



Preserving Life, Transforming Power

An institutional design hypothesis for separating essential life functions from harmful power without causing systemic collapse.

Based on the Civilizational Healing research programme by Bichara Sahely, BSc, MBBS, DM (Internal Medicine).

A community can depend on an institution without being protected by it

The Dilemma: Institutions are often simultaneously harmful and indispensable. They control services, infrastructure, knowledge, or livelihoods that people cannot safely abandon.

The Consequence: Abolishing the organization overnight interrupts the service. Preserving its existing powers indefinitely perpetuates the harm.

HARM

SURVIVAL LINE

The Trap of Path Dependence: Investments, expectations, and political arrangements reinforce established systems. Persistence does not mean the surviving arrangement is the best or most legitimate.

The false choice between domination and collapse

	Preservation at Any Price	Indiscriminate Breakdown	Corrigible Transition (The Proposal)
Premise	Because people need the service, the controller must remain protected.	Because the controller is harmful, disruption of the service is an acceptable precondition.	Distinguish the incumbent's useful capabilities from the powers that reproduce injury.
Outcome	Perpetuates harm and shields incumbents from accountability.	Vulnerable populations suffer immediate loss of basic life-enabling necessities.	Make essential protection more dependable while making the authority controlling it more answerable and replaceable .

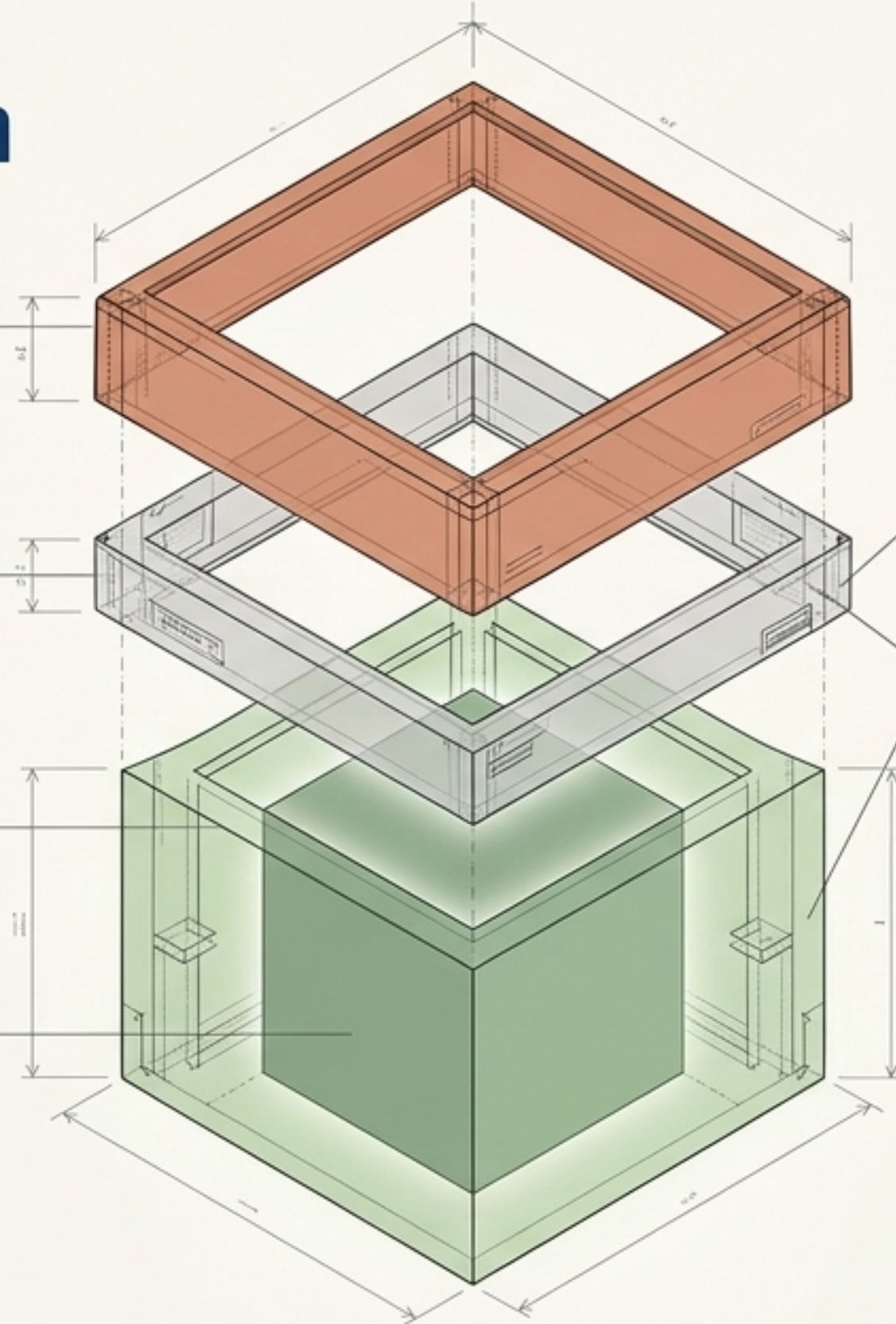
Anatomy of an essential institution

Powers, Claims & Incentives
(Operating organization, platforms)

