

Brussels Meeting - Final Plenary January 14-19, 1988

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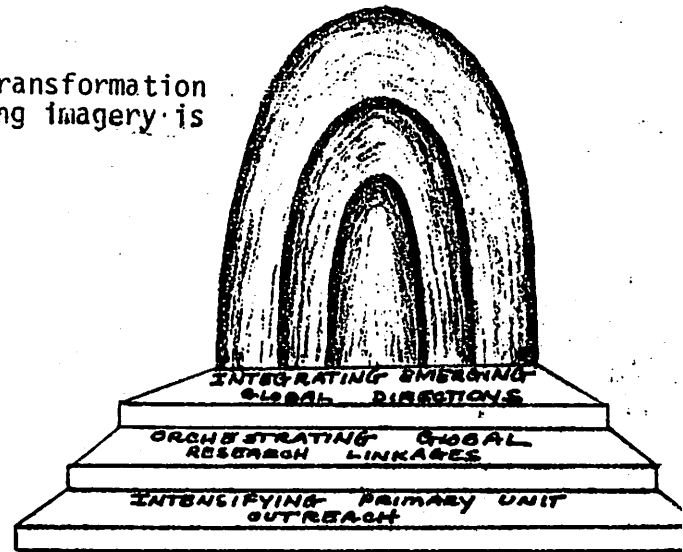
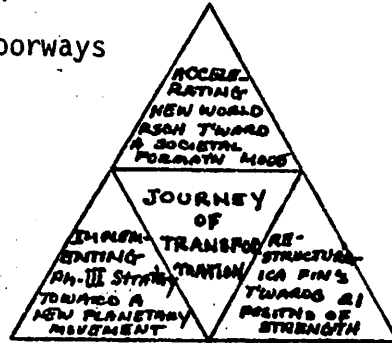
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FINAL PLENARY CONSENSUS

Three
Doorways:

1. The next 18 months are a Journey of Transformation through three doorways. Global holding imagery is as follows:

The three doorways are:



The steps on the journey:

- 3rd 6 mos: Integrating Emerging Global Directions
- 2nd 6 mos: Orchestrating Global Research Linkages
- 1st 6 mos: Intensifying Primary Unit Outreach

2. Regarding treks:

1. Each Primary Unit will have at least one trek in the next 9 mos.
2. The focus of the trek(s) in each P:U: is the three doorways.
3. Because each Primary Unit's situation and needs are different, each trek plan will be carefully tailored.
4. The Panchayat will participate in the trek dynamic.
5. The focus, style and mode of each trek will be created through a dialogue between the Primary Unit, the Continent and the Service Bands.
6. An initial model for the trek schedule will be built before people depart from Brussels and given to the Panchayat.

3. Regarding the next Global Check Signals Meeting:

1. Next assignments will be named in July, 1986.
2. The Check Signals meeting will be October 7-20, 1985 in Hong Kong.
3. The F&L and F&A Band meetings are scheduled for June, 1985 in either Nairobi or Brussels (on the way to Nairobi).

4. The Global Calendar will be cleaned and mailed to all Primary Units in the next few weeks.

5. Regarding assignments-

1. Jamaica - The Lima Primary Unit will assign one person who is to be on site in one week - Ben Chapman
The Chicago Primary Unit will assign Wayne and Jo Nelson from the Student House to be in Jamaica by February 15th.
2. The Student House - The North American Assignments Commission will fill the hole left by the Nelsons by February 1st to allow for a couple of weeks of transition in the Student House
3. Funding and Authorization - The Chicago Primary Unit will fill one hole in systems
The North American Priory and the North American Assignments Commission will figure out how the funding task in North America is reconfigured to raise the necessary money, not to preclude

FINAL PLENARY CONSENSUS

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that a person could be assigned to the Funding and Authorization Band from another assignment within North America

4. Abidjan and Lusaka Primary Unit needs will be dealt with by the continent of Black Africa
5. Calcutta and Delhi Primary Unit needs will be dealt with by the Sub-Continent
6. Although Houston and Sydney Primary Units have experienced a loss
7. The context for the above work on assignments is as follows:

At the Global Priory check signals meeting in Brussels, a task force was commissioned to review and make recommendations on assignments. The task force met initially with the Panchayat for a briefing and then reviewed the current situation in each of the 21 Primary Units and the 4 Service Bands.

An initial report was made to the priors along with recommendations on how to move during the remainder of the meeting.

Needs:	Jamaica P.U.	4 people
	Hong Kong P.U.	1 person
	Abidjan P.U.	2 people
	Delhi P.U.	1 person
	Calcutta P.U.	2 people
	Funding & Authorization in Chicago P.U.	2 people

Recommendations:

1. In light of our decision to be 21 Primary Units globally covenanted, that first the Primary Unit be empowered to fill the needs, and secondarily the corresponding Continent and finally the gathered global body.
 2. That due to the global advantages, potential and vulnerabilities, the Jamaica P.U. was the highest priority and should be considered by the task force at this meeting.
 3. The other needs would be resolved at the P.U. or Continental level by the assignment commissions.
6. The document presented by the Phase III doorway task force was accepted as presented with the exception that coordination assignments from Research and Interchange in the Chicago P.U. are still unclear and will be clarified during the Band meeting next week.
 7. The document presented by the Planetary Research doorway task force was accepted as presented. Note the change on the last page of the Global Check Signals date from August to October as noted above.
 8. The document presented by the Finances doorway task force was accepted as presented with the exception that the \$10,000 in point 3 is to be a loan to India.

Brussels Meeting

January 14 19, 1985

TIME DESIGN

Monday 14	Tuesday 15	Wednesday 16	Thursday 17	Friday 18	Saturday 19
6:30 Ritual Breakfast Collegium Past Six Months	"State of the World"	"Shifts in the Order"	"Three Day Time Design"	"Doorways Work"	Plenary
The Meeting Context: The Panchayat	Report Reflection	The Global Crunch:	Working Groups	(Plenary) Working Groups	(Working Groups) Plenary
		Museum of Modern Arts			
Buffet Lunch	Buffet Lunch	The Global Doorways	(Working Groups) Plenary	Working Groups	Working Groups Plenary
Individual Reading of the Reports	The Business We Are In and Challenges Workshop				
Dinner Order Trivia	Dinner Video Carnival	Dinner	Dinner Grand Place	The Celebration	The Closing Feast

THE WORK OF OUR LIVES

This is an exciting group of people. During this morning's conversation, even though it's freezing cold in here, I decided that I'm really glad I'm here and I wouldn't want to be any other place. And so, I thought, it's a treat to be here. One of the things about being on the Panchayat, I've discovered, is that you don't belong anywhere in particular and yet at the same time you belong everywhere and to everybody in particular. And that's really great.

In our space in Chicago, we don't have any new decor at all which is probably terrible. We've got the same room, that cavelike room, we lived in during the summer. I have thought that part of our decor should be 21 candles, you know those little votive candles, and 4 sparklers. Every day we'd come in and light one of those candles and then we'd go to the sparklers. Well, that'd take about four weeks and that's too long. I was after some way to dramatize how we could illustrate that our whole body was being prayed over every day. So then I decided we should light every candle every day and every sparkler every day. Of course the candles are for the 21 Primary Units and the sparklers are for these service bands, which I'm not sure what to do with, except I know they are part of the Primary Units, and yet they're separate. That's one thought I've had about this kind of job.

The other one was that I thought when I came to this assignment which I really didn't want, I thought that maybe I could see the world. Because, you know, Panchayats travel. At least I thought I could get to India to see my son. Well, so far we haven't been anywhere except Brussels, which is so darn cold. I thought I was back in Chicago. Anyway, even though we've not been anywhere, it seems as though, with our phone calls, letters and dialogue with you all, we have been everywhere in a continual dialogue. And for us that has been a deep, deep privilege.

When I called Bombay and talked to Fred Lanphear, I asked him how he was doing. He answered, "When you're up to your elbows in alligators, you forget that your task here was to drain the swamp. We are trying to drain the swamp." Anyway, peoples' question to us is: How are we doing? Where are we on this incredible journey of being Primary Units and who are we on the other side of this Council in July and August?

One of the things that has happened to us, I would suggest, is that we have become a whole world Order- an Order of the whole world. During July and August, we saw ourselves for the very first time together, and for some of us it was like looking at a long moving train for the first time with glasses. What I mean here is that the we I thought we were, previously, was not the we I was seeing. And yet it wasn't just my eyesight that had changed, but also the cars on the train had changed--had moved on. We as an Order have changed, and we are in the process of reconciling ourselves to who we really are. Our journey as a people to this point in time can be divided many ways. Starting in 1952, you can divide it in 16 years and name it the strategic modes we have been operating out of. (I stole this phrase from Larry who talks about a strategic mode as being something having to do with our intent as a people, our vehicles--like HDPs and IIS, RS-Is, our audiences, our form, who we were in that time.) The first 16 year time demarcation between '52 and '68, we were the people who first began by seeing the need to renew

the Christian church, the historical church. We were the RS-I and III people, as well as the 5th City people, using the form of the Ecumenical Institute. This kind of describes our strategic mode during those years. The metaphor that we lived out of and taught out of every week during that church section of RS-I was that we were about the job of witnessing love, justing love, and presencing love. Our job in that time was to reconcile the church to the 20th century and to its mission.

In 1968, when we created the strategy of Religious Houses, we configured ourselves across the world and we knew that what we were learning in 5th City also had to be transported across the world, for the sake of local people in local communities. During these last 16 years, the formerly Christian, Western-oriented Order has gone to the world's villages, neighborhoods and taken on the task of dealing with the contradictions in the local. We did town meetings, in HDPs, in Provinces, in Kachemantans, in Regions, in time zones around the world. David McCleskey talks about this time in one of his papers as the time of passing over or the second movement--where we literally passed over into others' religion, cultures, lifestyles, and took into ourselves the kind of necessary tensions and did the necessary deeds--of building wells, teaching literacy classes, doing framing with steering committees for Town Meetings, framing everything else. Our posture was incognito--we were the people of the blue who lived with the poor as well as walked with the kings and the queens of the earth. One metaphor that might describe our work during the last 16 years is that of the one we used in those three campaigns--awakening, demonstration and fulfillment. And so now we are at another juncture and we have been for a few years. The Year of Order Council helped us be tremendously conscious of the fact that we had not only altered the social fabric of nations and communities and institutions, but in so doing, we individually and corporately had been radically changed.

Our phone calls about this meeting revealed that people understand that we are at a juncture. A new strategic mode is needed. We have 21 Primary Units just getting their feet on the ground, but it is new ground. All are at a different point in their journey. When we had our December phone calls, people experienced themselves in Units as being about in September of a normal year, if there is such a thing as a normal year. Some had had Councils right away in September and some had had a series of four or five Councils, some hadn't had a Council because they didn't get their people until November because of work permits and visas. Some people aren't in their assignments yet. But there is a seriousness about those units being viable. People understand that we restructured the Order in July and August and we are living out with our lives the implications of our decisions. For instance, how do we raise money in India without a nexus? How do we cover Areas Bangkok and Singapore from the Manila Primary Unit as well as doing everything else?

In our phone calls, we floated the idea that this meeting might be on strategy. And people said, "Oh, that's good." You know, that's a kind of general reception, you know, like "why not? But I do have this alligator nipping at my heel and so strategy sounds good. Does it include getting rid of the alligator?" Anyway, those were our first calls and out of that we discerned that this meeting had to deal with where we are

going--these were peoples' questions finally, in those phone calls and in the letters, there are all kinds of letters. Where are we really going? How are we really making a contribution or a difference in society? What are other Primary Units blocked by? How do they do their funding? Are we making any money around the world? Some people thought we should postpone this meeting because the timing was off. It was just too early. It was too early. Some said we can't afford to have this meeting and others said we can't afford not to. So we decided to have the meeting. We called back most of the Primary Units in late December and early January and said we're going to have this meeting. We know we talked about it as a check signals meeting, but we don't think it's that. It is not a kitchen sink meeting. It is not a business meeting. It's something different. It is launching Cycle III which, if you remember, had something in it called the strategic leap. But it is a meeting to discern what is really happening, what we are really all over against and where we are all going, especially in this next 18 months. On these calls we said "the intent of these meetings is not, and what it is." This helps me. We weren't clear at this time, but we knew it was not redoing the Year of Order Council and those 16 year plans. But it was rather creating some kind of strategy for us all during the next 18 months. It was not doing strategies for each Primary Unit or redoing their strategies or undoing their strategies, but it was creating common approaches--which we're calling doorways to the future-- which we all could use. It was not, we said, a kitchen sink or a business meeting where we get all the issues on the board and deal with them one at a time. But it is a meeting that states the crunch we are facing globally, all of us, and focusing on what is blocking all of us. Finally we said this is not a Council where different people from different perspectives lobby for their issue to get dealt with in different ways. But it is people from different perspectives in this planet, however feebly we represent this planet, dealing with one globe and the one crunch which is affecting us all.

