

**CONTINENT SUB ASIA AREA REPORTS**

**AREA BOMBAY  
AREA DELHI  
AREA MADRAS  
AREA CALCUTTA**

**GLOBAL CENTRUM REPORTS**

**GLOBAL DEVELOPMENT CENTRUM  
GLOBAL RESEARCH CENTRUM  
GLOBAL OPERATIONS CENTRUM  
GLOBAL MANAGEMENT CENTRUM**

VINAY. DESHPANDE  
INDIA DATA SYSTEMS  
BANGALORE.  
RAY, JANAPATI.  
867-8696

**The sociological reality:**

Area Bombay consists of three states in India ( Maharashtra, Gujarat and part of Madhya Pradesh). It includes the major sections of India's industrial and commercial base. The impact of industrial and agricultural revolution is visible in the rural villages of the area. However, there is great scope for development. There is great cultural diversity and depth.

**The movemental response:**

Maharashtra continues to play the role of laboratory for rapid village development experiment. The nine locations hold the cultural diversity of the area and geographic coverage.

**Missional breakthroughs:**

**Cluster Actuation and Block Extension:** In the last year 3 new clusters were initiated (Maliwada, Male and Tembhwahi). The total number of clusters is six. The remaining 3 locations of Vaviharsh, Budhoda and Dabhad are preparing for cluster consultations in quarter 2.

The breakthrough in actuation across Area Bombay has been the circuiting models that allow for teams to work with each village in the cluster on a two week rhythm. Village Leader's Institutes and meetings have further helped to relate cores of cluster leaders.

The extensive mode in the block has been initiated this year through 74 community forums across the three block demonstrations. The first clusters have already begun to play a demonstration and teaching role.

**Human Development Associations:** Last year's breakthrough in initiating a human development association in Bombay was followed up this year by initiating 3 more H.D.A.s in Pune, Nasik and Aurangabad. These associations have provided structure for multi-sectoral participation in cluster development. The members of the association meet on a regular basis to plan and implement the keystone programmes of the clusters.

**International Exposition on Rural Development:** Sir James and Peggy Lindsay paid three visits to the Area to enable the work on IERD framing and logistics. The IERD story has enabled the area to expand both its private and public sector involvement in cluster actuation. The first visit of the Lindsay's was marked by the ground breaking ceremonies for the Chikale and Jawale training centres. The second visit focused on government authorization and securing co-sponsorship for the Exposition. The third visit coincided with the Lonavala March meeting of Global Guardians. At this meeting the global story, the intent and implications of

of the IERD. A joint meeting of the Indian Advisory Board and the Steering Committee was held on the third of March, 1982, to review the status of the Exposition preparation. An announcement reception for the IERD was held on the same afternoon to a public and private sector gathering of 300 people.

**Women's Advancement:** A key breakthrough this year has been in the arena of women's advancement. In August a Women's School was held in Maliwada for 33 women (ICA staff) from the 13 locations of the Sub-continent. This resulted in the building of the confidence of our women staff to go into cluster villages to do programmes. Three illiterate women have made dramatic moves in learning how to read and write. Later in the year a "Women's Organisation Institute" was invented to break loose and support the participation of the women from the cluster in the development process. This programme has been held in the three block locations. In Sevagram cluster this has resulted in establishing 1 Women's Centre and 3 sub-centres. These centres co-ordinate pre-school education, skills training, adult education, health programmes and women's industry.

**Global Order:** With the establishment of the nine ashrams the 121 people in Area Bombay have outgrown the two year "Volunteer" commitment and see themselves as a part of the global order under global assignment.

**The futuric implications:**

Expanding the Human Development Associations to work with the block.  
Continued expansion of the women's activities.  
Inventing the training components for block demonstrations.  
Increased impact events in the cities, towns and villages of the bi-metro.  
Creating a series of basic skills programme for the villages.

**Models created**

1. Cluster actuation model
2. Cluster Out-post model
3. Women's Training Institute
4. Block Coverage model
5. Women's Association Institute
6. Human Development Association Reports
7. Cluster circuiting models

July 5, 1982

Page 3

AREA BOMBAY REPORT

Global  
Research  
Council

CLUSTER	KEY ACTUATION	GROUPS/FORMS	OTHER ORGANIZATIONS	EVENTS
CHIKHALE	Ambar charkar activated Bank services 24 lakh Market Centre road built 98% loan repayment rate Training Sch. foundation HDA - 4 key meetings Electricity/Drinking Wat. - 3 villages Community Preschools and teachers guilds	Chikale CDA Sangoa CDA Human Dev. Assoc. 10 Women's Assoc. Cluster Guild -Agr./Ed.	Union Carbide Sanjivini Trust Union Bank Rotary Canara Bank RCF Prakash Construction	Bhumi Pujan Road Shramdan 4 Gram Sabhas Canara Bank opening Women's Institute RCF Training 2 Global Film Shows Shramdan paintings
JAWALE	Bank services loans for water & cows Drama stage construct VLI in Cluster/Block 11 village environm camp TV programme Lift irrigation Soc. Preschools H.D.A.	Cluster Agr. Guild Jawale CDA Agr. Co-op Society 8 Women's Assoc. Hum. Dev. Assoc.	Canara Bank DCC Bank J.N. Marshall Kirkoskar Bros. Thermax Co.	28 Gram Sabhas Bhumi Pujan 2 Bank openings TV programme Women's Institute RCF Training Republic Day celebr ation for cluster
SEVAGRAM	2 village sewing classes 2 village ambar char 7 villages register 7 village cluster VLI completed Bakery market expan -100-800 loaves & profit making industry 4 Women's Centers	Sevagram CDA 7 Women's Assoc. Cluster Leaders Group	EABA Industry Assoc Britannia Bread Commerce College Gandhi Ashram	10 Gram Sabhas Bhankheda Shramdan -100 people Women's training Women's Institute

July 5, 1982

page 4

AREA BOMBAY REPORT

Global  
Research  
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CLUSTER	KEY ACTUATION	GROUP/FORMS	OTHER ORGANIZATIONS	EVENTS
MALIWADA	1,00,000 trees Government land given to 35 farmers/3vill new tap water system Maliwada Dairy New housing	HDA formed 2 Women's Assoc. 4 Sector groups Cluster Leaders Group	State Bank of India Rotary Club Lions Club	Jalna Imag. Ed. CYF 2 Gram Sabhas
MAALE	Newspaper packaging industry 5 Women's Assembly 6 Pre-schools started	4 Sector Women's Cadre 4 Women's Assoc. Maale CDA 3 Youth Organizat. Cluster Leaders Group	Canara Bank Kolhapur Engineering Rotary Club Village Industry Commission	Village Industry Training (KGU)
TEMBURWAHI	Women's sewing trg -3 villages New Gandhi statue 13 new bullock carts 4 Sector Global Women's Forum	Temburwahi CDA Women's Association 4 Sector Group Cluster Leaders Group	Adavasi Society State Bank of India Balarshah Paper Mills	Ballarshah Im. Ed. 4 CYF's in 3 High Schools and one college. Gandhi statue built.

DABHAD, VAVIHARSH & BUDHODA

The remaining three locations have done significant actuation and are ready to start clusters in the second quarter.

GLOBAL COUNCIL  
CHICAGO

AREA STATISTICS

Area BOMBAY

STATISTICS		REGIONS							TOTAL
		BOMBAY	PUNE	NAGPUR	AHMED	BHOPAL	JABALPR		
D E M O G R	Region Size (Sq Miles)								
	Population								
	% Rural/% Urban	70 30	80 20	80 20	80 20	80 20	80 20		
E V E N T S	Formation Colloquy	1	1	1				3	
	# LENS	1	1	-				2	
	# Forums	40	26	8				74	
	# Other Courses CUE	2/mag Ed 1 CUE		1/mag Ed 3 CUE				7	
	Councils/#	1 2	1	1	1			3 4 area	
M O V E M E N T	Day I Movement Strength	} not applicable							
	Day II Movement Strength								
	# of Cores								
P S I T A C T A L	Development Income Target								
	Development Raised	18,77,153	2,51,626	40,000				16,68,779	
	# Development Donors	-	-	-				-	
	Programs Income	14600	10,000	600				25,200	
	Self-Support + or -	-	-	-				-	
H O U S E  P E R S O N N E L  D A T A	#Assigned	48	34	39				121	
	# Youth	-	-	-				-	
	# Assigned into Region	-	-	-				-	
	# Assigned out of Region	-	-	-				-	
	New Interns	11	7	7				25	
	Sojourners	3	4	5				12	
	Current # Individuals	48	34	39				121	
	Current # Couples	13	6	13				32	
	# Working In								
# Working out									

### THE SOCIOLOGICAL REALITY

Area Delhi covers the six states of Punjab, Haryana, Rajasthan, Uttar Pradesh, Himachal Pradesh, Jammu & Kashmir, as well as the Union Territory of Delhi. It includes some of the richest and poorest areas of the country, with the Punjab being the most developed and Eastern Uttar Pradesh being poverty-stricken and backward.

Population - Approximately 165 million

Religion - Primarily Hindu with a large number of Sikhs and several large Muslim communities. There are also some Christians and other smaller communities.

Language - Hindi, English, Urdu and Punjabi

As for all of India, the population continues to grow at a frightening rate. Efforts have to be made to sustain the agricultural miracle of India feeding herself. But the key struggle is engagement, particularly of youth and women, in recapturing vital community. Neither agriculture nor the stagnating urban-based labour-intensive industrial sector can provide sufficient employment for all. Therefore the key to the future still lies in the villages, in making them self-sustaining communities.

Innocent suffering is particularly evident in the following arenas:

- rural under- and unemployment due to landholding restrictions.
- urban encroachment on rural areas, engulfing traditional community lifestyles and values.
- illiteracy and low mass-education standards.
- lure of the youth to the urban resulting in loss of vigour in villages
- subordination of women
- casteism, preventing cooperation in villages
- education which is totally unrelated to job/ career requirements.