Practical Capabilities
(Staff, equipment, records)

Essential Service

Human & Ecological Needs
(Safe water, warmth, knowledge)



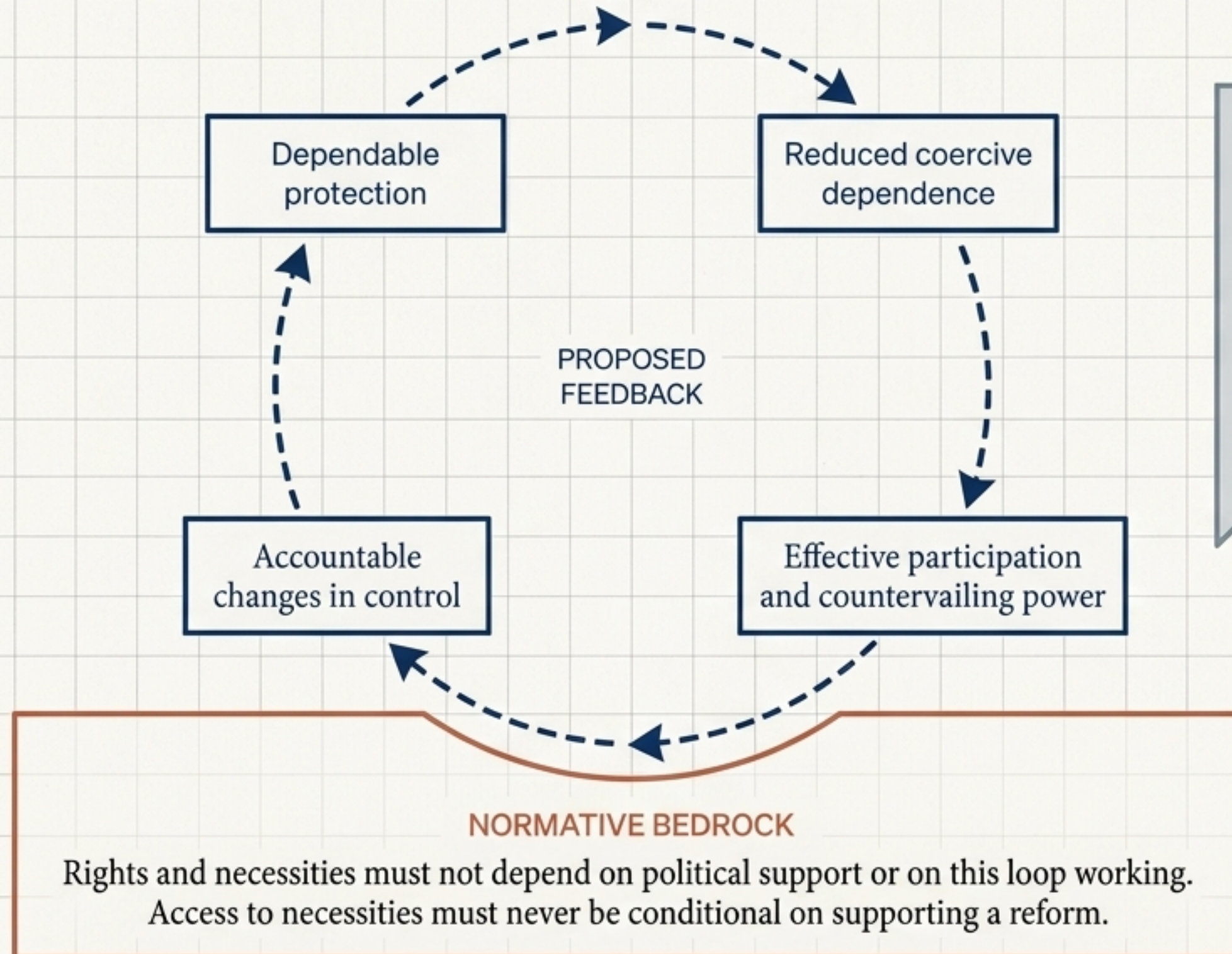
PROTECT & IMPROVE

Meet needs; maintain essential provision and useful capacities.

REVIEW & REVISE

Change organization or control when justified. Continuity does not require retaining every activity, asset, or controller.

Protection changes the conditions of power



A replacement job that exists only in a policy announcement is not a livelihood. Reducing credible threats to necessities enlarges the practical freedom to contest alternatives.

Existing mechanisms prove **function and control can be decoupled**



Financial Resolution (Assets)

The Financial Stability Board framework transfers assets to temporary bridge institutions without taxpayer exposure to solvency support.

Proves: Critical functions can be protected without protecting previous decision-makers.



Energy-Supplier Administration (Supply)

Bulb Energy (UK) entered special administration in 2021. 1.5 million customers maintained supply while the seller's failure was addressed.

Proves: Organizational failure does not have to become household disconnection.



Jackson's Drinking-Water (Operations)

A 2022 federal court appointed an interim third-party manager to stabilize provision.

Proves: Operational authority can be changed while maintaining a service (though democratic control remains a separate challenge).

