurance contribution and a church or private insurance contribution. In other countries where these systems are not highly developed the sending church would need to ensure that a missionary on retirement is not in any worse situation than the local ministers. The sending church would also have to make suitable provision for the resettlement of missionaries after overseas service, and in some countries this might best be done through a money grant.

Those missionaries now in service through CWM are members of the Social Workers Pension Fund, and the participating bodies in the UK might wish to consider how this Fund could continue to serve their needs.

The Council is also responsible for paying pensions to 120 retired missionaries whose service commenced before 1957. We believe that the Council must continue to accept this responsibility and we recommend that the payment of pensions should be a priority claim on income from the capital assets of the Council. We expect that the Council itself will be the best body to make the payments.

5.12 For some time the Council has tried to encourage the Christian service of those church members whose career or family situation enables them to live and work in another country. This has been the purpose of the Associates Fellowship. Within the new Council we believe that this should continue to be developed as a matter of real concern, for there is a flow of Christians across national boundaries and this should contribute to the vitality of church life and witness.

It is important for the new Council to discover ways in which participating bodies may share information about those members about to travel, so that they may be received into another fellowship.

Education and Advocacy

- 6.1 These two words stand for aspects of the work of the present Council within its Constituent Bodies. By advocacy we mean sharing with church members information about the enterprise so that they will respond with continued interest, prayer and giving. By education we mean helping the churches to develop understanding of the world church and its calling so that Christians are better able to participate in mission wherever they are. Both these things will continue to be important and we must endeavour to ensure that the reforms proposed do not reduce effectiveness in this work.
- 6.2 In the reformed Council all the churches will be participating bodies; the home base will be everywhere and the mission field will be everywhere. So the work of education and advocacy will have to be designed to help all. But the UK churches will need to continue to use a wide range of materials while some of the new member churches may have at first only small use for visual aids and Prayer Handbooks, for example. Therefore we expect that there will be a transitional period as the various churches discover methods of sharing information.
- 6.3 But if there is to be a real sharing of both information and insight then the Council itself will need to be involved. We do not see how the church in Madagascar will learn about mission in Scotland, for example, unless the Council's office is able to act as collector and distributor of information. Therefore an Education Secretary and department will be needed. It is not clear to us whether the United Kingdom churches will wish to develop a regional activity in producing materials. We would discourage duplication of effort. Much will depend on the extent to which each church office wishes to produce its own materials.

- 6.4 The special problem faced by the Education Department of the new Council will be the diversity of contexts within which its material will be used. The member churches will use many languages in their publications, so translation will for some be a necessity. This goes beyond language, however. The style of material, its emphasis, the balance of words and pictures will all have to be varied if the material is to suit the people of such a wide circle of churches. We recommend that the Council should be ready to consider grants towards translation and publication where this proves to be necessary.

- 6.5 The major content of the material produced by the Council will fall into three categories:

- a) Descriptions of what the Council is; what the member churches are; how they are working together.
- b) Descriptions of activities supported by the Council either through people it has helped to place or grants it has made. Perhaps a few major pieces of co-operation would be highlighted each year.
- c) Exchange of information about experiments in sharing the faith or translating the faith into ways of life.

- 6.6 With regard to written material we envisage that the following would be important:

- a) A small number of brief items in English which could have a very wide circulation around the world.
 - b) Paragraphs of news in English which would be suitable for translation and use by editors of church papers.
 - c) Longer articles for major English-language journals.
- It is possible that b) and c) might be combined in some sort of regular bulletin, and that some items may be prepared for children and young people.
- d) The Prayer Fellowship Handbook has proved valuable to many people; so aids to prayer should, in some form, be continued. A popular annual report may continue to be helpful.

6.7 With regard to Audio-Visual Aids the following are likely to be the key factors:

- a) Gathering visual material (photographs and transparencies) and keeping these in a library.
- b) Providing copies for member churches which are able to use pictures for their publications or picture sets.
- c) Keeping CWM's AVA materials (including present stock) and making them available on loan to member bodies.
- d) Producing film-strips or transparency sets, when practicable with commentaries, for the use of member bodies.

6.8 The Education Department will clearly have to be sensitive to the needs of the member bodies, and it is likely that the production of material suitable for the varied churches will cost more than the current Advocacy Budget. We believe that this should be accepted not simply as 'administration' cost and therefore to be regretted, but as part of the total missionary purpose for which the Council exists. The member churches on their side will need to accept the task of sharing news and information as widely as they can, and of passing on to the Council items which may be of value to others.

