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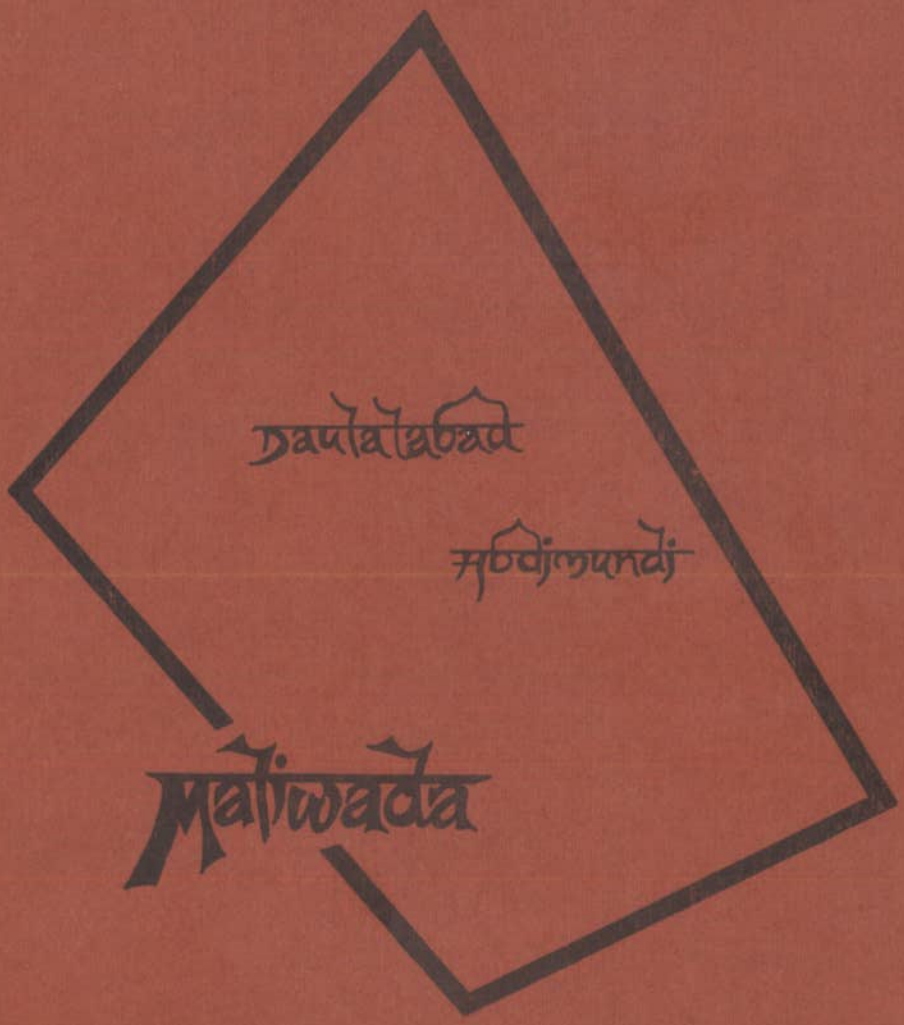
MALIWADA

HUMAN DEVELOPMENT PROJECT



MALIWADA HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

I. The Operating Vision

II. The Underlying Contradictions

III. The Practical Proposals

IV. The Tactical Systems

V. The Actuating Programmes

Epilogue

This is a publication summarizing the
Maliwada Human Development Consultation
which took place at
Maliwada, Maharashtra, Republic of India
December 28-January 3, 1975-76
organised by
THE INSTITUTE OF CULTURAL AFFAIRS: INDIA

CONTENTS

Prolegomena 1

Part One: The Operating Vision 9
Plate 1: Operating Vision Chart 13
Plate 1a: Detailed Operating Vision Chart 15

Part Two: The Underlying Contradictions 17
Plate 2: Underlying Contradictions Chart 21

Part Three: The Practical Proposals 31
Plate 3: Practical Proposals Chart 33
Plate 3A: Village Rehabilitation 41
Plate 3B: Agricultural Cooperation 42
Plate 3C: Agricultural Production 43
Plate 3D: Small Industry 44
Plate 3E: Marketing Expansion 45
Plate 3F: Community Organisation 46
Plate 3G: Symbols Design 47
Plate 3H: Functional Education 48
Plate 3I: Foundational Health 49

Part Four: The Tactical System 51
Plate 4: Tactical Systems Chart 53
Plate 4A: Rebuilding Fundamental Community Structure 81
Plate 4B: Fulfilling Common Economic Potential 82
Plate 4C: Guarding Basic Physical Well-being 83
Plate 4D: Developing Functional Life Skills 84
Plate 4E: Establishing External Support Relations 85

Part Five: The Actuating Programmes 87
Plate 5: Actuating Programmes Chart 89
Plate 5A: Actuating Programmes Components 91
Programme 1: Maliwada Health Outpost 92
Programme 2: Village Demonstration Home 94
Programme 3: Maliwada Community Commons 96
Programme 4: Early Learning Centre 98
Programme 5: Model Village School 100
Programme 6: In-service Training Institute 102
Programme 7: Maliwada Community Academy 104
Programme 8: Rural Housing Project 106
Programme 9: The Maliwada Community Centre 108
Programme 10: Village Reconstruction Project 110
Programme 11: Commercial Services Union 112
Programme 12: Maliwada Trading Company 114
Programme 13: Agricultural Produce Enterprise 116
Programme 14: Local Industries Combine 118
Programme 15: Maliwada Farmers Cooperative 120
Programme 16: Corporate Irrigation Project 122
Programme 17: Maliwada Demonstration Farm 124

Epilogue 127

Plate 6: Budget Summary Chart 141
Plate 6A: Projected Costs over 4 Years 143
Plate 6B: Project Funding Flow Chart 145

PROLEGOMENA

I

THE LOCATION

The Maliwada Human Development Consultation is the initiating step of a comprehensive development demonstration by the people of Maliwada, a rural village located fifteen kilometres northwest of Aurangabad in the State of Maharashtra, India. Maliwada is situated at the foot of Deogiri, the original name of Daulatabad Fort, the ancient citadel which commands the magnificent panorama of the whole Deccan Plateau. The development project is a comprehensive effort that 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 dramatically the economy on the local level; 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 can therefore possibly serve the development of India as well as other nations of the world.

MHDP

After a quarter century of astonishing accomplishment in national industrial self-sufficiency, the people of India stand at the threshold of a new phase in their history. Given momentum by the effort during the late sixties to intensify agricultural development and to alleviate the condition of the landless poor, there is taking place today nothing less than a nation-wide village renewal movement. Appropriately, this move re-affirms Mahatma Gandhi's vision for the reclaiming of the rural villages across India, and is receiving wide support from both the public and private sectors. Those who are serious about the future are aware that the key to continued national development lies in the transformation of India's villages. This promises to be the most effective way of easing the heavy migration of hungry rural people that presently burdens the metropolitan centres of the nation. The first step in resolving the urban crisis,

INDIA

therefore, is to enable the new village effort to take effect. It is at this point that the Maliwada Human Development Project might be of signal value as a pilot effort in India's New Village Movement.

Maliwada

Maliwada, whose name signifies "gardener's village" is located 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, places the village at a cross-roads where both local travellers and international tourists pass. The ruins near the village confirm the glory of the history of Maliwada. Over the succeeding centuries the complexion of Maliwada, like that of the neighbouring village 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 fort. During the past decade the severe droughts forced many residents of Maliwada to move away. Its population now is approximately 2000, most of whom farm their own varying-sized plots of land. Today in daily confronting ;the magnificance of the towering fort, the villagers remember the glory of the past and dream of rebuilding their land a second time. 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 in a direction that could well create for other villages a symbol of possibility.

II

THE CONSULTATION

Origin

In addition to the local village residents of Maliwada, many people throughout the State of Maharashtra and the District of Aurangabad have taken an active interest in the commencement of a pilot village development effort. These concerned individuals represent both government officers and private citizens. Indeed, it would be difficult to locate a place which would be more typical of both the need for and the possibility of human development. Out of this broad and deep seriousness, the plan for the Maliwada Consultation emerged as the initiating step of an inclusive socio-economic development effort in Maliwada village. The Institute of Cultural Affairs was invited to organize, coordinate and provide the rational planning methods of the Consult.

The Institute of Cultural Affairs is an intra-global, research, training and demonstration group concerned with the human factor in

Agent

world development. The ICA:India is a not-for-profit tax-exempt society registered in the Union Territory of Delhi. The ICA convinced that effective human development must be initiated at the local level, is engaged in planning and implementing community development projects in various parts of the world. 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 at the national, regional and local levels, and from private foundations, corporations, trusts and concerned individuals.

Consultants

The Consult took place in Maliwada from the 28th of December to the 3rd of January, 1976. There were over one hundred consultants, sixty of whom were residents of the project area. Many other local people participated in the session on a part-time basis, and many more were interviewed in their homes, in the fields and at their places of work. Indian consultants who came 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 by these people covered 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 who came to the Consult 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.

Design

This diversified group of consultants acted as a unified research body using common methods of comprehensive community reformulation. The Consult first charted the operating vision out of which the people of Maliwada are presently living. Second, they discerned the underlying contradictions which are restraining the realization of that operating vision. Third, they built a set of overall practical proposals for releasing these contradictions towards the future.

Fourth, they created a set of tactical systems by which the proposals could be actualized. Finally, they discerned the programmes by which the tactical systems could be applied. The aim of the Consult was to employ a set of social methods to enable a comprehensive project model to emerge from the aspirations and efforts of the people themselves, that it might be grounded concretely in their own future.

Impact

The ICA staff was deeply impressed by the enthusiastic response of those who participated in the Maliwada Human Development Consultation. Judging by this, there is no doubt that the people of India are ready for the village renewal effort. In Maliwada the community has assumed a new posture of responsibility and has readied itself for a major step forward in its growth. One villager commented, "Something more than food and fellowship has been shared in this Consult. We have made promises; now we must act them out." An elderly resident in sharing his reflection on the Consult's impact said, "Before the 28th of December this was a dying village; now the dust has been transformed by our new determination to rebuild." Local leaders joined the villagers in supporting the project. One community leader in pledging his co-operation, indicated that in rebuilding villages like Maliwada great men of Mahatma Gandhi and Pandit Nehru's stature would emerge from the soil of rural India. The project has already extended its influence beyond; the immediate area. Many of the businesses in Aurangabad and Bombay who contributed services and supplies for the Consult, as well as government offices which made transportation and facilities available have indicated a keen interest in the realization of the Project. Finally, the experience of the Consult awakened in the visiting consultants a new concern for the future of rural India. The comment of a Hyderabad businessman reflected the general response: "This week my pulse has beaten along with the pulse of the people of Maliwada."

Report

The Consultation Summary Statement which reflects and interprets the week's research is the tangible product of the Consult. The Prolegomena, or introduction to this document, provides an inclusive overview of the Consult. The document then delineates in its five major sections the five phases or methodological steps which shaped the design of the six days. The first section reports on and describes the operating vision out of which the people of Maliwada live; the second section is concerned with the underlying contradictions which locate the major deterrents to human progress in the village; the third illustrates the practical proposals which serve as a model for future operation relative to the above set of basic contradictions; the fourth presents the tactical systems which indicate the practical

action necessary to initiate social change; and the fifth draws attention to the actuating programmes which focus the tactics and inaugurate at once the entire social and economic development plan. In the Epilogue, consideration is given to the task of project implementation which will be carried out by the local people during the weeks and months that follow the Consult. Within this last section the issues of project personnel, systematic project phasing and project funding are addressed.

Follow Up

The step following the Consult is the actual initiation of the Human Development Project reported in this document. The Project will begin in Maliwada, expand to Abdi Mandi and Daulatabad and then to surrounding villages. The initial activity includes several interrelated moves: the on-going meeting of local Consult participants and other interested residents to design the specific actions for programme implementation; the initiation of special training sessions for the villagers who will bear responsibility for major aspects of the project; and the gathering of the whole village to form an inclusive consensus concerning the project. In addition to these local exercises, project initiation calls for continuing supportive relationships with the public sector at the tahsil, district, regional, state and national levels, and extending the support network of the private sector in and beyond Aurangabad and Bombay. Finally, project initiation entails the presence of a catalytic staff of national and international composition who will begin to train, build incentive and work with the villagers in raising a community-wide sign.

III

THE PRESUPPOSITIONS

Formation

At this point, three general comments need to be made about the methods employed by the ICA in working with local communities. This section provides a brief explanation of ICA's presuppositions about the formation of a community development project, local economic development and local social development. Five foundational guidelines are given practical application in the formation of a human development project. First, both social and economic development measures are necessary from the beginning in order to provide comprehensiveness and depth. When one of these dimensions is emphasized at the expense 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, greater assurance is provided for the sustained

creative support of 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 external objectivity and local subjectivity assures the project of both global relevance and local authenticity. Fourth, the widespread participation of local residents in both planning and actuating the project is necessary from the outset. This role cannot be performed by someone else. However, the assistance of a catalytic auxiliary 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 motivity necessary for project actuation. When a pilot development effort is understood as a demonstration of possibility for every local situation across the district, state, and nation and for the future of human history, the energy and discipline required for the development task can be sustained.

In the experience of the ICA effective economic development on the local rural level involves five principles. First, the particular community must be imaged as a self-contained independent economic unit emphasizing the development of its own local economy. Secondly, schemes must be devised to increase the flow of monies in the community. This is done through increasing the production of raw materials and goods to be sold outside the community; through the employment of local residents; through enticing outside shoppers; through making available borrowed monies and extended credit lines; through normal state and federal allotments and in some circumstances through special cash grants and in-kind contributions. Third, as much of the induced money as possible must be retained in the community for as long as possible. This is done by producing locally as much of the basic food supply, other consumable goods and needed services as possible; by expanding and intensifying local industry and business; and creating expertise on the local level. Fourth, and perhaps the most important, the money introduced and retained in the community must be rapidly and continuously circulated within the local economic unit. The money must turn over as many times as possible, before it seeps out of the local situation. Fifth, though the community must build its own economy, it obviously must gear it into the more inclusive economies on the district, regional, federal and global levels.

The third aspect of social change deals with local social development. Five broad foundational operating principles emerge. First, the project is set in a clearly delineated geographical area. This creates the self-identity of the local community and avoids the

Social

ineffectivity which results when the community's attention and efforts are drawn away from the project locus to the inevitable human need present in surrounding areas. Second, all human problems are dealt with and dealt with simultaneously, out of the recognition that the problems within a community are always interrelated. Third, the depth human issue is discerned and dealt with. This is done 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 social groupings and all age groups are involved in the recreation of their community. This principle illustrates the fact that every individual is concerned about the future and in some way benefits in the process of shaping it. Finally, social symbols are the substance of profound social effort and alteration. A symbol system provides the commonality that enables the engagement of the people in the practicalities of the project. Thus, the manner in which symbols are used can make the difference between social despair and the creative building of community.

IV

THE APPLICATION

Document

The body of the summary document that follows contains the detailed findings of the Consult. Structurally it is divided into five parts. Part I deals with the Operating Vision; Part II, the Underlying Contradictions; Part III, the Practical Proposals; Part IV, the Tactical Systems; and Part V, the Actuating Programmes. Two paragraphs in each of these sections explain the intent and the procedures of the particular phase of the Consult. Each section also contains an inclusive holding chart that provides a broad contextual overview. In the subsequent paragraphs the particularities of the findings in each phase are discussed, and in certain cases are furthered illustrated with accompanying charts. In the concluding section the ICA offers its insights and recommendations about tactical matters such as funding the project, its phasing design, the staff requirement and replication possibilities and procedures.

Practicality

This summary report is intended to be a highly practical tool. The social research upon which the document is based has provided the occasion for local citizens creatively to focus their concern, their hopes and their dreams upon the task of reshaping their community. The document itself, therefore, symbolises to the people of Maliwada their participation in practical decision-making about the

future. In doing so, it occasions the incentive needed for the project's actuation. The document will also be used as an educational tool for quickly and effectively training the local leadership and citizenry in the principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work in Maliwada to put the project into effect and as a guide to those who are working to replicate the Maliwada Human Development Project.

PART ONE

THE OPERATING VISION

I

Vision

The first task of the Consult was to objectify the operating vision of the future shared by the people of Maliwada. Such a vision for any people is never totally explicit. It is woven through their frustration and yearnings, their hopes and fears; it is concealed in their stories and social structures; it is suggested by their style and symbols and dreams. All of these are deeply a part of who they are and what they hope to become. Although such a vision may initially be unconscious, it represents a community's attitude towards itself and its destiny. Only when the vision is made manifest and a community is able consciously to stand present to it, can community development occur. Because of the initially latent nature of the operating vision, the process of objectifying it in a formal model is lengthy. Part of this is explained by the fact that no community alone can grasp its vision. In Maliwada it was only when the subjectivity of the local residents was impacted by the objectivity of the guest consultants that the operating vision of the village emerged.

Process

In order to render this vision overt the consultants were divided into five teams and spent the whole day in the field becoming generally familiar with the village of Maliwada. In addition to the overall survey, each team was assigned to investigate closely a specific aspect of community life: agriculture, business, services, social development and education. The teams engaged in informal conversation with local residents, observed local industries, explored gardens, fields and orchards, and were hosted by local consultants in their homes. The presence of the consultants impacted most of Maliwada's 2000 residents as well as a large proportion of the population of the neighbouring villages, Abdi Mandi and Daulatabad. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the village people as discerned by the consultants. Finally, the 150 pieces of data from the five teams were ordered in a plenary session which grouped all available information into the basic categories of the present model. The model, illustrated in Plate 1, gives rational, objective form to the operating vision that exists more or less consciously in the understanding and

relationships of the people of Maliwada. It was in relation to this model that the underlying contradictions could be discerned in the subsequent phase of the Consult.

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three major sections indicate the overarching dimensions of the Operating Vision of Maliwada's residents. Section A, in the centre of the chart, entitled Toward Assuring Community Sustenance, reflects the people's deep desire for economic independence born out of their experience with an uncertain economic situation characterised by extreme poverty and frequent drought. Section B, entitled Toward Enabling Village Reconstruction, reveals their appreciation for the clear need to rebuild the foundational structures of the village. Reflected here is their concern for providing essential services, adequate private and public facilities and--although not as dramatically manifest--their desire to reconstruct the social framework of village life. Section C, entitled Toward Rehearsing Social Competence, reflects the people's yearning for refurbished cultural forms. This includes a desire for upgraded basic skills, training opportunities and social care structures that allow for effective operation in the contemporary world. The chart is further broken down into eleven master categories within which are thirty-seven components; these components are then subdivided finally to display a total of 148 items, each representing a facet of the operating vision of the village people. It is in these items that the practical substance of the vision is held. Five of the eleven master categories deal with economic independence: Farm Production and Water Supply, which are aspects of Local Agriculture; Community Health; and Small Industries and Commercial Services, which are aspects of Local Business. Three master categories deal with basic structures: Public Utilities and General Construction, which are aspects of Physical Rehabilitation; and Political Forms. The remaining three deal with cultural forms: Basic Education and Employable Skills, which are aspects of Functional Training, and Communal Forms.

Result

II

In the arena of Community Sustenance, the necessity for upgrading the economic foundations of village life is obvious to its residents. They see that the physical survival of the people depends upon effective local agriculture. Indeed, their creative functioning both at home and in the world beyond Maliwada depends upon the expansion of cultivated acreage, the diversification of crop

production, and the development of small and large animal raising. The people are clear about their first step: the extension of water resources through expanding locally available supplies and providing effective delivery systems. Health improvement is also included in their vision. They see the need to improve the physical energy and vitality of the people through improved diet and nutrition measures and the availability of medical services and family life training. Maliwada holds the value of the simultaneous expansion of both local commerce and local agriculture. With respect to their economic development, the people envision the utilisation of small industries to broaden and stabilise the village's economic base and hope for opportunities to develop extended credit lines, business management services and employment openings.

Sustenance

Maliwada lies in the shadow of one of the great construction efforts of human civilisation. On the basis of both physical needs and concern for morale, the village desperately needs to rebuild. The villagers share an appreciation for housing rehabilitation and the construction of public facilities--especially for those serving bathing and sanitation requirements. The development of power, communications and transport systems and the provision of available machinery are also major concerns of the people. Moreover, they see the need for new sound community organisation in Maliwada. A pervasive theme was their concern for the kinds of unity in the village which takes shape in corporate decision-making. They articulated a desire for strong leaders who could responsibly direct the community. The villagers were concerned as well to find channels to represent their interests in broader circles of government.

Reconstruction

In the arena of cultural forms a great concern was expressed by the people for securing the training and education that prepares a community for social effectivity. Literacy training and English classes for adults, formal and supplementary schooling programmes, and a nursery school for young children were all seen as crucial. The acquisition of job skills, especially for farmers and local businessmen, was frequently mentioned. In the area of social welfare, they expressed their desire for the expansion of women's roles in the village, the revival of common symbols and cultural forms, and the provision of inclusive care for every member of the community especially the socially and physically disabled.

Culture

Maliwada
Human Development Project

ICA Consultants

OPERATING VISION CHART

A Summary of the Existing Operational Vision of the Maliwada People

December/January 1975-76
Consult

Plate 1

B-toward ENABLING VILLAGE RECONSTRUCTION basic structures						A-toward ASSURING COMMUNITY SUSTENANCE economic independence										C-towards RELEASING SOCIAL COMPETENCE fundamental care					
POLITICAL FORMS		PHYSICAL REHABILITATION				LOCAL AGRICULTURE				COMMUNITY HEALTH		LOCAL BUSINESS				FUNCTIONAL TRAINING				COMMUNAL FORMS	
		PUBLIC UTILITIES		GENERAL CONSTRUCTION		FARM PRODUCTION		WATER SUPPLY				SMALL INDUSTRY		COMMERCIAL SERVICES		BASIC EDUCATION		EMPLOYABLE SKILLS			
I		II		III		IV		V		VI		VII		VIII		IX		X		XI	
developing STRONG LEADERSHIP	Methods Training	installing POWER & COMMUNICATION	Household Electricity	rebuilding PRIVATE HOUSING	Four Rooms	maximizing DEVELOPED LAND	Land Levelling	providing ADDITIONAL WELLS	Water Survey	balancing BASIC NUTRITION	Food Variety	attracting VILLAGE FACTORY	Regular Employment	securing WORKING CAPITAL	Loan Assistance	initiating CHILDREN'S NURSERY	Early Learning	furnishing POLYTECHNIC EDUCATION	Practical Training	expanding WOMEN'S ROLES	City Visits
	Responsible Action		Postal Facilities		New Roofs		Effective Acreage		Tube Drilling		Cooking Skills		Adequate Income		Banking Service		Group Care		Useful Trades		Women's Security
	Accountability Structures		Telephone Telegraph		Window Ventilation		Farm Improvement		Pump Equipment		Vegetable Gardens		Outside Revenues		Credit Co-operative		Discipline Training		Maintenance Training		Expanded Responsibility
	Police Station		Public Lighting		Strong Buildings		Increased Productivity		Lined Wells		Protein Intake		Fruit Processing		Family Sustenance		Every Child		Domestic Skills		Craft Training
organizing VILLAGE REPRESENTATION	Gram Panchayat	extending AVAILABLE TRANSPORT	Bus Service	constructing PUBLIC BUILDINGS	Children's Playground	producing DIVERSIFIED CROPS	Hybrid Seeding	creating STORAGE TANKS	Adequate Irrigation	promoting FAMILY LIFE	Family Education	establishing LOCAL BUSINESS	Cottage Crafts	organizing CO-OPERATIVE PURCHASING	Adequate Supplies	supplementing PUBLIC SCHOOLS	Secondary Education	teaching COMMERCIAL TECHNIQUES	Business Training	furnishing VILLAGE SYMBOLS	Local Fairs
	Institution Agents		Hospital Transport		Recreation Centre		Nitrogen Fixing		Domestic Storage		Planning Services		Rope Making		Low Cost		Girls Education		Marketing Practices		Village Celebrations
	Government Votes		Training System		Rebuilt Temple		High Protein		Dam Construction		Maternity Care		Kerosene Shop		Storage Space		Youth Trips		Management Skills		Social Activities
	Local Participation		City Mini-Bus		School Facilities		Cash Crops		Precipitation Tank		Child Care		Mechanical Workshop		Bulk Buying		Parents Involvement		Accounting Procedure		Community Symbols
enabling CORPORATE DECISION MAKING	Co-operative Action	soliciting EQUIPMENT HIRE	Farming Tools	erecting SANITATION SYSTEMS	Public Toilets	initiating DAIRY FARMING	Co-operative Farm		Irrigation Network	supplying MEDICAL SERVICES	Health Clinic	introducing SUPPORT INDUSTRIES	Textile Factory	co-ordinating PRODUCE MARKETING	Centralized Collection	facilitating ADULT LITERACY	Night Classes	arranging FARMER TRAINING	Field Trips	structuring RESIDENT CARE	Youth Associations
	Consensus Methods		Heavy Implements		Bathing Facilities		50-Cow Herd		Canal Construction		Visiting Doctor		Building Materials		Packing Facilities		Literacy Training		Technical Assistance		Special Attention
	Community Offices		Well Drilling		Laundry Space		Quality Bulls		Drinking Water		Preventative Care		Electrical Parts		Bulk Transport		Reading Rooms		Demonstration Plots		Economic Support
	Village Unity		Easy Terms	improving LOCAL ROADS	Sewage Disposal		Common Goatherd	devising DELIVERY SYSTEMS	Village Supply		Hospital Access		China Clay	ensuring FULL EMPLOYMENT	Consumer Demand	widening ENGLISH USAGE	Community Newspaper		Better Methods		Job Associations
					Cobbled Streets	upgrading SMALL ANIMALS	Poultry Farm								Job Security		Job Application				
					Drainage Gutters		Rabbit Breeding								Placement Service		Global Training				
					Strengthened Roadways		Fish Farm								Wage Scales		Medium School				
					All-Weather Surfaces		Bee Hives								Labour Pool		Functional Ability				

PART TWO

THE UNDERLYING CONTRADICTIONS

Contradictions

The second phase in the methodology of the consultation had to do with locating the basic social contradictions in Maliwada. The term "contradiction" as it is used here, does not refer to obvious problems but to coagulations of underlying blocks to the operating vision. Contradictions are closely related to the relatively invisible, deep currents of history and are difficult to discern. Furthermore, they cannot be located directly. First it is necessary to identify what might be termed "irritants" in relation to effectively altering a given situation. Specific deterrents to various parts of the vision must also be discerned. Then, these particular obstacles can be rationally organized to disclose the basic blocks to the total model. It is by looking through these coagulations of blocks towards the trends of history that the underlying contradictions are located. If these underlying contradictions are not at least roughly discerned, there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the practical vision in a direct fashion. Rather, social change occurs indirectly by creating practical proposals to deal with the underlying contradictions to the practical vision. For this reason, contradictions are not negative but are bearers of significant creativity.

