

ECONOMIC FOUNDATIONS:

MAJOR VALUES AND EMERGING DIRECTIONS

DISCERNED FROM MBU'S AND TALKING PAPERS

1. FISCAL OPERATIONS

The Major Values to be held are:

- local self-sufficiency and global responsibility
- education & participation of every local team member
- lively functional management process with high level of local access and responsiveness

The Emerging Directions are:

1. Enabling Management Systems
 - o set-up realistic and equitable budgeting process
 - o establish actual financial position reporting systems
2. Re-thinking ICA/OE/EI Relationships
 - o clarify legal implications
 - o re-decide cost responsibilities
3. Linking Primary Units
 - o use natural & appropriate ties
 - o concretize global care (vs. "black hole")
4. Controlling Finances Locally
 - o decentralise management functions (to nation/primary unit level)
 - o involve every local team member in financial decisions
5. Forging Continental Consensus
 - o set financial policies and priorities at continental level
 - o ensure practical accountability
6. Re-Imaging Every Location as Primary Unit
 - o apply same principles to every primary unit
 - o relate every primary unit to local geography
7. Minimising Central Services
 - o track resources
 - o activate and monitor multi-networks
8. Investing in the Future
 - o reduce assignments fluctuations
 - o ensure longterm stability

2. PROGRAMME FUNDING

The Major Values to be held are:

- funding as concrete historical necessity
- deciding and raising actual requirements
- consistent tracking and accounting
- flexibility of designated money
- guarding local and global responsibility

The Emerging Directions are:

1. Intensifying Local Responsibility
 - o enable local funding, accountability and follow-thru
 - o accelerate direct funding and in-kind
2. Expanding Support Network
 - o develop international networks
 - o cultivate new sources
3. Fostering Programme-Funding Relationship
 - o involve benefactors and funding community in programme evolution
 - o accelerate focussed funding
4. Broadening Self-Support Potential from Programme Funding
 - o expand potential for grant salaries
 - o extend CIM model
5. Monitoring Funding Activities
 - o train units in funds management
 - o track funding network

3. SELF-SUPPORT

The Major Values to be held are:

- everyone participates
- self-supporting units responsible for whole
- consistent and regular income
- getting paid for what we do
- strategic planning for permeation

The Emerging Directions are:

1. Maximising Returns
 - o plan strategic structural permeation
 - o explore cost reductions, e.g. tax
2. Integrating Self-Support with Mission
 - o use our unique skills
 - o increase potential of grants and fees
3. Giving Necessary Priority
 - o assign core to oversee and monitor
 - o allocate sufficient time for self-support activities
4. Broadening Self-Support Participation
 - o design extended order covenants
 - o expect every family to produce
5. Developing Human Resources
 - o train every individual in self-support skills
 - o create personnel tracking system

4. VENTURES

The Major Values to be held are:

- integral to mission
- team approach
- using our methods
- replicability
- paying ourselves for doing something others would have to do
- using unique local resources, skill or interest

The Emerging Directions are:

1. Moving Towards Ventures in Every Area
 - o develop ventures appropriate for low-income geographies
 - o phase expansion strategically through earning centres
2. Discerning Venture Potential
 - o analyse key advantages
 - o research market & production capability
3. Ensuring Adequate Investment of Resources
 - o design capitalization scheme
 - o prioritise ventures in assignments
4. Monitoring the Experiment
 - o facilitate global interchange
 - o require regular accounting and planning
5. Expanding Consulting Ventures
 - o phase LENS International
 - o package consultancy services
6. Developing Education Ventures
 - o research demonstration school possibilities
 - o extend structural training
7. Testing Computer Ventures
 - o push selected pilots
 - o train cross-section of Order
8. Diversifying Potential Ventures Arenas
 - o expand cost reduction activities to profit (e.g. HUTS, publishing house)
 - o find ways to make facilities produce income (e.g. sojourners, Kemper)

5. STIPENDS

The Major Values to be held are:

- demonstration of covenanted lifestyle
- long-term capacity to meet our requirements
- family self-reliance
- honouring human integrity

The Emerging Directions are:

1. Rearticulating Intent of Stipend
 - o spell out arenas stipend will care for
 - o discern style of covenanted life
2. Objectifying Rationale for Stipend Base
 - o check against poverty level and purchasing power
 - o review levels regularly
3. Increasing Stipend Levels Globally
 - o design phasing plan
 - o clarify stipend scales (e.g. trainees, volunteers)
4. Ensuring Regularity and Consistency
 - o prioritise care of human resources
 - o establish flexible but reliable income

6. COMPREHENSIVE CARE

The Major Values to be held are:

- long-term capacity to meet our requirements
- access to life education
- demonstration of simple equitable care system
- inclusive health care
- clear objective guidelines

The Emerging Directions are:

1. Broadening Individual/Family Care
 - o expand house care coverage
 - o enable family savings plans
2. Establishing Needs-Based Guidelines
 - o research local requirements and expectations
 - o design eligibility criteria
3. Decentralizing Health System
 - o use national schemes where appropriate
 - o enable ownership of health care
4. Reducing Health Costs
 - o implement cost coverage (e.g. jobs-related schemes)
 - o practise preventive/holistic health
5. Providing Human Resources Development Options
 - o establish local, appropriate education framework
 - o invest in skills training
6. Determining Real Annuity Programme
 - o structure personal investment in pension
 - o analyse available schemes (e.g. life insurance)

7. FUNDS

Major Values to be held are:

- ethical investment portfolio
- growth of accrued funds
- coverage of total membership
- global missional flexibility
- equitability in midst of diversity
- global commonality and local autonomy
- encompass complexity
- appropriateness in local

The Emerging Directions are:

1. Managing Investments Aggressively
 - o apply expert advice
 - o manage by internal team
2. Increasing Funds Income
 - o diversify sources
 - o accelerate ICA loan repayment
3. Updating Legal Structures
 - o research OE legal forms relative to tax status
 - o explore endowment fund options
4. Maximising Kemper Asset Returns
 - o assess value and legal status
 - o build cash income plans
5. Restructuring Funds System
 - o distinguish between annual and accrued funds
 - o identify levels of operation and decision
6. Monitoring Funds Operations
 - o prepare annual income-expense reports
 - o quantify cost reductions and inkind

ECONOMIC FOUNDATIONS

CURRENT POINTS OF CONSENSUS:

In the arena of HEALTHY INCOME the Order intends:

1. to increase our accruing funds through:
 - a) ICA loan repayments
 - b) annual health and education continental budgets.
2. to ensure the success and viability of six ventures by assigning 36-41 people.
3. to launch new corporate, local initiatives and ventures in all Primary Units.
4. to evaluate each new venture no later than three years after initiation.
5. to have ICA assume rent and operating costs for facilities.