Finance

7.1 The material in this section is of several kinds. Paragraphs 2 and 3 set out the principles which we believe must be accepted if a Council of this sort is to be formed. Paragraphs 4 to 9 indicate the method which the Board thinks most practical, and which those forming the new Council will need to debate and adjust. Paragraphs 10 to 12 deal with more legal matters which will have to be set in motion if the churches agree to proceed with this plan.

7.2 The aim of mutuality must be expressed in the financial methods of the new Council. This will not be easy to achieve, for we cannot alter the fact that some of the member churches can raise and give much more than others. What we can do is to place resources freely at the disposal of the whole fellowship which can then decide the priorities for using them. At the same time the Council will not desire to exercise control over the financial systems of any member body nor to diminish its sense of responsibility. So a great deal of the developing financial practice of the Council will depend on mutual trust.

7.3 We have recommended that all member churches should contribute to the Council according to their means and their degree of involvement. For some this will mean considerable contributions and for others very limited amounts of money. The Council will have resources arising from contributions and from its inherited assets. It will thus have an operating budget at the disposal of the Council, from which assistance can be given towards the mission of the Church undertaken by the member bodies. One major part of this assistance will be grants towards the cost of missionary allowances and travel, which each member church will pay out as 'employer'. Another major part will be grants for the ongoing missionary outreach of the churches, for example through clinics or new ministry, as is now provided through the 'block grant' method.

7.4 Looked at from the point of view of the member church, there will be four kinds of expenditure in relation to CWM:

- a) Some part of its administrative and educational costs as it deals with international mission.

- b) Costs involved in being a 'sending' church, e.g. training of candidates, leave costs within the sending country, current superannuation contributions, resettlement grants.
- c) Costs involved in being a 'receiving' church, e.g. payment of allowances as the employer of missionaries coming to serve on its staff; grants towards activities supported by the church and aided by the Council.
- d) A share of the church's financial resources offered as a contribution to the Council for the common budget.

For some member bodies item (b) will be a large figure and is likely to stand as a fairly regular amount from year to year. For other member bodies item (c) will be a large figure, varying little from year to year. In these cases there will not need to be detailed adjustment for each new person appointed or retired. But if a church has relatively small costs under (b) or (c) then variations are likely to be considerable and the Council will have to ensure that resources are available for immediate application. For example, if a missionary is appointed to serve a small church which currently has no other missionary serving, then the new costs involved in being the employer will need to be met by the Council from the date of arrival until the negotiation of the next year's budget.

7.5 A major decision for the churches as they enter the new Council appear to be: Is it wiser to give the Council the whole of the resources available for mission and then to draw from the Council all that is needed to cover the costs listed in 8.3 a,b,c? Or is it wiser for each church to make a net contribution to, or draw a net contribution from the Council?

7.6 In favour of the former method it can be said that such a full discussion in the Council of each member's needs would be a way of stressing mutuality. The richer church would be asking the Council for money just as the poorer one would. There are reasons, however, for thinking that this would become administratively unsatisfactory. In a good many cases it would be difficult, if not impossible, for each member church to disentangle its 'international mission' budget from its total financial operation, and thus it would be equally difficult for the Council to make a precise grant to cover those costs. In some cases this method would certainly appear to be an intrusion by the Council into the internal working methods of the

member church. It would also increase the administrative work at the centre and the range of authority in the hands of the headquarters staff.

7.7 The Board therefore recommends to the churches as they work out the detail of the new Council, that they should look towards a net contribution/grant system. In this system each member body would, in consultation with the staff of the Council, work out the balance between 'CWM related' costs and contributions. Initially this would have to be based on past experience and we recommend that as much information as possible be shared so that the initial figures may be discussed by the whole Council. The major difficulty about this financial method is that it becomes harder for the richer church to see that it is a receiving church, and for the poorer church to see that it is giving to the common budget. We think that there are several ways in which this difficulty can be met. In some cases a church which has been unaccustomed to sharing in world mission might make a special offering for a piece of work or for a person's service in one particular place, and channelling this through the Council. In other cases a church which has been mainly a 'giving' church might bring to the Council a special need regarding a new enterprise in mission which all might support initially through the Council. Or the Council itself might decide to adopt an international project of some sort, asking all the members to make a special contribution towards it. We also remember at this point the very clear hope expressed at Singapore that some churches will be able to make a contribution to the total work in people and in ideas rather than in money.