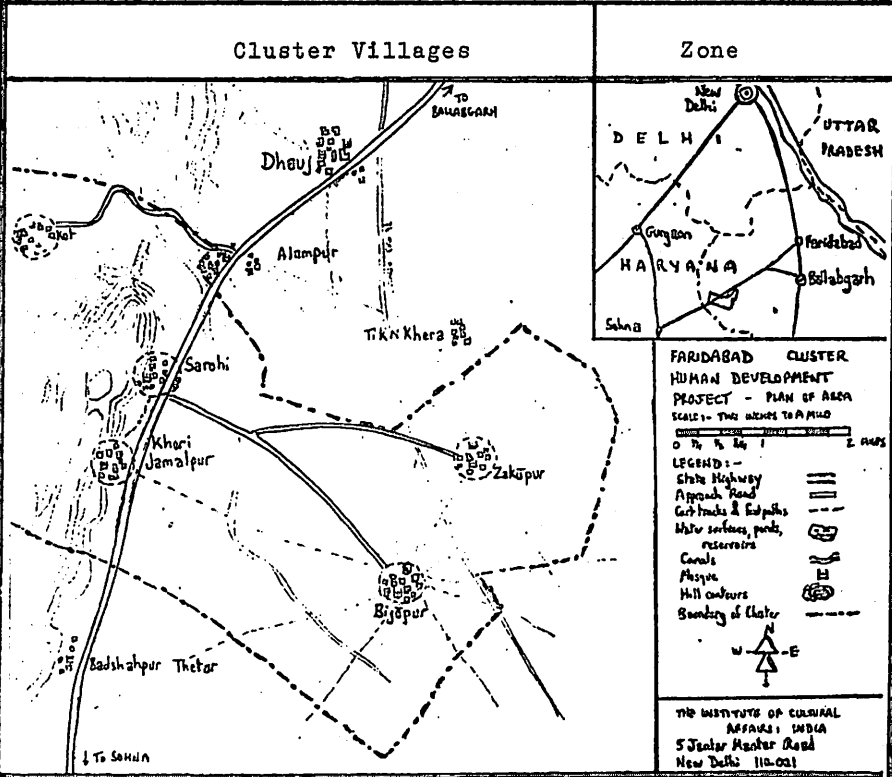
THE MOVEMENTAL RESPONSE &  
MISSIONAL BREAKTHROUGHS

1. HDZ Launch Journey

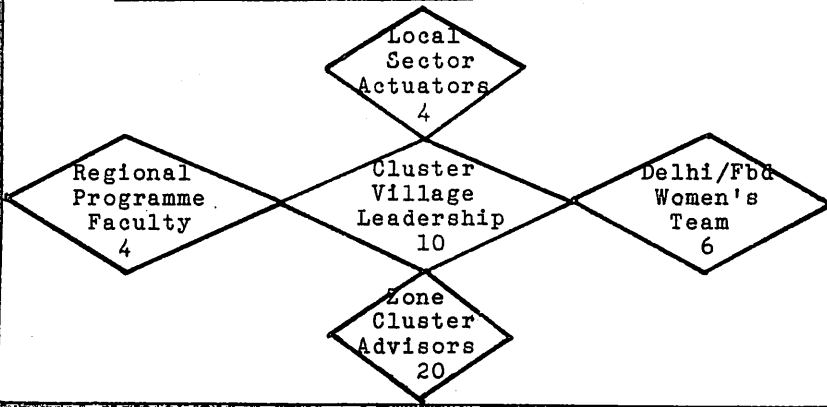
- Sep: Regional Team contexting and planning  
Region research
- Oct: PSU with GOC and GRC Bombay
- Oct- Authorisation visits to local and district gov't
- Dec: officials and companies  
Invitation to work in Faridabad District  
Site visits to other projects  
Visits to nine potential cluster sites  
Global film presentation to Rotary Club  
Letters of support and financial commitment  
from Faridabad companies  
First company funding  
Visits to all local gov't departments
- Dec: Recruitment of four sectors to HDZ seminar  
HDZ seminar hosted by local company identifies  
Zone contradictions and maps out action plan  
Sir James Lindsay addresses Faridabad Industries  
Association
- Jan- Cluster site selection with assistance of Block
- Feb: Development Officer  
Course marketing to Faridabad schools and  
companies
- Feb- Gram Sabhas in targeted villages
- Mar: Facility selection in cluster  
Agricultural consultant volunteers part-time  
assistance
- Apr: Team moves from Delhi to new facility in cluster  
Village meetings to target initial miracles
- Apr- Visibility actuation, including whitewashing,  
street lighting, building renovation
- Jun: Authorisation and funding in Delhi, Faridabad  
and Chandigarh (state capital)  
Site visits by BDO, company Managers and  
Regional Team members
- May: Letter of invitation from state government  
Request for funding proposal received from Dutch  
Embassy
- Jun: Regional Team reflection and planning  
Womens meetings  
Initial work on Cluster Women's School by Ashram  
women and Delhi Women's Advancement Team

(See next page for Zone & Cluster map)

HUMAN DEVELOPMENT ZONE LOCATION



3. Regional Team Components



4. I.E.R.D. Events in Delhi

Oct- Nov: Authorisation visits with Union Ministry for Agriculture & Rural Reconstruction, and private foundations.  
 Dec& Mar: Visits by Sir James and Lady Lindsay to update and expand India Advisory Board and Steering Committee.  
 May: Facility and Travel Research  
 Formation of Travel Agents' Consortium  
 Letter of support from Government of India

5. Regional Activity

Region	Strategy	Activities
Delhi	Intensive Engagement	Course Marketing HDZ Sikror Maturation Ashram Life Reg'l Team Formation
Chandigarh	Flanking Authorisation	State Govt Authorisation Reg'l Team Formation
Agra	Course Extention	Course Circuits Reg'l Team Formation
Lucknow	Communication Probes	Course Referrals
Jaipur & Allahabad	Symbolic Contact	Letters

6. Sikror Maturation

This year we had no residential staff in Sikror. We devised a fortnightly circuit model which reinforced images among the villagers of their increased responsibility. Surprising latent leadership began to emerge. The key event was the publishing of a 3-year report. The following are some excerpts:-

(SIKROR BROCHURE EXERPTS)

" A daily nurse has been appointed by the District Medical Officer, and she works from a Health Clinic set up in the Community Centre. One of the village women is being trained in Ghaziabad to be a voluntary Health Worker to assist the nurse. Three more doctors have set up practice in the village, rather than move to the city."

" In 1978, many families still drew their drinking water from open wells: only thirty families possessed a hand-pump. Now there are 125 private hand-pumps, which homeowners promptly repair when necessary."

" The common task began to break down the caste barriers among the villagers. The change depended on one or two village leaders making bold moves. One Jat leader invited anyone to his house to discuss project plans. The Pradhan (elected village leader) visited Harijan families. People from the different groups began to plan and drink tea together, particularly the youth."

" It is a measure of health consciousness as well as rising prosperity that there have been 25 new houses built and 48 major house renovations. Almost all of these house improvements allow for separated animal quarters, hand pumps for drinking water and bathrooms. In addition, many houses have been brightly painted."

" As a result of (residents') efforts, a significant expansion of the economy has taken place. From 1978 to 1981, the gross village product increased by 95%."

" The effort in Sikror has had a powerful impact on surrounding villages... These villages have learned the importance of working together as one community, and of co-operating with other agencies."

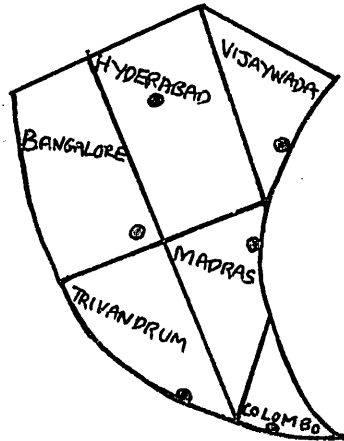
(Copies of this two-colour brochure are available on request in limited numbers.)

GLOBAL COUNCIL		AREA STATISTICS						Area DELHI
CHICAGO		DELHI	CHANDI- GARH	ALMA	JAIPOUR	ALLA- HABAD	LUCKNOW	TOTAL
D E M O G R A P H I C S T A T I S T I C S	REGIONS							
	region size (Sq Miles)	15,000	115,000	25,000	80,000	25,000	40,000	300,000
	Population (millions)	25	30	25	30	25	30	165 million
	% Rural/% Urban							
E V E N T S	Formation	1						1
	Colloquy # LENS	-						-
	# Forums	8						8
	# Other Courses	-						-
	Councils/#	AREA 2						2
M O V E M E N T	Day I Movement Strength	1						1
	Day II Movement Strength	2						2
	# of Cores	1						1
F I S A C T A B L E	Development Income Target							
	Development \$ Raised	20,000						20,000
	# Development Donors	25						25
	Programme Income	1,000						1,000
	Self-Support + or -	-						-
H O U S E  P E R S O N N E L  D A T A	#Assigned	10						10
	# Youth	-						-
	# Assigned into Region	-						-
	# Assigned out of Region	-						-
	New Interns	-						-
	Sojourners	1						1
	Current # Individuals	11						11
	Current # Couples	4						
	# Working In	11						11
# Working out	-						-	

There are no Houses in these regions and no regular region circuits as yet.

Sociological Reality

Area Madras is made up of the four southern India states of Andhra Pradesh, Tamil Nadu, Kerala, and Karnataka, and the island nation of Sri Lanka. Each of these five realities speak a separate language while English serves as a common language (more prevalent than Hindi). Area Madras has approximately 170 million people of whom 80-90% live in the rural. The fourth, fifth and sixth largest cities of India are in this area: Madras, Bangalore and Hyderabad. Bangalore is the fastest growing city in the Sub-Continent.



The five major religions of Jainism, Buddhism, Hinduism, Christianity and Islam have strong centres of influence in this area. In particular, Buddhism is prevalent in Sri Lanka, Christianity in Kerala, Hinduism in Tamil Nadu, Islam in Andhra Pradesh and Jainism in Karnataka.

Movemental Response the 1970's--I.T.I.'s and Nadlapur

The initial work of programmatic events with the Christian communities across Southern India and Sri Lanka in the early 70's was followed by a four year long single project in the Andhra Pradesh village of Nadlapur. This village project strategy was both an integral part of the continental strategy of the Maharashtra Phase I work and the "continental buffer projects", and also gave the Movement a way to ground its methods concretely in a long term demonstration in the area.

the 1980's--from Nadlapur village to six regions, four states and two nations

Having "dug in" deeply into bringing off a single village project in one region for four years the time seemed right for an expansion of movemental activity once again across the entire geography and across the four sectors. While this is seen as part of a four year strategy the 1981-82 year was a time to initiate that coverage.

**Movemental Response, cont.**

The village of Nadlapur created a dramatic sendout for the ICA staff as a sign of its care for the South as a demonstration sign. The village project continues under the leadership of the Regional Team.

In November, 1981, the ICA moved to Sikh Village, a village on the edge of the twin cities of Secunderabad and Hyderabad. Having quickly won local confidence through a global film show and a Town Meeting, the ICA staff prepared the Sikh Village location for its primary role as strategic base and communications centre for a concerted campaign of establishing programme across southern India and Sri Lanka.

The major intensive thrust, January on, was to establish our credibility at the local level in the state of Karnataka by taking on a village project near Bangalore. The Canara Bank offered a three month contract for the services of ICA in the village of Gunjurpalya and three ICA staff members from Hyderabad established an outpost and launched a human development campaign. In a few weeks visible signs and motivated villagers led one local observer to comment "You have done in four weeks what would have taken most organisations four years to accomplish."

The major extensive thrust from January was in programme circuits for the whole of the area. New programme opportunities were generated, current contact lists established, programmes set up, future programmes targeted, and every staff member was out on at least two circuits. Circuit teams worked in 18 of the 36 metros of Area Madras during this year.

The intensive strategy received a boost with the visit of Lady Lindsay and the development team. This trek enabled the expansion of ICA support to the four sectors of Bangalore city, with commitments for funding, advice and programme requests from a wide spectrum of people.