Process

In order to generate local data relating to the contradictions, the consultants continued to work in five teams and went into the field a second time. Each team concerned itself first with discerning the contradictions relative to the total operating vision and then focussed in depth on its particular assigned arena of the vision. In this way, the values of both the comprehensiveness and depth were held in the team's overall analysis. Keeping in mind the profound trends of history which had been the subject of conversation among the total consult, the teams discerned the subjective irritants experienced while in the field and identified the objective deterrents to the practical vision. Upon returning from the field each team listed its data and built a prioritized list

of blocks to the vision as a whole and to its assigned arena. Then the Consultation gathered in plenary session and organised the 212 pieces of data into a comprehensive set of underlying contradictions facing the people of Maliwada.

As the accompanying chart indicates, nine foundational contradictions were discerned. Under these are subsumed all of the specific irritants or deterrents identified by the consultants. They are prioritized by the number of deterrents listed under each. This indicates the amount of attention each arena elicted from the group. This form of prioritising is not the only criterion for discerning the major contradictions to the practical vision but is an informative and, therefore, an important step in holding the entire matrix of contradictions operative in the situation. The striking aspect of the chart is the four quite distinct groupings of contradictions which the numbers reveal. The first contradiction stands alone with 35 items which is 16% of the total number of 212 separate items on the whole chart. This emphasis indicates that the contradiction relating to the deteriorated structures of essential co-operation is in an arena by itself. The next two contradictions together drew 29% of the total responses. The contradiction related to the limited development of functional abilities elicited thirty one responses (15%) and the one relating to the arena of underdeveloped sources of income expansion elicited thirty responses (14%). The next three contradictions combined drew just over one third of the total responses. The contradiction relating to the oppressive effect of prevalent images elicited twenty-six responses (12%); the one relating to the paralysing patterns of administrative relations elicited twenty-four (11%); and the one relating to the indeveloped skills of business management elicited twenty-three responses (11%). The remaining group of three contradictions drew between thirteen and sixteen responses which together accounted for 21% of the total. This pattern of contradictions reveals the necessity of a clearly focused development plan. The total programme must concern itself, first, with the recreating of structures of co-operation in the community. The second grouping suggests the necessity to deal profoundly with the foundational social and economic structures within the community. The third grouping points to the cruciality of the community image and its power to enable the community to deal effectively with its outside relations. The remaining group of contradictions points to the importance of recreating the undergirding enablement structures in a comprehensive community development programme. The entire set of nine contradictions provides a basis for proposals. The following pages contain a concise, one-paragraph statement of each contradiction and a summary chart which shows the valence,

Result

displays the subgroups within each contradiction and tabulates the supporting data.

Maliwada
Human Development Project

ICA Consultants

UNDERLYING CONTRADICTIONS CHART

December/January 1975-76
Consult

Plate 2

I THE DETERIORATI STRUCTURES OF ESSENTIAL CORPORATENESS IN MALIWADA	II THE LIMITED DEVELOPMENT OF FUNCTIONAL ABLITIES IN MALIWADA	III THE UNDERDEVELOPED SOURCES OF INCOME EXPANSION IN MALIWADA	IV THE OPPRESSIVE EFFECT OF PREVALENT IMAGES IN MALIWADA	V THE PARALYSING PATTERNS OF ADMINISTRATIVE RELATIONS IN MALIWADA	VI THE UNDEVELOPED SKILLS OF BUSINESS MANAGEMENT IN MALIWADA	VII THE OUTDATED FORMS OF COMMUNITY HEALTH IN MALIWADA	VIII THE RIGID ENTRENCHMENT OF SOCIAL TRADITIONS IN MALIWADA	IX THE SEVERE LIMITATION OF CULTURAL EXPOSURE IN MALIWADA
Individual water projects	Data oriented education	Limited cash crops	Water scarcity image	Ignorance of procedures	Unanticipated market variance	Sanitation expertise lacking	Family limited responsibility	Agricultural research access
Inequitable creek bunding	Illiteracy stops leadership	Landsize limits diversity	Inhibited decision making	Administrative methods unknown	Instability blocks risks	Health sanitation disrelation	Family knowledge access	Inexperienced business practice
Underdeveloped farm marketing	Girls formally uneducated	Prohibitive drilling cost	Economic victim image	Ignorance of administration	Calamity fear paralysis	Limited health consciousness	Family youth restricted	Industrial example absence
Unseen improvement incentives	Limited methods transference	Drought animal loss	Change impossible image	Landownership unclarity	Fertiliser loss risk	Unvalued water purity	Women decision exclusion	Outside exposure lacking
Unrecognized co-op benefits	Lack methods training	Inadequate animal nutrition	Unproved economic potential	Need economic guarantee	Limited disaster reserves	Inconsistent family clinics	Patterns curtail creativity	Blocked vision stagnates
Unshared know-how	Unused methods training	Ineffective water usage	Success examples absent	Confusing structural complexity	Insufficient product markets	First aid unavailable	School unneeded tradition	Unresourceful time use
Expensive co-op initiation	English training required	Unadapted crop varieties	Setbacks undermine morale	Ignorance of protocol	Loan default history	Lack emergency facility	Women's education unneeded	Lack school recreation
Uncontrollable water run-off	Limited training programme	Open irrigation wastage	Static farming image	Bureaucracy blocks appeals	Restrictive loan procedures	Limited drugs access	Inhibiting shyness pattern	Piecemeal construction plans
Co-op successes unknown	Unused training opportunities	Uncontrolled water pumping	Resignation towards bribery	Paralysing political impotence	Capital investment fear	Emergency imaged medicine	Compartmental role tasks	Immediacy forces obsolescence
Unenvisioned methods training	Minimal English availability	Traditional land distribution	Defence against corruption	Accustomed to refusal	Unskilled market practices	Customs hinder sanitation	Work marriage pattern	Unsystematic services plan
Co-ops under suspicion	Vocational education void	Wealth not invested	Unresolved local polarization	Sense of powerlessness	Business experience lacking	Habits impair nutrition	Subsistence limits role	Unenvisioned building goods
Poorly managed co-ops	Inadequate husbandry training	Limited employment capital	Village unimportance story	Illiteracy victim image	Unskilled business promotion	Family-planning education lack	Wealthy retain methods	Architectural alternative seen
Undefined village node	Seasonal opportunity training	Ungenerated working capital	Unseen business opportunities	Lack political leverage	Social pattern immobility	Sporadic family-planning	Fear vocational change	Parochial sub-culture base
Unifying symbols unseen	Child labour necessity	Paralysing capital shortage	Market possibility disbelieved	Large farm favoritism	Export product unawareness	Limited health personnel	Taboos against poultry	
Infrequent unifying events	Static teacher training	Immediacy prevents saving	Training cruciality negated	Lack structural accountability	Unused market channels	Dietary care unavailable		
Symbols represent divisions	Unrecognized education values	Inadequate credit monies	Franchise exercise overlooked	Well electrification unviable	Unrecognized product markets	Inadequate weaning diet		
Festivals emphasise division	Craft skills unnecessary	Limited marketing lines	Debilitating poverty image	Limited teacher facility	Unplanned family needs			
Uncompetitive prices accepted	Established process discredited	Locally unmarketable products	Individual ability unrewarded	Fertiliser price variation	No savings structures			
Individual grievance response	Unrealized marketable skills	Local resources unexplored	Unrealized local leadership	Infrequent bus service	Uncomprehensive budget methods			
Undermined consensus procedure	Partial teacher engagement	Limit product development	Young leadership repressed	Bias dependent leadership	Erratic student attendance			
Ineffective village structure	Ineffective mixed age-levels	Subsistence struggle mindset	Leadership image absent	Inexperienced local leaders	Unbudgeted child education			
Narrow visioning leadership	School admission limitation	Nutritious food exported	Training opportunities unknown	Exploitation sustains ignorance	Inadequte agricultural capital			
Inadequate consensus structure	Conservation systems unknown	Subsistence nutrition style	Socially excluding education	Unrepresentative village leaders	Excessive livestock costs			
Unrepresentative formal leaders	Quality animals unused	Employment alternatives limited	Rural scope underemphasised	Mistrust political structures				
Unemployment restrains study	Unavailable topographical data	Unemployed educated youth	Maliwada regionally unknown					
Government trainee drain	Building phasing unrealistic	Training costs unavailable	Ruins communicate inertia					
Educational data unavailable	Haphazard construction design	School expenses prohibitive						
Parent teacher separation	Defensive life stance	Short term Planning						
Unavailable income subsidy	Limited poultry know-how	Subsistence discourages vision						
Traditional land distribution	Poor information channels	Unreliable transport system						
Ineffective land usage	Untrained local leadership							
Land locked self hood								
Independent subsistence style								
Tradition bound rivalries								
Unorganized social response								
I	II	III				IV		

CONTRADICTION I

The Deteriorated Structures of Essential Corporateness in Maliwada

The underlying contradiction which was most frequently perceived by the consultants and which premeates every dimension of the social fabric and economic functioning of the community of Maliwada is located in the arena of corporateness. At a time when people everywhere are becoming aware of the inter-dependence of all facets of human society, Maliwada finds the effectiveness of its social and economic operation truncated by a factionalism born out of of past necessity and tradition. When Maliwada came into being there was an authentic need for "the place of farmers" in order to sustain human life throughout Deogiri. Economic survival patterns demand radical individualism for sheer self-preservation. Social structures were designed to provide community care and to assign everyone a necessary role. In a new historical context these patterns actually mitigate authentic participation. The task for Maliwada is now to forge a uniquely creative role for the village in its relation to the larger, more complex human community which is its actual context. Since structures of cooperation are the byproducts of a common task, new intensified forms of corporateness within the community are required immediately.

CONTRADICTION II

The Limited Development of Functional Abilities in Maliwada

The second underlying contradiction lies in the arena of functional abilities. The global popularization of science has radically altered man's method of thinking and style of action. The doubling of human inventions during the past decade alone has created a yawning gap between the common sense adequate yesterday for practical productivity and the functional living skills required today for effective social participation. The fact that in Maliwada this gap has not been bridged influences every dimension of community life. There is present in the people a deep yearning to engage, but a lack of functional know-how blocks the release of that willingness. Traditional skills are transmitted from father to son often as soon as a child can walk, for example locking a three-year old into a future of ropemaking out of the raw necessity of human survival Even the sparse formal and technical training available competes with prime production time, making it virtually impossible to explore and tap other communities' operations and specialized resources. Having no way to imagine practical alternatives to the proven inadequacy of traditional methods the people are consumed

by a fear of inevitable catastrophe: that livestock will perish, that crops will fail, that drought will hit, that sons will not be born to relieve the burden of marginal subsistence. The minority who have received formal academic training soon discover its lack of relationship to the villager's need for operational knowledge in water resource development, agricultural techniques, health care method leadership facility or industrial variation. Indeed, because such skills appear unmarketable in Maliwada, those few who do develop them eventually move away. Without the functional skills that provide the people with the practical means of living in concert with the rest of the world, they will have no way to care creatively for the future development of their village.

CONTRADICTION III

The Underdeveloped Sources of Income Expansion

The third contradiction relates to the underdeveloped income sources in Maliwada. Across the world effective income realization has required ever larger units employing substantial capital for specialized production. Maliwada's production ability stands in sharp contrast to this trend where the very limited capital of small farms and businesses forces a fragmented, marginal level of production. Income production is so limited by most units that they are unable to generate new capital. The intensive drive for capital resources as shown by individual family production units struggling to purchase supplies and market products on their own. Limited capital blocks local processing so products are marketed as inexpensive raw materials. The absence of local markets forces dependence on costly middleman services in order to allow goods to reach outside markets. Villagers are motivated to sell quality food which they need for their families and yet they purchase supplies outside the village, further draining off capital and employment alternatives within the village. Without massive income improvement it will be difficult for the villagers to avoid completely falling victim to the subsistence style. Any disaster such as drought will totally disrupt the delicate balance of marginal subsistence and consume essential capital resources. No significant social or economic development of Maliwada can occur unless the income sources of its people are radically expanded.

CONTRADICTION IV

The Oppressive Effect of Prevalent Images in Maliwada

The fourth contradiction has to do with the basic images held by Maliwada. The importance of this contradiction is appreciated with the awareness that primal images determine effective action. People around the world have been impacted by science and technology. Operating images have shifted from rural to urban and human identity is now found in significant social engagement. The people of Maliwada have participated in this phenomenon. However, the daily raw encounter with a realistic dependence upon an uncertain water supply and periodic severe drought have reenforced the rural images and driven people to see themselves continually at the mercy of uncontrollable forces. Added to this is the fact that the village itself stands as a sign. The prevalence of the deteriorating walls of unused buildings, the persistent dust and the colourlessness of the mud wall construction confronts the villager at every turn. Furthermore, this constantly stands in relief against the dominating presence of Daulàtabad Fort, an incredible sign of a once glorious past now in ruins. The greathess of the accomplishments of the past and the sense of oppression of the present become immobilizing; the disparity between the two, overwhelming. Add to this a deep sense of the fatedness of life and it becomes clear that unless these primary images are creatively transformed no profound or lasting social and economic change will occur.

CONTRADICTION V

The Paralyzing Patterns of Administrative Relations in Maliwada

The fifth contradiction has to do with administrative relations in Maliwada. At a time when local man is taking his destiny in his own hands, life in Maliwada is still shaped by the limited services offered by outside administrative structures. The village shares little in the generally available services of agricultural research and credit services, educational facilities, health care, electricity, telephone, paved roads, public transport systems or even clear land ownership records. The village knows that these services are available and desires them but has been unable to secure them from the structures of government and business which are overwhelmed by requests from thousands of villagers. Individual villagers are so unclear about required procedure that they rarely even dare approach the administration for needed services. In spite of the desires of various social groups and political factions

for effective power, their polarization prevents their effective approach to administrative structures. The representative leadership is focussed on mediating the diverse interests of these community segments which diverts it from making effective demands for outside services. Only through effective methods of community organization will Maliwada be able to once again shape its own destiny in relation to the agencies designed to serve the needs of the villages of India.

CONTRADICTION VI

The Undeveloped Skills of Business Management in Maliwada

The sixth contradiction relates to the arena of business management skills. In the 20th century every local businessman has found the global market at his doorstep. Since he is dependent upon this market for his supplies he must skillfully participate in it to benefit from the services it affords. This is difficult in an economy of small business units. The Maliwada farmer is doubling his production by using hybrid seed and metal tools produced elsewhere, but his small scale purchases, like those of other local businesses, are made through expensive middlemen from outside the village. Similarly his individual marketing methods require costly transport and wholesaler services. In a subsistence economy like Maliwada where external commercial structures are undeveloped, the subsistence style of operation itself blocks the perception of business possibilities. A producer who has never encountered his customer's life style lacks skill in perceiving his changing tastes and product needs. Because of this inexperience he finds himself limited to local markets or put at the mercy of sporadic market demand and expensive middleman services. He lacks the capital to build in the flexibility needed to market goods for maximum income. The resulting erratic income patterns discourage any effective financial planning and cause a cycle of loan defaults, effectively terminating credit services. In the case of the farmer-businessman the diminishing returns lead to such capital shortage that children must be withdrawn from school to provide the labor for survival. In fact, the businessman finds himself no longer able to even imagine success. As long as these ineffective business management methods persist there can be no significant participation in expanding the local economy.

CONTRADICTION VII

The Outdated Forms of Community Health in Maliwada

Contradiction seven is in the arena of community health in Maliwada. Daily life in Maliwada requires twelve or more hours of hard physical work for nearly every member of the community, regardless of age. Yet the vitality of most members of the village is severely sapped by chronic infestation of such common parasites as hook worm, round worm and pin worms. The causes of these debilitating infestations are unpaved streets, open wells, unstructured sewage disposal, kitchen procedures and shared housing with livestock. In addition, the subsistence level diets lack necessary vegetable or animal protein to ensure minimum vitality, even under conditions of good health. It is only the great persistence of the people of Maliwada to survive and be productive that has kept them alive in recent years. Yet in the midst of this pervasive need, adequate health care is still imaged as emergency care, for use only when accidents occur or when disease finally threatens life. While such individual health care facilities are crucially needed in Maliwada, they would be helpless to eradicate the causitive factors of pervasive ill-health throughout the community. The villagers have seen the vitality and good health of Indians from urban areas, but they do not perceive that they have the option of good health in their own village. It is only through a community-wide preventative health care and nutrition programme which effectively deals with causes, that the latent vitality of these sturdy people will be released so that they can assume a full role in the recreation of their community.

CONTRADICTION VIII

The Rigid Entrenchment of Social Traditions in Maliwada

The eighth underlying contradiction is related to social tradition in Maliwada. For centuries time-honoured customs provided the village people with a sense of social stability that allowed for continued human survival in the midst of dramatic economic insecurity. With the impact of an urban life style upon global society everywhere traditional patterns have either been transposed into new forms, or have become more deeply entrenched. In Maliwada the challenge of change has been experienced as so foreign and overwhelming that unbending fidelity to the archaic has become the human response. Touched deeply by the real and inescapable effects of new human images and styles, the people experience the gradual

crumbling of the caste structure which once defined the roles and relationships that guaranteed significant life engagement. Standing before the kaleidoscopic shifts away from the formerly fixed patterns of society at large, the rural villager desperately defends the traditional stability of those narrower contexts over which he still exercises some control. The concretion of this takes many forms. Early marriage, prolonged childbearing responsibilities and a withdrawal from public leadership characterize the role of women. Obedience to parental authority and occupational tradition defines the style of youth. A determination to labour for the protection of his dependents' marginal subsistence typifies the adult male who, because he is its symbol and spokesman, sets the style of the family as well. As the one hope in the face of misunderstood alterations in the social status quo, the extended family resorts to a protective individualism. Requiring great effort, this propping up of tradition ossifies individual creativity and provides little opportunity or desire for corporate cross-village endeavour. Without the transposition of tradition and symbols that render fluid, unbending roles and structures, the people of Maliwada will be unprepared to explore the new directions of corporate action called for by the future.

CONTRADICTION IX

The Severe Limitation of Cultural Exposure in Maliwada

The ninth contradiction is related to the severe limitation of exposure to the world beyond Maliwada. In the midst of the highly mobile life style of the urban 20th century, the villager is tied to his task in the village or surrounding fields for long hours every day of the week. His task takes him frequently to the neighbouring villages but only rarely to the district market city which is eight miles away and can be reached in four hours by bullock cart. Without telephone, postal service, newspaper, television, radio or regular bus service, his contact with the outside world is sporadic. Visitors come to see the fort but pass by Maliwada unnoticing, and therefore go unnoticed by the villagers. In the past, communication with the outside world was a luxury at best, and at worst a temptation which diverted attention from the arduous task of a subsistence life style. But now the villager is experiencing the growing necessity of effective interchange with the world which is beginning to shape substantially his destiny. He finds himself ill-equipped in language, clothing and practical experience to operate effectively in his expanding circle of relationships and finds it difficult to grasp himself as making a signif-

icant contribution to the larger community. In fact, increased outside exposure is often avoided by the villagers for it only painfully reinforces their images of ineffectiveness and overwhelms them with random data which they cannot appropriate. Outside exposure, however, is expanding and will continue to affect Maliwada. If this exposure is to be helpful in achieving the emerging dreams of the community, it will be necessary to create the consciousness which will allow new data to be appropriated for the development of new economic and social self-sufficiency for the village.

PART THREE

THE PRACTICAL PROPOSALS

Proposals

The third phase of the Consult consisted of corporately building practical proposals. The term "proposal" refers to strategic plan of action which procedurally occurs between the contradictions and the tactics phases. A proposal is similar to a goal, but yet it is not a goal. In the methodological flow of the Consult, proposals are formulated as a direct response to the underlying contradictions; in this way proposals are from the outset grounded in the actual social situation rather than being abstracted and superimposed as ideals. While the practical vision reveals the conscious or unconscious image out of which the community operates, the practical proposals represent a discernment of the image out of which the community needs to operate in order to deal effectively with the contradictions. In this sense proposals represent judgments or decisions about the future. However, a proposal is never something which is done. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change can occur.

Process

The consultants worked on proposals in five teams which were organised according to broad arenas of expertise. Following a third opportunity in the field, each team forged a series of six-point proposals for each of its assigned contradiction arenas. These sets of proposals articulated the major actions that were needed to address centrally the entire swirl of contradictions blocking the practical vision. They represented strategic formulations of practical yet inclusive possibilities for Maliwada. Then the entire Consult, working as one body in a plenary session, organised the mass of data from related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of the village.

Result

The Practical Proposals Chart illustrated by Plate 3 is comprised of thirty-two proposals referred to as projects. They are organised under nine Master Proposals which reflect decisional responses to the major contradictions. Four of the nine Master Proposals relate directly to the economic situation of the village and call for broadening of the agricultural base and the initiation of marketable primary and small industry. Another set of four Master Proposals deals with building the social structure of the village. The primary proposal arena acts as an over-arching umbrella standing at the centre and drawing together the economic and social proposal arenas. This

proposal provides the entire village with the visible physical signs of reconstruction. Separate charts with descriptive phrases containing 127 subproposals add detail and clarity to the master categories of the Practical Proposal Chart. They point to the arenas within which decisions must be made to enable corporate action on the basis of emerging village concensus about needed improvements. The specific tactical activities which describe what to do are the concern of the next phase.

