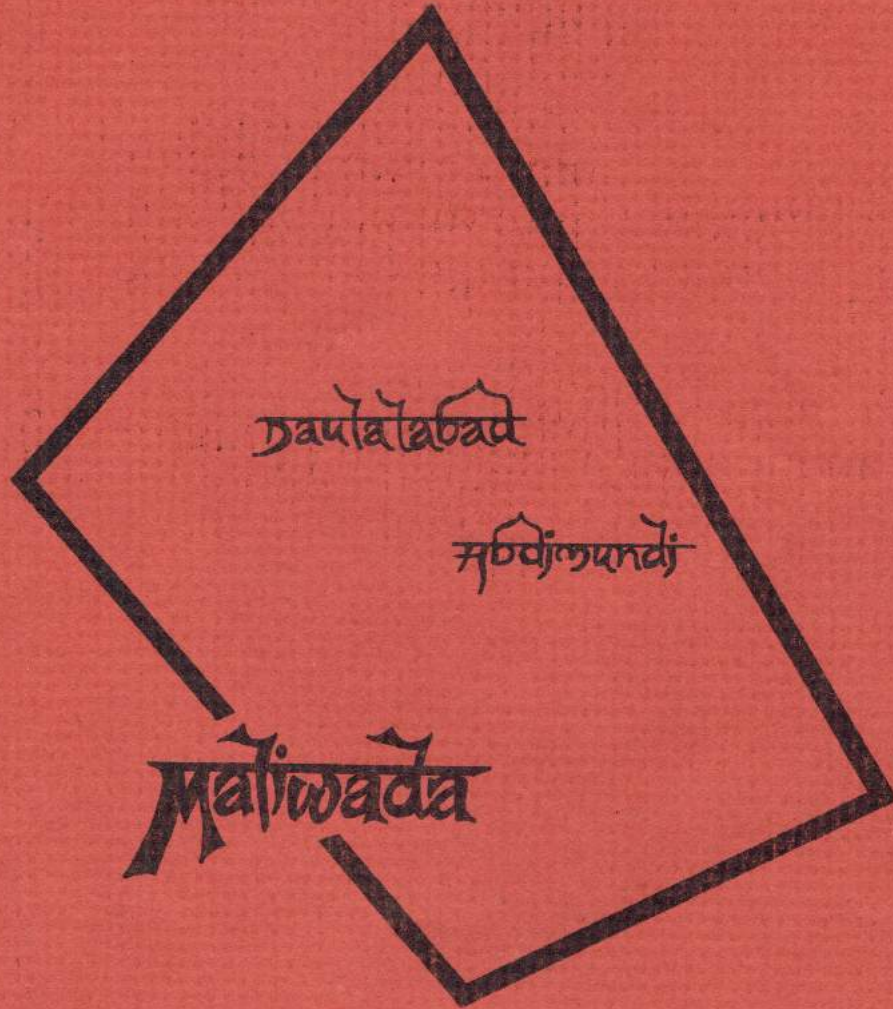


# MALIWADA

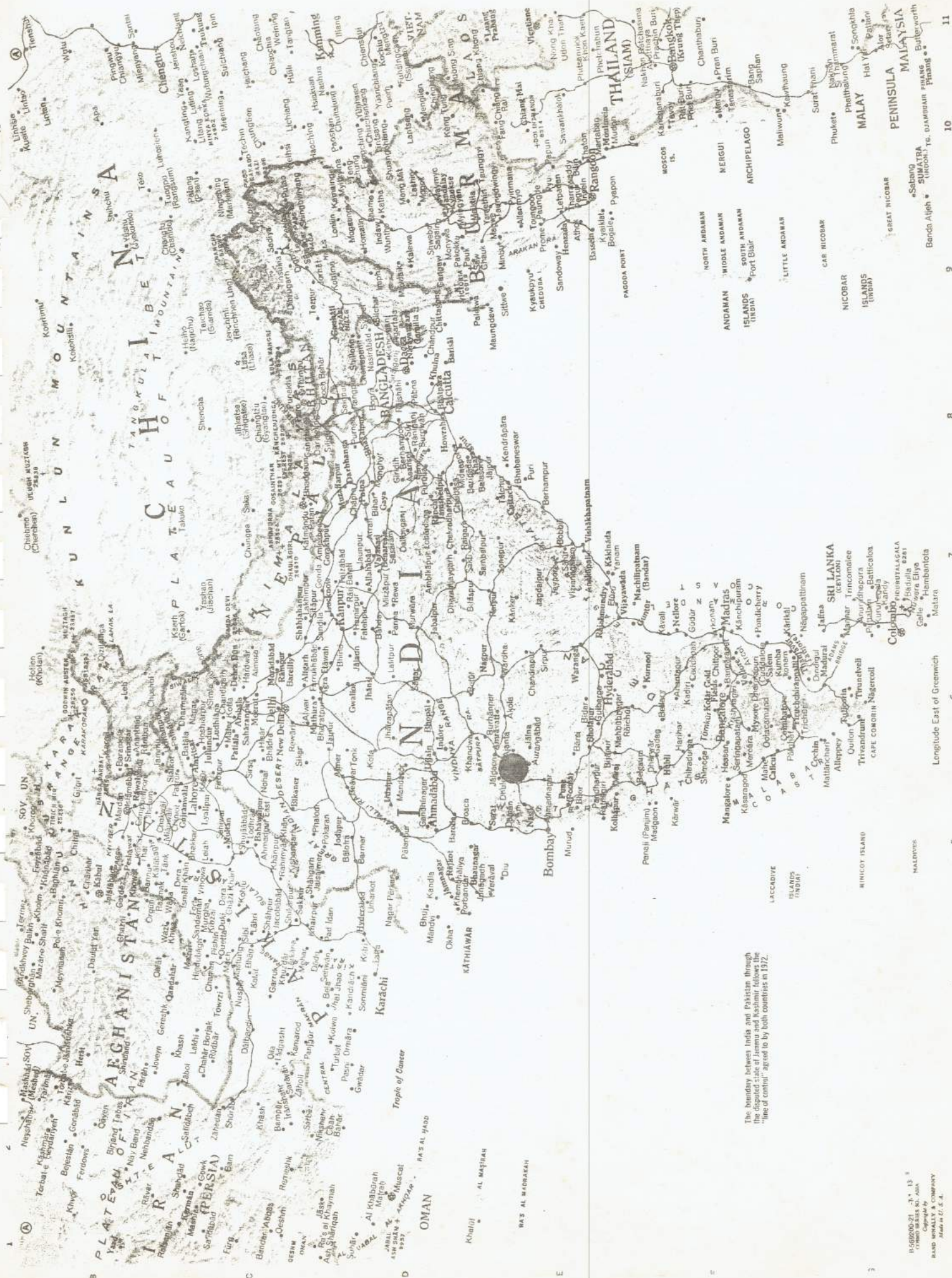
## HUMAN DEVELOPMENT PROJECT



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## PROJECT SETTING

### India

After a quarter century of astonishing accomplishment in national industrial self-sufficiency, the people of India stand at a new threshold. Given momentum by the effort during the late sixties to intensify agricultural development and to alleviate the condition of the landless poor, there is today a nation-wide village renewal movement. Appropriately, this move reaffirms Mahatma Ghandi's vision for reclaiming rural villages across India, and is receiving wide support from both the public and private sectors. This promises to be the most effective way of easing the migration of hungry rural people that presently burdens the metropolitan centres of the nation.

### Maliwada

Maliwada, whose name signifies "gardener's village," is located in the state of Maharashtra approximately midway between the growing industrial city of Aurangabad and the ancient rock-hewn temple caves of Ellora. This position, as well as its proximity to Daulatabad Fort (the ancient citadel which commands the magnificent panorama of the whole Deccan Plateau), places the village at a crossroads where both local travellers and international tourists pass. Over the centuries the complexion of Maliwada, like that of the neighboring villages of Abdi Mandi and Daulatabad, has changed. In recent years the rise of the "Industrial Princess," Aurangabad, has refocussed the commercial activity that at one time centred around the citadel. During the past decade the severe droughts forced many residents of Maliwada to move away. Its population now is approximately 2,000, most of whom farm their own plots of land. Today in daily confronting the magnificence of the towering fortress, the villagers remember the glory of the past and dream of rebuilding their land. In such people is seen both the vitality of the early architects of the citadel and the deep concern of the rural Indian people for reshaping village life.