In the arena of HEALTHY SUSTENANCE the Order intends:

1. to make the payment of twelve monthly stipends a priority for 1984-85.
2. to phase in stipend increases, determined by continents, over the next four years.
3. that each primary unit establish an appropriate family savings plan.
4. to provide an adequate budget to purchase nutritious food.
5. to change the global funds structure to include the following accrual funds:
 - Trust Funds: Education, Order Care, Phase IV & Disability
 - Task Funds: Programme Reserve, Global Order Council.
6. to meet the following expenses at a continental level through annually budgeted funds: Health, Interim Care, Phase I, Marking Events.
7. to phase over 4 years increases in the level of financial support available through the Education Fund for the education and training of Order youth up to 1/3 of the total cost per year to a maximum of \$3500 per annum for a maximum of four years for each student.
8. to use the Order Care Fund for emergency and extraordinary expenses of Associate and Confirmed members. Individuals will cover a portion, not to exceed the equivalent of 3 stipends paid over a 12-month period, of the expenses requested from the fund.
9. to provide the self-support requirements beyond available income sources for Phase IV and disabled people through the Phase IV and Disability Fund.
10. to use the Health Fund to meet the costs of an individual's health expenses which exceed 20% of the individual (adult or child, not family) stipend base.
11. to reduce health costs through the use of economical, appropriate services and holistic health practices.

(continued)

CURRENT POINTS OF CONSENSUS (continued)

12. to set up a 2-3 person health desk in North America to actively pursue reduced health expenses for the continent.
13. to continue to have children's stipends set at 1/3 of the adult base stipend through the age of twelve, moving to a youth stipend of 2/3 at age 13.

In the arena of HEALTHY SYSTEMS the Order intends:

1. to integrate and regularize OE/ICA internal financial reporting.
2. to move toward computerized financial interchange.
3. to enable total participation in raising and managing our income through establishing lateral structures.

RECOMMENDATIONS:

In the arena of HEALTHY INCOME the Order intends:

1. To move in the direction of assessing direct contributions from the Ventures to the funds. This will not be implemented structurally in 1984-85.
 - One year from now a task force of representatives from Ventures and the Order Finance Commission will evaluate the Ventures and will consider the possibility of assessments into the funds for 1985-86.
2. That North America enable Lusaka's self support for 1984-85 by designating a Primary Unit to be responsible for \$15,000 for Lusaka.
 - This designation will be made during continental meetings in week 6 of this council.

In the arena of HEALTHY SUSTENANCE the Order intends:

1. To maintain adult base stipends ^{system} in \$6 increments.
2. To include Associate & Confirmed Order in the Phase IV and Disability Fund.
3. To have primary units work with each family to ensure comprehensive family budget and savings plans for 1984-85.
4. That each continent accrue 25% of its total education fund budget during 1984-85.
5. That adult education funds be allowed to accrue for one year without expenses being drawn from them. Requests can be submitted to continents for inclusion in the 85-86 budget. Guidelines would be as laid out in the "Order Economic Designs" document.
6. That during the period 1984-88, phase IV & disability expenses be met from House Care funds.
7. That a 5-person Investments Task Force be established to explore innovative, profitable uses of funds and to make recommendations to the Global Order in conjunction with the Investments Advisory Board comprised of guardians and patrons. The Task Force will send quarterly reports on investments to each Primary Unit.
8. To establish an Order Finance Commission, separate from the ICA Finance Commission and the Order Life Commission, to monitor the Funds accrual and disbursement and to ensure that self-support projections are realised.

Aug 6, '84

9. That Global Order Funds assessments be at the level of 1/3 of the adult base stipend. 2/3 of the assessment amount would be allocated to Trust Funds and 1/3 to Task Funds. *These figures will be reviewed annually.*

In the arena of HEALTHY SYSTEMS the Order intends:

1. Global/Continental/Primary Unit budgets, bottom lines and disbursement priorities are built at the Planetary Council and are revised at regular planetary and continental gatherings.

2. Monthly disbursement decisions will be made by the Finance Commission according to the Globally/Continental established priorities.

3. All monies are deposited in either the Global Order or ICA Depository Accounts within each nation and are transferred at the beginning of each month into Primary Unit and Global/Continental accounts as per the decision of the Continent through the Order or ICA Finance Commissions respectively. Family stipends will be paid directly from the Global Order Depository Account.

4. Order monies are disbursed at the beginning of each month on the basis of self-support income earned.

5. Whenever stipends are paid, an equal percentage will be deposited in the funds accounts.

6. Global ICA and Global Order accounts are held in one location in each nation with signatories in that location. *Special T/F*

7. One person from each Primary Unit is assigned globally to the ICA Global Finance Commission, plus two additional people from the Primary Units located in Hong Kong, Brussels, Chicago, Bombay, Nairobi and Caracas.

8. One person from each Primary Unit is assigned globally to the Global Order Finance Commission, plus two additional people from the Primary Units located in Hong Kong, Brussels, Chicago, Bombay, Nairobi and Caracas.

C 9. Each location decides financial issues around the collegium table.

C 10. Each location assigns separate bookkeepers for the Global Order and the ICA books.

11. Programme ~~monies~~ ^{disbursements} ~~received~~ ^{checks} each month are directly related to the amount of income raised.

12. An annual internal audit of both the Global Order ~~and~~ ICA books, ^{and Ventures} will be conducted in each Primary Unit by a Continental team, ^{or global team.}

13. Between September and December, 1984, a team will visit each Primary Unit to do training and facilitate the transition to this new system.

14. Any funds not paid into the funds accounts by the end of the fiscal year will ~~not~~ be assumed into subsequent years as self support deficit.

15. The cumulative funds deficit for the year 1983-84 will be forgiven.

16. Each continent will establish a debt ceiling for both the ICA and Order for each location. Any requests to go beyond this ceiling require Continental authorisation through either the ICA or Order Finance Commission respectively.

