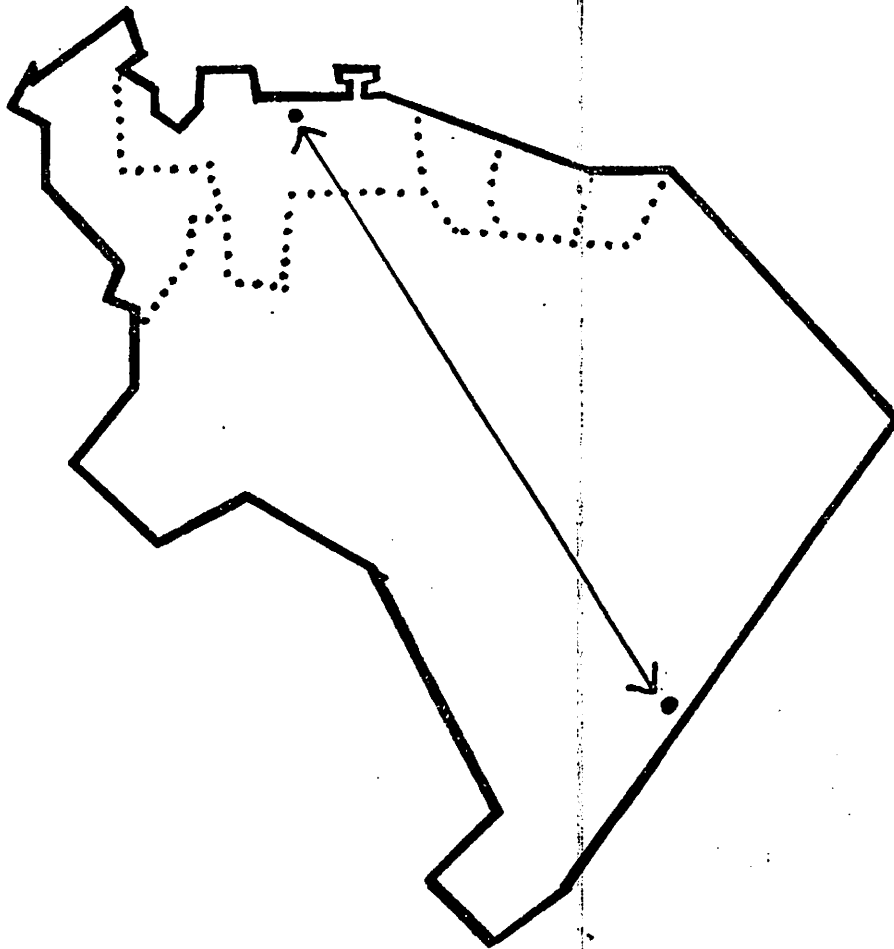


CARACAS-RIO

PRIMARY UNIT COUNCIL



26 August - 26 September 1985

3 October 1985

Dear Colleagues,

Greetings from the Caracas-Rio Primary Unit. This is your copy of the recent month-long Primary Unit Council report.

We began with a week long meeting in Rio from 26 August - 2 September, with one representative going down from Caracas. Then each House worked for 2 1/2 weeks on models. From 19 - 26 September the second part of the council was held in Caracas with 3 representatives from Rio (2 were on the way from Chicago.)

Enclosed you will find reports on 1984 - 1985, the PU Crunch, Points of Reference, 3 Year Strategic Phasing, One Year Configurations, One Year Finance Models (Budgets and Income Projections, Final Consensus Points, List of PU Members and a copy of an experimental weekly ritual.

Some information we would like to highlight for you:

**GEO-SOCIAL:** 160,000,000 people live in the 6 nations for which this PU is responsible (speaking 5 languages)

**PEOPLE:** There are currently 26 people in this Primary Unit of 7 nationalities; 14 of these people are Latin Americans.

**FACILITIES:** The Caracas Anchor House is to have one Order home in or near Caracas; the Rio Programme House is to have one Order home in Niteroi- just across the bay from Rio de Janeiro.

**FINANCES:** The Primary Unit projects expenses of US\$120,557 for 1985 - 1986 and projects income to cover this without counting on any grants over US\$7,000 each; there is an emphasis on consultancies; each house projects a self-supporting financial picture.

**PROGRAMMATIC STRATEGY:** This PU has chosen to focus its intensive strategy on human development at the state and municipal levels emphasizing the catalysis of all-sector-care-alliances and its extensive strategy through consultancies at the national and areal levels.

In addition to much planning during the council we would lift up other events: site visits to Rio Bonito and to Caño Negro; a dance party in Rio Bonito; an Advisers Meeting in Caracas; an Evening-at-the-Institute in Caracas; use of inkinded conference room at the Tamanaco Hotel in Caracas; a luncheon with colleagues in Rio de Janeiro; a presentation to the Inter-American Development Bank in Rio; much singing in Spanish, Portuguese and English; much good food.

Have a great 1985 - 1986. We look forward to hearing from you.

THE CARACAS-RIO PRIMARY UNIT

THE MAJOR POINTS OF CONSENSUS AT THE END OF THE PU COUNCIL:

1. This PU is going to take the people of Venezuela and Brasil with utter seriousness through strategic phasing of services.
2. The 7 PU Priorities for the next 3 years.
3. We are self-supporting.
4. To be unique yet replicable demonstrations of structural development at the state and municipal levels.
5. Consensus on monthly and yearly budgets and income projections.
6. To be self-sufficient in funds and personnel over the next 9 months.
7. To experiment in interchange of staff as a mode of strengthening the PU and the whole Order.
8. To strengthen the national volunteer programmes.
9. To do the Miranda State Urban and Rural Development Programme as a continental pilot and training lab for the PU
10. To take seriously the gifts of each area.
11. To be one PU.
12. To do movement formation through engaging members of our boards of directors and advisers in the mission.
13. To take seriously the development of national staff and financial self-sufficiency in the long term.
14. To get our 4 computers functioning.
15. To use framing as a lever for all our support systems.
16. To move towards national recognition of the ICA.
17. To redistribute the continental service networks as a 10 month experiment.
18. To do Rio Bonito in a different mode: more catalytic, more emphasis on networking and training.
19. To have a new house in Caracas and in Niteroi.
20. More national volunteers in the Caracas House.
21. A broader, stronger frame for Rio.

