

STRATEGIC PLAN 2020-2030



**American Friends
Service Committee**











A note from our general secretary and board clerk

As we launch our strategic plan for 2020–2030, we find ourselves facing a global pandemic that is raising old questions in new ways. What keeps us safe? How do we build community in fractured societies? Where should we commit our energies to ensure a just peace is durable? The interconnectedness of our world has never been so apparent—nor the urgency to resist the many forces that fuel inequality, oppression, and violence. The widespread response to racial justice realities in the U.S. has also powerfully illuminated the shared histories of the struggles experienced by many around the globe.

The problems before us can feel daunting. And yet, we remain steadfast and even hopeful—drawing strength from the legacy of Quakers and so many others who came before us and who responded to injustice and war with a courageous vision for powerful and transformative change.

The American Friends Service Committee (AFSC) begins a second century of service with many sources of strength. The passion, creativity, and talent of our staff; the dedication of our volunteers; the generosity of our faithful supporters; and the trust we enjoy from our community partners all equip us to effectively challenge unjust systems and promote lasting peace. So does a strong foundation of compelling work that will continue to evolve as we embrace new opportunities, approaches, and engagements in response to emerging global trends.

Because we are anchored in Quaker values, how we work is inseparable from what we do in the world. We will continue to support and be guided by those affected by conflict and injustice. And we will continue to speak truth to power while



fostering dialogue and reconciliation—even where, or rather especially where, the odds are long and the divides are wide.

To develop our 2020–2030 strategic plan, hundreds of staff, governance volunteers, Friends, partners, and members of the communities with whom we work joined in a collective examination of the state of the world and AFSC’s role in it. These opportunities for listening and authentic engagement built a stronger AFSC community, revealing issues of convergence and strength as well as areas of divergence and means for addressing them.

The result is reflected in these pages.

We see this document as one that captures the heart of who we are as one community, knowing that AFSC also has special meaning to so many people, based on their unique experiences with the organization over many decades. This plan builds on our shared vision for the future, promoting coherence and stronger links between our work in the United States and globally; it also enriches our intersectional approach to peace and justice.

With this plan, we rededicate ourselves to working hand in hand with all who seek a world transformed. Join us.

Yours in peace,

Joyce Ajlouny
General Secretary

Phil Lord
Board Clerk, 2014–2020



Vision

Mission

Values

“We are a people that follow after those things that make for peace, love, and unity; it is our desire that others’ feet may walk in the same, and do deny and bear our testimony against all strife, and wars.”

Margaret Fell
Founding member of the Religious Society of Friends

Vision

A just, peaceful, and sustainable world free of violence, inequality, and oppression

Mission

Guided by the Quaker belief in the divine light of each person, AFSC works with communities and partners worldwide to challenge unjust systems and promote lasting peace.

Values

We respect the equality, worth, and dignity of all people and regard no one as our enemy.

We seek right relationship with all life on a sustainable Earth.

We accept that our understanding of truth is incomplete and seek ever deeper insights from lived experience.

We trust the Spirit to guide discernment of our collective actions.

We assert the transforming power of love and active nonviolence as a force for justice and reconciliation.



Contents

I. Our legacy, our path forward

Where we are coming from: AFSC in history
Where we are going: Strategic plan highlights
Strengthening our commitments
Our plan

II. Program goals

Our analysis
A pathway to transformative change
Goal 1: Just and sustainable peace
Goal 2: Just economies
Goal 3: Just responses to forced displacement and migration
How we achieve impact in the world

III. Organizational development goals

Goal 1: Promote financial sustainability
Goal 2: Advance engagement with Quakers
Goal 3: Amplify program impact and learning
Goal 4: Strengthen relationships with communities and partners
Goal 5: Build internal practices for inclusion, cohesion, accountability, and justice

I.

OUR
LEGACY,
OUR PATH
FORWARD

1917: AFSC was founded in response to an urgent need for conscientious objectors to find alternatives to military service during World War I. Soon after, AFSC created a program to feed thousands of children in Germany and Austria.



Where we are coming from: AFSC in history

When American Quakers founded AFSC in 1917, they faced turbulent times, just as we do today. As World War I put more and more people in harm's way, they acted on their commitment to peace and nonviolence, forming AFSC to create opportunities for conscientious objectors to serve by aiding civilian victims instead of joining the military. When Europeans faced widespread hunger, AFSC provided meals for up to a million children a day. And in 1922, as Appalachian coal miners in the United States courageously protested dire conditions, AFSC supported them with food and livelihoods training.

Later, when the Spanish Civil War and the cataclysm of World War II shook the globe, AFSC helped refugees, supported resettlement programs, and provided life-saving assistance to war victims on all sides, including Americans of Japanese descent who were forced into internment camps in the United States. In 1947, 30 years after our founding, AFSC, with the British Friends Service Council, received the Nobel Peace Prize on behalf of all Quakers, for their "silent help from the nameless to the nameless."

During the many decades since, AFSC grew and shifted its work to address newly arising needs, as well as ongoing manifestations of entrenched inequities. Based on the Quaker belief in "that of God" in everyone, courage and conscience have defined our quest to overcome the root causes of violence across the United States and the globe.

We have been at the forefront of the anti-war, disarmament, and social justice movements. We have been unwavering in our accompaniment of those who carry the heaviest burdens of poverty, powerlessness, and cruelty. We have been inspired to bear witness to their struggles for collective liberation and have supported them in speaking truth to power, a term popularized by AFSC at the height of the Cold War. We have stood in solidarity with people who are targeted because of race, religion, or political belief, and in defense of human rights and dignity, whenever and wherever these were under assault.

Looking back on the work we have done with others—Quakers, allies, and above all, the people and communities at the center of the struggles for peace with justice—we're proud that AFSC has often stood on the right side of history through many difficult times.

The goals set out in our 2020–2030 strategic plan build on this remarkable legacy. They will require systemic shifts, and the road will not be easy. But like those who came before us, we are steadfast in our commitment to nonviolence and our belief in the transformative power of love to overcome conflict and oppression. We are inspired by the wisdom and leadership of those most affected by injustice. We are energized to join them in building powerful movements for change. And we are eager to commence our forward journey.

Where we are going: Strategic plan highlights

History shows that injustices are human-made, and so can change. We can envision and create a better future. As we bear witness to the injustices that undermine peace in our own day, we see that militarized approaches can be replaced with peaceful, people-centered solutions. Economic systems that favor the wealthy can be transformed into a sustainable economy that works for people and the Earth. The forces that displace large numbers of people can and must be challenged, and the rights of those seeking safety and peace must be respected.

We will focus on three strategic program areas over the next 10 years, described in more detail in the following pages:

- Our program on **just and sustainable peace** shifts the mindsets that prioritize militarized approaches over peaceful and people-centered solutions.
- Our program on **just economy** promotes sustainable economic systems that benefit everyone, rather than those that favor the wealthy and exacerbate inequality and environmental crises.
- Our program on **just responses to forced displacement and migration** challenges forced displacement and champions the dignity and rights of all people.

Clearly, injustices do not operate in silos—and neither can we. We know that these issues are intertwined and mutually reinforcing, and that intersectional analyses and collaborative actions are required for the transformations we seek.

We aspire to be agile and must adapt our methods to the broad variety of contexts in which we work. We are most successful when we connect the local to the national and global and use complementary and innovative methods to achieve change. Based on our comparative advantage, competencies, and values, our toolbox of methods includes the following:

- Bridging and convening.
- Community organizing and civil society strengthening.
- Advocacy.
- Research and analysis.