Reporting dynamics

Economic Foundations

INCOME PROJECTIONS 1984/85									
PRIMARY UNIT	VENTURES	ICA CONTRACTS	PROGRAM	PERMEATION	BENEFITS	HOSTING/	LOCAL	PROJECTED	83-84
	& SALARIES	& HONORARIA			& GRANTS	VOLUNTEERS	INITIATIVES	84-85 INCOME	INCOME
NORTH AMERICA									
CHICAGO	199000	248000	0	281683	0	50000	100000	\$878,683	
NEW YORK	43000	20000	1500	132800	0	20000	20000	\$237,300	
HOUSTON	64000	16000	1400	98200	0	0	0	\$179,600	
LOS ANGELES	100000	0	12000	45481	0	10500	0	\$167,981	
TORONTO	15000	0	12000	72249	0	0	0	\$99,249	
SUBTOTALS	421000	284000	26700	630413	0	80500	120000	\$1,562,813	\$1,540,300
LATIN AMERICA									
MEXICO CITY	0	3000	10000	6000	0	0	0	\$19,000	
CARACAS	1000	10845	2400	20000	0	0	0	\$34,245	
LIMA	1000	0	8770	0	6000	7000	0	\$22,770	
KINGSTON	0	7500	18912	0	0	0	0	\$26,412	
SUBTOTAL	2000	21345	40082	26000	6000	7000	0	\$102,427	\$87,700
SEAPAC									
MANILA	0	67614	20000	0	0	1000	0	\$88,614	
TOKYO	0	0	3100	80596	0	26700	0	\$110,396	
SYDNEY	33000	0	0	62400	1640	4100	0	\$101,140	
HONG KONG	0	33000	20302	35000	9500	0	10000	\$107,802	
SUBTOTAL	33000	100614	43402	177996	11140	31800	10000	\$407,952	\$571,900
NAME									
CAIRO	0	0	0	33000	0	0	0	\$33,000	
SUBTOTAL	0	0	0	33000	0	0	0	\$33,000	\$20,500
BLACK AFRICA									
NAIROBI	0	74720	8000	0	0	500	0	\$83,220	
LUSAKA	0	250	0	17655	0	50	300	\$18,255	
ABIDJAN	0	10000	6000	16700	0	0	0	\$32,700	
SUBTOTAL	0	84970	14000	34355	0	550	300	\$134,175	\$111,800
EUROPE/EURASI									
BRUSSELS	120000	10000	0	43978	0	9000	20000	\$202,978	
VIENNA	0	0	0	8000	10800	0	0	\$18,800	
SUBTOTAL	120000	10000	0	51978	10800	9000	20000	\$221,778	\$237,200
SUBCONTINENT									
BOMBAY									
DELHI									
CALCUTTA									
SUBTOTAL	0	9900	30000	8200	27000	3000	4000	\$82,100	\$29,400
TOTAL	\$576,000	\$510,829	\$154,384	\$961,942	\$54,940	\$131,850	\$154,300	\$2,544,245	\$2,598,800

NOTES TO INCOME PROJECTIONS AND CONDITIONS

NORTH AMERICA

- CHICAGO: Explore Publishing house, Conference Center ventures.
Can expect to assign 12-15 over training Inc and
Ventures to Permeation.
- NEW YORK: 20,000 hostelry in Washington.
- HOUSTON:
- LOS ANGELES: Permeation would require 2 Jobs at \$11,000.
- TORONTO: Projections looked good. Unsure why Canada needed
support last year.

LATIN AMERICA

- MEXICO CITY: Plan to increase LENS from last year.
- CARACAS: ICA provides support in Rio. Grow's employment
- LIMA: Plans to do \$10,000 in LENS
- KINGSTON: Program grants providing staff support.

SEAPAC

- MANILA: Need to set up GLS or other Program.
- TOKYO: Not clear until Tokyo/Seoul configured but looks
reasonable.
- SYDNEY: Venture requires a marketer. Assumes 5 Jobs.
- HONG KONG: Need marketing support to start venture.
This year would need 2 GLS's at 20,000 each.
Futures Think Tank held under ICA Contract.

NAHE

- CAIRO: Requires 2 educators to fill CONOCO Jobs.

BLACK AFRICA

- NAIROBI:
- LUSAKA: Current sit'n requires 3 teachers assigned for IS
jobs or else 1 external salary (from North America?)
- ABIDJAN: Need one teacher to fill Suzanne's IS Job

EUROPE/EURASIA

- BRUSSELS: Cannot project until configuration clear.
- VIENNA

SUBCONTINENT

- BOMBAY: Figures based on India S/S model.
- DELHI:
- CALCUTTA

Economic Foundations

*yeses not in
No get Unifund
Programs &
Local Initiatives*

BUDGET PROJECTIONS 1984/85

PRIMARY UNIT	STIP	FOOD	CARE	FUNDS	TOTAL	PROJ INCOME	PROJ CONDIT	183-84 EXP	INCR/DECR
NORTH AMERICA									
CHICAGO	270240	123480	91300	61104	332559	\$878,683	878683	0	
NEW YORK	72000	24192	26535	17784	96789	\$237,300	237300	0	
HOUSTON	53760	22176	19732	13224	71972	\$186,864	179600	-1264	
LOS ANGELES	47520	19152	19051	12768	69490	\$167,981	167981	0	
TORONTO	25524	13440	11567	6528	42190	\$99,249	99249	0	
SUBTOTALS	469044	202440	168185	111408	613000	\$1,564,077	1562813	-1264	1498000 66077
LATIN AMERICA									
MEXICO CITY	5628	4368	2117	1728	3081	\$16,922	19000	2078	
CARACAS	11760	8736	4410	4920	6419	\$36,245	34245	-2000	
LIMA	7320	6600	2822	1920	4108	\$22,770	22770	0	
KINGSTON	7380	7920	3704	2016	5392	\$26,412	26412	0	
SUBTOTAL	32088	27624	13053	10584	19000	\$102,349	102427	78	105000 -2651
SEAPAC									
MANILA	15480	15264	36288	3120	18462	\$88,614	88614	0	
TOKYO	47064	14616	24192	10368	12308	\$108,548	110396	1848	
SYDNEY	32964	17136	25200	8664	12820	\$96,784	101140	4356	
HONG KONG	34920	13464	32256	10752	16410	\$107,802	107802	0	
SUBTOTAL	130428	60480	117936	32904	60000	\$401,748	407952	6204	517000 -115252
MIDDLE EAST									
CAIRO	8412	5760	7207	2496	5000	\$28,875	33000	4125	
SUBTOTAL	8412	5760	7207	2496	5000	\$28,875	33000	4125	25000 3875
BLACK AFRICA									
NAIROBI	26340	27600	10495	8160	10625	\$83,220	83220	0	
LUSAKA	6120	6240	1975	1920	2000	\$18,255	18255	0	
ABIDJAN	7488	4032	1358	2640	1375	\$16,893	32700	15807	
SUBTOTAL	39948	37872	13828	12720	14000	\$118,368	134175	15807	181000 -62632
EUROPE/EURASIA									
BRUSSELS	65160	42336	48694	18288	28500	\$202,978	202978	0	
VIENNA	6336	3024	4271	1680	2500	\$17,811	18800	989	
SUBTOTAL	71496	45360	52965	19968	31000	\$220,789	221778	989	211000 9789
ASIA									
BOMBAY	19560	35280	6010	5400	11250	\$77,500	0		
DELHI	2460	4080	801	720	1500	\$9,561	0		
CALCUTTA	2100	3600	668	600	1250	\$8,218	0		
SUBTOTAL	24120	42960	7479	6720	14000	\$95,279	82100	-13179	62000 33279
TOTAL	\$775,536	\$422,496	\$380,653	\$194,000	\$756,000	\$2,531,485	2544245	\$12,760	\$2,599,000 (\$67,515)