## REFLECTIONS ON THE PAST YEAR: 1984 - 85

The following report is the result of our corporate reflections on our life together in mission during the past year 84-85, as the Caracas Primary Unit Anchor House. Here we have identified the major events and phases of this journey, as well as some of the learnings and new patterns we have discerned that will enable us in the future.

Our story begins in September 84 when we began a 4 month process we called "Getting Set." This was a time when new team members arrived at various times from various places: the Works from Jamaica, Angela from England, The Addingtons, Jon and Dirk from the States; when we discovered that getting courtesy visas was no longer an option; when we created a new office and rented 2 new apartments in Las Minas; when Christofer began school at C.I.C. with a 75% scholarship; when the first Maraven consultancy trek to San Diego was held; when we met for our first Anchor house Council to study the 16 year documents from the Global Order Council and begin to formulate a new corresponding strategy. By December we were some what all together and ready to move as one team. Our pilgrimage symbolized this new resolve as well as our declarations to the Panchayat and the creation of special maneuver teams for the next 3 months; J., Feb., and March.

During this second phase we experienced "1st Victories." Maraven granted another year's consultancy with 3 communities in Zona Zuata. Seven transeunte visas were secured by our long-time colleague Luis Azocar. The 1st Advisor's meeting was held. The 1st 2-week volunteer trek from Washington State was conducted.

The last week in March was the key turning point of the year when we gathered together in Caño Negro to design our 4-year strategy. We named the intensive mode "Miranda State Demonstration;" the extensive mode "Zona Zuata and Area Impact;" the flanking mode "ICA: Venezuela;" the symbolic mode "Order:Ecumenical;" and the probe mode "Four Global Communities."

This new strategy image launched us into intensive activity the next 3 months as we began operating as 3 mobile teams (Caño Negro, Zona Zuata, and Miranda State) in 3 experimental modes (Deepening, Expansion and Collaboration). In Caño Negro the new women's group received a \$5000 grant/loan from Partner's for the Americas with which they built a beautiful new training and workshop center, and began training in management of funds and the process of 4-sector collaborative development. In Zona Zuata, the 2nd 6-week trek to the community of Zuata was executed and the training-forum-implementation process was refined. In Miranda State, the \$400,000 3-year project proposal was designed and presented to the Rotary:International 3-H committee and local rotary clubs. The 2nd advisors meeting was held, 15 potential facilities were checked out, and the initial draft of a Bs. 16.000.000 master proposal was designed and printed out on the new IBM computer.

In June we sent out Rob and Tony and John Lawton as Caracas representatives to the Continental Council in Peru. This event marked a transition to the final phase of the year's journey: "The birth of the Continental Team and the Primary Unit. In addition to the Latin America Council which



Some learnings of the past year:

1. Collaboration with other organizations is key to a stronger economic base and more effective programming. (Zona Zuata & Women's Center)
2. Villagers are our colleagues.
3. "Thinking big" is key to building the movement, and developing programs and funds.
4. Our experience with the visas have taught us: 'When in Rome do as the Romans do,' and 'Rome wasn't built in a day.'
5. Allow ideas to come from villagers.
6. The journey as experienced in the pilgrimage creates teamhood that can effectively take on the new challenges.
7. Think 100 solutions for every problem.
8. Strategy is evolutionary.
9. You must adapt yourself to new situations.

Some new emerging patterns in our mission:

1. The necessity of a house for the Order.
2. The necessity to increase the number of national volunteers with a training system that is integral to the overall program strategy.
3. Self-support through paid consultancies.
4. The formation of a funding advisory committee as a vehicle for major fund-raising.
5. Using the Zona Zuata models for Area Impact Programs and the Miranda State Project.
6. Forming a P.R. committee in order to tap professional resources.
7. An integral strategy catalyzes P.R.
8. Image shift from volunteers to consultants demands sophisticated PR.
9. The need for depth evaluation of our current programs.
10. Formation of study groups
11. Research is integral, not separate, to the Edo. Miranda strategy.
12. The service center functions distributed amongst the primary units of L.A.

13. Research and Interchange is taking on more form and substance.
- 14.. New time design which allows for individual study (language training and computers).

Major themes of the year:

1. Clarifying the separate yet complementary roles of the ICA and the Order to empower our organizational presence in Venezuela.
2. Developing skills of interchange and effective collaboration to play a catalytic role in society.
3. Formulating an integral strategy to gain intellectual clarity on program, staff, and funding needs

1984 - 1985 REPORT: STATISTICS AND SUMMARY

CARACAS ANCHOR HOUSE/ CARACAS PRIMARY UNIT

PART A: THE INSTITUTE OF CULTURAL AFFAIRS VENEZUELA

- I.. FINANCIAL SUMMARY
- II. PROGRAMMES SUMMARY
- III. PROJECTS SUMMARY
- IV. PUBLICITY SUMMARY
- V. HUMAN RESOURCES SUMMARY
- VI. FACILITIES SUMMARY
- VII. EQUIPMENT SUMMARY

PART B: THE CARACAS ANCHOR HOUSE- ORDER ECUMENICAL

- I. FINANCIAL SUMMARY
- II. HUMAN RESOURCES SUMMARY
- III. ORDER LIFE SUMMARY
- IV. FACILITIES SUMMARY
- V. EQUIPMENT SUMMARY

Caracas, Venezuela, 15 September 1985

1984 - 1985 REPORT: THE INSTITUTE OF CULTURAL AFFAIRS VENEZUELA

STATISTICS AND SUMMARY: PART A

I. FINANCIAL SUMMARY

A. Income for the Year	US\$36,053
B. Expenditures for Operations	27,194
C. Expenditures for Projects	8,859
D. First Rural Development Consultancy (with Maraven)	
E. Funding Committee Formed	

II. PROGRAMMES SUMMARY

(63 programmes held with 3,128 participants)