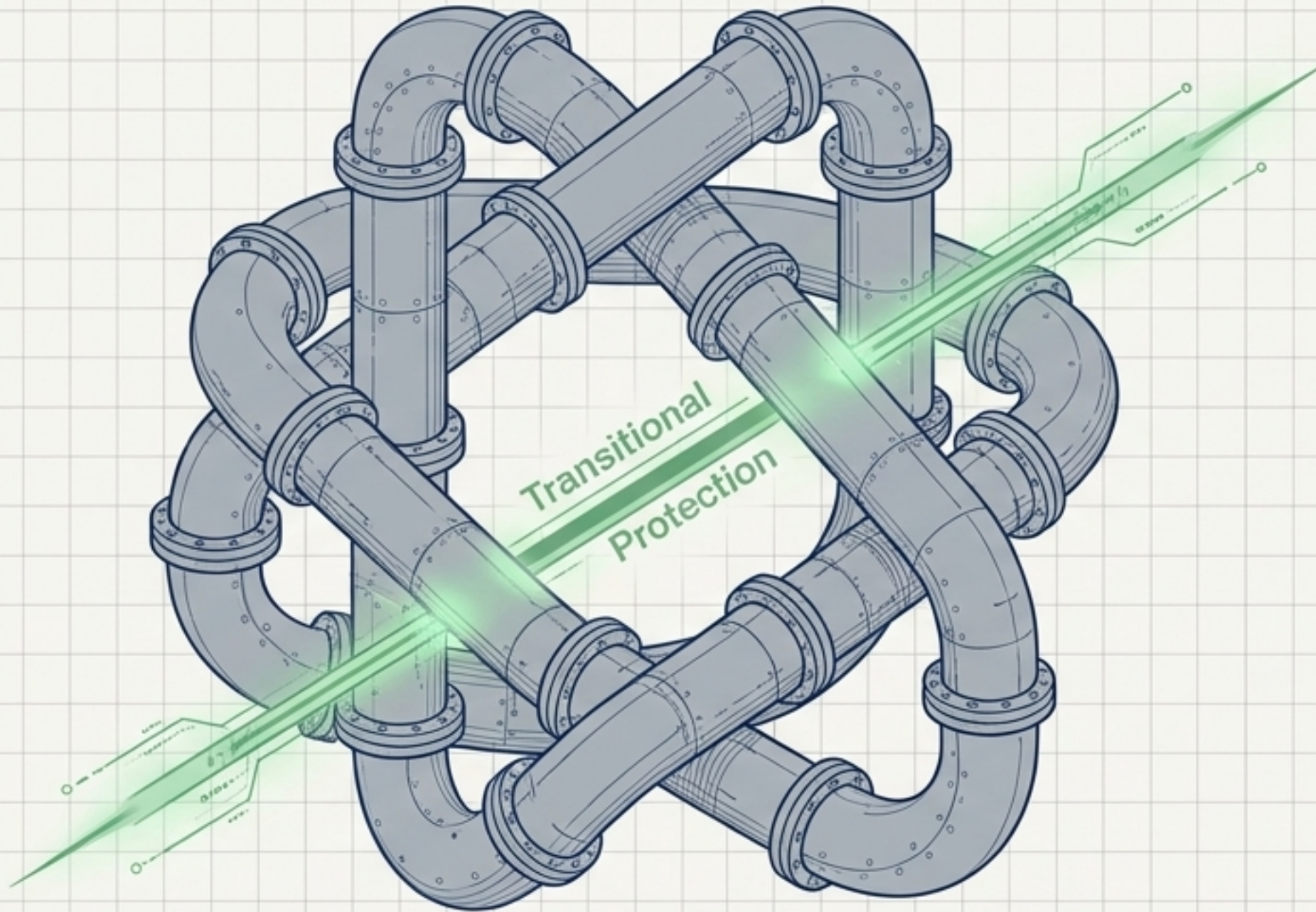


The Montreal Protocol (Resources)

Paired restrictions on controlled substances with the Multilateral Fund to support industrial conversion.

Proves: Pairing constraints with financial means of conversion improves implementability.

Overcoming the successor-viability paradox



The Paradox

Incumbents demand that alternatives be completely viable before permitting them authority or resources. However, alternatives require authority and resources before they can become viable.

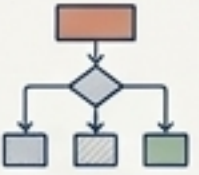
The Solution

Staged capacity-building with protection, evaluation, and conditional escalation.