*added 10%
per person*

*Shift
To
LEA
\$584,000*

*1 to 1/3 ratio
1/3 unit to funds
1/3 unit to stipends*

*We've phoned
health etc to
annual
conferences
budget*

ECONOMIC FOUNDATIONS

STIPENDS AND FUNDS
1984-85

NATION	# ADULTS	STIPENDS			GLOBAL FUNDS		
		ADULT STIPEND LEVEL	TOTAL MONTHLY STIPENDS	TOTAL ANNUAL STIPENDS	TOTAL (1/3 STIP)	TRUST (2/3)	TASK (1/3)
INDIA	112	\$15	\$1,680	\$20,160	\$6,720	\$4,480	\$2,240
KENYA	85	\$24	\$2,040	\$24,480	\$8,160	\$5,440	\$2,720
JAMAICA	21	\$24	\$504	\$6,048	\$2,016	\$1,344	\$672
ZAMBIA	16	\$30	\$480	\$5,760	\$1,920	\$1,280	\$640
PERU	16	\$30	\$480	\$5,760	\$1,920	\$1,280	\$640
PHILLIPINES	26	\$30	\$780	\$9,360	\$3,120	\$2,080	\$1,040
VENEZUELA	25	\$30	\$750	\$9,000	\$3,000	\$2,000	\$1,000
MEXICO	12	\$36	\$432	\$5,184	\$1,728	\$1,152	\$576
EGYPT	13	\$48	\$624	\$7,488	\$2,496	\$1,664	\$832
PORTUGAL	6	\$48	\$288	\$3,456	\$1,152	\$768	\$384
TONGA	8	\$54	\$432	\$5,184	\$1,728	\$1,152	\$576
BRAZIL	8	\$60	\$480	\$5,760	\$1,920	\$1,280	\$640
IV. COAST	11	\$60	\$660	\$7,920	\$2,640	\$1,760	\$880
AUSTRIA	5	\$84	\$420	\$5,040	\$1,680	\$1,120	\$560
BELGIUM	51	\$84	\$4,284	\$51,408	\$17,136	\$11,424	\$5,712
HONG KONG	26	\$84	\$2,184	\$26,208	\$8,736	\$5,824	\$2,912
TAIWAN	6	\$84	\$504	\$6,048	\$2,016	\$1,344	\$672
KOREA	12	\$84	\$1,008	\$12,096	\$4,032	\$2,688	\$1,344
CANADA	17	\$96	\$1,632	\$19,584	\$6,528	\$4,352	\$2,176
AUSTRALIA	17	\$102	\$1,734	\$20,808	\$6,936	\$4,624	\$2,312
USA	230	\$114	\$26,220	\$314,640	\$104,880	\$69,920	\$34,960
JAPAN	12	\$132	\$1,584	\$19,008	\$6,336	\$4,224	\$2,112
TOTALS	735		\$49,200	\$590,400	\$196,800	\$131,200	\$65,600

FILE ASSESS

10-YEAR FUNDS PROJECTION (CASH VALUE)

YEAR	TRUST												TASK						TOTAL	TOTAL		
	EDUCATION				ORDER CARE				PHASE IV				PROGRAM RESERVE			GLOBAL COUNCIL			CASH VALUE	CASH VALUE		
	CONTRIB	ROI	EXP	WORTH	CONTRIB	ROI	EXP	WORTH	CONT	ROI	EXP	WORTH	CONTRIB	ROI	EXP	WORTH	CONTRIB	ROI	EXP	WORTH	(at 10% ROI)	(at 15% ROI)
84-85	125000	25000	100000	300000	131200	50000	20000	661200	0	25000	0	275000	132800	0	0	132800	32800	0	0	32800	\$1,401,800	\$1,446,500
85-86	160000	30000	135000	355000	168208	66120	20000	875528	0	27500	0	302500	142052	13280	0	288132	42052	3280	0	78132	\$1,899,292	\$2,003,735
86-87	195000	35500	170000	415500	208832	87553	20000	1151913	0	30250	0	332750	152208	28813	0	469153	52208	7813	0	138153	\$2,507,469	\$2,692,585
87-88	220000	41550	195000	482050	252256	115191	20000	1499360	0	33275	0	366025	163064	46915	0	679133	63064	13815	0	215033	\$3,241,600	\$3,536,018
88-89	260000	48205	235000	555255	400000	149936	50000	1999296	0	36603	20000	1999296	150000	67913	25000	872046	50000	21503	0	286536	\$4,095,760	\$4,562,318
89-90	260000	55526	235000	635781	400000	199930	75000	2524226	0	38263	25000	395890	150000	87205	25000	1084250	50000	28654	0	365189	\$5,005,336	\$5,708,903
90-91	260000	63578	235000	724359	400000	252423	100000	3076648	0	39589	30000	405479	150000	108425	25000	1317675	50000	36519	0	451708	\$5,975,070	\$6,993,450
91-92	260000	72436	235000	821794	400000	307665	125000	3659313	0	40548	35000	411027	150000	131768	25000	1574443	50000	45171	0	546879	\$7,013,457	\$8,436,249
92-93	260000	82179	235000	928974	400000	365931	150000	4275244	0	41103	40000	412130	150000	157444	25000	1856887	50000	54688	0	651567	\$8,124,802	\$10,060,597
93-94	260000	92877	235000	1046871	400000	427524	175000	4927769	0	41213	45000	408343	150000	185689	25000	2167576	50000	65157	0	766724	\$9,317,283	\$11,895,238

Cover adult educ for 1985-86

* Funds contributions based on 1/3 total stipend amount on Phased Stipend Increases chart.