If in fact the Year of Order Council, especially during July and August in Chicago, was about the business of ourselves becoming reconciled to who we have been in history or becoming reconciled to the fact that we are an Order of the whole world; then the task in front of us now is to reconcile ourselves to what this world really is in which we live today. And we think this is an integral part of the crunch. What is this world we are in today? What are the trends of history? Actually, if you look back in our history, this is what we've been doing from the very beginning-- reconciling ourselves to live in this world rather than the one six years ago. Now we are suggesting that we test this metaphor of reconciliation as a way to best describe what is at the heart of our work-- a key to our story of who we are and what we are doing. Why do we need a new metaphor? (And this really isn't a new metaphor.) The three campaigns in the '70's did describe what we were about--awakening people to the possibility that they could make a significant contribution to the civilizing process. RS-Is. ITis. Town Meetings, LENS--tremendous tools for awakening. Demonstration through HDPs and many other tools demonstrated that it was possible to do comprehensive human development--demonstrate hope. Today our task is bigger. It's like Kazantzakis says, the Mystery has grown savage. It's more complex, it's bigger, it's more urgent. We have said that we were in a time of "being" and I never really understood that, but I do know that the "not me" has

gotten bigger. That the Mystery, "Being," is having its day. We have few metaphors to describe it, really. The new paradigm which this tremendous anthology points to, and conscious revolution represent a kind of research which our group, Research and Interchange, FRAM, has put out that is critical to our understanding the world that we live in. That's the theoretical research. Then there is the practical research of really making our own screens for looking at what we are about. And then there's what we might call the experiential research too where we find out what other people are doing. So we know we are in a time of research. But this is part of what I meant when I said we must be reconciled to live in this world and do the task required.

Now what is reconciliation anyway? Well, reconciliation is acknowledging that at the very heart of life is a basic unity and through our actions, we attack the needs of the world in every place we are. In so doing we make manifest the basic unity that is already there. When we go after contradictions in a village, in a neighborhood, in a group, then we are about the job of manifesting the unity, and making it so you can see it. Reconciliation is when contradictory polarities are brought into creative tension through forgiveness and repentance. The best kind of examples I know is to look into people's lives. And we all know people like this, but if you took the 5th City core, any of those people from 5th City, but let's just take Bertha Pinkston. How many of you all know Bertha Pinkston, have ever met her? She runs Superfoods in 5th City. Bertha Pinkston is a black lady who saw that 5th City needed more than social programs, it needed more than a preschool, it needed more than a health outpost, it needed more than a jet program for elementaries, it needed more than stakes and guilds. It needed to go after the economic, it needed some businesses so people in the inner city could go buy some bread and sugar and staples at a place like a grocery store. And so she starved. There was no rational reason for Bertha to stay in 5th City after her husband left, especially with a lot of the money. She was not a business woman, she had to work with white people, many of whom she did not trust. But she also knew that that was part of what it meant to live in the tension and do what was necessary. She was losing money in Superfoods by the minute and in sticking this thing out, she had to overcome racism and to decide she wasn't going to be well off financially. Finally, I guess you'd say, Bertha had to decide she wasn't going to live a bourgeoisie lifestyle in the suburbs. So Bertha stayed in 5th City. She is on the Preschool Board. And she sees that 5th City is more than just a beam of light in the darkness. But it is a catalyst in having the whole city of Chicago come off. Her day-by-day actions in that grocery store are acts of repentance and forgiveness, bringing into creative tension the reality of a business in a ghetto where it is not supposed to work. It is a sign that points to the unity. Why not have a grocery store in 5th City, just like they do in Evanston?

What is reconciliation not? Well, we know it is not just subjective feelings, being nice to each other or eliminating tension in a group. It is not just working with networks, or only sharing approaches that work, but is miles deeper than that. It is sociological reality that we can see. Like in Kenya. In Kenya, people said that, ideally, local people can do good things. However, the agencies, the institutions, governments, in many images, structured out the possibility of that

happening. Our staff in Kenya saw the critical need for trained local leadership, not just in one village, but 300 or more. Out of the need came the Village Leaders Institute, the Village Leaders Movement. That local people can change their own lives and the fabric of their community is a reality in Kenya. A truth, or that which was not true has become true. The task of reconciliation is to bring the world to a new fruition or realisation; this task is never ending. It seems like it gets bigger and more complex. It reminds me of when, in the Church lecture, we talked about the fact that we are perpetual revolutionaries. There are always people falling out of the structures and we are always out to care for all the people. The job has grown more complex. It's not just new structures that are needed. It seems as though, through the years we have done more and more with less and less. Before, when we started in the '50's, we had seven families as the Ecumenical Institute who decided to take on the renewal of the Christian church through concrete actions-- you could say acts of repentance--RS-I. As a result of that tension, the movement was born. For these RS-I grads saw they could not achieve their vision without a movement. And also out of this tension came the Order. Renewing the church through RS-I was not enough for these people. When these families moved into a Westside neighborhood in Chicago, there was no 5th City. In fact there was really no self-conscious Order. We saw that our task as renewing the Church was bigger than teaching courses like RS-I but it was also building structures of justice in a community where the only justice at that point was an eye-for-an-eye and a tooth-for-a-tooth.

Now, in order for us lily-white people to tackle the problems of racism, economic imperialism, and poverty in 5th City, we had to change too. And take into ourselves the hatred, the pain and the hardships. I was from the suburbs and there wasn't any racism problem in the suburbs because we didn't have any other race but the white race. It was very simple. Nobody else could move in. When I came to 5th City along with Judy Wiegel and Jim Wiegel and Donna McCleskey, and some others, we taught in the schools and we saw this was not a just school system. Just to get through the day unhurt, alive, was a tremendous feat. Both for the kids and the teachers. It was a jungle. And so we-- my life became changed as a result of dealing with the contradictions in that society. We saw as an Order that for us to win meant 5th City had to win; and 5th City saw what it meant for them to win was to go beyond their victim image of I can't or it won't happen here, ever. They knew that we, the Order, were important in this process. And so the dialogue. Working in 5th City not only changed the economic, political, and cultural fabric of the neighborhood, but it dramatically changed who we were as a body of people and gave us practical grounding to do the New Religious Mode and to do the New Social Vehicle and to be it. Before, our mode of doing one demonstration by one demonstration was great, it was a beacon of hope in a stormy sea of night. Like in India, we had a couple projects. Well, now, one demonstration is not enough, ten are not enough. It's hard in India now, because I understand that in this last meeting they had, they saw that one, two, three, sixteen demonstrations were not enough. But they had to take on the whole of the Indian society in a different way, using a different mode. History is demanding of us now a different, more complex mode than just HDPs or even clusters. We know there's a clue about this in some of our recent work like the regional consults and the IERD itself

because we sense we have been participating in this new mode. We're in it. Before we were demonstrating in a structure or a community that it was possible to be whole. Today we are called to the task of making it whole. Before we used to think we were the only people doing this task. And now we see we are not the only people doing this very unique task. Yet the task has grown from a mouse to an elephant and is as complex as a space station. So the task has changed, the world has changed.

These reports that Primary Units have done are fabulous. This is Caracas' - I looked through their contradictions last night and I saw that they have not only taken on the region of Caracas and the country of Venezuela, but all of Latin America and the whole world. Their contradictions are probably the same as yours. These are global contradictions. - At this moment, even though they have never met together, God bless 'em - Rio and Caracas - these people have decided to take on the whole world. And here's Rio. Rio says "There is a definite feeling as we move into 1985 that if we can create some stability and continuity, particularly with our troops, with a new House training centre and a larger than ever staff, we can really take advantage of the diverse opportunities that are just beginning to surface around us." Rio has taken on the world as part of this Primary Unit. And I think this is the same with all these reports.

Now if the task of the Year of Order Council, especially July and August, was to restructure the Order, the way we're organized, our economics, our whole life - then the task now is to restructure the ICA. Not as a legal organization, but restructure from the perspective of our strategic mode, or of the vehicle and the story we use. Now I know this is a dangerous thing to say because right now we know the walls between ICA and the Order: Ecumenical are no longer exist. There is not this dichotomy. What I'm trying to say is that we have our vehicle for our vocation, which is the Order, 21 Primary Units, our organization as an Order. Now what is the vehicle and story out of which we live our vocation and do the social change needed? It's not just enough to sit around and be the Order. We have decided to do something. What is the strategic mode? Or, what are we about? What will we decide? We believe, therefore, that this meeting is absolutely crucial relative to this task in that we must hold all the polarities together in a unity, but go beyond all of them. Again, McLieskey's notion of our donning the posture of the "trans". What does it mean to go beyond holding all the polarities while not merging all the differences into a homogenous mush. Another way to say it is that we take into ourselves all the different perspectives, the issues, the thrusts, the edges, the concerns and embody these tensions, dealing with one planet we live in, and going beneath, going beyond and naming the one thing that is blocking us all. Or, we talked about this as naming the crunch. Now what is this global crunch? If you've got the crunch, you've got the answer. Well I don't think it's that simple. We do have some clues. The biggest is, and this is nothing new, is that the crunch we are after is the underlying contradiction that is related to all the other issues like the keystone is to the actions or the proposals. It probably has several aspects to its form. And we know it's not as simple as saying that funding is inadequate or our enlistment schemes are too dinky. We just know that this crunch is bigger than this, it's more complicated, with different sides, like a diamond. The global

crunch is like the whole Order is in a boat which is looking for a small opening between the mountain of rocks which line the horizon. We all know that this small passate is there somewhere. And in this Simplegedes, there is rough water that knocks and rocks the boat. Now everybody in the boat has a different opinion and different experiences about where this passsge is and how we get safely to the other side to reach this promised water. Therefore, it is of concern to the whole Order, or everybody in the boat, what this crunch really is. It's not just concerning a few, but it is touching all of our lives. This crunch is over against what our total life and mission needs globally rather than what one or two Primary Units need. This crunch is in relationship to the long-term needs of the world and what we as an Order can deal with in the next 18 months. This crunch is in relationship more to what we are doing and can do rather than what we wish we were doing or think we should be doing. This crunch is "the perspective out of which we decide about things like the Academy, funding, assignments, Phase III Panchayat activities, research, summer events, etc. The crunch deals both with the operational and structural issues as well as with short-, middle-, and long-term questions. And this crunch determines the doorways which provide the global focus for at least the next 18 months. So what we are after with the doorways are a couple of things that help us focus on the next 18 months.

Now the doorways. This crunch does not require us to redo the 16-year strategy document, but it does allow us to decide the key doorways for at least the next 18 months. It's out to illuminate what arenas we must do great strategic explorations or reconnaissance maneuvers in. Or what are the practical 18-month plans that will allow us in 18 months or so to decide what our new strategic mode is or what our global strategies are. We know this strategic mode must take into consideration things like the audience, the intent, vehicle, form. We're not sure what this is right now. We're interested in global doorways which enable the local as much as the global or create a breakthrough for the globe in a particular place. These participate in forming the global reason to be the Order. These doorways deal with some destructive tendencies or trends. For instance, I don't pretend to be the prophet of doom, but if we do continue to keep on the same track or mode of our funding right now, we could very well go broke, globally. That's what I would call a destructive tendency. Relative to our enlistment in this Order, if we keep on the same track or mode we are on right now relative to enlistment schemes, we might end up with 250 people in five years in an elders' home somewhere on an island--maybe in 10 years. We must change. I personally believe we are going to have more than 250 people. I think we just have to say it could go this way. We think that naming this crunch and these doorways will enable us to make a new effort at stating the new myth and story. This crunch will not just pop out or emerge like a baby. That's a terrible image, because mine didn't occur that way either. Some of us had very hard labour and that's probably what we're about-- very hard labour. The same with the doorway. We are going to have to decide with these doorways which ones we are going to operate out of and which ones we are not going to operate out of. There's a point at which we just have to make some decisions, rather than saying we're going to do all of them.

Now this meeting. How do we do this meeting. how do we win and how do we even know if we have won? The reason we decided to go ahead

with this meeting in the face of ambiguity and the face that everybody else was up to their elbows in alligators of Pilgrimages, and Councils was that we sensed there is this need for a new mode of strategy for us around the world and within each place. Rather than starting with 10 or 12 good ideas or proposals, which could be very good, we decided to take a step back and decide the one crunch perspective which we will all corporately decide to put our shoulders behind during the next 18 months. These new doorways we are after are like what Brussels called great explorations; others called them reconnaissance maneuvers; some have called them experiments. These are not necessarily new things to do, although some of them might be new. But more, what's new would be in the common approaches or the ways we integrate our bunch of actions. These explorations into the new will help us test our theories in these next 18 months about possible new strategies.