To support successful implementation of the plan, we have also set five organizational development goals:

- Promote financial sustainability.
- Advance engagement with Quakers.
- Amplify program impact and learning.
- Strengthen relationships with communities and partners.
- Build internal practices for inclusion, cohesion, accountability, and justice.

As we move forward, we will become a learning organization and strengthen our capacity for systems thinking. We will integrate climate justice in ways that draw on our unique strengths, making the links between climate change, violence, and displacement, and adding to the grassroots energy on this existential issue.

Strengthening our commitments

The following commitments emerge from our understanding of what it means to live into Quaker values in this era. When followed faithfully, these commitments will profoundly affect the work AFSC does in the world and our organizational life.

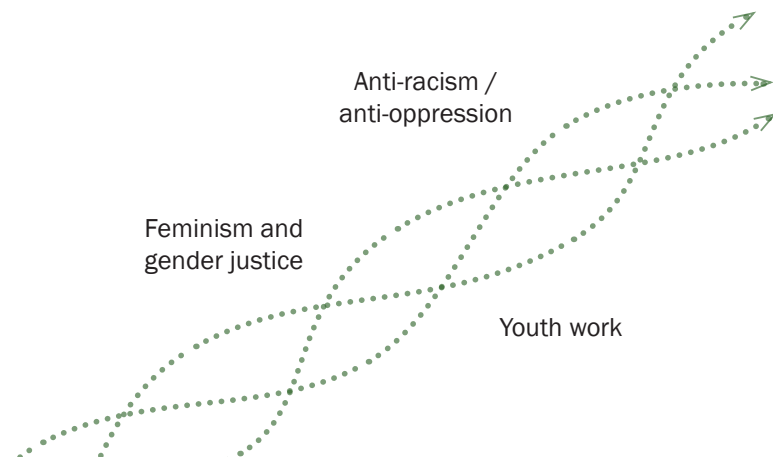
During the 2020–2030 strategic plan period, AFSC makes the following commitments:

We commit to enact a more fully anti-racist/anti-oppression organizational agenda.

AFSC will more actively embrace and enact an anti-racist/anti-oppression agenda that centers the concerns and leadings of people in oppressed groups. This work will build on previous progress and align with existing policies on community, equality, equity, and justice. More fully embracing anti-racist/anti-oppression principles will inform both our programmatic work with communities and partners and our internal work to embody our values as an inclusive organization.

We commit to embrace gender justice and feminism.

We will incorporate feminist principles in our organizational policies and practices, embracing values that are inclusive, interdependent, compassionate, empathetic, and rooted in human dignity. We will deepen our pursuit of gender justice in our programming. We will align these efforts with other anti-oppression work, including dismantling white, cisgender, and patriarchal privilege, both internally and externally.



We commit to actively engage young people in our programs and organizational life.

AFSC will engage young people to bring about their personal power as valuable contributors towards peace and social change, equipping them with tools, skills, and competencies towards their individual and collective liberation. We will uplift the visionary and creative voices of young people in decision-making, planning, implementation, and evaluation of AFSC's programming in support of social change movements.

Required steps

We recognize that these commitments are closely linked; each commitment builds upon the others. Together, they represent powerful possibilities for organizational transformation and compelling work toward peace with justice. These commitments will require us to:

1. Develop shared understandings of each commitment, based on community-wide dialogue on these concepts as well as their implications for internal and external practice.
2. Determine how each commitment is woven into program design, implementation, and evaluation.
3. Ensure that these commitments are reflected in organizational policies and procedures.
4. Establish a baseline of our current state and how we will measure progress through monitoring and assessment processes.





1947: The Nobel Peace Prize was awarded to AFSC and the British Friends Service Council, representing all Friends and their work to heal rifts and oppose war.



1959–1963: AFSC sponsored the Rev. Dr. Martin Luther King Jr. and Coretta Scott King on a visit to India in 1955, which connected them to the people and places associated with Mahatma Gandhi and strengthened their commitment to nonviolent action. In 1963, AFSC published MLK's "Letter from Birmingham City Jail."

2001–2004: AFSC responded to the 9/11 attacks with the No More Victims campaign, which called for justice, not retaliation. In 2004, AFSC launched the “Eyes Wide Open” traveling exhibit, illustrating the human cost of war in Iraq for millions of visitors by displaying pairs of combat boots and sneakers representing U.S. service members and civilians killed.



Our plan

Changing systems together

Communities and partners

AFSC

Networks and coalitions

Systems change

Utilizing four core methods

Advocacy

Bridging and convening

Research and analysis

Community organizing and civil society strengthening

Strengthening our commitments

Feminism and gender justice

Anti-racism / anti-oppression

Youth work

Vision

A just, peaceful, and sustainable world free of violence, inequality, and oppression

Overarching organizational goal

Working in dynamic relationships with communities and partners, AFSC seeks, secures, and sustains transformative shifts in systems of power to reduce all forms of violence and advance human dignity and equality.

Program goals

Just and sustainable peace

Just responses to forced displacement and migration

Just economies

Climate justice will inform efforts under each goal.

Organizational development goals

Promote financial sustainability

Advance engagement with Quakers

Amplify program impact and learning

Strengthen relationships with communities and partners

Build internal practices for inclusion, cohesion, accountability, and justice



PROGRAM GOALS

To achieve our mission, we will unite around a common vision and shared program goals, while respecting the differences in contexts and circumstances in which we work.

AFSC will continue to be centered in communities. Moving forward, we will also align our work around three strategic, organization-wide programs focused on peace, economic justice, and migration. This will enable us to respond comprehensively and nimbly to today's and tomorrow's challenges. We will become an even stronger voice for peace and justice, working in greater unity among ourselves and alongside communities, partners, coalitions, and networks to achieve transformative change.

Our analysis

As we launch our 2020–2030 strategic plan, the world confronts a number of serious and connected crises. After a substantial decrease in global economic hardship over the past two decades, an estimated half a billion people could be pushed into poverty due to COVID-19. Recovery from this economic crisis will be more difficult as we experience further environmental and health threats that destroy homes, upend livelihoods, and trigger more violence.

The number of people living in the midst of conflict has nearly doubled since 2007. Forcible displacement has reached a staggering scale. Tens of millions of people have been driven from their homes; millions more will be uprooted as climate chaos takes hold. Instead of solidarity with those affected, we see a hardening of borders.

In many corners of the globe, democratic institutions are delegitimized through political manipulation, polarization, and corruption. Advancements in human rights are in peril. Young people, women, the working class, and those who face oppression on the basis of race, ethnicity, religion, and sexual or gender identities are disproportionately affected.

The roots of these crises run deep.

The trends outlined above are modern manifestations of longstanding imbalances in power and exploitation. The same destructive forces of greed, racism, and misogyny rationalize unbridled capitalism, neo-colonialism, white supremacy, and patriarchy. Xenophobic and fear-based us-versus-them narratives serve to justify war, oppression, and exclusion. This toxic discourse fuels the current turn toward authoritarianism, militarism, and nationalism.

As a result, entire groups are dehumanized and disenfranchised. Communities are left behind in a winner-takes-all global economy that consciously protects the interests of the wealthiest individuals and corporations. Those monied interests subvert representative processes and reinforce extreme and rising inequalities. Private profits are prioritized over the common good.