Maliwada
Human Development Project

ICA Consultants

PRACTICAL PROPOSALS CHART

December/January 1975-76
Consult

Plate 3

I
THE MALIWADA RECONSTRUCTION PROPOSALS

II
THE VILLAGE ECONOMIC FOUNDATION PROPOSALS

AGRICULTURAL CO-OPERATION PROPOSAL B	AGRICULTURAL PRODUCTION PROPOSAL C	SMALL INDUSTRY PROPOSAL D	MARKETING EXPANSION PROPOSAL E
FARMER'S COOPERATIVE PROJECT 5	SMALL ANIMALS PROJECT 8	LIGHT INDUSTRY PROJECT 13	LOCAL MARKETING PROJECT 15
	DAIRY FARM PROJECT 9		EXPORT MARKET PROJECT 16
WATER DEVELOPMENT PROJECT 6	POULTRY FARM PROJECT 10	COTTAGE INDUSTRY PROJECT 14	CREDIT SYSTEM PROJECT 17
	FISH CULTIVATION PROJECT 11		
AGRO INDUSTRY PROJECT 7	VEGETABLE GARDEN PROJECT 12		TRANSPORT SYSTEM PROJECT 18

III
THE VILLAGE SOCIAL CARE PROPOSALS

VILLAGE REHABILITATION PROPOSAL A	COMMUNITY ORGANIZATION PROPOSAL F	SYMBOL DESIGN PROPOSAL G	FUNCTIONAL EDUCATION PROPOSAL H	FOUNDATIONAL HEALTH PROPOSAL I
PRIVATE HOUSING PROJECT 1	COMMUNITY MEETINGS PROJECT 19	VILLAGE IMAGE PROJECT 23	LITERACY DEVELOPMENT PROJECT 25	MEDICAL SERVICES PROJECT 30
COMMUNITY SPACE PROJECT 2	INFORMATION SYSTEM PROJECT 20		MODEL SCHOOL PROJECT 26	NUTRITIONAL DEVELOPMENT PROJECT 31
ESSENTIAL SERVICES PROJECT 3	WORK FORCE PROJECT 21	COMMUNITY FESTIVAL PROJECT 24	LEADERSHIP DEVELOPMENT PROJECT 27	
SANITATION SERVICES PROJECT 4	VILLAGE PROMOTION PROJECT 22		SKILLS TRAINING PROJECT 28	FAMILY LIFE PROJECT 32
			COMMUNITY EXPOSURE PROJECT 29	

The Maliwada Reconstruction Proposals

The reconstruction of Maliwada will be done by the people of Maliwada. There are three major arenas of proposals which will enable the realisation of comprehensive village reconstruction. The first is village rehabilitation, whereby buildings and physical amenities will be rebuilt, creating a sign by showing the residents and the world that Maliwada has taken on a new life. The second arena is that of reconstructing the economic foundations, which support the life of the village. The third but equally important arena is that of reconstructing the social care fabric within which the life of the village is signified and given meaning. The Consultation after careful deliberation on the results of the plenary discerned nine specific proposals designed to transform the life of Maliwada.

A Village Rehabilitation

The focus in the rehabilitation of Maliwada is on improving the physical features of the village and upgrading its basic utilities. This master proposal will immediately impact the community and build morale. As recommended by the consultants, accomodations will be improved, ruined dwellings repaired and existing housing redesigned. An alternative to current housing style will be suggested by setting up a model house. Special attention will be paid to places where the community gathers. Major streets will be upgraded, the village square refurbished and the community centre established. Electricity and domestic water services will be provided and street lighting installed. Public telephones and postal services will be enhanced by setting up washing and bathing facilities, public toilets and a domestic water storage tank. The creation of organisational structures which encourage participation and demonstrate co-operation among the villagers will enable all residents to see themselves as responsible for the beautification and development of Maliwada.

II

The Village Economic Foundations Proposals

Four proposals emerged as key to developing the economic self-dependence of Maliwada village. They are an imaginative way of enabling the community to utilise local, state and national structures. They include the initiation of agricultural co-operation, agricultural production industries, small industries and market expansion. Agricultural co-operation will intensify the use of land, enable a more equitable distribution of available water and encourage co-operation between farmers. This will create an effective

illustration to undergird other co-operative ventures in the life of the village. The agricultural production schemes will help diversify animal breeding and dairy and garden produce to give a nutritious village diet and provide additional goods for market. Small industries will increase the number of employment openings for both youth and adults, men and women. Market expansion will initiate a free flow of goods in and out of Maliwada by training villager in business procedures thereby enabling them to utilize potential national and international markets. All this will ensure a rapid increase in per capita income creating a broad and stable cash flow throughout the village.

B
Agricultural
Co-operation

Co-operation among resident farmers is key to reclaiming the ancient productivity of Maliwada. To illustrate effective agricultural techniques, a demonstration farm will be established which will allow people to participate in new exciting possibilities. Pooling of equipment will greatly facilitate cultivation and markedly reduce costs. An essential step toward economic self-sufficiency, was the design of a commonly conceived plan proposed by the consultation for the development and distribution of an adequate water supply. Employment opportunities are to be increased by the industrial expansion of agriculture through the introduction of such co-operative ventures as sugar cane crushing, dried fruit processing and honey extraction. The proposals for combined effort throughout all these arenas will benefit not only productivity and commerce but will encourage people to discern the advantage of co-operative work throughout the community.

C
Agricultural
Production

To strengthen further the economic base of Maliwada and stimulate cash flow, agricultural production and expansion is to be developed. A small animal project will be started giving villagers the opportunity to pool their rabbits, goats and sheep thereby increasing the local food supply. It is also proposed that a dairy farm be established with the emphasis on high quality of milk for local consumption and export. A village-owned poultry farm and a fish farm will be brought into being using the latest breeding techniques for high yield. This will improve the basic health of the village by providing a high protein diet supplement. A vegetable garden will supply the community kitchen and will be a demonstration of how variety and yield can be increased. All this will help diversify the village economy and provide more employment. Maliwada villagers will be able to recapture their ancient status as expert 'Malis' or gardener through their exposure to twentieth century methods and by further refining their traditional know-how.

D
Small
Industry

Other possibilities for Maliwada's economic future lie both in stimulating traditional activities such as cottage crafts and in initiating light industry. Cottage industry activity will be firmly established by encouragin weavers, artisans and those who work with traditional materials to return to their trades. A trading outlet is to be established to handle the output. Light industry represents an arena through which Maliwada can usefully participate in the modern industrial scene. After careful investigation the consultants proposed that a plant be established in Maliwada to produce containers for Aurangabad industries. A manufacturing facility will be set up to include a metal working shop with the appropriate management organisation to run it. Potential customers for packing cases have already shown interest. Maliwada's enthusiasm will justify that interest.

E
Marketing
Expansion

It is by participating fully in the commercial world around it that Maliwada will come to realize its gifts as a community. Developing business finesse is a necessary pre-requisite to expanding Maliwada markets. Expanded sources of capital and credit is a crucial first step. To accomplish this it is proposed that local resources be drawn into an investment cooperative, expanding credit lines with external suppliers, and making full use of government loan facilities. The expanded use of sales contacts and business skill and services will be important. Enlivened local trading activities will both increase availability of consumer goods and provide the co-operative effort necessary to utilize effectively the export market. The availability of a transport system with suitable vehicles for the mobility of people and goods will be a clear sign of commercial vitality in Maliwada.

III

VILLAGE SOCIAL CARE

The third proposal arena involves the creation of structures for Village Social Care which undergirds all aspects of life in Maliwada. This arena includes proposals for community organisation, symbol design, functional education and foundational health which were made in response to seven of the nine contradictions in the arena of social care. Therefore they describe the structures which assure the well-being of a people who live in a totally reconstructed village which has become economically viable in the twentieth century. Without implementing these social care proposals, it would be quite impossible for the people of Maliwada to have the skills or vitality to do the task or effectively organise themselves to do the hard work required in recreating a community. By working together

with these four proposals, the village will demonstrate intentional care for its total well-being.

Community Organisation

With this proposal the people of Maliwada will find their time-honoured wisdom and insight enriching modern community relationships. A broad new picture of responsible care will be created by village meetings of elders, men, women, and youth whereby emerging potential leaders will develop. Traditional roles will expand as issues of concern are handled visibly and effectively. Local and global mass media made available to the community will broaden the village context and awareness. A work guild will engage concerned people in programmes of the community. A volunteer labour force both for regular ongoing tasks and short term projects will be established to implement such schemes. Promoting the village programmes and accomplishments through public actions and community happenings will serve to strengthen community co-operation and impact neighbouring villages with a new possibility for local man to shape his future.

G
Symbol
Design

This proposal calls for the self-conscious development of the symbolic life of the community by recreating the story out of its history and re-enforcing the vision of its future. The intent of this is to allow the articulation of that identity by the creation of signs, symbols and stories. Developing signs and occasions of hope are essential for sustaining motivation and care in the task of social development. Accomplishments in each of the other arenas such as village rehabilitation, functional education and the demonstration agricultural cooperative will all have a powerfully creative effect upon the story and style of the people. A new identity of the Maliwada community will emerge.

H
Functional
Education

Every facet of Maliwada's life will become the occasion for training in functional methods and skills. It has been recommended that a learning structure be integral to every programme of the project. The people of Maliwada display a deep interest in acquiring additional skill which will enable them to function effectively in their daily lives. Teaching modern techniques in agriculture and commerce will equip farmers and businessmen to improve their quality of production. Unemployed and unskilled youth and adults will have practical training made available to prepare them for vocational engagement. Women and elders will be involved in training structures that will encourage an expansion of their roles. Early learning programmes for nursery and preschool and a model primary school will provide basic literacy and social skills. Teacher training in curriculum building will be available. Literacy programmes in Marathi, Hindi and English will allow Maliwada citizens to

communicate with a wide range of people. Maliwada's exposure to other communities in social and economic arenas will provide a wide range of experience for training. With the interweaving of every aspect of community development as an opportunity to retool the local citizen, Maliwada will become skilled and equipped to deal with an everchanging world.

I
Foundational
Health

To sustain maximum vitality in Maliwada a foundational health system as proposed by the consultants is to be instigated. Of necessity the total village will be involved in bringing form to this proposal. A widespread preventive medicine programme will be instituted with emphasis on village immunisations and classes in community and personal hygiene. A village kitchen which will provide one attractive well-balanced meal a day to all residents, and educational classes in menu planning and food preparation will focus villagers' attention on physical well-being as a major aspect of life. General medical services will be provided at the all-purpose clinic. Health standards of the community will be transformed by a medical team comprised of a qualified nurse, a weekly visiting doctor, and interested residents trained as community health workers. A welcome innovation will be the provision for emergency care with rapid transit to the District city of Aurangabad. The implementation of the villagers' dream of reconstructing Maliwada will be vastly facilitated by the increased vitality of the residents themselves.

MHDP 1976

I. The Maliwada Reconstruction Proposals

A. Village Rehabilitation Proposal

ICA Consultants Plate 3A

1. Private Housing Project	1) Housing Commission	overseeing housing rehabilitation priorities
	2) Renovation Programme	rehabilitating existing family dwellings
	3) Demonstration Home	projecting village contemporary living
	4) Materials Expansion	fostering local materials sources
2. Community Space Project	5) Community Centre	creating community service space
	6) Village Square	recreating symbolic village node
	7) Paved Streets	upgrading community access routes
	8) Master Design	reconstructing community spatial relations
3. Essential Services Project	9) Village Electricity	installing adequate power supply
	10) Post Office	maintaining critical communications access
	11) Phone Installation	procuring immediate outside contact
	12) Police Protection	ensuring continuous community safety
4. Sanitation Services Project	13) Laundry Facilities	streamlining village washing facilities
	14) Community Latrines	improving corporate village health
	15) Sewage & Plumbing	applying hygienic waste disposal
	16) Village Maintenance	providing continuous village cleanliness

II. The Village Economic Foundations Proposals

B. Agricultural Cooperation Proposal

5. Farmer's Co-operative Project	17) Local Cooperative	broadening farm resources potential
	18) Equipment Bank	pooling community farm machinery
	19) Demonstration Farm	illustrating effective agricultural techniques
	20) Cultivation Methods	improving commercial crop production
6. Water Development Project	21) Irrigation System	utilising community water reserves
	22)Exploration Surveys	discovering village water potential
	23) Construction Plan	supplying adequate water storage
	24) Domestic Supply	distributing domestic water supply
7. Agro-Industry Project	25) Cane Crusher	initiating local sugar-cane processing
	26) Community Apiary	introducing village honey supply
	27) Dried Fruits	extending local food supply
	28) Seed Farm	exploring hybrid seed varieties

8. Small Animals Project	29)Veterinary Services	maintaining constant animal productivity
	30) Rabbit Hutch	creating supplementary protein sources
	31) Goat Herds	establishing milch goat industry
	32) Sheep Flock	instigating secondary meat supply
9. Dairy Farm Project	33) Artificial Breeding	upgrading existing dairy stock
	34) Animal Fodder	furnishing nourishing local feed
	35) Milk Production	extending village milk supply
	36) Village Dairy	constructing hygienic milking facility
10. Poultry Farm Project	37)Chicken Cooperative	securing necessary poultry equipment
	38) Improved Breeds	stocking initial quality poultry
	39) Egg Production	ensuring village egg quota
	40) Bird Processing	supplementing local protein supply
11. Fish Cultivation Project	41) Fish Pools	making breeding and fattening sites
	42) Tilapia Stock	procuring initial quality stock
	43) Delivery Tanks	supplying hygienic market products
	44) Feeding Plant	providing appropriate fish nourishment
12. Vegetable Garden Project	45) Demonstration Plot	initiating cooperative village garden
	46) Vegetable Products	equipping diversivied nutrition sources
	47) Fruit Growing	producing quality local fruits
	48) Equipment Pool	forming community tool supply

13. Light Industry Project	49) Manufacturing Plant	erecting local industrial building
	50) Metal Shop	establishing machinery tools shop
	51) Container Assembly	creating local manufacturing business
	52) Management Board	inaugurating industrial leadership board
14. Cottage Industry Project	53) Household Products	stimulating cottage products variety
	54) Local Art	extending basic family income
	55) Woven Products	expanding ropeweaving industry
	56) Trading Outlet	ensuring constant product markets

II. The Village Economic Foundations Proposals

E. Marketing Expansion Proposal

15. Local Marketing Project	57) Business Cooperative	creating corporate merchandising structure
	58) Village Store	constructing local cooperative facility
	59) Inventory Expansion	increasing consumer goods availability
	60) Corporate Storage	ensuring year-round produce supply
16. Export Market Project	61) Market Development	developing business market contracts
	62) Commercial Training	providing practical business skills
	63) Development Society	establishing widespread product outlet
	64) Business Services	activating enabling transfer services
17. Credit System Project	65) Investment Co-op	procuring community resource fund
	66) Credit Lines	expanding working capital availability
	67) Local Savings	extending available credit base
	68) Government Loans	furnishing extended development loans
18. Transport System Project	69) Vehicle Acquisition	securing village vehicle pool
	70) Transport Office	coordinating effective vehicle usage
	71) Road System	upgrading village access system
	72) Public Conveyance	regularising bus transport service

19. Community Meetings Project	73) Village Council	encouraging formal community leadership
	74) Work Guild	engaging total community effort
	75) Daily Collegium	broadening community consensus dynamic
	76) Women's Association	instigating cooperative creative roles
20. Information System Project	77) Bulletin Board	maintaining information distribution centre
	78) Reading Room	devising attractive global literature
	79) Media Centre	providing modern information access
	80) Trip Reports	expanding excursion experience context
21. Work Force Project	81) Project Design	creating comprehensive work project
	82) Employed Forces	coordinating available labour resources
	83) Work Days	transforming special common areas
	84) Essential Equipment	supplying corporate functional tools
22. Village Promotion Project	85) Seasonal Fairs	organising creative community happenings
	86) Relations Office	building extended community relationships
	87) Promotion Materials	ensuring public information distribution
	88) Development Bureau	developing articulate advocacy group

23. Village Image Project	89) Symbolic Flag	creating community identity sign
	90) Maliwada Story	recreating significant community image
	91) Art Centre	recovering ancient artistic heritage
	92) Cultural Programmes	grasping unique village culture
24. Community Festival Project	93) Art Fair	fostering traditional art forms
	94) Events Calendar	scheduling creative cultural celebrations
	95) Song Fests	expanding village talent search
	96) Maliwada Day	celebrating creative local gifts

III. The Village Social Care Proposals

H. Functional Education Proposal

25. Literacy Development Project	97) School Enrolment	ensuring maximum school attendance
	98) Global Language	expanding language learning opportunities
	99) Night School	establishing local continuing education
	100) Off-season Courses	intensifying supplementary local training
26. Model School Project	101) Village Preschool	accelerating children's school experience
	102) Imaginal Method	creating imaginal curriculum tools
	103) Aides Development	supplying local teacher aides
	104) Higher Education	extending available formal education
27. Leadership Development Project	105) Methods Training	developing effective method techniques
	106) Role Exploration	organising leadership training programmes
	107) Cultural Programme	deepening common global awareness
	108) Women's Dayschool	forging creative women's roles
28. Skills Training Project	109) Industrial Training	providing practical vocational training
	110) Farming Technique	demonstrating modern farm technology
	111) Business Course	securing varied practical skills
	112) Craft Workshops	fostering local skilled artisans
29. Community Exposure Project	113) Cultural Heritage	enlarging community social vision
	114) Field Trips	providing extended impact events
	115) Village Forum	facilitating public speaking programmes
	116) Media Centre	tapping available media resources

30. Medical Services Project	117) All-purpose Clinic	building comprehensive health facility
	118) Public Health	introducing widespread preventive care
	119) Paramedical Course	training community health workers
	120) Emergency Care	ensuring immediate casualty service
31. Nutrition Development Project	121) Community Kitchen	establishing central cooking facility
	122) Daily Meal	supplementing village protein supply
	123) Planned Menus	arranging comprehensive food variety
	124) Nutrition Education	encouraging balanced daily diet
32. Family Life Project	125) Family-life Classes	ensuring comprehensive family care
	126) Well-baby Clinic	providing adequate neonatal care
	127) First-aid Classes	facilitating emergency medical procedures
	128)Family Planning	determining appropriate family size

Part Four

The Tactical Systems

The fourth phase of the Consult method dealt with building the tactical systems. At this point the Consult shifted its attention to formulating the concrete steps required to implement the practical proposals. Here the operating vision and underlying contradictions become peripheral concerns except as they provide a broad context for designing the tactics The tactical systems describe and rationally organize the practical actions required to do the projects delineated in the master proposals chart. Social change, however, is occasioned by doing tactics, not by simply grasping the vision or forging the proposals. For this reason the delineation of these systems is perhaps the most crucial activity of the Consult.

Discerning the tactical systems out of the many tactics required for each of the proposals is similar to piecing together a puzzle. The completed picture provides practical instruction for implementing the total project. The consultants proceeded in this fourth step again in five teams. Each team, according to its arena of expertise, was assigned a set of proposals from the master proposal chart (Plate 3). Dealing in small groups, each team created an inclusive list of data which indicated the concrete actions required to effect its proposals. The team then organized this data into 8-15 basic tactics for each proposal. Finally all of the teams gathered in a plenary session to formulate the tactics into the distinct systems illustrated by Plate 4.

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of five tactical arenas, nine paratactics, thirty-five tactics and 287 sub-tactics. The basic tactics and their sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The nine paratactics under which the other levels of tactics are grouped point to certain major aspects of the tactical arenas which are put into motion when sets of basic tactics are implemented. The five tactical arenas illustrated by the plates 4A-4E hold the whole system together and represent the overarching tasks to be accomplished. These inclusive structures are described in the paragraphs immediately following. This is followed by the master chart and the detailed description of each tactic.

Tactical Arena A, Rebuilding Fundamental Community Structures, contains two paratactics and eight basic tactics. The key to any community's development is not only the rebuilding of its physical appearance and the construction of new facilities but also the motivation of its people. The tactics in Arena A do this by providing a new face for the community, thus creating in the villager a new sense of community identity which enables the people's decision to participate in the changes necessary to shape a new future.

Tactical Arena B, Fulfilling Common Economic Potential, consists of two paratactics and eight basic tactics. This arena is directed at creating an economically viable agricultural and industrial base for the village. A dependable continuous water source is the decisive factor in stimulating the birth of related agro-industrial ventures needed to expand the economic potential of the village. In addition, by initiating local industry, employment and income will be provided, opening up new avenues of economic possibility and prosperity for the community.

Tactical Arena C, Guarding Basic Physical Well-being, is divided into two paratactics and six basic tactics. The aim of this arena is to provide comprehensively for the well-being of the residents through appropriate nutrition and health schemes. The tactics in this arena are an urgently needed prerequisite to restoring the human vitality and stamina essential to the reconstruction programme at both the physical and the social levels. They are concerned with eliminating and preventing disease, providing health care, and upgrading the basic level of community nutrition.

Tactical Arena D, Developing Functional Life Skills, consists of two paratactics and eight basic tactics. These are concerned with the upgrading of basic practical literacy skills at all age levels and providing practical training in marketable business, agricultural and educational methods' leading to full employment. This arena seeks to expand the horizons of the population and to provide training in a broad spectrum of life skills that will support the agricultural, industrial and social development thrust of the village.

At the centre of the model is Tactical Arena E, Establishing External Support Relations. It comprises one paratactic with five basic tactics. This tactical arena furnishes ongoing support for the entire project. In addition to releasing necessary financial support and fiscal services, the basic tactics serve to keep a large cross-section of people in the public and private sectors informed about and involved in the village project. This is fundamental to the implementation of the project model. The village is an essentially isolated community in terms of trade and commerce.

Maliwada
Human Development Project

ICA Consultants

December/January 1975-76
Consult

Plate 4

TACTICAL SYSTEMS CHART

tactical arena A — REBUILDING FUNDAMENTAL COMMUNITY STRUCTURES

tactical arena B — FULFILLING COMMON ECONOMIC POTENTIAL

tactical arena C — GUARDING BASIC PHYSICAL WELL-BEING

tactical arena D — DEVELOPING FUNCTIONAL LIFE SKILLS

tactical arena E — ESTABLISHING EXTERNAL SUPPORT RELATIONS

VILLAGE CONSTRUCTION paratactic I	LOCAL AGRICULTURE paratactic II	COMMUNITY NUTRITION paratactic III	PRACTICAL EDUCATION paratactic IV	ESTABLISHING EXTERNAL SUPPORT RELATIONS paratactic V	PRACTICAL TRAINING paratactic VI	COMMUNITY HEALTH paratactic VII	LOCAL INDUSTRY paratactic VIII	VILLAGE IDENTITY paratactic IX
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 21 extending FUNDAMENTAL COMMERCIAL METHODS	tactic 25 delivering PREVENTATIVE HEALTH CARE	tactic 28 organising VILLAGE CO-OPERATIVE TRADING	tactic 32 empowering UNIFYING COMMON SYMBOLS
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 22 sharing EFFECTIVE FARMING TECHNIQUES	tactic 26 providing GENERAL HEALTH INFORMATION	tactic 29 starting PROFITABLE SMALL INDUSTRIES	tactic 33 implementing BASIC COMMUNITY ORGANISATION
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 23 furnishing EMPLOYABLE TECHNICAL ABILITIES	tactic 27 supplying INCLUSIVE MEDICAL SERVICES	tactic 30 pooling HEAVY EQUIPMENT RESOURCES	tactic 34 enlisting VILLAGE WORK FORCE
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 24 augmenting COMMUNITY TEACHER TRAINING		tactic 31 coordinating COMMON GOODS PROCUREMENT	tactic 35 establishing ONGOING PHYSICAL UPKEEP
				tactic 20 offering LOCAL FISCAL SERVICES				

Tactical Arena A: Rebuilding Fundemental Community Structures

Paratactic 1: Village Construction

To improve the quality of life in Maliwada, a total village reconstruction plan will be needed. Housing units will be surveyed and demolition and rehabilitation undertaken to elimainate the impression of decay. Community owned agricultural and industrial structures will be built for significant expansion to take place. Multipurpose publicly owned buildings and road and byway construction are crucial for promoting a sense of order and corporateness in the village. A sewage system and street lighting and road and byway construction will enable economic expansion and introduce a contemporary living standard to the village. The installation of essential utilities such as electricity and a modern communications system will also be undertaken in the village.

Tactic 1: Renovating Residential Housing Units

To ensure every citizen permanent, all-weather housing and improved living conditions, full scale housing rehabilitation will take place. A model house will be designed by a professional consultant working with local people. Local construction materials and village labour will be used in building the home. It will be of a practical design which can be replicated throughout the village. A housing survey will be conducted to prioritize the renovation of village dwellings. According to a tentative survey done during the consult, 84 houses will be repaired, 14 demolished and 18 reconstructed. Professional staff will be hired to undertake quantity surveys, submit estimates and keep survey records. Abandoned buildings will be prepared for reconstruction by a demolition team who will break down decayed partitions and remove debris from inside the building. Walls, roofing, facing and flooring will be repaired. A scale model of the village will be constructed to demonstrate the proposed changes and a plan of replication will be designed.