A. The Development Network	
1. Community Forums	4 held with 1,020 participants
2. Leadership Training Courses	3 held with 45 participants
3. Community Assemblies	4 held with 600 participants
4. Project Inauguration	1 held with 200 participants
5. Governors Briefings	2 held with 30 participants
6. Conference Presentation	1 held with 100 participants
7. Caño Negro Site Visits	10 held with 40 participants
8. Community Guilds Formed	6 with 120 participants
9. Neighborhood Associations Formed	3 with 300 participants
10. Municipal Council Briefings	2 held with 6 participants
11. Site Visits to Other Projects	2 held with 15 participants
B. The Economic Network	
1. Company Presentations	2 held with 20 participants
C. The Education Network	
1. School Presentations	2 held with 40 participants
D. The Planetary Unity Network	
1. Rotary Club Presentations	4 held with 200 participants
2. Church Speaking Engagements	3 held with 300 participants
E. The "ICA Movement"	
1. Advisers Meetings	3 held with 45 participants
2. Evening-at-the-Institute	1 held with 15 participants
3. International Volunteer Programmes	3 held with 12 participants
4. National Volunteer Programmes	2 held with 20 participants

III. PROJECTS SUMMARY

- A. Caño Negro and the Barlovento Cluster
  - 1. The Women's Centre
    - a. New Building Constructed
    - b. Incorporation of Women's Group
    - c. Sewing Industry Setup
  - 2. Civil Association Revived
  - 3. Neighborhood Association Forming
  - 4. Youth Group Formed
  - 5. Farmers Company Incorporated

6. S.C.Johnson Local Industry Feasibility
  7. Ornamental Plants Nursery Feasibility
  8. La Mensura Baseball Uniforms and Equipment
- B. The Zuata Zone (State of Anzoategui)
1. San Diego de Cabrutica
    - a. Neighborhood Association Formed
    - b. Literacy Classes
    - c. House of Culture Begun
    - d. School Desks Repaired
  2. Zuata
    - a. Three Guilds Formed
    - b. Neighborhood Association Formed
    - c. Plaza Fenced
    - d. Doctor's Lecture Series
  3. Uverito
    - a. Three Guilds Formed
    - b. Neighborhood Association Formed
    - c. Medical Centre Upgraded
    - d. Plaza Beautification
    - e. Preschool Building

IV. PUBLICITY SUMMARY

- A. PR Materials Created
1. New ICAV Slide Show
  2. New ICAV Overhead Projection Show
  3. New Video on Barlovento and Zuata Zone
  4. New ICAV Letterhead Printed
  5. A "Brief Description of the Venezuelan ICA" Created
  6. An International Volunteers Manual for Venezuela Created
- B. Newspaper Articles About the ICAV
1. Paper in El Tigre 7
  2. Paper in Guarenas 1
  3. Paper in Caracas 1
- C. Public Communications Taskforce of Advisers Formed

V. HUMAN RESOURCES SUMMARY

- |                               |    |                   |
|-------------------------------|----|-------------------|
| A. ICAV Directors             | 5  |                   |
| B. ICAV Advisers              | 20 | (in 4 Taskforces) |
| C. Current ICAV Staff         | 11 | (in 3 Taskforces) |
| D. Volunteers During the Year | 28 |                   |

VI. FACILITIES SUMMARY

- A. Urban (in Las Minas de Baruta, Caracas)
1. New Office
  2. New Staff Apartments
  3. Furniture Donated by Bank of America

- B. Rural (in Caño Negro, Barlovento)
  - 1. Training Centre Painted
  - 2. New Gate and Fence Installed
  - 3. Hired a Caretaker
  
- C. Facilities Search in Caracas
  - 1. 30 Prospective Facilities Visited
  - 2. Proposal for a "Centre for Human Promotion" Written

VII. EQUIPMENT SUMMARY

- A. In addition to a xerox machine, 2 electric typewriters and 2 video machines:
  - 1. Three New Computers Acquired (IBM-PC, Apple and TI)
  - 2. New Telex Access (Inkind service by S.C. Johnson)
  - 3. New ICAV Telephone Line in Caracas

STATISTICS AND SUMMARY : PART B

I. FINANCIAL SUMMARY

A. Income for the Year	US\$25,126
B. Expenditures for the Year	24,000
C. All Stipends Paid (\$30 each)	
D. Order Funds Invested (Balance)	\$ 7,000

II. HUMAN RESOURCES SUMMARY

A. New House Staff Received	5
B. House Staff Sendouts	9
C. Order Youth (6 months)	2
D. Current House Staff (11)	
1. Associate and Confirmed	5
2. Initiates	4
3. National Volunteers	1
4. International Volunteers	1
E. Current House E.G.	1
F. Staff Visas Acquired	7

III. ORDER LIFE SUMMARY

A. House Members Training	
1. Spanish Classes	6 persons
2. English Classes	2 persons
3. Computer Classes	6 persons
4. Consultancies Training	6 persons
B. Spirit Life Experimentation	
1. Experimental Daily Ritual Created	
2. Experimental Weekly Ritual Created	
3. Meditation Experimentation Conducted	
4. New Age Studies Conducted	
5. Tai Chi Experimentation Conducted	
C. Councils	
1. Anchor House	3 (in Caracas)
2. Primary Unit (with Rio)	2 (in Brasil and Venezuela)
3. Continental Council	1 (in Peru)- 3 participants
4. Continental Trek	1 (to Jamaica)
5. Global Priory Meeting	1 (in Brussels)
D. Retreats	3 (including the Pilgrimage)

IV. FACILITIES SUMMARY

A. Urban (in Las Minas de Baruta, Caracas)	
1. 2 New Apartments	7 bedrooms
2. New Office	
3. Inkind Furniture from Bank of America	
4. New Sophisticated Decor	

- B. Rural (Caño Negro, Barlovento)
  - 1. Painted Training Centre 11 bedrooms
  - 2. New Gate and Fence Installed
  - 3. Caretaker Hired

- C. Facilities Search in Caracas
  - 1. 30 Prospective Houses Visited
  - 2. Proposal for a "Centre for Human Promotion" Written

V. EQUIPMENT SUMMARY

- A. In addition to a xerox machine, 2 video machines and 2 electric typewriters:
  - 1. Private Telephone Line in Caracas
  - 2. 3 New Computers (IBM-PC, Apple and TI)
  - 3. New Telex Access (S.C. Johnson inkind)
  - 4. Sold Pickup and Large Truck
  - 5. Currently Have 1 Vehicle

I. National Volunteer Programme:

6 new national volunteers joined the house during the year for a total of 7. All but 1 are high school graduates and most have taken other training including accounting.

Since the HDII in January, weekly half day training sessions have been held and there has been 1 person assigned as a full-time training coordinator.

II. Human Development Training School:

10 days

40 participants

Local faculty, mostly Brazilians.