Inequality breeds violence and a host of other societal ills. Instead of increased investments in human needs, we see more state-backed repression and massive expenditures on weapons and military systems. New generations of technologies for social control, such as mass surveillance and remote-control weaponry, create new forms of endless wars.

Civic, political, social, environmental, and economic rights are increasingly curtailed, traded for false notions of security. Global norms and institutions, like the United Nations, are sidelined.

None of this is inevitable. The paradigms shaping our political, economic, and social order can be shifted. As a Quaker organization, we believe in the possibility of renewal, of rebalancing human relationships, and of transforming our approach to the planet. In communities worldwide, solidarity responses to COVID-19 have already demonstrated that the courageous and dignified human spirit can indeed prevail. We see a global wave of citizen activism, especially among young people, challenging assumptions and bringing new ideas and energy into political arenas, as communities defend their power to determine their own fate in a spirit of pluralism, autonomy, and resilience. And we have faith that AFSC, in partnership with communities, can make a meaningful contribution in the years to come.

A pathway to transformative change

OVERARCHING ORGANIZATIONAL GOAL:

Working in dynamic relationships with communities and partners, AFSC seeks, secures, and sustains transformative shifts in systems of power to reduce all forms of violence and advance human dignity and equality.

Peace and justice are deeply intertwined.

Individuals and communities experience physical, structural, and cultural violence—all barriers to achieving peace. We work to dismantle these barriers in our quest to end the use of force and create a pathway to human dignity and equality for all. In our work, we draw explicit connections between longstanding systems of oppression— including racism, white supremacy, and other forms of oppression such as patriarchy; ethnic and religious divides; colonialism; and rapacious capitalism.

Drawing on over 100 years of work and service, and in light of the trends that we see in the world, we will focus our efforts on three strategic programs over the next 10 years, namely: **just and sustainable peace**, **just economies**, and **just responses to forced displacement and migration**. By pursuing strategic objectives within these three programs, we will contribute to our overarching organizational goal of transformative shifts in systems of power.

As illustrated on the next page, longstanding systems of oppression drive contemporary trends in each issue area (peace, economic justice, migration). For example, racism and white supremacy drive police violence against communities of color, state violence against civilian protestors, and ideological violence such as private militias and other forms of vigilantism. We further note that state and ideological violence, as well as socioeconomic injustice, are themselves critical drivers of forced displacement. More specifically, the root causes of forced displacement include: civil wars, often enabled through foreign direct intervention; ethnic or religious persecution; gendered violence; violence toward youth; and violence in the form of the devastation caused by land grabbing and extractive industries. Climate change, rooted in an unjust model of production and consumption, threatens to render uninhabitable the environments of vulnerable communities across the globe, including in the United States, leading to massive population flows.

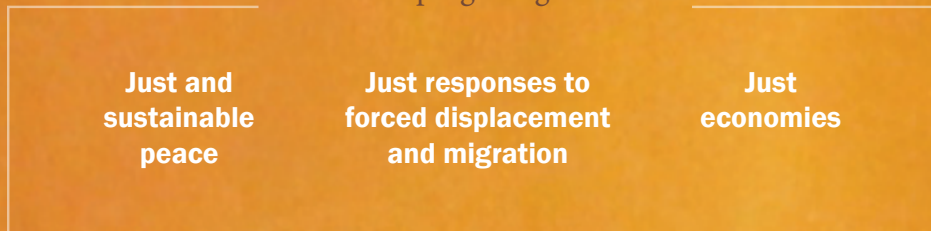
In order to build synergies across our actions in these interconnected areas, we strongly promote cross-learning among our three programs.

We pursue:

Transformative shifts in systems of power to reduce all forms of violence and advance human dignity and equality



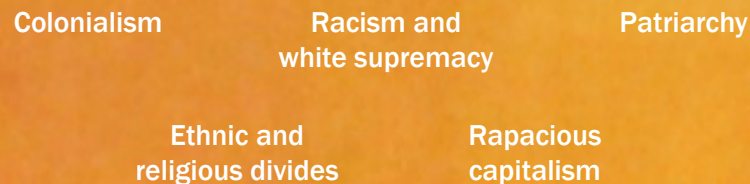
by focusing on three program goals:



We do this in response to our analysis of current trends in the world:



which are themselves consequences of longstanding, interrelated systems of oppression:



Analytical approaches to our programming

In developing our three strategic programs and making deliberate choices about where to work, with whom to work, and which structural inequalities to address, AFSC will utilize the following analytical approaches:

Conflict

We will systematically assess the drivers of conflict and the enabling conditions for peace, in order to find avenues for building trust, social cohesion, and inclusive institutions that mitigate conflict risks. We will also explore how to enhance community assets, which includes improving relationships between specific groups.

Quakers oppose and refuse to engage in war and violence. In pursuit of sustainable peace, we seek to eliminate roots of violence, such as poverty, exploitation, and intolerance.

Injustice

We will analyze structural inequalities using power mapping and similar anti-oppression tools as a means for assessing effective entry points to advance justice and equity. In program design, we will center the voices of those most affected by oppressive systems, supporting their self-determination and deciding together our shared priorities for change.

Quakers believe that peace also requires the presence of justice. We support the development of societies and structures that recognize the dignity and equality of all people.

Climate change

We will systematically conduct climate risk and impact assessments. Climate change is a driver of violence, socioeconomic disruption, and displacement. It thus intersects with both conflict and injustice dynamics. AFSC will strategically support the climate justice agenda, accompanying affected communities in building resilience and promoting sustainability.

Quakers have longstanding testimonies for peace and equality. In recent years, concern for climate change has become a compelling extension of Friends' commitment to stewardship of the planet.

Integrating our commitments into program analysis and design

Consistent with the section on strengthening our commitments, we will incorporate principles of anti-racism/anti-oppression, feminism and gender justice, and youth work into the analytical approaches above to strengthen our programs.

Program Goal 1: Just and sustainable peace

*“Another world is not only possible, she is on her way.
On a quiet day, I can hear her breathing.”*

Arundhati Roy

GOAL ASPIRATION:

A world in which militarism, state violence, state security, and organized political violence are replaced by systems that advance sustainable peace and thriving communities.

AFSC is committed to building societies that divest from harmful systems of violence and invest in alternatives that enable sustainable peace, open civic space, promote transformation and healing, and prioritize human dignity and rights. We will work to improve conditions and mitigate harm for those currently affected by these systems. At the same time, we seek to change the mindsets, incentives, and practices that undergird unjust priorities, promoting alternatives based on Quaker values that focus on community well-being and equality for all. This includes raising awareness and changing public opinion as a precursor to policy change.

Objective 1

Influence governments, multilateral organizations, and companies to divest from militarism and advance peacebuilding.

From the “war on drugs” to the “war on terror” and, most recently, the “war on the coronavirus,” militarized approaches to social and political ills intensify physical and structural violence. As a result, communities across the globe have become embroiled in violence, often hidden from public view. The number of countries in violent conflict is the highest in 30 years. Climate change is increasingly a driver of state and inter-communal violence. The privatization of security and rise of new technologies have birthed a powerful new military-security-industrial complex that exerts undue influence on state priorities globally. Meanwhile, a weakened multilateral system struggles to safeguard international norms and standards.