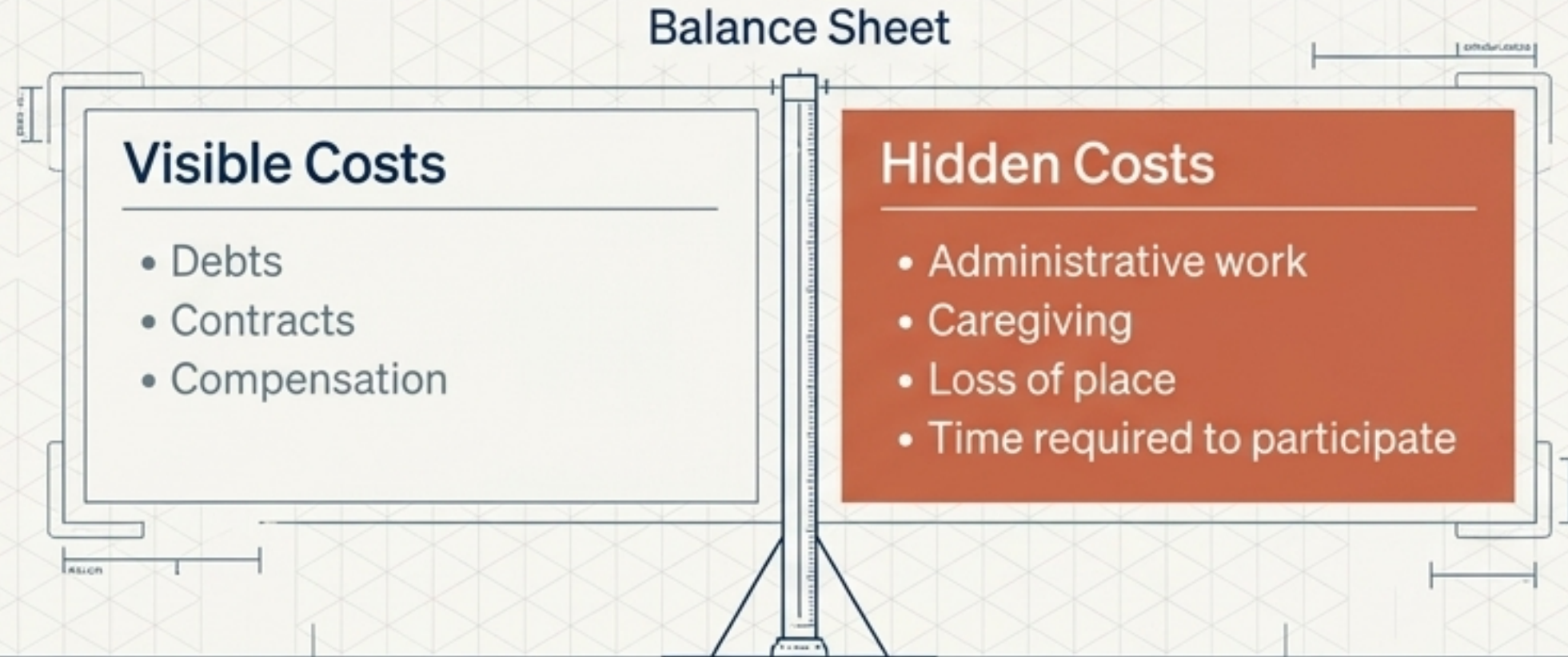
The Strategic Metric

Do not judge an initial intervention by whether it achieves full transformation. Judge it by whether it changes a consequential dependency—like securing independent access to operational information or funding an alternative to remove an incumbent's veto power.

The Specification Sheet: Binding Transition Agreements

1.	Protection Essential human protections and ecological limits to maintain, including interim measures.	
2.	Continuity Responsible operators, infrastructure, records, and fallback arrangements throughout the transition.	
3.	Resources Available finance, payment authority, and an explicit allocation of foreseeable burdens.	
4.	Change in Control Precise powers, contracts, or ownership arrangements being changed, with lawful triggers.	
5.	Answerability Affected-party standing, independent scrutiny, and responsibility for delayed harms.	
6.	Revision & Completion Verifiable milestones, limits on exceptional powers, and provisions for correcting a failing successor.	

Governing the loss without burdening the vulnerable



Core Principle

Protecting workers' incomes and pensions is fundamentally different from protecting owners' expected returns.

