

GLOBAL TREK REPORT OF THE LIMA PRIMARY UNIT
5-8 May 1986

I. RECOMMENDED GLOBAL CONFIGURATIONS OF THE ORDER

The following list is our recommendation for the locations in which the Global Order should live in the coming year. We had a solid consensus on the below named 10 Primary Units and on limiting the number of Program Houses per Primary Unit to 2 or 3 in order to maintain the focus of building the Order. The numbers shown for each location are what we consider are necessary minimums to achieve the focus we desire. The numbers refer only to the 623 people listed in the most recent Global Assignments Book, and therefore do not reflect the number who would be sitting around the table in many situations. (Also see grid)

PRIMARY UNIT	EMERGING PU	PROG HOUSE	OFFICE	TEAM	NUMBER
BRUSSELS					34
		LONDON			6
				RESEARCH	8
		FRANKFURT			6
	MADRID				8
		MEZIO			6
					4
	CAIRO			*MID EAST	4
		BAYAD			6
					35
NAIROBI				LUSAKA	4
				ABIDJAN	4
				*AFRICA	8
		KAMWELENI			10
		SEREMI			10
		VWEVWESI			10
		MUGOMOINI			10
		LUSAKA			65
DELHI		CALCUTTA			
		BOMBAY			
		JAWALE			50
HONG KONG		TAIWAN			
			TOKYO		
			SEOUL		50
MANILA		CEBU			
		TIWI ?			
			KUALA LUMPUR		
			MELBOURNE		50
TORONTO		EDMONTON			
		NEW YORK			65
CHICAGO				FACILITY	4
		DETROIT			
		WASH DC			
				FUNDING	10
					50
MEXICO CITY		LOS ANGELES			
		GUATEMALA CITY			
			HOUSTON		
					50
CARACAS				PROGRAMS	6
		MIAMI			
		KINGSTON			

RIO DE JANEIRO
SANTIAGO

TOTAL 623

*The MID EAST and AFRICA teams will be part of their PU but will live in and operate out of Brussels.

We had the following questions about the above model which we were not able to resolve with the data available to us.

1. Where is the best location for the one PU in India? We chose Delhi because of the strong program base - and to make a shift from the past, especially in our long-term difficulty in securing a major facility in Bombay.
2. Would it be helpful to have a program house in one of the three nations of Zambia, Zimbabwe or Tanzania? We think that a locally staffed urban office could be sufficient.
3. Will the new Student House dynamic require a separate house in the U.S.? We hope not.

II. THE MOTIVATING STORY BEHIND THE CONFIGURATION RECOMMENDATIONS

1. The focus is in building the order and not on covering geography.
2. The strengthening of linkages already going on between Mexico, Central America, Los Angeles and Houston.
3. Continental interchange produces greater creativity when there are more than two cultures participating.
4. Having sufficient strength (a variety of ages, years of experience in the order, cultures) to build the order and create strategies.
5. A gathered-scattered mode, i.e. living in several locations but sharing and working together 10 out of every 30 days.
7. Giving more opportunity for developing the responsibility of regional teams.
8. Cairo and Madrid are emerging primary units to give them time to develop finances, research and mission, and to allow dialogue on the continent. PU Cairo may need to relocate to another nation.
9. One primary unit in India to allow national leadership to mature in a time of transition to fewer extranationals (due to visas.)
10. Having enough people to do depth training and research in the PU.
11. Offices are in isolated geographical locations to function as centers for operations and program marketing, perhaps with paid staff.
12. Latin America is a continent of hope and is in a position to contribute significantly to the building of the Global Order in the coming decades.
13. Latin America is in a historic moment with the readiness to receive the spirit and methods of the ICA.
14. We recommend a program house in Chile to utilize the current advantages for building the order.
15. Reflecting the need to change old structural forms which are now blocking us from moving in new directions.
16. An emphasis on cultures where we have seen that it is possible to build the order.

III. RECOMMENDED GLOBAL BREAKTHROUGH TEAMS

In order to support our recommended global configurations and to serve as glue for the commonality of the Order in the next two years of transition, we recommend the following four global breakthrough teams:

1. ANCHOR HOUSE FACILITY TEAM is to ensure and implement a standard of size, quality and equipping of all anchor houses. This team of 4 would

... methods, develop our faculty and marketing abilities, and to guard the global public image of the ICA. This team of 6 would be located in Caracas in order to have access to the principal programming work underway in the Americas.

3. PLANETARY RESEARCH TEAM is to facilitate and guide every primary unit towards a breakthrough in the new paradigm grounded in its cultural reality. This team of 8 would be located in London in order to have access to libraries, communication and visual media in the English language.

4. INVESTMENT MISSIONAL FUND (IMF) TEAM is for proposing and securing \$10 million towards opening the possibility of bold responses by the Order for its mission. This team of 10 would be located in Washington, D. C. in order to have access to the North American funding networks and to make use of the Washington, D. C. facility.

IV. SOME TIPS FOR DEVELOPING OUR FINANCIAL BASE

PRIMARY UNIT FINANCIAL BASE:

1. Form a strong program marketing team in each primary unit.
2. Make contacts with airlines and buslines in order to obtain free or discount tickets. This makes a lot of difference in cash flow, and has been successful in the Lima Primary Unit, especially to support program campaigns.
3. Use the System of Economic Corporateness, previously distributed by the Lima Primary Unit, to integrate order and ICA finances, to support ourselves through what we are doing.
4. Initiate campaigns for family loans to fund house purchases.
5. Create links between primary units to exchange program and funding contacts.

CONTINENTAL FUNDS:

1. Set up continental LENS International teams.
2. Set a standard percentage of primary unit income designated for continental and global funds.
3. 10% of every global grant should be designated for global services.
4. Create continental breakthrough teams for program marketing and to guard the quality and standards of ICA programs.

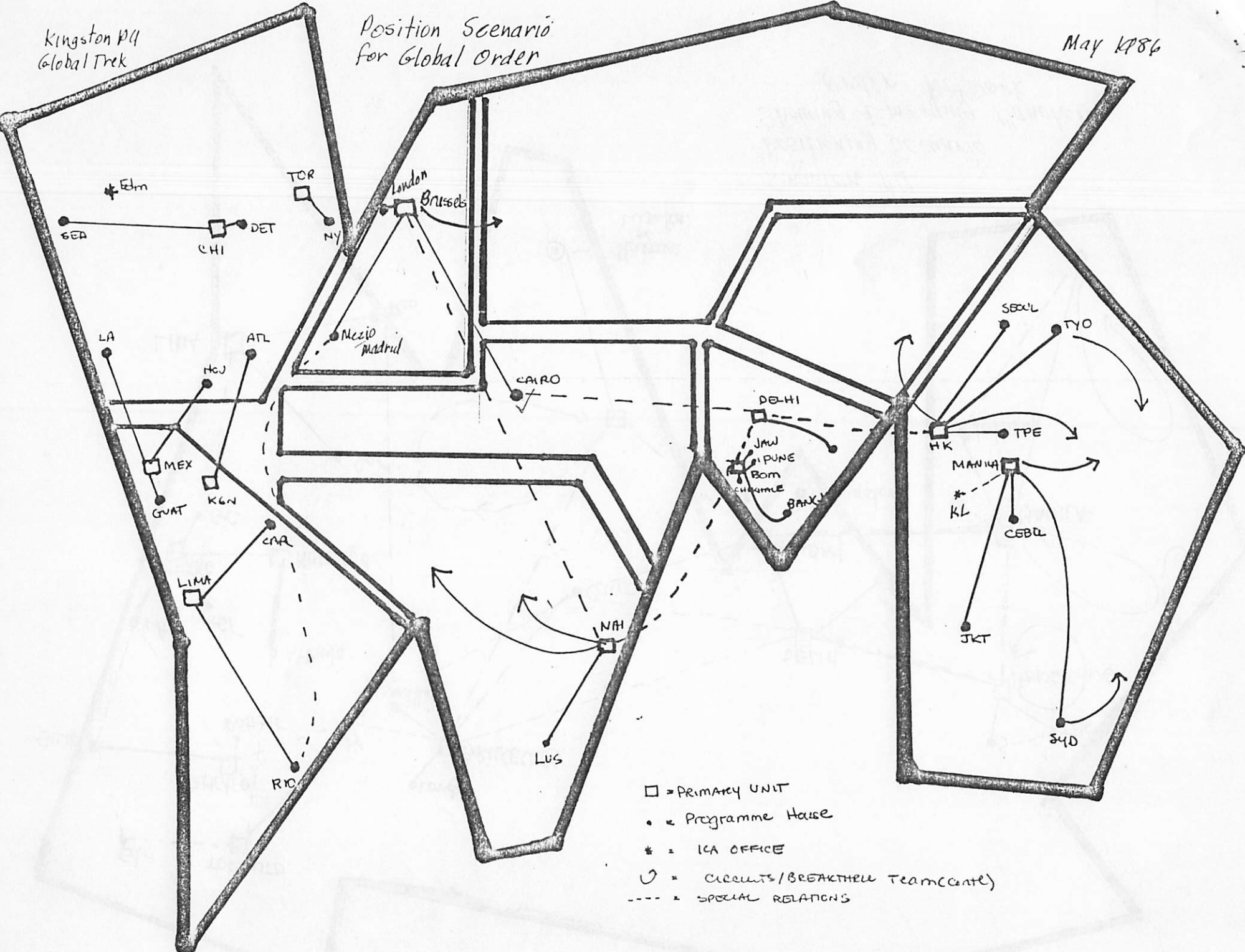
GLOBAL FUNDS:

1. Active global grant prospecting for direct use by all PU's.
2. Interchange program marketing through people exchanges, for example sending someone from your primary unit for 2-3 months to another primary unit that is specialized in a particular program, such as LENS International in the Chicago primary unit, in order to train people in each primary unit in program marketing.

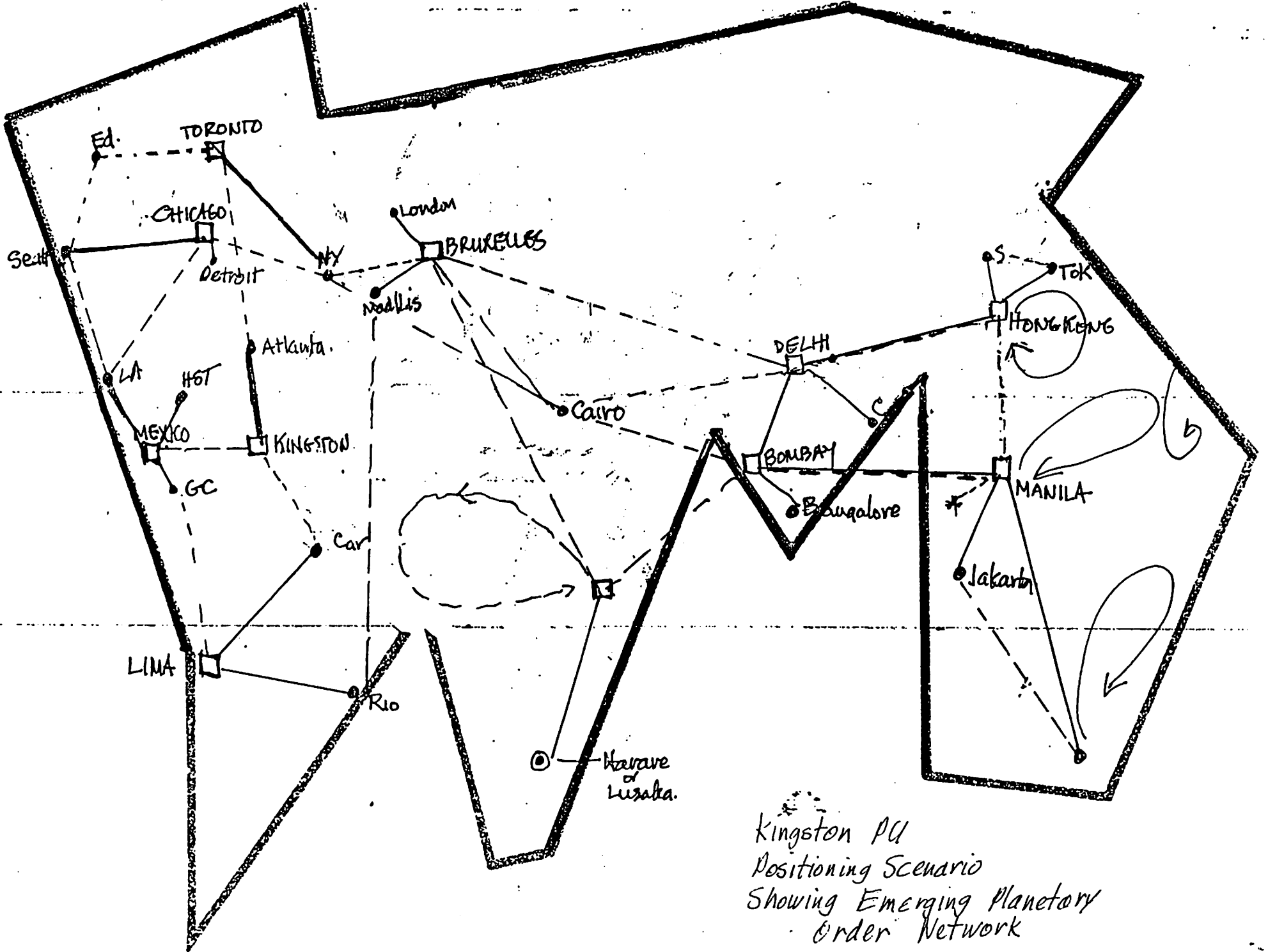
Kingston P4
Global Trek

Position Scenario for Global Order

May 1986



- = PRIMARY UNIT
- = Programme House
- * = ICA OFFICE
- ↪ = CIRCUITS/BREAKTHRU TEAMCENTR
- = SPECIAL RELATIONS



Kingston PA
 Positioning Scenario
 Showing Emerging Planetary
 Order Network

BRAINSTORM OF WHAT IS NEEDED TO CONSTRUCT THE ORDER
TO SERVE THE WORLD FOR THE NEXT SIXTEEN YEARS

1. adequate funding sources
2. define new role of order/objectives/story
3. be open about the order with our frame/ upfront with the ICA board
4. strong pluriform team with different skills
5. create benchmarks of order covenant
6. house is "space oasis" of spirit
7. critical mass of team to do task of spirit
8. atmosphere of wisdom transfer, i.e. elders
9. in position with resources (time, troops, money) to risk the new
10. time built to insure we learn from our doing - reflection
11. time for documentation for interchange
12. quality of methods, configuration, synergistic teams and networking
13. electronic connections with other locations of the order
14. depth cultural research
15. strong pluriform priorship team beyond 2 person family
16. experimenters in spirit, new age, methods
17. new declaration of public image
18. adequate time for individual challenge and development
19. structures for spreading out responsibility
20. structures for becoming bi-lingual
21. ritual life with common global framework and imaged as important to do ritual life
22. create spirit vehicle that others could ride
23. multi-sensory tools for spirit reflection
24. global order guidebook to culture/phrases
25. order/ICA public image
(what did we join - whatever it was, we are recreating something new)
26. enable individual to reflect on "fundamental choice", why do this?
27. renew "wayside inn" dynamic - room for sojourners
28. how to allow ourselves to be flexible without breaking - preparation
29. pay attention to dreams
30. each person with potential to earn enough money so they are tempted to leave, thus order is authentic decision
31. adequate funds to support health, education, retirement/elders
32. empower skills training for order members
33. care for journey of own members/ E.G.
34. resources to train in needed skills
35. order journey for potential non-order spouses
36. everyone engaged in significant task
37. each person with opportunity to interchange beyond primary unit
38. long term rhythm, i.e. sabbatical
39. continue "on behalf of" context
40. journey care mechanisms, like assignments
41. structures to journey assumed roles

WHAT WOULD IT TAKE?