### MHDP

The Maliwada Consult initiates a comprehensive development demonstration by the people of Maliwada. The Maliwada Human Development Project involves both the social and economic development of the village. It was conceived in collaboration with government officials and local citizens who provided the substance of the project design and are ready now to begin to act upon it. Their intention is to upgrade the local economy dramatically, to develop needed facilities and essential services, to provide the practical training required for significant human engagement in the task of village development, and to transpose the wisdom and style of their ancient heritage into relevant contemporary forms. This demonstration project is further seen as a pilot programme, the methods of which can be replicated in rural situations across the nation, and which may serve the development of other nations.



## PROJECT CONSULT

### Agent

The Institute of Cultural Affairs is a research, training and demonstration group concerned with the human factor in world development. Toward this end, it is engaged in planning and actuating local community development projects in various parts of the world. The ICA is a not-for-profit tax-exempt society registered in the Union Territory of Delhi. The Institute has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong and Nairobi. In addition, there are ICA offices in more than one hundred major cities serving twenty-three nations. The Institute's programmes around the world are supported by grants, gifts and contributions from government departments and agencies on the federal, state, and municipal levels and from private foundations, corporations, trusts, and concerned individuals.

### Consultants

The Consult took place in Maliwada from the 28th of December, 1975 to the 3rd of January, 1976. There were over one hundred consultants, sixty of whom were residents of the project area. Indian consultants from outside Maliwada represented businesses and professions in Bombay, Calcutta, Delhi and Hyderabad. International consultants came from Australia, Canada, Malaysia, Singapore, the United Kingdom and the United States. They represented both the public and private sectors and attended the Consult at their own expense. The expertise represented a broad spectrum of practical arenas. In the field of agriculture, there were those experienced in animal husbandry, goat herding, fruit growing and agronomy; in housing-- rural construction and masonry; in cottage industry-- baking, carpentry and rope making; in medicine-- public health, pediatric nursing, obstetrics and family planning. Education was represented by specialists in early learning, primary and secondary teaching, adult extension training and special education. There were engineers who worked in transport, mechanical systems, machine maintenance, water resource development and sanitation design. The businessmen were experienced in business development, legal services, accountancy, commerce, personnel management and industrial relations. The arts were represented by a music teacher, a commercial artist and the Maliwada goldsmith.

### Task

This diversified group acted as a unified research body using common methods of comprehensive community reformulation. The Consult first articulated the operating vision out of which the people of Maliwada are presently living. Second, it discerned the underlying contradictions which are restraining the realization of that operating vision. Third, the consultants built a set of practical proposals for releasing these contradictions towards the future. Fourth, they created a set of tactical systems by which the proposals could be actualized (see Tactical Systems Chart in the Appendix). Finally, they constructed the programmes by which the tactical systems could be set in operation. The aim of the Consult was to enable a comprehensive project model to emerge from the aspirations and efforts of the people themselves, so that it might be grounded in their own future.



## DEVELOPMENT GUIDELINES

### Foundational

The ICA operates on the basis of guidelines concerning its overall community development projects and its understanding of effective local economic and social development. Five foundational principles apply to the entire project. First, both social and economic development measures are necessary values from the beginning in order to provide comprehensiveness and depth to the project. When one of these dimensions is emphasized to the exclusion of the other, superficial social change results. Second, the coordinated effort of both the public and private sectors is needed to provide the foundational support required for project actuation. Through the combined assistance of both sectors, assurance is provided for the likelihood of sustained, creative support for the project as a whole as well as its specific parts. Third, both indigenous and outside participation is required in planning a human development project. The creative tension afforded by the interaction between the external objectivity of visiting consultants and the internal subjectivity of local residents provides the project with both global relevance and local authenticity. Fourth, the widespread participation of community residents in both planning and actuating the project is necessary from the outset. This role cannot be performed by anyone else. However, the assistance of a catalytic staff may be necessary for a period of time in order to generate momentum for leadership training and project acceleration. Fifth, the relating of the local project to a universal context is the key to sustaining the human motivation necessary for project actuation. When a pilot development effort is understood as a demonstration of possibility for every local situation across the district, province and nation, and for the future of human history, the energy and discipline required by the local actuating forces can be sustained.