You're going to get now a time design of what this week is about. Now this time design reflects our decision to focus the thinking of this group until the global doorways are named. I'll repeat that. This time design reflects our decision to focus the thinking of this group until the global doorways are named. We hope this can be done by Wednesday afternoon. However, if we need more time to come up with doorways, we can take it. The first session of getting on top of what is happening in each Unit and Band will begin formally this afternoon where it says "Individual Reading of the Reports". We want to take these reports of our life and our work very seriously. You will have a report reflection form on which to take notes for that reflection tomorrow. Even the fun game of Order trivia tonight--which you'll find really fun--will have its questions from this report (some of them).

The collegiums, we have decided, on Monday, Tuesday and Wednesday should all be aimed at informing this crunch and the doorways. So Monday's collegium is already over, as you know, and it was tremendous at getting a feel after the last six months. Tomorrow's collegium is at least an hour on "What Is the State of the World?" It's more than an extended news conversation. We hope that we can get, in this collegium, on top of what is happening, trying to intuit the activity we are being informed of by God. And it will end with "what is the crunch? What are we over against?" And how are we being informed. On Wednesday collegium, we'll have one on the shifts in the Order. And we hope this will help objectify what has happened to us and give some clues about the crunch and the doorways.

Now the report reflection time on Tuesday morning is more than just a pretty art form conversation like what did you remember, and what surprised you, what's the meaning of this and what would you name it. There's nothing wrong with that, but that's just about the first level. This is going to be a hard, pushy conversation. One by one, each Primary Unit, and then the 4 bands, asking each other hard questions. Brussels, you say what Lusaka is blocked by, and you say what their breakthroughs are, and Lusaka, you can't talk. We really want to talk to each other. Who is really having a breakthrough in formation and enlistment? And begin to get a level underneath and talk this way and push ourselves.

Tomorrow afternoon, we want to come at this through a different way. It's called "The Business We Are In". This an attempt to come at the whole question of crunch another way. And we divide into groups and ask ourselves: What business are we in? What is the meaning of this business? How do we link ourselves around the globe in this business? What does a local franchise look like? How do you finance, market, and package this product? And what is this product? We are trying to get another way of talking about what we are really about. There you would name the issues now facing us in 'what is the meaning of our business?' what is the issue facing us in the arena of how we globally link this business? Hopefully by that afternoon we will have come a different way at 'what are we really up against?' And we hope by Wednesday, we are ready to have a conversation on the crunch and try to name it before lunch. The crunch before lunch. Then, we are going to go out to a wonderful museum that's underground. We thought this might be a good distancing sort of thing. If in fact, everybody does get back. So we want you to go to the museum and come back and do the doorways in the afternoon. Hopefully by Wednesday night, we'd have the doorways. And then, after that, we would hope to ask, we thought that once we got that far, we could all just sit down and decide how we spend the rest of our time together. I mean what do we really need to do? Now, originally, we had thought that probably out of the crunch and doorways would be the crux or task forces or working groups. So that's why we put that down there. There might be other groups that would need to meet beside that. The plenaries are there. Those might be the wrong time for plenaries. Then we've got to decide who do we want to hear from. We have three collegiums not filled in yet. We can do anything with our time. So we would call a meeting Wednesday night and anybody that wanted to come would come and we'd figure it out. Hopefully that's where we are Wednesday night.

We have been on a long journey together. We have lost people on the way and gained a few. We are people who have made incredible decisions to be this Order and we are struggling to invent what this Order does in history, which, of course, is part of who it is.

We hope that at this meeting we have the courage to make the decisions we need to make regarding our global explorations during the next 18 months. Thank you.

BRUSSELS MEETING

15 JANUARY 1985

- TEAM 1. WHAT BUSINESS ARE WE IN?
2. WHAT IS OUR PRODUCT?
 3. WHAT IS THE MEANING OF THIS BUSINESS?
 4. WHAT IS THE NEW WORLD THIS BUSINESS IS IN?
 5. WHO ARE THE PEOPLE WE WORK WITH, WE ARE ALLIED TO?
 6. HOW CAN WE GET OTHERS IN THIS BUSINESS?
 7. HOW DO WE PACKAGE OUR PRODUCT, MARKET IT? FINANCE IT?
 8. HOW DO WE KEEP THIS INTERNATIONAL, GLOBAL BUSINESS LINKED TOGETHER?
 9. WHAT DOES A LOCAL FRANCHISE LOOK LIKE? HOW DOES IT FUNCTION?

Work for two hours, answering these questions.

First, do an intuitive brainstorm on all seven questions to get the ball rolling. Then talk about your assigned question according to teams. Each group come up with a statement on the issue the global order is now facing in terms of its work. What the global order is finally up against in answering or dealing with your particular question.

These are hard questions--What business are we in?

If you have trouble getting started, spend a little time working individually on what your own life work is, personally. Jot down some ideas.

Then we will come back and reflect on the importance of what we have said.

WHAT IT SEEMS : IRRITATIONS	THE SHIFTS		THE MEANING
	FROM	TO	
The Order is coming apart	Centrally linked	Globally Interconnected	Participating in the shaping of the new consciousness.
The Order is becoming an Institution	Immediate flexibility	Long range catalytic role	Seriousness about the groundswell in New Humanness.
The Internal is more important than the External	2 to 4 year Campaigns	Strategic stability	The Order is our strategy.
Democratic Overemphasis	Controlled decision-making	Implied total responsibility	A decisional corporateness.
We don't recognise anyone anymore	Uniform group	Practical, global, pluriform Presence	Authentic covenant.

h1

THE BECOMING OF THE ORDER

There was a man and his family who lived near a dam with a retaining wall that towered above their house. One night it began to rain, and the man became aware that maybe the wall would break. So, about half way through the night he took the family out of the house and up the hill and sure enough the dam broke and water came down all around the house. The family spent the night up in trees. The next morning the father decided to check and make sure all the family was safe. He found mother in one tree and the children in another. He found them all except grandfather. He climbed down out of the tree (by now the water was down to the top of the door) and as he stood there watching, Grandfather's hat came floating down stream. He thought, "Poor Grandfather." The hat floated down to one end of the house and stopped. Then it began floating upstream to the other end of the house and stopped, and began floating down again. And then, he remembered that the day before Grandfather had said, "Tomorrow, come hell or high water, I'm going to mow the lawn."

I like that story because it's sort of like our experience these days. Some of us have been swept away, some of us have been up in the trees, and there are one or two who have stuck nobly to their duty, but they might as well have not!

A couple of months ago we were asked to give a talk to some of the Guardians of North America, and that caused us to think a fair bit because the Guardians were obviously concerned about what was going to happen to the Order. So, we began to think of the shifts that have happened in the Order, as a way to get them inside of the changes that are taking place. What came out of that talk is some mythology that has continued to intrigue us. We thought we'd like to share it with you this morning.

The Order is tenuous right now, isn't it? It's tenuous like a miracle. The life could just go out of it. Yet, we're seeing a wonderous life, which is beyond our doing and very much our creation.

The fact is that things are not what they seem. There are many fears. For instance, you come down to Daily Ritual one morning and people have forgotten which one they are going to do. Then they get to accountability and nobody seems to know exactly how to do it. You say to yourself, "Good heavens! Things are really coming apart!" That sort of fear is expressed in many ways.

"The Order is coming apart!" The traditions we've built on over the years just are not there anymore. The Nexus that you could always blame for everything is not there anymore. Where is the Assignments Commission that could always help if you got into trouble with assignments? You call Chicago and they tell you that the convenor lives in Houston. You call Houston and they tell you that Charles is on a three week development circuit. None of these things make sense! The

Global Priors don't live where they ought to live, and what's more, they aren't even married to each other! You shake your head in wonderment, don't you? I do. Last summer we dismantled the whole machine. Not one nut or bolt is in the same place. If people are worried that it has come apart, they are right.

Once we were centrally linked. We were autonomous units but we had built a way of linking ourselves together. At one stage there was only one center. Then there were five. We were like a wheel with spokes. Now, we have shifted to become a globally interconnected body, and it's very hard to talk about the wonder of that. In woven fabric, when you are doing the warp and the woof, you have to decide how to mix the colors to make a design. The more I think about it the more I see that as what the Order is in its global interconnectedness. We are weaving together an amazing piece of fabric.

There are the 21 Primary Units, but there are also more subtle things. When Nairobi sent out its Global Order Exchange, something happened to you, didn't it? We received a long piece of cloth and suddenly knew something about interconnectedness that we didn't know before. I'm not sure exactly what it was, but something about interconnectedness happened to us. There are people sitting around this room typing notes directly onto little computers. I'm told they can actually run these notes off onto a disk that can be put into Infonet and within an hour everything that's been documented here can actually be in Houston. No more waiting for two weeks for your Global Order Report. There actually is a time coming when, by being hooked up in this way, our collegiums could be around the world. Then there are the other things that we are developing separately and which are producing strange commonness; i.e. spirit experiments, strategies, and story. Several of our strategies are linking us together.

We've shifted from demonstrating new consciousness to actually deciding that we will participate in shaping the new consciousness. That's why we're doing all these strange experiments and the edge research and the risky collaboration. The revolution relative to changing history has to do with changing consciousness. This is an awesome responsibility to which we have somehow said yes. The shift is from "the Order is coming apart" to deciding to participate in shaping the new consciousness.

The second fear that people have is that we have moved nearer to institutionalism. In fact, some people say we've made a compromise with "the good life." (i.e. all the time we are putting into our facilities, all the carpet we're inking, all the cars we are buying, the computer systems and the endless meetings). Some people have even said we are becoming a sect!

In the past, our flexibility has been somewhat immediate. We've been like a gadfly. We've swooped in with this emphasis and that idea (like the Local Church Experiment), and then swooped out again. I think that probably has been appropriate in doing social penetration and awakening. In the Year of Order Council, we have shifted to a mode of long-range catalysis, more like a space station than a gadfly. Building platforms from which to travel the universe. Think about the ventures in service. They're hard to position, but once you've got them in place they give us a way to permeate new fields in an amazing way. Think about LENS...It's not easy to sell, but we have made astounding moves into the public and private sectors. Here is our long-range flexibility. When the training centers in Hong Kong and Toronto come off, think of the long-range flexibility there.

So, what seems like institutionalism is a new seriousness about the groundswell in new humanness. What I mean by that is Movement. What we've always talked about as doing the movement is, in fact, on our plates now and is extended dramatically.

The third fear has to do with naval gazing, or the fear that we have become obsessed with the internal over against the external. We have worried about all the recent conversations with families, so many councils, so much time spent on the Pilgrimage. Some people are asking, "When will we get down to the real work?"

Yet, the strange thing is that we have done a great deal in this past three months. A very great deal. In the last 16 years we've organized ourselves missionally in two to four-year campaigns. This has been external to our corporate life. They have had delimited time frames and they have been all-consuming, like the Local Church Experiment or the Global Community Forum Golding Campaign or the Band of 24 or the IERD. They operated something like a soccer game. We huddled to decide our strategy and then went "hell bent for leather" for the goal. As soon as we reached it, then we did it all over again.

The truth is that now we are moving toward a more strategic stability. It is not that the internal has taken over, but that the margin between internal and external has disappeared. It's a bit like a space shot where the crew finds that going to the bathroom is as much a part of the mission as rescuing an errant satellite. Think what would happen if someone got constipated on one of these missions. The implications of the internal are as drastic as those of the external! The mission is the same thing. That is why we're writing these covenants and declarations. We are not just getting ourselves into position to do mission, but to be it. It is very important in terms of our new consciousness, but in our old way of thinking it seems a terrible waste of time. Our consensus is that the Order is our strategy. This is a depth decision.

So, what looks like a huge concern for the internal is, instead, positioning ourselves to be our strategy.

An irritant for those of us who were trained in the military academy for generals is this process of democratization. A colleague used to come in last summer and say things like "This Tai Chi business is really an exercise for old women." Then he'd say, "What I mean is that if the generals let the troops make the decisions, the army will fail." Some people have called this "pussy-foot leadership". But, something different is going on. The Holons in the council were the sign. When we arrived in Brussels, the Brussels Primary Unit council was going on. What really struck me was not just that everybody was participating, but the quality of the participation. You should have seen the leaders on tiptoe, so graceful in their orchestration of one of the plenaries. You'd never have believed it!

Our last 16 years has been a time of controlled decision-making. We've shifted to something like "Implied Total Responsibility". It is like shifting from a two-dimensional image to a hologram. The corporate priorship, the open collegium table, the primary, secondary, and tertiary arenas of responsibility have contributed to a remarkable deepening of our polity. The shift has looked like liberal democracy, but it is, instead, a decisional corporateness like we've not known. You could call it a new Xavierism. And our leadership has broadened remarkably. Everybody has a sense that finally "I" have to decide whether the decision on the table is the decision we need. Everyone has been confronted with that demand.