1. individual detachment from their own model
2. develop individual/family self support bottom lines
3. yearly time rhythm to allow reflection
4. publish 1 year calendar every 6 months
5. human interchange, annual global treks, quarterly continental treks
6. substantial order funds - system of use/ management
7. think tank on facility/values
8. public image/order story in each primary unit
9. rhythm of corporate/solitary reflection

KINGSTON STORY FOR THE PLANETARY POSITIONING MODEL

1. We are forcing a global planetary network where the lines of relationship are what is important.
2. Instead of regriding the global we are not having a grid.
3. We are building platforms of strength symbolizing interdependence.
4. We are capitalizing on creative relationships that affect networks and therefore planetary synergy.
5. We are forcing networks and formation to work for us.
6. Fewer locations will push the journey of the movement.
7. We refuse to see our people wither away in small houses.
8. We are building Order strength in houses with larger numbers.
9. Small houses disipate strength which goes into survival immediacies.
10. We are concentrating on mobility, sustained presence and being a demonstration to address socio-economic contradictions.
11. We are reducing the number of primary units so as to energize strike forces and special focus task forces.
12. We are seeing the necessity for program houses to be economically self sufficient through program income or contracts.
13. We are strengthening our capacity for flexible placement of program houses.
14. We are creating a planetary network of powerful primary unit installations and creating networks of structural relations.
15. We are linking the Americas and linking the globe.
16. We are building a stronger pluriform Order by touching base with all the Urs and releasing cultural gifts.

VALUES FOR NAMING PRIMARY UNITS

We used the following values in tension with one another to decide where to name primary units.

societal edge
programme advantage present
ability for financial stability
cultural gifts that need or are ready to be explored
 including insights into consciousness
a world-consensed-upon need (i.e. extreme poverty)
collaborative relationships present or developing
options for program flexibility
resource potential (troops, money, etc.)
large number of people already trained in our methods
positive ICA profile
presence of understanding of moving beyond old boundaries
reaching major population centers
touching all cultural gifts
linkages between houses and continents
minimum upheaval of families

GLOBAL BREAKTHROUGH TEAMS

NEW AGE EXPERIMENTATION -- This team will do treks and New Age programme with every P.U. and utilize available sources via visits, contacts, documentation, and coordinating depth cultural research in order to create a world-wide network and put us in a position to create New Age events and programmes. 8 people in Los Angeles.

GLOBAL GRANTS AND AUTHORIZATION NETWORKS -- This team will generate funding packages from major international public and voluntary sector agencies, exploring possibilities of collaborative grants with other key persons and groups. It will empower and intensify our UN relationships and coordinate the development of our global frame. 5 people in New York, 5 in Brussels.

ORDER INVESTMENTS AND FACILITIES -- This team will develop guidelines for structuring our investment portfolio and acquiring facilities, monitor investments, enable the raising of capital investment funds, make recommendations for the allocation of funds to facility acquisition and investments and assist in acquiring facilities. It will ensure that a capital base of \$10 million is raised. 4 people in Chicago.

GLOBAL LEGAL AND FISCAL ACCOUNTABILITY -- This team will 1) design and implement in all Order/ICA locations a simple common fiscal system for the necessary global reporting and accountability; 2) utilize existing legal advantages to establish long-term legal entities and trouble-free operations; and 3) provide a transition from the current fiscal and legal band to P.U.-based fiscal and legal teams, and hired professional accountants. 6 people in Chicago.

PANCHAYAT - 5 people

GLOBAL STRIKE FORCE MANEUVER TEAMS

These teams will discern networks of global care that we can collaborate with. In particular:

AFRICA: This team will collaborate with funding networks and agencies of effective care to make Kenya a global hub of human development expertise, staff maturation, and programmatic intensification for Africa. 2 in Chicago, 2 in New York, 2 in Brussels and 6 in Africa.

MIDDLE EAST: This team will do research and explore broadly our relationships in Europe and South Asia and other Middle East nations such as Jordan. It will create network linkages with the 4 sectors, particularly the public, to enable our work to be self-sufficient and self-reliant across the Middle East. 2 in Brussels, 2 in South Asia.

PACIFIC BASIN: This team will engage the Pacific Basin Rim for connecting grants for training and programme treks using island colleagues as key elements and trek teams. 2 in Sydney.

HUMAN DEVELOPMENT DOCUMENTATION -- This team will empower local documentation of projects, program, and strategies, in order to communicate our track record, give us freedom to move to new strategies and keep advantages from past expenditure. They will create a book of case studies including the whole range of types (and levels) of success, interpreting our learnings in a form to dialogue with the New Age and international development organizations. 4 in Bombay.

FUNCTIONS REQUIRED IN EVERY PRIMARY UNIT

job description	equivalent # assigned
Training in methods and language	2
Funds development	2
Social change and new age research	1 1/2
Programme development & marketing	4
Documentation of programmes & grants	2
Computer interchange	1/2
Board and membership relations	1
House journey and eventfulness	1
Project actuation & consultancy/ collaboration	4
Fiscal management	1
Public image promotion	2
Formation	2
Spirit research and experimentation	1
Maintenance and resource management	1
Health care	1/2
Communications & transportation	1/2
Facility acquisition	2
TOTAL	<u>28</u>

DECLARATION OF OUR CONSENSUS - MEXCA PRIMARY UNIT 24 APRIL 1986

- I. HONOR OUR 4-YEAR PRIMARY UNIT EXPERIMENT
- II. HONOR THE GLOBAL PRIORITY OF 21 PRIMARY UNITS
- III. ACKNOWLEDGE THE HIGH VALUE OF NATIONAL VOLUNTEERS WHO HAVE A COMMITMENT OF ONE YEAR IN THE ORDER.
- IV. IMPACT SYSTEMS IN CHILE WITH OUR COLLEAGUES, THE MOVEMENT, PROGRAMS, NATIONAL ADVANTAGES AND THE CHILEAN ORDER IN OTHER COUNTRIES.
- V. PASSION AND PRIORITY OF BRAZIL TOWARD A PRIMARY UNIT IN 1988
- VI. OUR RELUCTANCE TO LEAVE JAMAICA AND THE CARIBBEAN--LEAVE AS A PRIMARY UNIT! UNTIL 1988.
- VII. ACKNOWLEDGE THE HIGH VALUE OF SOCIAL IMPACT, COLLABORATIVE PROGRAMS AND ENOUGH PROGRAMS TO PROVIDE SELF-SUFFICIENCY.
- VIII. MOVE TOWARD OUR VISION OF 1990 BASED ON RESOURCES, RESEARCH AND RESIDUE.

WHAT ARE THE IMPLICATIONS IF WE GO WITH THE 21 PRIMARY UNITS?

I. SEAPAC - What do they need?

- . Need more Asians
- . Better economic base
- . key ICA programs established, such as LENS and HDTI
- . would like to have two people from Latin America in Manila
- . Sydney needs more Australians assigned back to them (1-2)
- . Alternative scenarios to being a Primary

II. SUB-ASIA

- . To resolve the issue of visas for extra-nationals (lose their pluriformity?)
- . Strategy for the country as a whole
- . Need more Indians in Calcutta
- . Make Calcutta a Program House
- . Move toward one "Energy Center" and from there move around India (like Brussels)
- . Put emphasis on Bangalore

III. NEAR EAST - NAME

- . Need strategy for expansion to other countries
- . More Egyptians
- . Stay open as a Primary Unit until at least 1988
- . Need two Primary Units in NAME (perhaps in Jordan, Algeria, or Tunisia)

IV. EUROPE

- . Needs program acceleration to expand engagement of Europeans
- . Networks and collaboration strategy crucial
- . Work with France for Abidjan -- money for Abidjan is in France

V. AFRICA

- . better houses
- . Brussels P.U. help through funding trips to France on behalf of Abidjan to secure grants
- . Continental Strategy and Team crucial for Abidjan
- . One House for the Order members whenever they do meet together (Abidjan)
- . A team strong enough in Abidjan to maintain two locations
- . Connection with Europe
- . Larger team of people from Africa (Lusaka)
- . House located in Lusaka
- . Exploit all possibilities of the Interaction Conference

VI. NORTH AMERICA

- . New York--win with the Interaction Conference on behalf of Zambia

VI. NORTH AMERICA (continued)

- . New P.U. Houses for Toronto, Chicago (!), New York, Los Angeles and Houston
- . Assign people from North America to the 3rd world P.U.'s who have the will to serve here.