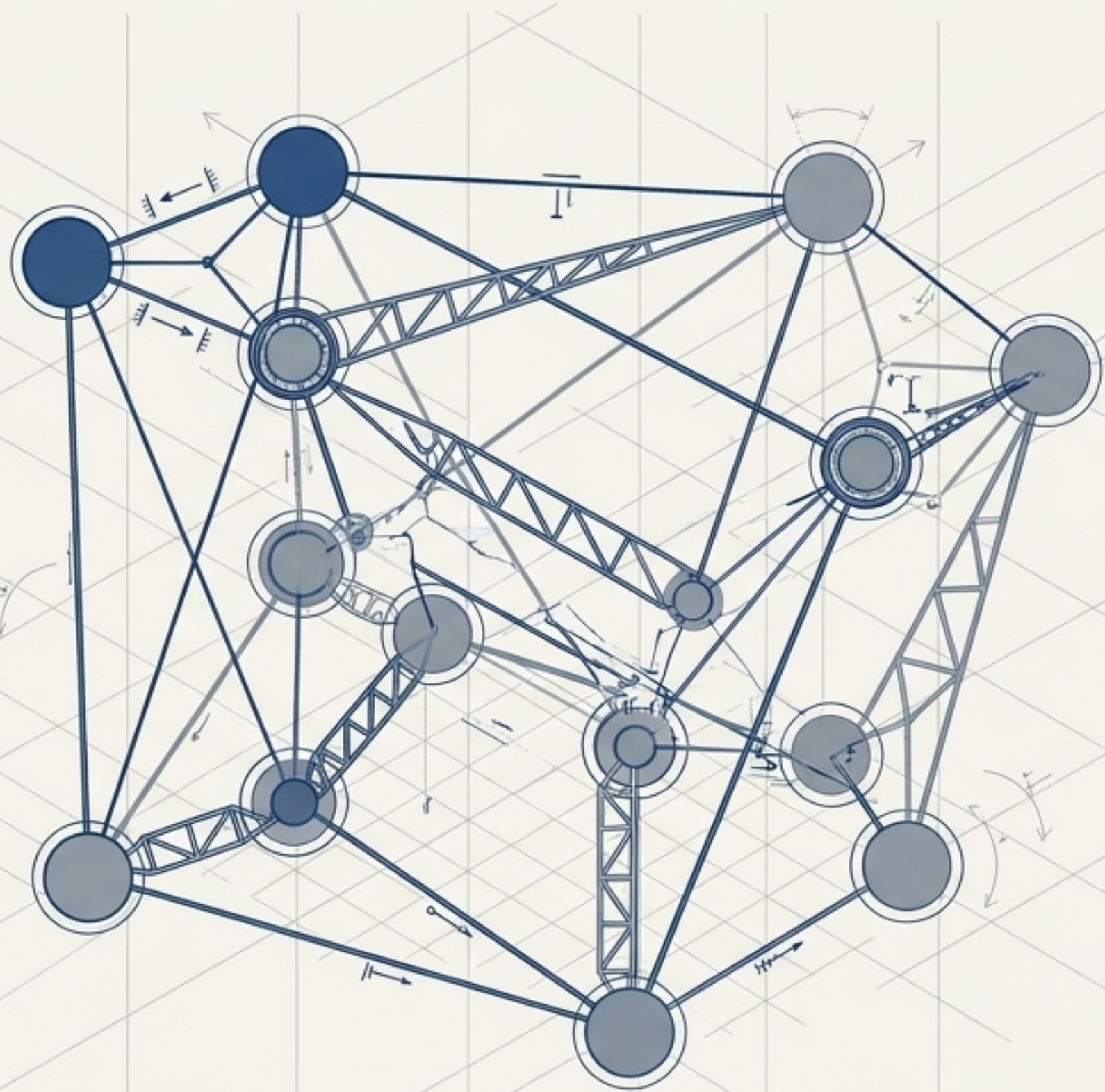
Distribution Rule

Financing continuity does not mean accepting every inherited financial claim. The distribution of burdens must be reported separately from average service outcomes, because an "average" success can still be highly punitive for specific marginalized groups.

The Reality Check

A credible financing arrangement identifies exactly who can make payments, not merely who may eventually receive a grant. Financial authorization does not magically produce trained personnel or ecological recovery.

Living Coordination does not require compulsory agreement



Defusing the Myth

Transition requires neither emotional harmony nor persuading everyone to support the exact same destination.