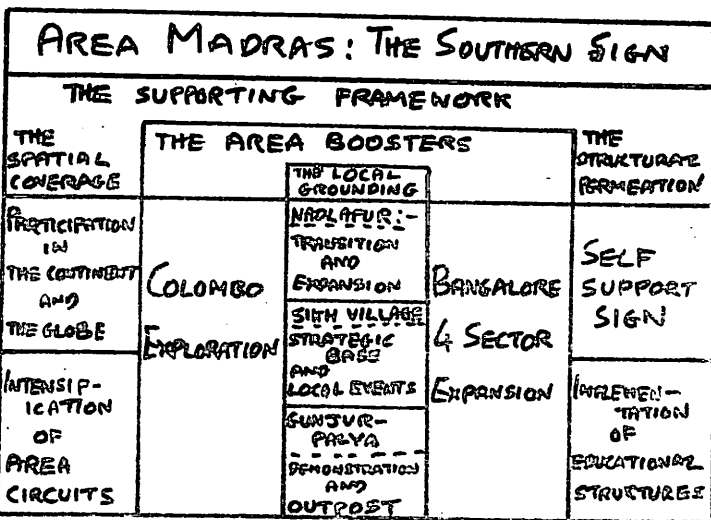
A similar boost was the joint Area Madras/Bombay Nexus/Area Tokyo circuit to Sri Lanka, which established ongoing contact with a major Buddhist-based rural development movement and which opened up programme opportunities.

The May HDTI was a culmination of both our intensive and extensive strategy with participation from across the area and across the sectors.

The surge of interest from all the sectors, particularly the local, sector in and around the Bangalore region village of Gunjurpalya culminated in the request for ICA to continue its presence as advisors to a local service corps of trained villagers ready to implement the structural care of the village of Gunjurpalya and surrounding communities in the coming year.

Missional Breakthroughs

- Recovering the wisdom of geographic/sociological coverage as a foundation to Area strategy.
- Breaking open a new region by accepting a short term consultancy (working with a government-owned bank in their programme of village development), blowing the bottom out of local support and accomplishments, in order to allow four sectors to get behind the local momentum.
- Doing a four day training programme in Human Development with twelve bank officials from Canara Bank's offices across the Bangalore Region, and training them to lead the various sections of the Gunjurpalya village consult.
- Timing the Peggy Lindsay/Development trek to Bangalore to pickup on the momentum of the village work breaking open initial IERD support and first developed income from Bangalore.
- Combining the "extraordinary forces" of Area Tokyo, Bombay Nexus and Area Madras following the Lonavala meeting to do a signal circuit of Sri Lanka, securing IERD support and programme opportunities.
- Doing the HDTI in a new region and in a new language.
- Sending a House member out to do self support by teaching in a local school.
- Creating a core of committed local people to do the Gunjurpalya cluster.
- Establishing a rhythm of six months of programme circuiting (Quarters II and II) and one quarter of intensive residential programme, e.g. HDTI (Quarter IV).



## AREA MADRAS

July 82

Regional Research Council

### Futuristic Implications

- The need to sustain and ride out the momentum of activity in Bangalore region--i.e. Cluster actuation, four sector programme blitz, development push and full time ICA staff.
- The need to sustain Area-wide circuits and respond to programme requests area wide, e.g. the first-ever course in Kerala (Imaginal Education) scheduled for late September.
- The need to nurture and sustain movemental ties with the Sarvodaya movement in Sri Lanka.
- The need to capitalize on LENS opportunities, particularly in Bangalore and Madras.
- The need to secure bases for areal operation in the cities of Hyderabad, Bangalore and Madras as the "anchors" from which to do areal coverage over the next two to four years.
- The need to continue to expand the engagement of the Regional Team built in Hyderabad over the last ten years.

July 82

Global Research Council

Other Models and Reports

1. "Bank Managers Training Course in Human Development"  
-reflections by manager in charge of rural development  
for Canara Bank, Bangalore  
-Course design
2. "Blueprint for Development" of Gunjurpalya  
a joint venture of residents and youth of Gunjurpalya  
Canara Bank Platinum Jubilee Rural  
Development Trust  
ICA  
Social Action Section: Canara Bank  
participants of Course
3. Gunjurpalya Consultancy Report
4. A.M. Joseph Early Learning Centre: Hyderabad
5. Hyderabad Region report
6. Report on Sarvodaya Shramadana--Sri Lanka Visit

GLOBAL COUNCIL

AREA STATISTICS

CHICAGO

Area MAORAS

STATISTICS		REGIONS						TOTAL
		HYDERABAD	BANGALORE	MAORAS	VISAY-WADA	COLOMBO	TRINHARUM	
D E M O G R	Region Size (Sq Miles)	30,000	70,000	38,000	25,000	25,000	20,000	178,000
	Population	40M	35M	40M	15M	14M	25M	169M
	% Rural/% Urban	90/10	90/10	80/20	90/10	90/10	90/10	
E V E N T S	Formation Colloquy # LENS	CIRCUIT	4D-11 CIRCUIT	CIRCUIT	CIRCUIT	CIRCUIT	CIRCUIT	
	# Forums	1	3					
	# Other Courses	HOC	CBS-11 HOC					
	Councils/#							
M O V E M E N T	Day I Movement Strength	4	6	1				
	Day II Movement Strength		6					
	# of Cores		1					
F I T N E S S A E L	Development Income Target							
	Development Raised	20,000 <small>amount</small>	30,000 <small>amount</small>					
	# Development Donors	4	15					
	Programme Income	750	6020					
	Self-Support + or -	1200						
H O U S E P E R S O N N E L D A T A	#Assigned	9						
	# Youth	2						
	# Assigned into Region							
	# Assigned out of Region							
	New Interns							
	Sojourners	1						
	Current # Individuals	5						
	Current # Couples	2						
	# Working In	8						
# Working out	1							

**1. CORE CURRICULUM GRADUATES**

The programme year 1981-82 produced 576 graduates from 18 core curriculum courses.

**2. IMAGINAL METHODS ACADEMY**

A construct was developed and a two week residential Academy was held as an educational formation event resulting in the scheduling of 2 more Methods Academies for 1982-83.

**3. ASHRAM PEDAGOGICAL ENGAGEMENT**

Through regular pedagogy and a self conscious journey design every member of the Ashram taught in an English medium course (including all member for whom English is a second language) as well as in Hindi/Bengali medium courses.

**4. EIGHT HOUR MIRACLE**

All four sector of the City participated in an eight hour miracle of painting Park Circus Market. Circus 5 was the original Primal Community Experiment.

**5. REPLICABLE ECONOMIC DEVELOPMENT**

A sewing industry was established in Kidderpore by working with one of the Bustee Core Groups to secure a contract with Metal Box Ltd to produce uniforms. Similar contracts have been offered to allow the industry to expand to other bustees.

**6. BUSTEE LEADERS GUILD**

A self conscious guild of Bustee Leaders from across the City of Calcutta has been established as a result of the Human Development Courses. This Guild takes responsibility for planning events in all bustees as well as recruiting courses.

**7. IMAGINAL EDUCATION COURSE MOMENTUM**

Credibility has been established with the Education with 13 I.E. such that the course now sets itself up with mail order requests. Seven more I.E. are scheduled for Q II

**8. EDUCATION GUILD ESTABLISHED**

An education Guild has been established as a result of the I.E and IMA. The GUILD is made up of teachers from the top English medium to bustee schools and see themselves responsible for curriculum development, pedagogical training, recruitment and teaching.

**9. FIRST MAJOR AUTHORISATION**

The Host Committee for the Imaginal Methods Academy was the first "printed" authorisation for our work by major public names in Calcutta. It included the willingness to be funded through the Bishop and the Jesuit Provincial.

**10. MULTI-FACETED TATA RELATIONSHIP**

Our relationship with Indias premier national company has been securely established. This includes training of field workers for rural development, ongoing LENS with TATA IRON AND STEEL CORPORATION and consultancy.

**11. EFFECTIVE CONTINENTAL INTERCHANGE**

Members of every region Area and Centrum of the Sub Continent participated in teaching courses in Area Calcutta.

**12. BUSTEE LEADERS INSTITUTE**

A five day contract was developed and a residential programme held in methods of Human development for bustee leadership, totally recruited and set up by regional Team

**13. CORE CURRICULUM CREDIBILITY**

Core Curriculum Courses have been integrated into the yearly curricula

of three key Institutions; Holy Cross Polytechnic for Women, Morning Star College, and Xaviers Institute of Social Science.

AREA SELF SUFFICIENCY

Programme income (fees from courses) exceeded total programme monies received making Areal Programme Self Sufficient. Developed income exceeded total staff support received.

15. AREA DACCA RESEARCH

A three day trip with the Panchayat to Area Dacca revealed programme opportunities and IERD involvement for the nation of Bangladesh.

LEARNINGS FOR THE YEAR 1981-82

1. Formation emerges from impact courses not awakenment forums.
2. Teaching Core Curriculum changes our lives as profoundly as the participants.
3. There is no replacement for intensive residential programmes to enable formation.
4. Rationality is the revolutionary key to the impact of our methods.
5. The Education Structures are a prime strategic target ready for attack.
6. The Mission is crippled without a viable large facility.
7. Formation happens when people have practical avenues for engagement.
8. Living in a bustee provides credibility and guards your integrity.
9. Pre school songs frighten everything we have to teach.
10. A 'school' is a key movement building tool.
11. Documentation helps build the story and allows you to take the next leap.
12. Programmatic activities with an Institutions is key to its framing.
13. The HDZ is informed as much by the PCX as the HDP.
14. A 'school' grounds the participants and regrounds the faculty in our role and life style as the servants.

CONSTRUCTS AND BACK UP MATERIALS AVAILABLE

1. The Calcutta Region. A Brief GRC
2. Calcutta Bustee Catalysis A Brief GRC
3. Calcutta Education Probe A Brief GRC
4. Imaginal Education Manual (as revised for use with professional educators working with curriculum limits)
5. Imaginal Methods Academy Manual
6. Bustee Leaders Institute Brief
7. Bata LENS Authorisation letter
8. Tata LENS Write UP
9. EG PSU and Curriculum Construct.

A Listing of Programmes Held 81-82

Tata Rural Dvelopment Service, Jamshedpur  
Gram Sabha Training

Bustee Leaders and Voluntary Org , Calcutta  
HD-1

Holy Cross Poltyechnic for Women , Bihar  
Community Education and Human Development  
5 day construc

Morning Star College (Seminary RC Church N.E. India)  
I.E.

Loyola School, Jamshedpur  
I.E.

Centre for Progressive Education, Calcutta  
I.E.

Urdu Schools Action Committee  
I.E.

La Martiniere for Girls, Calcutta  
I.E.

Assembly of God School and Conglom., Asansol  
I.E.

La Martiniere for Boys, Calcutta  
I.E.