Note: ROI (Return On Investment) is computed at the rate of 10% per annum.

- a. Includes \$100,000 ICA loan repayment to the funds.
- b. \$1,000,000 Endowment Fund created. Income of \$100,000 per annum. Continents contribution equals \$160,000 per annum.
- c. This includes: 1) Continental contribution of \$200,000 per annum.
2) Blind Trust set up initially at \$2,000,000. Annual income, at 10% ROI, is \$200,000.
Trust capital would increase with core Order and/or colleague investments.

4-YEAR PROJECTED STIPEND TOTALS

NATION	FOUR YEAR PHASING														
	83-84			84-85			85-86			86-87			87-88		
	STIPEND LEVEL	STIP	PEOPLE	STIP	PEOPLE	STIP	PEOPLE	STIP	PEOPLE	STIP	PEOPLE	STIP	PEOPLE	TOTAL	
INDIA	10	15	112	1680	24	118	2832	30	123	3690	36	129	4644		
KENYA	21	24	85	2040	30	89	2670	36	94	3384	48	98	4704		
JAMAICA	20	24	21	504	36	22	792	42	23	936	54	24	1296		
ZAMBIA	24	30	16	480	36	17	612	42	18	756	48	19	912		
PERU	24	30	16	480	36	17	612	42	18	756	48	19	912		
PHILIPPINES	24	30	26	780	42	27	1134	54	29	1566	60	30	1800		
VENEZUELA	24	30	25	750	42	26	1092	54	28	1512	60	29	1740		
MEXICO	30	36	12	432	54	13	702	72	13	936	90	14	1260		
EGYPT	40	48	13	624	66	14	924	78	14	1092	96	15	1440		
PORTUGAL	42	48	6	288	54	7	378	60	7	420	66	8	528		
TONGA	48	54	8	432	66	9	594	78	9	702	66	10	960		
BRAZIL	48	60	8	480	66	9	594	78	9	702	84	10	840		
I.V. COAST	50	60	11	660	72	12	864	78	12	936	90	13	1170		
AUSTRIA	65	84	5	420	114	6	684	144	6	864	174	7	1218		
BELGIUM	66	84	51	4284	114	54	6156	144	56	8064	174	59	10266		
HONG KONG	72	84	26	2184	96	27	2592	102	29	2958	114	30	3420		
TAIWAN	72	84	6	504	96	7	672	102	7	714	114	8	912		
KOREA	78	84	12	1008	90	13	1170	96	13	1248	102	14	1428		
CANADA	76	96	17	1632	114	18	2052	138	19	2622	156	20	3120		
AUSTRALIA	78	102	17	1734	126	18	2268	150	19	2850	174	20	3480		
USA	96	114	230	26220	132	241	31812	156	253	39468	174	265	46110		
JAPAN	120	132	12	1584	144	13	1872	162	13	2106	174	14	2436		
TOTALS				735	49200		777	65078		812	78312		855	94596	
ANNUAL				590400		756936		939744		1135152					

PHASED STIPEND INCREASES
(RECOMMENDATIONS FOR CONTINENTS)

NATION	FOUR YEAR PHASING														
	83-84			84-85			85-86			86-87			87-88		
	STIPEND LEVEL	STIP	PEOPLE	STIP	PEOPLE	STIP	PEOPLE	STIP	PEOPLE	STIP	PEOPLE	STIP	PEOPLE	TOTAL	
INDIA	10	15	24	30	36	20	12	24							
KENYA	21	24	30	36	48	20	16	32							
JAMAICA	20	24	36	42	54	22	18	36							
ZAMBIA	24	30	36	42	48	20	16	32							
PERU	24	30	36	42	48	20	16	32							
PHILIPPINES	24	30	42	54	60	24	20	40							
VENEZUELA	24	30	42	54	60	24	20	40							
MEXICO	30	36	54	72	90	28	30	60							
EGYPT	40	48	66	78	96	30	32	64							
PORTUGAL	42	48	54	60	66	24	22	44							
TONGA	48	54	66	78	96	40	32	64							
BRAZIL	48	60	66	78	84	28	28	56							
I.V. COAST	50	60	72	78	90	28	30	60							
AUSTRIA	65	84	114	144	174	42	58	116							
BELGIUM	66	84	114	144	174	42	58	116							
HONG KONG	72	84	96	102	114	34	38	76							
TAIWAN	72	84	96	102	114	34	38	76							
KOREA	78	84	90	96	102	30	34	68							
CANADA	76	96	114	138	156	40	52	104							
AUSTRALIA	78	102	126	150	174	42	58	116							
USA	96	114	132	156	174	42	58	116							
JAPAN	120	132	144	162	174	42	58	116							