Outcomes we seek:

- Raise public awareness of the devastating human costs of war and violent conflict and promote nonviolent political and diplomatic solutions to conflict by governments and multilateral organizations by demonstrating the effectiveness of peacebuilding.
- Replace dominant narratives that use xenophobic, racist, sexist, patriarchal, neo-colonial arguments to justify militarism, surveillance, and violent conflict with narratives that promote peace and shared well-being.
- Limit the political influence of the military-security-industrial complex, defund war making, and reduce the arms trade.
- Eliminate government policies and corporate practices that contribute to harms caused by the “global war on terror,” hidden wars, and military occupations.
- Build and strengthen an intersectional movement for sustainable peace and social justice that embraces racial, gender, and climate justice.

Objective 2

Dismantle systems of incarceration, surveillance, policing, and other forms of state control and replace them with human-centered alternatives.

Instead of applying proven nonviolent approaches that promote human welfare and shared well-being, many governments invest in weaponry and armed forces, mass surveillance and control, and militarized policing. In the United States, a deeply flawed legal system also perpetuates racism and inequality. A vast prison industrial complex confines more than 2 million people, the highest incarceration rate per capita in the world. Communities of color and poor communities are policed as if under occupation. As schools are militarized, more youth are pulled into the destructive school-to-prison pipeline.

Outcomes we seek:

- Impel governments and companies to divest from the prison industrial complex and defund incarceration, surveillance, and police militarization.
- Accomplish restorative justice and the reduction of harm caused by the prison industrial complex, including an end to cash bail and other criminal justice policies that dehumanize incarcerated people and disproportionately affect low-income defendants.
- Counter the effects of damaging narratives by raising up the voices of youth of color, Muslims, and other communities that have been targeted as security threats.
- Strengthen intersectional movements, informed and led by those most affected by incarceration, surveillance, policing, and state control.

Objective 3

Advance civil liberties, rights, and cooperation through the protection and expansion of civic space.

Human and civil rights are under assault, as are the fundamental values of equality, pluralism, and democracy that underpin them. Hyper-partisanship and political attacks on the media, and on the notion of truth itself, undermine the foundations of reasoned policy debate and political compromise. Civic space continues to shrink. Activists on the frontlines of defense against authoritarianism are subject to harassment and even assassination, while peacebuilding and humanitarian service are stifled through government restrictions in the name of counterterrorism. Communities—long decimated by the destruction of cultural and natural resources held in common—are mobilizing to claim their rights, triggering widespread persecution of environmental activists.

Outcomes we seek:

- Raise public awareness of civic restrictions and their effects on communities.
- Promote and strengthen laws and practices that protect civil rights, civic space, and humanitarian principles and access; counter harmful punitive approaches, such as sanctions, that harm civilian populations.
- Increase the number, effectiveness, and global support of national civil society groups working to oppose military engagement. Advance conflict prevention and the rights of populations experiencing oppression and increase their participation in peace processes, including those led by governments and multilateral organizations.
- Challenge the erosion of rights under the “global war on terror” and other militarized responses to emergency and crisis situations.
- Strengthen intersectional movements to protect civil liberties and rights and advocate for civic freedom, including movements that are youth-led or in which youth perspectives are deeply integrated at the core of decision making and leadership.

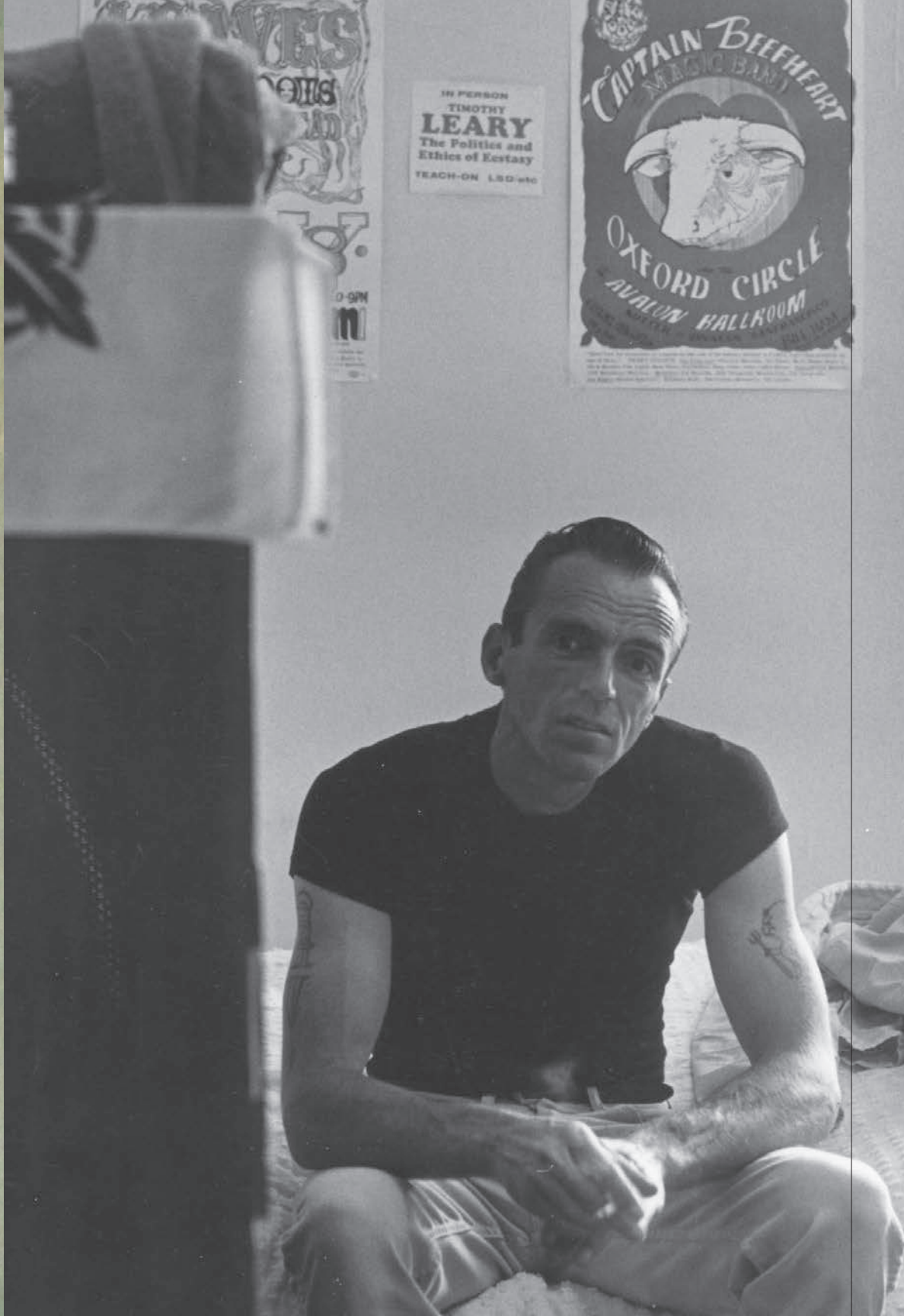
Objective 4

Foster resilient and cohesive communities and build systems rooted in transformation and healing.

Endless war and organized political violence cause massive harm against oppressed and criminalized communities everywhere, resulting in their fragmentation and disenfranchisement. Children and youth are either directly targeted or suffer the consequences of family and community devastation, while women face an unequal burden of violence, including in their own homes.