Finally, it is perplexing to discover that we're not the same group we used to be. The revolution has not only happened to our structures, it has also happened to us. Some people couldn't change, and they left. The pilgrimage has been a signal to us of a deepening decision. Imagine the group in Hong Kong filling their cannisters with Chinese soil at the border, in front of the guards. Imagine the group in Chicago, marching around 5th City and then to the Iron man statue where they burned their attachments. (My wife burned her attachment to me, which I thought was going too far!) These things have profoundly altered us. We're not the same anymore, and that is a pluriform happening, which is almost too hard to talk about. It is not just that Amina, Abdulla, Gavai and Mongala are such an important factor in this Primary Unit, it is that our perspective changes, our care grows, and our passion intensifies. What is emerging is a practical, global, pluriform presence.

We've really always been a uniform group, with an increasing number of aberrations, perhaps, but nevertheless uniform. That is no longer true.

The shift is about as dramatic as from raindrops to snowflakes. We've opened ourselves to an incredible vocational struggle. Larry Philbrook said the other day that the hardest decision they had to make was asking the 143 national staff members not to return because of the shortage in self-support. They not only threw those 143 into a vocational struggle but they put themselves into a vocational struggle as well.

There are those hard, hard personal and family conversations that we have all had in the past 6 months. What we've seen is that it is not just someone else's life that is being called into question, but our own life. "Is this what our life is really all about?" is a question that we have had to answer again and again. I don't know what history will say about the 5th City, New York, Cairo moves, but I do know that in the course of those moves, lives were on the line. We had to answer for our very being. We have moved toward a very authentic picture of vocation in a way that is stunning.

We've called this talk the Becoming of the Order, because finally we have to see that our covenant is with "Becoming", and never to the security of "what is". It is always to the challenge of Becoming.

On one hand the future is up to us. We can live it all or throw it away. On the other hand, we have been given the eyes to see how incredibly priceless this covenant is.

History will not allow us to fumble. The mark is on our foreheads.

THE PARAMETERS OF THE CRUNCH AND THE DOORWAYS

The crunch is the articulated contradiction that is related to all issues like the keystone is to the actions.

The crunch now does not require us to redo the 16 year strategies document from the YOC but it allows us to decide the key doorways for at least the next 18 months.

We are interested now in the global crunch. In our pluriformity we have the gift to look at the mountain we all have to climb from many different perspectives. However, today we are interested in discerning the one, inclusive bias that is now informing us about the responsible perspective to climbing this one mountain. We are concerned today with deciding the major issue the global order now must and will face.

The crunch is out to illuminate in what arena's we must do great strategic explorations or reconnaissance maneouvers, or practical 18 months plans that will allow us in 18 month or so to decide what our new strategic mode is.

The crunch is over against what our total life and mission globally needs, rather than simply what anyone primary unit needs.

The crunch is in relation to the longterm needs of the world and what we, as an order, can deal with in the next 18 month in relation to that need.

The crunch is in relation more to what we are doing and can do then to what we wish we were or think we should be doing.

The crunch is the perspective out of which we decide about things like the academy, funding, assignments, phase III, panchayat activity, research modes and summer events.

We are interested in global doorways which enable the local as much as the global; that create a breakthrough for the globe. These participate in forming the global reason to be the order.

The crunch deals both with operational and structural issues, as well as with the short, middle and longterm questions.

The crunch determines the doorways which provide the global focus for at least the next 18 month.

Naming the crunch and the doorways will enable us to make a new effort at stating the new myth and story.

Standing as the Global Order looking at the whole Order, what is now the major issue the entire Order is facing from the perspective of the next 18 months.

CRUNCH WORKSHOP

I. CONTEXTUAL QUESTION AND PARAMETERS

- Opening Songs: Pilgrimage
- Layout day: 1. Crunch
- 2. Museum
- 3. Doorways

Before we start:

What were some of the key issues stated yesterday morning reflecting on the reports?

What about the afternoon. What were some of your key breakthroughs in your conversation?

What happened to you in these reflections?

Where was the real struggle going on?

1. Pass out parameters sheet. Go over the sheet and have somebody read and get out the key words.

2. Key question: Standing as the Global Order looking at the entire Order, what is now the major issue the Order faces from the perspective of the next 18 months?

II. WRITING AND READING

1. Now everybody write a sentence of 30-35 words. Start the sentence with "The Crunch the Global Order is overagainst is . . ." Take 5-10 minutes.

2. Six volunteers stand up and read your statement clearly and slowly. Now have 2 or 3 completely different ones read.

III. ELEMENTS AND CLARITY

1. Put arrows on . the board.

2. What are the most critical common elements you heard in the sentences that were read?

3. Clarify in 2-3 words, please.

4. Get 5-6-7 elements on the board.

5. Which one of these is on target?

6. Where do you still have questions?

7. Where are you still unclear?

8. Somebody clarify. Which 2-3 do you suspect are closest to being clues to the crunch?

IV. ONE SENTENCE

1. This exercise is like walking around a fire. The fire always changes even if you would stare at the same spot, but we are walking around it. We've got some critical issues on the board. The crunch is probably not any one of these, but lies in the interrelationship of these.
2. Somebody say, in what arena is the heart of the matter of the crunch? Why? Somebody else. Why?
3. What aspect of this arena?
4. What is the major issue here in this arena?
5. Write this crunch. Everyone take time to individually write another crunch statement.
6. Someone read yours. Ask the group, is this it?
7. Have another one read. Then another.
8. Which one is most on target? (Put it on the board.)

V. POLISH

1. Which parts of the crunch statement on the board are okay?
2. What is the real issue here? Continue to push until the crunch is stated.
3. When done: we carry a lot of meaning in these words now that we have worked on them for awhile. Let's make it clear enough for the rest of the Order. I think about my wife stuck on the 3rd floor. Who are you thinking of? How do we turn this into a compelling crystal clear statement for the whole Order (particularly the people who aren't here)?
4. Write the polished version on the other side of the board. Is it still the same?
5. Have it translated into Hindi, French, Spanish, Swahili, etc.
6. Now translate it back to English. Is it still the same?

VI. WRITE/TYPER DOORWAYS

1. I'd like 2-3 volunteers to take this statement and polish and type it. Do not change it, just clarify it and make 80 copies.
2. While they are out, let's think about the doorways. What resolves does this crunch imply?
3. What global actions do you see through this crunch?
4. What are 2-3 things all of us should work on in response to this crunch?
5. When the typed copies of the crunch come back, have a couple of people read it. This seems to be our consensus.

The Statement of
THE GLOBAL CRUNCH

Forming the experimental modes that are now unconscious and unacknowledged that will allow us to continue full force with the present wisdom and programmes and funding required while accelerating the transformation process necessary in our grounding, visioning, activities and methods.

THE BRUSSELS MEETING

14-19 January 1985

Participants and Enablement

N-110	2	Mexico City	Barbara Alerding	N-312	10	Brussels	Julie Parsons
N-306	1	Nairobi	Linda Alton	0-300	1	Houston	Lynette Pennington
N-306	8	Nairobi	Dick Alton	N-406	4	Nairobi	Larry Philbrook
0-300	8	Manila	Zenaida Armas	0-309	10	Brussels	Frank Powell
0-300	3	Bombay	Shakuntala Belge	N-204	5	New York	Charlene Powell
N-111	3	Nairobi	Pam Bergdall	0-309	10	Brussels	Sandra Powell;
N-311	10	Brussels	John Burbidge	N-409	5	Hong Kong	Tom Price
0-306	7	Brussels	Jim Campbell	N-407	2	Tokyo	Bob Rafos
N-303	4	Hong Kong	Elizabeth Caperton	N-212	2	Chicago	Don Raschke
N-103	10	Brussels	Ackim Chimusanya	N-206	8	Brussels	Elaine Richmond
0-310	3	Brussels	David Coffman	N-206	5	Brussels	Raymond Richmond
0-310	4	Brussels	Pat Coffman	N-402		Panchayat	Brian Robins
N-107	7	Manila	Don Cramer	N-106	10	Brussels	Bill Salmon
N-308	8	Delhi	Mary D'Souza	N-106	5	Brussels	Beverly Salmon
0-307	3	Brussels	Oscar Damen	0-300	7	Toronto	Jan Sanders
N-408	6	Nairobi	Danaraj Darlington	N-402		Panchayat	Paul Schrijnen
N-205	10	Brussels	Rob de Laet	0-210	9	Brussels	Dick Seacord
0-300	5	Chicago	Leah Early	N-404		Panchayat	Eunice Shankland
N-103	3	Brussels	Wayne Ellsworth	N-404	1	Chicago	Sherwood Shankland
0-203	6	Kingston	Ted Farrar	0-300	9	Los Angeles	Conna Shropshire
0-300	6	Hong Kong	Sally Fenton	N-107	7	Chicago	Joe Slicker
N-209	8	Brussels	Russell Fouts	0-204	3	Chicago	Art Smith
0-213	10	Brussels	Mangla Gavai	0-203	6	Chicago	Ray Spencer
0-213	7	Brussels	Hiraman Gavai	N-410	3	Chicago	Jeanette Stanfield
N-211	5	Calcutta	Pratidan Halder	0-302	10	Brussels	Anna Stanley
N-208	6	Brussels	Kaye Hayes	N-409	4	Brussels	John Stringham
N-108	9	Brussels	Don Hinkelman	0-301	4	Brussels	Martha Talbott
N-105	6	Bombay	Duncan Holmes	N-111	3	Lusaka	Elaine Telford
0-206	7	Sydney	George Howard	N-204	2	Houston	Pat Tuecke
0-206	10	Brussels	Dixie Jennings-Teats	0-211	10	Brussels	Bhimrao Tupe
N-410	1	Chicago	Rob Jennings-Teats	N-202	10	Brussels	Hans van den Akker
N-310	1	Brussels	Linda Jones	N-403		Panchayat	Roos van der Spurt
N-302	2	Brussels	Ian Kaayo	0-317	6	Brussels	Robert Vance
N-105	9	Abidjan	Bernhard Knutsen	N-412	1	Hong Kong	Carol Walters
0-203	1	Calcutta	Jean Claude Kourdio	N-210	6	Hong Kong	George Walters
N-408	9	Chicago	Wesley Lachman	N-412	2	Hong Kong	Larry Ward
N-101	2	Brussels	David Lazear	N-210	6	Brussels	Mary Ward
0-313	9	Brussels	Jim Lindsay	N-406	5	Nairobi	Kate Ward
0-313	5	Brussels	Teresa Lingafelter	0-304	8	Brussels	Sam Were
N-309	10	Brussels	Robert Lingafelter	0-304	3	Brussels	Jim Wiegel
N-401		Panchayat	Jean Long	0-303	2	Brussels	Judi Wiegel
N-405	7	Lima	Kay Lush	N-110	6	Toronto	Alfrieda Wilkins
0-203	7	Nairobi	Kip May	N-301	4	Brussels	Helen Williams
N-411	4	Bombay	Patrick Mbulu	0-203	8	Caracas	L'in Wisman
N-109	9	Chicago	David McCleskey	N-102	4	Chicago	Rob Work
N-108	8	Chicago	Donna McCleskey	N-102	4	Chicago	Joel Wright
0-203	4	Lusaka	Justin Morrill	N-102	3	Chicago	Alice Wright
0-316	2	Brussels	Steven Muyaule	N-308	9	Cairo	Anne Yallop
0-316	6	Brussels	Abdallah Mwamose	N-407	2	Cairo	Mohammed Yasin
N-307	10	Brussels	Aninah Mwamose	N-109	5	Brussels	Ruthe Yost
0-310	4	Bombay	Theima Neuwirth				
N-103	3	New York	Kay Nixon				
N-405	9	Hong Kong	Vaughn O'Halloran				
N-304	2	Brussels	Barry Oakley				
N-304	1	Brussels	Sue Oberg				
N-212	8	Los Angeles	Jim Oberg				
			John Oylter				

ACTIVATING PLANETARY RESEARCH PROCESS

THE DOORWAY TO PLANETARY RESEARCH OVER THIS EIGHTEEN MONTHS IS EMPOWERING THE LEARNING PROCESS IN ALL 21 PRIMARY UNITS

This will involve exploring approaches that will enliven the theoretical, practical and experiential dimensions of our research in each action:

Theoretical research around the new intellectual framework of our times

Practical research discloses our learnings and insights through our engagement

Experiential research immerses us in the experimental forms being utilised beyond ourselves

In 1952 as a body we got glimmerings of the new paradigm and forged the Academy on the basis of these glimmerings. We embodied these in the local and in ourselves. We are now in a time when these glimmerings are exploding into flashing lights of consciousness about the new reality. This doorway is not another thing to do. It is a way for us to get inside the resent manifestation of the explosion of consciousness happening on the planet and to begin to discern our contribution.