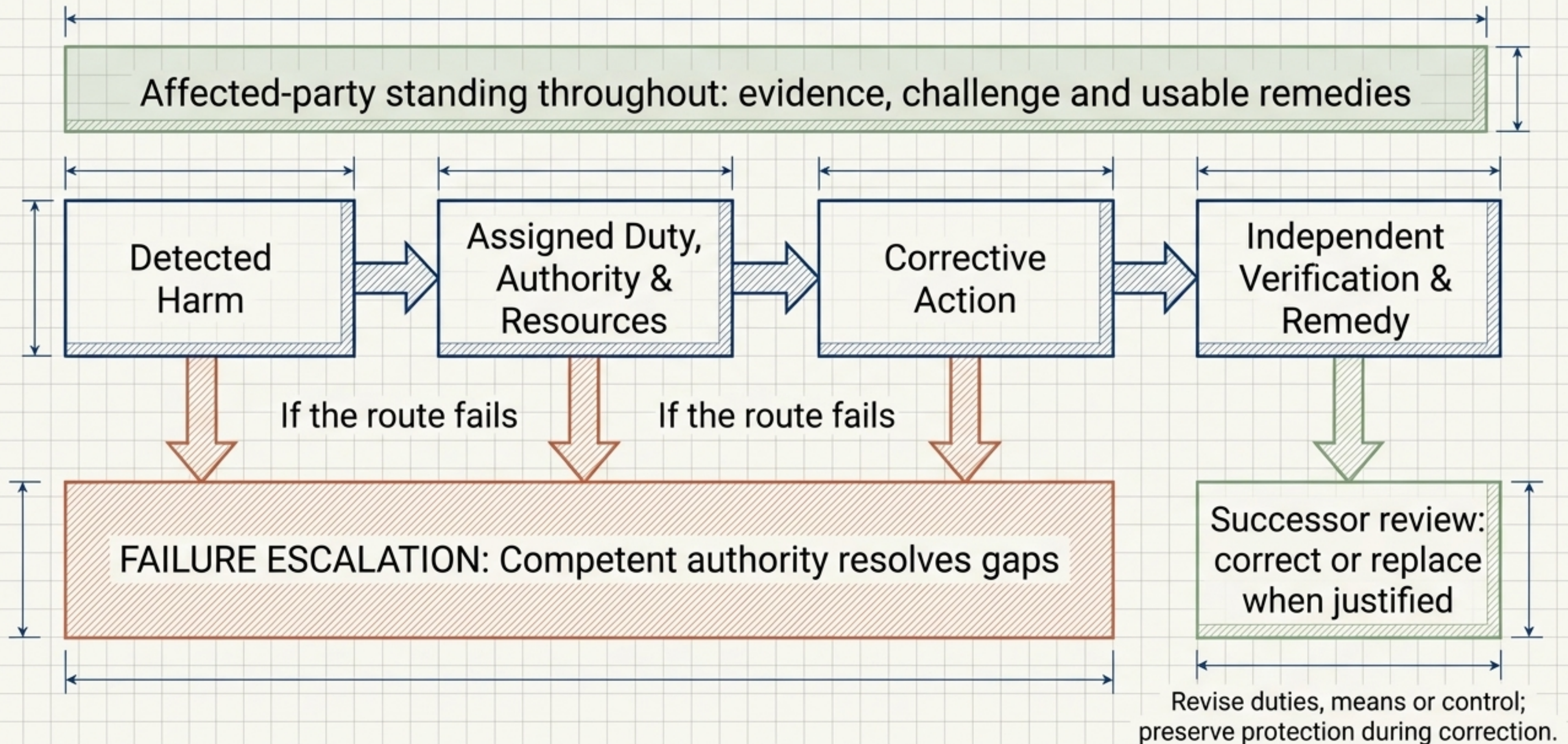
The Operational Reality

- A worker may reject a reform yet cooperate professionally in maintaining the service.
- A resident may distrust the successor yet use an effective appeal route.
- An affected community may insist on separation rather than reconciliation.

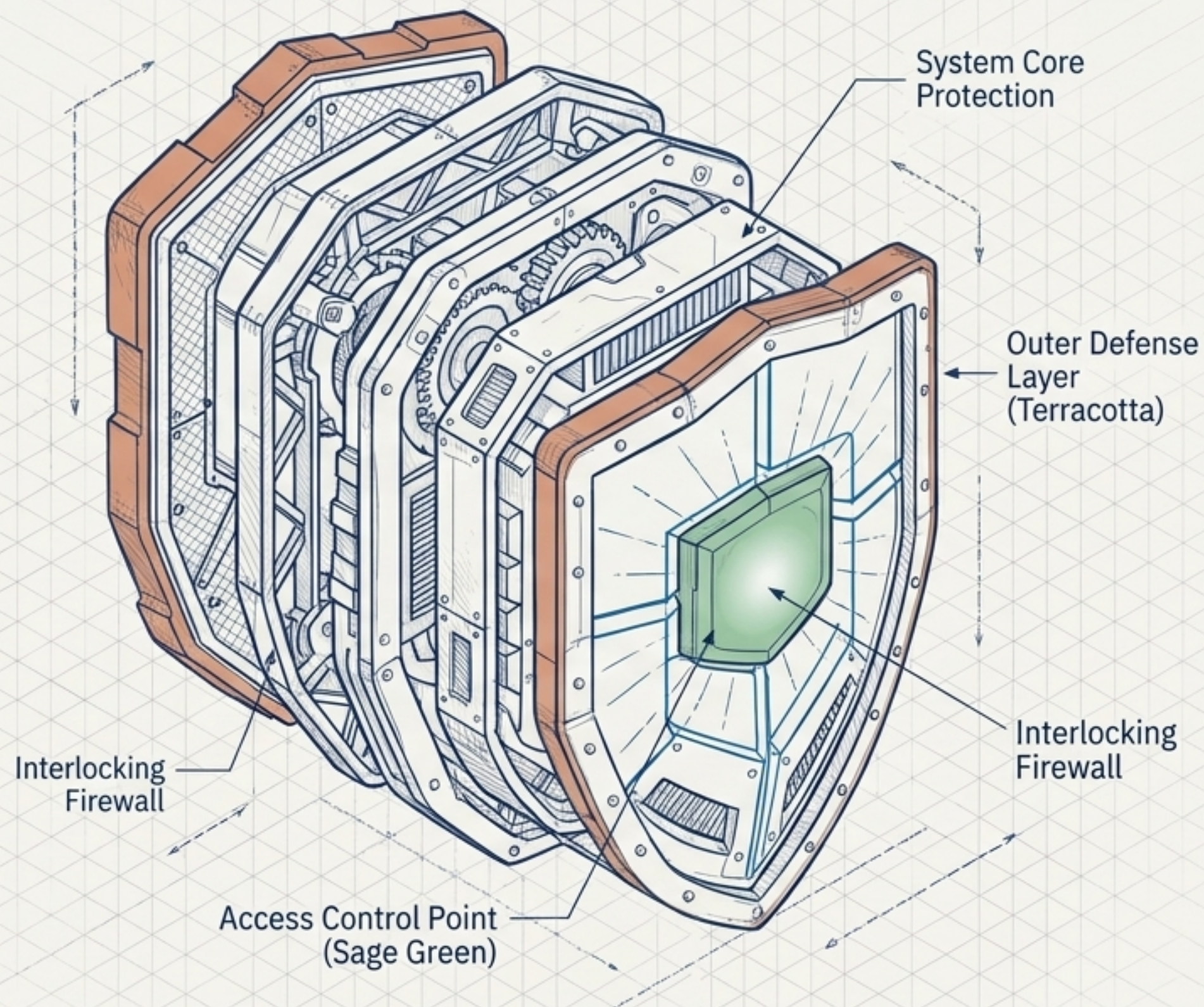
The Requirement

People must be able to maintain essential protection while truthfully contesting how authority is exercised. It requires truth, conflict surfacing, and consequence—not just polite dialogue or coercive civility.

