

Confidential

September 13, 1990

Dear Friends,

In the quiet French valley where the Rhone meanders out of Lake Geneva, with the Jura mountains as backdrop and the famous fountain in Geneva bay on the far horizon, a group met for the fourth 'global consultation'. 'La Source', a small retreat centre on the outskirts of the village of Dingy en Vuache, became home for five days to 33 representing all continents, many straight from closing down the summer conference in Caux, others from journeys or from their businesses. We congratulated ourselves on the fact that nearly half the participants were women, and more than half were under 50! We had been given a candle from Poland, made in the form of a carving of the face of the Virgin Mary, and round this candle those who wanted to - Christian and Hindu - started each day together in silence and in prayer. Tranquil surroundings, the sense of a world in flux, the awareness of our own needs, and time for uncomplicated honesty, combined to transform us from a consultative committee into a group of friends, who could laugh and sing and weep together as well as talk, fairly solidly.

Our mandate was to consider the use of Caux. We began by evaluating the momentous summer just past, noting particularly that it was the first time we had openly received substantial numbers of people from the whole of Europe and from the Soviet Union. Caux has indeed become a home to all the world, and seems destined in a special way to become a common European home for those from the Atlantic to the Urals. We thanked God for the healing streams that for over 40 years have flowed from this mountainside village to a torn world, and for His provision that has sustained the centre and made it ready for this moment in history.

We were also conscious of those who may have 'gone empty away', and of those who may have wished to carry the torch with us but found it already grasped a bit too firmly. Have our concerns for great issues too often obstructed our care for people in need? Have self-sufficiency or insecurity sometimes barred the way of those ready to take responsibility with us? The places of that faithful band of mostly Swiss; whose strength has now diminished, have not yet been taken by fresh enlistment. As we explored this gap, we came slowly, at times painfully, and ultimately cheerfully to a few conclusions:

- 1) Caux belongs to the world and to God. It is rightly treasured for its Swiss character and charm, but Caux should be carried by the people of God the world over and not left unfairly in the generous and competent care of Swiss friends for most of the year. It is, after all, the 'big thing we do together' every year.
- 2) The purpose of Caux is to release the creative life-giving energies in each one of us who already know it, and in all who come new to it. But we recognize that too many of us have allowed practical responsibilities and pre-occupations with various plans and initiatives to divert us from our care for people. We need to re-order our lives and reorient our meetings so that life-changing becomes once again the priority in all we do.
- 3) To expand Caux's availability to more people for more of the year, we should undertake the creation there of an enlarged international community, who could not only receive people and groups but also move out through Switzerland and Europe.

4) Particular care should be taken to make every newcomer feel at home and fully aware of Caux's origins, purposes, expectations and operations. The joint carrying of the practical work of the home should be a natural consequence of our welcome and our life together.

We suggested and discussed various ways of making practical these changes of emphasis and orientation. Some suggestions are listed in the accompanying document. They are a declaration of intent, which will need to be translated into reality by the individual and collective decisions of all of us as a world family.

We also reviewed briefly the consultation process itself, hearing feedback on points raised at previous consultations, and considered how to make the process more effective. We discussed a possible agenda for Panchgani in February as well as possible future meeting places.

There was a brief update on developments with regard to Eastern Europe, but it seemed best to leave full discussion to a meeting of the East European consultative group in Stockholm in mid-October.

A document giving the status of preparations for the Training in Effective Living to be offered at Asia Plateau, India, in early 1991 (the third item of our secondary agenda) is appended to our report. Further information will be given in the World Bulletin.

We urge each of you to ponder the concerns and recommendations expressed in this report, to discuss them with friends, and to send your ideas to the appropriate people. Change in established patterns does not come easily for any of us. Vision and tenacity will be needed to realize the hopes not only of this consultation, but also of those that have come before.

Yours ever,

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**A CONSULTATION ON CAUX - SEPTEMBER, 1990
DINGY EN VUACHE, FRANCE**

I CAUX - A WORLD RESPONSIBILITY

In recent years there has been a flowering of individual initiative from the far-flung body of friends inspired by MRA. We find ourselves engaged, often as catalysts, in an astonishing array of actions. One consequence of this upwelling has been a healthy decentralization of the work.