Tactic 2: Erecting Multi-purpose Utility Shelters

The village will be provided with a number of new or rehabilitated industrial and agricultural shelters. A weather-proofed factory facility covering a 2,000 square foot floor area with easy access to a major road, will be constructed. The layout of the building will include machine shop, box production area, tool room, office space and a finished goods storage area. A cottage crafts office, with storage space for raw materials and completed articles, will also be established. Construction of a printing office and a mechanical workshop with a lockable tool room designed for storage of community equipment will be implemented. A cool storage facility for eggs, fruit and other perishable goods, as well as a warehouse for non-perishable items, will be erected. Pens for individual family livestock will be constructed within sight of the owner's residence. Hygienic and inexpensive poultry sheds will be erected using local materials. Pools adequate for the breeding and fattening of fish will also be constructed. Barnyards will be made to include a grazing yard, milking shed and space for fodder storage.

Tactic 3: Rebuilding Public Buildings and Streets

The reconstruction of public facilities will be instrumental in both improving the environment and enriching the quality of life in Maliwada. The large abandoned building at the south west of the community square will be renovated and converted into a Community Hall. It will contain a medical facility, a library and reading room, a radio listening room and a community kitchen. An educational institute will be designed and a site prepared at the northern edge of the village. Preschool, model school, adult education facilities and technical workshops, well ventilated and well lit will all be included in the complex. Until this institute is constructed a temporary preschool building will be requested from the village Panchyat. The co-operative store will be built near the junction of the Daulatabad Road and the Bombay-Aurangabad Road in order to attract outside customers. A road plan will be consensed on at a village meeting. All village roads will be leveled with

a bulldozer and paved with locally available stone and flanked by a flagstone gutter system. The village entrance from the Daulatabad Road will be widened and a drainage pipe laid under the road neck to carry off monsoon water. The east sector of Mahatma Gandhi and the northeast section of the village square will be developed as a shopping area. An additional entrance to the village from the Bombay-Aurangabad Road is projected.

Tactic 4: Installing Essential Public Services

To enable the development of Maliwada, essential services will be installed throughout the village. Lighting will be installed along the roadways, in the village square and in the community hall. Electricity will be throughout the village providing service to individual homes. Flourescent lighting and electrical outlets will be made available in the industrial and agricultural facilities. To enable outside communications, a post box and a public telephone booth will be installed in the community hall. Internal communications will be provided by erecting a public address system at strategic points reaching the entire village. To provide a safe and adequate water supply for domestic use a well will be drilled and fitted with a pump and automatic chlorination system. An elevated tank and distribution mains will be constructed with spigots placed near the present wells and at other convenient locations. Distribution lines will be extended subsequently into individual homes. Existing wells will be fitted with removable covers to keep them clean and yet allow emergency use in the event of power failure. Five public lavatories with toilets, bathing facilities and laundry facilities each serving 200 people will be constructed at selected sites on the edge of the village. There will be separate sections for men and women. Laundry compartments will be fitted with sloping washing shelves. These facilities will be supplied with running water. A sewage system will be attached to each unit with a combination settling tank, a methane gas producing digestor unit with floating cover, and filter with posing pump and tank and effluent storage tank. The digestor will produce gas for domestic use and produce liquid fertilizer. A waste

re-use system will be constructed with a tank trailer, 1,000 gallon tank and two portable pumps to carry sludge fertilizer and recycled water to the fields.

Tactical Arena B: Fulfilling Common Economic Potential

Paratactic II: Local Agriculture

The revival of local agriculture and newly developed export products will augment the flow of cash into the community. Improved farming techniques will be introduced and demonstrated to increase output and diversify production. Conservation and maintenance of water resources to provide an adequate supply for crops and animals will be introduced and demonstrated to increase output and diversify production. Small animal raising for export and local consumption will be introduced and the utilization of suitable crops for a semi-arid, tropical climate will be initiated.

Tactic 5: Tapping Available Water Resources

In order to ensure that an adequate supply of water is constantly available to the greater Maliwada community, monsoon run-off will be controlled and collected. Surveys of the Maliwada area will be undertaken by the
37 Ground Water Survey and Development Agency of the State of Maharashtra during January 1976 to determine the location, sizes and cost estimates of new wells
38 and bunds. The possibilities of future development of irrigation from major reservoirs will be investigated. Upon the completion of the survey, Government land
39 and assistance will be secured for digging wells. A system of wells will be developed in accordance with the topographical survey to provide irrigation water.
40 Deep well boring will be attempted only where dug wells are not feasible or productive, as the cost of bore wells is prohibitive. Those wells will all be equipped with
41 electric pump and foot valves where rock slows the water flow. Existing wells functioning below performance or not functioning at all will be improved
42 by blasting to lower depths. New large diameter wells will be dug where needed to a depth adequate to supply water. All wells will be provided with pipes, concrete
43 ducts or plasticised channels to distribute water. A

water tank built in the foothills near the Daulatabad Fort will provide water in the dry season. Water usage resulting from co-operative investment will be apportioned equitably by irrigation co-operatives of groups of farmers holding 20 - 25 acres of land adjacent to the wells. Creek bunds will be placed at three sites on the boundary creek immediately north of Maliwada village. These bunds will be constructed of cohesive soil with stone reinforcement and stone rip-rap. Old bunds will be renovated and other strategic bund sites will be identified from the topographical survey. Floodable lands will be obtained and construction begun so that the first bund is completed before the monsoon in 1976. A programme of land levelling to increase absorption of water will be undertaken. Draft animals will be used initially until mechanized equipment is available for more extensive grading. To increase further water absorption and to reduce water run-off contour bunding (terracing) will be undertaken.

Tactic 6: Staging Intensive Farming Demonstrations

Intensive farming demonstrations will be staged to illustrate practical new effective farming practices to Maliwada landowners. Demonstration plots of land will be established along the roadsides of Maliwada. They will be farmed using modern agricultural equipment and techniques, particularly in the area of hybrid crops and dry farming practices. Special emphasis will be placed on introducing relay cropping methods, which involves the planting of a second crop in a field before the first crop is harvested to increase the productivity of non-irrigated land. A bulletin describing the common pests and tabulating the appropriate treatment procedures will be made available to local farmers through field days and individual consultations. Compost pits will be located near the vegetable garden to make use of village waste for fertilizer. An agricultural service centre will be established in the village to provide farmers with hybrid seeds, fertilizers, technical information, access to Government agricultural department information and assistance and other farm-related services.

Tactic 7: Introducing Diversified Animal Husbandry

Diversified high quality animal husbandry will be in-
53 troduced in Maliwada. A select herd of fifty milch
cows will be procured and the herd maintained and
refined by artifical insemination from selected breeds.
All local bulls will be castrated to maintain the quality
of the herd. Local farmers will provide fodder and
54 scientifically planned feed to obtan maximum milk pro-
duction. A poultry farm will be initiated through the
acquistition of one thousand hybrid chicks, primarily
for egg production. These will be raised with mineral
supplements and vitamins added to their feed. Adequate
55 precautions will be taken against poultry diseases by
innoculating against Raniket and fowlpox, and by guard-
ing against intrusion of country flocks. Periodic de-
worming will be done to improve feed efficiency and
increase egg production. The poultry sheds will be run
56 by a team of responsible youth and will serve as a
demonstration for poultry raising. Small animals will
be raised to provide high protein food as well as sale-
able by-products. A small number of male and female
rabbits will be secured to begin a rabbit farm which will
57 provide meat and fur. A 'tumbler' pigeon farm will be
established. Quality bees will be acquired to begin honey
production. High protein fish varieties, especially those
from North India will be selected and procured for fish
farming. To ensure the high productivity of all these
58 animals, regular veterinary consultations will be held ar
services readily available.

Tactic 8: Upgrading Field Crop Production

Income producing agricultural products are essential
to the economy of Maliwada. Crops which thrive in local
59 conditions and bring high market returns will be promote
by the distribution of suitable seed to farmers. These
include the dwarf castor bean, sunflower and Maldandi
sorghum. High vitamin animal feeds such as Lucerne
60 grass which can be cultivated all year round, will be intr
duced. Other supplementary feeds will replace feeds whi
are currently purchased outside , thereby cutting costs
of animal raising. These crops can be grown on a rotat
61 basis with other crops. A hybrid fruits orchard will b
cultivated under controlled conditons. Custard apple tre

will be selectively pruned to increase their quality and yield. Diversified fruit crops such as bananas, mangoes, papayas, grapes, oranges and guavas will be grown to
62 satisfy the high demand export markets. A seedling nursery will be established to procure, produce and distribute seeds for these crops and fruits. A regular team of children and hired staff will maintain the
63 nursery. Experimental research will be carried out in both the nursery and the fields to test hybrid seed production and to establish an experimental vineyard to determine the feasibility of a wine crop.

Tactical Arena C: Guarding Basic Physical Well-being

Paratactic III: Community Nutrition

The revitalization of the people of Maliwada will be advanced by upgrading and promoting sound nutritional practices. Food production methods will be improved to increase the amount and variety of available produce. Nutritional training will take place both formally and informally and regular meals will be provided for the community by the establishment of a village kitchen.

Tactic 9: Increasing Consumable Food Production

To assure every local citizen a well-balanced diet, nutritional foods will be produced locally primarily to
64 stock the village kitchen but also to augment individual family food supplies. A co-operatively owned village
65 garden soley for the production of locally consumed food will be planted. Vegetables will be researched on the
66 basis of their nutritional value and a broad variety of different types will be planted. High yield seed, fert-
67 ilizers and pest control will be used in the village garden to promote maximum productivity. Planting will
68 be carefully scheduled to ensure a balanced supply of produce throughout the year. A quota of various small
69 animals will be raised corporately for village consumption. Production beyond village needs will be sold to
70 help defray other food costs. Milk will be processed daily and distributed to each family for consumption.
71 In addition, a buffer stock of grains will be stored during normal crop years to be utilized in periods of drought. Seeds, stock and technical assistance will be supplied

to encourage the planting of individual family food
72 gardens and the domestic production of small animals
for local food. Sections of village fruit orchards will
also be designated for village consumption.

Tactic 10: Providing Functional Dietary Training

The development of Maliwada requires re-education
73 and upgrading of eating and nutrition habits in the vil-
lage. Research will be done on locally available food
items and the buying patterns of the people as prepar-
74 ation for a phased nutrition programme. Evening
classes will be held to educate the villagers in basic
daily nutritional needs and available food sources to
75 meet those needs. Special emphasis will be placed on
increased protein intake. Films and group discussions
will be held to encourage menu and purchasing plan-
76 ning in relation to both cost and food value. Cookery
demonstrations, primarily in the community kitchen,
will be given on the preparation of food using ways
77 which preserve as much nutritive value as possible.
Local residents will be trained in such methods through
service in the community kitchen where suitable hy-
78 gienic preparation procedures will be followed. Inform-
ation will be distributed on the physical effects of
malnutrition and also on the varying nutritional needs
79 of the different age groups in the community. Training
will be offered to encourage the planning of individual
family gardens.

Tactic 11: Launching Community Kitchen Services

To ensure adequate nutrition within the community a
80 village kitchen will be organized and serve one meal a
day. A monthly menu will be designed based on a bal-
anced diet made up of grains, pulses and vegetables.
81 Foods which can be bought at a low cost or obtained
from in-kind sources will be secured. Menus will be
built to make maximum use of local agricultural produce.
82 A facility will be established with running water, ade-
quate storage space and high quality equipment. Fuel
for cooking will be produced by a methane gas plant
83 supplied by organic waste matter. The quality of food
to be used will be checked and food preparation teams
screened for health. A permanent core of trained staff
84 will work with teams of village women on a rotational

basis, maintain a high standard of hygiene in all
85 procedures. To publicize the kitchen, house-to-house visits to invite families to participate in the programme will take place and a daily pictorial menu will be posted
86 outside the kitchen. A distribution system will be established and hand carts will be constructed to carry the food to distribution points in outlying areas.

Tactical Arena D: Developing Functional Life Skills

Paratactic IV: Practical Education

Broad practical education for the total community of Maliwada is fundamental to total development. Opportunities for contact with the world at large and the equipping of villages with effective techniques for community leadership will be established by using formal and informal methods. Structures and direction will be given to already existing formats, such as community meetings. Comprehensive practical education focussed on basic literacy in several languages will be required. A model school will ensure that all children receive rudimentary and imaginal practical training. Emphasis will be placed upon enabling the balanced participation of the total community in various educational endeavours for all ages. Special attention will be given to equipping youth with practical knowledge and training that will allow them to secure jobs.

Tactic 12: Structuring General Adult Learning

Adult Learning is designed to broaden the consciousness
87 and develop the confidence of the people of Maliwada. Villagers will write a "Deogiri" story to tell visitors. Global cultural programmes such as films and art trans-
88 fers will be shown locally and a regular programme of organised trips to cultural and technological centres of India and abroad will be organised. A community ed-
89 ucation workshop will be held to discern the educational and training needs. An informal inclusive curriculum of skills, language, maths, cultural heritage, budgeting
90 and social methods will be designed and inserted into village life and events. Twice a week corporate child care and common meals will be provided to create a
91 time for common studies and cultural programmes. Practical methods training will be imparted through rotating roles of responsibility within task teams and in

community meetings. These meetings will have reports on national and global events. Potential leaders will be involved as staff 'shadows' participating intimately in every significant action along with trained auxiliary personnel. Applied methodologies will be demonstrated and explained. Specialists in education, political science and economics contacted through the University of Aurangabad will be invited to give talks to the villagers on new techniques and global matters. Knowledge of Indian culture will be imparted through the corporate readings of books like 'The Gita', the Epics, Jawaharlal Nehru's Discovery of India and other great biographies of national and international heroes. To ensure the widest circulation of information, a newspaper service will be instituted to deliver papers to the village. In addition, a news digest sheet with picture cuttings will be displayed on the public notice board and in the village reading rooms. Special news reading will be done at a particular time for interested villagers. Radio and television sets will also be available for public use in the reading room. Trained school teachers will staff the programme.

Tactic 13: Teaching Essential Language Skills

To ensure that the community is totally literate in Marathi and competent in English and Hindi, a broad based literacy programme is needed. Community meetings stressing the importance of English and Hindi will be held to build interest in the programme. A house-to-house survey will disclose the number of illiterate and mono-lingual adults. Based on this a recruitment campaign will be launched to enroll members of the village in formal or informal instruction. A curriculum using the existing Government literacy programme and a supplementary system using current language methods will be developed. A co-ordinated schedule of classes will be designed to include evening classes for adults and peer group activities for the youth. Informal training will occur through celebrations, song sessions, meetings and athletic activities. Reading material in Hindi, English and Marathi and tri-lingual audio-visual materials will be available in the community reading room. Language learning games will be obtained and a community news board in three languages will be displayed.

Tactic 14: Instituting Model Formal School

The practical situation facing the children of Maliwada
106 demands new experimental forms to equip them inclusively for the world of which they are a part. All school age children of Maliwada will participate in the existing government syllabus and in addition be involved in a
107 supplementary curriculum designed to educate children beyond their formal training. This correlation of formal supplementary training will provide a model school for twentieth century rural India. A survey will be made of
108 each family unit in the village to define the school-age population and to determine the educational level of each child. A student recruitment campaign with special emphasis on girls and pre-school children will be
109 conducted and each child will then be placed in the formal school level and included in the relevant supplemental programme. An administrative and teaching staff will be recruited from trained local teachers, edu-
110 cated unemployed people, youth and housewives. The pre-school, conducted from 8:00 to 12:00 each morning, will include basic instruction in Marathi, Hindi and English and the teaching of numbers, shapes and colours.
111 The children will be provided with uniforms. The supplementary primary school curriculum will include language skills, physical education, leadership training and discipline. There will be a special emphasis on practical
112 experience in domestic skills for girls and in agriculture and animal husbandry for the boys. The children will be engaged regularly in community work to enhance their practical relationship and contribution to village
113 life. Monthly day trips to neighbouring towns will be made with two more extensive trips scheduled each year. A school newspaper will be issued to each family with articles covering school and local events. Once a week a
114 children's day will be held in which games encouraging physical fitness and recreation will be featured. At the beginning of each term, a family day will be scheduled to familiarize parents with the content, methods and curric-
115 ulum of the school. The pre-school will be furnished with direct and supplementary educational materials including books, chalk-boards, toys and outdoor play equipment. For older children books, maps, magazines,
116 radio, television and taperecorders will be acquired.

Tactic 15: Equipping Local Village Youth

The continued renewal process of Maliwada will be ensured by the careful equipping of youth in practical
117 skills and leadership abilities. Practical training will be secured by sending a selected number of youth in 1-2 year courses in carpentry and metal work at the Polytechnic School and to the Industrial Training Insti-
118 tute at Aurangabad. Mandated crafts and skills (four
118 per school) will be included in the curriculum of the area's secondary school on request of the District Educational Officer. A class of apprentices will be
119 established who will work in the various village enterprises to learn methods of animal husbandry, good
119 agriculture, small industry and marketing techniques. A brief course in job placement procedures will be
120 designed to include instruction on resume writing and how to approach employers. Programmes such as the National Cadet Crops and Girl Guides will be initiated
120 in the village to provide skills in leadership training, group disciplining,and to encourage esprit de corps among the youth.

Tactical Arena E: Establishing External Support Relations

Paratactic V: Support Relations

To foster rapid socio-economic development in Maliwada it will be necessary to create relationships with those persons in the public and private sectors who can offer advice, grant permission or render assistance to the community. This assistance will be sought in order to secure regular services, special permission and educational aid. The marketability of village products will be researche and contracts within the private sector will be made to promote new industries, long-term contracts, sales and exports. Large scale funding will be obtained either through gifts of monies or inkind don tions from private individuals, social agencies, corporations and government foundations. Publicity for Maliwada will be created in many forms to promote trade and spread the Maliwada story. Bank ing services will be set up and promoted in order to extend savings and loans systems to individuals and co-operatives.

Tactic 16: Fostering Necessary Government Relations

To ensure necessary services for Maliwada, certain ke
121 relations must be established with the administrative

structures of the public sector. Key offices will be
122 visited and public figures will be invited to visit Mali-
wada. A card file will be set up to hold helpful data in
working with these individuals and their offices. Ar-
123 rangements will be made with appropriate government
offices for the installation of basic amenities such as
electricity, telephone and expanded mail service. Gov-
124 ernment land will be sought for park space and village
agriculture. To qualify for government registration,
village co-operative societies, businesses and indus-
125 tries will do the necessary preparatory work. Legal
assistance will be sought from appropriate government
offices for the co-operatives. Teachers and equipment
126 for extension work will be sought in Aurangabad and at
the Polytechnic school and the Agricultural College.

Tactic 17: Forging Extended Business Contacts

Expansion of the economy of Maliwada depends on
127 raising the local income through engaging the support
of the private sector with its resource and trading
potential. As a prelude to industrial and agricultural
expansion, research will be done on the sales potential
128 of village products and the viability of potential local
industries. Visits will be made to small scale indus-
tries and studies will be done on the viability of cer-
tain local crafts as industries. Estimates of the profit-
129 ability of the use of local or regional raw material will
be made. Guardians will be used to elicit domestic
and overseas contracts to initiate craft businesses
such as local semi-precious stone souvenirs, khadi
130 clothes and raw silk goods. Labour-intensive contracts
which can be performed economically in Maliwada,
will be solicited through the guardian network. Sales
contracts will be established for marketing chickens
131 and other farm produce. Factory product orders and
long-term market guarantees will be sought in advance
of establishing local manufacturing enterprises. Local
retail contacts will be sought to promote long term
132 contracts for both industrial and agricultural products.
An arrangement will be made with an Aurangabad trans-
port office to open a branch office and warehouse in
Maliwada which will be used for district trucking be -
133 tween Maliwada-Aurangabad-Bombay. A portfolio of
guardians and business consultants including local build-
ers, construction experts, librarians and printers will
be formed.

Tactic 18: Securing Major Project Funding

In order to undergird the specific programmes of the Maliwada Human Development Project, various forms of fund development will be undertaken. Following a survey of possible sources, funds will be solicited from the government, foundations, private individuals, Aurangabad businessmen and Maliwada residents to support the housing rehabilitation and construction of the village. Monies for a new school will be solicited from local residents. For general project funding a survey of potential contributors will be made and an index file will be created. A project story will be created and villagers will go to neighbouring cities to relate it to potential donors. Continuing follow-up visits will be scheduled. Start-up funds for industry will be sought in the form of community capital business grants, government grants and loan guarantees. In-kind items, with specific emphasis on farming equipment, and transport vehicles such as a school bus, will be acquired. In-kind farm equipment will be sought from local farm implement dealers. Many types of funding will be needed for the various educational projects. Funding for material and equipment will be sought from the ministry of education for pre-school, school and adult programmes. In-kind requests will be made to publishing firms, bookstores, library services and printing firms for books and paper. Scholarships and tuition costs for school children will be solicited. Funding for educational equipment, extension training emissaries and trips will be sought from government sources. Incentive prizes such as sewing machines and sarees will also be requested for the village.

Tactic 19: Promoting Village Public Image

For Maliwada to develop as a trade and tourist centre a new image will be created. An illustrated trilingual brochure sketching a history of the area and of the village will be printed and circulated along with a schedule of fairs and festivals and a list of local handicrafts. Road signs directing traffic to Maliwada will be erected in Aurangabad and near the village. Welcome signs will be placed at village entrances. Posters will be displayed in hotels, railway stations and shops in Aurangabad, Daulatabad and Bombay. Media contacts will be maintained with Aurangabad and Bombay for publicity purposes.

151 Efforts will be made to include Maliwada in established Aurangabad-Bombay touring routes. To promote local trading, farmers and craftsmen from surrounding communities will be invited to set up booths at semi-
152 annual trade fairs and Maliwada festivals. The village logo will be stamped on local products and printed on visiting cards and product lists. A community profile
153 will be researched. Facts about Maliwada that would attract business and tourists will be shared with Government, business and tourist offices. A new village movement story will be written and related to people from other villages by citizens of Maliwada.

Tactic 20: Offering Local Fiscal Services

The rapid economic development of Maliwada affects the financial position of the villagers and therefore makes the presence of local fiscal services necessary.
154 A mobile banking service will be arranged with an Aur-
1 angabad bank to provide twice weekly service in the village for loans, credit and deposits. A publicity campaign will be held to encourage local citizens to use the banking services and to open savings accounts in
155 order to build up a local pool of capital. Village funds will be set up to make loans to individuals for home electricity installation. Capital funding for the co-op store will be sought through the extension of credit lines from the Aurangabad Co-operative Bank as well
156 as other sources. Co-operative industries will also be funded through the the co-operative bank. A task force of villagers and professional consultants will guide the investments of the village by creating loan policies, including collateral requirements, interest rates and col-
157 lection procedures. The viability of establishing a savings and loan institution for the village will be investigated.

Tactical Arena D: Developing Functional Life Skills

Paratactic VI: Practical Training

The provision of practical training to undergird the rapid growth of agricultural and industrial enterprises within Maliwada will be crucial for eventual self sufficiency. Specialized training will enable villagers to manage and operate new industries. Farmer training will provide

greater agricultural productivity and formal teacher training will be designed to introduce new educational methods to local people recruited to take part in educational schemes.

Tactic 21: Extending Fundamental Commercial Methods

A substantial number of skilled and semi-skilled work-
158 ers need crash commercial training if they are to staff,
maintain and manage various small industries and busi-
nesses in Maliwada. A general course in business tech-
159 niques and economics will be conducted for village mer-
chants. It will stress basic mathematics, marketing,
local economic principles and accounting. Bi-weekly
meetings using films, scenarios and suitable speakers
160 will be held to train local producers in marketing tech-
niques, manufacturing methods and business manage-
ment. These meetings will also be used to disseminate
161 current market data. Special practical book-keeping
courses will be offered regularly. In-service training
will be held to include all newly enlisted staff in the
co-operative store, factory management and other newl
created businesses.

Tactic 22: Sharing Effective Farming Techniques

The development of Maliwada, the ancient farmer's
village, rests economically and symbolically on the
162 abilities and and effectiveness of its farmers. A wide
variety of training programmes will be held to upgrade
their skills. Local farmers will be sent on trips to
various innovative agricultural stations including the
163 experimental farm operated by the Aurangabad Agricul-
tural College. The trips will introduce the farmers to
modern agricultural techniques. Farm displays will be
held periodically in the village where new techniques wi
164 be dramatically illustrated and initiated by the commun
ity. Farmer training camps will be organized periodic-
ally for local agriculturalists to receive intensive train
ing at nearby research centres. Youth will be sent to th
165 poultry farm in Padegon for training in the care of chic
ens. Work-study programmes to provide agricultural
training and other skills for farmers will be held durin
the dry season. In the field, training run by short-term
166 resident consultants will be provided for those involved
in fish management and the care of rabbits, bees, pigeo
sheep and goats. Special training will be provided for

dairy farmers. These session will include training in
167 artificial insemination, paraveterinary services and scientific feeding techniques. General training in management and the maintenance of farm records and bud-
168 geting will be provided on a regular basis. Extension service will be provided regularly through visits by the district Gram Savak. The Block Development Officer will be requested to include Maliwada farmers in his regular itinerary.