7.8 If a net system is adopted by the Council then the initial budget of the Council might be in the following form:

Contributions (net) to participating bodies		Contributions (net) from participating bodies	
	xx		xx
	xx		xx
	xx		xx
	xx		xx
Contingency item to cover costs of personnel appointed after preparation of the budget; e.g. training, travel etc.		Other Income	
	xx	Direct contributions	xx
	xx	Legacies	xx
	xx	Interest & dividends	xx
		Rental	xx
			xx

Other mission expenditure		Income subject to Trust	
Co-operative work (e.g. CWME, TEF etc)	xx	restrictions; e.g. for medical work	xx
Currency exchange	xx		xx
Specific grants	xx		xx
Former Missionary Pensions	xx		
			xx
Fraternal visits	xx		
Contingencies	xx		
			xx
Central Administration			
Salaries	xx		
Office costs	xx		
News Service and printing	xx		
Council and Executive Travel	xx		
Contingencies	xx		
			xx
Surplus/deficit	xx		
			xx

- 7.9 It is essential that the accounts of the Council be audited annually and copies made available to the officers of all the participating bodies after adoption by the Council or the Executive.

CAPITAL ASSETS

- 7.10 In addition to its contributions income the Council holds assets valued at approximately 1 1/2 million pounds and they generate an annual income of approximately a quarter million pounds. They are mostly invested in UK properties and stock exchange securities and arise from the generosity of past supporters and the investment expertise of former officers. As the Council is an association of churches it would be administratively complicated for the assets to be legally held by this body. Accordingly they are currently vested in

the London Missionary Society Corporation and, in a different way, the Commonwealth Missionary Society Corporation. These two bodies are limited companies acting solely under instructions from the Council who appoint, from the Board, the members of the Corporations.

The members of the Corporations normally meet annually to appoint the Directors who meet as required to carry out the instructions of the Council.

- 7.11 **Future practice** As the reformed Council will only meet at two yearly intervals it will not be possible for all of its members to meet yearly to conduct the business of the annual general meeting of the Corporations. Accordingly we suggest that the reformed Council appoint as members of the Corporations all the members of the Executive Committee which will meet at six or eight monthly intervals. The principal task of these Corporation members at each annual general meeting will be to appoint the Directors of the Corporations who will be charged with executing the policies of the Council where they affect the assets. We suggest that the Executive Committee appoint as Directors those of its members who reside in the UK together with an additional lesser number of UK residents having particular financial expertise.

- 7.12 **Legal considerations** It will be natural for the reformed Council to operate under the legal system of the country in which its headquarters are established or the country wherein are invested the majority of the assets. Our consideration leads us to think that the Council will continue to operate under English law during the initial years of its life. It is hoped that there will be little difficulty in obtaining Treasury permission for non-residents of the UK to act as members of the Corporations as their appointment will not involve payment for shares or receipt of dividends. It is probable that the memorandum and Articles of Association will need to be adjusted in view of the reduction in the number of members carrying liability and the present requirement that Directors of the Corporations be also members of the Council.

Staffing

8.1 It has been necessary to consider what may be the staffing requirement by the Council if it is to fulfil the functions outlined in the previous sections. We distinguish three major areas of work:

- a) Relationships with member bodies.
Servicing of Executive and Council meetings.
Reporting to member bodies.
Initiating study programmes.
Investigating the opportunities and needs presented to the Council.
Relationships with other missionary agencies.
Help to member bodies regarding missionary service, and discussion with member bodies about terms of service.
- b) Financial responsibilities e.g.
Preparation of Budgets and Accounts.
Receipt of legacies and direct contributions.
Transmission of funds.
Administration of office building and staff.
Legal responsibilities, care of Trusts, etc.
- c) Collection of information and educational materials.
Preparation of these in forms suited to the member bodies.
Production of some materials for wide distribution.
Publicity for major themes and events.
Help to member bodies for conferences.

8.2 It is considered that there should be a General Secretary and three other Secretaries: Assistant General Secretary, Secretary for Finance, Secretary for Education. These should not all come from the same country.

8.3. Adequate supporting staff will be needed. Only experience of the work can show the exact number required but a provisional estimate is as follows:

Finance: Two assistants with accountancy abilities.

Education: One assistant with editorial and one with pictorial abilities.

Three or four personal assistants; three copy typists; one telephonist/receptionist.

There might well be need for part-time help in such work as printing and duplicating, addressing, translation.