This doorway has a lot of fascination and some fear. We suggest each Primary Unit reflect on what they find themselves shying away from and build their study plans to push themselves further onto the fascination pole.

THE ANTHOLOGY AS A WAY OF EMPOWERING THE LEARNING PROCESS IN THE 21 PRIMARY UNITS

Over the next 18 months, the use of "The New Vision of Reality, Part One and Two" provides us with the gift of a commonly available starting point for the intellectual study which will get us inside of new insights (concepts and images) into the reality of our planet.

Coming to an acquaintance with this new reality which is around us will be more like a "jump out of our skin and into another position" rather than a linear step ahead either in terms of approach to study or to the material itself. This is not "another study", not "this quarter's roundtable", not "6 months of collegiums to churn out" all of these are redoing the new back into the old. Where possible other people and organisations could be collaboratively involved in dialoguing with these articles. This will give us a way of getting inside of the new reality, the new paradigm perspective, the revolution in human consciousness and the synergistic directions of the new age. Using the Anthology to facilitate our individual and corporate understanding of the New Reality will plant common imaginal and conceptual seeds in our imagination and help us to see and describe this new reality more clearly.

Voices of Rural Practitioners (the IERD "book") is also now available and will be studied during this time as well. Voices is also a part of the study, dialogue and learning related to our overall research task. "In principle" both are describing "the new reality".

After we begin to participate in the transformation process with images of the new reality, then head on reflection can be done on "Voices of Rural Practitioners" is and in what manner it articulates the new reality.

EIGHTEEN MONTH BENCHMARKS

Our hope would be that everyone would over the next 18 months become familiar with all of these articles.

FIRST SIX MONTHS Perhaps by July everyone in each Primary Unit could read the lead article from each section. Time could be used in sharing and suggesting the next 6 month's focus during the July Check Signals meeting and next steps planned at that time and from that point further work could go on with talking

papers, exchanges of additional articles and resources, critiques, etc.

STUDY METHODS

We need to encourage each other to explore new ways of coming at the dialogue to be found in these articles. These might include reading dramatically to each other, using visualisation, drawing pictures, New Age games, etc. It is not helpful to say the method is to pick and choose, and yet we are not simply suggesting a long charting session of each article either. Virtually all of this dialogue will occur in the 21 Primary Units. Also, this could be used in the research component in gatherings as well as other activities.

Our concern is first for us all to cover or get on top of all this to give us the same background and then to expand to finding other or better articles, tapes, etc. We anticipate a great deal of experimentation in different approaches to the study and interchange of these articles. Where these articles must be used in translation, probably key paragraphs will need to be used. Research and Interchange in Chicago will send their recommendations on the key paragraphs for each article and a list of international organizations which primary units could get in contact with.

This anthology represents a great gift from one of the Primary Units to us all-- a promise of the future for our research as such gifts continue to flow from one Primary Unit to another.

SUMMARY OF RECOMENDATIONS

1. Each Primary Unit will study the lead articles in each section of the Anthology in the next 6 months.
2. Explore imaginal study methods.
3. Study the whole Anthology, where possible, during the next 18 months.
4. Gather data (papers, tapes, videos, etc,) to expand the Anthology.
5. R/I Chicago will designate the key paragraphs in each article and sent them to each location as well as an initial list of other groups working in these arenas globally.

RESEARCH EVENTS

EACH PRIMARY UNIT, CONTINENTAL AND GLOBAL GATHERING DURING THE NEXT 18 MONTHS WILL HAVE A RESEARCH AND SHARING COMPONENT IN ORDER TO BUILD A COMMON BASE OF DIALOGUE. Each gathering would set aside time for video presentations, outside group facilitators, art form modules, anthology study, site visits, non-competitve games and celebration modes, etc.

PRIMARY UNIT RETREATS--During the next six months(January to June, 1985) we recommend that each of the 21 Primary Units hold a RESEARCH RETREAT. This retreat is an extended period in which the order may in its thinking, organisation and action dialogue with the New Paradigm. The focus of the retreat will be determined by the Primary Unit. Its purpose is the grounding of the materials in the anthology. Special care may be taken to include the work of groups outside ourselves. One of the retreat components is the documentation of the retreat to be shared through Research and Interchange with the other Primary Units.

SUMMER 85 is scheduled for 7 July-31 August in Brussels. The focus will be testing new curricula and expanding our field research on the new paradigm. All Primary Units can participate in Summer 85 by sending new curricula and constructs(with or without "teachers") to the "SEEDLING NURSERY"(an internal name only)(a 3 week organic digestion of Primary Unit curriculum and New Paradigm contributions--25 May-15 June 1985) and by sending 2 persons(with a priority on initiates, volunteers and affiliate forms). Participants fees will be \$800 with a non-refundable preregistration fee of \$100 to make the programme self-supporting. Nine people have been assigned(David Coffman, Hiranman Gavai,

Mangla Gavai, Kaye Hayes, Jean Long, Aminah Mwamose, Frank Powell, Sandra Powell and Jim Wiegel) as a core for this event, responsible for all aspects including facilitation, practics and documentation. The facilitation staff will include 22 individuals of which 9 will be the core, plus 2 others involved in formation and training in Latin America and SEAPAC. Travel tickets for these two faculty members are included in the Summer 85 budget. The other staff for facilitation, support and documentation will include European colleagues and others assigned from the Brussels Primary Unit.

NORTH AMERICAN RESEARCH ASSEMBLY--July 7-21 the Primary Units in North America will hold a New Paradigm Research Assembly in Chicago. It will be a collaborative event in which dialogue will go on with several networks of people. It will be a self-supporting event. The Primary Units of North America are responsible for designing this event:

1. North American Priory will assign facilitators in March meeting and work out budgets, costs and income
2. recommendations for modules, content and cooperative groups will be suggested by each unit
3. The pulltogether feedback and coordination will be done by research interchange Chicago.

RESEARCH TREK--The Research trek is planned as a series of catalytic events involving all Primary Units. It would focus on documentation, interchange, design and inputs. This will signal the formal beginning of the research clusters. (4 DAY)

Documentation is to include research work to date and manifestations of the new paradigm and consciousness revolution resources to the Primary Unit.

Interchange is to include models and plans of other Primary Units especially with similar local situations and the sharing of new methods, tools and constructs.

Design flowing out of interchange is to include Primary Unit research thrust and funding plans.

Inputs is to include pulltogethers that had been made, the amplification of the anthology with articles, audios and videos and FRAM work such as Infonet, constructs, resource needs, servicing functions, etc.

Trek dates are coordinated in a common calendar.

COUNCILS AND RESEARCH EVENTS CALENDAR--Many Primary Units have scheduled and are in the process of scheduling and holding other events and programmes contributing to our research and learning processes. These are to be encouraged over the next eighteen months. Major events are shown on the attached calendar.

EXPLORING AND LAUNCHING VOLUME III

The 4 year agreement to publish THE DIRECTORY OF RURAL DEVELOPMENT and THE VOICES OF RURAL PRACTITIONERS includes the option of a third volume. This is currently imaged as a pulltogether of our learnings from Phase III of the IERD and our own experience in village development as well as initial research into the New Paradigm Perspective, the Revolutions in Human Consciousness and the Dynamics of Social Change, etc. The second edition has the possibilities of including more of our work documenting the New Paradigm. During the coming year Research and Interchange and the Primary Units will explore possible directions in this arena. The practical modes of this exploration are as follows:

1. Interchanging our reflections and dialogue with other groups who are exploring this New Vision of Reality(NVR)(la the anthology)
2. Pulling together learnings and insights from our practical engagement in the New Reality currently and over the last several years(eg, HDP's, declaration programmes, the YOC, consultative events, etc.)
3. Documenting the NVR through our first hand encounter with present edges in our Primary Units.
4. Submitting proposals to pay for our edge research work in the Primary Units

5. Initiating work on a video visual presentation which provides a multi-cultural grounding of the New Vision of Reality based on our experience in 68 locations around this planet
This provides us with a new opportunity to feed research and learnings into a form which states our own contribution in a public way.

COORDINATION AND RESPONSIBILITY

As Primary Units and Continental Teams, work out their plans for the next 18 months, they should anticipate that by January 1986 we will have compiled in documented form all learnings from the IERD, additions to Voices of Rural Practitioners and in so far as possible the spelling out of our own approach and learnings in local development. In addition material in other arenas might also be ready.

At the ~~August~~^{Oct} 1985 check signals meeting the outline of the book will be pulled together based on the research each Primary Unit is doing and assignments made for compiling and drafting the various chapters. Between ~~August~~^{Oct} 1985 and January 1986, the first drafts of the chapters will be compiled and written by assigned Primary Units.

The Brussels Primary Unit will assume responsibility for coordinating and compiling all IERD and MCC materials in collaboration with the other Primary units and the Research and Interchange Bands. Chicago Primary Unit Research and Interchange will coordinate all the other chapters of Volume III, Second edition and related products in collaboration with the Primary Units doing the research.

Primary Unit Million Dollar Campaigns

THE TORONTO EXPERIENCE

Last Spring's Leverage Points

Program Advantages: IERD
Rama Reserve
Frame Advantages: Sen. Moulson
Pattersons
NSC
Personnel Commitments: Prior
F & A 2

Journey to Campaign Launch

April: Strategy PSU with Toronto and F & A
Test calls for Lead Gifts and Clout
Committee
.Pattersons - \$80,000
.Moulson - Retti Thomas & Pattersons
May: Public Test of Concept
Senator hosts Toronto Luncheon for
new funding targets
Second senator hosts luncheon with
Goheen as speaker
June - September: Basic strategy proposal
goes through several
rewrites with frame & clout
committee before final book
with photos is printed
Oct - Nov: Support gifts sought
Dec: Senator commits \$100,000 and gives \$50,000

PILLARS OF PRIMARY UNIT LABORATORYS

- .IERD Phase III Presentation - Using data from reports done here
- .Gridding Exercise - The larger Continental Frame of Reference
- .Extended National Strategy Workshop
 - Stepping stones of ICA:(Nation)
 - Source of Credibility in the Nation
 - Social Contradiction We are Adressing
 - Historical Impact of our work in this nation
- .Framing Workshop
- .Budgetting (Total budget, Capital investments, multi-year program)
- .Targetting Workshop

CAMPAIGN PHASING

Phase I: Preparation

Most of the primary units are in this phase. The crucial issue is creating and using advantages. Some places need to think through the launch of new program; others need to broaden and deepen their frame; others need to land signal grants that symbolize they are in a new league.

Phase II: Initiation

The key to this phase is the development of a long range strategy which responds to national priorities and key contradictions. This must be done with the participation of the frame. This is a process of several months and involves test calls and the creation of an indepth proposal. Budgets are imaged as having monies for local program, for capital investments, and for global program.

Phase III: Rolling

The key to this phase is the development of a winning campaign. This involves putting together a funding committee of high clout who will do the major asking and fronting for the proposal. It involves getting large up-front commitments (called lead gifts). It requires the time commitment of key primary unit leadership and their willingness to learn how to do a major funding campaign. It involves the commitment of F & A seasoned personnel to participate in the organization and launch of the campaign.