Tata Iron and Steel Co., Jamshedpur.  
LENS

Xavier Instotute of Social Science, Ranchi  
HD-1

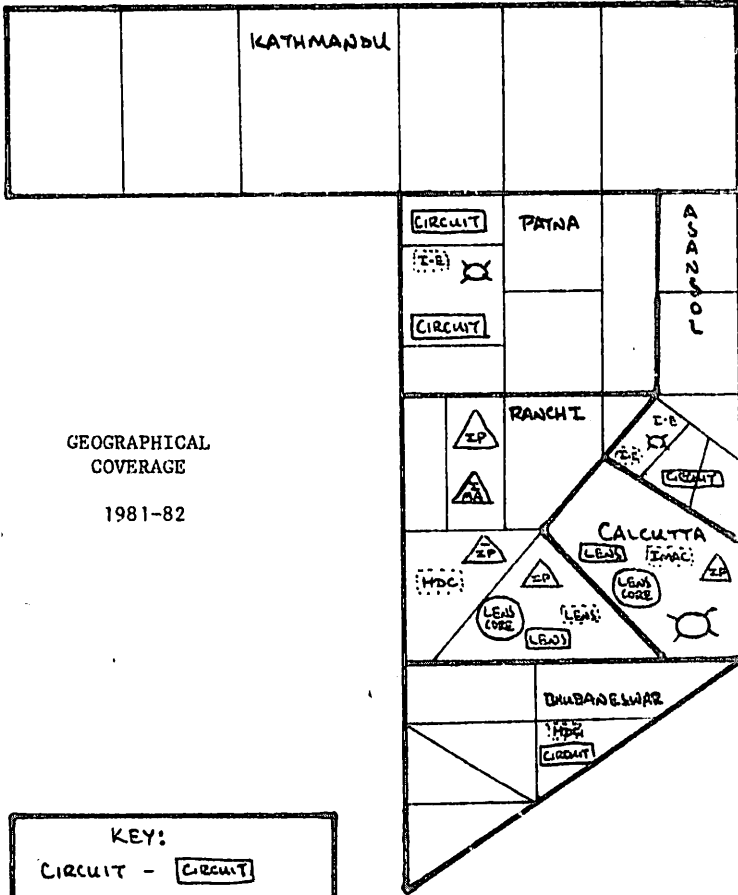
Yung Vikas Mandel, Ranchi  
I.E.

Xavier Institute of Social Science , IRD,Ranchi  
HD-1 (second of year)

Saint Augustine's Day School, Calcutta  
I.E.

GENELEC/GEC LENS, Calcutta,  
LENS

Bustee Workers, Calcutta.  
Bustee Leadres Institute.

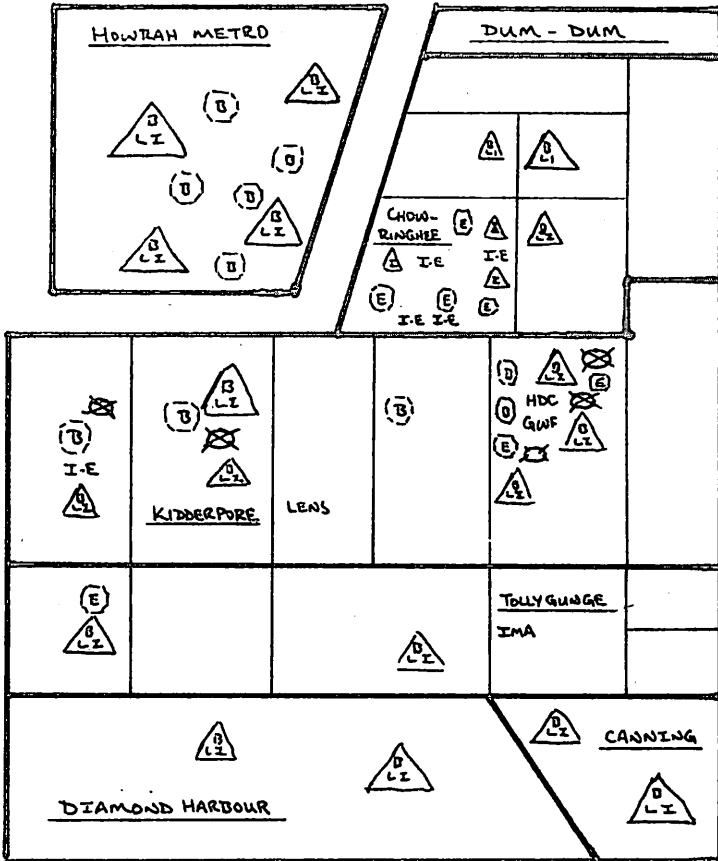


GEOGRAPHICAL  
COVERAGE

1981-82

KEY:

- CIRCUIT -
- REGIONAL TEAM -
- INSTITUTIONALISED PROGRAMME -
- LEAS CORE -
- COURSES HELD -
- COURSES SCHEDULED -
- IMAGINAL METHODS ACADEMY GRAD -



**KEY:**

<b>COURSES HELD</b>	<b>DUSTEE LEADERS</b>		<b>INTENSIVE</b>
I-E	INSTITUTE GRAD		DUSTEE
HDC	IMAGINAL		SIANS
LEAS	METHODS ACADEMY		<del>XXXX</del>
GWF	GRAD		
	DUSTEE GUILD		
	EDUCATION GUILD		

THE STRATEGIC THRUSTS FOR THE YEAR 1982-83

THE THREE MAJOR FOCI

1. EDUCATION STRUCTURES PERMEATION

- a. I.E. seminars/follow up
- b. Imaginal Methods Academies
- c. Guild responsibility + expansion
- d. Demonstration schools

2. BUSTEE COMMUNITY "CLUSTERS".

- a. Regular Training Courses
- b. Visible Development Signs
- c. Ongoing Guild Structures
- d. Intensive Community Focus

3. N.E. INDIA URBAN TRAINING CENTRE

- a. Facility Location
- b. Funding and Framing
- c. Ashram Base
- d. Intern/Sojourn Programme

THE THREE SUPPORTING MANOUUVRES

1. TATA PERMEATION PROBE

- a. Rural Development Worker trg.
- b. TISCO LENS Programme
- c. LENS core developemtn
- d. TELCO "spin off"

ROMAN CATHOLIC CHURCH RELATIONS

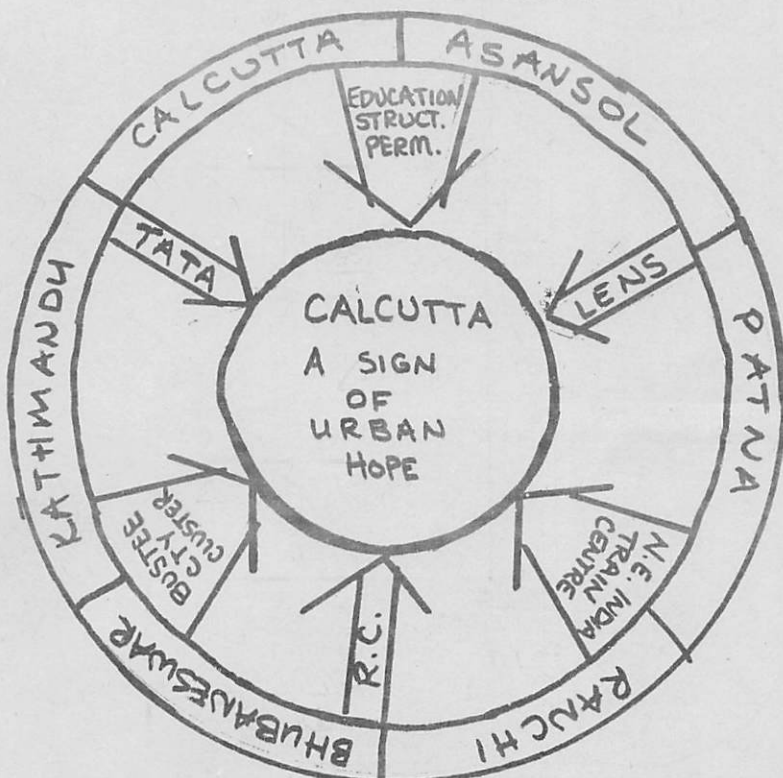
- a. I.E. authorisation
- b. Academies funding
- c. Regional Team involmtn
- d. Jesuit education intensification

EXTENSIVE BUSINESS IMPACT

- a. LENS momentum
- b. LENS faculty development
- c. Case study documentation
- d. Company demonstration

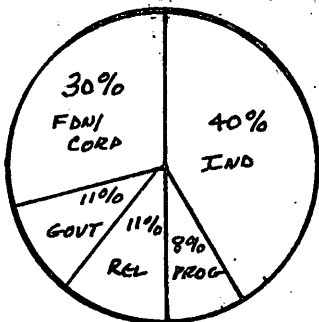
TOTAL AREA CARE

- a. Systematic Circuits
- b. Formation Events Participation
- c. Regional Faculty Development
- d. IERD research

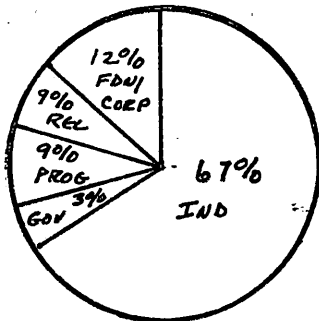


Global Development Centrum assumes responsibility for its assigned task and reports that \$5.1M was deposited this programme year toward an objective of \$6M. \$900,000 is committed for 1982-83. The breakdowns by nexus location are as follows:

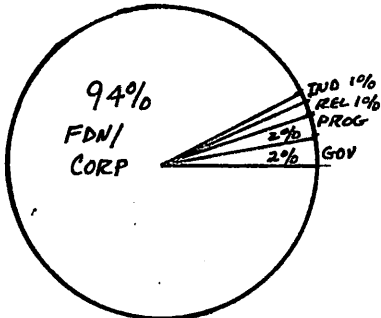
TOTAL GLOBE - \$5.1M



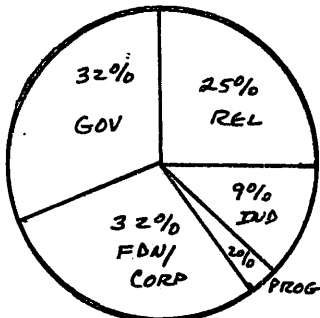
THE AMERICAS - \$3.0M



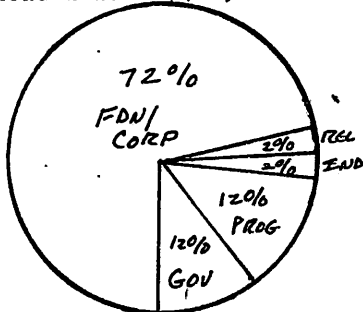
BOMBAY - \$400,000



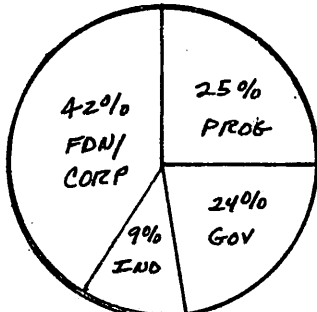
BRUSSELS - \$800,000



HONG KONG - \$470,000



KUALA LUMPUR - \$405,000



The following sections describe work done during the year on global manoeuvres, a description of some operating modes; learnings, interchange breakthroughs and some future indicators.

#### GLOBAL MANOEUVRES

During 1981-82, Global Development Centrum Band experienced a new empowerment through practically focussed and locally relevant manoeuvres. These forged a new corporateness between centrum and regional houses, in each Centrum team and across the Band as the reporting, planning and interchange functions became crucial to ensuring the success of the manoeuvres.