Tactic 23: Furnishing Employable Technical Abilities

The development of Maliwada and the increased earning potential of its residents depends upon competent, trained men and women who can effectively perform the
169 many technical tasks required in the village renewal effort. A technical training curriculum will be designed by a team of specialists in Imaginal Education Methods working with skilled technicians from nearby educational
170 institutions. Volunteer teachers from across the globe will be sought to conduct short term technical courses for unskilled workers. Instructors with practical operating experience in certain fields who can spend a per-
171 iod of time in the village working with the trainees will be used whenever possible. Modern educational aids such as slides, tapes, and films will be used to enrich instructional quality. In-service technical training will
172 be offered in the operation, maintenance and service of the sanitation system installed in the village. A work team will be trained in the upkeep of the laundry, toilet and bathing facilities and a team of four villagers will be
173 trained as operators of the sewage plant. Cottage crafts training sessions will be held in the village to upgrade the quality of present skills and to systematize production to increase efficiency. New workers will also be
174 trained. Production workers in new industries will be given on-the-job instruction in basic manufacturing processes and the effective and safe use of equipment.

Tactic 24: Augmenting Community Teacher Training

If modern education is to be demonstrated in Maliwada, serious teacher training and retraining will need to go on.
175 A week-long teacher training programme in imaginal education, curriculum building, school planning and local
176 staff evaluation will be held during the May and December

school holidays. Similar classes will be offered to
177 local teachers in after-school sessions. Subsequent
evaluation and planning will be held in two-hour sessions
178 each month. New teachers for the pre-school and the
model primary school will be recruited from the young
179 men and women of the villages who can afford either part
of full time service in the classroom. Effort will be
180 made to secure university credit for those school apprentices who desire to become accredited teachers. All
181 teachers, including locally recruited apprentices, will
participate in in-service training. Part of this training
182 will be training in modern methods of literacy and second
language instruction, to equip them for teaching in the
literacy programme.

Tactical Arena C: Guarding Basic Physical Well-being

Paratactic VII: Community Health

For a community dependent on manual labour it will be essential that physical fitness be improved and maintained. The emphasis in community health will be on preventive health care and will move beyond the symptomatic treatment of disease. Comprehensive medical services will also be established. Health information programmes will gradually increase the village awareness and concern for maintaining and improving the overall village health and health standards.

Tactic 25: Delivering Preventive Health Care

Arrangements will be made to deal with all aspects of
183 preventive medicine. Immunizations against smallpox,
DPT, measles and fibella will be provided through
184 regular visits by personnel from the Primary Health
Centre. Periodic screening will be conducted for tuber-
185 culosis, high blood-pressure, diabetes and intestinal
parasitessuch as hookworm, round-worm and amoebae.
186 An emphasis will be placed on measures to checkparasites by stressing the wearing of shoes and adequate
187 clothing, and the boiling of water. Various forms of
birth control will be administered. Ante-natal and post-
188 natal clinics will be held to check urine, blood pressure
and weight. A trained midwife will supervise home deliv-
189 ery and provide advice on correct weaning procedures
and nutrition A child health clinic for children up to the
190 age of thirteen will be conducted for growth and development checks. Prior to the establishment of a balanced

diet programme, an adequate supply of vitamins will be made available. A follow-up system will be pursued in
191 all aspects of preventive medicine through regular home visits. These will promote the use of available clinics and general measures for good health.

Tactic 26: Providing General Health Information

192 Long term, high health standards depend upon the know-
193 ledge of all villagers. Health education in Maliwada will be held for teachers at the preschool with weekly follow-
194 up sessions. A comprehensive health curriculum will be developed to meet day-to-day needs. Special emphasis
195 will be put on family life education giving biological information and methods training to determine the size of
196 families. Hygiene courses will be held stressing animal
197 housing, home care, and personal hygiene. Instruction will also be given in baby care, first aid and prevalent
198 diseases. Informal discussions within families and
199 questions about hygiene will be encouraged. A promotional scheme will be developed using posters, flyers
200 and specialist speakers to emphasize family health care
201 and use of health facilities.

Tactic 27: Supplying Inclusive Medical Services

202 To institute adequate medical service to the people of Maliwada, a liaison will be established with the District Medical Officer in Aurangabad. A staff comprised of a
203 para-medical servant, general nurse and a midwife will be commissioned. Local villagers will be trained to
204 function as health aides. Visiting medical specialists from Aurangabad will be requested to work in Maliwada
205 on a regular basis. General clinical care will be available in the village. A data system to collect and retain
206 information on diseases prevalent in the village will be established. Records on each individual receiving care
207 will be compiled and filed. Visiting specialists will conduct eye and dental examinations periodically. A first-
208 aid and emergency station will be located in the village. This will deal with minor injuries and illnesses of
209 villagers. Arrangements will be made with the general hospital of Aurangabad to transport to other medical
210 facilities anyone needing emergency care.

Tactical Arena B: Fulfilling Common Economic Potential

Paratactic VIII: Local Industry

The promotion of local industry will release the village from total dependence on agriculture. Corporate trading ventures will open up opportunities hitherto beyond individual reach and the development of small industries will form a stable economic base for the village The organising of an equipment pool will make maximum economic use of machines and tools which previously were unavailable due to high costs and lack of repair facilities

Tactic 28: Organising Village Cooperative Trading

The balanced commercial growth of Maliwada depends
211 on the development of joint marketing activities. A Mali
wada cooperative store will be established to provide
212 basic merchandise for the community. Staple food, fish
produce and meat will be stocked for domestic use. Bas
213 farming, industrial and business supplies will also be
stocked. Upon request, items not stocked will be obtain
214 if possible through common procurement from Auranga-
bad and beyond. The store will be owned and managed b
215 the village citizens who will be given guidance in runnin
the venture by practical businessmen. A common set of
216 books will be kept for each community business as a
management service to the community. Regular survey
217 of domestic needs will be conducted to ensure that re-
quired quantities and types of stocks are available. Loc
218 producers will pool their products to make bulk sales a
better prices and to minimize overhead costs. The publ
219 ation of a marketing calendar will guide cooperative sel
ing efforts in the village. Packaging and storage servic
will be provided for farm produce with specific attentio
paid to perishable goods.

Tactic 29: Starting Profitable Small Industries

Strong and diversified economic development for the
220 people of Maliwada requires the establishment of small
scale industries in the village. A cottage crafts coopera
tive will be organised to coordinate and support a wide
221 range of domestic industries. The making of rope will
expanded with the addition of more sophisticated equip-
ment; plastic strands, in addition to jute, hemp, and

coconut fibres, will be used as raw material. New cottage industries such as the manufacture of souvenirs
222 and jewelry out of local semi-precious stones will be developed. Resource industries requiring small amounts of capital will be expanded to include brick manufactur-
223 ing and a stone mill for the making of cement. Other attractive new income sources relating to the processing of locally grown foods will be started. These will include
224 the processing and drying of local fruits, the making of jam and the harvesting and processing of sugar cane. Research is being done on the viability of certain small
225 support manufacturing industries which would serve companies in the greater Aurangabad area. Wooden box production, cardboard box fabrication, nail production,
226 plastics moulding, polyethylene bag making, and the manufacturing of small machine parts will all be considered. A mini-bus for tourist transport will be secured to initiate a Maliwada tour industry

Tactic 30: Pooling Heavy Equipment Resources

Common ownership of transportation and farm equipment is the only practical way to bring into reach the
227 vehicles and machinery which the farmers of Maliwada need to expand their production. A cooperative transport and farm machinery service will be formed to pro-
228 vide machinery such as mobile diesel pump sets, sugar cane crushers, relay planters, tractors, a thresher and trucks for hauling products of the village. Auto-rick-
229 shaws will be maintained by the transport service, operated by local drivers and financed by passenger fees. An appropriate vehicle will be adapted for transporting
230 eggs to nearby towns. A local garage staffed by a trained mechanic will be set up to provide routine maintenance for the farm equipment and transport vehicles. This
231 equipment will be leased to farmers, businessmen and other villagers at low rates set by the Co-op administration. Usage of the equipment by the Co-op members
232 will be encouraged by the management, and outside persons may rent the equipment when it is not in use by Maliwada villagers

Tactic 31: Coordinating Common Goods Procurement

The rapid mobilization of Maliwada must be supported
233 by the acquisition of a wide variety of equipment and material. Supplies for the initial stocking of the

cooperative store will be purchased. Raw materials
234 for cottage industries including jute and plastic strands for rope will be secured in optimum quantities. Office supplies and equipment for village business and community projects will be purchased corporately. Work
235 day tools, equipment for the health facility, the schools, the kitchen and the community hall will be procured. Especially important will be industrial equipment such as capstan lathes; mechanical press; a nail heading
236 machine; shearing and creasing equipment for cardboard boxes; a plastic injection machine; a hotband type film welding machine for sealing bags; a drill press and a small bench grinder. Other machine tools
237 including an air compressor, staple guns, carpentry tools, fabrication jigs, air welding equipment and a set of general maintenance tools will be procured. Delivery equipment including a $1\frac{1}{2}$ - 2 tonne flat bed
238 truck, a panel truck, a minibus and a jeep ambulance will be procured and made available for common use in the village. Farm equipment including a relay planter, bulldozer, mobile diesel pump sets, a sugar
239 cane crusher, tractors and a thresher will also be obtained. A well drilling rig plus electric tube well pumps will be acquired. Supplies including foot valves, mains, pipes, spigots and concrete ducts will also be obtained
240 for the irrigation systems. Fish transport tanks and cardboard containers for egg shipment will be built or obtained.

Tactical Arena A: Rebuilding Fundamental Community Structures

Paratactic IX: Village Identity

Profound human development in Maliwada depends upon the transformation of the self image of the village. Symbol systems will be systematically and self-consciously re-empowered to impart a new sense of purpose to the village. Structured organisational methods will be necessary to elicit the participation of every citizen in decision making. The creation of a trained work force will allow active participation of a practical nature and will foster community pride in the surroundings. The physical appearance of the village will be significantly improved to symbolise the community's new decision and to revitalise its aesthetic appeal.

Tactic 32: Empowering Unifying Common Symbols

241 A new sense of identity and purpose will need to be brought to consciousness in Maliwada. A map based on the population will be drawn dividing the village into six care units. Each unit will include approximately 300 people. A group of villagers will be formed to design a symbol for Maliwada which will be displayed on billboards, roadsigns, letterhead and village vehicles and products. A flag and songs will be created to convey the story of Maliwada throughout the area. Fairs, festivals, displays and competitions will be scheduled on the village calendar. The re-creation of the village square as a symbolic node will occur with the holding of community events during the first three weeks following the project's initiation. These will include community dramas, and a world culture week to celebrate India's unique contribution. Movies, decor, food, books, songs and maps will be used on these occasions. Community art and other products of the village will also be displayed locally and throughout the State. To increase women's participation in the community a two-hour sewing competition will be held on Sunday mornings and arrangements will be made for a fashion show to be sponsored by a textile manufacturer. Students will perform pageants at key community celebrations and will be involved in other extra-community relationships. The elders will be requested to relate the stories of the village on special days of the year. The village will corporately celebrate National holidays such as Independence day and seasonal events. The community will also mark Deogiri Day, the 28th of December and celebrate corporate victories in completing common tasks. All the celebrations for the year will be planned and posted on a single calendar and a common supply of festival material will be collected and maintained. Births, marriages and deaths will be corporately acknowledged and honoured. The village will also corporately honour special achievements such as graduations and age phase changes with symbolic gifts such as diplomas and certificates.

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Tactic 33: Implementing Basic Community Organisation

Village organisational structures will be created to ensure effective functioning of community undertakings and the provision of authentic care. An elected community forum committee will plan and activate community events. This committee along with two representatives from each geographical stake will plan and lead a monthly all-village meeting in which community concerns are dealt with. These planning sessions and regular stake meetings will provide informal training opportunities for stake leaders. These leaders will also recruit voluntary workers, hire labour and assist on in-kind development calls. The entire village will be divided into task guilds responsible for specific village projects, one of which would be a housing commission. A manager will be employed to run the library and oversee the community hall facility.

Tactic 34: Enlisting Village Work Force

To provide the forces necessary for implementing community tasks and to provide jobs for the local citizens, a village work force will be organised. A core of villagers will serve as the administrative staff and will recruit competent personnel for community projects. The staff will survey and organise the communities' labour force for use as its basic source of personnel. All community work, planned for the year will be prioritised and scheduled. A construction team will undertake housing rehabilitation and village building tasks; a sanitation team will be responsible for regular garbage and rubbish removal, cleaning the public bathing facilities and maintaining the water tanks. The village youth will be assigned as apprentices in community poultry care and younger children will tend the village vegetable garden. Personnel for more specialized projects will be recruited. Local villagers will be hired on an in-service training basis in the co-operative store in relationship to the potential sales volume. Local farmers will be visited and enlisted as members of the farming co-operative. A survey will determine all present and potential craftsmen for cottage industries and enlist their employment on the basis of production and demand. A management team will also be recruited and selected for local industry.

A weekly community work day will be scheduled for four hours every Sunday morning and the entire village will be invited to participate in a corporate task. These work days will be publicized during the week so that people will know where to report on Sunday. Child care and meal enablement will be provided for the volunteer workers. Each corporate work day will conclude with a celebrative event.

Tactic 35: Establishing Ongoing Physical Upkeep

In order to improve Maliwada's physical appearance beautification and upkeep will be carried out. The village square will be improved by building a low seating wall around the tree and setting in flowers and greenery. A community notice board will be erected where global news items and local events will be publicized. An area suitable for a village park will be selected. Playground equipment, tables and chairs for use in the park, the square and other areas will be constructed. The existing entrance to the village will be made attractive with plants and grass. Roadways will be landscaped and beautified. Street signs written in Marathi, Hindi and English will be erected around the village. Yards around houses will be levelled off and lawns and gardens planted. The swamp located at the north-east edge of the village will be dredged out to a depth of 4 feet to create a village pond. A creek with a gated dike will be constructed to drain the pond. Low spots near the village which collect stagnant water will be filled to eliminate mosquito breeding places. A thirty gallon rubbish disposal bin with a white cover will be positioned near each of the five wells for the disposal of non-organic waste. These will be emptied weekly. Thirty gallon bins with blue covers will be similarly located for the disposal of organic waste and will be emptied daily into the compost heaps.

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REBUILDING
FUNDAMENTAL COMMUNITY STRUCTURES

ICA Consultants | Plate 4A

Village Reconstruction

tactic 1. Housing Rehabilitation

1 Model House
2 Housing Survey
3 Professional Guidance
4 Building Reconstruction
5 Replication Model

tactic 2: Utility Shelters

6 Factory Facility
7 Crafts Office
8 Print Shop
9 Mechanical Workshop
10 Equipment Shed
11 Storage Facilities
12 Livestock Pens
13 Poultry Sheds
14 Fish Pools
15 Dairy Barnyards

tactic 3: Buildings & Streets

16 Community Hall
17 Medical Facility
18 Community Kitchen
19 Educational Institute
20 Cooperative Store
21 Road Construction
22 Gutter System
23 Restored Entrance
24 Shopping Area
25 Additional Entrance

tactic 4: Public Services

26 Public Lighting
27 Electrical Connections
28 External Communications
29 Internal Communications
30 Tube Well
31 Water Distribution
32 Well Covers
33 Lavatory Facilities
34 Sewage System
35 Gas Plant
36 Waste Recycler

Village Identity

tactic 32: Common Symbols

241 Stake Map
242 Story Rehearsal
243 Community Symbol
244 Community Song
245 Singing Group
246 Unifying Events
247 Village Node
248 Celebration Calendar

tactic 33: Community Organisation

249 Forum Committee
250 Village Meetings
251 Leadership Roles
252 Task Guilds
253 Housing Commission
254 Hall Manager

tactic 34: Work Force

255 Administrative Staff
256 Personnel Catalogue
257 Construction Team
258 Sanitation Team
259 Youth Apprentices
260 Specialised Personnel
261 In-service Training
262 Management Team
263 Weekly Workdays
264 Task Enablement

tactic 35: Physical Upkeep

265 Village Square
266 Notice Board
267 Community Park
268 Entrance Beautification
269 Landscaped Roadways
270 Directional Signs
271 Lawns & Gardens
272 Village Pond
273 Pit Landfill
274 Waste Disposal

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FULFILLING
COMMON ECONOMIC POTENTIAL

ICA Consultants | Plate 4B

paratactic II Local Agriculture		paratactic VIII Local Industry	
tactic 5:	Water Resources	tactic 28:	Cooperative Trading
37	Area Surveys		
38	Government Assistance	211	Co-operative Store
39	Bore Wells	212	Food Stocks
40	Well Improvement	213	Supply Stocks
41	Wide Wells	214	Business Guidance
42	Distribution System	215	Common Books
43	Water Tank	216	Needs Survey
44	Irrigation Co-operatives	217	Co-operative Sales
45	Creek Bunds	218	Marketing Calendar
46	Land Levelling	219	Packaging Services
47	Contour Bunding		
tactic 6:	Farming Demonstrations	tactic 29:	Small Industry
		220	Khadi Co-operative
48	Demonstration Plots	221	Rope Weaving
49	Modern Techniques	222	New Industries
50	Pest Control	223	Resource Industries
51	Compost Pits	224	Food Processing
52	Agricultural Service	225	Support Industries
		226	Tourist Industry
tactic 7:	Animal Husbandry	tactic 30:	Equipment Resources
53	Dairy Herd	227	Transport Co-operative
54	Poultry Farm	228	Machinery Service
55	Rabbit Farm	229	Rickshaw Service
56	Pigeon Farm	230	Maintenance Garage
57	Fish Farm	231	Leasing System
58	Veterinary Service	232	Hiring Service
tactic 8:	Crop Production	tactic 31:	Common Procurement
		233	Store Supplies
59	Crop Promotion	234	Raw Materials
60	Animal Feeds	235	Office Supplies
61	Hybrid Orchard	236	Common Equipment
62	Seedling Nursery	237	Delivery Equipment
63	Experimental Research	238	Farm Equipment
		239	Irrigation Equipment
		240	Transport Equipment

GUARDING BASIC PHYSICAL WELL-BEING

ICA Consultants Plate 4C

Paratactic III Community Nutrition

tactic 9: Food Production

66 Village Garden
67 Nutrition Research
68 Growth Supplements
69 Scheduled Planting
70 Small Animals
71 Milk Processing
72 Buffer Stock
73 Assistance Provision
74 Orchard Sections

tactic 10: Nutrition Education

75 Diet Research
76 Nutrition Classes
77 Menu Budgeting
78 Cookery Demonstrations
79 Kitchen Training
80 Information Dissemination
81 Kitchen Gardens

tactic 11: Village Kitchen

82 Balanced Menu
83 Equipped Facility
84 Quality Checks
85 Health Screenings
86 Promotion Visits
87 Picture Menu
88 Food Distribution

Paratactic VII Community Health

tactic 25: Preventive Medicine

183 Preventive Immunisations
184 Periodic Screenings
185 Parasite Elimination
186 Birth Control
187 Maternity Clinics
188 Child Clinic
189 Vitamin Distribution
190 Home Visits
191 Clinic Promotion

tactic 26: Health Information

192 Instruction Training
193 Health Curriculum
194 Family Life
195 Hygiene Courses
196 Baby Care
197 First Aid
198 Prevalent Diseases
199 Practical Demonstrations
200 Informal Discussions
201 Promotional Scheme

tactic 27: Medical Services

202 Medical Officer
203 Staff Commissioning
204 Local Aides
205 Regular Specialists
206 Clinical Care
207 Data System
208 Emergency Station
209 Periodic Examinations
210 Hospital Arrangements

MHDP | tactical arena D | 1976

DEVELOPING FUNCTIONAL LIFE SKILLS

ICA Consultants | Plate 4D

paratactic IV Practical Education

tactic 12: Community Programming

87 Deogiri Speech
88 Cultural Import
89 Impact Trips
90 Education Workshop
91 Inclusive Curriculum
92 Hidden Instruction
93 Methods Training
94 Events Reporting
95 Staff Shadows
96 Guest Speakers
97 Heritage Recovery
98 News Service

tactic 13: Language Skills

99 Contextual Meeting
100 Language Survey
101 Recruitment Campaign
102 Curriculum Design
103 Class Schedule
104 Reading Materials
105 Language Tools

tactic 14: Formal Schooling

106 Supplementary Curriculum
107 Model School
108 Education Survey
109 Recruitment Campaign
110 Preschool Curriculum
111 Practical Training
112 Community Work
113 Regular Trips
114 School Newspaper
115 Community Days
116 Educational Materials

tactic 15: Youth Equipment

117 Technical Training
118 Village Apprenticeships
119 Job Prowess
120 National Progamme

paratactic VI Practical Training

tactic 21: Business Education

158 Economics Course
159 Commercial Instruction
160 Book Keeping
161 In-Service Training

tactic 22: Farmer Training

162 Field Trips
163 Farm Displays
164 Training Camps
165 Work-Study
166 Dairy Training
167 Farm Management
168 Extension Service

tactic 23: Technical Skills

169 Technical Curriculum
170 Volunteer Instructors
171 Educational Aids
172 Sanitation Maintenance
173 Crafts Training
174 Industrial Training

tactic 24: Teacher Training

175 Vacation Training
176 Afternoon Sessions
177 Monthly Evaluation
178 Apprentice Recruitment
179 University Credit
180 Literacy Methods
181 Assistant Recruitment
182 Practice Training

ESTABLISHING
EXTERNAL SUPPORT RELATIONS

ICA Consultants Plate 4E

Paratactic V

Securing External Support

tactic:16:	Public Sector
121	Contact System
122	Amenities Arrangrments
123	Government Land
124	Government Registration
125	Legal Assistance
126	Educational Assistance

tactic 17:	Private Sector
127	Business Contracts
128	Labour Contracts
129	Sales Contracts
130	Market Guarantees
131	Extended Contracts
132	Transport Branch
133	Consultants Profile

tactic 18	Project Funding
134	Sources Survey
135	Construction Funds
136	School Funds
137	Contact System
138	Follow-up Schedule
139	Cooperative Funding
140	Industry Funding
141	Electricity Loans
142	In-kind Equipment
143	Educational Funds
144	Inland Materials
145	Scholarship Contributions
146	Emissary Funds
147	Incentive Prizes

tactic 19:	Public Image
148	Illustrated Brochure
149	Publicity Devices
150	Tour Centre
151	Trade Fairs
152	Advertising Symbol
153	Village Story

tactic 20:	Fiscal Services
154	Mobile Bank
155	Publicity Campaign
156	Loan Funds
157	Investment Guidance

PART FIVE

THE ACTUATING PROGRAMMES

Programmes

The final phase of the Consult deals with organising the tactical systems into actuating programmes. These provide precise structures or forms within which specific tactics are carried out. The actuating programmes perform several essential functions. First, they make possible a broad cost analysis of the project and thereby become crucial instruments for its funding. Second, they enable the creation of a relatively accurate phasing design for the total demonstration. Third, they serve to organize both the local forces who carry out the immediate actualization and the extended forces who create the support systems. Fourth, the programmes rationally simplify the task of the actuating forces as they begin to create the implementing procedures of the project. Finally, by reflecting the realistic possibilities, the inclusiveness and the unity of the project, they release an imaginal power that motivates the local people, the project patrons and the public at large.

Process

The creation of the actuating programmes first involves organizing the large body of subtactics into rational 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 insure inclusiveness and focus. Certain values are held throughout the process of organising the programmes, such as the number of local forces available to actualize the programmes, their dramatic power to generate interest, and the possibilities for their 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 then created. Implementaries are the concrete steps to be taken by the local forces in doing the tactics and programmes. Each required step, once determined, is placed on daily, weekly or monthly timeline. The creation of timelined implementaries, however, is not a task of the Consult but of the local forces themselves.

The actuating programmes of the MHDP shown on the following plate are seventeen in number. Seven of these have to do with 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

Result

training. The health arena includes a health outpost, and two programmes dealing with family life and nutrition. The next group of programmes contains an early learning centre and a model village school. The third group of these social programmes comprise the In-service Training Institute and an academy for the adults. Another group of seven programmes relates to the economic well-being of the community. 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 first group of economic programmes is concerned with developing fiscal and commercial services. The second group deals with the development of light industries. The third group focusses on agricultural development placing an emphasis on 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 presently unemployed youth and adults who will undertake the construction of streets, drainage systems, sanitation facilities, park and playgrounds and general utility services on behalf of the total village.