I PREPARATION		II INITIATION	III ROLLING					
CREATING + USING ADVANTAGES		CREATING LONG-RANGE STRATEGY	CREATING WINNING CAMPAIGN					
PROGRAM	FRAME	MONEY	PROPOSAL	FRAME	"NATIONAL" PRIORITY	CLOUT COMMITTEE	BIG UP-FRONT COMMITMENTS	LOCAL/GLOBAL PERSONNEL
BRUSSELS								
CAIRO								
NAIROBI								
LUSAKA								
ABIDJAN								
BOMBAY								
DELHI								
CALCUTTA								
TOKYO								
SYDNEY								
MANILA								
HONGKONG								
LOS ANGEL								
HOUSTON								
NEW YORK								
TORONTO								
CHICAGO								
MEX. CITY								
CARACAS								
LIMA								
KINGSTON								

F & A
19 JAN '85
BRUSSELS

GLOBAL GRANTS MATRIX

→ 0 TARGETED ←
● WORKING
△ EXISTING

GRANT LOCATION BY NATIONS	FUNDING SOURCES																								LOCAL / IN-COUNTRY GRANT MONITOR	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24		
BELGIUM																										J. CAMPBELL
PORTUGAL				0																						
EGYPT	0	0	0					0	0																	A. YALLOP
KENYA	0	0		0	0	0	0	0	0				0													D. ALTON
ZAMBIA	0	0	0	0	0	0	0	0	0																	E. TELFORD
IVORY COAST	0	0		0																						K. GILBERT
INDIA				0				0	0																	J. NIXON
				0		0			0		0															M. D'SOUZA
							0																			W. LACKMAN
HONG KONG							0																			E. CAPERTON
PHILIPPINES						0	0	0					0				0									D. CRAMER
TONGA	0	0					0		0		0															K. WHITNEY
USA													0													K. TROXEL
													0													P. TUECKE
													0													C. SHROPSHIRE
MEXICO		0														0										R. WARDEN
GUATEMALA		0	0						0		0	0			0											B. ALERDING
HONDURAS	0																									W. ALERDING
JAMAICA	0	0	0					0			0															T. FARRAR
PERU	0	0	0	0				0						0												K. MAY
BRAZIL	0	0												0		0										K. KRAUSS
VENEZUELA		0	0			0																				R. WORK
TOTAL TARGETS	3	7	7	8	3	4	5	7	8	4	1	3	3	2	3	1	1									
F & A / GLOBAL COORDINATION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	NO. OF GRANTS	
C. PIERCE																										△ EXISTING
J. OBERG																										● WORKING
P. MORRILL																										○ TARGETS
J. PATTERSON																										48
J. CAMPBELL																										TOTAL
J. CAMPBELL																										70
J. BURRIDGE																										
R. STANSBURY																										
D. MORRILL																										
R. JENNINGS-T.																										
J. OBERG																										
J. OBERG																										
DO. MCCLESKEY																										
K. PIERCE																										
DO. MCCLESKEY																										
R. STANSBURY																										
T. OBERG																										
J. PATTERSON																										

PRIMARY UNITS	1985 JAN. - SEP. EXPENSES A					DEBTS TO BE PAID BY SEP 8 1985			A + B + C NEEDED INCOME	JAN-SEP D PROJECTED INCOME	14-MONTH NET CONDITION	% REL. TO NEED	ADJUST- MENTS	MANEUVERS NEEDED
	FIXED OPER.	PROGRAM	CONT'L	GLOBAL	TOTAL	PRE- AUG '84	AUG-DEC '84	TOTAL						
BRUSSELS	44,100	48,900	35,100	68,700	196,800	32,400	6,300	38,700	235,500	160,000	<75,500>	<32%>	3,600	GRANTS WORK
CAIRO	30,636	15,435	2,250	2,000	50,321	79,106	5,580	84,686	135,009	50,000	<85,007>	<63%>	27,000	30,000 SCHOOLS
NAIROBI	72,500	47,500		2,000	122,000	75,000	15,000	90,000	212,000	196,000	<16,000>	<8%>		
LUSAKA	17,000	30,883		2,000	49,883	3,250	-	3,250	53,133	40,000	<13,133>	<25%>		
ABIDJAN	10,000	17,864		2,000	29,864	-	-		29,864	27,600	<2,264>	<8%>		
BOMBAY	23,580	151,125	37,500		212,205	10,080	15,140	25,220	237,425	104,000	<133,425>	<56%>	91,000	TRAINING CTR. 32,000
DELHI	3,375	5,400	8,035		16,810	2,160	3,960	6,120	22,930	30,000	7,070	31%		
CALCUTTA	5,000	1,800	8,035		14,835	2,160	5,160	7,320	22,155	18,000	<4,155>	<19%>		
TOKYO	13,383	46,737	14,760		74,880	-	100	100	74,980	50,000	<24,980>	<33%>		INCOME MANEUVER
SIDNEY	26,550	70,830	20,232		119,612	5,000	10,466	15,466	133,078	100,000	<33,078>	<25%>		
MANILA	15,480	47,340	18,000		80,820	-	9,524	9,524	90,344	81,000	<9,344>	<10%>		
HONG KONG	33,669	41,670	11,295		86,634	6,400	13,700	20,100	106,734	81,000	<25,734>	<26%>		RENT
LOS ANGELES	54,189	101,660			155,849	900	-	900	156,749	130,000	<26,749>	<17%>		
HOUSTON	54,315	109,335			163,650	1,350	-	1,350	165,000	145,000	<20,000>	<12%>		
NEW YORK	109,467	88,185			197,652	6,480	-	6,480	204,132	180,000	<24,132>	<12%>		
TORONTO	30,690	55,987			86,677	7,088	-	7,088	93,765	95,000	1,235	-		
CHICAGO	167,385	119,268	772,743	141,525	1,200,921	5,500	267,275	272,775	1,473,696	1,360,000	<113,696>	<8%>		
MEXICO CITY	5,265	20,394	5,472	2,000	33,131	-	-	-	33,131	25,000	<8,131>	<25%>		
CARACAS	9,439	40,000	2,592	2,880	54,911	-	-	-	54,911	73,000	18,081	33%		
LIMA	19,060	66,400	5,200	6,000	96,600	-	-	-	96,600	60,000	<36,600>	<39%>		
KINGSTON	13,707	14,580	5,472	2,000	35,759	-	-	-	35,759	27,000	<8,759>	<24%>		
TOTALS	758,730	1,141,273	946,686	231,105	3,077,814	236,874	352,205	589,079	3,666,893	3,032,600	<634,293>			
FISCAL/LEGAL			78,370											
RESEARCH/INT.			77,898											
FORMATN/TRNG.			157,200											
FUNDING/AUTH.			199,984											

BRUSSELS CHECK SHEET 18 JAN 85

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BUDGET/INCOME ADJUSTMENT RECOMMENDATIONS

Each Service Center and the 2/3 continents related look together at trimming budgets and increasing projected income to insure income and expenses for next 9 months even out, further debt is not incurred and distribution mechanisms are worked out equitably

Africa/Name Primary Units will figure out how to cover est. \$3600 for cost of F&A and F&L treks to Africa/NAME
(bare bones)

The current estimate/on training center costs in the Subcontinent to complete Chikale and Jawale Training Centers are \$32,000. Work will continue on trying to change tax status on buildings, but extraordinary maneuvers for this money may need to come from another continent.

A closer look needs to be made at the Cairo situation, help may be necessary on the \$30,000 to complete contract on primary schools

Tokyo P.U. needs to look at increase in income projection from Seoul Programme House

Seapac may need to look at spreading the Hong Kong facility costs across the Primary Units

QUESTIONS FOR NEXT 18 MONTHS

1. How does every Primary Unit participate in the Service Band costs?
What is the mechanism?
2. What is the relationship of the Anchor House and Service Center?
Where do overhead costs get held?
3. How do we develop common ICA budget guidelines so that when we build a global budget we're looking at the same things?

NEW FUNDING MODE

RECOMMENDATIONS

GRANT COORDINATION

Each coordinator will prepare a one page grant phasing strategy for each granting agency and send it to each of the other Funding and Authorization band centres.

BOTTOMLINES

We continue to go after the 4.4 million by July 31, 1985

PROGRAMME REPORT

We move in the direction of an ICAI Programme Report. In 1985, the report would have an ICA cover with the ICAI address and Board listed on the inside and be produced by the Brussels Service Centre. Each Service Centre would write up a programme report and send it along with photos to Brussels by April 1st. The final report would be written in Brussels by a team of three, 2 from the Brussels Primary Unit (Alan Berresford and Rob Jennings Teats) and 1 from North America (to be assigned during the January Continental Meeting).

BUDGET INCOME ADJUSTMENTS

1. Regarding the caontinental and bi continental budget revisions the following meeting times are suggested.
Africa, NAME, Brussels F&A and F&L meet Sunday morning
Latine America check signals before leaving
SEAPAC meeting Sunday and Monday
North America Meeting at end of January
Subcontinent check signals before leaving
2. Budgets would have to be revised according to our final plenary decisions (i.e. Global Signal Check meeting may move to Oct) standing in our decision to not go further in debt during this 9 month period.
3. Bombay Training Centre
The only intercontinental program award we see we need to consider at this time is \$10,000 during the next three months from North America (this would allow completion of first floor of Chikale and contractor payment on Jawale). India will know in Week 5 if 35cca status is approved and will plan in dialogue with the 3 Service Centres accordingly. If approved they will put a team on raising the money in India, if not approved they will fundraise on visa turnaround trips. The entire \$123,000 to complete both training centres will be submitted through special proposals by India.
4. Cairo representatives will stay next week to write proposals for the primary schools and will work with F&A Brussels to create submission maneuvers. No intercontinental transfers are planned.
5. We recommend that the meetings of the Fiscal and Legal Band and the Funding and Authorization Band scheduled for June be held in the same location, to combine work on the global financial situation and global systems prior to the next Global Check Signals and projecting 12 months.

CARE IS

Care is a burning passion
For life that's lived as free
Free from the needless suffering
Free for what must be

When will the longed for day come
When will the suffering cease
When will life seem worth living
When will all live in peace

CHORUS:

Care for all suffering people
Know all the pain within
Nurture the care that's in you
Build the fires again

Care is a raging torrent
Driving the earth toward home
All of the future waiting
To see us live as one

If patient pathways beckon
While strife and conflicts swell
Hope for the new day coming
Take courage in your care

CHORUS

Care is a burning passion
For life that's lived as free
Free from the needless suffering
Free for what must be

KENYA, KENYA TAIFA LETU

Kenya, kenya, kenya taifa letu
Kenya, kenya, kenya nchi letu.

Hapo zamani tulikuwa nyuma sana
Sasa aboutani tuko namba wani
Afrika ya mashariki kote tumefika
Uganda, Tanzania, Rwanda na Burundi.

CHORUS

Hata na Mauritius kote tumefika
Inchi ya Africa zate ziko shwari
Viongozi sasa wako usukapi
Wa kupanga mipanga yao vijijini.

CHORUS

Mashamba ya maonyesho sasa ni tele
Hiyo yote ni kazi ya viongozi
Hata mwanonyoko wa udongo tumefanya
Hiyo ni hatua ya kwanza vijijini.

EARTHRISE
(Tune: Clair de la Lune)

There is in the earthrise
A new age begun.
Calling every human
Now to live as one.

Chorus:

Age old pains revealing
New awareness come.
What a time to live in
To be what must become.

Be the new creation,
Step where none have gone.
Local gifts releasing
Caring journeys on.

Chorus

PUT YOUR EAR TO THE GROUND

Put your ear to the ground,
Hear the pains and the joys
Of a new human world
A-coming to be.

Put your ear to the ground.
O'er the rumble of wars
Lifts a melody
A new harmony.

Put your ear to the ground.
Let the drummers of fear
Stir your voices to rise
In a chorus of cheer.

Put your arms 'round the earth,
A gesture of care.
Sing out your hope,
The courage to care.

PILGRIMS ON THE JOURNEY

There are people laughing,
People crying,
All of them are
People on the Way.

(Chorus)

Moving on down many different roads,
Pilgrims on the way.
Seeking out people of the Spirit
Pilgrims on the Way.

There are sights of wonder,
Signs of spirit,
All of them are guideposts
On the Way.

(Chorus)

Pilgrim on the Journey,
Weep if you can,
Don't complain,
The Way has chosen you.

(Chorus)

ON A SPIRIT JOURNEY
(Tune: Sentimental Journey)

We are surely on a spirit journey,
We have seen the blue earth rise,
We are surely on a spirit journey,
To respond to this world's cries.

Journey--
Oh, how it's sure been a
Journey--
Into millenium, we're
Turning--
Each and every day, a new choice mad
A new brick laid.

We are surely on a spirit journey,
We have seen the blue earth rise,
We are surely on a spirit journey,
Universal journey on.

A R M O N I A

JOURNEY

Well, the years have come and the years have gone,
Still, the Son of Man keeps a trodding on,
Journey,
Journey on.

Yes, from innocence to experience,
From dependence to independence,
Journey,
Journey on.

Well now, I have loved and I have been loved,
I have judged and I have been judged,
Journey,
Journey on.

So, whether calm or storm, there's a victory,
Cause I'm in all, and all is in me,
Journey,
Journey on.

Chorus: Journey,
Oh, Journey,
Still I never get
never get
never get weary yet.

(Repeat)

I was captured by the banks of the River Nile,
Carried far beyond the Southern Sea,
Journey,
Journey on.

So I left my home in the morning,
I want to go home in the evening,
Journey,
Journey on.

Chorus (Repeat twice)

Like the sun and sea, life's been flowing free,
I got to be free, 1983,
Journey,
Journey on.

So from the lessons learned and the tables turned,
The victory earned and my heart still years,
Journey,
Journey on.