### Economic

In the experience of the ICA, effective economic development on the local level also rests upon five principles. First, the local development forces must necessarily imagine that the particular community is a self-contained, independent, economic unit whose local economic development is a key priority. Without this focus, attempts toward economic improvement are easily dissipated. Second, schemes must be devised to increase the flow of monies into the community in order to dramatically increase the working capital of the whole community. This can be done in a number of ways: by increasing the production of raw materials and goods to be exported, by expanding the employment of local residents, by enticing outside shoppers, by making available borrowed monies and extending credit lines, by utilizing normal province and federal allotments, and in some circumstances by attracting special cash grants and in-kind contributions. Third, as much of the externally injected money as possible must be retained in the community for as long as possible in order to reap the benefits of capital productivity. This is possible by producing locally as much of the basic food supply, other consumable goods and needed services as possible;

must be retained in the community for as long as possible to reap the benefits of capital productivity. This is possible by producing locally the basic food supply, other consumable goods and needed services; by expanding and intensifying local industry and business; and by creating local expertise. Fourth, and perhaps the most important, monies introduced and retained in the community must be rapidly and continuously circulated within the local economic unit to maximize its impact. The injected monies must turn over as many times as possible before leaving the local situation. Fifth, though the community must build its own economy, it must function in harmony with more inclusive economies on the district, regional, federal and global levels.

#### Social

Within the local social development, there are again five foundational guidelines. First, the project is set in a clearly delineated geographical area. This focus helps to build the self-identity of the local community and also guards against the ineffectivity which results when the community's attention and efforts are drawn away from the project locus toward the inevitable human need present in surrounding areas. Second, all human problems are dealt with simultaneously out of the recognition that the problems within a community are always interrelated. Third, the depth human issue is discerned and addressed by confronting the specific, unique human contradiction beneath all of the underlying socio-economic contradictions. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, all existing social groups and people of all ages are intentionally involved in the effort to recreate the community. Finally, social symbols are employed as the key to profound social effort and alteration. Through the creation of a common symbol system, implementation is enabled and social despair is replaced with the unified engagement of local people in the work of the project.



## ACTUATING PROGRAMMES

### Process

The creation of the actuating programmes first involves organizing the large body of sub-tactics into programmes that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to the proposals, the contradictions and the practical vision to ensure inclusiveness and focus. Certain values are held throughout the process of organising the programmes, such as the number of local forces available to actualize them, their dramatic power to generate interest, and the possibilities for rapid development. Identifying the programmes is the first step in project actuation, for they define the arenas and organize the tactics for which implementaries are created. Implementaries are the concrete steps to be taken by the local forces in doing the tactics and programmes. Each required step is placed on daily, weekly or monthly timelines by the local forces after the Consult.

### Result

The seventeen actuating programmes of the MHDP, shown on a plate in the Appendix, are organized into three major divisions: social well-being, economic well-being, and community reconstruction. Seven of them involve the social well-being of the community. The intent of these programmes is to unify, organise and equip the community for self-dependence. Three of the seven relate to community health, two to education and two to training. The health arena includes a health outpost, and two programmes dealing with family life and nutrition. The education group of programmes contains an early learning centre and a model village school. The training group includes an inservice training institute and an academy for adults. The aim of the seven economic programmes is to triple the village income by families within two years. Two of these programmes deal with commerce, two with industrial advancement and three with agricultural development. The commerce group of economic programmes is concerned with developing fiscal and commercial services. The industrial group deals with the development of light industries. The agriculture group includes a farmers' cooperative and a demonstration farm, and emphasizes water conservation and irrigation. The third major programmatic division involves a broad village reconstruction undertaking. This includes refurbishing the village housing and physical surroundings as a whole, while at the same time providing a community centre which will strengthen the social organisation of the village. Perhaps the most important part of the community centre is the public work corps. This corps is comprised of unemployed youth and adults who will undertake the construction of streets, drainage systems, sanitation facilities, parks, playgrounds and general utility services on behalf of the total village.

## PHASING MODEL

### Phases

As shown in the Project Funding Flow Chart in the Appendix, the project is phased over four years. The first year emphasizes stimulating local people toward total engagement. All of the seventeen programmes will be launched as part of this motivating effort. The second year will stress the acceleration of the programmes and expansion to surrounding villages. Here detailed training will be emphasized toward creating a complex of able leadership. By the third year local resolve will have been strengthened to the point where the project can be stabilised by turning over more of the total operation to the local leadership and beginning the withdrawal of auxiliary staff. During the fourth year the project will be rendered up as a project as mature programmes are able to stand alone.