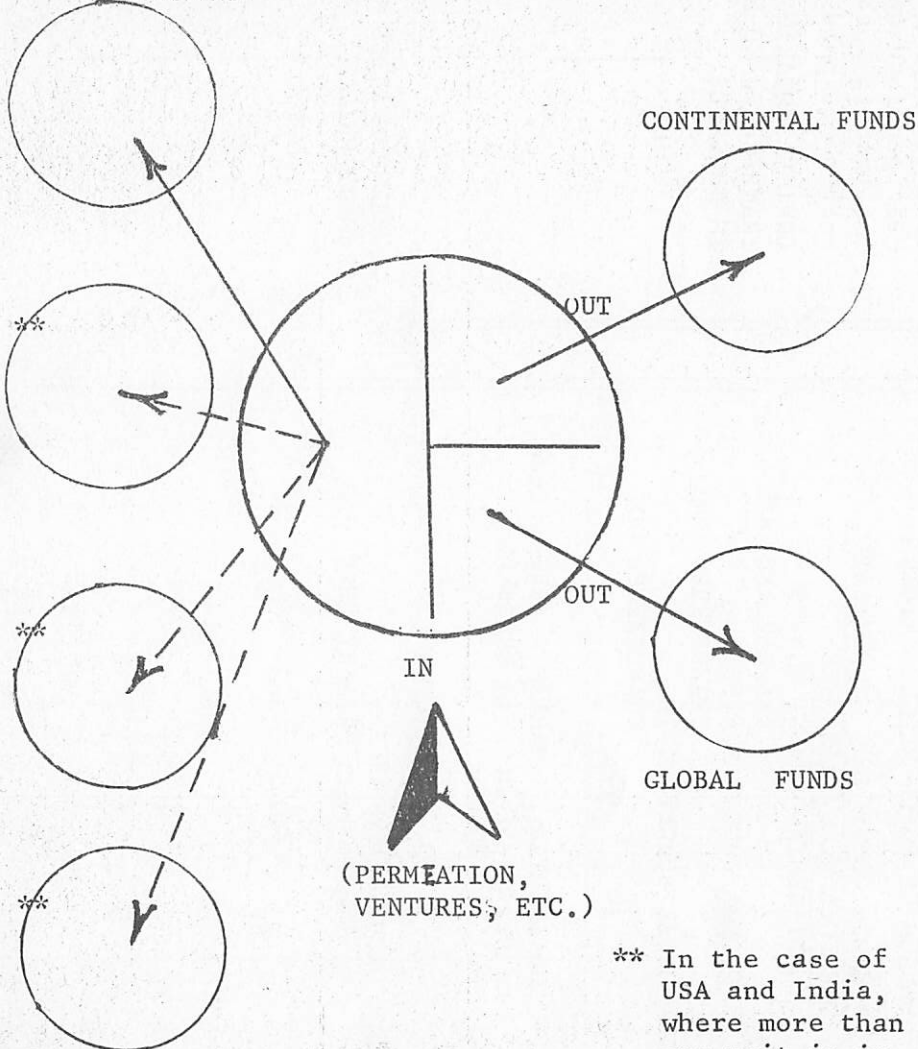
ORDER

(THE GLOBAL ACCOUNT IN THE NATION)

ICA

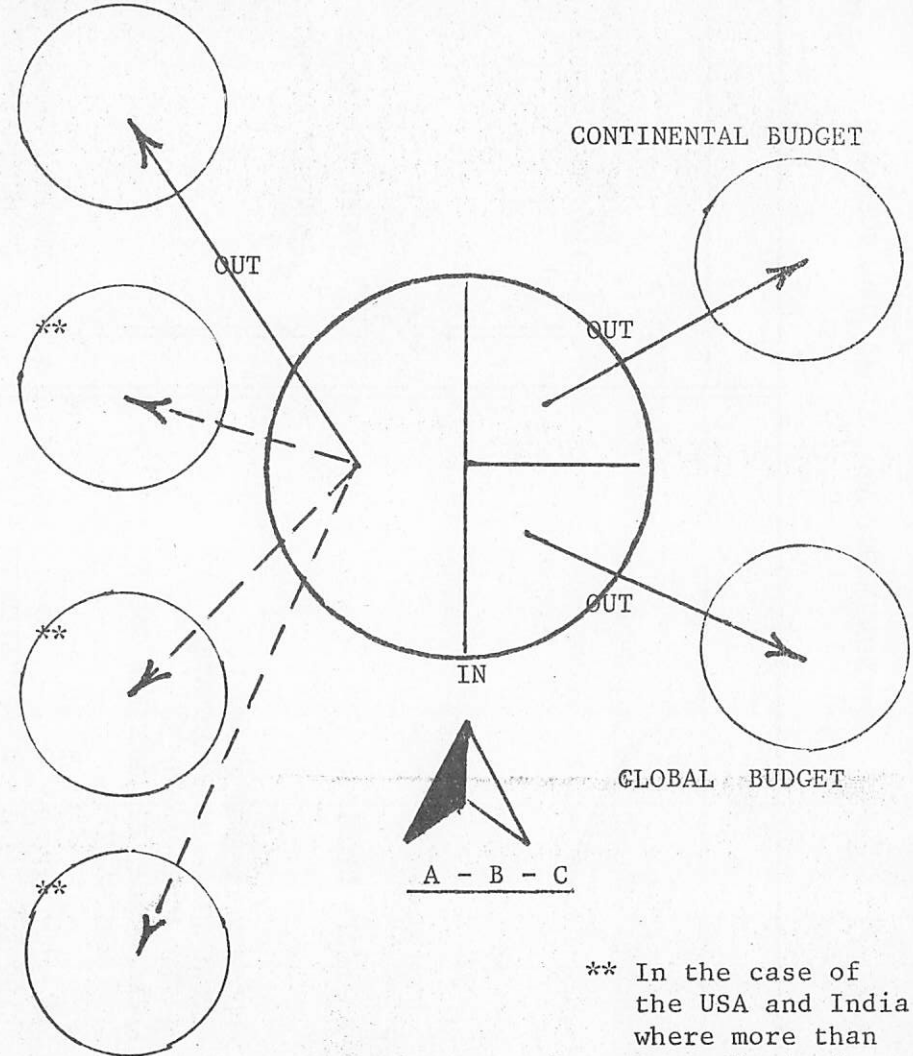
(THE GLOBAL ACCOUNT IN THE NATION)

PRIMAL UNIT: STIPENDS,
SUSTENANCE**



** In the case of USA and India, where more than one unit is in the nation

PRIMAL UNIT BUDGET



** In the case of the USA and India where more than one unit is in the nation

A - B - C

MONTHLY MONEY AND REPORT FLOW SCENARIO

ICA

O/E

FROM -
1st INCOME COLLECTED AND DEPOSITED
INTO THE GLOBAL ICA ACCOUNT



TO THE -
31st BOOKS CLOSED



1st -MONTHLY REPORT PREPARED
-LOCAL PROGRAMS CALCULATED
-FIXED COSTS ADDED UP
-PERCENTAGES OF FLEXIBLE COSTS
ESTIMATED



4th MONTHLY REPORT -
ELECTRONICALLY COMMUNICATED TO
THE SERVICE CENTER



--BACK UP PAPER REPORT MAILED--

7th -FINANCE COMMISSION COMMUNICATES
THE FOLLOWING TRANSFERS:



-CONTINENTAL BUDGET MONIES
TRANSFERRED OUT
-GLOBAL BUDGET MONIES
TRANSFERRED OUT
-LOCAL BUDGET MONIES
TRANSFERRED OUT

- CONTINENTAL SUMMARIES - Transmitted
to service center in BRUSSELS

10th - GLOBAL SUMMARIES -
Mailed to each PRIMARY UNIT.