However, an unintended result has been that Swiss friends have been left increasingly with full responsibility for Caux. Others are grateful beyond measure for their faithfulness and care, but recognize that the load should be shared more widely. Caux belongs to God and the whole world and rightly should be carried by those on every continent. A central conclusion of this consultation, therefore, is that efforts should be made to expand the international group of friends who will carry Caux in all its aspects.

A. Forward Planning:

Forward planning of conference agendas is done by a necessarily random group in the midst of the current summer conference, with final decisions taken in October/November at a meeting usually in Holland. This makes coordination of dates, forward planning and continuity through a conference difficult. An international group should begin early in each year to think forward to the following summer's conference, so that themes and dates can be coordinated with enough time and space for creative thinking. If you have ideas, contact Andrew Stallybrass.

B. Financial:

The current financial position of Caux was reviewed. Thanks be to God, Caux's finances are in a healthy condition and our deliberations could take place free from financial pressure. 1989 expenditures of SFr.2.5 million included approximately SFr.500,000 for major renovations and were fully covered by conference receipts, gifts and two substantial legacies. Conference receipts were again good this summer. The Caux Foundation plans to maintain a substantial renovation programme, but the building, despite its age, remains in excellent physical condition.

There were valuable and animated discussions of the method currently used to estimate the cost per person per night of operating and maintaining Caux. As the current estimate of SFr. 60 does not cover the cost of maintaining those full time workers who are in Caux primarily to carry some physical aspect of the conference, there may need to be some upward revision in that estimate. Those with ideas about how to describe costs and invite contributions in the 1991 conference invitation should be in touch with Christoph Spreng by mid-October at: Postfach 4419, 6002 Luzern, Switzerland.

C. Friends of Caux:

There are many people who are deeply affected by their visits to Caux but are unable for various reasons to come regularly or to take part in

MRA programmes, and others who are never able to come but would like to support it in some way. It might be effective to organise Friends of Caux in different countries, groups who could be informed of coming events and needs, who would raise money for fares or improvements to the buildings, possibly find people to take on specific jobs through a summer, and so on. Neville Cooper and Dick Ruffin undertook to find people who would initiate this in their countries. Co-ordinator: Theri Grandy, P.O.Box 1874, Nicosia, Cyprus.

II THE HEART OF THE MATTER

A. Daily Forum:

Whether because of apparent, if illusory, self-sufficiency, or because of barriers unintentionally erected, we have not made it easy for new friends to walk shoulder to shoulder with us in carrying the Caux conferences.

At the same time, we recognise that the daily coordination meetings at 3.20 have lost their original purpose of ensuring that the various needs of people are being met, and have become a clearing-house for many other concerns. A solution for both problems might be to create an open forum at another time, possibly right after breakfast, when the practical and organisational needs of the house could be considered by all, "old" and "new", who are willing to take this level of responsibility. It could provide an opportunity to welcome suggestions for the daily program, to consider the concerns and wishes of various delegations, to be informed about people due to arrive, and in other ways to include, inform and enlist a much wider group of people. It would be brief (30-45 minutes) and held somewhere in Mountain House.

A more restricted group might still need to consider other aspects at 3.20 or some other point in the day. But 3.20s could focus more on their original purpose, and perhaps be reduced in frequency. Of course, it is important, and not easy, to keep the right balance between openness and responsible discretion in all these matters. Great care is needed. Those with ideas about how to structure and conduct such forums should be in touch with Jean-Marc Duckert at Alnas - Djurgardsvagen 220-222, 11521 Stockholm, Sweden - or Dick Ruffin.

B. Work and Discussion Groups:

This summer a larger number of 'new' people slept in dormitories or big rooms, or shared a room with someone equally 'new' to Mountain House. As a result they were not cared for as well as we would like. Most everyone needs a place where they can talk and share. We suggest forming daily discussion groups which would be the basis of work groups as well. The discussions should be well led, by people who would make it a priority. (These would not be the leaders of work shifts.) All those who carry Caux through the summer would belong to a group, even if their own work (allocation, telephone, etc.) was specialised. These discussion groups would be the place where people would come to understand and practice the quite time; they would also help people to be consistent in carrying the practical work.