Outcomes we seek:

- Promote government investment in human needs and community well-being, including in reconciliation, trauma healing, and social cohesion in conflict-affected and historically oppressed communities.
- Accompany communities that are deeply affected by militarized approaches in designing and leading processes of restorative and transformative justice.
- Support communities in efforts to mitigate state-inflicted harms and foster peaceful cohabitation, mutual trust, and amplification of values rooted in Quakerism and ancestral knowledge.
- Equip communities to engage with political parties, media, religious and other leaders to respond to bigotry, discrimination, and scapegoating, and stop the incitement of violence.
- Strengthen networks, coalitions, and movements for community resilience, pluralism, and social cohesion that centers those most affected by violence, including youth, women, indigenous people, communities of color, and other populations experiencing oppression.
- Promote nonviolent alternatives to organized, political violence through mediation, quiet diplomacy, reconciliation, and public awareness raising.



1960s: AFSC operated halfway houses and pre-trial programs for people who couldn't afford bail, seeing firsthand how the criminal justice system inflicted disproportionate harm on the poor and people of color.



2011: As people in Burundi struggled to heal after a civil war that ended in 2005, AFSC supported local leaders and communities in creating a truth and reconciliation commission.



Program Goal 2: Just economies

“Labor rights are not a left or right issue. Women’s rights are not left or right; education is not left or right; helping people when they are unemployed is not left or right. These issues are the moral center of who we claim to be as a people.”

Rev. Dr. William J. Barber II

GOAL ASPIRATION:

An economy that works for people and Earth—based on solidarity across class, gender, race, and ethnicity—and that promotes human thriving.

AFSC will challenge and seek to change systems of economic power that deny human dignity and a sustainable planet. In advocacy and action, AFSC will support efforts to build an economy based on solidarity—and grounded in the values of cooperation, equity, and sustainability—at both the community and public policy level. We will promote universal goals of shared well-being, while recognizing that strategies must be tailored to address the barriers faced by different social groups or by groups living in different geographic contexts.

Objective 1

Moving to shared and sustainable prosperity.

The global capitalist economy, as it is currently managed, has produced shocking differentials in income and opportunity across the United States and around the world. We have seen the deregulation of business, trade, and finance; the shifting of political priorities toward measures that favor the very affluent; and the erosion of countervailing institutions, such as labor unions, independent and local businesses, family farms, and civil society. As a result, a handful of individuals own more wealth than billions of people living in poverty. The corruption of public life and the loss of social cohesion is manifest. Economic inequalities stoke social tensions, insecurity, and resentment, creating a crisis of legitimacy for democracy itself. The relentless focus on gaining short-term profit from land and labor is taking a heavy toll on the planet, as well as on our spiritual, mental, and physical well-being.

Outcomes we seek:

- Enhance the awareness of the public and decision-makers about the consequences of economic inequalities for justice and peace and the role that structural racism, xenophobia, and patriarchy play in perpetuating inequality. Shift public discourse to narratives that do not idolize markets or play on the resentment that extreme inequality creates.
- Promote companies' adherence to social, environmental, labor, and other human rights safeguards. Expose corporate malfeasance and divest from companies and industries that perpetuate harm to people and the planet.
- Strengthen movements for economic justice, amplifying the power of grassroots actors to counter the influence of organized wealth and set public policy priorities. This includes strengthening organizing for labor rights, consumer rights, and movements for racial, economic, climate, and environmental justice. Work toward the achievement of goals such as a living wage and benefits for all, as well as a just transition from a fossil-fuel based economy.

Objective 2

Create conditions to overcome structural socioeconomic inequalities linked to race, ethnicity, gender, gender identity, age, class, and geography.

Ordinary people have lost their voice and bargaining power in political processes, but the effects are felt differently in different communities and social groups. Many families and communities across the globe are left without dignified livelihoods or access to essential public services. In the United States, racial disparities in wealth, education, and health persist, while many people belonging to multiple disadvantaged groups face a double or triple burden of discrimination. In a self-reinforcing cycle that keeps widening divides, those deprived of means are least able to weather severe economic shocks, such as those resulting from the coronavirus pandemic or from natural disasters associated with climate change—even though they often provide the essential paid and unpaid labor that makes social life possible.

Outcomes we seek:

- Support the leadership of people from groups that are oppressed—including those from struggling rural or highly unequal urban communities, and informal settlements—to develop and advocate for policy solutions that will improve their resilience, challenge socioeconomic inequalities, close discrimination gaps, create dignified work opportunities, and provide quality services where they live.
- Promote policies and practices to close the racial wealth, education, and health gaps.
- Increase recognition of the value of care work as a profession and in the home (childcare, sick care, elder care, etc.) and enact feminist policies to secure adequate compensation and other rights for care providers.
- Lower the economic barriers that youth face, including through youth-led efforts to identify and counteract these barriers.
- Create opportunities to challenge double discrimination burdens, such as the racial health gap for Black women, the education gap for youth of color, or the employment gap faced by transgender individuals with a disability.

Objective 3

Promote local economic efforts and organizations that model transformational alternatives based on solidarity and sustainability for all.

Communities affected by injustice and progressive movements are uniting to break the legacies of colonialism and unsustainable extraction of natural resources and to redress the injustices they produce. Political openings for major reform exist, as activists question old dogmas and seek new pathways to provide for dignified work and social protections. At the grassroots level, efforts to organize production more democratically, based on social solidarity and ecological sustainability, are burgeoning, creating alternative economic models that hold promise for building out and scaling up.

Outcomes we seek:

- Reclaim and rebuild indigenous knowledge systems for environmental sustainability and economic well-being.
- Promote communities' rights and access to essential resources in the face of climate stresses, including on land and water, and to fair and democratic market mechanisms, such as credit and trade practices that support dignified livelihoods for all.
- Build up worker and consumer cooperatives, mutual aid practices, and food sovereignty in communities.
- Support the leadership of youth, women, and communities that are oppressed in envisioning and realizing humane economic alternatives.
- Build the understanding of the public and decision-makers of the workings of economic systems based on solidarity, cooperation, shared well-being, and public participation.



1922: AFSC established a feeding program that would help thousands of Appalachian coal miners and their families as the need grew in the years ahead. AFSC also encouraged miners to take up furniture making and other trades, helping to create the Mountaineer Craftsmen's Cooperative Association.



1997: In the midst of a famine in North Korea, AFSC began working with farmers in the country to help them learn sustainable agricultural practices and increase food production.





2009: The “Let Justice Roll Living Wage Campaign,” a coalition effort co-founded by AFSC, played a significant role in raising the federal minimum wage to \$7.25 an hour.

2018: AFSC joined the revived “Poor People’s Campaign: A National Call for Moral Revival,” mobilizing for a new march on Washington, D.C. to bring attention to poverty and other inequities in the U.S.

Program Goal 3:

Just responses to forced displacement and migration

“... many of us are migrating to countries that previously colonized and imperialized us. We have a human right to move, and governments should serve that right, not limit it.”

Jose Antonio Vargas

GOAL ASPIRATION:

A world in which migrants, refugees, and internally displaced people have the power to determine where they live and the opportunity to thrive in society.

The world is facing the largest displacement crisis since World War II. In response, AFSC will step up our organizing and advocacy for humane migration systems and support migrant justice and intersectional movement building. We will continue to invest in community-led efforts to support migrants and refugees, whether they are in transit or settled either temporarily or permanently in new communities. Where there is urgent unmet need, we will strategically provide humanitarian support, relying on local actors who promote peacebuilding and social cohesion. We will respect the rights and dignity of people on the move, and therefore will prioritize community mobilization and policy development that is led by people who are internally displaced, refugees, and migrants.