The Escalation Pathway



Safeguarding the successor from capturing the system



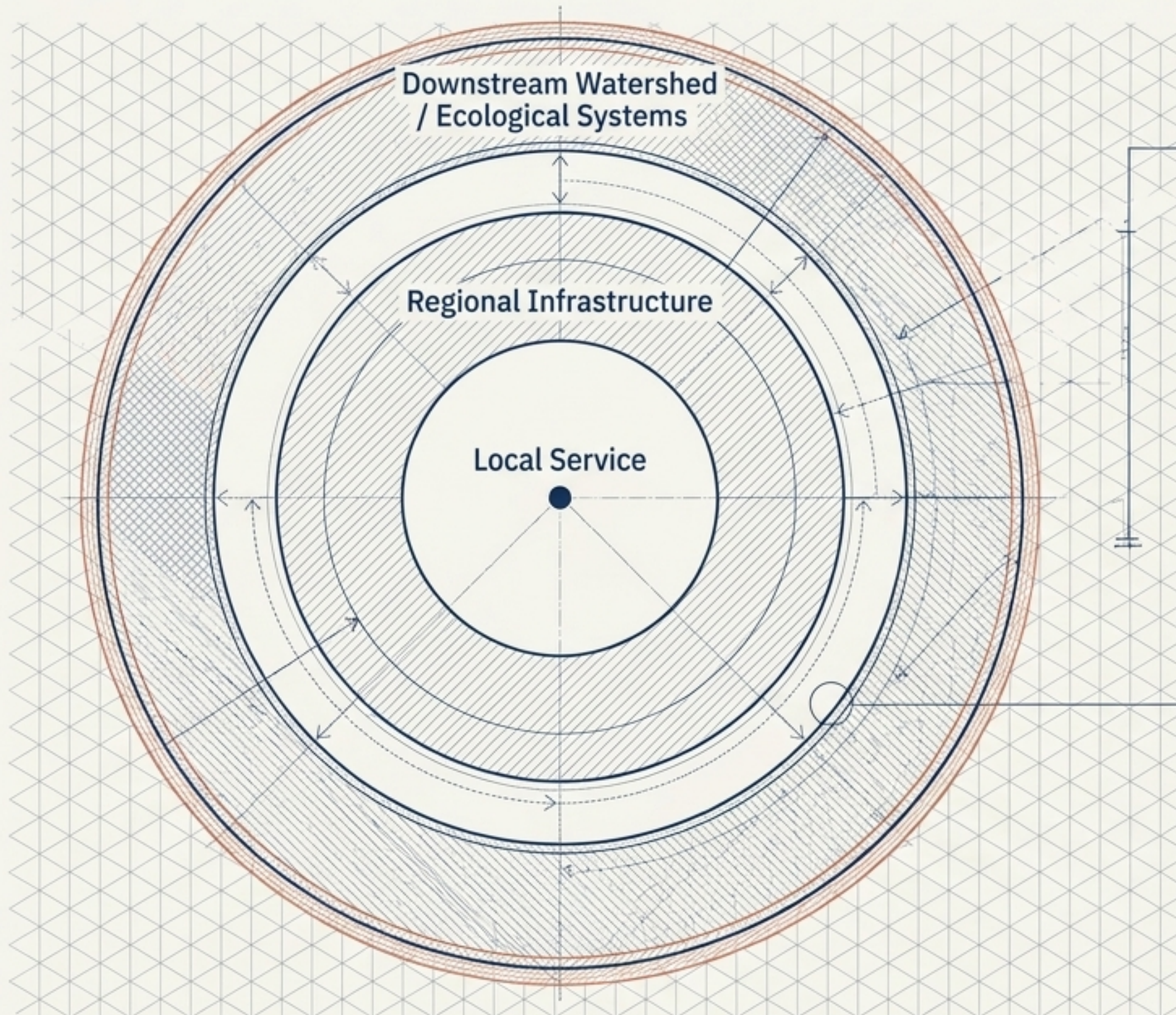
The Risk

A change in formal control leaves effective power untouched if the new successor depends on the same exclusive contractor, inaccessible records, or proprietary technology. Successors must not treat their role as a permanent entitlement.

Guidelines for Replaceability

- **Retained Knowledge:** Operational knowledge must be transferable. Essential records must be accessible to lawful review.
- **Independent Assessment:** Limits on incumbent influence over evaluation.
- **AI Restraints:** Assistance with administration cannot create an unchallengeable dependency on automated judgment. There must be an identifiable human authority and a non-AI pathway. The system must function if AI is withdrawn.