The January Band Meeting focussed the major thrust of the Centrum into seven manoeuvres to bridge the gap between projected income and the year's targets. These seven manoeuvres provided the major breakthroughs of the year, including:

1. Ford Foundation advantages were effectively webbed to enable proposals submitted and/or grants approved for a total of \$190,000 in Kenya, Philippines and Brazil.
2. Rotary 3H programme has paid \$125,000 of a \$250,000 grant to Jamaica following mobilisation of affirmation and support from 15 countries strengthening both 3H perspective of ICA and local club relationship to regional programmes.
3. The emphasis with USAID has been on re-establishing a climate in which USAID would encourage future ICA grant applications. This has been achieved through closing out of Indonesia and Kenya grants and attendance at Washington PVO meetings. The completion of the Philippines grant released significant affirmation of the reporting and operating pattern which has provided a positive framework for future USAID relations.
4. The intent of the Dutch/German manoeuvre was to capitalise on new advantages and release major support from both governmental and non-governmental agencies. To date \$50,000 has been realised from this manoeuvre in Korea, India and Ghana. This has resulted in an invitation by the Dutch embassy in Delhi for ICA to submit a proposal for \$350,000 over three years.
5. A basic IERD funding proposal was prepared and refined for submission to funding bodies. Proposals have been submitted to the following agencies:

UNICEF	\$175,000
World Bank	450,000
UNDP	300,000
Rockefeller Fnd	200,000
UNFPA	175,000

In addition, framing work has been done toward funding from the Aga Khan Foundation and the Bank of Credit and Commerce

International. The IERD story has released general local funding in North America and Asia, particularly with the new contacts and authorisation provided by the Advisory Board members.

6. 75 delegates from 12 nations attended an Advanced Planning Conference in March in India. The meeting provided an opportunity for movement, guardians and patrons from around the world to consense on the global significance of the IERD and build models of participation for every region. The Indian Advisory Board and Steering Committee held their first Joint Board Meeting, which was followed by a reception to formally announce the dates and venue for the Exposition. Chief Guest Mr. D. D. Chavan, Maharashtra Minister of Rural Development, presented the Exposition Booklet to Mrs. Mavis Mayunda, M.P. from Zambia, to symbolise the international significance of this event.
7. The Association of Indian Engineering Industry has agreed to co-sponsor the Exposition. The AIEI is an association of public and private engineering industries in India which has a serious interest in rural development. Co-sponsorship has been proposed to the International Cooperative Alliance, the UN agencies of UNICEF, UNDP and UNEFA and the Government of India - all of which are seriously considering co-sponsorship. Formation of the Global Advisory Board and national steering committees constituted a major breakthrough in our framing and authorisation. Now consisting of 70 members, the Global Advisory Board is comprised of nationally and sectorally diverse representatives.

#### OPERATING MODE

During the year 1981-82 the global development centrum band operated in concert with the areas and regions out of regular, systematic manoeuvres and special campaigns (i.e., annual appeal). The band configured itself in teams of two or more that maintained continuity with geography and constituencies. The Band meeting in Bombay during January and regular monthly signals checks served as a way of evaluating band manoeuvres and ensured producing on the year's bottom line. The regionalisation of development has meant that a majority of planning, strategising and training takes place at the local level with the regional team.

#### LEARNINGS

The year 1981-82 has revealed again the necessity for a financial foundation based on multiple constituencies. The following new learnings became apparent:

- the skill that is necessary to tell the one global story (i.e., ICA/EI/O:E)
- the necessity of building regional packages that focus local mission and break loose local funds
- the strategic use of a visiting VIP to open doors and catalyse engagement
- we also learned that we have access to anyone, given the reason.

#### INTERCHANGE

Interchange was manifested regularly across the band through multi-national corporation tracking, monthly telephone calls, inter-nexus troop exchange and regular MAGPI reports. In addition three locations, Chicago, KL and Hong Kong have computerised certain aspects of their operation.

#### FUTURE INDICATORS

1. Close relationship between the geographical/national story of the ICA and the regional implementing strategy releases maximum monies.
2. The public image function of development is shifting from an emphasis on press relations to an emphasis on quality publications that make our declaration and undergird the uniqueness of ICA's role in history.
3. As the economic situation tightens, the base of our support is shifting. The number of individual contributors in North Am. has increased to 78% of total income and is also expanding as a source in the rest of the world, providing a base of undesigned income.
4. Building the global financial strategy, including global, areal and regional bottom lines during the council would effectively identify the global needs and objectify the sources of income.
5. Discerning the modes of practical engagement for concerned individuals and company personnel deepens relationships and commitment to future support.
6. The advantages of the GAB and co-sponsoring relationships being developed through the vehicle of the IERD will result in significant major funding in hand for 1982-83.

7. Systematised fee structure and invoicing of programme fees ensure an income that provides flexible monies in convertible currencies.

I. SOCIOLOGICAL TRENDS - Across the world today local communities are increasingly excluded from global benefits, and those in charge of inclusive institutions and organizations are increasingly frustrated at meeting all the needs. This regionalist logjam is calling for a changed style of life on the part of everyone. As a result, a range of diverse life styles are emerging in some quarters in the forms taken by families, social roles and means of sustenance. In other quarters traditional life styles are being crushed by isolation or wanton intrusions of the urban and technological modes of living. This squeeze at the local level is producing an outbreak of human motivity and creativity. Local people on every continent are rising to assert their uniqueness and their vision for the globe's future. The prejudices embedded in the structures inherited from the last era of civilization have been exposed. People here and there are seeking to transcend these hindrances. In the meantime many people are living between structures that have lost their meaning and the structures that are yet to be created or made available to everyone. The search for self-fulfillment or for vocational advancement has reached its limits. People have lost their rootedness in their heritage and search now for a cause or a life-long task to which their total life can be committed. It is a search for a commitment beyond this or that cause toward foundational or profound commitment.

## II. CENTRUM SERVICES TO THE MOVEMENT

1. Talking papers on Primal community, Profound Ecumenism, Ordering Dynamic in Hinduism and Buddhism, Europe's Role in Human Development, and a weekend seminar on the Women's Revolution in Brussels.

2. Strategy sessions were held with structural revitalization probes in multinational corporations Native American organizations, health organizations and information systems.

3. During community LENS' devised occasions for debriefing and reflection for a metro core and created initial signs of discipline in Petersburg, Virginia.

4. Provided a China study rationale to the houses and sparked a number of celebrations of Chinese New Years.

5. Merged HDTI and ITI models for training schools in Tonga and Taiwan.

6. Completed Volume XI of IMAGE with an issue on human development from the local perspective and one on the heart of human development as profound motivity is in process.

7. An annual "redbook" Journal has been printed for local use.

8. Quarterly roundtables provide a unifying thread for local roundtables.

9. A construct was worked through for the annual global guardian meeting in Chicago dealing with four guilds: education, health, information systems and business.

10. The university probe began to take root in Boston, New York, Chicago, Indianapolis, and Kansas City. A construct was created for a national symposium held in Indianapolis in June.

### III. MISSIONAL BREAKTHROUGHS

1. Seventeen HDZ practicums were done illuminating the cluster and zone strategies in Jamaica, opened ways toward structural permeation from local advantages in several projects like Mactan, Midcrest (Lorimor), Lamego (Portugal), Faridabad (Delhi). In Delhi the practicum envisioned a rural-urban zone south of the capital city. Practicums were done in six of the blocks in Maharashtra. The construct was also used in formation colloquys in Area Tokyo: Oyubari (Sapporo) and Cheong Won (Korea). An HDZ task force drew together learnings during the North American Continental Council in December. Also a cluster consult was held in the villages around Woburn Lawn, Jamaica.

2. A new course has been put into regular scheduling: Human Development I. And 15 pilots of Ethical Studies I have been done in North America, Europe, Seapac, and India; it is a course that focuses commitment toward the moral issue of our times. ES-I also demonstrated that the seminar method is very appropriate and healing relative to building the context for self-conscious living.

3. The 34th and 35th Global Academy began its transposition to be available for any context worldwide.

4. A regional research trek in Area Sydney signaled the action research mode needed for the future. The trek indicated how the houses can participate broadly in the research dynamic.

### IV. FUTURIC IMPLICATIONS

1. The stage is set for discerning the pillars for human development zones and for a second phase of pilots on a more systematic and unified basis.

2. Every house a research unit webbed together with common screens for local research events has become an emerging reality.

3. A global interchange net for models and archives access will be facilitated by a worldwide on-line computer system.

4. As local research is intensified there is a greater demand for common screens through which to read the data, such as the HDZ dynamics triangle.

5. The many structural revitalization probes are preparing all of us to relate the benefits of the world to local needs by interlocking the work place with local communities.

6. The encirclement of social issues is more and more possible with regional and national work arena guilds: education, health, information systems, and business.

THE TRANSPOSITION OF THE ACADEMY

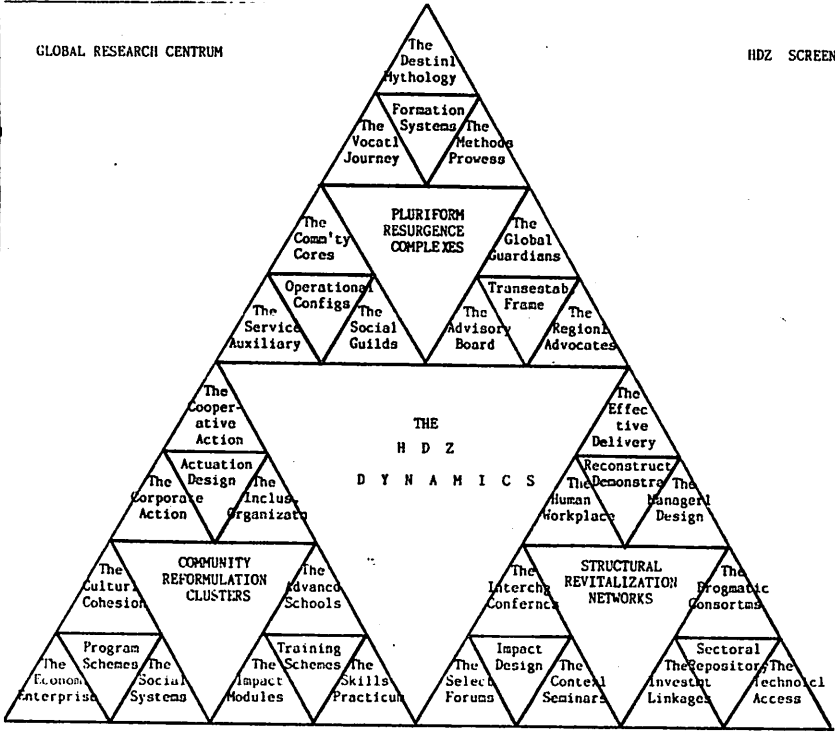
There have been four major breakthroughs in the transposition of the Global Academy during 1981-82.

- (1.) The Task of Transposition. Transposition is for the sake of the renewal of the communities and structures of the earth. "Until we can do for Islam what has been done for Christianity, the villages of Egypt can not be renewed." The transposition task is the next step in our journey of the spirit which began with RS-I, and will always be based on it. Furthermore, this task is not abstract, eclectic, nor secularist. Our starting point is where and who we are and what we know. We are beyond Christian bigotry, but our major point of dialogue with the reservoirs of human spirit remains the Judeo-Christian tradition.
- (2.) The Strategy of Transposition. The Ecumenical Dialogue course has been reworked to include Islam, Hinduism, Buddhism, Confucianism, and Shinto, while retaining and capitalizing on the bias of movemental Christianity. Using John Donne's imagery of passing over to other cultures, the individuals, and their religions, offers the beginning of a method of transposition as well.
- (3.) The Method of Transposition. The primary method of transposition seems to be the teaching of RS-I. The pedagogy enables a profound dialogue with one's tradition, whatever that tradition is. Therefore great attention must be paid to precise and powerful pedagogy with the faculty.
- (4.) The Tools of Transposition. Transposition depends on pluralistic community in mission. Therefore, there are many "lace" elements which take on major significance. Showing and reflecting on two movies each week, creating noon-time practical skills guilds, doing collegiums which pull together our principles of social change and our screens of the spirit journey, offering family night "courses in process", performing the Cabaret for an outside audience, and holding an international open house are some of those elements developed in 1981-82.