III. Municipal Scale Project:

Regular circuits to 7 communities.

Networking in the areas of health and rural employment skills training.

1 legalised residents association with health contract with Municipal Government.

Other programmes in the areas of..

Health,

Education,

Agriculture,

Community Organization.

IV. 4 Year Planning LENS:

2 day planning LENS involving all house members and active guardians and colleagues.

V. Continental Council:

2 Brazilian national volunteers and one extra national staff (the first time Brazilians have attended a continental council)

Implemented SEC and began programmes marketing as a result of the council. The first paid programme was completed in August.

RIO HOUSE FUNDING MANOEUVRES (3 MONTH)

1. Consultative Commission:  
Reactivate and expand the ICA Consultative commission in Rio.
2. Project Support Base  
Reactivate the Rio Bonito project as a series of fundable programmes and submit funding proposals for each programme.
3. Programme Marketing  
Expand programme marketing with new materials and contacts with guardians and companies.
4. Secure existing contributors.  
Initiate a rythm of regular mailings and contact past contributors for 1986
5. Strategy and training for new contacts.  
Make presentations to the American Society in Rio and Rotary in Niteroí to secure 10 new contacts a month.

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RIO - 1985/6 PROGRAMME STRATEGY (given a smaller staff and one location)

1. Insure the continued development of the team, particularly National staff.
  - a. Vocational journey
  - b. Practical Training.
2. Market programmes
  - a. Consultations
  - b. Training
  - c. Community Forum.
3. Objectify the project in Rio Bonito.
  - a. Establish a non-residential Project Coordinating Centre.
  - b. Develop new local auxiliaries to work with an ICA team
  - c. Evaluate and select 4-5 communities to continue working with.
  - d. Design a new and clearly defined programme for the communities.
  - e. Design a new circuit system
  - f. Develop and secure funding for a Rural Leadership Skills Training Prog.
  - g. Develop and secure funding for a health awareness programme.
  - h. Develop and secure funding for a rural employment skills training prog.

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RIO PROGRAMME HOUSE 1984/5 INCOME SUMMARY

ICA

Multi-national Companies	\$ 7989
National Corporations	867
Individuals	1874
Foundations	1250
	<u>\$11980</u>

ORDER

Salaries (Grows)	\$16000
English	300
International Volunteers	350
	<u>16650</u>

TOTAL

\$28630

THE CRUNCH STATEMENT - The Caracas-Rio Primary Unit August 1985

In the past year the Caracas-Rio Primary Unit has not called itself to attention as one Primary Unit with the reason of the high cost of airtravel but moreover out of a mindset of still being 2 Area Houses. The Anchor House has operated this year in the belief that more staff would be available because they were a globally designated "Continental Service Centre" and that the Rio Programme House should be self-supporting. The Programme House has always operated with money coming in from Chicago and has continued to assume that money (from Caracas and Chicago) as well as more staff would be available because they were a globally designated "Global Programme House."

The current shortage of staff and funds which is the situation of the Primary Unit as well as the situation of the entire Global Order and the absence of a strategic phasing model of the Primary Unit's development have resulted in unrealistic expectations for program growth, dependency on outside assistance and unrealized potential of our own resources.

DECLARACION DEL "APRETON"

En el año pasado la Unidad Primaria Caracas -Rio no ha tomado debida conciencia de su identidad como U.P.. Esto por motivo de la separación geográfica, los altos costos de los pasajes aereos y la dificultad en abandonar la vieja concepción de ser dos casas regionales independientes. La casa Ancla Caracas ha operado en el año pasado bajo dos ideas 1. que por su nombramiento como Centro de Servicio Continental le correspondía un aumento de personal y 2. que la Casa de Programa Rio podía cubrir por si misma sus necesidades financieras. Hasta la fecha la Casa de Programa ha operado mediante dineros girados desde Caracas y Chicago. También ha supuesto que dada su designación como "Casa de Programa Global" le serían enviados mas fondos y personal.

Las limitaciones actuales de personal y de fondos de la U.P. , que reflejan la situación de la Orden Global, y la falta de un modelo estratégico para el desarrollo progresivo y escalonado de la U.P. han sido motivo de falsas expectativas, dependencia y perdida de poder corporativo.

Reference points for our reply to the 'Crunch'.

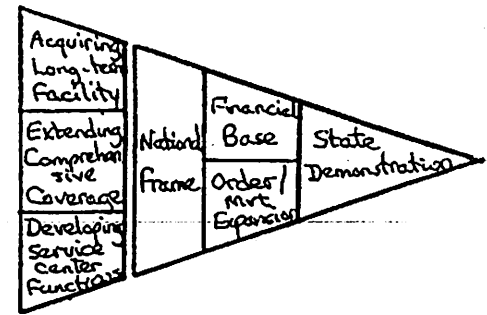
1. We are one of the 21 Primary Units Globally assigned and include a globally designated Programme House.
2. The Anchor House is our first priority to ensure the permanent presence of the Order.
3. Self sufficiency of the PU means exactly that: We must use the resources and personnel within the PU. and not rely on outside assistance.
4. We are in a time of transformation for the Order & ICA using experimental forms and not the traditional forms.
5. Our Continental priorities for the next 2 years are:
  - a. Strengthening our financial position
  - b. Strengthening our authorization and frame.
  - c. strengthening our human resources.
6. The PU:Caracas will ensure that a model is built for the Continental Services and Caracas Anchor House is committed to do the State of Miranda as a Continental Pilot.
7. The Continental Assignments Commission reassigned 4 people to the Caracas Primary Unit.
8. PU:Caracas has resolved to be a viable PU; to become viable we need to resolve problems of insufficient staffing, & funds. This will be done by following a ~~planned~~ strategy of development of the PU.
9. PU:Caracas is resolved to continue the Order and ICA journey in Brazil with the aim of Rio being a viable PU by 1988.