Summaries

A more detailed description of each of the seventeen actuating programmes immediately follows. These summaries are not intended to lay out fully the programmes, but to indicate the general focus of each, the relationships among the programmes, and the relationships between each programme and the whole project. Each summary is comprised of three paragraphs. The first describes the broad functional nature of the programme and explains why it is necessary to the total project. The second delineates the major components of the programme. The last paragraph indicates the general requirements for actualizing the programme. This is in no way a specific effort to do the above-mentioned implementaries. The programme summary intends, rather, to point to the broad steps involved and thus to provide some feel after the practical feasibility of the programme. Accompanying each summary is a four-year programme budget (Plates 5A - 5Q). At the end of the summaries is a one-year summary budget chart (Plate 6A) on the project as a whole. These are intended to provide a realistic picture of the monies that are to be considered.

Maliwada
Human Development Project

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THE SEVENTEEN ACTUATING PROGRAMMES

COMPREHENSIVE COMMUNITY REFORMULATION IN MALIWADA

December/January 1975-76
Consult

Plate 5

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			MALIWADA COMMUNITY CENTRE IX			CORPORATE IRRIGATION PROJECT XVI
MALIWADA COMMUNITY COMMONS III	MODEL VILLAGE SCHOOL V	MALIWADA COMMUNITY ACADEMY VII	VILLAGE RECONSTRUCTION PROJECT X	MALIWADA TRADING COMPANY XII	LOCAL INDUSTRY COMBINE XIV	MALIWADA DEMONSTRATION FARM XVII

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Human Development Project

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Consult

Plate 5a

THE SEVENTEEN ACTUATING PROGRAMMES

COMPREHENSIVE COMMUNITY REFORMULATION IN MALIWADA

ONE — TOWARD THE SOCIAL WELL-BEING OF MALIWADA VILLAGE

COMMUNITY HEALTH A

MALIWADA HEALTH OUTPOST (I)
- 1 Preventive Medicine Programme
- 2 Medical Care Programme
- 3 Referral Service Programme
- 4 Health Education Programme

VILLAGE DEMONSTRATION HOME (II)
- 5 Community Kitchen Programme
- 6 Domestic Management Programme
- 7 Family Living Programme
- 8 Nutrition Education Programme

MALIWADA COMMUNITY COMMONS (III)
- 9 Vegetable Garden Programme
- 10 Animal Farm Programme
- 11 Dairy Herd Programme
- 12 Poultry Unit Programme

COMMUNITY EDUCATION B

EARLY LEARNING CENTRE (IV)
- 13 Infant Care Programme
- 14 Preschooling Programme
- 15 Kindergarten Programme
- 16 Community Support Programme

MODEL VILLAGE SCHOOL (V)
- 17 Functional Education Programme
- 18 Infield Training Programme
- 19 Total Enrollment Programme
- 20 Teacher Training Programme

COMMUNITY TRAINING C

IN SERVICE TRAINING INSTITUTE (VI)
- 21 Technical Training Programme
- 22 Rural Management Programme
- 23 Trade Skills Programme
- 24 Night School Programme

MALIWADA COMMUNITY ACADEMY (VII)
- 25 Village Literacy Programme
- 26 Basic Education Programme
- 27 Local Heritage Programme
- 28 Social Methods Programme

TWO — MALIWADA VILLAGE TOWARD COMMUNITY RECONSTRUCTION D

RURAL HOUSING PROJECT (VIII)
- 29 Housing Rehabilitation Programme
- 30 New Construction Programme
- 31 Animal Shelters Programme
- 32 Home Beautification Programme

MALIWADA COMMUNITY CENTRE (IX)
- 33 Cultural Life Programme
- 34 Community Organization Programme
- 35 Care Network Programme
- 36 Work Corps Programme

VILLAGE RECONSTRUCTION PROJECT (X)
- 37 Streets Paving Programme
- 38 Public Building Programme
- 39 Common Amenities Programme
- 40 Drainage System Programme

THREE — TOWARD THE ECONOMIC WELL-BEING OF MALIWADA VILLAGE

COMMUNITY COMMERCE E

COMMERCIAL SERVICES UNION (XI)
- 41 Village Savings Programme
- 42 Credit Union Programme
- 43 Capital Development Programme
- 44 Management Services Programme

MALIWADA TRADING COMPANY (XII)
- 45 Village Stores Programme
- 46 Community Transport Programme
- 47 Trading Exchange Programme
- 48 Storage Facilities Programme

COMMUNITY INDUSTRY F

AGRICULTURAL PRODUCE ENTERPRISES (XIII)
- 49 Small Stock Programme
- 50 Mariculture Farm Programme
- 51 Quality produce programme
- 52 Agro By-products Programme

LOCAL INDUSTRY COMBINE (XIV)
- 53 Local Factory Programme
- 54 Cottage Industry Programme
- 55 Village Processing Programme
- 56 Resource Development Programme

COMMUNITY AGRICULTURE G

MALIWADA FARMERS' CO OPERATIVE (XV)
- 57 Crop Planning Programme
- 58 Land Development Programme
- 59 Road Improvement Programme
- 60 Corporate Marketing Programme

CORPORATE IRRIGATION PROJECT (XVI)
- 61 Bund Building Programme
- 62 Water Delivery Programme
- 63 Experimental Bores Programme
- 64 Well Improvement Programme

MALIWADA DEMONSTRATION FARM (XVII)
- 65 Crop Development Programme
- 66 Stock Improvement Programme
- 67 Machinery Pool Programme
- 68 Farm Management Programme

SOCIAL WELL-BEING: Actuating Programme 1

MALIWADA HEALTH OUTPOST

A village's physical vitality undergirds socio-economic development by releasing the human potential of the entire community. The Maliwada Health Outpost is intended to extend existing health services and to provide the community with preventive medical care. The rapid growth and demand of the urban centres of the nation have absorbed medical resources and personnel. This has forced the rural health units of the medical care network to maintain emergency services which can provide only curative medicine to the people in Maliwada. The need is for rural health units that revitalize the network and make comprehensive medical care - both preventive and curative - available to every individual.

The Maliwada Health Outpost consists of four components that will begin to hold every Maliwada citizen within a health care programme. First, the preventive medicine programme will move beyond the symptomatic treatment of individual illness to establish preventive medical measures for the whole community. The medical care programme will provide the village with essential first-aid service and day-to-day outpatient administration and nursing care. Third, the referral service programme will intentionalize and strengthen the rural health care network and coordinate the operation of this local unit with those of the State. Finally, the launching of the health education programme will provide information on the services offered by the Outpost and guidance on hygiene, home sanitation and basic health care.

The Health Outpost will consist of two rooms - one to serve as a visiting room and the second as a treatment centre. This facility will have to be built. However, a building may be rented to initiate this programme immediately. The regular staff of the outpost will consist of one trained staff nurse with two Maliwada residents servingas attendant trainees. A medical officer will visit the clinic weekly. The initial move will be to set up a comprehensive health file on all members of the community. As a part of the initial survey specialists in tuberculosis, leprosy, eye disease, tropical diseases and children's diseases will visit the village to screen the total population. A systematic immunization programme will be initiated. In order to provide sophisticated emergency services, arrangements will be made with the Aurangabad Medical College Hospital. Transportation facilities will be available around the clock to cover emergencies. A van will be procured to extend the health services to families that live outside the village proper. A door-to-door visit schedule will be created. A team of two will visit families to maintain a careful check on the health of the community and educate the people in basic health care, hygiene, and sanitation.

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Four Year Plan
Programme Budgets

Programme 1 - Plate 5A
Maliwada
Health Outpost

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categories \ years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Mobile Health Van	150,000			
	Medical Supplies	20,000			
	Medical Equipment	5,000	1,000	1,000	1,000
	Teaching Aids	2,000	500	500	500
	Typewriter	3,000			
subtotal - capital		180,000	1,500	1,500	1,500
II Pay & Allowance	2 community wages	3,600	3,600	3,600	3,600
	1 apprentice retainer	900	1,800	1,800	1,800
	1 auxiliary salary	12,000	12,000	12,000	12,000
	½ nurse	2,700	2,700	2,700	2,700
subtotal - pay		19,200	20,100	20,100	20,100
III Current Expenses	Maintenance	3,000	3,000	3,000	3,000
	Operating Cost	7,000	7,000	7,000	7,000
	Medical supplies	40,000	50,000	50,000	50,000
	Travel	1,000	1,000	1,000	1,000
subtotal - current		51,000	61,000	61,000	61,000
Total Programme Cost		250,200	82,600	82,600	82,600

SOCIAL WELL-BEING: Acutating Programme 2

VILLAGE DEMONSTRATION HOME

In the midst of many possibilities and alternatives provided by the twentieth century, every family unit is confronted with the decision of choosing between the task of forging an appropriate life style or being clenched in the patterns of the past. The Village Demonstration Home is a comprehensive care structure that would educate family members in the community in family living skills. The scarcity of food and the collapse of community structures have reduced the family and community care to providing minimal sustenance. The Demonstration Home is designed to provide the community with practical ways of caring for the family as a unit with the possibility of releasing men and women to engage actively in community life beyond the family. This care of the foundational structures of the community would add to the vitality and environmental fabric of Maliwada.

The Village Demonstration Home consists of four components which touch every aspect of a home. The first is a community kitchen, a local practical nutritional tool which will provide every villager with one meal daily. The meal will contain the essential nutrients for a basic well-balanced diet. The second, domestic management training, will provide the community, especially the women, with basic methods of budgeting, menu planning, hygiene, sanitation and child care. The third, the family living programme will focus on family planning, bringing intentionality into family size and growth rate and providing new images of the roles of men, women and children in the family. Fourth, the nutrition education programme will educate the people in basic food values in relation to daily nutritional needs.

The Demonstration Home will have a community kitchen located in a facility that is accessible to every villager. An overseer with basic knowledge of accounts and budgeting will manage the services. Food materials will be purchased locally. The kitchen equipment will be secured through in-kind donations from large institutions. A minimal charge will be made for these meals to cover the expenses involved. A research survey conducted in the community will reveal the arenas where a domestic management programme will be most needed. A model village home will be built, which can serve as a training and demonstration centre. A comprehensive family planning programme will be initiated with government expertise and machinery. The programme will include provision of sex education for families and youth. The nutrition education programme will build imaginal and pictorial food and nutrition charts, will create menus and will teach the community cooking methods that preserve the nutritional value of food.

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Four Year Plan
Programme Budgets

Programme 2 - Plate 5B
Village
Demonstration Home

categories	years	current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Kitchen Equipment	4,000			
	Model house	3,000			
	Educational equipment	2,000	1,000	1,000	500
	Office supplies	2,000			
subtotal - capital		11,000	1,000	1,000	500
II Pay & Allowance	2 cooks	4,800	4,800	4,800	4,800
	4 helpers	6,200	6,200	6,200	6,200
	½ nurse	2,700	2,700	2,700	2,700
	1 apprentice	900	900	900	900
	1 auxiliary	9,600	9,600	9,600	9,600
	consultant				
	nutritionist	6,000			
subtotal - pay		30,200	24,200	24,200	24,200
III Current Expenses	Food supplies	120,000	50,000	20,000	
	Fuel	30,000	20,000	10,000	
	Family planning supplies	6,000	6,000	6,000	6,000
	Materials	2,000	2,000	2,000	2,000
	Office supplies	2,000	2,000	2,000	2,000
	Model home upkeep	500	500	500	500
subtotal - current		160,500	80,500	40,500	10,500
Total Programme Cost		201,700	105,700	65,700	35,200

SOCIAL WELL-BEING: Actuating Programme 3

MALIWADA COMMUNITY COMMONS

The front lines of health and physical vitality of a community exists at the level of the basic nutrition of its people. The Maliwada Community Commons is directly related to the total health service programme of the Project and is the key to improving village nutrition. The Commons is a community-owned and operated food production centre. It consists of a high-production, high-quality fruit and vegetable garden and poultry, dairy and small animal farms. It will provide basic food for the total nutrition programme of the village. The produce from these schemes will guarantee every person in the village one nutritious meal a day and enable the upsurge in energy and vitality necessary to sustain a village rebuilding effort.

The Community Commons will provide food for the Community Nutrition Kitchen and training in food production. The vegetable garden programme will grow a variety of vegetables and fruits most suitable for village production and nutrition. Second, the animal farm programme will include goats, rabbits, bees and pigeons and will provide slaughtering, packaging and storage facilities. Third, the dairy herd programme will be located in a common barnyard which will be provided with milking, feeding, and fodder storage facilities. It will include a milk delivery service. Finally, the poultry unit programme will use inexpensive sheds constructed from local materials to house the birds using the deep litter system. Adequate lighting will be maintained in the sheds to stimulate egg production. The major function of the Village Commons will be to stabilize the nutritional base of the village.

Implementation of the Commons involves the procurement of four to five acres of land for the garden, dairy barn, poultry house, small animal pens and storage facilities so that all of the facilities are located on adjacent lands near a well. This land can be obtained from the government for little or no expense. There are government lands presently lying idle very close to the village, and it is hoped that the government will release them for this use. The land will be secured in the first month of the project so that the garden can be established immediately with seed purchase, land tilling, fertilizing, planting and irrigation. Construction of dairy and poultry facilities and procurement of stock can also begin immediately in order to have these in operation within three months. As soon as this first phase of implementation is completed, construction of small animal pens will begin along with procurement of breeding rabbits, goats, high quality honey bees and tumbler pigeons.

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Four Year Plan
Programme Budgets

Programme 3 - Plate 5C
Maliwada
Community Commons

categories \ years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Tools	3, 500	500	500	
	Vegetable garden fence	5, 000			
	Water installation	7, 000			
	Stock	40, 000			
	Hand carts	1, 000			
	Dairy	5, 000			
	Poultry shed	10, 000			
	Animal shelter	15, 000			
subtotal - capital		86, 500	500	500	
II Pay & Allowance	4 apprentice retainers	3, 600	3, 600	3, 600	1, 800
	½ auxiliary	4, 800	4, 800	4, 800	4, 800
subtotal - pay		8, 400	8, 400	8, 400	
III Current Expenses	Maintenance		2, 000	2, 000	2, 000
	Seed supplements	2, 000	2, 000	2, 000	2, 000
	Seed	1, 000	1, 000	1, 000	1, 000
	Electricity	2, 000	2, 000	2, 000	2, 500
subtotal - current		7, 000	7, 000	7, 000	7, 500
Total Programme C				15, 900	14, 100

SOCIAL WELL-BEING: Actuating Programme 4

EARLY LEARNING CENTRE

A human being's basic images and experiences are formed before the age of four. Today most of the world's children pass through those first years with no intentional learning experience. The early learning centre will be a preschooling programme that demonstrates care for the child from infancy up to school age. It is a comprehensive child development programme that equips the child with the basic skills at the same time developing a flexibility and confidence in operating in various social situations. This will enable children to participate responsibly in the social fabric of the community. The Early Learning Centre will be an immediate catalyst for other community programmes as the village sees its children being cared for and practically equipped for the future.

The Early Learing Centre will have four distinct components. First, the infant care programme will educate and provide the community with quality care, engaging young children in intentional structures of learning. Second, a community preschool programme will provide educational structures for toddlers up to three years of age with special emphasis on diversifying the child's social relations. Third, the kindergarten programme will engage three and four year olds in basic learning skills, developing their creativity and releasing their imaginal capacities. Fourth, a community support programme will be initiated to encourage close community involvement in the education of children of all ages.

Every child in the village between the ages of two months and four years will be enrolled in the Maliwada Early Learning Centre. The Centre will be located close to the elementary school. A comprehensive materials and equipment list will be compiled and acquired through purchases or contributions, using local resources where appropriate. The curriculum for the Centre will be built in the first year and published in a manual. It will include a study of Deogiri heritage within the context of the twentieth century and its people's role in forging the new India. Songs, rituals, and meal times will be used for indirect teaching opportunities. Practical participation in the care of the Village Commons will prepare the child for his role in the community as a responsible individual. Systematic medical health care checkups and instruction will be coordinated with the Health Outpost. The staff will include teacher trainees from the village who will be prepared over the course of the next two years to assume responsibility for the administration and care of the Centre. The staff will have daily reporting and planning meetings to discern the overall thrust of the Centre and the particular emphasis of each day's curriculum. Regular biweekly meetings with parents will be held to hold the community reponsible for school and to encourage village participation in the education of the children.

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Four Year Plan
Programme Budgets

Programme 4 - Plate 5D
Early
Learning Centre

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Building	12,000			
	Furniture (classroom)	4,000			
	Teaching aids	4,000	2,000	1,000	500
	Playground equipment	2,000	500		
	subtotal - capital	22,000	2,500	1,000	500
II Pay & Allowance	1 community wage	1,800	1,800	1,800	1,800
	4 apprenticeship retainers	3,600	3,600	3,600	3,600
	2 auxiliary salaries	21,600	21,600	21,600	21,600
	subtotal - pay	27,000	27,000	27,000	27,000
III Current Expenses	Maintenance	2,000	2,000	2,000	2,000
	Utilities	2,000	2,000	2,000	2,000
	Teaching materials	1,000	1,000	1,000	1,000
	Lunch programme	30,000	30,000	30,000	30,000
	Travel	3,000	3,000	3,000	3,000
	subtotal - current	38,000	38,000	38,000	38,000
	Total Programme Cost	87,000	67,500	66,000	65,500

SOCIAL WELL-BEING: Actuating Programme 5

MODEL VILLAGE SCHOOL

Adequate educational experiences are essential to any serious development programme. A revitalized functional education system is key to India's future. The Maliwada Model Village School will complement the existing educational structures by introducing innovations in facility use, curriculum design and technical methods. In this way, each village child will be exposed to life-oriented teaching techniques. Presently only twenty-five pereent of the children of the village attend school. A programme is needed that will create adults of the future who will be able to sustain the rural renewal movement across India. The Model Village School will be a sign to rural India of the possibility of designing and implementing a learning experience which is both broadening and practical.

The Model Village School will provide functional prowess and awaken the imagination of the students and teachers through four programmes. First, the functional education programme will combine the standard government syllabus with a supplementary curriculum of imaginal methods and life-oriented instruction. Second, the in-field training programme will mobilize the school children in teams for service in the Community Commons or with their parents for agricultural work during half the day. The other half-day will be spent in formal education classes. This will allow the present school facility to house twice the number of children. Third, the total enrollment programme will function as a survey, recruitment and scholarship funding campaign to guarantee every child in the village a basic education. Finally, the teacher training programme will provide the model school faculty with the most effective educational methods for integrating basic education and practical training for productive livelihood.

The first step in initiating the model village school is to form an education guild consisting of local villagers and the teaching staff. The guild will conduct a community survey and workshop to update the necessary education statistics of the community, supplement the existing curriculum, design the in-field programme and arrange teacher training sessions. Statistics, curriculum and training programmes will then be presented to the appropriate government educational departments. The existing school facility will be used for the morning and afternoon rotational sessions. A specialized teacher will be temporarily engaged to train the present school faculty to function effectively in the model school. In addition to the government's provision of food, once the Community Commons Programme is functioning arrangements will be made for a meal which will be served to all students during the noon period between the two sessions.

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Four Year Plan
Programme Budget

Programme 5 Plate 5E
Model
Village School

categories	years	current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	classroom equipment	7,000	500	500	200
	Teaching aids	5,000	1,000	1,000	500
	Educational materials	3,000			
	Books	2,000			
	Scholarship fund	5,000	5,000	5,000	5,000
	Typewriter	3,000			
	subtotal - capital	25,000	6,500	6,500	5,700
II Pay & Allowance	1 auxiliary wage	9,600	9,600	9,600	9,600
	2 apprentices	1,800	1,800	1,800	1,800
	subtotal - pay	11,400	11,400	11,400	11,400
III Current Expenses	Maintenance/repairs	1,000	1,000	1,000	1,000
	Supplies	5,000	5,000	5,000	5,000
	Teacher training	3,000	3,000	3,000	3,000
	Field trips	5,000	5,000	5,000	5,000
subtotal - current		14,000	14,000	14,000	14,000
Total Programme Cost		50,400	31,900	31,900	31,100

SOCIAL WELL-BEING: Actuating Programme 6

IN-SERVICE TRAINING INSTITUTE

New industries, technical advances in agriculture, and the physical reconstruction of the village are dependent upon a labour force equipped with new skills and techniques. Maliwada has a potential labour force in its many underemployed and unemployed residents, yet new skills and techniques training is not available. The In-Service Training Institute is built on the recognition that much of this training must take place on the job. Such training schemes will not only open new horizons for individuals and the community at large, but also create a new sense of cooperative community service.

The In-Service Training Centre will use four programmes to train villagers rapidly and thereby multiply their vocational possibilities. First, the agricultural training programme will focus on providing skills in modern agricultural techniques. Second, a rural management training programme will provide farmers with basic planning and budgeting skills in conjunction with the Maliwada Demonstration Farm. Third, trade-skills training programmes will focus on apprenticeship and short term courses in construction trades and marketable crafts capable of providing immediate employment opportunities. Finally, a village night school will offer accredited training programmes necessary for employment. Where on-site programmes are unavailable, individuals will be enrolled in educational institutes outside the village.

The In-Service Training Institute will be initiated in conjunction with the Agricultural Produce Enterprise and the Local Industry Combine. Programmes will be created in all arenas of economic life, depending primarily on the sharing of knowledge among the villagers, but occasionally using specially recruited trainers and external educational institutions. Initial attention will be directed toward agricultural training by involving the farmers in practical field training where new and improved methods of cropping and land use will be demonstrated. Plots of the Demonstration Farm will be used to keep the farmers informed of the latest developments. Where necessary, consultants from agricultural colleges, research institutes and the Agricultural Department of the District will be called upon to conduct classes and field days. As industrial units begin to develop in the village, new jobs will open up which require trained personnel. Training for these positions will take place through the In-Service Training Institute. A few selected men will be sent out for short-term training in the use of farm equipment. Skilled craftsmen will train young men in the operation of the machines and tools. Through the training coordinated by the Institute, secure employment will be provided for the village people.

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Four Year Plan
Programme Budget

Programme 6 - Plate 5F
In-service
Training Institute

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categories \ years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Teaching materials	5,000	1,000	1,000	500
	Equipment	10,000	2,000	2,000	500
	Casette	1,000			
	Typewriter	3,000			
Subtotal - capital		19,000	3,000	3,000	1,000
II Pay & Allowance	1 community wage	1,800	1,800	1,800	1,800
	1 auxiliary salary	9,600	9,600	9,600	9,600
Subtotal - pay		11,400	11,400	11,400	11,400
III Current Expenses	Office supplies	2,000	3,000	3,000	3,000
	Construction supplies	5,000	5,000	5,000	5,000
	Crafts	3,000	3,000	3,000	3,000
	Travel	2,000	2,000	2,000	2,000
subtotal - current		12,000	13,000	13,000	13,000
Total Programme Cost		42,400	27,400	27,400	25,400

SOCIAL WELL-BEING: Actuating Programme 7

MALIWADA COMMUNITY ACADEMY

A basic level of education is necessary for the rural villager to participate effectively in the total life of the nation. Although formal adult education opportunities are non-existent in Maliwada, the villagers clearly see the need for formal educational experiences for every adult of the village. The Maliwada Community Academy will meet this need by offering a variety of educational experiences that will equip the adults with leadership methods and skills needed in the total development effort of the village. Broadening the community adult language facility from Marathi to include Hindi and English will provide them with a firm foundation for dealing with the external relationships vital to the development project.

There are four components to the Maliwada Community Academy's comprehensive education curriculum. First, the village literacy programme will enable every villager to read and write in Marathi and Hindi. The basic education programme will offer classes for those villagers who choose to get the equivalent of a primary or secondary education. Special emphasis will also be placed on conversational English. Through the local heritage programme residents will recapture their own rich cultural history and relate themselves to the world beyond Maliwada. Finally, the social methods programme will provide seminars and collegiums necessary for developing effective community leadership.