Objective 1

Create and uphold humane systems to improve the situation of people who have been forcibly displaced and migrants.

Governments are increasingly relying on national security approaches to protect an unjust order. In violation of international legal obligations, people who have been forcibly displaced are often treated as threats to be managed or eliminated and subjected to harsh interrogation procedures, family separation, extensive surveillance, and even physical assault. Governments are severely restricting migration, putting in place inadequate refugee determination procedures, and implementing forcible returns of asylum seekers and migrants to countries where their lives may be threatened. Vast detention and deportation machines have become a critical means of coercive control, often to the benefit of private companies who run them for profit. Climate-related disasters are outpacing violent conflict as a cause of displacement, requiring a revamp of international protections for people affected.

Outcomes we seek:

- Increase government compliance with existing international migration treaties and human rights conventions, including laws on asylum, refugees, resettlement, and repatriation. Provide legal representation in select immigration cases.
- Spotlight abuses and violations of international migration and refugee treaties, especially in refugee camps and migrant detention centers.
- Encourage ordinary citizens to demand change in migration policies and practices by raising their awareness of the root causes of forced displacement.
- Influence governments and international bodies to end detention and deportation of migrants and create paths to permanent legal status, including for those displaced by slow-onset or sudden climate disasters.
- Transform harmful migration enforcement and stop corporate profiteering from inhumane migration systems.

Objective 2

Demilitarize borders and provide humanitarian assistance to people on the move.

The world is seeing the extension, hardening, and militarization of borders; the outsourcing of border control to third countries; and the criminalization of migrants and those providing humanitarian assistance to them. Border security has become big business, endangering lives by pushing people toward more treacherous migration routes and trapping ever larger numbers of detainees in inhumane and unsafe conditions. Meanwhile, the response capabilities of the humanitarian system are severely stretched. Border communities have become fortifications, riddled with walls, fences, and advanced surveillance equipment that is fraying the longstanding social and economic ties that define many border areas.

Outcomes we seek:

- Promote humane, predictable, safe and regularized procedures for border passage.
- End the use of mass surveillance at borders and prevent the spread of surveillance tools and tactics from border areas to interior areas; halt efforts to redefine the maritime limits of sea borders or third-country processing of asylum claims.
- Accompany migrants in protecting themselves from abuse, focusing on geographic points of risk along migration routes and/or among specific populations that experience heightened vulnerability.
- Strengthen cross-border networks of local civil society organizations as a means for rebuilding healthy and resilient border communities.
- Provide humanitarian assistance through local actors to fill critical gaps in life-saving aid and safeguard social cohesion in times of distress.
- Stop the criminalization of support to forcibly displaced people and migrants by humanitarian actors and ordinary people.

Objective 3

The socioeconomic, cultural, civil, political, and environmental rights of forcibly displaced people and migrants are respected by individuals, communities, and societies.

Governments are enacting increasingly racist migration policies and practices. Ordinary people have the power to stand up to racism and demonstrate their respect for the human rights and dignity of all individuals, regardless of their origin or national affiliation. Increasingly, people of conscience are also called to recognize and stand up for historically oppressed groups who are being singled out and denied their rights in a context of resurgent xenophobic populism.

Outcomes we seek:

- Advance narratives that uplift the dignity of migrants and displaced people and challenge narratives built on fear of the other.
- Develop youth leadership skills to shift culture and belief systems, rooted in xenophobia and racism, that enable discrimination and marginalization of people who are forcibly displaced and migrants.
- Reverse migration policies and practices that are racist and discriminatory, so that all people are treated fairly and equitably.
- Foster welcoming communities grounded in inclusive and supportive relationships, so that community members are not only open, informed, and receptive to internally displaced people, refugees, migrants, or returnees, but willing to intervene—as bystanders—when they witness rights violations.
- Link Quakers, faith-based communities, and other allied groups to support and organize in solidarity with forcibly displaced people and migrants to protect their rights.

Objective 4

Forcibly displaced people have agency and lead initiatives to build resilient communities.

In the face of assaults on their lives and rights, forcibly displaced people—be they internally displaced, refugees, or immigrants—are displaying great moral courage. Resisting the victim narrative, they are leading efforts to transform conditions while in transit and in communities where they are temporary or permanently settled. Yet they face barriers to connecting local, grassroots migrant justice campaigns to wider migrant rights networks and intersectional movements that are instrumental to shaping fair and effective policy solutions.

Outcomes we seek:

- Strengthen the leadership and organizing capabilities of forcibly displaced people and migrants to bring attention to the conditions they face and transform those conditions locally and beyond.
- Bridge divisions and promote inclusive resettlement policies that foster integration and resiliency in communities with large numbers of internally displaced people, refugees, or migrants.
- Elevate youth, women, and people who face overlapping forms of discrimination (e.g., indigenous people, LGBTQI people, disabled people, etc.) to positions of greater power and influence within communities, migrant or refugee justice campaigns, and organizations.
- Extend the reach, power, and organizing skills of grassroots migrant justice groups by linking them to supportive allies, including the broader Quaker community, nongovernmental organizations (NGOs), and social movements.
- Support purposeful incubation of grassroots, migrant-led groups; improve connections among groups and within formal networks; and develop intentional learning platforms to amplify the power of community-led efforts within policy circles.

1940s: AFSC publicly opposed the U.S. internment of Japanese-Americans while visiting and providing material aid to people interned beginning in 1941. The organization established two programs to get people out of camps, eventually securing the release of over 4,000 individuals.





1948: In response to a United Nations request, AFSC began administering relief for refugees in Gaza, setting up clinics in refugee camps, supporting local hospitals, and starting a midwifery program to train dozens of women.

2019: AFSC mobilized to help elders living in poverty behind the Israeli blockade on Gaza meet basic needs. Some remembered being supported by AFSC when first displaced from their homes in 1948.

2018: When caravans of migrants began traveling north from Central America to escape violence and poverty and seek asylum, AFSC provided food, water, and other necessities; operated human rights brigades; and offered legal services and counseling. AFSC also organized “Love Knows No Borders: A Moral Call for Migrant Justice,” a week of action that brought more than 200 faith leaders to the U.S.-Mexico border as people nationwide called on the U.S. to adopt more humane immigration policies.

1987: AFSC’s Immigration Law Enforcement Monitoring Program became one of the first efforts to address human rights abuses by the U.S. border patrol.



**AMOR NO
E FRONTERAS**
de justicia para migrantes



American Friends
Service Committee

MAKERS

**LOVE KNOWS
NO BORDERS**
A moral call for migrant justice



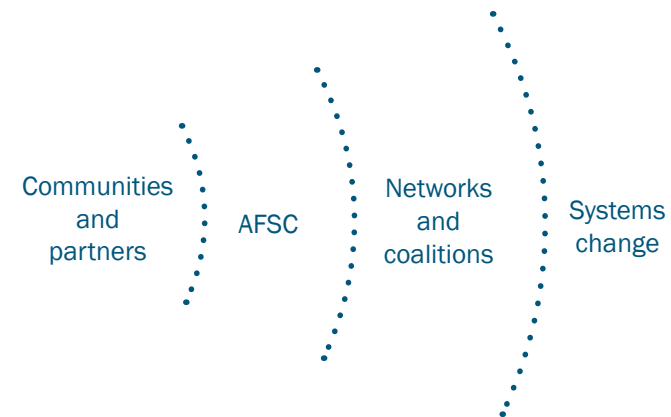
American Friends
Service Committee

How we achieve impact in the world

Systems thinking

An end to violent conflict and the elimination of structural injustice will require systems change to shift the conditions that hold the problem in place. Individual experiences of violence and injustice, and wider patterns of abuse, are not anomalies; they are evidence of pervasive systems of oppression that uphold power and privilege.