Chorus (Repeat twice)

Jimmy Cliff

Armonia y Libertad de la tierra brotaran
y este canto de hermandad
para siempre a todos unira

Cantaremos la cancion
y es seguro que el amor
te hara sentir felicidad
y en el mundo reinara la paz

CORO

ARMONIA ARMONIA

TODOS JUNTOS ARMONIA

Y EL CORAZON RESPONDERA

Y UN NUEVO DIA PRONTO LLEGARA --- Y UN NUEVO ICA PRONTO LLEGARA

Armonia Universal, continuo peregrinar
nueva vida en comunidad
sera nuestra pluriformidad

CORO

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THE IERD DOORWAY IS
COLLABORATIVELY IMPLEMENTING PHASE III ACTIVITIES TO EMPOWER A PLANETARY
MOVEMENTAL NETWORK TOWARD COMPLEMENTARY ALIGNMENT OF STRATEGIC ACTION.

- A - ACCELERATING PUBLIC INTERCHANGE
- B - EQUIPPING LOCAL PRACTITIONERS*
- C - FACILITATING POLICY CHANGING EVENTS
- D - SUPPORTING MULTICOMMUNITY CATALYSIS THRU HUMAN DEVELOPMENT
CONSULTANCIES*

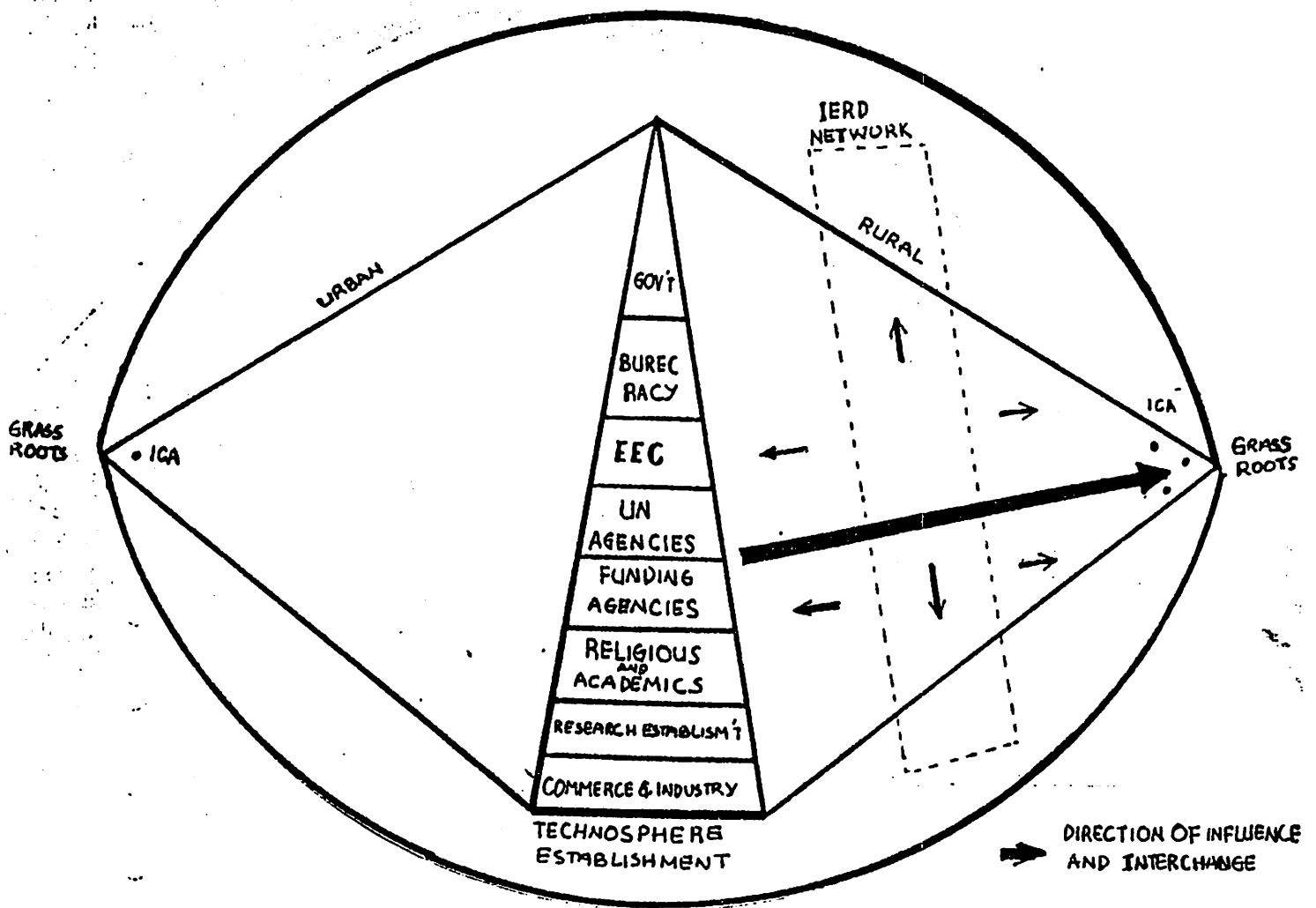
E - FUTURE DIRECTIONS ASSEMBLY

* done by all Primary Units

CONTENT

- A - ACCELERATING PUBLIC INTERCHANGE
 - 1 - IERD Publications
 - 2 - Interchange of Constructs and News
 - 3 - Concluding Documentation of Phase III
 - 4 - Activating the Database
 - 5 - Expanding Interchange Capability
- B - EQUIPPING LOCAL PRACTITIONERS - Carried out by PUs
- C - FACILITATING POLICY CHANGING EVENTS
 - 1 - Events ICA Facilitates to Impact the Focus of Government and Agency
Programmes
 - a - World Bank Economic Development Institute - Symposium
 - b - U.N. Agencies Briefing Event
 - c - GTZ Donor Policy Seminar
 - 2 - Events to Shape the Broader Context of Development Policy
 - a - Challenge of Rural Poverty Conference
 - b - Women in Development Activities
 - c - World Bank Briefing Event
 - d - Primary Unit Event Collaboration
- D - SUPPORTING MULTI-COMMUNITY CATALYSIS THROUGH HUMAN DEVELOPMENT
CONSULTANCIES - Carried out by PUs
- E - FUTURE DIRECTIONS ASSEMBLY

The work of ICA in the 3rd Phase of IERD is leading us toward a position from which significant change in existing public policies is happening. Having developed our arena of expertise in rural grassroots projects, we are currently influencing both local practitioners in rural development and the technocracy that serves them. This means that we have an interest in promoting interchange within the network brought into being by the IERD. We are currently deciding how to impact the technocracy, and to what degree we shall enter into informal or formal collaborations to do so. The choice is ours. Since the technocracy serves both the rural and urban segments of society we are presented with new options in the urban. However, it would seem that the major human issues remain in the rural due to the population pressures on urban institutions and infrastructure through rural to urban migrations. The actions of the next 18 months are leading us toward making both direct and indirect impact on the whole social fabric.



ACCELERATING PUBLIC INTERCHANGE

I. IERD PUBLICATIONS

1. The IERD Series is being published by the Publisher named below with ICAI as Editor. They are a part of a larger series of books edited by UIA for the same publisher, hardback, English Library editions. They are each accompanied by 1000 complimentary paperback copies for distribution to CIE delegates, GAB, and project contacts. This accounts for less than 1000 copies. The remaining copies will be distributed to P.U.s. The publishing agreement includes the possibility of publishing a second edition of each series. The schedule for publications is indicated in the chart below.

Vol. 1: The Directory of Rural Development Projects, 1st edition, 1985/86
Approximately 500 pages. English Edition. Hardcover.
(Publication date March 1985) DM 240.00

Vol. 2: The Voices of Rural Practitioners, 1st edition, 1985/86
Approximately 400 pages. English Edition.

Edited By Dr. Scarlett Epstein, University of Sussex, UK.

Vol. 3: The Directory of Approaches That Work, 1st edition, 1985/86
Approximately 400 pages. English Edition.

The suggested distribution model is as follows: GAB - 130; N.A. - 185; L.A. - 100; Seapac - 120; Eur/Eur - 130; Nane/Africa - 130; Subcontinent - 200. The distribution for each continent will be decided at continental events.

2. RELATED PUBLICATIONS

The following titles illustrate the type of work edited by the Union of International Associations, Brussels based on an agreement with the United Nations.

No. 1: African International Organization Directory (and African participation in other international organizations) 1984/85
1st ed. 1984. 598 pages. Hardcover DM 240.00

No. 2: Arab and Islamic International Organization Directory (and Arab/Islamic participation in other international organizations) 1984/85
1st ed. 1984. 484 pages. Hardcover DM 240.00

3. THE PUBLISHER

K.G. Saur Munchen. New York. London. Paris

K.G. Saur Verlag KG. Postfach 711029. 8000 Munchen 71.

Telephone (089) 798901. Telex 5212067 saur d

4. THE PUBLISHING SCHEDULE

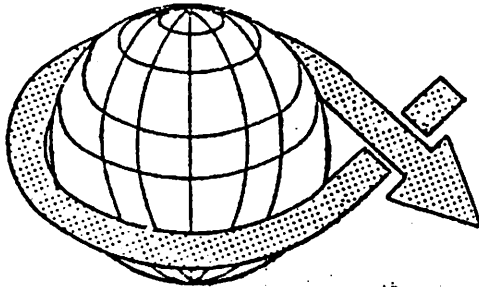
		Volume 1	Volume 2	Volume 3
First Edition	To Publisher	December 1984	April 1985	August 1986
	Publication	March 1985	July 1985	January 1987
Second Edition	To Publisher	December 1985	April 1986	August 1987
	Publication	March 1986	July 1986	January 1988

* NOTE: The first edition of Volume 2, Voices of Rural Practitioners will be a correction of the 8 pamphlets accomplished through request for corrections to the project contacts and those quoted in the pamphlets. A team of university students in Brussels will carry out this project. The editing will consist of corrections, accuracy, and permission to publish.

II. INTERCHANGE OF CONSTRUCTS AND NEWS

Constructs:	From	To
1. Book Presentations	Bombay P.U. Toronto P.U. Brussels P.U.	
2. Cluster Models	Nairobi P.U. Bombay P.U. Calcutta P.U.	
3. P.U. Strategy Packages	Bombay P.U. Hong Kong P.U. Houston P.U.	ALL P.U.'s
4. Heart of the Matter		
5. Project Document Lab	Zimbabwe, Zambia	UPON
6. Computer Literacy Course	Los Angeles P.U. Hong Kong P.U. Brussels P.U. Bombay P.U. Sydney P.U.	REQUEST

2. THE NEWS: "THE GLOBAL CIRCULAR" - SPOTLIGHTING NEW APPROACHES TO DEVELOPMENT
To enable the regular lateral interchange of News, a commonly formatted "news release" sheet will be distributed from Brussels to each P.U., GAB and NSC to write up News Releases on any Phase III events. Compilations of these news releases will be mailed monthly by Brussels R&I to the GAB and each P.U. It is strongly encouraged that any events information of immediate interest to another location be mailed there directly.



THE GLOBAL CIRCULAR

III. CONCLUDING DOCUMENTATION TO PHASE III

1. Another Video film on "How Self-sustaining Development is Achieved" including a prelude on "Delhi Conclusions": the Chicago P.U. is requested to work out the concept for the film, write a proposal and submit it, and to determine what it will take to produce the film (can they produce it themselves if funds are located? If not, who? and when?) Their recommendation will need to be presented to the next global check signals meeting. We sense the earliest for production is by December, 1985, and the latest is June, 1986. The film will only be done if the Chicago P.U. is able to put together a team to organize this effort and if funded beyond ICA general funds.

2. The Phase III Report (see IERD Publications above). This will include the P.U. Strategy Packages, possible Continental Research Assemblies, documentation of all Phase III events, and the video & book materials.

IV. ACTIVATING THE DATABASE

The IERD database is currently in two parts (Brussels and Chicago - CDC) and the editing, field cleaning, additional entry has not been finished and put together in one place. We already have requests for searches and have done one search. The decision about who manages the database both before and after the present work is completed has not been made. No persons are currently assigned to do this work. During the next 18 months we will explore alternatives and compare advantages of database management by private companies, public agencies or ICA Ventures. The following actions are recommended to get this work done and spread the action throughout the primary units:

I. 1. Assign a team next week to gather entries for each P.U. territory into folders and distribute to each P.U. both Book and Database entries. We recommend this team be: B. Oakley (T-F), W. Lachman (T-F), P. Bergdall (W-T), Sam Were (W-T), Patrick Mbulu (W-T) and R&I Band Wednesday. This team will write up descriptions of the search categories and procedures and mail this to each P.U.

2. Brussels P.U. borrow an IBM PC to put the 2 pieces of the database together and do a search by nations of DB entries and book entries for distribution.

3. Provide each P.U. with the mechanisms for doing corrections to data, make additions and obtain permissions for publication of project stories and individual quotes.