### Finances

The Flow Chart also shows the monetary input over the four years. The largest input of outside money coming into the village is in the first year, with the major share allocated for basic equipment. The proportion of total project monies projected for outside money declines to 15% in the second year and 3% in the third. The village's participation in economic input is initially small but by year three the community is expected to contribute over 75% of the annual budget. It is anticipated that the gross income of a family will be doubled in the first year and tripled by the second year.

### Replication

The Maliwada Project is a living demonstration of replicable comprehensive socio-economic development of a rural village. In the first year, replication can be started in adjacent villages. In following years, replication can take place throughout the tahsil, district, state and nation. Local replication will involve six steps. The first is the systematic describing of the project in other villages by the auxiliary staff and Maliwada leaders. Second, a programme will be devised for village leaders and residents to visit Maliwada. Third, one-day "Gram Sabhas" or town meetings would be held during which local people would discuss the challenges of their community and formulate working proposals for meeting those challenges. Fourth, concerned leadership would be trained in the project methods at a Social Methods Institute. Fifth, a mini-consultation, similar to the one held for Maliwada, would be conducted for the cluster of villages that decide to participate. Finally, replication will be initiated in the villages in consultation with the staff from the Maliwada Project.

### Benefits

A nationwide replication effort could be of signal value to the rural village movement in India. It would benefit the nation as a whole by accelerating production, especially food production; by developing resources, especially water; by creating new markets; by increasing the circulation of monies; by producing capital from local savings; by upgrading the labour force and by increasing the vitality of the rural sector. In addition it would relieve the urban centres by halting the flow of villagers to their borders.



## PROJECT FINANCES

### Budgets

The actuating programmes provide the means for the initial rough analysis of the costs of the project as well as the broad funding patterns. Estimated costs for the pilot project as a whole are shown in the Appendix. The Budget Summary Chart shows the total cost of the programme for the first year. Over 68% of the first year budget is capital outlay that will benefit the network of villages around Maliwada. For instance, the Mobile Health Van or the Machinery Pool or the Tank Bunds provide services far beyond Maliwada. Thus the budget reflects the intent of building the principle of rapid replication into the programme. Seen in this light, the cost of initiating this programme in Maliwada is, in fact, the cost of initiating this programme in Maliwada and surrounding villages. In the first year, 15% of the budget is injected directly into the local circulation in the form of community and staff salaries. The Projected Costs chart estimates the cost in less detail over the four years. It is predicted that the second year budget will be 33% of the first year, and the third year 50% of the second year; in the fourth year no outside funds, beyond what would normally flow into the village, will be needed. By this time the project will be absorbed into the ongoing socio-economic dynamics of the community.

### Funding

An important aspect of the social demonstration is comprehensive funding. Only the local people themselves can successfully develop their community by participating in the planning, actuating the programmes and assuming responsibility for the basic costs. The Maliwada Human Development Project is built on this understanding. Yet any serious effort in socio-economic development in rural India requires back-up assistance from both public and private sectors of the larger Indian society. Assistance involving a broad network of prominent people provides moral support, technical aid and contributions in time, skills and services; it also makes financial assistance available through direct funding, low interest loans and in-kind contributions. In the first year the project will require special funding grants from the public and private sectors as seed money. However, funding needs will decrease in the ensuing years as the Maliwada people generate a more productive local economy. Certain start-up monies not reflected separately in the attached budgets will be required to get the project underway in the beginning phase.