FROM -
1st INCOME COLLECTED AND DEPOSITED
INTO THE GLOBAL G.O. ACCOUNT



TO THE
31st BOOKS CLOSED
(MONTHLY REPORT PREPARED)



4th MONTHLY REPORT ELECTRONICALLY
COMMUNICATED IN
--Cont'l funds transferred out
--Global funds transferred out
--Stipend and sustenance trans-
ferred to local P/U
--Stipends paid to families



7th CONT'L SUMMARIES ELECTRONICALLY
TRANSFERRED TO SERVICE CENTER
IN BRUSSELS.



10th GLOBAL SUMMARIES mailed to each
PRIMARY UNIT.

FISCAL DECISION MAKING PROCESS

The financial decision making process begins with consensus on the global and continental budgets, the continental bottom lines and the continental disbursement priorities. This consensus will be built at the planetary council and reviewed and revised at all planetary and continental gatherings during the year.

ACCOUNTABILITY

We are moving toward lateral decision making about our finances. Consequently, our accountability must also be lateral in order that the guardianship of our financial resources may be the concrete responsibility of each of us. This structure of accountability is designed to ensure that our corporate money is expended within the context of our corporate consensus and to guard against intentional mismanagement, inadequate understanding of our system and accounting procedures and bookkeeping errors.

We recommend the following three structures of accountability:

- 1) Creation, review and revision of budgets at continental and global councils.
- 2) Monthly primary unit, continental and global reports.
- 3) An annual internal audit of both ICA and order books plus an audit of ventures where appropriate in each primary unit by a team consisting of a representative from the global fiscal and legal network, a global finance commission member and a representative from another primary unit. This audit will objectify financial operations and the situation of the primary unit, assess and meet the training needs, and work through existing issues.

We would further recommend that between September and December, 1984 a team visit each primary unit to do training and facilitate the transition to the new system. This team will consist of: 1) one or two members of the Fiscal and Legal network to be chosen from any location in the network. 2) A person on the ICA Finance Commission residing in the continent.

TASKS AND RESPONSIBILITIESLOCAL FINANCE DECISION MAKING

Corporate financial issues are decided around the collegium table with data and recommendations presented by the local finance team. Personal financial issues are dealt with by the priory where appropriate and the order life commission when necessary.

LOCAL FINANCE BOOKKEEPING

Each location will have minimally, an Order bookkeeper and an Institute bookkeeper and each primary unit will assign other members to the local finance team as necessary to handle grants, volume or complexity.

LEGAL/FISCAL NETWORK

The tasks of this network include facilitating external audits, consolidating and distributing continental and global reports, training in bookkeeping, guarding the legal requirements, facilitating the internal audits, and informing the global finance commission. This network is responsible for administering the global Trust/Task funds and investing them in conjunction with the global investment team.

GLOBAL ICA FINANCE COMMISSION

unit

Composition: One person from each primary unit is assigned globally to the global ICA finance commission, (who may or may not be part of the primary unit priory), plus two additional people from the following primary units; Hong Kong, Brussels, Chicago, Nairobi, Bombay, and Caracas, for a total of thirty-four in the global finance commission.

TASKS: The global ICA finance commission makes monthly recommendations for the expenditure of ICA income in accordance with previously consensed upon continental priorities. It maintains a global dialogue to stay on top of our global condition and respond to extraordinary financial situations.

GLOBAL ORDER FINANCE COMMISSION

Composition: The structure is parallel to the global ICA finance commission.

Tasks: The Order finance commission monitors the order funds budgets and keeps the corporate body abreast of the funds conditions.

ICA MONEY

Program monies received each month are directly related to the amount of income raised.

SERVICE NETWORKS BUDGETS

We recommend that service network budgets be consensed on at the global/continental level and that the monthly program money amounts for these entities be in direct relationship to the program cheque percentage received by the primary units of the continent.

BUDGET DESIGN PROCESS

This Year (Week 6 in Continental Meetings):

- Build initial Primary Unit budgets
- Build Continental and Global budgets (using A-B-C process to decide bottomlines) including the following items:
 - Global: global events, panchayat, planetary gatherings, global debt restructuring, etc.
 - Continental: service center budget, development expenses, commissions, resettlement, debt repayments, extraordinary facility costs, etc.
- Set priorities for the Finance Commissions
- Review and modify in subsequent continental and global gatherings

Every Subsequent Year:

- Build five quarter budgets at the primary unit level (e.g. July 1, 1984 - September 30, 1985, preparing it one month prior to the annual planetary gathering
- Analyse financial reports of previous year(s) at the Planetary Council and build the following year's budgets and bottomlines for the Planetary, Continental and Primary Units
- Review, modify and implement the process of monthly reporting and money movement at the Continent through the respective finance commissions.
- Continental Priory gatherings rethink priorities and revise budgets as necessary in a global context

Fiscal Legal Care GLOBAL SUMMARY OF MONTHLY PRIMARY UNIT REPORTS					
PRIMARY UNIT	ORDER			ICA	
	% STIPENDS RECEIVED	% FUNDS DEPOSITED	% HOUSE SUSTENANCE RECEIVED	% PRIMAL UNIT CHECK DEPOSITED	% CONTIN'L/ GLOBAL PROGRAM DEPOSITED
LOS ANGELES					
HOUSTON					
LIMA					
TOKYO					

GLOBAL FUNDS MONTHLY REPORT									
	NORTH AMERICA	LATIN AMERICA	EUROPE	NAME	BLACK AFRICA	SUB-CONTN	SEA-PAC	EUR-ASIA	TOTAL
OPENING BAL.									
CONT'L	1.								
	2.								
	3.								
	4.								
GLOB	1.								
	2.								
	3.								
	4.								
TOTAL INCOME									
% OF ASSESSMT DEPOSITED									
CONT'L	1.								
	2.								
	3.								
	4.								
GLOB	1.								
	2.								
	3.								
	4.								
TOTAL EXPENSE									
CLOSING BALANCE									