VII. LATIN AMERICA

- EXCA
- . interchange from South to North
 - . cover Central America with programs
 - . auto-sufficiency
 - . 100% Order funds
 - . National faculty in all places we are working
 - . More contacts for program contracts
 - . Investment of funds
 - . Mobility of all
 - . 2-3 initiatives from the urban - Mexicans and Guatemalans

CAN WE DO OUR VISION OF 1990 with the people we have now or expect to come?

Answer: YES

IF WE WERE ASKED TO SEND PEOPLE TO OTHER P.U.'s?

Answer: Open to dialogue

- AICA
- . Leave as is -- it is O.K.
 - . relation with Florida important
 - . Program House in Miami in 1988
 - . LENS in Florida -- like a "community consult"
 - . Jamaica and Miami together

- ACAS
- . Need Venezuelans
 - . Board of Directors emphasis--involvement with program strategy

- ZIL
- . Grows move into the house
 - . Assign Paul and Christine Mead Schrinjen to Brazil in place of the Welches in preparation for Primary Unit symbolization in 1988.
 - . Two people being asked for have to know Portuguese to be able to facilitate
 - . Send someone from Portugal--Portuguese, not our priorship

- IA
- . Couple to replace Mays -- priorship
 - . Can be a couple who do not speak Spanish
 - . System of interchange with Chile
 - . Continuity with UN Contract

THE CARACAS-RIO PRIMARY UNIT
OF THE ORDER:ECUMENICAL

7 May 1986

Dear Colleagues, *Martha, et al,*

Please find attached a report on the Global Trek to the Caracas-Rio Primary Unit. The five global directions which we discerned as necessary are:

1. DEMONSTRATING PRIMARY UNIT DEVELOPMENT
2. STRENGTHENING THE CONTINENTAL TEAMS
3. EMPOWERING THE PLANETARY NETWORK
4. ENSURING LONG-TERM FINANCIAL VIABILITY and
5. CONSTRUCTING THE ORDER'S IDENTITY

The unifying thrust which these 5 directions are part of was experienced as three thrusts which are inseparable:

- A. CONSTRUCTING THE ORDER
- B. STRENGTHENING THE ICA'S and
- C. NETWORKING THE MOVEMENT

Before the Trek the Caracas Anchor House had held seven collegiums to study and dialogue with the Hong Kong document and the Rio Programme House spent one day working with the document.

Our journey of relating to this document began in hostility or fear, moved to appreciation or disagreement and ended with a painful, creative breakthrough which we experienced as healing. This creative breakthrough was the decision to prioritize and phase the Primary Units with the creation of DEMONSTRATION PRIMARY UNITS to lead the way for the Global Order.

We deeply appreciated the opportunity of dialoguing about our Order's future with the Global Team. Two keys to allowing this dialogue to happen were: deciding to trust that all of us were concerned about the future of the Order, regardless of how we came at the question and focusing very practically on the question "What needs to happen in the next two years to empower the global Primary Unit Experiment?"

Our concerns which formed a backdrop for this dialogue had to do with guarding the broad-based consensus of the Order and ensuring a clear and consensual decision-making process. Throughout the Trek we longed for more data on each of the Primary Units and a clear pull-together of the Continental Think-tanks. However, we were finally able to come to our conclusions by facing our real limitations and real opportunities as a Global Order.

We look forward to the eventfulness of the Global Order Council this July.

Sincerely,

Jacobo, Ramona, Alfredo, Antonio, George, Eileen, Tina, Donna, Kit, Margaret, Mary, Omar, Hector, Blas, Nicolas, Rob, Steve, Julia, Ester, Tracie, Marcela, Francisco, Martha, Brian and Kip.

Global Direction # 1

DEMONSTRATING THE PRIMARY UNITS

THE ISSUE

Seven to eleven Primary Units in the world need help in terms of additional staff, money or strategy; it appears that we do not have these resources to distribute.

THE CONSENSUS

1. Create Primary Units with the screen of core teams
2. We will have at least 21 Primary Units which will be prioritized and phased.
3. We will create three levels or stages of Primary Units: Demonstration Primary Units, Strengthening Primary Units and Emerging Primary Units.

A. DEMONSTRATION
PRIMARY UNITS:

- 1.) One to two per continent for dialogue
- 2.) A core team of 14
- 3.) Each Demonstration PU would enable the other PU's on that continent
- 4.) Each DPU would ensure Order tooling for its continent-
- 5.) Each DPU would have a long-term, large facility
- 6.) Each DPU would be a locus for networking and collaboration
- 7.) Each DPU would build the retreat dynamic for that continent
- 8.) Each DPU would work on clarifying the ICA/Order/Movement relationship
- 9.) Each DPU would create a strong ICA within its given nation and continent
- 10.) Each DPU will maintain an ongoing comprehensive analysis of the local situation and dialog including the economic, political, cultural and spiritual factors
- 11.) Each DPU will carry and share the continental service functions

B. STRENGTHENING
PRIMARY UNITS:

- 1.) Each SPU will have a core team of 10
- 2.) Each SPU will be building the ICA frame
- 3.) Each SPU will be seeking strong advisors
- 4.) Each SPU will be broadening and regularizing its funding base
- 5.) Each SPU will be doing networking and collaboration
- 6.) Each SPU will have a National Volunteer Programme
- 7.) Each SPU will build and use a five year strategy based on a geo-socio-spirit analysis of its social setting

C. EMERGING
PRIMARY UNITS:

- 1.) Each EPU will have a core team of 8
- 2.) Each EPU will be working on getting inside the culture and creating its five year strategy
- 3.) Each EPU will be developing a National Volunteer Programme

- 4.) Each EPU will be legalizing the ICA
- 5.) Each EPU will be networking and collaborating
- 6.) Each EPU will be creating a programme and funding base

4. All other locations will be ICA offices

THE SCENARIO

THE PRIMARY UNITS						
SPHERE	WEST		SOUTH		EAST	
CONTIN.	NORTH AM.	EUR/EURAS	LAT. AM	BLK AF/NAME	SUB ASIA	SEAPAC
DEMO. PU's (14 core)	TORONTO CHICAGO	BRUSSELS	CARACAS LIMA	NAIROBI	BOMBAY	HONG KONG SYDNEY
STRENG. PU's (10 core)	HOUSTON LOS ANGEL NEW YORK		KINGSTON MEXCA	CAIRO	DELHI	TOKYO MANILA
EMERG. PU's (8 core)		MADRID	RIO	LUSAKA ABIDJAN	CALCUTTA	SEOUL

- 1. Three Demonstration PU's per Sphere for dialog
- 2. A total of 9 Demonstration PU's
- 3. Three Strengthening PU's per Sphere for geo-social spread
- 4. A total of 9 Strengthening PU's
- 5. One, two or three Emerging PU's per Sphere
- 6. A total of 6 Emerging PU's
- 7. Total PU's around the planet: 24
- 8. Total PU's by Spheres: WEST- 7; SOUTH- 9: EAST- 8.

QUESTIONS

- 1. Would the cores of these 24 PU's all reside in the Anchor House?
- 2. Would we also assign Order members to ICA offices in other locations?
- 3. Do you identify the core teams on the assignment chart? We think not.
- 4. How do you assign the core teams in Bombay and Nairobi when these PU's need more than one facility?
- 5. Would the Strengthening and Emerging PU's be attached to a Demonstration PU to ensure their journey?
- 6. Would the Continental and Global Service Teams and Breakloose teams be part of only the 9 Demonstration PU's?

