

GUIDE FOR INCOMING OFFICERS

A. OVERVIEW OF THE SUBUD ORGANIZATION

The main purposes of the Subud organization are to serve the members and to facilitate the development of Subud and its mission. It provides services to Subud members, such as gatherings, Bapak's talks, Subud houses, helper visits, publications, web sites and access to networks of other Subud members. It also constitutes a set of vehicles through which Subud members can act together to further the aims of Subud and to express in the form of activities, programs and projects our shared inner experience.

The basic principles underlying this structure are quite simple, and are typically uniform throughout all aspects of the Subud organization; these are as follows:

1) The roles of helpers and committee are distinct

The 'kejiwaan' structure parallels the committee structure, from groups to international, except that the international helpers are grouped into 3 Areas, whereas, internationally, the committee side of the organization is divided into 9 Zones. Although helpers and committee have distinct responsibilities, they work alongside each other throughout the Subud organization.

2) There is no hierarchy in Subud

There are only horizontal dimensions, which reflect different types or scopes of responsibility ranging from local to national and international. For example, international helpers have no authority over national helpers. The same applies to the committee functions. Consequently, the organization can be pictured as circles within circles (see chart 1).

3) The Subud organization is democratic and participatory

The structure in Subud is organic. Individual members get together to become groups, groups unite to form regions, and then nations; national bodies support one another as zones, and the zones comprise the international body.

In order that Subud members can voice their concerns and suggestions, and in order to allow decisions taken between Congresses to be more democratic, the organization has representatives at each layer. For example, a group will choose a chairperson to represent their voice within the regional or national body; and, likewise, the chairperson of the national body represents the nation within the zonal council, and the chairperson of the zonal council represents the views of the zone internationally within the World Subud Council. Appointment to these representative positions is normally subject to testing.

Despite some terminological differences, the international organization of Subud is very similar to the national.

At National

Groups
Regions
National Congress
National Council
National Executive

At International

Countries
Zones
World Congress
World Subud Council (WSC)
International Subud Committee (ISC)

Countries with fewer members do not have a national council, and most do not have regional divisions.

Each body is responsible to the cells of which it is composed. The international organization represents national bodies, just as a group represents its members. The organization has grown in this way, following Bapak's advice, so that it belongs to the members, who can thus participate in the formulation and development of a common mission.

4) The organization is funded by voluntary contributions

At all levels, the Subud organization is funded through voluntary contributions from individuals and businesses, as well as through special events, such as gatherings and cultural evenings.

5) Policy and executive functions are often distinct

For example, in many countries, there is a distinction between the national council, which represents the local groups and formulates policy, and a national executive committee, which puts those policies into action. The national executive might typically consist of an executive chairperson, a treasurer, a secretary and persons with more specific functions such as a publications officer. In contrast, the council has a representative and policy-making role.

6) Specialist wing functions are often distinct

The main Subud organization described above provides services to the membership such as helper support, publications and gatherings. However, the overall mission of Subud also includes educational, social, and cultural projects and programs, as well as support to members who wish to form enterprises according to Subud principles. To nurture these activities, Subud has developed specialist wing organizations. These include Susila Dharma (SD) for social and educational projects; the Subud International Cultural Association (SICA) for cultural programs; Subud Enterprise Services (SES) for support to enterprise initiatives. There is also a Subud Youth Association, which provides programs and support to younger Subud members.

In summary, there are different scopes: local, national, zonal and international. At each layer, there are:

1. General assemblies (group AGM, national congress, world congress, but there are no zonal congresses).
2. Representative policy-makers (group chairperson, national council, zonal council, and world council, called the WSC).
3. Helpers (local, national, zonal (called kejiwaan councilors) and international).
4. Executive officers (local, national and zonal executives and at the international level, ISC).
5. Wings.