CONCILIO DE LA UNIDAD PRIMARIA CARACAS - Parte 1Nuestra Respuesta al Apretón: Puntos de Referencia

1. Somos una de las 21 Unidades Primarias Globalmente comprometidas. Estamos conformados por una Casa Ancla y una Casa Programática globalmente designada.
2. La Casa Ancla es nuestra primera prioridad para asegurarnos la presencia permanente de la Orden.
3. No hay garantías de ayuda de afuera.
4. Estamos tratando de transformar a la Orden y al ICA mediante nuevas modalidades experimentales; esforzandonos por cambiar formas pasadas.
5. Nuestras prioridades continentales para los próximos 2 años son;
  - A. Fortalecer nuestra situación financiera
  - B. " " red de apoyo
  - C. " nuestros recursos humanos
6. La UP Caracas-Rio garantiza que se construirá un modelo para un Centro de Servicio Continental y que el "Laboratorio Estado Miranda" será llevado a cabo como un proyecto piloto continental de un modelo de desarrollo colaborativo que genera su propio financiamiento.
7. La Comisión Continental de Asignaciones dispuso aumentar en 4 el personal de la U.P. Caracas (2 de MexCa y 2 de Lima).
8. Un modelo de desarrollo por fases asegurará los fondos y personal previstos para la viabilidad de la UP Car-Rio
9. La UP CAR-Rio se compromete a continuar la jornada del Orden y la ICA en Brazil con la finalidad de establecer una Unidad Primaria en ese país para 1988.

CARACAS-RIO PRIMARY UNIT COUNCIL  
 26 de septiembre  
 1985

# Strategic Phasing: (Priorities)



action	time	1985 - 86				1986 - 87				1987 - 88			
		J-S	O-D	E-M	A-J	J-S	O-D	E-M	A-J	J-S	O-D	E-M	A-J
SHORT-TERM	Pilot State + Municipal Demonstration	MIRANDA SYSTEMS CREATION		BARLOVENTO DEVELOPM'T		STATE SYMP.		URBAN DEVELOPMENT		TUY VALLEY DEVELOPMENT			
		RIO BONITO TRANSITION		CITIZENSHIP FORUMS & COMMUNITY AWAKENMENT RIO DE JANEIRO STATE						RIO DE JANEIRO ROTARY PROJECT			
	Viable Financial Base	CARACAS: 1/3 CONSULTANCIES; 1/3 GRANTS; 1/3 DONORS L.E.N.S. →		1/2 CONSULTANCIES 1/2 GRANTS & DONORS				2/3 CONSULTANCIES 1/3 DONORS & GRANTS					
	Order + Movement Expansion	RIO: DONOR BASE EXPANSION		FUNDED PROGRAMS IN RIO BONITO / CONSULTANCIES / DONORS / PERMEATION				• CONSULTANCIES • DONORS + GRANTS • PERMEATION / VENTURE					
NATIONAL FRAME		EXPANDED NATIONAL VOLUNTEER PROGRAMME		DEPTH ORDER + MOVEMENT TRAINING EVENTS				NETWORKING MOVEMENT COLLEAGUES					
		EXPANDED BOARDS MEMBERSHIP		INCREASING COLLEAGUE ENGAGEMENT				CONTINENTAL REALITY OF ADVISORS - NETWORK					
LONG TERM	Long-term Facility	ACQUIRE LARGE TEMPORARY FACILITIES		FRAME AND RESEARCH PERMANENT FACILITIES				ACQUIRE LARGE PERMANENT FACILITIES					
	Comprehensive Coverage	COLOMBIA TRK: ANZOATEGUI: APURE		PROGRAMMES IN COLOMBIA				PROGRAMMES IN GUYANA: SOCRS					
	Service Center	DEVELOP: RESEARCH AND INTERCHANGE		VISIT SAO PAULO, BRASILIA + RECIFE - PROGRAMS OUTSIDE OF RIO STATE						DEVELOP FULL CONTINENTAL SERVICE CENTRE.			

		QTR. II				QTR. III			QTR. IV							
		O	N	D		J	F	M	A	M	J					
PROGRAMS	ESTADO MIRANDA	FRAMING/SET-UP 3 ORDER 1 VOL.				SYMPOSIUM 4 ORDER 1 VOL.			CAUCAGUA 3 ORDER 3 VOL.							
	ESTADO ANZOATEGUI	SANTA CLARA 3 ORDER 1 VOL.							SANTA CRUZ 2 ORDER 2 VOL.							
	ESTADO APURE					GUASQUALITO 2 ORDER 1 VOL.										
	MUNICIPIO DE RIO BONITO	CIRCUITS 1 1/2 ORDER 4 VOL.				CIR. 2 ORDER 3 VOL.		CIR. 3 VOL.	CIRCUITS 2 ORDER 5 VOL.							
MARKETING	CARACAS: - CONSULTATION - LENS					1 ORDER 1 VOL.			1 ORDER 1 VOL.							
	RIO: - CONTRACTS	1/2 ORDER 1/2 VOL.				1/2 ORDER 1 VOL.			1/2 ORDER 1 VOL.							
SERVICES	F&L	C	1/2 ORDER 1/2 VOL.			1/2 ORDER 1/2 VOL.			1/2 ORDER 1/2 VOL.							
		R	1 ORDER			1/2 ORDER			1/2 ORDER							
	F&A	C	2 ORDER 1 VOL.			2 ORDER 1 VOL.			2 ORDER 1 VOL.							
		R	3 ORDER 2 VOL.			2 ORDER 2 VOL.			2 ORDER 2 VOL.							
	R&I	C	1 ORDER 1 VOL.			1 ORDER 1 VOL.			1 ORDER 1 VOL.							
		R	1/2 ORDER			1/2 ORDER			1/2 ORDER							
	F&T	C	1 1/2 ORDER 1/2 VOL.			1/2 ORDER 1/2 VOL.			1/2 ORDER 1/2 VOL.							
		R	1 1/2 ORDER			1 1/2 ORDER			1 1/2 ORDER							
PER.	CARACAS	ASS/C.	INIT.	NAT.V.	INT.V.	15	ASS/C	INIT.	NAT.V.	INT.V.	17	ASS/C	INIT.	NAT.V.	INT.V.	19
		6	4	4	1		6	5	3	3		5	5	6	3	
		10			5		11			6		10			9	
SUM.	RIO	ASS/C	INIT.	NAT.V.	INT.V.	15	ASS/C	INIT.	NAT.V.	INT.V.	13	ASS/C	INIT.	NAT.V.	INT.V.	16
		6	2	7	0		4	3	6	0		4	3	8	1	