# TACTICAL SYSTEMS CHART

ICA Consultants

tactical arena A

## REBUILDING FUNDAMENTAL COMMUNITY STRUCTURES

### FULFILLING COMMON ECONOMIC POTENTIAL

#### GUARDING BASIC PHYSICAL WELL-BEING

#### DEVELOPING FUNCTIONAL LIFE SKILLS

FULFILLING COMMON ECONOMIC POTENTIAL									
GUARDING BASIC PHYSICAL WELL-BEING									
tactical arena C			tactical arena D				tactical arena E		
DEVELOPING FUNCTIONAL LIFE SKILLS			PRACTICAL TRAINING paratactic VI			COMMUNITY HEALTH paratactic VII		LOCAL INDUSTRY paratactic VIII	
VILLAGE IDENTITY paratactic IX			LOCAL INDUSTRY paratactic VIII			COMMUNITY HEALTH paratactic VII		LOCAL INDUSTRY paratactic VIII	
tactic 1	renovating RESIDENTIAL HOUSING UNITS	tactic 5	tapping AVAILABLE WATER RESOURCES	tactic 9	increasing CONSUMABLE FOOD PRODUCTION	tactic 12	structuring GENERAL ADULT LEARNING	tactic 16	fostering NECESSARY GOVERNMENT RELATIONS
tactic 2	erecting MULTIPURPOSE UTILITY SHELTERS	tactic 6	staging INTENSIVE FARMING DEMONSTRATIONS	tactic 10	providing FUNCTIONAL DIETARY TRAINING	tactic 13	teaching ESSENTIAL LANGUAGE SKILLS	tactic 17	forging EXTENDED BUSINESS CONTACTS
tactic 3	rebuilding PUBLIC BUILDINGS & STREETS	tactic 7	introducing DIVERSIFIED ANIMAL HUSBANDRY	tactic 11	launching COMMUNITY KITCHEN SERVICES	tactic 14	instituting MODEL FORMAL SCHOOLING	tactic 18	securing MAJOR PROJECT FUNDING
tactic 4	installing ESSENTIAL PUBLIC SERVICE	tactic 8	upgrading FIELD CROP PRODUCTION	tactic 15	equipping LOCAL VILLAGE YOUTH	tactic 19	promoting VILLAGE PUBLIC IMAGE	tactic 21	extending FUNDAMENTAL COMMERCIAL METHODS
tactic 25	delivering PREVENTATIVE HEALTH CARE	tactic 26	providing GENERAL HEALTH INFORMATION	tactic 27	supplying INCLUSIVE MEDICAL SERVICES	tactic 28	coordinating COMMON GOODS PROCUREMENT	tactic 29	starting PROFITABLE SMALL INDUSTRIES
tactic 30	pooling HEAVY EQUIPMENT RESOURCES	tactic 31	enlisting VILLAGE WORK FORCE	tactic 32	establishing ONGOING PHYSICAL UPKEEP	tactic 33	empowering UNIFYING COMMON SYMBOLS	tactic 34	implementing BASIC COMMUNITY ORGANISATION
tactic 35	enlisting VILLAGE WORK FORCE	tactic 36	coordinating COMMON GOODS PROCUREMENT	tactic 37	augmenting COMMUNITY TEACHER TRAINING	tactic 38	offering LOCAL FISCAL SERVICES	tactic 39	equipping LOCAL VILLAGE YOUTH



THE SEVENTEEN ACTUATING PROGRAMMES

# COMPREHENSIVE COMMUNITY REFORMULATION IN MALI WADA

ONE TOWARD THE SOCIAL WELL-BEING OF MALIWADA VILLAGE				TWO MALIWADA VILLAGE TOWARD		THREE TOWARD THE ECONOMIC WELL-BEING OF MALIWADA VILLAGE		
COMMUNITY HEALTH A	COMMUNITY EDUCATION B	COMMUNITY TRAINING C	COMMUNITY RECONSTRUCTION D	COMMUNITY COMMERCE E	COMMUNITY INDUSTRY F	COMMUNITY AGRICULTURE G		
MALIWADA HEALTH OUTPOST I	EARLY LEARNING CENTRE IV	IN-SERVICE TRAINING INSTITUTE VI	RURAL HOUSING PROJECT VIII	COMMERCIAL SERVICES UNION XI	AGRICULTURAL PRODUCE ENTERPRISES XIII	MALIWADA FARMERS' CO-OPERATIVE XV		
VILLAGE DEMONSTRATION HOME II	MODEL VILLAGE SCHOOL V	MALIWADA COMMUNITY ACADEMY VII	MALIWADA COMMUNITY CENTRE IX	MALIWADA TRADING COMPANY XII	LOCAL INDUSTRY COMBINE XIV	CORPORATE IRRIGATION PROJECT XVI		
MALIWADA COMMUNITY COMMONS III			VILLAGE RECONSTRUCTION PROJECT X			MALIWADA DEMONSTRATION FARM XVII		