4. Brussels R&I will create an 18-month DB management system that links P.U.'s with ventures and ICAI in Brussels.

5. All PUs will market global searches immediately using the subjects cross reference in the Directory -- \$100 for print out with binding and index split for (\$50 to P.U. or venture, \$50 to Brussels, which will cover costs of access usage.

6. Name Order computer ventures to manage database services:

Phase I (next 18 months) North and Latin America--Computer Paradigm, Los Angeles; Europe-Africa-NANE, Service Ventures, Brussels; Asia-Pacific, Micro Connections, Sydney. Respective P.U.'s seek start up grant, in relation with Funding and Authorization, to pay ventures while organizing the systems and figuring out how the services pay for themselves.

Phase II : Management by Continents

Computer Paradigm, Los Angeles; Service Ventures, Brussels; CLAIM, Bombay; FACilit, Nairobi; Micro Connections, Sydney.

7. Draw up and sign agreement by ICAI to allow CFI, Service Ventures, & Micro Connections to perform these services.

B. The Research and Interchange band assigns the following persons to coordinate Phase III activities:

Brussels	George Walters
	Carol Walters
	Joan Seacord
	Russell Fouts
Hong Kong	Mary Ward
Chicago	Linda Jones
	Roger Butcher

V. EXPANDING INTERCHANGE CAPABILITIES

1. At this meeting Raymond Richmond is gathering current situation data and projections thru 1988 from each ICA location through a survey of communications services and equipment.
2. Raymond Richmond and Pat Coffman will develop an ICA electronic network concept paper with objectives, detailed situation analysis and timeline development of uses.
3. Visit IBM in Madrid and Paris (European Headquarters) with colleague/GAB member Fernando Elseburro who knows managing directors in both places -- access IBM interests in assisting us to develop the network to the villagers.
4. Write and submit proposals for
 - (1) Equipment needs (computers and software) for service centers and locations able to participate;
 - (2) Service and expertise for the network thru IBM local offices for 4 years;
 - (3) Donated use of IBM network (instead of infonet) for 4 years up to the level of use we project quarterly thru next 4 years.
 - (4) Jointly publish joint accomplishments of global network to the village level.
5. Use network concept paper to fund local network operating costs and purchase of supplies at the P.U. level.

FACILITATING POLICY CHANGING EVENTS:

There are two aspects of this action arena. The first has to do with events which the ICA has been invited to facilitate and which are intended to impact the focus of government and agency development programmes. The second has to do with events in which the ICA is being invited to play a substantial role and which are intended to shape the broad context of development policy.

1. Events ICA Facilitates to Impact the Focus of Government and Agency Programmes

A. WORLD BANK ECONOMIC DEVELOPMENT INSTITUTE (EDI) - SYMPOSIUM

- 1) International Symposium, under Government of Sri Lanka auspices, to expose 15 key permanent secretaries, from a number of countries, to grassroots based approaches, to accelerated development.
- 2) Duration will be 5 days in June 1985. Location - Sri Lanka
- 3) ICA's role will be to provide design advice and facilitation for a fee and expenses.
- 4) ICA's objectives in undertaking this activity will include:
 - Aided by Sri Lanka's Home Secretary Ganage's personal prestige and enthusiasm plus ICA methods to achieve an existential impact on the participants. The ultimate aim is to effect Governments' policies so that their extension services collaborate with NGO village practitioners.
 - To include representatives from a number of countries who may replicate the symposium in other continents (with World Bank Funding). For example permanent secretaries from Kenya, Nigeria, Ruanda, Zimbabwe, Algeria, and Egypt in Africa; Portugal from Europe; India, Nepal, Sri Lanka from the Sub-Continent; Korea, Philippines and Thailand from the rest of Asia; and Costa Rica and Jamaica from Latin America.
- 5) Action needs to be taken as follows:
 - John Patterson to sound out EDI director and confirm visit date.
 - John Patterson, Jim Lindsay and a representative of the New York P.U. will prepare a presentation (based if possible on a brief statement by the EDI on their Symposium objectives).
 - Get Bernard Woods to vet the proposed approach.
 - Make the presentation to the Director of EDI consisting of Jim Lindsay, Ike Powell, and John Patterson.
- 6) Facilitation team will consist of David McCleskey, E.M. Radraerthy, Jim Lindsay. David McCleskey will do the preliminary setting up visit to Sri Lanka when the Seminar is authorized.

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B. U.N. AGENCIES BRIEFING EVENT

This is a Feb/March event in New York to be created by Sir James, representatives of the New York P.U. Carol Pierce, John Patterson and Mary Coggeshall. It will be a tryout of a presentation that can be refined to become the basis of presentations to other Co-Sponsors, Governments and Agencies on the long-term import of the IERD. The direct output ICA will attempt to secure is UN Agency (UNDP, UNICEF, UNFPA & WFP) sponsorship of a one day symposium on IERD implications for senior government officials and funding agency representatives in Tanzania, Rwanda or Zimbabwe. The set-up of this in country will be done by Lingo. The liaison between New York and Southern Africa will be done by Sir James and Ike Powell.

C. GTZ DONOR POLICY SEMINAR

GTZ requests that ICA organise a 3 day seminar involving up to 30 people from donor agencies who have an appreciation for integrated rural development and participation. GTZ would handle the secretariat function and cover ICA costs. The seminar theme would be "Integrated Rural Development and Participation." The objective would be to create a common understanding among the participants about funding Integrated Rural Development. The focus of participation will be on Governmental agencies but some NGOs will also be invited. The proposed time would be October, 1985. ICA would assign John Stringham to coordinate this and negotiate the details with GTZ. We are being asked to submit a list of participants to be invited to the seminar by February 3. The following lists the suggested agencies and ICA people who would be responsible for sending John Stringham the recommended names:

- CIDA - Brian Williams
- SIDA - Richard Alton
- DANIDA-Peggy Lindsay
- Netherlands - D'Souza/F&A Brussels
- U.K. - Jim Lindsay
- ADAB - P. Dowsett
- Switzerland - Jim Campbell

Other recommendations for participants from funding agencies or NGOs should be sent to John Stringham by February 3. The team responsible for orchestrating this seminar would be: John Stringham, Peggy Lindsay, Cyprian D'Souza and Goren Hyden (who would be invited to do this by Richard Alton). These assignments will be reviewed at the next check signals meeting.

2. Events to Shape the Broader Context of Development Policy

A. CHALLENGE OF RURAL POVERTY CONFERENCE

This conference, jointly sponsored by FAO and DSE (German Foundation for International Development), will involve 100 people from various levels of government and NGOs from 25 countries. Its aim will be to evaluate progress since the 1979 U.N. World Congress on Agrarian Reform where the "Peasants' Charter" outlined the necessity of grassroots rural participation in the development process. It will be held in late 1986 and is to be preceded by an Experts' meeting in fall 1985. ICA is part of the conference steering committee and has been invited to contribute through IERD data input and by proposing delegates for the experts' meeting and for the conference itself. The cost of selected delegates will be covered by the sponsors.

Planetary actions: Primary units propose delegates to attend Conference and Experts meeting by giving names and brief resume to John Stringham. Contribute articles, documentation, etc that would help in conference preparation, contact possible delegates to see if they wish to be invited, assist in delegate briefings, and debriefings. Cost: time and postage.

Brussels Primary Unit: designate coordination team, visit DSE with IERD input, attend expert workshop (possibly facilitate it) document and report to other PUs. Prepare study plan for Peasants' charter and other conference materials as appropriate. Cost: travel to DSE, postage, time.

B. WOMEN IN DEVELOPMENT ACTIVITIES

The process of Sharing Approaches that Work will be intensified for Women in Development through the World Conference and the NGO Forum '85. The Women's World Conference (July 15-26, 1985) can be attended only by governments and NGOs having official consultative status. ICA representation at the official conference will depend upon whether or not we are granted U.N. consultative status in March. Forum '85 (July 8-17, 1985) can be attended by anyone.

Many P.U.s. are holding series of symposia or shorter (1-2 hour) "dialogues", but each P.U. will set up at least one SHARING APPROACHES THAT WORK symposium which will serve to establish stronger linkages between grassroots, NGOs, public and private sectors involved in Women in Development, thus broadening cooperative efforts. (Conference/symposium formats are available from Toronto or Chicago). A questionnaire is available from Mary Warren Moffett in Chicago which aims to discern women's common concerns and reveal the quality of life they seek.

This is also a time to build up the data base by adding the projects of participants in these events using form I.

It would be helpful if as many of these symposia as possible were held before the WINGSPREAD Conference on April 8-12, 1985.

This conference will pull together data from symposia, the dialogues and form I's to write a document to be submitted to the NGO Forum '85. This conference is entirely subsidized with the exception of travel expenses. Each location sending a representative will have to develop a travel funding plan. One possibility for funding is to apply to the S.C. Johnson corporation in your nation.

Coordination for the WINGSPREAD CONFERENCE will be:

Convenor: Mary Coggeshall	
Mary Warren Moffett, Carol Pierce	N.A. (10)
Ronnie Seagren	Sub Continent (2)
Linda Alton	Africa (1)
Anne Yallop	NAME (1)
Barbara Ailerding	Latin America (2)
Ruthe Yost	Europe/Eurasia (2)
Don Cramer	Far East (2)

Numbers in parentheses indicate target number of participants from each continent for a total of 20.

The minimal recommendation for participation in NGO '85 is Peggy Lindsay and the Nairobi Primary Unit. It would be desirable to have representation from the locations of the F&A band if the funds were available.

The Forum is open to all who wish to attend on their own expense. Nairobi P.U. is planning a briefing session for ICA-related women before the NGO forum and a debriefing session after. Nairobi also plans to organize site visits to the villages during the Forum for delegates who are interested. Please contact Linda Alton in Nairobi asap to assure housing and accommodations.

Impact on the conferences can be intensified by briefing delegates in your country on the IERD results and publicising the synopsis in national newsletters.

C. WORLD BANK BRIEFING EVENT

Bernard Woods (IERD delegate from the World Bank) is attempting to catalyze a seminar with about 10 of the Bank Directors sponsored by the new Director of Agriculture. Woods has suggested the following:

- We should send him a brief outline of what we want to present.
- This he would use to set up in late March, 1985, a "low key informal meeting" with selected influential people in the Bank to facilitate his achieving a commitment to the full meeting of Directors he has been promoting.
- The full meeting (12 out of the 17 Directors) would thereafter require two weeks lead time. This meeting could be early April.

Since Secretary of State Schultz recently addressed the World Bank and put emphasis on human resource development, the prospects of a successful meeting, Woods reports, have improved. Furthermore, the new Director of Agriculture, Schuh, is known to be sympathetic to social approaches to agricultural productivity. It is anticipated that this could become a viable format to be done before the October 677 seminar in the funding agencies that are being invited or with similar events for other Co-Sponsors. This will be coordinated by the F&A band and John Stringham. Sir James will be the official presenter of the Bank Seminar. Details of the other presentation teas will be worked out by Sir James and the F&A band.

D. PRIMARY UNIT EVENT COLLABORATION

Most Primary Units intend to participate in or coordinate national or continental events relating to the IERD. There seem to be two types:

- 1) For events in which we participate we will write a one page report to all P.U.s. containing: What the conference was, how we got involved, how we participated, what were the results or products, direct implications, conference participants, and possible benefits. For example, the event of the ILO conference in Algeria in April on "Solidarity in Management and Development in Africa". Kenya has been invited to present the Ford Foundation evaluation of its work. A report will be immediately sent to all P.U.s.
- 2) The events that we coordinate on a national or continental level will be the responsibility of the concerned P.U. or continent both to do the events and to follow them up. For example, The Asian Regional Assembly on Rural Development is an ICAI event being handled by SEAPAC and coordinated by the Hong Kong P.U. with participation by other continents as worked through with SEAPAC, eg, it is suggested that the Lindsays participate in this event.

FUTURE DIRECTIONS ASSEMBLY

WHAT: Global transition event symbolizing the completion of phase III IERD and the opening of possibilities of collaborative futuristic directions. It is a visioning, marking and declaring event.

WHEN: December, 1985.

WHY: This event brings together the collaborative efforts to discern implications, next steps, and documentation of victories, learnings and plans. It marks and acknowledges the expenditure of the past three years in the arena of human development. This form will allow for a future-oriented transition into new working relationships.

HOW: Through invitations to the four sectors. The time design of the agenda is to be determined at the P.U. level holding the following common global elements: global update, local interchange, and focussed directions for the future. The event could be one day or longer depending on the consensus of those involved. We recommend that a special global update on phase III be produced and distributed to every P.U. by November in order to be used in each event. This would be assigned in the next global gathering.

WHO: Delegates, Co-Sponsors, Supporting Organisations, GAB, ICA, and those engaged in the impact of the three year program.

WHERE: At the smallest level to maximise participation which is the P.U. or nation which ever is most appropriate.