Global Direction # 2

STRENGTHENING THE CONTINENTAL TEAMS

THE ISSUE

There is a weak interface between the Local and Global dynamics of our polity; we have a global service bureaucracy that is remote from the needs and context of the Primary Units.

THE CONSENSUS

1. Enhance polity of the Order with an interface between the Primary Units and the Planetary Network
2. Build dialogue for the PU's of each continent
3. Create services which are faster to respond and more sensitive to the situation of the PU's by empowering the continental team dynamic
4. Consense on continental strategies in continental councils

THE SCENARIO

1. Spreading continental services among the PU's with assignments made and with one PU designated for continental interchange coordination
2. Services will be defined by each continent in council
3. Weekly telexes between PU's on each continent
4. Quarterly interchange of PU council documents within each continent
5. Semi-annual Primary meetings at the continental level
6. Annual representative continental councils and training events

THE QUESTIONS

1. What are global services?
2. What are continental services?
3. What are the Primary Unit services?
4. How to enable and ensure interchange?
5. How to enable and ensure conciliar rhythm?
6. Would assignments to services be made at the planetary or continental or Primary Unit level?

Global Direction # 3

EMPOWERING THE PLANETARY NETWORK

THE ISSUE

What does the global glue need to be for the future?

THE CONSENSUS

We need to begin the dialogue of thinking through our entire global polity in terms of the symbolic, bureaucratic and democratic dynamics. We need to clarify and live out of the needed roles of the councils, the global priory and the panchayat.

THE SCENARIO

1. Create five global service teams as continuous or short term. Four would be long term: ICAI Secretariat, Order Personnel, Global Grants and Fiscal; and one would be breakloose: Capital Investments.
2. We need to set a two year council agenda and critical path which is consensed on and followed; this will allow the PU's to prepare budgets, assignments and models well in advance.
3. We need to solidify the ICAI identity and frame.
4. We need to create an Order Personnel department that handles ongoing assignment changes.
5. The Panchayat must be highly mobile to stay in touch with the Primary Unit context and setting; perhaps the Panchayat should live on each continent during a cycle of two years.

THE QUESTIONS

1. What about the tertian programme? Should it be done in each PU?
2. What about the academy? Should it be done by each continent?
3. What about FRAM? Should it be done by each continent?
4. What is the relation of the Service Team to a PU? in terms of budgets, assignments, etc.?
5. What is the role of the Service Teams in our polity?
6. Should Service Teams be mobile or spread out?
7. How to fund the Service Teams and the Panchayat? Should each PU contribute to a fund for this?

Global Direction # 4

ENSURING LONG TERM FINANCIAL VIABILITY

THE ISSUE

Insufficient Capital Fund and insufficient ongoing income to ensure the healthy operation of the Order and the ICA

THE CONSENSUS

1. Diversify Primary Unit income bases
2. Major campaign for the capitalization of the Order and the ICA

THE SCENARIO

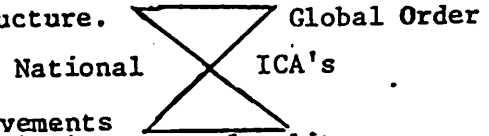
1. Diversity Primary Unit income bases in three parts:
 - a. Programme marketing and consultancies tailored to local context
 - b. National donations and grants
 - c. International donations and grants where applicable
2. Agressive investment and management of global Order and ICA funds by each continent
3. Capitalization:
 - a. Sell Kemper and houses (such as Oklahoma City, Denver, Atlanta, etc.) and put the monies together for a global facilities fund
 - b. Form a breakloose team on capitalization of the Order and the ICA with a target of US\$10,000,000

THE QUESTIONS

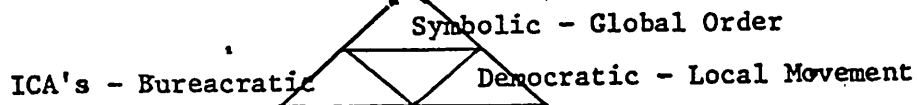
1. What about forming a foundation?
2. What about pooling continental funds in one investment scheme?
3. What about pooling global funds for maximum investments?
4. How best to utilize our present assets for the long term?
5. How do we ensure that we have the language programmes in place to have programmes being done in local language as well as in English?

In 1984, we symbolized a new direction by holding our Global Order Council which experientially grounded the reality of our decision to be a missional, pluriform, secular community. During the Brussels meeting in January 1985, we identified part of our global crunch as "accelerating the transformation process in our grounding, visioning, activities and methods." These six months, January to June 1986, were designated a year ago as a time of integrating the global directions emerging in this new grounding, visioning, activities and methods. In the Caracas-Rio Primary Unit we have pointed to this continuing transformation as "Constructing the Order's Identity".

The question of the Order's identity must be raised in the context of the broader movement and the ICA. An Order by definition is created to serve a greater whole. Therefore its identity and construction cannot be raised in isolation from that greater whole. One begins with the premise that the multitude of individuals in this order first find their grounding in a broad historical movement sweeping our planet in the last half of the 20th century. To participate in this movement is to live in the reality of the self-evident pluriformity of our planet, to participate in the emerging trends of consciousness emanating across our planet, and to actively create societal fabrics across the planet. There are many human beings who are responding to this longing. In the midst of this broad reality one small group of people has struggled for some 30 odd years to give form to a vehicle to sail in the midst of this movement. We are finally coming to see that the time is ripe for the coalescing of this form, but this coalescing demands clarity on the broad dynamics. If this group would not be merely a gnostic sect or cult reflecting this broader movement, it also demands a third dynamic - an interface if you will with this broader movement - a societal public structure.



Another way of looking at these three realities is in terms of polity:



The ICA's in every nation are the vehicles of mediating our participation in this larger societal movement whether through consultancies, collegial gatherings of advisors, fund-raising, etc. Within this picture, the question of constructing the Order's identity begins with ourselves as the Order seeing ourselves grounded in these realities. Therefore, our relationship to the Order in this perspective is not a private individual matter, but an objective relationship that is in a continual dynamic of accountability and absolution. In this context, the Order forms do not revolve around the Order, but there are forms of participation in the Order - initiate, associate and confirmed - and there are forms of participation in the ICA - advisors, directors, volunteers and patrons. Therefore the Global Order and the national ICA's as they are constituted are the incarnation of this broad movement which certain particular individuals have chosen to act out.

Another aspect of constructing the Order's Identity is to risk being an anticipation of the uncreated future, to risk boldly in our polity and our relationships to let the new emerge. Therefore each Primary Unit is a dynamic whole based on a movement within a given society which provides a fertile base for growth.

A racial, religious, phase tolerance that gives a fluid accepting society, an openness to the future and recognition that new forms of consciousness and spirit are emerging across the planet, and a willingness or window for societal change through local initiative. A Primary Unit cannot exist outside this environment. It will simply not make it. The next necessary element is the Institute of Cultural Affairs of that society. It is the vehicle which allows a coalescing of caring men and women within a society to work together to give form to the new - to create - responses within a cultural/societal context. People who have their fingers on the pulses of a people, a society, and know and can advise where to move. People willing to give their time to train and formulate their fellow citizens with methods that give them a chance to self-consciously participate as human beings on this planet. People who can generate within a given society the money, authority, and resources that are needed to support the Order. A Primary Unit cannot exist outside of this environment. It will simply not make it. The final necessary element is the assigned Order -- those people or that team who are willing to share their lives and commitment together. A team who can create an environment around them of experiential ethics, of experiential tolerance, of experiential compassion, of experiential consciousness - to such a degree as to provide the necessary calm forward moving, balanced energy that can attract the ICA and engage its participants, that can respond to the ongoings of the movement and enable societal forms to come into being.