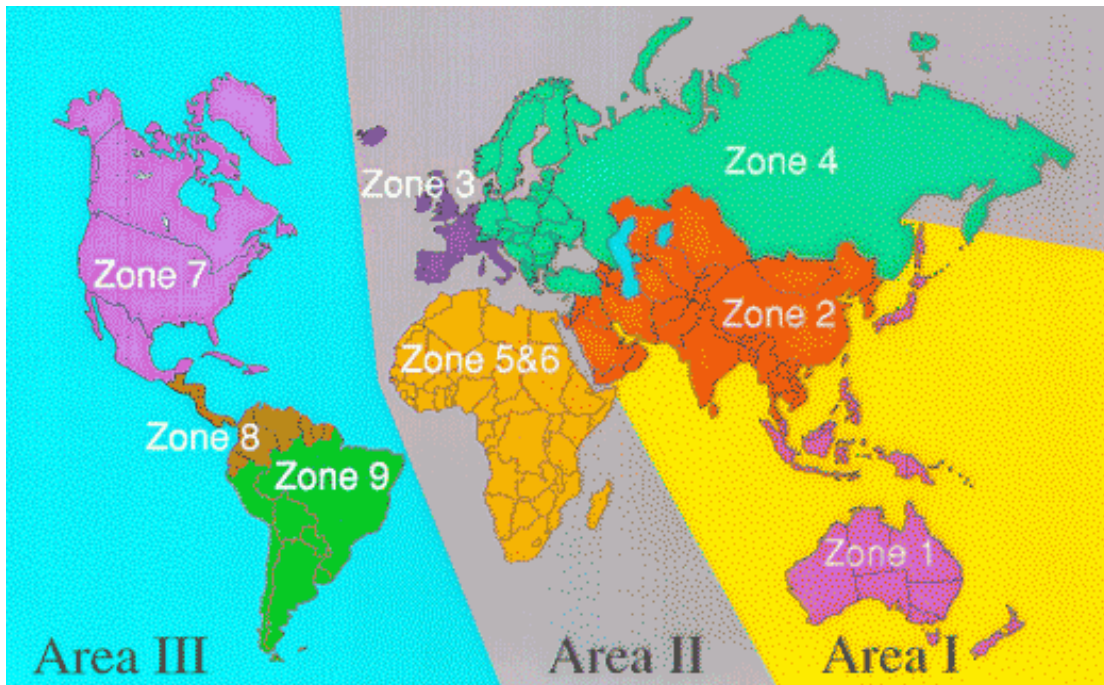
The following description of the Subud organization is schematic. It aims to give the reader a brief overview of its workings, omitting many details. Often, the way of functioning varies from group to group and country to country according to circumstances and local needs. It is also subject to change. We have also included some brief job descriptions for some of the major roles as an aid to committee members.

B. THE INTERNATIONAL ORGANIZATION

1) Overview and Zones

Subud exists in 74 countries in the world, with approximately 11,000 individual members. National organizations group together to form the international organization, which is called the World Subud Association (WSA). In other words, the members of the WSA are the national bodies of Subud, of which there are approximately 53. For the sake of convenience, these are grouped together in Zones as follows:

- Zone 1/2: Australasia and Asia
- Zone 3: Europe West
- Zone 4: Europe central
- Zone 5/6: Africa
- Zone 7: North America, Mexico and Cuba
- Zone 8: Latin America North
- Zone 9: Latin America South



In order to work together and support each other, the four delegates from each country in a Zone form a zonal council. These delegates are the national chairperson, the committee councilor, and the male and female kejiwaan councilors, who function as zonal helpers. These national delegates choose a person to represent them internationally, who is the zonal representative. Zonal councils may also include zonal coordinators from the wings such as Susila Dharma, SICA, SES and Subud Youth. In some zones, the zonal council meets once a year. Some of the international helpers from the area also attend Zonal council meetings. These meetings are also often the occasion for a gathering of Subud members.

2) The World Subud Association (WSA)

Every four years, the World Subud Association holds a meeting of all national bodies, which is called the Subud World Congress. This is also a worldwide gathering of individual Subud members who can participate in latihan, workshops, cultural events and meetings concerning all aspects of the Subud work. It is also an opportunity to meet and make friends with Subud members from around the world. The official delegates to the Congress are the four delegates from the countries that attend the zonal council meetings.