(EN DOLARES)  
14.3 Bs = \$1

ICA BASIC COSTS - IAC GASTOS DE BASE

LOCAL COSTS  
GASTOS LOCALES

Nº	AGRUPACIONES / ITEMS	AGOSTO	SEPT.	OCT.	NOV.	DIC.	ENERO	FEB.	MAR.	ABR.	MAY.	JUN.	JUL.
I A	OFICINA / OFFICE ALQUILER / RENT	315	315	315	315	700	700	700	700	700	700	700	700
B	OPERATING COSTS (ELECTRICIDAD) GASTOS DE OPERACION	92	92	92	92	120	120	135	135	135	135	150	150
C	MATERIALES	300	300	300	300	300	300	400	400	400	400	500	500
D	CAR, REPAIRS + INSURANCE / CARRO, REPARACIONES Y SEGURO EQUIPMENT / EQUIPAMIENTOS	252	252	302 (SEGURO 50)	252	5850 CARRO 5000 SEGURO 350	500	300 (MUN. VM)	300	300	300	300	300
2	PUBLICACIONES - FOLLETAS - NEWS SHEETS - BROCHURES				280 (FOLLETAS)				70			70	
3	COMUNICACIONES - TELEFONO - TELEX - CORREO	28	28	28	38	28	28	28	38	28	28	38	28
A	VIAJES / TRAVEL LEVANTANDO FONDOS / FUND RAISING	21	21	21	21	21	21	21	21	21	21	21	21
B	PROGRAMAS - CIRCUITOS - CIRCUITS	28	28	28	28	28	28	28	28	28	28	28	28
C	ENTRENAMIENTOS / TRAINING												
D	COUNCILS / CONCILIOS		10				15					20	
5	PROGRAMME FOOD COMIDA DE PROGRAMA	70	70	70	70	70	70	70	70	70	70	70	70
7	FEES / HONORARIOS - VISA - CONTABILIDAD - ABOGADO	(DH VISA) 105	(AS) 70	(DW + DH) 140	(CUCUTARS) 720				VISA RENEWAL (VISA BAS) 280	210		(VISA BAS) 210	
	CARTRIDGE / CONSERJE (CAÑO NEGRO)	105	105	105	105	105	105	105	05	105	105	105	105
	NEW FURNISHINGS + DECOR NUEVOS MUEBLES Y DECORACIONES				1500			500			500		
	HOUSEHOLD SUPPLIES SUMINISTROS DA CASA	35	35	35	35	100 NUEVA CASA	50	50	50	50	50	70	70
	<b>TOTAL</b> \$30300	1351	1326	1436	3756	7322	1937	2337	2197	2047	2337	2282	1972
	<del>MONTHLY STAFF FIGURES</del>												
	<del>Nº DE PERSONAL MENSUAL</del>	<del>11</del>	<del>11</del>	<del>12</del>	<del>12</del>	<del>15</del>	<del>15</del>	<del>18</del>	<del>18</del>	<del>18</del>	<del>18</del>	<del>21</del>	<del>21</del>

AÑO 85/86

PROYECCION DE PRESUPUESTO / BUDGET PROJECTION (2)

Nivel: AREAL  
CONT'L

(EN DOLARES)  
14.3 BS = \$1

ICA BASIC COSTS - IAC GASTOS DE BASE (ARBA CARACAS)

4 GLOBAL

AGREGACION ITEM	NIVEL DE LA U.P. PU. LEVEL	NIVEL CONTINENTAL CONT'L LEVEL	NIVEL GLOBAL GLOBAL LEVEL
3 COMUNICACIONES	(TELEFONO) 840	1680	1680
4 VIAJES / TRAVEL A. LEVANTANDO FONDOS FUND-RAISING	900	(LENS) 2 PERSONAS 1260	
C ENTRENAMIENTO TRAINING	6000	(2P A CICLO) PERU? 1260	(2P A EVENTO GLOBAL DE ENTR.) 2000
D CONCIlios COUNCILS	(1P CONCIlio U.P.) 900	(2P) 1260	(1P X 2 EVENTOS + MANEJO A HK) \$500 2500
6 PER DIEM	30	240	270
TOTAL	8670	5700	5950
TOTAL POR EL AÑO	\$20320		

'TREKS' A ZUATA / APURE	
3 ASESORES / 3 CONSULTANTS GASTOS MENSUALES / MONTHLY COSTS	
TRAVEL / PASAJEN	95
PETROL / GASOLINA	56
RENT / ALQUILER	56
MATERIALES	280
FOOD / COMIDA	425
OTRO / OTRO	110
<u>TOTAL</u>	<u>1022</u>

'THINK-TANK' DICIEMBRE	
30 PERSONAS (INCL. CASA ANCLA CARACAS) ASSUMES GOING TO A RETREAT ALL COSTS OVER + ABOVE WEEKLY BUDGET	
TRAVEL / VIAJES	420
TRANSPORTE	42
FACILITY	595
MATERIALS	105
FOOD	140
CELEBRATION	105
COMMUNICATIONS	70
<u>TOTAL</u>	<u>\$1477</u>

US \$

## ICA Budget · Rio Programme House 1985-86

COUNCIL  
SEPT. 1985

	A	S	O	N	D	J	F	M	A	M	J	J	Total
1. Office													
rent	77	71	-	-	-	100	90	82	74	67	60	54	675
operations	-	-	-	-	-	300	270	243	220	200	180	162	1575
supplies	50	50	50	50	50	30	30	30	30	30	30	30	460
equipment	-	-	-	-	-	50	50	50	50	50	50	50	350
car	90	90	90	90	90	90	90	100	100	100	100	100	1130
insurance	100	90	80	70	65	60	-	-	-	-	120	100	685
	100												100
	100	100	100	100	100	100	100	100	100	100	100	100	1200
2. Publications	-	40	20	20	20	20	20	20	20	20	20	20	240
3. Communication	120	120	120	170	120	120	170	120	120	120	170	120	1590
4. Travel													
fund-raising													
program	260	260	260	260	260	260	260	300	300	300	300	300	3320
training													
conciliar					800	2500				800	2500		6600
5. Program Food	150	150	150	150	150	150	150	150	150	150	150	150	1800
6. Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-
7. Fees													
legal	185	270	125		370						100		950
accounting		216					300						260
8. Service Center													516
9.													
10. Debt Retirement	-	-	-	-	-	-	-	-	-	-	-	-	-
11. Other (contingency)	50	50	50	50	50	50	50	50	50	50	50	50	600
12. Program	-	-	-	-	-	2500	-	-	-	-	-	-	2500
TOTALS	1202	1607	1045	980	1575	3830	1580	1945	1211	1987	3730	1236	21191

UNIDAD PRIMARIA  
CARACAS- RIO.