Because the adult education provided by the Academy is so important to the effective functioning of the total development project, the implementation of this programme will begin immediately. The literacy programme will begin by teaching every villager to write his name in Marathi and Hindi. This will be an intentional but informal effort which may take place in a villager's home over a cup of tea or be incorporated into any village gathering. Since the school authorities have already given permission for the use of the local primary facility in Maliwada, this building will serve as the centre for functional literacy, conversational English and basic education classes. English language classes will begin immediately and be offered for an hour six nights a week. A basic education curriculum will be designed by qualified teachers and taught at a time most convenient to the village. A daily breakfast collegium will be initiated for informal training in methods of community development and local leadership. A more formal social methods school will be held twice a year and will include teacher training skills. The local heritage programme will begin by researching and writing a short history of the region around Maliwada. This history will explore the greatness of Maliwada's past and suggest the destinal role of the Maliwada people in recapturing this past greatness on behalf of the future of other villages in the region.

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Four Year Plan
Programme Budgets

Programme 7 - Plate 5G
Maliwada
Community Academy

categories	years	current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Teaching materials	5, 000	500	500	
	Equipment	9, 000	1, 000	1, 000	500
	Audio-visual equipment	5, 000			
	Typewriter	3, 000			
	Cyclostyling machine	12, 000			
subtotal - capital		34, 000	1, 500	1, 500	500
II Pay & Allowance	2 community wages	3, 600	3, 600	3, 600	3, 600
	1 auxiliary	19, 200	19, 200	19, 200	19, 200
	Travel (consultants)	5, 000	3, 000	3, 000	1, 000
subtotal - pay		27, 800	25, 800	25, 800	23, 800
III Current Expenses	Maintenance	2, 000	2, 000	2, 000	2, 000
	Supplies	8, 000	8, 000	8, 000	8, 000
	Travel	10, 000	7, 500	7, 500	7, 500
subtotal - current		20, 000	17, 500	17, 500	17, 500
Total Programme Cost		81, 800	44, 800	44, 800	41, 800

COMMUNITY RECONSTRUCTION: Actuating Programme 8

RURAL HOUSING PROJECT

Every village needs housing that is adequate in size, conducive to good health and is appropriate to the architectural design of the total village. The Rural Housing Project is a critical part of the physical reconstruction of the village. It will radically alter the environment of the village by setting the animal habitation apart from the human living quarters and by improving the quality of village homes. Maliwada requires functional, attractive housing which allows both adults and children to move unhindered in their economic and social development. There is no necessity to abandon the traditional building style - the present stone housing with improved amenities and enlarged internal space will provide a comfortable residential setting. The design will reflect the values of providing adequate housing at the most economical rate, using local labour. In this way additional employment will be a supplementary result of the Project.

The Rural Housing Project is comprised of four distinct components. First, a housing rehabilitation programme will expand and upgrade the internal space of village homes with minimal structural changes. Second, the new construction programme will help to alleviate overcrowding and will provide housing for those whose present homes are beyond reclamation. Third, the animal shelter programme will provide separate enclosures for animals apart from the homes in order to facilitate both the collection of manure and the improving of village sanitation. Fourth, a home beautification programme will include workshops to create focal images for decor. Imaginal decor which incorporates the uniqueness of the village background and expands imaginal space will build community identity.

A survey of present housing will be immediately undertaken and a village model created, indicating which buildings can be rehabilitated and where new houses need to be constructed. An architect will be engaged to assist in creating a design which takes into consideration the use of low cost building materials, locally available resources and the use of local labour. Many of the present buildings are aesthetically pleasing and constructed of permanent materials. However, the rehabilitation of these buildings will includethe provision of fixtures such as windows, convenient cooking and dining areas, adequate seating and elevated sleeping areas as well as sanitation conveniences and drains. All homes will have electricty. Local construction teams will be briefed on modern sanitation standards. Decor and paint will provide colour in the village and reduce interior temperature in the summer heat.

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Four Year Plan
Programme Budgets

Programme 8 - Plate 5H
Rural
Housing Project

	years / categories	current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Housing rehabilitation	100,000	50,000		
	New house construction	150,000	100,000		
	Animal shelters	37,000	20,000		
	subtotal - capital	287,000	170,000		
II Pay & Allowance	4 community wages	7,200	7,200	3,600	1,800
	1 apprentice retainer	900	900		
	1 auxiliary salary	9,600	9,600	9,600	
	Daily labour force	30,000	15,000	2,000	2,000
		4,000	4,000		
		4,000	4,000		
	subtotal - pay	55,700	40,700	15,200	3,800
III Current Expenses	Maintenance	4,500	3,000	4,000	10,300
	subtotal - current	4,500	3,000	4,000	10,300
	Total Programme Cost	347,200	213,700	19,200	14,100

COMMUNITY RECONSTRUCTION: Actuating Programme 9

MALIWADA COMMUNITY CENTRE

The major emphasis of the local villagers during the Consult was placed upon the reconstruction of the social substance of the village. Although this may appear unusual to some sociologists, the people of Maliwada were concerned about a new sense of identity and the ways by which it could be manifested in relevant social structures. This may be the key to any effective community development effort. The Maliwada Community Centre Programme is extremely significant in the Human Development Project because it deals directly with this issue. The word Centre can be misleading. It does not point to a building first of all, though there may in time need to be a special meeting place. The term here points to a combination of activities that relate to the interior life of the community and directly affects all other programmes of social and economic development.

The design of the Community Centre programme involves four complex social dynamics. The first is termed cultural life. This programme particularly emphasises the identity of the community and therefore, is the activity of redeveloping the village symbol systems. Included in this is the recovery of the local history;the creation of new community stories, songs and insignia; the organisation of the corporate celebrations; and the redesigning of parts of the village. Another important aspect of this dynamic is its power to explode the villagers' imagination by regularly scheduling trips outside the immediate locale. The second dynamic has to do with reorganising the village under the panchayat in such a way that all of the citizens are directly engaged in the planning and the deciding of the community. The third dynamic, closely related to the second, has to do with the mutual care of the villagers for one another through vitalising the ward system. Lastly, the Centre includes the establishment of a public works force in the community that will enable the rebuilding and maintenance of the village.

The implementation of such a programme, in light of the enthusiasm of the local people, is relatively simple. It is largely a matter of the village leaders and the auxiliary staff scheduling a series of events and happenings through the year. Regular work days for community rebuilding will be organised immediately. Plans are already being laid for the first group of young people to visit the capital city of their state. Since the ward system already exists, efforts will be made to direct it toward more effective village care. It is encouraging to any serious community developer that such a crucial programme requires so little external enablement.

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Four Year Plan
Programme Budgets

Programme 9 - Plate 5I
Maliwada
Community Centre

	years / current	current FY budget I	Future Estimated Costs. FY II	FY III	FY IV
I Capital Costs	Community centre bldg.	30, 000			
	500 chairs	15, 000			
	100 tables	5, 000			
	Radio	1, 200			
	Office equipment	2, 000			
	2 typewriters	6, 000			
	Exposure tours	37, 000	30, 800		
	subtotal - capital	96, 200	30, 800		
II Pay & Allowance	2 community wages	3, 600	3, 600	3, 600	5, 400
	1 auxiliary	19, 200	19, 200	9, 600	
	Work corps(daily labour)	45, 000			
	subtotal - pay	67, 800	22, 800	13, 200	5, 400
III Current Expenses	Maintenance	5, 000	5, 000	5, 000	5, 000
	Office supplies	3, 000	3, 000	4, 000	4, 000
	Utilities	3, 000	3, 000	3, 000	3, 000
	Travel	10, 000	10, 000	6, 000	2, 000
	subtotal - current	21, 000	21, 000	18, 000	14, 000
	Total Programme Cost	185, 000	74, 600	31, 200	19, 400

COMMUNITY RECONSTRUCTION: Actuating Programme 10

VILLAGE RECONSTRUCTION PROJECT

The Village Reconstruction Project is crucial to the corporate functioning of village life. In its external relation with other communities as well as in its internal operation, it will provide a coordinated approach to the maintenance of public utilities, public services, and developmental construction. The implementation of many of the development programmes depends heavily on this one programme. The dust from unsurfaced streets is not simply an irritant but has direct effect on the health of the residents who presently have an average life expectancy of 42 years. The village reconstruction project will play a major role in satisfying the urgent sanitation and health service needs, and in doing so, will contribute to the revitalisation of village corporate life.

The Reconstruction Project meets the needs of the community in four ways. First, the street paving programme will provide year-round access for villagers and farmers. Second, the public buildings programme will provide the community with the necessary facilities to allow wide participation in planning, administration and training sessions and cultural events. Third, the common amenities programme will install and maintain street lights, modern sanitation, postal and telephone services. Finally, the drainage system programme will build and service a system of stone-lined drainage ditches to channel surplus water during the monsoon season.

The Village Reconstruction Project will be initiated with a survey and village road design plan, using the best wisdom of residents and outside consultants. Public work teams will clear abandoned buildings and gather rocks. Beginning with the main access routes, roads will be cobbled to allow passage during the monsoon and to restrain dust during the rest of the year. Street lighting will be installed. The village square will be landscaped, cobbled and equipped with two flood-lights. A deep tube well fitted with a deep well automatic electric turbine pump will be drilled to supply domestic water. An elevated storage tank and water mains to five points will be constructed to deliver running water to every home. The domestic water system will include an automatic chlorination system. Combination shower, toilet and laundry units each designed to serve 200 people will be built at five locations. Seven drains will feed into a common treatment and disposal system. This facility will convert settled waste, including cattle manure, into cooking gas as well as fertiliser. Street and building signs in Hindi and English will be erected. A public notice board in the village square will inform residents of community activities.

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Four Year Plan
Programme Budgets

Programme 10 - Plate 5J
Village
Reconstruction Project

	years / categories	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Roads/pathways	10,000	2,000		
	Drainage	5,000	2,000		
	Amenities Block	75,000	50,000		
	Lighting	2,500	2,000		
	Drinking water system	20,000	20,000		
	Tools equipment	4,500			
	subtotal - capital	117,000	76,000		
II Pay & Allowance	2 community wages	3,600	3,600	1,800	1,800
	1 apprentice retainers	900	900		
	1 auxiliary salary	9,600	9,600	9,600	
	Daily labour force	18,000	9,900		
	Consultant:				
	Civil engineer	4,000			
	Sanitary engineer	4,000			
	½ architect	4,000			
	subtotal - pay	44,100	24,000	11,400	1,800
III Current Expenses	Equipment rental	15,000	4,800		
	Lighting	1,200	2,400	2,400	2,400
	Maintenance	6,000	6,000	6,000	6,000
	subtotal - current	22,200	13,200	8,400	8,400
	Total Programme Cost	183,300	113,200	19,800	10,200

ECONOMIC WELL-BEING: Actuating Programme 11

COMMERCIAL SERVICE UNION

Every growth centre in the modern world, no matter how large or small, is utterly reliant upon a multiplicity of effective commercial services. The Commercial Service Union, in the village situation, provides the necessary services and expertise to sustain anticipated rapid economic growth. It will allow maximum use of the village equity, no matter how small the individual's contribution. It will increase the financial liquidity of the village as surplus monies become available for reinvestment. At present, with each villager negotiating his own finances, the liability and risk of the individual inhibits potential investment. The Commercial Services Union will give a new sense of fiscal confidence to the villagers, allowing them to move beyond subsistence to economic independence.

The Commercial Services Union has four major functions. First, it will initiate a village-wide savings campaign to generate local capital. Every family will be encouraged to lay aside savings on a regular basis no matter how small the amount. Second, in relation to the above campaign, a credit union will be established by the local citizens to provide small business and personal loans. Third, the necessary fiscal means will be developed to expand and intensify the agriculture of the village and to promote the planned new industries. Such capital development would be done through both the government and the private sector. Fourth, the Commercial Services Union will provide assistance in farm and business management, supply bookkeeping and correspondence needs, marketing research and other arenas relating to enhancing commercial activity in Maliwada.

In order to implement this programme, immediate action will be taken to set up a legal credit union within the requirements of Indian government law. Simultaneously, a vigorous house-to-house drive will be launched to inform villagers of the role and usefulness of the credit union, thereby securing local village investment. Funding drives to develop grants and loans from government departments, private institutions and foundations will be initiated and an effort will be made to refinance all existing individual and business loans at lower interest rates. The services of a skilled accountant will be retained to train a local manager and staff in contemporary office management and small scale financing. On this programme, more than any of the sixteen others, will rest the responsibility of promoting the Maliwada Human Development Project. The possibility and value of the project must be effectively communicated to every local family in order to motivate them to save a portion of their increased earnings. Just as important will be project development outside the community in relation to government agencies and private institutions to procure the capital needed to initiate the Maliwada effort.

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Four Year Plan
Programme Budgets

Programme 11 - Plate 5K
Commercial
Services Union

	years / categories	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Building	10,000			
	Office furniture	4,000			
	Typewriter	3,000			
	Adding machine	2,200			
	Office supplies	2,000			
	Book keeping system	1,000			
	Capital	50,000			
	subtotal - capital	72,200			
II Pay & Allowance	2 community wages	3,600	3,600	3,600	3,600
	1 apprentice retainer	900	1,800	1,800	1,800
	1 auxiliary salary	14,400	14,400	14,400	14,400
	Consultant				
	½ accountant	4,000			
	subtotal - pay	22,900	19,800	19,800	19,800
III Current Expenses	Maintenance	500	500		
	Supplies	5,000	3,000	1,000	
	Printing	3,000	3,000	1,000	
	subtotal - current	8,500	6,500	2,000	
	Total Programme Cost	103,600	26,300	21,800	19,800

ECONOMIC WELL-BEING: Actuating Programme 12

MALIWADA TRADING COMPANY

For purchasing and marketing power to be effective in any rural village, a corporate structure is required. The Maliwada Trading Company will function as this type of cooperative organisation in the life of the village. It will serve as the wholesale purchasing and distributing agent of goods and equipment needed by the community. It will provide for effective corporate marketing of various village products and act as a collection and consolidation depot. The Company will also operate a retail store, a new service for the village. The overall effect of the Trading Company will be to provide the means by which the citizens of Maliwada can enter into the national market place with sufficient economic know-how and buying power to allow significant economic upgrading of the whole village.

The Maliwada Trading Company is a village cooperative that will encompass four basic activities. First, the village store will fill the vacuum presently caused by the absence of market facilities in the community. Second, the Community transport service will allow the farmers and businessmen of Maliwada to share the costs and benefits of modern transport and equipment. Third, the Trading Company will act as the common exchange agent by gaining access to local export markets and the common purchasing agent in volume buying and the acquisition of special materials for common industrial and agricultural enterprises. Finally, it will include facilities for both dry and cold storage and provide needed space for common marketing, purchasing and stocking supplies.

The first step in establishing the Maliwada Trading Company is to organise a legally registered cooperative. Effort will be made to get as many villagers as possible to participate financially in the cooperative no matter how small their original investment. A facility will be constructed to accommodate a small retail store, adequate dry storage and a garage. Stock will be procured including a variety of food and household goods and bulk items such as seed and fertiliser. A large truck, a small carrier and a passenger vehicle will be acquired. An experienced businessman will be retained initially to operate the trading post and train a local manager and several employees to conduct the business. Eventually reliable supply lines will be researched, lines of credit established and a variety of high yield markets developed. Finally, initiating capital will be promoted. The subscribers of the cooperative will invest over a period of years, necessitating a loan to cover initial costs. Such a loan ideally will be long range and low interest. Cash grants and donations of equipment will also be sought.

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Four Year Plan
Programme Budgets

Programme 12 - Plate 5L
Maliwada
Trading Company

categories \ years		current FY budget I	Future Estimated Costs FY II	FY III	FY IV
Capital Costs	Store	10, 000			
	Warehouse/cold storage	37, 000			
	1 truck	125, 000			
	3 tempos	50, 000			
	1 passenger bus	96, 000			
	motor bike	7, 000			
	maintenance shop	10, 000			
	typewriter	3, 000			
	subtotal - capital	338, 000			
II Pay & Allowance	5 community wages	9, 000	9, 000	9, 000	9, 000
	1 apprentice retainer	900	900	1, 800	1, 800
	1 auxiliary salary	19, 200	19, 200	9, 600	
	Consultant				
	½ accountant	4, 000			
	subtotal - pay	33, 100	29, 100	20, 400	10, 800
III Current Expenses	Maintenance	10, 000			
	Office supplies	5, 000			
	Inventory stocks	20, 000			
	Travel	5, 000	3, 000	2, 000	
	subtotal - current	40, 000	3, 000	2, 000	
	Total Programme Cost	411, 100	32, 100	22, 400	10, 800

ECONOMIC WELL-BEING: Actuating Programme 13

AGRICULTURAL PRODUCE ENTERPRISES

In the past the family farming patterns of rural India have delimited the arenas of production. With the same amount of land and small capital investment, the average farmer today can substantially upgrade his income by diversifying his farming efforts. In fact, the present historical situation calls for such an effort. Much more must be produced on the existing land acreage if India's expanding needs are to be met. The Agricultural Produce Enterprises Programme is a response to these issues. Its intent is to develop rapidly a series of agro-industries in the community which will provide additional employment opportunities in the village, thereby signally increasing the overall income of Maliwada and contributing to the acceleration of the economy of India at large.

The first of the four components of this programme involves the expansion and upgrading of present small stock production, and the introduction of other forms such as rabbits and honeybees. In some cases separate industries such as a village owned egg and poultry farm will be built. In most cases the process will take place on the family farms themselves. The second component has to do with mariculture. With the building of ten or fifteen bunds to store water for irrigation, a fresh-water fish farming business can be established. The markets would both enhance the diet needs of the village and serve as an export to the urban areas. The third component involves growing, packaging and marketing quality vegetables and fruits for which there is an expanding market both within the nation and abroad. The fourth component will, at first, be simply an effort to research the most economic use of every farming by-product. The intent is to upgrade the existing agricultural industry and to discover further income producing activities that can be handled directly.

The implementation of the Agricultural Produce Enterprises involves a multiplicity of activities. Arrangements must be made for grazing on the unused government owned hillsides. A series of small animal runs and shelters must be built. A modern chicken shed will be erected. Stock, including cattle, hogs, goats, rabbits and bees will be procured. A breeding programme to upgrade the cattle will be established. All of this will be done coincidentally with setting up the Village Commons programme. The series of bunds will be constructed; talapia fish will be obtained from Africa. The gathering of national and world-wide data about high yield vegetable strains and effective cultivation methods is already under way. Arrangements for capital, transport and marketing will be made through the Commercial Services Programme and the Maliwada Trading Cooperative.

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Four Year Plan
Programme Budgets

Programme 13 - Plate 5M
Agricultural
Produce Enterprises

categories \ years		current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Fish stock	5,000			
	Nursery stock	3,000			
	Poultry	10,000			
	Mobile fish tank	15,000			
	Rabbits/pigeons/bees	4,000			
	Processing equipment	20,000			
	subtotal - capital	57,000			
II Pay & Allowance	2 community wages	3,600	3,600	3,600	3,600
	2 apprentice retainers	1,800	1,800	1,800	1,800
	½ auxiliary salary	4,800	4,800	4,800	4,800
	Consultant:				
	animal husbandry	4,000			
	fish	4,000			
	subtotal - pay	18,200	10,200	10,200	10,200
III Current Expenses	Marketing	10,000	5,000	2,500	1,000
	Travel	3,000	2,000	1,000	
	Freight	10,000	2,000	1,000	
	subtotal - current	23,000	9,000	4,500	1,000
	Total Programme Cost	98,200	19,200	14,700	11,200

ECONOMIC WELL-BEING: Actuating Programme 14

LOCAL INDUSTRIES COMBINE

The intent of the MHDP is to triple the overall income of Maliwada in two years. In order to do this, cottage industry must be upgraded and new light industry must be introduced into the village at the same time as agricultural expansion occurs. The Local Industries Combine is intended to fulfill this purpose. Such an effort will immediately alleviate situations of unemployment and underemployment that presently debilitate the life of the community. These measures are essential to raising the standard of living to the level required, if village people are to remain on the land rather than migrate to the already overloaded urban centres. Furthermore, as many national leaders have indicated, this upgrading, if it were to happen in all the villages of India, would allow the national economy to take an incredible leap forward.

The Local Industries Combine has four component parts which serve the economic well-being of Maliwada. First, the local factory programme will establish ancillary manufacturing units in Maliwada to supply finished products to industrial plants in cities like Aurangabad, Bombay and Poona. Second, the cottage industry programme will arrange necessary capital, and small machinery, and provide transport and market development for both initiating and expanding the use of local raw materials and skills related to crafts production. Third, the village processing programme will work closely with the Agricultural Produce Enterprise to introduce the preservation and packaging of local foods. The intent is to expand the returns on produce by doing as much of the processing as possible. Finally, the resource development programme will research and develop the production and marketing possibilities for local untapped resources such as agate, limestone, gravel and building materials.

The implementation of the Local Industries Combine will require wide and careful research to determine the feasibility of a particular industry. Although this is already well underway, there is much left to be done. Capital and markets will be developed. Types of ownership will be determined. In some cases ownership will be located in a total village cooperative; in other cases groups of local individuals as well as family ownership patterns will be more appropriate. In order to train the local people in simple managerial techniques and to insure the initial success of the project, an experienced industrial engineer and business manager will oversee the programmes for two or more years. The matter of securing facilities will be handled as a part of the planning for each enterprise. This Local Industries Combine programme is obviously directly dependent on several of the other programmes of the MHDP such as the In-service Training Institute, the Commercial Services Union and the Maliwada Trading Company. It will, of course, work in relation to certain aspects of the Agricultural Produce Enterprise.

IHDP

Four Year Plan
Programme Budgets

Programme 14 - Plate 5N
Local
Industry Combine

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	categories \ years	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
apital osts	1 building	40, 000			
	2 buildings	30, 000			
	Equipment	160, 000			
	Start-up materials	30, 000			
	Office equipment	5, 000			
	Typewriter	3, 000			
	subtotal - capital	268, 000			
ay llowance	5 community wages	9, 000	9, 000	9, 000	9, 000
	10 apprentice retainers	9, 000	9, 000	5, 900	2, 700
	1 auxiliary salary	28, 800	28, 800	28, 800	28, 800
	Consultant				
	Machine specialist	21, 000			
	subtotal - pay	67, 800	46, 800	43, 700	40, 500
II Current Expenses	Maintenance	6, 000			
	Transport	5, 000			
	Utilities	3, 600			
	Office supplies	5, 000			
	Promotion	10, 000			
	Travel	15, 000			
	subtotal - current	44, 600			
	Total Programme Cost	380, 400	46, 800	43, 700	40, 500

ECONOMIC WELL-BEING: Actuating Programme 15

MALIWADA FARMERS COOPERATIVE

Agriculture is and will continue to be Maliwada's economic foundation. However, farming has changed and today it is dependent on the coordination of highly specialized planning, production and marketing procedures. High cost, in time and mobility, strains the resources of individual farmers. This is evident in Maliwada. Individual land-holdings are barely large enough to support existing families. Of the arable village land only a small amount is fully developed. The Maliwada Farmers Cooperative will give farmers an opportunity for corporate planning and coordination of marketing activities. Farmers' incomes will become more stable and individual farmers will be able to focus on greater productivity. Comprehensive land utilization procedures will maximize the use of limited resources and the improvement of farm roads and other corporately held facilities will enable the community to operate effectively and significantly increase agricultural production.

The Maliwada Farmers Cooperative will allow a joint agricultural effort in four ways. First, a corporate planning procedure will delineate cropping patterns and forge common approaches to ensure maximum village production. Second, a land development programme will systematically level and bund land and launch a soil fertility improvement scheme to expand arable hectares. Irrigation management will greatly assist in this arena. Third, a farm road programme will be initiated to develop a system of all-weather roads providing year-round vehicular access for produce transport, village and farming equipment travel. Finally, a corporate produce marketing service will find and develop stable markets for produce and give the farmers power in relation to price.

To implement this programme a comprehensive survey of current ownership, cropping patterns, public land, waterways and roadways will be conducted. Next, all four programmes of the Maliwada Farmers Cooperative will be initiated through a day long planning meeting of over 100 farmers to establish market quotas, land development objectives and a pattern of seasonal meetings for regular evaluation and adjustment. Market surveys will then be conducted to determine trips to potential key markets and to explore the contract possibilities. Comprehensive surveying of land will be done and road construction will begin according to survey recommendations. Fertilisers and seed requirements will be purchased on a wholesale basis. Relay cropping will be introduced to ensure two crops on non-irrigated land. This programme clearly depends directly upon the two that follow, namely, the Corporate Irrigation Project and the Maliwada Demonstration Farm. It also relates to the Commercial Services Union and the Maliwada Trading Post.