During the business meetings of the World Congress, the delegates appoint the main officers of the World Subud Association, such as the WSA chairperson and the chief executive officer of the Association, who is called the International Subud Committee (ISC) chairperson. The World Congress decides the policy and objectives of the WSA.

3) World Subud Council

When the Congress is not in session, the work of the World Subud Association is directed by the World Subud Council (WSC), which usually meets once a year. The World Subud Council consists of

- The 7 zonal representatives, who represent their national bodies or zonal councils
- The WSA and ISC chairpersons
- 18 international helpers, six from three Areas, which are: Area I, Asia and Australasia (Zone 1/2); Area II; Europe and Africa (Zones 3,4 and 5/6); Area III Americas (Zones 7,8 and 9). There are three male and three female international helpers in each Area.
- The international coordinators or chairpersons of SICA, Susila Dharma, SES and Subud Youth
- The chairperson of the foundation formed by the WSA, which is called the Muhammad Subuh Foundation (MSF)

The WSC meetings are also attended by the WSA deputy chairperson and the WSA secretary.

The WSC has a similar relationship to the World Congress as a national council has to a national congress. Whereas the congress is the wider representative and policy-making body, the council is a more compact representative body. Similarly, ISC is like a national executive but with an international scope. The guidelines for the functioning of the WSC, which includes the job descriptions of the WSC members, is available at (website).

4) International Subud Committee (ISC)

ISC has various subgroups and provides various services, which include:

- The Tape Preservation Unit, Belgium, which looks after the tapes and DVDs of Bapak's talks, which number over 1,300.
- ISC Tape Unit, England, which distributes audio recordings of Bapak's talks on CD, as well as cassette.
- The international archive centers in Indonesia, Australia, Japan, USA and England. The archive center in Wisma Subud, Indonesia houses the original copies of 180,000 documents that Bapak left.

- The History of Subud project based in Australia.
- The official translation and publication of all of Bapak's talks, which is subcontracted to Subud Publications International (SPI) in England.
- The international assistance fund, formerly known as the international almoners, which provides assistance to members' in need; there are also several national branches.
- An accounting office located in the Netherlands.
- The publication, Subud World News and the website, www.subudworldnews.com
- Various other official Subud websites such as <http://www.subud.org>, which is the public face of Subud; <http://subud.web.net> for internal, interactive information and process management; and <http://www.subudlife.com> for online, collaborative tools.
- Coordinating and funding the visits of the international helpers to countries.

The ISC office has moved location every four years from Congress to Congress. For example, it was located in Germany 1971-5, Canada 1975-9, England 1979-83, Australia 1983-89, Japan 1989-93, USA 1993-97, Indonesia 1997-2001, and Argentina 2001-2005. The work of the WSA and ISC is funded by national committees and by contributions from individuals and enterprises, as well as grants from the MSF. Typically, the WSA annual budget ranges from USD 250,000 to 400,000.

5) Muhammad Subuh Foundation (MSF)

The Muhammad Subuh Foundation (MSF) is the foundation established by the WSA for the long-term development of Subud. The MSF invests prudently the wills, legacies and capital donations of Subud members. It gives grants to Subud groups for the purchase and construction of Subud houses, and for the setting-up of charitable projects, as well as for some of the programs of the WSA, such as the translation of Bapak's talks. The MSF also manages capital funds that are earmarked for special purposes. Like the WSA, it is registered in the USA, and the chairperson of the MSF is appointed by the World Congress. The MSF has the same aims as the WSA.

The aims of the World Subud Association are:

1. To facilitate the worship of Almighty God through the Latihan Kejiwaan of Subud and to provide for the other needs of the Subud membership.
2. To preserve the practice of the Latihan Kejiwaan so that it will remain available to people everywhere in the form in which it was originally practiced under the guidance of Muhammad Subuh Sumohadiwijojo.
3. To protect the good reputation of Subud.
4. To encourage peace, harmony and understanding between peoples regardless of their ethnic Origin or religion.
5. To provide educational and other facilities for the development of the full potential of human beings.
6. To relieve poverty and deprivation.