## PRESUPUESTO DE LA ORDEN- AÑO 1985-1986.

21 SEP. 85  
CASA UNCLA CARACAS.

HESES CLASIF.	AGO.	SEP.	OCT.	NOV.	DIC.	ENE.	FEB.	MAR.	ABR.	MAY.	JUN.	JUL.	TOTSL.
COMIOS.			491.	604	604	717	717.	830	792	792	792	792.	7.131
CUIDADO.			181.	223	223.	265.	265.	307.	293.	293.	293.	293.	2.636.
ESTIPEN- DIO.			1.024.	1.069.	1.069.	1.114.	1.159.	1.204.	1.204	1.249.	1.294	1.2.94.	11.635.
FONDOS CONTIN.			246	246	246	246	246	246	246	246	246	246.	2.460
FONDOS GLOBALES			75	75.	75	75	75	75	75	75	75	75.	750
AMORTIZA- CION DE DEUDAS.			0	0	0	0	0	0	0	0	0	0	0
GASTOS EXTRAOR. DE PERMISICION			0	0	0	0	0	0	0	0	0	0.	0
SUB- TOTALES.			2.017	2.217	2.217	2.417	2.462	2.662	2.610	2.655.	2.700	2.700.	24.657

UNION PRIMARIA  
CARACAS-RIO

PRESUPUESTO DE LA ORDEN - AÑO 1985-86.

21-SEP-85

CASA RIO

MESES CLASIFIC.	AGO.	SEP.	OCT.	NOV.	DIC.	ENE.	FEB.	MAR.	ABR.	MAY.	JUN.	JUL.	TOTALES.
COMIDA.			600	600	600	600	480	480	480	480	480	480.	5280
CUIDADOS.			222.	222	222	222.	175.	175	175	175	175	175.	1938
ESTIPEN- DIOS.			783.	783.	783.	783.	650	650	650.	650	650	650.	7032
FONDOS CONTINENT.			380	380	380	380.	300	300	300	300	300	300.	3320
FONDOS GLOBALES.			90	90	90	90	60	60	60	60	60	60.	720
GASTOS DE PERMISCOM.			0	0	0	0	0	0	0	0	0	0.	0
SUB TOTALES.			2.075.	2.075	2.075	2.075.	1.665.	1.665	1.665	1.665	1.665	1.665	18.290.
TOTALES GENERALES- 2 CASOS.			4.092.	4.292.	4.292.	4.492.	4.127	4.327.	4.277	4.320	4.365	4.365.	42.947.

CARACAS-RIO PRIMARY UNIT

September 1985

US \$

# Income Projection - Caracas

PRIMARY UNIT  
COUNCIL

	SOURCES	A	S	O	N	D	J	F	M	A	M	J	J	TOTAL
I C A	Donations			2800	2800	2800	2800	2800	2800	2800	2800	2800	2800	28,000
	Program Fees				350				2000			6000		8,350
	Major Grant					3500		7000		7000		7000		24,500
	Contracts*			3425	700		11,050	6850		6650	2800		4900	36,375
TH	I C A			6225	3850	6300	13,850	16,650	4800	16,450	5,600	15,800	7700	97,225
O O E	Permeation			-	-	-	-	-	-	-	-	-	-	-
	Sojourner/ Volunteers			80	80	80	265	265	265	265	265	265	265	2095
	Special			400	400	400	400	400	400	400	400	400	400	4000
	* (ICA CONTRACTS SUPPLY CONSULTANT FEES FOR OE)													
TH	O = E			480	480	480	665	665	665	665	665	665	665	6095
Sum	ICA + O = E			6705	4330	6780	14,515	17,315	5465	17,115	6265	16,465	8365	103,320

CARACAS-RIO PRIMARY UNIT

September 1985

## Income Projection - Rio

PRIMARY UNIT  
COUNCIL

US \$

SOURCES		A	S	O	N	D	J	F	M	A	M	J	J	TOTAL
I C A	Corporations	120	1740	400	1520	3400	5150	2650	2500	870	500	450	450	19,750
	Individuals	-	-	-	-	1000	1000	500	500	500	1000	500	-	5000
	Grants	-	-	-	-	1250	-	-	6000	-	-	-	-	7250
	Embassies	-	-	-	-	-	-	-	-	-	-	-	-	-
	Churches Program	150	150	-	600	-	-	-	2000	-	-	-	-	2900
TH	Totals	270	1890	400	2120	5650	6150	3150	11000	1370	1500	950	450	34,900
O : E	Hostelry	-	-	-	-	-	-	-	-	-	-	-	-	-
	Permeation	1000	765	2000	900	900	900	900	900	900	900	900	900	11,865
	Venture English Contract	50	50	50	50	50	50	50	50	50	50	50	50	3,780 600
TH		1050	815	2050	1370	1370	1370	1370	1370	1370	1370	1370	1370	16,245
Sum		1320	2705	2450	3490	7020	7520	4520	12370	2740	2870	2320	1820	51,145