MHDP

ICA Consultants

Four Year
Programme Budgets

Programme 15-- Plate 50
Maliwada
Farmers Cooperative

categories \ years		current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Furniture	2,000			
	Office equipment	3,000			
	Office supplies	3,000			
	Portable road roller	15,000			
	subtotal - capital	23,000			
II Pay & Allowance	1 community wage	1,800	1,800	1,800	1,800
	½ auxiliary salary	4,800	4,800	4,800	4,800
	Day wages	14,000	7,000		
	subtotal - pay	20,600	13,600	6,600	6,600
III Current Expenses	Office supplies	5,000	2,500	2,000	1,000
	Travel	10,000	3,000	2,000	1,000
	subtotal - current	15,000	5,500	4,000	2,000
	Total Programme Cost	58,600	19,100	10,600	8,600

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Four Year Plan
Programme Budgets

Programme 16 - Plate 5P
Corporate
Irrigation Project

years / categories		current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	4 major bunds	160,000			
	7 minor creek bunds	75,000	50,000		
	10 drilling bores	150,000	50,000		
	Land contouring	30,000	20,000		
	Mobile pump	15,000	15,000		
	subtotal - capital	430,000	135,000		
II Pay & Allowance	Labour force	14,000	6,000		
	2 community wages	3,600	3,600	3,600	3,600
	1 auxiliary	9,600	9,600	9,600	
	1 apprentice	900	900		
	Consultant engineer	12,000			
	subtotal - pay	40,100	20,100	13,200	3,600
III Current Expenses	Maintenance	5,000	10,000	7,000	5,000
	Fuel	5,000			
	Equipment rental	7,000			
	subtotal - current	17,000	10,000	7,000	5,000
	Total Programme Cost	487,100	165,100	20,200	8,600

ECONOMIC WELL-BEING: Actuating Programme 17

MALIWADA DEMONSTRATION FARM

The systematic introduction of new and more effective farming methods is cruci . to rapid agricultural development. Most new inventions, however, are not beneficial to the small landholding village farmer. His cultivated acreage and animals are too small in number to warrant personal ownership of machinery and his margin does not allow him to risk experimentation with new unproved crops and methods. Moveover, he is not willing to risk his only source of livelihood in an unfamiliar cooperative enterprise. The Maliwada Demonstration Farm will provide the necessary place for experimentation and training otherwise unavailable. It will offer local models of new, improved farming and animal husbandry techniques. This demonstration project will assist farmers in maximizing their land and livestock potential. Those who are cultivating only part of their land will be encouraged to expand their farming through tested methods or to lease their land to the Demonstration Farm at reasonable rates. The Farm will serve to diversify and expand the produce of the individual farmer and prepare the village for high production cooperative agriculture.

The Maliwada Demonstration Farm will promote agricultural intensification through four functional programmes. First, the crop development programme will research and experiment with developing new and improved varieties. Second, the stock improvement unit will import quality stock and demonstrate profitable animal husbandry. Third, the farm machinery pool will make available a tractor and other farm machinery giving the farmer improved tools for cultivation. Finally, the farm management service will provide consultation services in crop planning and fiscal management.

Small plots of land will be used to conduct crop research and special hybrids will be planted on a short term rotational basis for evaluation and demonstration. Proceeds from privately owned plots will be returned to the farm owners. Profits from public land will be put into the cooperative fund. All methods of crop management, pest control, fertiliser application and irrigation techniques will be shared. The dairy, poultry and animal farms on the village commons will be set up as a model to demonstrate the latest methods of cross breeding and stock upgrading. Feed supplies and new fodder crops will be grown. Regular visits to the farmers'plots by the staff and more formal field days and seminars will allow a broad sharing of management techniques.

MHDP

ICA Consultants

Four Year Plan
Programme Budgets

Programme 17 - Plate 5Q
Maliwada
Demonstration Farm

categories \ years		current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Tractor equipment	136, 000			
	Rock crusher	61, 000			
	Office equipment	5, 000			
	1 rotary hoe	7, 000			
	subtotal - capital	209, 000			
II Pay & Allowance	2 community wages	3, 600	3, 600	3, 600	3, 600
	1 apprentice retainer	900	900	900	900
	Labour force	1, 800	1, 800	1, 800	1, 800
	½ auxiliary	4, 800	4, 800	4, 800	4, 800
	subtotal - pay	11, 100	11, 100	11, 100	11, 100
III Current Expenses	Hybrid seed	3, 000	1, 000		
	Pest control	1, 000			
	Fertiliser	1, 000			
	Travel	5, 000	2, 000	1, 000	
	subtotal - current	10, 000	3, 000	1, 000	
	Total Programme Cost	230, 100	14, 100	12, 100	11, 100

EPILOGUE

I

GENERAL COMMENTS

Recognition

Any comments on the findings of the Consult by the Institute of. Cultural Affairs need to be prefaced by a word of appreciation to the Maharashtra State Government Officers and the Aurangabad District Government Officers who supported it in so many practical ways. This must also include the members of the local Panchayats without whose assistance the Consult would have been impossible. Special mention must be made of the co-operation, hospitality and creative participation of the villagers themselves. Their homes were always open to the consultants whether they lived in the town of Maliwada, Abdi-Mandi or Daulatabad, or out on their farm land. Many worked from dawn well into the night for the whole six days as a part of the Consultation. Their enthusiasm and creativity were impressive. What follows are the insights and recommendations of the ICA on the costs and funding strategies of the project, on the implementing forces, on schemes for replication, on anticipated results and on the services the ICA stands ready to provide toward actuating the Maliwada Human Development Project.

Charts

Before considering more detailed matters perhaps an over-all summary of the Consult findings would be useful. Although the methods employed in the social demonstration consultations are universal, the particular situation to which they are applied, such as the village of Maliwada, is unrepeatably unique. The clue to the uniqueness of Maliwada as reflected in this document is to be found in the five comprehensive charts and their accompanying explanatory paragraphs, namely: the Operating Vision Chart, the Underlying Contradictions Chart, the Practical Proposal Chart, the Tactical Systems Chart, and finally, the Actuating Programmes Chart.

Summary

The Operating Vision Chart, created by the Consult at the beginning of the week, revealed a strong emphasis on the economic need of the community. In dealing with the contradictions the next day, the stress switched most dramatically to the social. The major emphasis at this point was on the lack of unity and co-operation in the village and the debilitating effect of existing self-images among the rural people. In the practical proposals, where the villagers

were forging a realistic picture of their future possibilities, more of a balance was reached between the economic and social dynamic although the weight was still on the social. The most revealing chart in relation to the mind-set and conscious determination of the local people is the Tactical Systems Chart. Here strong emphasis was placed upon external relations. This was not a matter of input but a matter of communication channels and moral support. Internally, the major concern was with the structural rehabilitation of the village. The stress at this point was on social forms more than on physical construction. Then came the issue of economic development followed by functional education, health and nutrition. If the two were combined with community rehabilitation, the emphasis upon the social development of the village would outweigh that upon the economic by more than two to one. If Maliwada village is to be used as an example, the rural villages of India are ready to move toward self-dependence and self-sustenance. The major deterrent is not poverty but self-identity and the means for social reorganisation.

II

PROJECT FINANCES

The actuating programmes provide the means for the initial rough analysis of the costs of the project as well as the broad funding patterns. The cost analysis of each of the seventeen programmes follows the descriptive paragraphs. Estimated costs for the pilot project as a whole are shown in Plates 6 and 6A. Plate 6 shows the total cost of the programme for the first year. Over 68% of the first year budget is capital outlay that has benefit not simply to Maliwada, but also to 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. Therefore, 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. Plate 6A 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

Budget

dynamics of the community.

Funding

An important aspect of the social demonstration is comprehensive funding. Only the local people themselves can sucessfully develop their community through participation in the planning, effecting 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, as well as making available financial assistance 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. A detailed cost analysis based on the specific programmes for Maliwada is set out earlier in this document. Certain start-up monies not reflected separately in the attached budgets, will be required to get the project underway in the beginning phase.

III

PHASING MODEL

Phases

The actuating programmes further allow for the broad phasing of the human development project. As shown in Plate 6A, the project is phased over four years. In a sense the project is completed in three years. The first year is one of initiating the project. Major emphasis will be placed on stimulating the interest of the local people toward total engagement. At the same time, and as a part of this motivating effort, all of the seventeen programmes will be launched. The second year will stress the acceleration of the project programmes and the initiation of the replication in surrounding villages. Here particular emphasis will be place on detailed training toward creating a complex of able leadership. The third year will focus on stabilising the project. This will be accomplished by firming up each programme and turning over more of the total operation to the local leadership. Simultaneously, the withdrawal of the auxiliary staff will begin. The fourth year will allow for the maturation of the programmes. Within the four years, external assistance is phased out as local initiative takes over. This is true in both the economic and social development programmes.

Economic

Plate 6C shows the monetary input over four years. The outside money flowing into the village declines rapidly over the life of the project. The largest input is in the first year, and the major share of this falls into the capital expense category. This is explained by the need for basic equipment in order to start the project. The outside money is reduced to 15% in the second year and only 3% in the third. In years two and three, funds are basically sustaining the employment and expenses of the project. The village's participation in economic input is initially small but by year three the strengthened agricultural and business activity will allow the village community to contribute over 75% of the budget inthe third year and the total budget in the fourth year. It is anticipated that the gross income of a family will be doubled in the first year and tripled by the second year. This will be accomplished by intensifying the employment effort, upgrading and expanding the agricultural industry, introducing new light industry and, perhaps most important, the acceleration and manifold circulation of monies within the village. In addition, measures will be taken to reduce the capital drain caused by the current lack of essential services within the community. This expanded economic base will be sufficient to sustain and maintain the project efforts.

Social

In Maliwada social development takes priority over the economic. As evidence of this, ten of the seventeen actuating programmes emphasise the social more than the economic. Social development undergirds a people's decision to bring about stable and authentic economic development. It includes the creation of structures in the arenas of medical care and education that provide services for every citizen. The training programmes are focussed on multiplying the vocational skills of individuals and broadening the base of operating skills to allow for depth participation in community life. Also necessary is the upgrading and expansion of public buildings and private housing and the provision of essential urban services. The recreation of the stories and symbols which create and sustain the motivity of a people is also seen as important. Community health, community education and community training are arenas where practical forms are forged to create a new people, and a new India.

IV

IMPLEMENTING FORCES

The seventeen actuating programmes provide the framework for the necessary organisation of local forces. Through the presently existing structures of the village, all of the people interested in the human development project may work in one of the seventeen programmes during his or her free time. It is, of course, desirable that eventually the whole village becomes engaged in the project - children, youth, adults and elders. This kind of task oriented grouping is the modern form of the guild. The guild can be subdivided into task force teams to do special work, or it can join with other guilds to undertake important village-wide efforts. In this fashion, all of the people can labour together for the common development of the social and economic well-being of the total village. The function of the guild would be to accomplish necessary work and to do crucial planning in particular arenas for the future of the community. Guild members would meet to plan, to decide, to work and to evaluate together.

Guilds

Through the guild structure, the whole community could be developed into a comprehensive decision-making body. The symbolic and official leaders of the village would be reinforced by a council of local guild leaders. These leaders would represent the mind of the community-at-large as expressed in the various ongoing guild meetings. Two commissions within the community body could be formed: one would be more concerned with the social development of the village; the other, more with the economic programmes. These commissions, comprised of the guild and other community leaders, would include both men and women, and youth and elders so that they represent a cross-section of the whole community. This cooperation is vital to the success of effective village development. The commissions also would need to have representatives from the auxiliary staff and the guardian network, who catalyze and support the project.

Commissions

One of the most frequently mentioned concerns of the Consult was developing external support. This referred not only to strengthening the deep support that the government has already extended, but also to establishing relationships with private forces beyond the community. Any local community development project that intends to be effective must have the approval and assistance of the public sector on the national, district and local levels. It also needs the support of the private sector beyond the local situation. Furthermore the Maliwada Human Development Project must develop

Guardians

such supporting relationships across the nation and world as a source of needed expertise, contributions and moral support. These support lines organised around the actuating programmes are referred to as the Guardian and Patron Network.

Lastly, the actuating programmes delineate the form of the catalyzing force. Such a community development project cannot effectively operate without a catalyzing group to work with the local people for two or three years, or longer if necessary. In the project at hand, such a force would at least need to include persons trained in agriculture, husbandry, public health, preschool and primary school, business management, construction, adult training and engineering. The function of these catalysts, called the auxiliary staff, is first, to motivate the villagers and, second to train them in their expertise. Their basic intent is to replace themselves as quickly as possible by equipping local people in practical arenas. Each catalytic staff member will be assigned at least one Maliwada counterpart to train to eventually assume his unique functions. The Institute of Cultural Affairs is ready to supply the auxiliary staff for the pilot project. In the replication programmes the catalytic forces can be developed from qualified people in India willing to contribute two years of their lives to the rural communities and thus contribute to the development of the nation at large. These could be trained in community development methods by the ICA.

Auxiliary

V

ANTICIPATED BENEFITS

Since Maliwada is intended to be a showpiece which people would come to visit, it is important that an imaginal picture of the anticipated benefits of the project be spelled out. Rather than state in abstraction the objectives of the model village, it would be more valuable to try to list what a traveller would see on his pilgrimage to the village. The hundreds of things the visitor might see are organised into ten simple categories.

Rehabilitation

The visitor to the model village would see the people working together to rebuild their village out of the materials at hand with their own labour and skills. He would see under construction the private dwellings, public buildings, utility structures, drainage systems, and cobble stone streets. The visitor would be

impacted by the simple but modern sanitary laundry and bathing facilities. He would be impressed by the beauty of small park areas with trees, flowers and grass. He would be pleased with the neatness of the streets, and the absence of dust and litter. Finally the visitor would take special note of the villagers' improvement of farm roads with gravel they crushed themselves, which allows year-round movement on their land.

Farming

The visitor to the model village would soon grasp that the local landowners operate as a village combine and not as individual farmers. He would learn that their planning, growing, harvesting and marketing was corporate to the economic advantage of all and each. The visitor would notice that all the arable land was under cultivation; that there were three different high income-producing crops at least one of which was partially processed locally. He would observe that some of the land was in feed crops and that a sizeable portion was used for garden vegetables and experimental crops. The visitor would not miss the modern equipment and common compost pits, nor fail to learn of the larger yields and increased profits and how they are divided according to the acreage each farmer cultivated.

Husbandry

The visitor to the model village would look to the hills where the ground is unsuited to cultivation but is covered with grass. There he would see flocks of sheep and goats and a herd of cattle grazing. He would learn about making good milk cows out of the strays with high quality semen through artificial insemination, and of how the milk both improved local nutrition and increased village income. Finally, he would be impressed with the small but efficient chicken farm which supplied eggs and meat for both local consumption and the market.

Industry

The visitor to the model village would be very conscious of the development of local industry that enabled landless people to creatively earn an adequate living. He would be informed of the systematic development and corporate marketing of cottage industry products such as hemp rope. He would see the processing plant for guavas and meat. The visitor would be most impacted by the light industry of the village that contributed to the district's need and hence to the national economy. This could be the local manufacturing

of plastic products. He would be exposed to service enterprises such as transport by the village truck and bus, or provision for gravel and mechanical plowing for other villages which would not only pay for the equipment but enlarge the village funds.

Equipment

The visitor to the model village would be aware of the common machinery and equipment pool. He would see the agricultural and construction machines, hand tools and transport vehicles for carrying goods and persons. He would learn that these do not belong to some well-to-do person but to the village as a whole. He might even find out that some of the equipment is at the disposal of several adjacent villages. He would learn that the bus which carried him to the village is a part of the pool, and that this bus is used to transport the local people to cities and other places which expand their imaginations. He would learn that the truck can eliminate the cost of middle men in the flow of goods both in and out of the village. He sees the power of local people working together.

Health

The visitor to the model village will quickly be aware of the comprehensive community health programme that stresses preventive medicine, nutrition, sanitation and family planning. He will see the village dispensary with the local people locally trained as paramedics. He will be shown the public toilets that bi-productively provide cooking gas and valuable fertiliser. He will have already seen the community showers and parasite free laundry facilities, as well as the compost pits for village garbage and the drainage system. He will be informed of the village-wide health examinations and charts of systematic innoculations. Finally, he will learn of planned care for the sick and of emergency evacuation means.

Commons

The visitor to the model village would be especially impacted by the community commons. He would not have missed the large vegetable farm on neutral ground and would have learned that it belongs to the whole village and was for local consumption only. He also would be informed that many of the cows, sheep, chickens and rabbits belong to the commons and could not be sold without the consensus of the whole village. The visitor might be surprised to learn that every member of the village - infant, child, youth adult and elder - would have at least one large, highly nutritious meal each

day as a result of the village commons programme. He would further learn that the village as a whole controlled all export and import of goods through a community cooperative store and local transport system.

Training

The visitor to the model village might even be a bit astounded by the complex of both formal and informal educational activities apparently going on all of the time and on all levels He would be impressed with the early learning structures which cover infant care, preschooling and kindergarten and the experimental school for the children conducted in conjunction with the public primary school. The visitor would perhaps be most impacted by the adult educational dynamics, especially with the comprehensive village curriculum covering social methods, health training, farming technology, sanitation, literacy, English, basic management techniques, nutrition, cooking, home-keeping, past heritage and crafts. He would grasp that however indirect and informal, continuing education had become a vital factor in the village life.

Organisation

The visitor to the model village would soon realise that he was in an unusually well-ordered community which benefits each inhabitant and the village as a whole. He would learn that under the selected panchayat all the people, children, youth, adults and elders would be organised into 'samuhas' or guilds, that these functional groupings are related to the socio-economic development of the whole village. The samuhas dealing with many arenas would include work in agriculture, education, animal husbandry, health village industry, construction and crafts. The visitor would be pleased to know that the samuhas do their planning as well as their work together. He would note the corporate discipline of the village, disclosed in a common concern for the whole village.

Motivity

Above all the visitor would realize that he had been impacted by the people themselves. He would be aware that he had met a vital hardworking, corporate people who possess confidence, dignity and pride in their village. He would sense that something profound had happened to these people which was reflected not only in the liveliness of their singing and their community celebrations but also in their conversations. He would recall the breadth of awareness and interests; the way the people spoke of the history of their village and its future;and their ability to converse in English. Perhaps the visitor would say that these people of the village had spirit, or high morale. He may also ask himself the question, 'If this can happen in Maliwada, why not in other villages across the nation?'

VI

REPLICATION SCHEMES

The Maliwada Project described here is a pilot project. It is intended to be a living demonstration of comprehensive socio-economic development of a rural village. This means it is built for replication in other villages. Even in the first year, replication can be stared in the adjacent villages. In the following years, replication can take place throughout the tahsil, district and state and across the nation. Local replication will involve six steps. The first is the systematic sharing of the pilot project in other villages through speaking engagements by the auxiliary staff and Maliwada leaders. Second, a visitation programme will be devised whereby leaders and residents of the villages would visit the Maliwada Project. Third, one-day local 'Gram Sabhas' or town meetings would be held during which local people 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 partipate. Finally replication will be initiated in the villages in consultation with the staff from the Maliwada Project.

Local

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. The practical steps of such a replication effort would require a promotional effort similar to that described in the preceeding paragraph. This would motivate the local people, recruit the support of the private sector and excite public servants. Second, the prototype model of Maliwada would be replicated in other districts of Maharashtra and across the nation. Later, after the village projects get underway, communities within urban centres could be included in the project. The methodologies would be the same as those used in the rural villages.

National

The replication raises further questions of catalytic staff and the training involved. Creating a network of model villages

across the district, the state and the nation will require a catalyzing staff of ten people per village for a period of two years. They will live and work with the local people while training them in a variety of skills. All of the core staff would not need to be experts as such, but the group as a whole would need to have a degree of technical know-how in agriculture, animal husbandry, education, health care, management and other programmatic arenas. A more important qualification than sheer expertise would be passion for the rural development of India's villages. The number of catalytic staff members needed for the mass replication would be proportionately much lower than that of the pilot project. Such core groups could be made up of persons already employed by the state as well as those individuals from all arenas of the private sector who are addressed by the new village effort, particularly university students and graduates as well as villagers who have grasped the significance of the project. The preparation of the staff for this work would require a unique practical training programme in comprehensive community development methods. Each session of the training institute could be at least one month in length and would accomodate fifty to sixty trainees. A part of the training session would involve classroom work, but most of it would be practical field training in the prototype model village and local replication experiment.

Personnel

The cost of the replication phases of the project would require a minimum of special funding over and above the training programme expenses. The village costs could be absorbed into the normal funds flowing into the villages, plus long-range loans of a favourable nature arranged by both the government and the private sector. The cost of establishing the model village, on the other hand, would require some special funding. Though these funds would be relatively small, they should be borne by both the private and public sectors in the form of either cash grants or in-kind contributions. The local people could participate through matching contributions of in-kind labour, by providing small amounts of direct investments or by assuming favourable loans. Creating the prototype will need particular assistance in order to rapidly demonstrate the feasibility of the model.

Finances

VII

CONSULTING SERVICES

The ICA, for over a year, surveyed many rural villages and urban neighbourhoods in relation to establishing a pilot Human

Development Project in India. One possibility was a community on the outskirts of Agra. However, at the suggestion of various offices of the Central Government, a more rural location was considered. The village of Maliwada was finally chosen for several reasons; first, although it is a rural community, it is located near and urban centre whereby it can be easily accessible to visitors who wish to see rural India coming alive. Second, it is dramatically in need of assistance, yet there have been no renewal projects in this area. Third, in Maharashtra and in India, both the public and the private sectors are supportive of the selection of Maliwada village. The State Government of Maharashtra has emphasised rural development for several years and has been affirmative in the choice of a village located in the Aurangabad area. Fourth, the village location, at the foot of the Deogiri Fort, reminds everyone of India's powerful history and evokes the challenge of creating the new India. Fifth, and perhaps the most important, the local people and their community Panchayat leaders are ready to move immediately towards the socio-economic development of Maliwada.

Maliwada

The ICA is prepared to provide consultant services for the actuation of the MHDP. This kind of service requires direct engagement in the Project in several ways. The ICA is prepared to assign an auxiliary staff to Maliwada. This will be composed of both Indian citizens and international staff. They will be highly trained in community development methods. In addition, they will possess carefully selected skills in preschooling, agriculture, adult education, public health, construction, animal husbandry, business management, and other fields. As indicated earlier their function is to provide incentive and training. They will work along with local people in all their activities so that every effort of the auxiliary staff can contribute to the training of the villagers. The auxiliary staff will live in Maliwada along with the people. Such a move is crucial to the implementation of the Project. The Maliwada community has provided a ruined building which is under renovation tion that will adequately house all the staff. The expenses of the staff have been written into various programmes in which its members will be directly involved.

Catalysis

The ICA also stands ready to assist in procuring cash or in-kind contributions for programme enablement. Requests can be made from the private sector for special assistance in enabling the Project. The ICA is ready to approach private corporations, trusts, foundations and individuals for this kind of support. During later phases of the Project, replication in other villages can be financed by normally allotted public funds and services,

Support

and by long-term, low interest loans from both the public and private sectors. Replication of this model in other villages in India could take place by means of allocations and loans through the normal channels of the public sector.

Conclusion

The ICA is interested in the replication of the pilot project, as indicated earlier. Discernible results of the Maliwada experiment will be present within three to six months. It is expected that the Project will occasion a dramatic transformation before twelve months are out, and that systematic visitations will have been arranged throughout this period for leaders from various sections of the nation. This means that, if it is desirable, replication in some form could begin within one year. This could include the initiation of consultations, catalyzing staff project development, and, most important, the training of concerned national people and the local leadership of the village.

MHDP

Plate 6

BUDGET SUMMARY CHART

Fiscal Year 1976

ICA Consultants

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

MHDP

1976

PROJECTED COSTS

over four years

ICA Consultants

Plate 6A

years / programmes	I FY 1976	II FY 1977	III FY 1978	IV FY 1979	Total Costs
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	Rs5400.0

MHDP
ICA Consultants

Key: 1.0=Rs 1000

PROJECT FUNDING FLOW CHART

toward local self-sufficiency

1976

Plate 6B

items		years	year one launching	year two expanding	year three resolving	year four rendering	Four Year Totals
Monies Injected And Stimulated	Outside Monies	Public Sector	1000	200	150	—	1350
		Private Sector	2100	600	—	—	2700
		Total	3100	800	150	—	4050
	Village Monies	Cash Contributed	50	75	100	150	375
		Loans Contributed	150	225	300	300	975
		Total	200	300	400	450	1350
		Total Monies	3300	1100	550	450	5400
Village Income Development	Village Annual Income	current 720	1440	2160			
	Family Average Annual Income	current 2.4	4.8	7.2			