The issue of symbolization of the confirmed order then becomes the issue of being confirmed in the role of being the Order in relation to the ICA of a particular nation and the movement. In order to be accepted as a confirmed member one would announce their intent both individually and as a family. The Primary Unit they are a part of would be the community from which the permission to assume this relationship would be granted. The PU might assign two people to guide their decision. The first step would be writing a paper on the spirit journey that has brought one to this decision as well as the current state of the spirit within our group. The second step would be that person leading a collegium on the future of the Order, ICA, and movement in the next forty years. This might be something like a presenting of a doctoral thesis with questions and scrutiny. The third step would be a questioning by all members of the PU of the nominee as to their intent, reasons, decision. Finally a ceremony symbolizing this person to be the confirmed would be held by the PU inviting ICA advisors, volunteers, whosoever, where the person would make a public declaration of their intent. What we are trying to get at here is the community's role in granting permission much as the role the community plays in the traditional sense of the marriage ceremony within the church. With this form being seen as the coalescing of a self-conscious center to the Order, the other forms are defined and acted out in relation to this form. If we move this way with the confirmed Order, it can be seen as the necessary, natural, obvious, sequential development of a journey a human being has embarked upon and is a natural stage within that journey. It's as though one would be the confirmed order because they could do no other -- and this was recognized by all within their immediate community.

27 April 1985

Dear Colleagues:

CONTEXT: This COUNCIL TREK follows a series of consensus gatherings beginning with 1) Primary Unit Reports some months ago, 2) House Collegiums, 3. Continental Think Tanks and 4) The Hong Kong Global Focusing Meeting. It will continue with House Treks and climax in the 1986 Global Council in July in Spain. Images for the process include:

- * Order deciding to pick up the role of dramatically impacting the world with its platform presence, its methods and its access to diverse networks.
- * Burying the old Order and describing the new Order being born.
- * Sensing we are at the end of caterpillarhood; the question is the why and how of becoming butterflies.

APPROACH: An intensive, but informally discontinuous approach brought us through:

- * Restatement of Global needs and possibilities.
- * Rearticulation of the Order's task, role and possible shapes.
- * Declaration of purpose, objectives, the South Asia setting and constraints.
- * Strategic Doorways which became seven campaigns, three of which we will launch in the next three months.
- * Three month implementation timeline
- * July Council preparation.

HIGHLIGHTS: Decisions continue to be made in the acts of implementation. The group clarified our Operating Vision for the Order in South Asia and continued to define our current reality. The report attached highlights our current consensus.

- * **STRESS ON EDUCATION-** Everyone on a training track with high priority on CSC completion in 5 years. The staff analysis chart uses objective and subjective measures useful to decide training priorities.
- * **LONG TERM FINANCE-** Long term capital acquisition.
- * **SHORT TERM FINANCE-** Training center money in 12 months of 35% development. Structural consultancies provide current income at rate of 1.2 lakhs per month continentally.
- * **CAMPAIGNS-** Launch first three, 1) FULLY EQUIPPED GREER, 2) LAUNCHING LONG-TERM FINANCIAL VIABILITY AND 3) STRUCTURAL CHANGE CONSULTANCIES in the next three months. The other four identified for the next five years are 4) DIVERSE INCLUSIVE SELF SUPPORT, 5) MULTI-PURPOSE HUMAN RESOURCE DEVELOPMENT CENTRES, 6) ICA, A MAJOR FORCE IN THE DEVELOPMENT COMMUNITY, 7) 50 NEW ORDER MEMBERS.
- * **TREKS-** Representative goes to visit all houses to continue the consensus process. The intent is to provide continuing access to every Order Member.

OUR PURPOSE

As the Order in the next 20 years we will be a factor in focusing the remarkable energy of the peoples of South Asia on injecting health and wholeness into society. People from all sectors will have effective ways of working together to risk innovative actions. They will be tooled to re-examine and re-create their images and values. They will nurture a climate in institutions and networks that empowers people to act as responsive "learning societies". As the global linkage we are, we will portray to others strong channels and expressions of planetary unity in this continent.

OBJECTIVES

In the next 20 years we intend to catalyze:

SUBSTANTIAL STRUCTURAL CHANGE

1. To facilitate structural change in selected institutions;
2. To participate in time-bound collaborative implementation;

DEVELOPMENT POLICY IMPACT

3. To impact the operating policy of the development community through networking efforts and strategic planning consultation;
4. To organize a sought after local development service organization;

ACTIVE METHODS RESEARCH

5. To design and refine methods for human and social experimentation;
6. To disseminate tested methods to all sectors of society;

SOLID ORDER BASE

7. To demonstrate a challenging life style of unity and diversity;
8. To build the self-sufficiency of the Order in money, leadership and committed colleagues;

RELEASING THE SPIRIT POWER OF SOUTH ASIA

9. To relate human consciousness and journey methods to social issues in order to expose and make available the cultural basis of development and management.

THE RESOLVE

In the next 20 years we join with all planetarians

to facilitate
to catalyze
to build and
to evoke

MASIC into the communities and the structures of the earth as the boulevard toward global unity.

WE ARE MOLDING THE CUP FROM WHICH ALL WILL DRINK.

FIVE YEAR STRATEGIC CAMPAIGNS

I. FULLY EQUIPPED ORDER

- Every staff operationally functional in Campaigns
- Every individual in a formal education track
- 75% staff minimum SSC
- 12 Indian staff capable of leading one campaign

II. LAUNCHING LONG-TERM FINANCIAL VIABILITY

- 25-30 lakh investment fund
- Yearly budget deposited one year in advance
- 3000 MFDC paying members

III. STRUCTURAL CHANGE CONSULTANCIES

- 3 year contract with 3 business houses in package deals
- 2 government consultancy contracts
- 20 voluntary agencies on the innovation track

IV. DIVERSE INCLUSIVE SELF SUPPORT

- All continental order expenses covered
- Everyone involved in income generation
- One new profit making venture

V. MULTI-PURPOSE HUMAN RESOURCE DEVELOPMENT CENTRES

- Every house in own permanent facility / conference centre
- Facilities fully equipped / furnished in fine style; maintained from self-generating income
- Completion of 1st floor of 2 training centres for staff residence

VI. ICA A MAJOR FORCE IN DEVELOPMENT COMMUNITY

- One residential, rural HRDC
- 4 documented successful collaborations

VII. 50 NEW ORDER MEMBERS

- 600 LPDS grads from 10 Schools
- 5 University students in 5 locations for one month
- 20 National volunteers per year
- 50 Auxiliary Staff

South Asia Council: Trek
Strengthening the Order: Task Force

Context:

The shape of our task as the Order in Sub-Asia has shifted radically over the past few years. In our past work, many could function adequately with very limited education. All aspects of our future work require an articulate, educated, good English speaking, sophisticated, self-confident staff. Our clientele and the demands of effectivity require it. In the offices, we meet people who require of us sophistication. The Order intends to recruit 10 new members over the next 5 years, all of whom will have a good education and most of whom will be degree-holders. The pressure is building on our current staff and leadership to develop greater levels of skill and sophistication. Though the shape of the work which many joined to do has shifted radically, opportunity needs to be offered to all current staff to equip themselves to be part of the Order which is coming to be. If the Order has been a caterpillar, it is now becoming a butterfly. The transition is frightening but the future requires of us courage to become what is needed. Caterpillars don't have the option of remaining caterpillars.

Process:

The group prepared a list of all of the Order currently assigned to South Asia, as well as all Indians currently on international assignment. Two objective categories, age and education level, and seven skill categories were compiled. The group then looked at the implications and prepared a 90-day timeline.

Context on Staff Analysis Chart:

One copy of the chart is being distributed to each of the houses in the sub-continent. The Age and Education Levels indicate the best available data. Corrections and additions will be appreciated. The skills levels were compiled on an intuitive basis based on a 5 point system (5 = Master, 1 = Beginner). These evaluations were done by different groups and the measures varied from house to house. These are intuitive and still require: Objectification, review and canonisation. The skills categories were chosen to indicate what seemed necessary for the seven campaigns. The values for each of the categories are detailed below.