Going forward, we will employ tools for understanding complex systems and for identifying specific opportunities—or leverage points—for change. Such change can be achieved through changes in policies, practices, and resource flows. It can also be catalyzed at less tangible levels, when we seek to shift power dynamics by altering attitudes, beliefs, and mindsets that govern how people relate to each other.



Profound change in entrenched systems can only be achieved when many diverse allies join together, working in synergy toward shared goals. AFSC's analysis, and our program interventions, are rooted in our relationships with different communities, partners, networks, and coalitions. As we explore and build our capacity for systems thinking it will be essential for us to invest even more deliberately in building networks and connecting and seeding social movements.

Intersectional movement and network building for systems change

AFSC understands peace and justice work as profoundly intertwined. Social change movements require multifaceted support to be successful. Connections must be forged from the local to the global level, and across issue-specific movements. Incubating, nurturing, and strengthening networks and movements is explicitly embedded in each of our program areas. We will become more intentional about creating solidarity among communities and activists and supporting a laboratory for learning. Our movement building efforts will begin in the United States, where we will mobilize our faith partners to support movement building through intersectional analysis, advocacy, and action. We will build new relationships between activists working on different issues, facilitate commitments to joint purposes, and search for ways to scale up intersectional movements over space and time.

Four core methods

In the decade ahead, we will further develop three existing methodological strengths, and revitalize one method (research and analysis) that we used more frequently in the past. Each of these four change methods can be applied either individually or together, and sequenced as appropriate to fit particular programming strategies or implementation contexts.



1. Bridging and convening

We build relationships and connect key people who would not normally meet, including government officials, civil society groups, social movements, and community leaders. We thereby bridge the efforts of a diverse group of actors with different perspectives. We promote solidarity and an open exchange of ideas via convenings that create trust and reduce conflict. Such exchanges are often carried out quietly by creating protected spaces that encourage mutual understanding and confidence, including the use of quiet diplomacy.

Quakers regard no person as an enemy and seek the innate goodness in each person, often reaching across deep divides to bring contending groups into dialogue.

2. Community organizing and civil society strengthening:

In the United States, we have deep experience in grassroots community organizing, which can be described as democracy in action. This involves bringing people and organizations together based on shared interests and values to identify problems, opportunities, solutions, and strategies to achieve desired goals. Collective action builds power to effect change and confidence in the ability of ordinary people to make a difference.

Globally, we partner with civil society groups in all of our international work. A strong and active civil society is essential for building peace, maintaining transparent, just, and accountable governance, and advocating for human rights and community needs. We strengthen the participation of civil society in decision making and peace processes and accompany local partners when our physical presence and intentional solidarity are requested and helpful. We do this by building the organizational capacity of our partners, amplifying their voices in policy arenas, and connecting them to broader networks.

Quaker practices of discernment and seasoning are vital disciplines when working with communities and partner organizations. They prompt us to listen for wisdom from many sources and to ground our actions in the expressed needs and perspectives of those we seek to serve.

3. Advocacy

We work at multiple levels to influence the decisions, behavior, and/or allocation of resources of governments and corporations through public education, economic activism, campaigns, coalition building, and the mobilization of impacted people and allies. In the United States, we are strong at state-level policy advocacy, and leverage our presence in Washington, D.C. at the federal level. Internationally, we influence governmental actors and regional and global institutions on crucial issues, sometimes working in partnership with our sister organization, the Quaker United Nations Office in New York and Geneva. We often speak out on issues that may be too sensitive for other organizations to tackle and at times, take bold stances in full awareness that our positions may be unpopular today—and that it may take years or even a generation to change the dominant view.

Quakers strive to live with integrity, trying to match actions with deeply held principles. Our advocacy work is shaped by aligning policy positions with cherished values and our fundamental commitment to nonviolence.

4. Research and analysis

Our research efforts begin with listening to the wisdom, knowledge, and experiences entrusted to us by those most directly affected by issues of injustice and conflict. We draw on their insights to craft research efforts that utilize our in-house skills to support others in advancing their rights and social change objectives.

We consider our research efforts to be a collective resource and share our tools and insights generously with the communities with whom we partner, the broader community of Quakers engaged in our work, and peace and social justice practitioners.

Quakers remain open to new learning as a guide to action, recognizing that our understandings are incomplete and that we do not have a special source of wisdom.

Direct service provision

Given our focus on structural change, AFSC engages in direct service with caution. In practice, we provide direct service to meet an acute unmet need, including when such aid is controversial or criminalized. We might consider humanitarian assistance as a platform for promoting positive relations among parties in conflict, or legal services and trauma healing as entry points for building new relationships with communities in a long-term effort to build peace and social justice. In each case, we link the intervention to wider systems change. Through limited provision of these types of direct services, AFSC gains an understanding of the underlying issues facing communities, which informs our policy advocacy work. At the same time, participants often become engaged in larger movements toward peace and justice, ensuring that those most affected are leading those efforts.



ORGANIZATIONAL DEVELOPMENT GOALS

To achieve our mission, we will become a more cohesive and aligned organization.

Building on a solid foundation, the following five organizational goals will increase our internal capabilities to match our program ambitions and put us on an even stronger footing for the future: sustained financial resources; active Quaker engagement; reflective monitoring, evaluation, and learning practices; stronger partnerships; and more equitable internal management and governance.

Organizational Goal 1: Promote financial stability

GOAL ASPIRATION:

Philanthropic resources expand to match our organizational vision and program ambitions, with enhanced financial and fundraising systems.

AFSC has a remarkable cohort of steadfast supporters and a history of raising funds for causes that were often ahead of their time. Our commitment to taking courageous action is a signature approach of our work, one that we firmly believe many prospective supporters will embrace.

We will build on these successes and diversify our funding portfolio, pursuing new major and planned gifts, online donations, and institutional and foundation grants. We will also emphasize financial transparency and best practices—upgrading existing financial systems, policies, and procedures where appropriate, and more closely aligning financial planning with program planning. We will strengthen our capacity to manage financial risk and align investment and procurement practices with AFSC values and priorities, including social and environmental due diligence.

Strategic objectives

1. Increase overall revenue and diversify the funding portfolio.
2. Bolster financial management and align support services to program-based planning and budgeting.
3. Strengthen organizational risk management, including in the exercise of duty of care and governance oversight.
4. Build a culture of operational excellence by strengthening financial, fundraising, and grant management systems, policies, and procedures.

Organizational Goal 2:

Advance engagement with Quakers

GOAL ASPIRATION:

Quaker meetings, institutions, and individuals worldwide connect and more deeply engage with AFSC to leverage our collective prophetic voice to build a just, moral, and peaceful world.

As a Quaker organization, AFSC has always drawn strength, spiritual insight, and collective wisdom from its deep roots within the broader Society of Friends. In these extraordinary times, we must harness our collective power to amplify our message and impact. Our commitment to radical hope and action will be best realized by further strengthening relationships with Friends, the broader faith community, and the communities of people who share in Quaker values.