7. To encourage the development of a healthy and harmonious inner and outer environment for the well-being of mankind.
8. To encourage cultural activities and the values which enliven and enrich the human spirit.
9. To encourage the entrepreneurial spirit which enables people to express their true talents and develop the capacity to improve the quality of their lives.
10. To make available information concerning the Latihan Kejiwaan of Subud.

C. WINGS/AFFILIATES

Subud has three major wing organizations, SDIA, SICA and SES, as well as the Subud Youth Association (SYA). When a wing organization is incorporated as a legal entity distinct from, but linked to, the main Subud organization, it is called an affiliate.

Susila Dharma International Association (SDIA) supports educational, community development and health projects. There are currently over 63 projects across the world. SDIA assists them through grants, training, and a supporting network. SDIA is an association of national Susila Dharma bodies and projects. In 1989, SDIA was granted consultative status with ECOSOC, the social arm of the UN. It is a non-governmental organization with its own legal registration, and is an affiliate of the WSA. This means that it reports to the WSA and that its chairperson is appointed by the Subud World Congress.

Subud International Cultural Association (SICA): aims to express inner culture in the widest sense, but also promotes the celebration of the arts in their established forms, e.g. in staging international art shows, concerts and film and music festivals. It is an association of national SICA bodies, and like SDIA, it has its own legal registration, and is an affiliate of the WSA. Some countries and zones have SICA coordinators.

Subud Enterprise Services International (SESI) fosters the entrepreneurial spirit and the development of the enterprises of Subud members by encouraging contacts between entrepreneurs and through meetings and a supporting network. SESI does not have its own legal registration, but several countries have SES coordinators.

These three wings express different aspects of guidance of the latihan, and their aims and functions are linked to those of the WSA; for this reason, their chairpersons are part of the WSC. In addition to these wings, there is also:

Subud Youth Association International (SYAI), which facilitates communication between and support for young Subud members, including various programs. For instance, SYI has organized various camps, gatherings and leisure activities nationally and internationally.

There are also various mutual support groups, such as Subud Health International Association (SIHA) and Subud Writers Association (SWA), which are informal associations of Subud members with common interests and concerns but which, strictly speaking, do not form part of the Subud organization.

D. ABBREVIATIONS AND GLOSSARY

- WSA: the World Subud Association, an association of national Subud bodies, with the affiliate organizations
- WSC: the World Subud Council, consisting of the WSA Chairman, representatives from the Zones, the international helpers, the ISC chairperson, and the chairpersons of MSF, SDIA, SYAI, SICA, and SES
- ISC: the International Subud Committee, the executive of the WSA
- SDIA: the Susila Dharma International Association, the social welfare and charitable affiliate of the WSA
- SICA: Subud International Cultural Association, the cultural affiliate of the WSA
- SESI: Subud Enterprises Services International, a subcommittee of the WSC concerned with the development of enterprises and work.
- SYAI: Subud Youth Association International, a subcommittee of the WSC concerned with support and programs for young people
- MSF: the Muhammad Subuh Foundation, established by the WSA to hold wills, legacies and capital donations for the development of Subud and the aims of WSA
- SPI: Subud International Publications International is a charity registered in England that publishes books about Subud and the talks of Bapak.
- YMS: Yayasan Muhammad Subuh, a foundation established to own and use Bapak's house in Wisma Subud Jakarta for the MSF, which is the sole founder of the YMS. 'Yayasan' is Indonesian word for foundation
- CDK: Cilandak. Wisma Subud is a Subud community and international Subud center located in Cilandak, a suburb of South Jakarta
- KSG: The Kalimantan support Group, first set up in the UK in 1981 to promote and assist the development of projects in Kalimantan.
- PTSW: the Indonesian company PT.S.Widjojo which owns the S.Widjojo building in Jakarta.
- SWI: S.Widjojo International, the company representing overseas shareholders of PT. S. Widjojo.
- SBIF: Subud International Foundation, a Swiss foundation, which is now replaced by the Muhammad Subuh Foundation and Susila Dharma International