We suggest that this might happen at 5.00 every afternoon. There could be exceptions when a major personality is present to give a seminar. We would like to try this idea through the whole of next summer, with regular assessment of its functioning. We realise that discussion will be needed to see how the idea fits with the present pattern of meetings, particularly during special sessions. Eliane Stallybrass has offered to coordinate and would welcome ideas.

C. Devolving Tasks:

We acknowledged with sadness that we have all done less well than we should have in enlisting new people to take on various tasks, especially those requiring more training. Part of the problem may be our inadequate expectations of others. Also, we do not always set out for others the full scope of the tasks at hand. To this end we enclose as Appendix A a list of 32 discrete tasks, together with an assessment of the need and the name of a coordinator, where available, as of the end of the summer.

It is often said that each of us should set out to find 10 others to do our jobs better than we do it ourselves. But in truth some do their jobs so well that others would be hard put to do better. One friend suggested a bit cheekily that perhaps we should consider finding 10 people to do the job worse, than, or at least differently from, us!

III CAUX IN THE OFF SEASON

A. An Enlarged Caux Community:

To help make Caux more available for us and for others, and to widen Caux's outreach to Switzerland and beyond, we decided in faith to create an enlarged community in Caux. Initially, this would be during the period from mid-March through the end of September. The hope of the small family resident in Caux year round is that people from any country with a vision for Caux's expanding role would join them for periods of two to six months. Each would bring his or her particular gifts, whether of spiritual insight, practical skills, or initiative and outreach. Together we believe they would discover the inspired balance in life and be given clarity of purpose and direction.

We imagine that such a wider Caux family would reach out to the Swiss nation in new ways, interacting with local teams and assisting new ventures such as the Stallybrasses' outreach to young people in Geneva, and the Sprengs' recent move to Lucerne. Leif Hovelsen and others have envisioned that it might also host seminars on the moral foundations of democracy similar to the one given for Polish politicians and others last spring. There are indications that senior leaders in Poland would welcome such seminars.

An enlarged Caux community could also help make Caux available on a commercial basis to selected groups, some of whom would find their work enhanced by the spirit of Caux.

Finally, we would hope such a community would help carry the physical care of Caux itself, open and close the main building

for conference sessions, train those who wish to take on major responsibilities for overseeing some aspect of Caux, and constitute a nucleus that could give a heart to the wider force carrying Caux through the summer.

Those interested in this venture, or who wish to consider being a part of this enlarged community, be in touch with Jean Fiaux in Caux or with an appropriate person in your own country.

B. Future Off-season Uses:

We gave time to discuss two written proposals by businessmen Ron Nater and Steve Hall. It is not possible to go into details of their proposals here except to say that both envisage Mountain House being a school or college out of our conference seasons, in one case a management school focused on Eastern Europe, in the other case a hotel school which would also furnish trained staff for our own conferences. Both would be operations run separately from MRA but aimed at providing a profit for the Foundation.

It was felt that both were attractive, well thought out proposals by men who have MRA's best interest at heart. However, the problems of establishing such separate bodies should not be minimised. Also, despite the under-utilization of Caux in the past, we began to get a vision of how God means to use Caux at other times of year more specifically for the programme of Moral ReArmament. We are grateful to both Ron Nater and Steve Hall, appreciating in both men their understanding and assessment of Caux and their desire to see it flourish and be on a sound financial basis in the future. We hope and trust that they will continue to work with us in future developments.