Why the skills are important:

Secondary School Certificate: Participants in our courses judge our ability to teach by the education level they think we have attained. The same screen is used by persons to whom we are marketing courses and from whom we raise money. These skills can be measured by an objective social standard and opens the way to higher level educational qualification.

English: this skill is important to participate in the Global Order's decisions and international assignment. Furthermore, English is the operating national language for Indian business.

Facilitation: This skill will be required to operate all of the HRDC programmes. In this country, facilitation provides one of our best money-making skills.

Marketing: This skill is required to raise funds and to set-up management consultancies and collaborations.

Intellectual: Provide the skills to write curriculum and to lead assemblies. Also, these skills provide the rationality to see the outcomes of events.

Financial skills: These give expertise in recording and reporting our financial transactions. Knowing the banking rules and regulations and commercial methods allow us to manage our finances.

Rural work: Provide leadership skills in rural development allow us to know the government schemes and to establish a relationship to prospective collaborators.

SOUTH ASIA COUNCIL TRUST

FINANCIAL VIABILITY TASK FORCE REPORT:

CONTEXT:

The key to launching our next 5 years with power is taking at least 20 people or 10-15 passionate people through fast track intense training that includes English finesse, facilitation skills, personal sophistication, persuasion and presentation skills that can be applied to all dimensions of our work. This will allow us to be victorious on all 7 Campaigns, because it will provide a window of opportunity for everyone in the Order.

The following five arenas will require our attention in the coming 90 days and be in place by July:

1. A team writing ICA: India Annual Report
2. Positioning costs packaged as long-term investment and regularly communicated.
3. 200 Names per on a computerised continental mailing list
4. HRDC - 35CCA proposal packet written and submitted in 50 places.
5. 3-day Financial Viability PSU held continentally in June.

FINANCIAL BROADCASTING ON OTHER CAMPAIGNS:

Training : 10-15 passionate people, fast English facilitators.

- cost money to do intensive course
- indirect cost related to not doing other tasks
- these people could be involved in self support courses to test their skills
- using present motivation
- formal education by assignment would involve some cost for tutoring

LONG TERM FINANCIAL VIABILITY:

- people cost increase re-finesse
- rapid 35cca campaign - 1 year
- debt repayment leaged as part of long-term investment
- ISSUE: configuration of funding team - Primary Unit or International or something else
- clear simple images needed for communicating financial position and subsequent decisions

CONSULTANCY:

- 1986 - we will raise Rs. 14,00,000/- and 1991 Rs. 30,00,000/- as a continent.
- 12 people - 8 - 1st or 2nd facilitators 4 - in training
- interchange across continents
- moving towards marketing continentally.

HRDC FACILITIES:

- implementation is a ways off
- 1st key is 35cca manoeuvre
- hardest decision is location
- What are implications of facility for next 20 years.
- look at multiple financing possibilities.

SELF SUPPORT:

- question on venture relative to future locations
- solid business projections needed
- multiple possibilities
- 1st priority - put people to work doing what we do
- need another financial anchor

CONFIGURATIONS TASK FORCE

Recommendation for net year 86-7 :- 2 PU Delhi PU, Bombay PU

YEAR

85-86	Delhi	Onauj	Calcutta	Bombay	Pune	Jawale	Chikhale
# of staff	4	6	7	22	9	13	11
# of extra-nationals	2	1	2	9	2	3	2

86-87	DELHI P.U.		BOMBAY P.U.			
	Delhi	Calcutta	Bombay	Pune	Jawale	Chikhale
# of staff	9	11	12	12	13	13
# of core	6	6	8	6	3	3
# of extra-nationals	3	3	5	4	0	2

87-88	Delhi	Calcutta	Bombay	Pune	Jawale	Chikhale
88-89	Delhi	Calcutta	Bombay	Bangalore	Jawale	Chikhale
89-90	Delhi	Calcutta	Bombay	Bangalore	Jawale	Chikhale
90-91	Delhi	Calcutta	Bombay	Bangalore	Jawale	Chikhale

OUR PURPOSE

As the Order in the next 20 years we will be a factor in focusing the remarkable energy of the people of South Asia on healing the wounds of a society in change. People from all sectors will have effective ways of working together to risk innovative actions. They will be tooled to re-examine and re-create their images and values.

They will nurture a climate in institutions and networks that empowers people to act as responsive "learning societies". As the global linkage we are, we will portray to others strong channels and expressions of planetary unity in this continent.

THE SOUTH ASIA DECLARATION

April 1986

THE SETTING

A new wind is stirring the limbs of society.

The struggle with communal tensions is being met by pragmatic teams out to resolve differences.

Ineffective top down management is being countered by participatory decision-making processes used in organisations and corporations.

The crippling poverty of thousands of people is diminishing as employment opportunities and purchasing power are extended to more people.

The introduction of agricultural technology is producing a surplus of food; however, the inequities at the poorer levels of rural society are intensified with a rise in landlessness.

The slow pace of development, business and industrial advances is being accelerated by professional managerial approaches and computer technology.

The inequity of economic opportunities for ordinary people is giving birth to local movements in the unorganized sector of society.

The static impractical educational system is being challenged by new experimentation in developing productive human resources.

The tyranny of foreign scientific and industrial organisation images is being addressed by the development of more appropriate indigenous approaches.

Poor quality media is giving way to responsible investigative journalism and alternative forms of cinema and drama.

Corruption as a way of life is being overcome by measures to curb abuses regardless of respect or status.

THE CONSTRAINTS

These moves toward a healthy planet are being constrained by

- the overwhelming concern for survival on a day to day and season to season basis;

- the enormousness of the task of developing natural resources in a longterm perspective;

- the isolation of productive approaches from each other;

- the dominance of factional politics in problem solving;

- the internal political attitudes and forces that work against creative interdependence;

- the limiting images of the potential of human creativity in society.

OUR PURPOSE

As the Order in the next 20 years we will be a factor in focusing the remarkable energy of the peoples of South Asia on HEALING THE WOUNDS OF A SOCIETY IN CHANGE. People from all sectors will have effective ways of working together to risk innovative actions. They will be tooled to re-examine and re-create their images and values. They will nurture a climate in institutions and networks that empowers people to act as responsive "learning societies". As the global linkage we are, we will portray to others strong channels and expressions of planetary unity in this continent.

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THE RESOLVE

In the next 20 years we join with all planetarians

to facilitate
to catalyze
to build and
to evoke

MAGIC into the communities and the structures of the earth as the boulevard toward global unity.

WE ARE MOLDING THE CUP FROM WHICH ALL WILL DRINK.

NOTE: The phrase at the end of sentence number one of the Purpose in capital letters "healing the wounds of a society in change" was the original text—During the trek it was recommended we go back to the original and the Bombay P.U. priors meeting confirmed this change from the copy you received during the trek. This version will go to press for a "finely printed" copy for every Order member—if we want additional copies for colleagues and supporters, please notify.

COUNCIL TREK
April 28 - May 4, 1986
Pull Together by BPU Priory

DELHI P.U.

Consensus: Two Primary Units - Delhi-Calcutta and Bombay?

1. Function of Fiscal/Legal if close Pune - done by P.U.'s?
2. If Delhi-Calcutta join, there would have to be lots of meetings and therefore more "bureaucracy"; a lot of train travel between the two and funding of that.
3. Rural-urban question pulls us in two different directions and what is our story to ourselves, government, private and communities.
4. If assignment is one big list, we won't know where we are assigned.
5. There will be no more loans to Calcutta. The self-support advantage in Delhi will be gone and we will be in debt.
6. People don't seem to see the advantage of keeping Delhi rich and think everyone should stay poor.

BOMBAY P.U.