REGIONAL RESEARCH EVENT

Participation	Day I	Day II	Day III
THE R E G I O N A L	Collegium: THE WORLD AND THE MOVEMENT	REGION STRATE- GY BRIEF	JULY '82 RESEARCH CNCL
	THE DAY I TASK FORCE	PROGRAMME MARKETING FUNDING CALLS PROJECT IMPLEMENTATION	
TEAM	Evening: IERD EVENT	'82-'84 COMPREHENSIVE RESEARCH NET	REGIONAL RESEARCH PLAN

This 3-day exercise towards initiating a locally-based network of global research was tested in the regions of Areas Sydney and Singapore during Qtr. III & IV.



ICA:Chicago		ETHICAL STUDIES 1: THE ETHICAL RESPONSE IN POST-CIVILIZATION			April 1982	
Global Research Centrum					1981-82	
	1	2	3	4	5	
Conversations	Introductions/Issues	Profound Service	Responsible Choice	Art Form Conversation on - A Portrait	Sustenance	
Lectures	Global Paradigm	Expanding Self	Ethical Framework	Movie "Inside Moves"	Covenantal Style	
	1. Historical Journey	1. Pervasive Disorientation	1. Life is Mystery		1. Historical Demand	
	2. New Metaphors	2. Selfhood Dynamics	2. Life is Creativity		2. Radicalized Covenants	
	3. Dimensions of Change	3. Destinal Call	3. Life is Destinal		3. Life-Long Vocation	
	4. Current Edges	4. Inventors of History	4. Life is Care		4. Elements of Sustenance	
Seminars	Resolution of Revolu. Thomas Kuhn	Truth into Poetry John Dunne	Inner Limits Ervin Laszlo	Movie Conversation Course Review Art Form	Importance of Rites Joseph Campbell	
	Movements Why Paradigms Shift How Paradigms Develop Supporters of Paradigm Being Paradigm Demonstrated Parable of the Mountain Autonomy & Power Return to the Valley Transformed Life Dance of Beloved	Movements Begin with Basics Values & Guidelines Positive Sun Games Moral Issue Inner Limits Transcended	Movements Ford Association Human Culture is..... Stages of Journey Ritual Creation Powerful Rituals			

	KEY EVENTS	BREAKTHROUGHS
BOMBAY	<ol style="list-style-type: none"> <li>1. Phase I Demonstration and Curriculum Development</li> <li>2. Hosting the IERO Meeting</li> <li>3. Delhi Marketing Blitz</li> <li>4. Sub Asia Colloquy</li> <li>5. Malivada Women's School</li> </ol>	<ol style="list-style-type: none"> <li>1. Orchestrating Continental programme leap through brochure, blitz, assignment designs, scheduling, teaching, training and pedagogy</li> <li>2. Devising the means for regular house interchange through paper and people</li> <li>3. Supporting of Cluster programmes through treks, extended assignments, materials and models</li> </ol>
BRUSSELS	<ol style="list-style-type: none"> <li>1. Enabling recruitment and staging of the Formation Fortnight.</li> <li>2. Staging Regional/Areal strategy sessions</li> <li>3. Planning and enabling the June Europe/Eurasia Continental Council</li> </ol>	<ol style="list-style-type: none"> <li>1. Enabling regional moves on Local Community; 4 sector structures; movement formation</li> <li>2. Illuminating emerging regional/continental strategic designs</li> <li>3. Forging the emerging story of a "New Day in Europe"</li> </ol>
CHICAGO	<ol style="list-style-type: none"> <li>1. The Americas Challenge Campaign</li> <li>2. Pedagogy Push (manuals; regional teams, nexus training)</li> <li>3. Four meetings of global Priors assigned to North America</li> <li>4. North American Sojourn Brochure</li> </ol>	<ol style="list-style-type: none"> <li>1. Interchange and coordination of Latin American programme staffing</li> <li>2. Transnationalization of North America's programme staffing</li> <li>3. Extensive treks in Canada</li> <li>4. Phase I's self-support experiment</li> <li>5. Broadening base of LENS faculty</li> <li>6. Shifting images from recruiting to marketing</li> </ol>
HONG KONG	<ol style="list-style-type: none"> <li>1. Pilot programme marketing maneuver in region Hong Kong.</li> <li>2. Centrum interchange with GOC K.L. to facilitate major corporation LENS.</li> <li>3. Working with GRC in doing regional documentation and doing CSI in the Nexus</li> <li>4. Regional strategy sessions with Regions Taipei and Kaohsiung</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiating a new thrust breaking loose programmes in region Hong Kong</li> <li>2. Programme marketing materials created to indicate many programme possibilities to four sectors</li> </ol>
KUALA LUMPUR	<ol style="list-style-type: none"> <li>1. Three marketing trips to Bangkok; 2 LENS yeses, 4 potential guardians, 35 companies visited</li> <li>2. Pacific Training School in Tonga</li> <li>3. Regional Strategy work with 5 regions</li> <li>4. LENS: 15 in Area Singapore, 2 in Area Sydney; 2 in Area Suva</li> <li>5. Computer listing of LENS data since 1979 for SEAPAC and Sub Continent</li> </ol>	<ol style="list-style-type: none"> <li>1. Power of focussed campaign demonstrated in Jakarta and Melbourne as former schedules multiple LENS and latter moves on Urban Probe</li> <li>2. The effective use of computers in band interchange</li> </ol>

GLOBAL OPERATIONS CENTRUM BAND REPORT

GLOBAL COUNCIL CHICAGO

1981-1982

STRATEGIC QUESTIONS	BAND LEARNINGS
<ol style="list-style-type: none"> <li>1. How do we enable hard actuation in the clusters?</li> <li>2. What is the dialogue between Continental and Regional Strategies?</li> <li>3. How do we clarify and articulate the state of Global Resurgence and its implications for strategic directions?</li> <li>4. What is the current role of our Core Curriculum for the region?</li> <li>5. How do we ensure pedagogical excellence?</li> <li>6. What is the new image of the role and function of the training centre?</li> <li>7. How do we significate the regional activities in terms of their future directions?</li> <li>8. What is the 20 year historical function of Global Operations Centrum?</li> <li>9. What are the appropriate modes of interchange toward the 21st Century and which ones do we experiment with immediately?</li> <li>10. How does Global Operations Centrum care for inclusive strategic designs within the region?</li> <li>11. How do we identify and push the most strategic regions of the globe?</li> <li>12. How do we continue to determine the current sociological pressure points?</li> <li>13. What is our global commonality relative to programme emphasis?</li> </ol>	<ol style="list-style-type: none"> <li>1. The role of Global Operations Centrum is to illuminate strategy in the region.</li> <li>2. Centrum priorities focus missional commonality in the region.</li> <li>3. Some aspects of programmatic activity can be lost when centrum functions overlap, e.g., a comprehensive training scheme</li> <li>4. The key to creating a team is to have a major victory the first quarter that all participate in.</li> <li>5. Regular circuits are needed in the region for vital interchange and effective strategizing.</li> <li>6. Global Operations Centrum provides the objective ear for listening to regional data which allows new insight into the possible strategic directions.</li> <li>7. Learning to say NO is key to Global Operations Centrum corporateness.</li> <li>8. In strategy, timing is everything.</li> </ol>

GLOBAL LENS CONSULTATIONS  
1979-1982  
THE INSTITUTE OF CULTURAL AFFAIRS

Sun Jun 27 1982

Page	FORMAT 3: CONTACTS			
No.	ORGANIZATION	RGN	CONTACT	POSITION DATE
00024	PTP 6	Mdn	Soedjai	Head PTPs 06/80
00020	PTP 6	Mdn	Soedjai	Head PTPs 05/80
00090	PTP 10	Mdn	Soedjai	Head PTPs 05/82
00022	PTP 6	Mdn	Soedjai	Head PTPs 06/80
00014	PTP 6	Mdn	Soedjai	Head PTPs 02/79
00021	PTP 6	Mdn	Soedjai	Head PTPs 05/80
00013	LENS Symposium	Mdn	B. Darus	Univ. Dn. 02/79
00032	Syiah Kuala University	Mdn		Rector 01/81
00015	PTP 6	Mdn	Soedjai	Head PTPs 02/80
00023	PTP 6	Mdn	Soedjai	Head PTPs 06/80
00035	Universatas Negeri Jambi	Mdn		06/81
00031	LPPM--Univ. North Sumatra	Mdn	B. Darus	Dean 12/80
00052	Kolhapur Productivity Council	Nag		11/81
00072	Impex Chemical Co., Chem. Div.	Osa	R. Breuggerman	06/81
00070	Impex Chemical Co-Food Divisn	Osa	R. Breuggerman	V. Pres. 03/81
00066	Demonstration LENS	Seo		04/81
00082	PTP 23	Sur	Hasrul Harahap	Chmn 03/82
00089	LP3ES	Sur	D. Roharja	Director 05/82
00081	PTP 23	Sur	Hasarul Harahap	Chmn 03/82
00091	Univ. of South Pacific	Suv		05/82
00044	McDonald's	Syd	Cliff Young	Tag. Mgr 11/81
00041	Qantas Airways	Syd	John Ward	Director 06/81
00080	Philips Lighting Industries	Syd	Alan Barge	GenMgr. 02/82
00038	Helping Hand Mission	Syd	Ross Smith	Mgt. Comm. 05/81
00064	General Executive LENS	Tai		09/80
00063	TTC Equipment & Service Ltd.	Tai		11/81
00065	Maritime Transport Agencies, Lt	Tai	Gunther Tetzner	Gen. Mgr. 10/80
00073	Nishi Nihan Tetsudok	Tyo	Mr. Matsuo	06/81
00076	Japan Indus. Technology Associa	Tyo	Mr. Honda	01/82
00075	Japan Indus. Technology Associ	Tyo	Mr. Honda	11/81
00074	Japan Indus. Technology Associa	Tyo	Mr. Honda	09/91
00078	Merck Japan.	Tyo	Mr. Rieber	Pres. 11/81
00067	Time-Life Books Asia Sales Con	Tyo	David McAuliff	Mg. Dir. 04/81
00068	Seibu Dept. Store	Tyo		09/79
00069	Tokyo Boeki Co	Tyo		09/80
00077	Warner-Lambert: Schick Divisn	Tyo	Mr. Narada	Mkt. Mgr. 10/81
00028	Tonasa Cement	UP		09/80
00016	PNP 28	UP	Soedjai	Head PTPs 03/80
00029	P.T. Badak	UP		10/80
00087	BAPPEDA (Prov. Planning Agency)	UP		04/82