8.4 It is noted that for a major participating body, and especially the URC, there will be increased staff costs arising from this reform. There will be a reduction from the present size of staff of CWM. An estimate of the cost of the reduced staff noted above, when added to an estimate of the cost of Executive and Council meetings, shows that, at current rates, the administrative costs of the new Council would be rather less than the present costs.

Implementation

9.1 The Board has approved these Proposals for presentation to the churches, and unions of churches. The action now recommended by the Board is in two parts:

- a) The existing Constituent Bodies of the Council are invited to vote on the following resolution during 1976:

That the (name of church or union of churches) agrees that the Council for World Mission should apply to the Charity Commissioners for a revised Scheme in accordance with Section 4 of this document, *Sharing in one world mission*.

- b) The existing Constituent Bodies of the Council, and all the associated churches, are invited to vote on the following resolution during 1976:

That the (name of church or union of churches) will become a participating body of the Council for World Mission in its new form, as outlined in the document, *Sharing in one world mission*.

It is expected that by October 1976 a sufficient number of bodies will have voted on these resolutions to show whether the new structure can come into being. If the decisions are positive then it is thought that the new Council could be called for its inaugural meeting in mid-1977. Participating bodies might therefore wish to appoint their representatives during 1976.

9.2 If there are sufficient positive decisions by the churches it will be necessary to bring together an international planning group. The main work of this group will be:

To decide on the location of the office, on the terms of staff appointments and the size of the staff needed.

To prepare recommendations regarding the appointment of the senior staff members and the honorary officers.

To approve the final documents for establishing the new Council.

To work out administrative and financial systems which the new Council may adopt.

To plan the inaugural meeting of the Council.

We recommend that the Group consist of approximately 15 people, including 5 of the present Board, and that it meet outside the UK in October 1976.

9.3 The Board recommends that preliminary arrangements be made for the inaugural meeting of the new Council to be held in the UK in mid-1977. We recommend this location because

- a) It will help all to see that the new type of Council does succeed the old.
- b) It is an excellent centre of communications and would ensure adequate press coverage.
- c) It seems to the Board that London is likely to be the initial site for the office and therefore it will be important for all the overseas participants to know the central office and staff.
- d) For those who are historically minded London is a very apt location for starting a new phase of the enterprise.

But we note that the planning group referred to in 9.2 will have authority to make other arrangements if it so desires.

9.4 The Board considers that following the inauguration there will be a transitional period during which changes will take place from existing ways of work to new ways adopted by the Council. It is important to note such an interim period in the following areas of our work:

- a) Site of office: There may be an initial period when it is right to locate the office in Livingstone House, pending a further decision at the second full meeting of the Council.
- b) Secretariat: It may be the wish of the planning group to retain some present secretaries for an interim period rather than make all the new appointments for a full 4-year term.

- c) Missionaries: As churches prepare to move into the new systems envisaged in this report, the present terms of service may in some cases continue for up to two years from inauguration.
- d) Financial methods may be best changed not in mid-1977 but rather at 1st January 1978.
- e) There will also be a transitional period in the work of education and advocacy, as present methods and materials are continued while new ones are developed.

It is thus plain that the inaugural meeting will not create an entirely new way of working overnight. But it will create a new authority which from that date will be responsible for all the work of the Council, and will set in motion all the other changes.

- 9.5 The present Council is engaged in various pieces of co-operative activity in the UK. The new form of the Council will raise the question of whether the Council itself, or its UK participating bodies, should in future take part in the Conference of British Missionary Societies and St Andrew's Hall, Selly Oak. It is recommended that discussion with the parties involved be initiated during 1976 so that the future course of action is clear early in 1977.

Postscript

We are very much aware that structures for mission do not by themselves create missionaries or a missionary spirit. All they can do is to serve the activity of the Holy Spirit in ways that suit the time and the place. We hope that in this Scheme we have been sensitive to what the Holy Spirit is saying to the churches through the secular world, and to that world through the witness of faithful Christians.

The Board believes confidently that this is a time of great opportunity for a fresh wind of enthusiasm to blow through our traditional missionary organisation. It is a time when realism about our position among the churches of the world can meet the idealism of those who see the Christian world family as a sign of hope.

If, as we believe, this is a moment for change it is also a time to re-affirm the abiding calling of the church everywhere to move outward. As the barriers of politics and race and culture confine men; as the modern 'principalities and powers' of world economics kill human hopes; as ideologies claim supremacy over people - at such a time we cannot withdraw into closed defensive camps. We can only pray to be used, with all our brethren, in the service of Him whose scarred hands would draw all men to the Father's love.

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