IN HOUSE

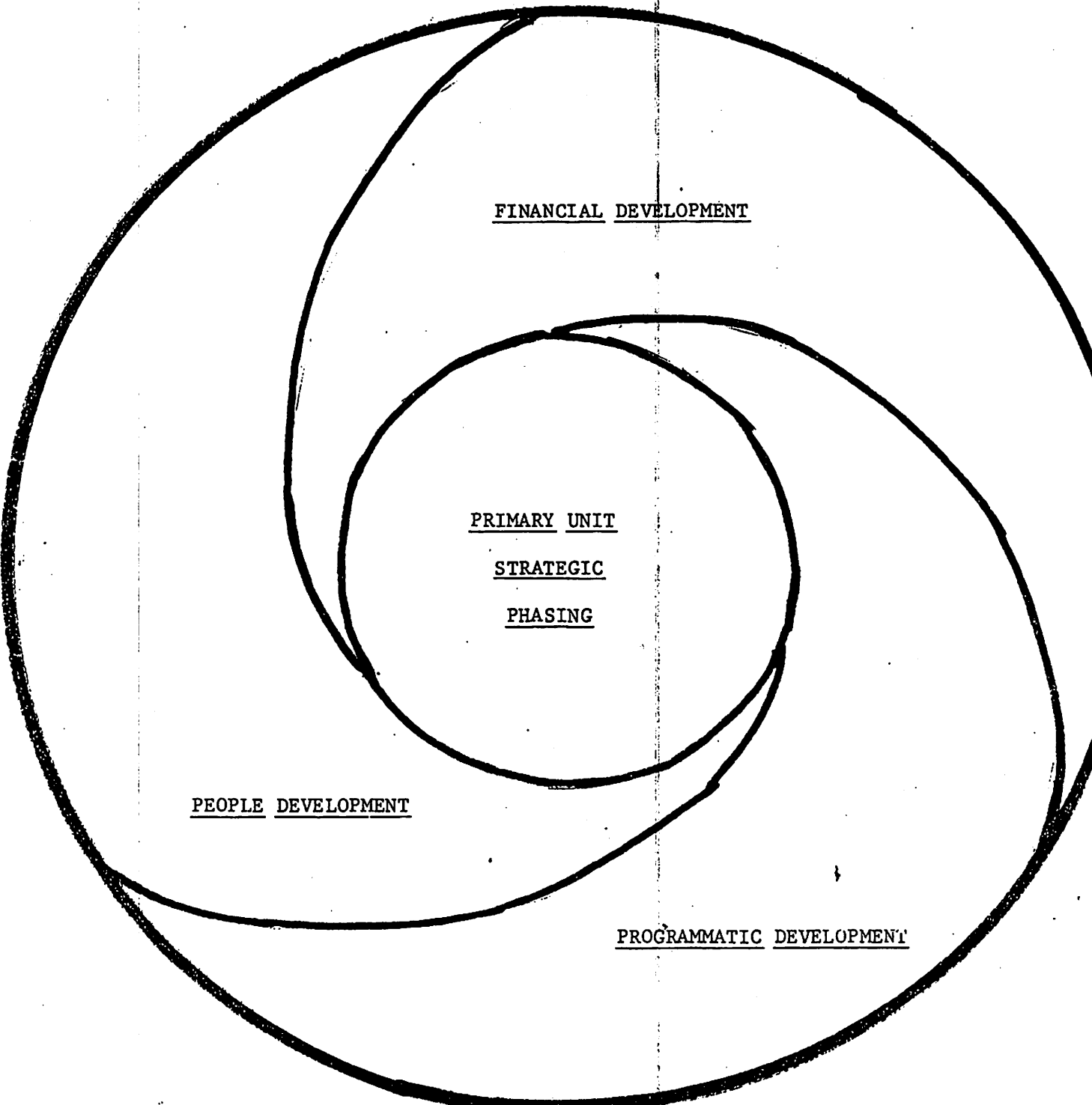
CARACAS-RIO PRIMARY UNIT MEMBERS

October 1985

	THE ORDER		THE MOVEMENT	
	ASSOCIATE/CONFIR.	INITIATE	NATIONAL VOLUNTEER	INTERNATIONAL VOL.
C A R A C A S	1. Mary Work 2. Rob Work 3. Jacobo Pacheco 4. Kristina Valdes 5. Alfredo Martinez 6. Donna Wallace	1. Antonio Beltrán 2. Angela Smith 3. David Heslop	1. Nicolas Serrano	1. Nick Wright
(11)	6	3	1	1
R I O D E J A N	1. Kit Krauss 2. Margaret Krauss 3. Mark Welch 4. Catherine Welch 5. Bill Grow 6. Nan Grow	1. Lillian Rivas 2. Deborah Henriquez	1. Roberto Baptiste 2. Daniel Peclat 3. Nira 4. Tininha 5. Edno 6. Patricia 7. Wanderson	
(15)	6 (4)	2	7	0
Totals	12 (10)	5	8	1
Total	<u>26 (24)</u>			

## THE WEEKLY RITUAL

- L: Let us rehearse our self understanding
- C: As we have corporately articulated it.
- L: The global Order is a body of people
- C: from many races, nations and religions
- L: who serve by working for a hope-filled future for this planet.
- C: We as individuals accept and honor the reality whom all religions have revered,
- L: and trust in that reality as the source of service in the world.
- C: We live out of a vision of new life for the earth.
- L: When this vision meets the present chaos of:
- C-Left: - wasted human and natural resources,
- C-right: - distrust and fear between races and nations
- C-left: - terrorism and dread of nuclear annihilation,
- L: it draws caring people into corporate groups
- C: where they can live out the practical meanings of their shared vision.
- L: We can see our planet covered by a network of persons
- C: who participate actively as a servant force for global needs.
- L: Those who risk a "yes" to such a vision have chosen a demanding vocation.
- C: One is called to act to meet the needs of the globe
- L: rather than simply respond to urgent, local brokenness.
- C: This may mean saying "no" to ambitions, special benefits,
- L: or even family obligations.
- C: Our Order is a particular form of this vocation.
- L: We are covenanted together for:
- C-Left: - a life of simple living,
- C-Right: - a life of commitment to a common mission,
- C-Left: - a life together in community.
- L: Our covenant requires that we be:
- C-Left: - a human community seeking to discover our depth common meaning,
- C-Right: - a diverse community learning how to live in unity,
- C-Left: - a self-sufficient community constructing viable economic forms,
- C-Right: - a missional community designing effective global strategies.
- L: We do this because history demands it of us:
- C-Left: - not because we are confident, but because we are seized,
- C-Right: - not because we believe, but in spite of our unbelief,
- C-Left: - not because we are humble, but because we are humiliated in our weakness
- C-Right: - and because nothing less than this total decision can make a human future possible.
- L: We acknowledge our responsibility to catalyze the forming of a new global consciousness:
- C-Left: - through training and empowering the structures of society, especially at the local community and village level
- C-Right: - through spirit-re-motivation.
- L: We feel the weight of the task of practical care
- C: for the last, the least, and the lost,
- L: which never ends.
- C: Be it so.



FINANCIAL DEVELOPMENT

PRIMARY UNIT

STRATEGIC

PHASING

PEOPLE DEVELOPMENT

PROGRAMMATIC DEVELOPMENT

STRATEGIC PHASING OF THE PRIMARY UNIT CREATES AN INTEGRATED,  
INTERACTIVE MOVEMENT OF PROGRAMMES, FINANCES AND PEOPLE