We will build enduring partnerships upon a foundation of mutuality and reciprocity through deep engagement with Quaker meetings, institutions, and individuals worldwide. This will enrich our programs and extend our reach. We will promote networking, exchange resources, and create opportunities for Quakers in the U.S. and around the world, especially young people, to learn and enact their commitments toward peace and justice with AFSC. Finally, we will do our utmost to demonstrate the vibrancy of Quaker values and practices internally in support of a diverse and inclusive organization.

Strategic objectives

1. Harness the collective wisdom of AFSC, Corporation members, individual Friends, meetings of Friends, and faith partners to project a stronger Quaker voice and take action on peace and social justice issues.
2. Support and strengthen relationships with Quaker organizations globally for broader action, influence, and impact.
3. Make our work, grounded in Quaker approaches, relevant and accessible to young changemakers in Quaker meetings, schools, colleges, and AFSC programs across the world.
4. Equip everyone in AFSC to demonstrate the vibrancy of Quaker faith, testimonies, and practices within a diverse and inclusive organization.

Organizational Goal 3: Amplify program impact and learning

GOAL ASPIRATION:

By fostering a culture of reflective practice that bolsters learning and embraces adaptive implementation, we are better able to demonstrate our contribution to social impact and effectiveness.

Enhancing our capacity for shared program design, analysis, and goal setting will increase our impact. The focus of our monitoring and evaluation system will shift to the three strategic programs. For these, we will define outcomes together—along with communities, our partners, and relevant governance bodies—reflecting co-design principles and participatory practices.

We will become more agile by utilizing adaptive planning, monitoring, evaluation, and learning (PMEL) tools, and more effective by consistently applying conflict, justice, and climate risk assessments in our work. We will become a stronger learning organization—one that regularly shares its progress and acknowledges successes and missteps alike. Specifically, we will advance PMEL practice in the areas of intersectional movement building, evaluation of systems change, and incorporation of anti-oppression lenses. In so doing, we will contribute to lively and important debates among social change organizations and Quakers about the most effective approaches to this cutting-edge work.

Strategic objectives

1. Develop long-term program strategies, including robust theories of change and a systems analysis for each of the three strategic programs.
2. Embed a culture of reflective practice and learning throughout our work—through communities of practice, regular program gatherings, and opportunities for cross-learning—including participatory evaluation.
3. Create a new system for planning, monitoring, evaluation, and learning (PMEL) and build our internal capabilities.
4. Advance monitoring and evaluation practice to address relevant identified gaps within the peacebuilding and social justice fields.

Organizational Goal 4:

Strengthen relationships with communities and partners

GOAL ASPIRATION:

Systemic practices, rooted in mutual accountability, foster relationships of trust and respect between AFSC and the communities, partners, and networks with whom we work.

For AFSC, a positive culture of accountability means matching our actions with our intentions and building authentic and transparent relationships. We will therefore intensify our efforts to make sound decisions in collaboration with communities, ensuring that our actions address their needs—as they understand them—and affirm and build from existing strengths and assets. At the same time, we will share more information about AFSC’s aims and Quaker values.

Together, we will explore how AFSC could reorient its role in communities over time, including by examining community involvement in internal decision-making and models of purposeful program incubation and devolvement. Similarly, we see value in bringing greater consistency and intentionality to our relationships with a wide range of partners, networks, alliances, coalitions, and movements, allowing for growth and evolution in our relationships over time to retain flexibility in our partnering models while becoming a more agile and nimble organization.

Strategic objectives

1. Foster and deepen mutually respectful and trusting relationships between AFSC and all communities directly affected by our work, so that the actions we take together are effective, our commitments are clear, and AFSC’s Quaker identity and values are known.
2. Enhance the accountability of AFSC to the communities that we serve and regularize our mutual accountability with the organizations and networks with which we partner.
3. Strengthen participatory decision-making processes and organizational structures within AFSC to systematically engage partners and members of the communities with whom we work in programmatic decisions and in organizational life.
4. Refine and strengthen the different partnering and collaboration models practiced by AFSC, use each one appropriately and transparently, and explore more deliberate roles in support of networks and intersectional movements.

Organizational Goal 5:

Build internal
practices for
inclusion, cohesion,
accountability, and
justice

GOAL ASPIRATION:

AFSC becomes a community that fully respects all of its diverse members—one with greater mutual understanding, accountability, and renewed trust—by finding unity regarding the power, equity, and transparency of its governance and decision-making structures and processes.

AFSC has made considerable progress in applying affirmative action policies, anti-racism/anti-oppression tools, and inclusion practices. To address remaining aspects of implicit bias and discrimination, we will review both our organizational structures and our organizational culture. We will examine how AFSC exhibits aspects of structural racism, white supremacy, settler colonialist culture, patriarchy, heteronormality, ageism, classism, and other oppressions, and take concrete steps to change those dynamics. We will also discern how issues of power, equity, transparency, and bias in our structures and cultures affect the full range of contexts in which we work.

Our efforts to make AFSC more welcoming will build on core Quaker testimonies and values, our commitment to transparency, mutual accountability, and participation among all members of the AFSC community, affirming authentic relationships, justice, and pluralism. This goal and its objectives are undertaken within the context of the section on strengthening our commitments.

Strategic objectives

1. Develop and implement policies, procedures, and structures that ensure mutual accountability among governance volunteers, line staff, and senior leadership.
2. Build trust, promote healing, mitigate harm, and improve relationships, including through information-sharing, spaces for affinity groups, dialogue, and dispute resolution processes accessible to staff and volunteers in a full range of cultural contexts.
3. Establish power and decision-making structures that are widely understood, fair, transparent, and consistent, and that give voice to all internal stakeholders.
4. Create organizational systems that move us continuously towards more equity and justice on multiple dimensions of diversity, consistent with AFSC's community, equality, equity, and justice policies.









Design

Andrew Breitenberg

Photography

Credits are listed in order of appearance within named section; note that some photographs may continue across more than one page.

Front Cover (L to R)

Pedro Rios/AFSC
AFSC Middle East
Tanto Resky
Martin Njuki

Front matter

Martin Njuki (cont.)
Iowa CCI
Bryan Vana/AFSC
Carl Roose/AFSC
Pedro Rios/AFSC
Jon Krieg/AFSC
Carl Roose/AFSC
Lorena Alvarez
Carl Roose/AFSC

Part 1

AFSC Archives
AFSC Archives
AFSC Archives
Sharon Gunther

Goal 1

AFSC Archives
AFSC Staff
AFSC Archives

Goal 2

Shaun Choto
AFSC Archives
Randy Ireson
Carl Roose/AFSC

Goal 3

AFSC Archives
AFSC
Steve Pavey

End matter

Arnie Alpert/AFSC
Pedro Rios/AFSC
Tony Heriza/AFSC
AFSC El Salvador
Naaz Modan/CAIR
David George/RAPP

Back Cover (L to R)

Randy Ireson
Larry Gindhart
Jon Krieg/AFSC
Pedro Rios/AFSC
Cfreedom Photography



ABOUT AFSC

The American Friends Service Committee (AFSC) is a Quaker organization that promotes lasting peace with justice, as a practical expression of faith in action. Drawing on continuing spiritual insights and working with people of many backgrounds, we nurture the seeds of change and respect for human life that transform social relations and systems.



**American Friends
Service Committee**

afsc.org