PROJECT FUNDING FLOW CHART

toward local self-sufficiency

1976

items		years					Four Year Totals
		year one	year two	year three	year four		
		launching	expanding	resolving	rendering		
Monies Injected And Stimulated	Outside Monies	Public Sector	1000	200	150	—	1350
		Private Sector	2100	600	—	—	2700
	Village Monies	Total	3100	800	150	—	4050
		Cash Contributed	50	75	100	150	375
	Total Monies	Loans Contributed	150	225	300	300	975
		Total	200	300	400	450	1350
Village Income Development	Total Monies		3300	1100	550	450	5400
	Village Annual Income	current	720	2160			
	Family Average Annual Income	current	2:4	4.8	7.2		



## PROJECTED COSTS

over four years

ICA Consultants

years programmes	I	II	III	IV	Total Costs
	FY 1976	FY 1977	FY 1978	FY 1979	
1 Maliwada Health Outpost	250.2	82.6	82.6	82.6	498.0
2 Village Demonstration Home	201.7	105.7	65.7	35.2	408.3
3 Maliwada Community Commons	101.9	15.9	15.9	14.1	147.8
4 Early Learning Centre	87.0	67.5	66.0	65.5	286.0
5 Model Village School	50.4	31.9	31.9	31.1	145.3
6 In-Service Training Institute	42.4	27.4	27.4	25.4	122.6
7 Maliwada Community Academy	81.8	44.8	44.8	41.8	213.2
8 Rural Housing Project	347.2	213.7	19.2	14.1	594.2
9 Maliwada Community Centre	185.0	74.6	31.2	19.4	310.2
10 Village Reconstruction Project	183.3	113.2	19.8	10.2	326.5
11 Commercial Services Union	103.6	26.3	21.8	19.8	171.5
12 Maliwada Trading Company	411.1	32.1	22.4	10.8	476.4
13 Agricultural Produce Enterprises	98.2	19.2	14.7	11.2	143.3
14 Local Industry Combine	380.4	46.8	43.7	40.5	511.4
15 Maliwada Farmers Co-op	58.6	19.1	10.6	8.6	96.9
16 Corporate Irrigation Project	487.1	165.1	20.2	8.6	681.0
17 Maliwada Demonstration Farm	230.1	14.1	12.1	11.1	267.4
Total Cost/Year	3300.0	1100.0	550.0	450.0	Rs5 400.0



MHDP

## BUDGET SUMMARY CHART

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Fiscal Year 1976

Key: 1.0=Rs 1,000

breakdown programmes	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Maliwada Health Outpost	180.0	7.2	12.0	—	50.0	1.0	250.2
2 Village Demonstration Home	11.0	14.6	9.6	6.0	106.5	—	201.7
3 Maliwada Community Commons	86.5	3.6	4.8	—	7.0	—	101.9
4 Early Learning Centre	22.0	5.4	21.6	—	35.0	3.0	87.0
5 Model Village School	25.0	1.8	9.6	—	14.0	—	50.4
6 In-Service Training Institute	19.0	1.8	9.6	—	10.0	2.0	42.4
7 Maliwada Community Academy	34.0	3.6	19.2	5.0	10.0	10.0	81.8
8 Rural Housing Project	287.0	38.1	9.6	8.0	4.5	—	347.2
9 Maliwada Community Centre	96.2	48.6	19.2	—	11.0	10.0	185.0
10 Village Reconstruction Project	117.0	22.5	9.6	12.0	22.2	—	183.3
11 Commercial Services Union	72.2	4.5	14.4	4.0	8.5	—	103.6
12 Maliwada Trading Company	338.0	9.9	19.2	4.0	35.0	5.0	411.1
13 Agricultural Produce Enterprises	57.0	5.4	4.8	8.0	20.0	3.0	98.2
14 Local Industry Combine	268.0	18.0	28.8	21.0	29.6	15.0	380.4
15 Maliwada Farmers Co-op	23.0	15.8	4.8	—	5.0	10.0	58.6
16 Corporate Irrigation Project	430.0	18.5	9.6	12.0	17.0	—	487.1
17 Maliwada Demonstration Farm	209.0	6.3	4.8	—	5.0	5.0	230.1
Total	2274.9	225.6	211.2	80.0	390.3	64.0	Rs3300.0