We then turned our attention to a group of less formal proposals that had come from various friends. One for training in the moral foundations of democracy is mentioned in the previous section. Participants in such short courses could visit the European Research Institute in Lausanne, the UN in Geneva, and Berne. Jeroen Gunning longs for advanced courses in responsible leadership for young people like himself who have taken some initial steps in change. These courses could be of several months' duration, thereby providing potential staff for lets. They might also be an extension of a proposed summer Internship Programme (a course of study and work, geared mainly for university students) that is being developed by Rob Corcoran and Jean Brown. Friedrich Schock had an idea of a fairly sophisticated three-month course for East Europeans which would be rooted in the basics of MRA. This was similar in concept to that proposed by Nater. It would draw on the experience and expertise of our industrial team dealing with issues of the economy, the environment, global responsibility and motivation. Western students could also be included.

We hope that the small two-week courses on the moral foundations of democracy might begin in 1991 (the 700th anniversary of Swiss democracy) and that their implementation will be discussed at the upcoming Stockholm meeting. Efforts would be made to find outside financing. Those thinking for the proposed internship programme are continuing to meet and hope to implement a pilot course next summer. Friedrich expects to convene a group, including Ron Nater and others, to continue to look at ideas for training those in management. Jeroen Gunning (Groene Wetering 32, 3062 PC Rotterdam, The Netherlands) and Bryan Hamlin (40 Dana Street, Cambridge, MA 02138, USA) will keep in touch with these developments and encourage our search for natural training opportunities at Caux.

IV THE CAUX WELCOME

We would like to give everyone who comes through the door of Mountain House the sense of immediate inclusion in the life of the conference. At the moment it is difficult for new arrivals to find out where and how things happen; and those who do know spend a great deal of time giving such information and finding people responsible for various jobs. We have identified several ways of offering welcome, information and inclusion:

1) Welcome on arrival: The reception team to include people who will welcome new arrivals and see them and their luggage to their rooms (including transport for those outside Mountain House). This group also to make sure that each person arriving has a place at table for his/her first meal.

2) Information: The reception desk team to include information officers who would make sure that all information on daily programme and other matters is made available accurately and widely. This would include display boards in the entrance hall and dining room giving the daily schedule in different languages. A brochure containing basic information about the services of Mountain House, as well as a brief background, basic 'rules of the house', an outline of work opportunities and a diagram of the public rooms, would be given to each participant on arrival (initially to be printed in French, German, English, Spanish, Japanese and Russian), as well as information on the current session. More people responsible for various services - for instance travel - could be contacted through the beeper system.

3) Guided tours: An orientation tour of the house to be on offer, perhaps every afternoon, for new arrivals (as well as for occasional visitors), to include them early enough in the history and present running of the house. Qualifications for guides include a good sense of humour and the ability to resist the temptation to moralise!

4) Meals: The aim is to create an atmosphere in the dining room where everyone feels welcome and at home. The arrangement should

change to include a permanent area that caters for people without specific plans. People would also be encouraged to take initiative in inviting others to their tables.

We also recognised the need for prayers for the right spirit to dominate the atmosphere during the entire summer. If you have further ideas how to improve our welcome, please contact Aad Burger at: Van Hogendorpstraat 11, 3581 KB Utrecht, The Netherlands.

V THE CONSULTATIVE PROCESS

A. Coordination:

Gratitude was expressed for the inclusive, open and flexible nature of the process. To date, over 100 people have taken part, each bringing unique qualities to the table. Meetings should continue on a bi-annual basis, thus enabling many others to have a part. However, a coordinating committee is needed to carry the administrative work and to help assure the implementation of what is recommended.

A primary purpose of this group would be to listen carefully to the ideas and concerns of the wider fellowship. In consultation with others as appropriate, it would finalize agendas and venues and assure balanced participation. It would have no other executive functions. Service on this coordinating committee would be for 2 or 3 years in order to assure adequate continuity. Those who have so far agreed to take part are Rob Corcoran, Jean-Marc Duckert, Yukihiisa Fujita, Ailsa Hamilton, John Mills and Edward Peters. Others who feel they may have a part in this now or later should contact Dick Ruffin, who has agreed to convene this group.

B. Future Consultations:

The next meeting will take place at Asia Plateau, Panchgani, India, February 16-22, 1991, and will be followed by visits in New Delhi, February 23 - March 1. We hope the agenda will include a quest to understand the character and aspirations of Islam. Proposals are being confirmed now with the Indian hosts and will be stated in the letter of *invitation* to be sent in October.