ICA/ GQ/ MONTHLY REPORT									
CONTINENT CATEGORY	EUROPE	EURASIA	NAME	BLACK AFRICA	SUB CONTN.	SEA-PAC	NORTH AMERICA	LATIN AMERICA	TOTAL
INCOME									
	TOTAL INCOME								
EXPENSE									
	TOTAL EXPENSE								

VENTURE	START-UP			PROJECTIONS		ASSUMPTIONS
	PREP	YEAR 1	YEAR 2	84-85 OE Income	#	
N. America SOFTWARE WORLD		2 \$ 25,000	2 \$ 43,000	\$100,000	5	3 people in Chicago and 1 more in New York with an emphasis on marketing skills. Remain a joint venture.
N. America HUTS	Agent credibility \$700,000 vol. 30,000 loan	3½ 20,000	4½ 53,900	65,000	6	\$400,000 savings to clients. 1 million in sales volume Expanded market base beyond the Order network.
N. America LENS INTERNATIONAL	\$ 15,000 loan	1+ \$100,000	4(7) \$61,000	\$114,100	6	\$140,000 gross, 3 ppl in 2 loc'ns Chicago & Houston CONTRACTED: \$ 19,000 COMMITTED: \$ 46,500
				\$171,200	9	\$210,000 gross, 3 ppl in 3 loc'ns Chicago, Houston, & Detroit WORKING: \$ 76,000
N. America COMPUTER PARADIGM	Start-up Contract \$10,000 gift (equip't) \$30,000 invest	2 \$ 21,000	2½ \$24,000	\$100,000	5	2 programmers assigned/completion of PAX by Oct. 15 2 marketers assigned 250 packages sold in U.S. Continued contract system design work.
Sydney MICRO CONNEXIONS	base of 30 LENS in past four years	2 \$ 16,000	2 \$ 23,000	\$ 50,000	4	Link with computer firm. \$20,000 scheduled LENS Need marketers Continuity in assignments
Brussels SERVICE VENTURES	Borrowed computer 1/3 time	4 \$ 14,000	6 \$ 50,000	\$150,000	8	Additional people from the Basic Unit available to staff jobs and events
TOTALS	--	14½ \$196,000	21+ \$254,900	\$593,800	36	-----

Venture Name	Quarter #	
	By Location	To Date:
QUARTERLY ORDER/ICA IMPACT VF 2		
<u>INCOME GENERATED</u>		
Net Salaries	Order	ICA
Honorariums		
Commissions		
Finders Fees		
Rent		
Utilities		
Inkind Services		
Other		
GROSS INCOME GENERATED		
PAYABLES TO:	O:E	ICA
Phone		
Rent		
Travel		
Supplies		
Printing		
Utilities		
Other		
TOTAL EXPENSES _____		
NET INCOME GENERATED:		
=====		
NET VENTURE IMPACT:		
=====		
ACCUMULATED IMPACT YEAR TO DATE Order ICA		

VENTURE NAME	MONTH	YR
FINANCIAL CONDITION VF 1		
<u>INCOME</u>		
Contract Income/ Gross Sales	\$ _____	
(Less) Direct Expense	\$ _____	
= Net Income		\$ _____
Other Income		\$ _____
TOTAL INCOME	TOTAL INCOME	\$ _____
<u>EXPENSES</u>		
Salaries (Gross)		\$ _____
Finders Fees, Honorariums, Commissions		
Rent (Space)		
Rent (Equipment)		
Utilities		
Communications		
Course Materials		
Office Supplies		
Travel (Air)		
Travel (Ground)		
Per Diem		
Subscriptions/Dues		
Maintenance		
Royalties		
Insurance		
Other		
TOTAL EXPENSES		\$ (_____)
NET INCOME		(_____)
TAXES		(_____)
NET INCOME AFTER TAXES		=====
YEAR TO DATE NET INCOME		
\$ _____		

LOCAL INITIATIVES

Local initiative is the job-work that Order members do to bring in money that is not employment, is not generally full-time and tends to be a participatory activity. Local initiatives brought in 15% of the Order's self-support income in 1983-84.

These initiatives are often not extremely lucrative but they have several advantages in addition to bringing in money. These are:

- good research and exploration for possible ventures
- a good way for everyone to participate in self-support
- a way for many people to acquire business and other skills
- a way for people to earn money on a part-time basis and so direct other time to other missional activities
- good for covering shortfalls in budgets
- a way to meet and get to know people that may be useful as contacts
- an important aspect of self-support in rural situations
- unique to a local situation and take into account specific local advantages.

WHAT	EXAMPLES		
	WHERE	EARNED	POSSIBLE IN '85*
Word Processing	Chicago	\$ 4,818	\$ 12,000
	New York	9,500	19,000
LENS Consulting	Japan	400	4,800
	Kuala Lumpur	1,350	15,000
	Bombay	9,000	14,000
	Nairobi	15,500	30,000
English/Hostelry	Tokyo	100,000	100,000
	Osaka	53,000	65,295
English teaching	Indonesia	18,000	18,000
Technical Writing	Toronto	8,347	8,000
Surveys	Edmonton	15,000	30,000
Transport	Lusaka	200	2,000
Hostelry	London	7,000	15,000

OTHERS (no figures available)

Assembling calendars	Edmonton	Laundry service	Chicago
Babysitting	Kansas City	Mistletoe sale	Houston
Bartering services	Atlanta	Newspaper mkting survey	Edmonton
Bookkeeping/graphics	Atlanta	Selling advertising	Edmonton
Chickens	Guatemala	Shrimp sale	New Orleans/Hstn
Cleaning	Frankfurt/K.C.	Sign painting	Bombay
Construction	Los Angeles	Silkscreening	KC/Bombay/Chicago
Curriculum Bldg W/S	Edmonton	Subcontracting	Saporro
Equipment Rental	Atlanta	Taxi service	Peru & Bombay
Facilitator training	Chicago	Thrift shop	Caracas
Handyperson	Atlanta	Trust Investment	Detroit
Hauling	Caracas	Typing	Tonga
House-sitting	Abidjan	WWriting	Seattle
		Yark Work	Kansas City

* NOTE: Many of the assumptions upon which these figures were based (like being there, or finding a truck, etc.) may no longer be likely.