Trek went to all four houses. Did 3 exercises: skills triangle workshop, which 15 P.U.'s to keep globally, what we need to bury, what is being born. On the skills chart they suggested we add practical charts. Got the data on all the staff. Asked four questions: present skills, where do you see yourself engaged next year, what skills do you need to develop and how, time needed on each subject. They felt that the configuration needed is 2 Primary Units. In Jawale it was questioned that there would be no extranationals there. They felt 6 core people was too many in Delhi. They felt a Jawale-Pune linkage needs to be continued and strengthened. The moving of the student house to Chikhale was questioned relative to facilities and the distance it would take to transport people to Panvel to school. The consensus is that the first priority is on target; everyone wants to work on that. There are 10 family unit conversations yet to be held.

CALCUTTA

Impressions:

1. All 8 of the people in Calcutta want to stay in Calcutta.
2. The "Core Team" image has struck home with people. They seem to be saying that they will work and live anywhere if they have a strong, residential team. We need to figure out how each person can be engaged, how they can be trained and where they can make it financially—then locate the house geographically. Calcutta P.U. felt that campaigns #5 and #6 need to be expanded in terms of what they include: #5 should include some programme targets and making Beg Bagan bustee a demonstration urban community. #6 should include networking 100 organisations in Calcutta in leadership training and bustee leadership training. They would add two other arenas to the campaigns: spirit journeying and common continental house structures.

House Recommendation:

1. Continent - 2 P.U.'s: Calcutta with circuiting to Delhi and Bombay with houses in Bombay (in new location and building), Chikhale (for 2 years with a core of people of 8 to 10), and Jawale (the rural HRDC). Fiscal Legal would be done by each P.U. with special audit teams when needed.
2. The P.U.'s would have the following "Core Team" people numbers:

CP

U		BPU
Training	2	1
Funding	3	5
Marketing	4	6
HRDC	3	3 Chikhale
		5 Jawale (3 training, 2 rural develop)
TOTAL	13	20

In addition to the "core" people others would be added who are learning or in training, especially in HRDC, training and funding

3. Calcutta

- 1) Continue - can engage anyone in the Order in Calcutta bustee work - they will be journeyed in the collaboration mode since they will be working with the voluntary organisations in the bustees.
- 2) Strengthen - to be able to do all the campaigns well! Add between 7 and 12 people with some changes in current assignments.
- 3) Do Delhi corporations from Calcutta to be able to do self-support— Calcutta corporations and Jamshedput is not enough. Their clues for winning on self-support are that what is working is going to come off, Delhi corporations and potential with vol. org. is highest in Calcutta.
- 4) They suspect Government consultancies would have stronger grounds in Bombay P.U. than in Delhi
- 5) They need at least one person full time to coordinate Campaign #1 or training.

6) Numbers:

- 4 - 5 Extranationals
- 4 - 6 Strong Indian leadership
- 15 - 20 Total

(Splitting the core people into 6 in Delhi and 6 in Calcutta won't work.)

The P.U. feels that they can continue on as they are, but to do all the campaigns well they need to be strengthened.

REFLECTION OF THE TREKKER:

1. 20 is an ideal and high number (not real), 12 to 16 is more realistic.
2. Suggested Model:

Training/coordination	2	(2 Core)
Fundraising	3	(2 Core)
Marketing	3	(3 Core)
Bustee Work	8	(2 Core)

(You could possibly add 1 on Training/Coord. who is "learning" and add as many as 4 more "learning" in bustee work.) Of the 9 Core people 4 would need to be Extranationals.

3. We need to do One-year of Intensive Training perhaps making Jawale HRDC an Order training base for one year while they do the research (as part of the training) and prepare to do a major new direction in rural development as a focus of Campaign #6 in 1987-8. The one year of training needs to focus on English as second language with "field work" going on in LENS, fundraising, rural development with other voluntary organisations, urban development in the bustees, etc.

4. A projection of Calcutta's numerical rationale for assignments to Bombay P.U. might look as follows:

	Bombay	Chikhale	Jawale	Pune
Coord/Trng	3 (2)	—	4 (2)	3 (1)
Marketing	6 (6)	—	—	—
Local Devl	4 (2)	6 (3)	18 (3)	—
Funding	4 (4)	—	—	—
Fiscal/Legal				3 (2)
TOTALS	17 (15)	6 (3)	22 (5)	6 (3)

The numbers in parenthesis () are the "core" people totalling 26 as compared with the 9 in Calcutta P.U.

The Jawale intensive training year would be to do three two-month journey schools: 4 weeks in English, 3 weeks in Field Work — LENS, formal education, urban or rural development, and 1 week returning after field work to polish facilitation, evaluate English and skills and to create each individual's training track plan.

RECOMMENDATION ON CAMPAIGN ORGANISATION

In order to implement the campaigns and keep momentum going between now and the Continental Check Signals meeting in Bombay on 19-20 June, we wish to make the following recommendations cum assignments:

1. The product of the Training PSU held in Bombay on 8-9 May recommended that the three people responsible for coordinating Equipping the Order events be Heriman Kokane, Elaine Stover and Gail West. This includes notifying people of the Training the Trainers event in Chikhale on 6-7 June; Deborah Willson and Elaine will prepare the procedures and facilitate that event with one other person. The initial three (HK ES and GW) will also be thinking about intent and procedures for how Equipping the Order Campaign is dealt with at the Continental Check Signals meeting on 19-20 June.

2. We recommend that the Delhi P.U. designate two of their number to coordinate the Financial Viability PSU to be held in Bombay on 16-18 June just prior to the Continental Check Signals meeting—who should come? What is the intent of the PSU? How or what procedures does the PSU need to follow? Who facilitates the PSU? What financial and investment data needs to be on hand in order to do the PSU? During the treks everyone was convinced we need to do investments and raise large sums to do it with but who how where when is not clear. HRDC membership is something everyone is ready to do or have already started to do; we need a sliding scale or rate rationale for membership plus getting the mailing lists pulled together. The second component on having an ICA budget amount in the bank one year in advance sounds off the wall and completely out of the realm of possibility—what really do we want in that arena? where are we on getting it really? and what is the creative polar tension that reveals the "path of least resistance" on monthly ICA income? This could be quite a PSU! How about it, Delhi?

3. We do not have a "PSU" dynamic to launch the Structural Change campaign—how is what we are doing in that arena a "campaign"? Every house seems to be involved in structural change in some way: village work organisational collaborations, the student house re supplementary education, bustee leadership training, corporation services and reinventing organisations. But what is the campaign? We need song story symbol and hoopla on all 3 campaigns. We have asked Corporations Services Holon in Bombay (the LENS team) to think broadly about Structural Change—how does every house intensify its marketing? how do we locate the government consultancies and the voluntary organisations wanting to get into a track to re-invent or do innovative restructuring of themselves? The CorpServHolon also needs to help us figure out how to involve every house and every house member in creating the Structure Change campaign—and to see themselves getting trained in facilitation etc.

Also the holon is charged to prepare the process the Continental Check Signals meeting will use to get this campaign into being.

Regarding the Second Trek to the houses (6 to 15 June) the Bombay priory recommend that the Assignment commission do that trek and pull together the results on 17-18 June before Continental Check Signals. The Bombay priory will meet on 5 June and think through the basic components of the Trek and assign 2 or 3 people to prepare the detailed procedures of the Trek — mail the procedures to Delhi and Calcutta so that Ramesh Jamlekar in Delhi and Wes Lachman in Calcutta can do the Trek procedures with their P.U.'s and send or bring the products to the Assignments commission meeting on 17-18 June. A trek to the four houses will be done in Bombay P.U. using these same procedures. The Trek is also to include an announcement event with colleagues and supporters—each house will be preparing for these events.

The finely printed "Purpose of the Order in South Asia" from Lonavla is on the way to the printer and will be sent to every Order member. Do you want extras or Order colleagues as well? It is recommended that each house prepare a triangle wedge of the Seven Campaigns for collegium room wall decor. Enclosed you will also find the statement on Situation and Constraints that was omitted from the Report delivered to the houses during Trek #1. What do we need to do with this whole document?—perhaps a study and revision at the Continental Check Signals and maybe again in the Continental Council/Trek dynamic in August or September.

THE FIRST THREE CAMPAIGNS ARE OUR PRIORITIES STARTING NOW!