The following meeting will again be in Europe shortly after next summer's Caux conferences. A proposal to have an East European or German location will be discussed at the meeting in Stockholm in October.

African friends were encouraged in their idea of hosting a meeting perhaps in the first half of 1992, and the standing offer of Australia to host an occasion was noted with gratitude.

PARTICIPANTS

Switzerland:

Adrian Burkhardt
Jean-Marc Duckert
Jean Fiaux
Their Grandy
Marcel Grandy
Ulrike Keller
Christoph Keller
Annemarie Kormann
Peter Kormann
Margarit Kung
Christoph Spreng
Eliane Stallybrass

Rest of Europe:

Aad Burger (Neths)
Neville Cooper (UK)
Charles Danguy (France)
Chris Evans (UK)
Jeroen Gunning (Neths)
Ailsa Hamilton (UK)
Friedrich Schock (Germany)
Margarete Schock (Germany)
Alison Wetterfors (Sweden)
Finn Harals Wetterfors (Sweden)
Lotty Wolvekamp (Neths)

Africa:

Ahunna Eziakonwa (Nigeria)
Sam Pono (South Africa)

Asia:

Grace Liu (Taiwan)
Vijaylakshmi Subrahmanyam (India)

Australia/Pacific

Joan Holland (New Zealand)
David Lancaster (Australia)

Latin America/Caribbean

Bryan Hamlin (USA)
Dick Ruffin (USA)

APPENDIX A

Needs of the Different Work Teams, as Evaluated at the end of the Summer, 1990:

For many of the teams, the needs expressed below are only for responsible people so that participants to the conferences can be put to work.

1. Secretariat

The Secretariat has had a much heavier work load due to many more applications. 2-3 full-time trained secretaries (one could be a paid one) are needed from mid-May to the end of June. Then 6-7 (minimum) trained secretaries are needed for the conference period, plus 2-3 people willing to help with clerical jobs. For the moment Lotty Wolvekamp will continue to carry the over-all responsibility for the Caux conference secretariat (doing part of the work in Holland this coming year). She would like to train 1 or 2 others. A proper training needs to be done over a period of 2-3 summers, starting in June.

2. Reception

Under the present system, a minimum of 10 men and women, knowing French, German and English, are needed each day. They need to know the details of the house and to be able to handle the financial transactions. Training takes 1-2 weeks. Coordinator: Jacques Odier.

3. Allocation:

A minimum of 7 people are needed each day to deal with the job. It requires a certain confidentiality, and a commitment to do the job for several summers as one needs to learn how to use the computer, to know the house and to stand up to pressure! Coordinator: Eliane Stallybrass.

4. Registration/Administration:

This was understaffed this year. Help is needed for next year. Coordinator. Luc de Montmollin.

5. Finances:

This is mainly dealing with the cash coming into the house. This year was understaffed and one person had to work 7 hours a day for the cash only. Some people with knowledge on finances are needed to share the responsibility during the summer. Coordinator. Jean Fieux.

6. Telephone Operators:

More help is needed. Many telephonists are also responsible for other areas of the house at the same time; and some of the long-standing members of the team are retiring. Some people (also in professions) are being trained so that they will be able to contribute regularly for a week or two in coming summers. Telephonists need to be fluent in at least French, German and English, with the ability to think quickly and act with confidentiality. Men with these qualifications are *fully as* welcome as women. Coordinator. Ailsa Hamilton.

7. Travel Office:

A few dedicated people are needed (younger people included) with a knowledge of 2-4 languages. Coordinator. Charles Danguy.

8. Mail Distribution:

Trudi Trussel wants to train a younger person (man or woman) to take over from her in the future.

9. Economat:

2 more people are needed to take on the Economat next summer, one of whom needs to take on full responsibility for vegetables and fruit (buying, and looking after). If one of them is a man, it helps as there is a lot of lifting heavy boxes. The general work involves ordering food, receiving deliveries, answering the questions of kitchen and service, the use of leftovers, providing picnics and dealing with queries. Coordinator: Margarit Kung.