Continuity cannot be purchased through displacement



The Principle of Bioregional Responsibility

A transition fails the standard if it preserves local services by imposing severe avoidable burdens elsewhere (e.g., trading one energy technology for massive ecological displacement downstream).

Jurisdiction & Sovereignty

Assessment must extend beyond administrative units. It must account for affected outsiders, future generations, and Indigenous peoples' jurisdictions. Indigenous self-determination and relationships to place cannot be reduced to "ordinary stakeholder participation" within boundaries drawn by others.

Constitutional Corrigibility: Building to be corrected



The Synthesis Insight

A constitution can recognize rights while leaving society practically unprepared to maintain protection during change. The durability we seek is the durability of protection and corrective capacity, not institutional immortality.

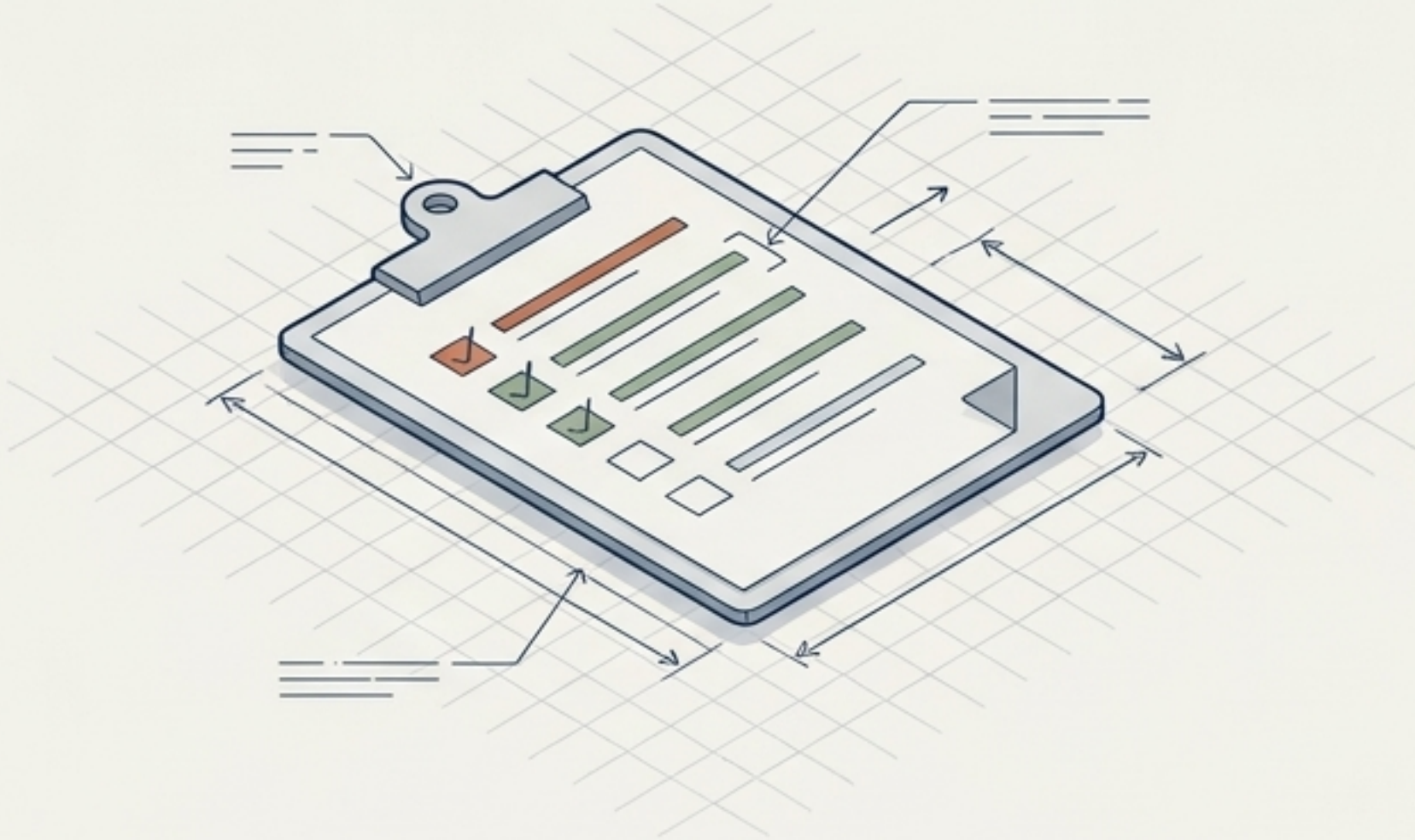
The Legal Mechanism

Public authority must maintain lawful arrangements for continuity, independent review, and transfer of essential functions.

The Goal

Institutional arrangements should remain stable when they perform well, but that stability must be compatible with justified revision, rather than dependent on permanent immunity from it.

Testing the hypothesis and final obligations



We must test this without causing real-world harm. A bounded Human Tier 0 tabletop rehearsal can test adverse events—delayed finance, staff shortages, incomplete records—to identify who must act and who pays when the first response fails.

Preserve the conditions of life.

Transform the arrangements that reproduce domination.

Protect the capacity to correct whatever comes next.