GLOBAL LENS CONSULTATIONS  
1979-1982

Sun Jun 27 1982

THE INSTITUTE OF CULTURAL AFFAIRS

Page No.	1 ORGANIZATION	FORMAT 3: CONTACTS	RGN	CONTACT	POSITION	DATE
00037	Public Service Board, S.A.	Ade	Dave Mercer	Chairman	05/82	
00083	Burns-Philps, PFJ Corbett/Fiji	Api	Kees Kanthis	Apia Mgr	03/82	
00012	Dept. Agri., Advisory Division	Api	Elenoa Amanaki	Director	09/81	
00010	Early Childhood Ed.Inst.	Api	Telesia McDonld	Director	06/81	
00011	Borough of Havelock North	Auk	J.Whitaker	Mayor	11/80	
00048	Marathe Research Foundation	Bom			02/81	
00046	Larson & Tubro Ltd.	Bom	Dr.D.F.Periera	Dep.C.M.	12/79	
00051	Grindlays Bank: Bombay	Bom			09/81	
00049	Metal Box: Calcutta	Cal	C.D.Menon	Ex Dir	02/81	
00047	Bharat Coking Coal	Cal	O.P.Bhatia	Mgr.Tng&Dv	12/80	
00084	Indian Oil Corporation	Cal	M.B.Ramgadla	Rg.Prs.Mgr	06/81	
00050	Bata India, Ltd.	Cal	D.N.Marchant	Mg.Dir.	02/81	
00043	N.T.Dept of Transport & Works	Dar	Mick Martin	Dir.Admin	10/81	
00040	COMMUNITY of Darwin	Dar	C.Borovic	Business	06/81	
00042	N.T.Dept of Community Developm	Dar	Ray Norman	Dir, Com.Sv	06/81	
00036	Community of Darwin	Dar	Carol Borovick	Business	04.81	
00039	St.Thomas School, Bathurst Is.	Dar	C.Borovic	Business	06/81	
00045	National Small Industries Cncl	Del			12/80	
00071	Nishi Nihon Tetsudok	Fuk	Mr. Matsuo		05/81	
00061	Intrusion-Prepakt (F.E.)Ltd.	HK	T.Yamashita	Mg.Dir.	12/80	
00060	Gilman Office Machines(Inchca)	HK	Paul Hobkinson	Manager	05/81	
00059	Singer Sewing Machine Co.	HK	John Courtney	Area Mgr	07/81	
00092	Kalbe-Farma Group of Comanies	Jkt	Paulus Setiawan	HucRes Mgr	06/82	
00030	P.T.INCO	Jkt			11/80	
00019	Jakarta International School	Jkt			04/80	
00017	USI-IBM	Jkt	J.Soebendono	Pres.	03/80	
00026	Mobil Oil Indonesia	Jkt	Paul Hellman	Chmn	09/80	
00018	PTP II	Jkt	Soedjai	Head FTPo	03/80	
00034	Pertamina, Public Affairs Dept	Jkt	Karmawijaya	P.R.Dept.	03/81	
00027	Jakarta International School	Jkt			09/80	
00088	Abidin Pharmaceuticals	Jkt	Zainal Abidin	ICAI Bd.	05/82	
00025	Mobil Oil Indonesia	Jkt	Paul Hellman	Chman	06/80	
00033	Bakrie & Brothers	Jkt	Aburizal Bakrie	President	02/81	
00007	American International Assuran	KL	Hashim Ismail	Admin VP	06/80	
00001	Bank Negara Malaysia	KL	Dato'Sulaiman	Advsr.Admi	12/81	
00006	Dewan Bahasa dan Pustaka	KL	Dr.Siti Zahara	Sr.Plnr.	10/80	
00008	American International Assuran	KL	Hashim Ismail	Admin VP	06/80	
00009	Bank Pembangunan Malaysia	KL	Enc.Salim	Chairman	05/81	
00086	Kuala Selangor District	KL	Haji Othman	Dist.Off.	08/81	
00079	United Motor Works	KL	Dr.Sebastian	Tng Dir	02/82	
00005	Bank Negara Malaysia	KL	Fong Weng Phak	Chief Econ	05/80	
00085	Internationals Computers Ltd.(M	KL	Ian McKinley	MgDir	03/82	
00004	Bank Pertanian Malaysia	KL	Kishan S.Gill	Sr.Tng.Mgr	03/80	
00002	Esso Malaysia Bhd. (& EPMI)	KL	Frank Bradley	Emp.Rel.Mg	11/81	
00003	LPN (National Rice Board)	KL	Heng Jee Heng	As.Sec.Gen	01/82	
00062	Kaohsiung Monomer Co.Ltd.	Kao	E.Q.Bashforth	Dir & G.M.	01/80	
00055	Philippine Explosives (I.C.I.)	Man	Keith McPaul		11/80	
00054	C.F.Sharpe	Man	Art Roche		09/80	
00057	Philcom Mgt.Conf.for Mktg.& Sa	Man			01/82	
00053	Mondragon Industries Inc.	Man	Tony Gonzales	Pres.	08/80	
00058	Philcom Engineering Dept.	Man			01.82	
00056	Philcom (R.C.A.)	Man	Adele Vincente	Indus.Rel.	01/81	

### MAJOR THRUSTS

Global Systems: A great sign of our globality was the offering up of \$10,000 by South SEAPAC for the use of the globe where it was needed. Africa and Latin America made new steps toward integration into the global systems: NAME & Africa assumed responsibility for Council travel, resettlement, and interchange travel; Latin America participated in funding interchange travel and took responsibility for Global Council travel.

Ongoing Support: This year saw the expansion of the Chicago Travel Desk into a significant self-support venture yielding \$2000-2500 per month in commission with a significant growth in outside business. The Health Desk found ways to maximize benefits for moneys paid. The Publishing House produced our first year-long red journal and handled graphic work for 2 Image issues and the U.S. and Canadian annual reports. Major work was done in type-setting and reprinting Academy materials. The International Training Center had storm windows installed on residential floors as an inkind contribution and the boiler system was re-fitted, resulting in lower operational costs. Inkind contributions were a significant factor in cost effective operations, particularly in food and paper supplies.

Futuric Thrusts: The Band Meeting in January produced a Talking Paper on The Order: Ecumenical Economic Structures. For the Band this was a highlight of the year and represented a significant step in articulating our current position and points of futuric struggle in the Order's life. This Paper was used in collegiums and treks across the globe. A number of self-support PSU's were held, focussing on the building of 3-year strategies. Activating the ICA International Association for the IERD puts us into a new orbit.

Public Accountability: One of the focal points of the year was preparation for audits and grant monitoring and accountability. A number of Internexus manoeuvres supported this. The ICA was audited in 10 nations last year. New legal entities were formed in Jamaica, Indonesia, Japan, and Portugal, with Austria in process. Hong Kong developed a system for legal portfolios for each nation.

Nexus Computerization: This was the year of the new computer in Kuala Lumpur and computer upgrading in Hong Kong, along with growing experimentation in Chicago. Programmes have been written for ICA financial systems. Computer PSU's were held in Chicago and Brussels and a telecommunications link was established between Hong Kong and Chicago.

### SYMBOLIC MILESTONES

The Order and the ICA experienced several milestones in our corporate management history in the past year. On June 30th we

passed the 3 year mark since we submitted the first 5 years of the Order's IRS tax returns, without any audit request. This year, Paclamar Majuro, the OE investment bull has been paid for and the Order earned around \$80,000 on the sale of Optical Sciences stock. The Brussels facility was a new global symbol for the training center of the future. The Kuala Lumpur and Hong Kong Nexus work on the computer systems sealed our future with the computer. Hong Kong spent much of the year doing 4 years of audits and Chicago completed its public accountability during the first 6 months of 1982. In Bombay this was the first year to visit all the houses and conduct internal audits in all locations. This is the symbol of every location in the world being totally responsible for our financial future. This year also saw major work in restructuring our relationship to economic ventures, particularly to TASC.

#### WINDOWS TO THE FUTURE

Learnings from the past year were grounded in our increasing public accountability. OE/ICA accounting systems took a back seat to the consuming task of audits, legal, and grant work. We need to consider seriously the training necessary for future nexus staff to understand these arenas in order to minimize our vulnerability. Globally managing our ICA money is becoming an increasingly crucial function as our mission becomes more inter-related and focussed in events such as the IERD. The computer revolution has hit and our future is bound up in a global net of inter communication and global financial systems.

Global Management Centrum

**GLOBAL ORDER TRUST TASK FUNDS REPORT**  
 Cumulative Balance 1964 - May 31, 1982

July 4, 1982

FUNDS		Income Percent	BRUSSELS	BOMBAY	SINGAPORE	HONG KONG	CHICAGO	TOTALS
T R U S T	ANNUITY	3%	21,933	840	16,144	18,446	253,633	310,996
	HEALTH	46%	38,993	12,882	38,153	42,854	138,609	271,491
	EDUCATION	15%	76,367	4,201	57,920	63,834	795,281	997,603
	CULTURE	2%	8,055	560	6,411	7,243	90,023	112,292
T A S K	PROGRAH	24%	64,131	6,722	35,584	39,674	660,607	806,718
	GLOBAL COUNCIL	10%	27,075	2,800	41,169	48,560	320,614	440,218
GRAND TOTALS			236,554	28,005	195,381	220,611	2,248,767	2,939,318

	BRUSSELS	BOMBAY	SINGAPORE	HONG KONG	CHICAGO	TOTALS
<u>ASSETS</u>						
Cash	76,307		89,741	71,044	3,113	240,205
Savings/Investments	1,000			42,800	1,102,235	1,146,035
Receivables						
Inter-Nexus	85,332		69,682	30,206	16,584	201,804
Institute		28,005	5,379		1,065	34,449
Accrued Self Support Debt	(7,234)		410	20,863	4,589	18,628
Other	(709)		5,682		64,110	69,083
Loans						
Institute Long-range	32,004			43,454	355,170	430,628
Institute Short-range	37,272		21,812	16,881	767,830	843,795
Other	12,582		2,675	2,137	135,998	153,392
<b>TOTAL ASSETS</b>	<b>236,554</b>	<b>28,005</b>	<b>195,381</b>	<b>227,385</b>	<b>2,450,694</b>	<b>3,138,019</b>
<u>LIABILITIES</u>						
Institute Payables						
Other Payables				6,774	201,927	208,701
<b>TOTAL LIABILITIES</b>				<b>6,774</b>	<b>201,927</b>	<b>208,701</b>
<b>FUND BALANCE</b>	<b>236,554</b>	<b>28,005</b>	<b>195,381</b>	<b>220,611</b>	<b>2,248,767</b>	<b>2,929,318</b>

Global Management Centrum

GLOBAL ORDER TRUST TASK FUNDS REPORT  
Cumulative Balance 1964 - May 31, 1981

July 11, 1981

FUNDS		Income Percent	BRUSSELS	BOMBAY	SINGAPORE	HONG KONG	CHICAGO	TOTALS
T R U S T	ANNUITY	3%	21,375	347	14,277	16,536	248,337	300,872
	HEALTH	46%	45,457	5,317	31,741	28,566	241,263	352,344
	EDUCATION	15%	73,892	1,734	49,029	55,730	804,402	984,787
	CULTURE	2%	7,735	231	5,167	5,970	84,737	103,840
T A S K	PROGRAM	24%	58,414	2,774	21,488	24,501	612,905	720,082
	GLOBAL COUNCIL	10%	25,214	1,156	34,945	42,194	277,676	381,185
GRAND TOTALS			232,087	11,559	156,647	173,497	2,269,320	2,843,110