10. Kitchen:

Experienced help is essential throughout the summer, especially to support newer head cooks. The work this summer was too heavy. It is impossible with large numbers to have only one or two on the shift that have any idea of how the kitchen works. The basic problem remains: how to widen the circle of head cooks and train more for the future. One possible solution is to have a mixture of voluntary and professional help. This was tried this summer, with some success. Coordinators: Ulrike Keller and Alison Wetterfors.

11. Vegetable Team:

The present head of this shift would like to start training somebody who could take over the responsibility in the future, if possible with some knowledge of French. Coordinator: Lucette Schneider.

12. Diet Kitchen:

The diet kitchen worked with the help of one paid employee. More help is needed for next summer. Coordinator: Yvonne Biglan.

13. Service:

The new system of dividing each shift in two work periods lightened the work load. The weak point of the summer was the lack of enough experienced people. The head of team cannot be in the three dining rooms at the same time. We need a minimum of 3 trained people per shift to put others to work. - Coordinator: Frederic Chavanne.

14. Baking

Hildi Zeller would like to train more people to take overall responsibility. Training may be possible during the work week (the week following Easter).

15. Housekeeping:

11 experienced housekeepers are needed for next year and one person to share the overall responsibility with Maya Fiaux.

16. Laundry:

There are 3 people responsible for the laundry and sewing room. In addition, there are 5 paid staff. The need is for one additional responsible person. There is also a need for one person to take on the general upkeep of rooms (curtains, lampshades, bedding, etc.) on a long-term basis (5 to 10 years). This work needs to be done between conferences, when the rooms are empty. Coordinator: Emmina Carrard.

17. Small Repairs:

One more person is needed who knows the house well. 1-2 young boys could be included too. Coordinator: Christoph Keller.

18. Garden:

More semi-skilled help is needed for 3-4 months over the summer period. Coordinator: Werner Fankhauser.

19. Flower Team:

3 responsible people are needed during the conference. Coordinator: Miette Cape.

20. Night Watch:

Russell David has found and organized a team from Britain to do this work and will continue to do so.

21. Kindergarten:

A team was built up before the conference which included younger help. That will have to be continued and increased. Care for young teenagers (12-15 year olds) is still missing. The company of men is needed for teenage boys. Coordinators: Digna Hintzen and Ann Rignall.

22. Infirmary:

The infirmary needs 1 doctor, 1 nurse and 1 receptionist on daily duty. 5 doctors shared the summer between them.

23. Theatre:

Gunnar Soderlund needs one or two more capable and competent people to carry the summer with him. Someone is needed to take on the costumes.

24. Meeting and Auditorium Management:

Someone is needed to make sure that meeting rooms and the theatre auditorium are in order for each event (chairs, etc.).

25. Film/Video:

Someone is needed to look after all the audio-visual materials. This includes maps, projectors, blackboards, etc.

26. Translation:

TRANSLATION SYSTEM - a technical coordinator is needed for next year. It involves electro-acoustics and organising. Coordinator: Christoph Spreng.

27. PR/Info./Photography:

This was not satisfactory this year. Those in charge had too many other responsibilities. People with gifts in reporting, graphic display and photography can be trained. Coordinators: Christoph Spreng and Andrew Stallybrass.

28. Bookshop:

There was sufficient help during the summer and a list has already been started for next year. Coordinators: Charles and Jacqueline Piguet.

29. Welcome (Entrance Hall):

A minimum of 5 people are needed. Some knowledge of French is required. Coordinator- Jean Carrard.

30. Chorus:

WANTED: Person/persons with a willing heart to take on the yearly chorus at Caux, preferably to work with a team. QUALIFICATIONS: musical inclination an advantage! More so if able to sing, play an instrument, etc.

31. Tea/Cold Drinks Team:

One person to take responsibility for the whole summer is required, plus 2-4 people staying for longer periods. Coordinator. Betty Gardiner.

32. Mid-morning and Evening Drinks:

These events are a great help in the daily programme. A good team is needed, some of whom don't mind staying up late!