May 31, 1981

<u>ASSETS</u>	BRUSSELS	BOMBAY	SINGAPORE	HONG KONG	CHICAGO	TOTALS
Cash	94,620		94,720	59,378	1,720	250,438
Savings/Investments	1,000		22,000	28,152	1,145,227	1,196,379
Receivables						
Inter-Nexus	62,949		37,642	26,897	12,260	139,748
Institute	0	11,559	16,314	676	9,058	37,607
Accrued Self Support Debt	0		(17,921)	5,694	0	(12,227)
Other	0		0	0	76,514	76,514
Loans						
Institute Long-range	43,470		0	43,454	377,920	464,844
Institute Short-range	22,000		2,727	13,694	838,756	877,177
Other	8,048		1,112	2,326	45,133	56,619
<b>TOTAL ASSETS</b>	<b>232,087</b>	<b>11,559</b>	<b>156,594</b>	<b>180,271</b>	<b>2,506,588</b>	<b>3,087,099</b>
<u>LIABILITIES</u>						
Institute Payables			(53)			(53)
Other Payables				6,774	237,268	244,042
<b>TOTAL LIABILITIES</b>	<b>0</b>	<b>0</b>	<b>(53)</b>	<b>6,774</b>	<b>237,268</b>	<b>243,989</b>
<b>FUND BALANCE</b>	<b>232,087</b>	<b>11,559</b>	<b>156,647</b>	<b>173,497</b>	<b>2,269,320</b>	<b>2,843,110</b>

Global Management Centrum	GLOBAL INSTITUTE OF CULTURAL AFFAIRS July 1, 1980 - May 31, 1981		July 11, 1981
	HONG KONG	CHICAGO	TOTAL
<b>INCOME</b>			
Developed	118,056	2,121,265	3,107,421
Grants	1,450	183,059	297,598
Program	7,840	196,222	289,962
Other Program	36,228	48,050	103,082
<b>TOTAL INCOME</b>	<b>163,574</b>	<b>2,548,596</b>	<b>3,798,063</b>
Intercontinental Awards	-0-	-0-	-0-
<b>EXPENSES</b>			
Travel	16,702	503,426	777,682
Program Materials	2,206	51,988	66,604
Postage & Freight	425	683	4,807
Communications	3,154	143,802	197,623
Facility Care	10,688	230,652	273,461
Program Equipment	2,549	78,435	92,072
Publishing	2,272	53,329	64,060
Electronic Data Processing	-0-	82,500	82,500
Program Facility Rent	-0-	4,399	8,380
Salary & Payroll Taxes	-0-	217,476	229,904
Interest: Loans & Notes	78	42,552	42,630
Service Charges	311	59	4,680
Program Food Services	82	151,355	161,894
Fees: Legal/Audit/Prof'l	1,046	62,586	77,562
Miscellaneous	-0-	4,629	12,863
Program Cheques	123,893	801,139	1,495,872
<b>TOTAL EXPENSES</b>	<b>163,426</b>	<b>2,429,008</b>	<b>3,592,614</b>
Yearly Condition (inc. less exp.)	148	119,588	205,449
Beginning of Year Balance	(6,220)	(17,966)	98,020
Less Intercontinental Awards	-0-	-0-	-0-
Other Cash Entries	24,660	103,378	208,257
Current Cash Balance	18,588	(1,756)	95,212
<b>ACCOUNTS RECEIVABLE</b>			
Inter-Nexus	6,955	121,635	247,249
Order: Ecumenical	645	-0-	12,830
All Others	-0-	-0-	47,352
<b>TOTAL ACCOUNTS RECEIVABLE</b>	<b>7,600</b>	<b>1,090,914</b>	<b>1,276,940</b>
<b>ACCOUNTS PAYABLE</b>			
Inter-Nexus	8,229	-0-	21,415
Order: Ecumenical	-0-	-0-	2,481
All Others	4,796	248,432	302,596
<b>TOTAL ACCOUNTS PAYABLE</b>	<b>13,025</b>	<b>248,432</b>	<b>326,492</b>
<b>Short Term Notes &amp; Loans</b>			
Order: Ecumenical	14,403	838,756	898,496
All Other	2,096	362,647	394,176
<b>TOTAL SHORT TERM NOTES &amp; LOANS</b>	<b>16,499</b>	<b>1,201,403</b>	<b>1,292,672</b>
<b>Long Term Notes &amp; Loans</b>			
Order: Ecumenical	43,454	377,920	464,844
All Other	4,444	-0-	4,444
<b>TOTAL LONG TERM NOTES &amp; LOANS</b>	<b>47,898</b>	<b>377,920</b>	<b>469,288</b>
<b>TOTAL LIABILITIES</b>	<b>77,422</b>	<b>1,827,755</b>	<b>2,088,452</b>
<b>CURRENT FUND BALANCE</b>	<b>(51,234)</b>	<b>(738,597)</b>	<b>(716,300)</b>

Global Management Centrum	GLOBAL INSTITUTE OF CULTURAL AFFAIRS July 1, 1980 - May 31, 1981		July 11, 1981
	BRUSSELS	BOMBAY	SINGAPORE
<b>INCOME</b>			
Developed	220,954	201,541	245,605
Grants	8,676	-0-	194,413
Program	15,458	9,150	61,292
Other Program	-0-	-0-	18,804
TOTAL INCOME	<u>445,088</u>	<u>210,691</u>	<u>430,114</u>
Intercontinental Awards	-0-	-0-	-0-
<b>EXPENSES</b>			
Travel	113,834	16,466	127,254
Program Materials	1,070	10,226	1,114
Postage & Freight	2,696	-0-	1,003
Communications	33,896	4,158	12,613
Facility Care	13,879	5,850	12,392
Program Equipment	1,866	3,474	5,748
Publishing	3,230	4,102	1,127
Electronic Data Processing	-0-	-0-	-0-
Program Facility Rent	3,981	-0-	-0-
Salary & Payroll Taxes	-0-	3,766	8,662
Interest: Loans & Notes	-0-	-0-	-0-
Service Charges	3,249	-0-	1,061
Program Food Services	683	7,895	1,881
Fees: Legal/Audit/Prof'l	3,713	1,174	9,043
Miscellaneous	11,475	-0-	(3,241)
Program Cheques	166,424	149,926	254,490
TOTAL EXPENSES	<u>359,996</u>	<u>207,037</u>	<u>433,147</u>
Yearly Condition (inc. less exp.)	85,092	3,654	3,033
Beginning of Year Balance	33,665	34,061	54,480
Less Intercontinental Awards	-0-	-0-	-0-
Other Cash Entries	106,285	10,505	12,749
Current Cash Balance	12,472	27,210	30,698
<b>ACCOUNTS RECEIVABLE</b>			<u>230 Petty C.</u>
Inter-Nexus	118,659	-0-	-0-
Order: Ecumenical	-0-	-0-	12,185
All Others	32,549	-0-	14,803
TOTAL ACCOUNTS RECEIVABLE	<u>151,208</u>	-0-	<u>26,988</u>
<b>ACCOUNTS PAYABLE</b>			
Inter-Nexus	-0-	-0-	13,186
Order: Ecumenical	-0-	-0-	2,481
All Others	21,750	-0-	27,618
TOTAL ACCOUNTS PAYABLE	<u>21,750</u>	-0-	<u>43,285</u>
Short Term Notes & Loans			
Order: Ecumenical	22,000	-0-	23,337
All Other	-0-	11,375	18,058
TOTAL SHORT TERM NOTES & LOANS	<u>22,000</u>	<u>11,375</u>	<u>41,395</u>
Long Term Notes & Loans			
Order: Ecumenical	43,470	-0-	-0-
All Other	-0-	-0-	-0-
TOTAL LONG TERM NOTES & LOANS	<u>43,470</u>	-0-	-0-
TOTAL LIABILITIES	<u>87,220</u>	<u>11,375</u>	<u>84,640</u>
CURRENT FUND BALANCE	<u>76,460</u>	<u>15,835</u>	<u>(18,764)</u>

	BRUSSELS	HONG KONG	KUALA LUMPUR
<b>INCOME</b>			
Developed	\$ 128,013	\$ 62,270	\$ 61,763
Grants	-0-	14,286	36,639
Programme	20,104	14,163	53,980
Other Income	1,622		545
TOTAL INCOME	<u>149,739</u>	<u>90,719</u>	<u>152,927</u>
INTERCONTINENTAL AWARDS	53,061		
<b>EXPENSES</b>			
Travel	29,705	15,258	47,811
Programme Materials	979	1,114	334
Postage & Freight	629		770
Communications	14,218	2,988	8,689
Facility Care	896	7,272	8,360
Programme Equipment	3,665	947	161
Programme Food Services	2,510	738	1,279
Publishing	901	1,505	1,044
Utilities & Services	6,288	349	
Programme Facility Rent	1,268		
Salary & Payroll Taxes		6,789	
Interest: Loans & Notes			
Service Charges	251	1	373
Insurance & Taxes	8		
Fees: Legal/Audit/Professional	1,942	3,648	33
Miscellaneous			594
Programme Awards to Houses	96,612	37,263	42,494
Continental Support		1,067	
Intercontinental Award	53,061		16,288
TOTAL EXPENSES	<u>212,433</u>	<u>78,939</u>	<u>128,230</u>
NET CONDITION	( 10,133)	11,780	24,698
TOTAL ASSETS	100,337	30,758	37,882
TOTAL LIABILITIES	166,228	92,328	89,267
FUND BALANCE	(65,891)	(61,570)	(51,385)

Global Management  
Centrum

GLOBAL INSTITUTE OF CULTURAL AFFAIRS  
1 January 1982 - 31 May 1982

4 July 1982  
U.S. Dollars

	CHICAGO	BOMBAY	TOTAL
<b>INCOME</b>			
Developed	\$ 1,066,202		\$ 1,318,248
Grants	30,500		81,425
Programme	111,161		199,408
Other Income	12,473		14,640
<b>TOTAL INCOME</b>	<b>1,220,336</b>		<b>1,613,721</b>
<b>INTERCONTINENTAL AWARDS</b>			<b>53,061</b>
<b>EXPENSES</b>			
Travel	279,599		372,373
Programme Materials	14,275		16,702
Postage & Freight	6,389		7,788
Communications	62,965		88,860
Facility Care	70,101		86,629
Programme Equipment	26,991		31,764
Programme Food Services	62,466		66,993
Publishing	10,641		14,091
Utilities & Services	67,353		73,990
Programme Facility Rent			1,268
Salary & Payroll Taxes	71,381		78,170
Interest: Loans & Notes	11,223		11,223
Service Charges	122		747
Insurance & Taxes	2,532		2,540
Fees: Legal/Audit/Professional	17,849		23,472
Miscellaneous	2,000		2,594
Programme Awards to Houses	250,939		427,308
Continental Support			1,067
Intercontinental Awards	268,166		337,515
Electronic Data Processing	25,000		25,000
<b>TOTAL EXPENSES</b>	<b>1,249,992</b>		<b>1,670,094</b>
<b>NET CONDITION</b>	<b>( 29,656)</b>		<b>( 3,312)</b>
<b>TOTAL ASSETS</b>	<b>1,694,040</b>		<b>1,863,017</b>
<b>TOTAL LIABILITIES</b>	<b>1,969,152</b>		<b>2,316,975</b>
<b>FUND BALANCE</b>	<b>( 275,112)</b>		<b>( 453,958)</b>

