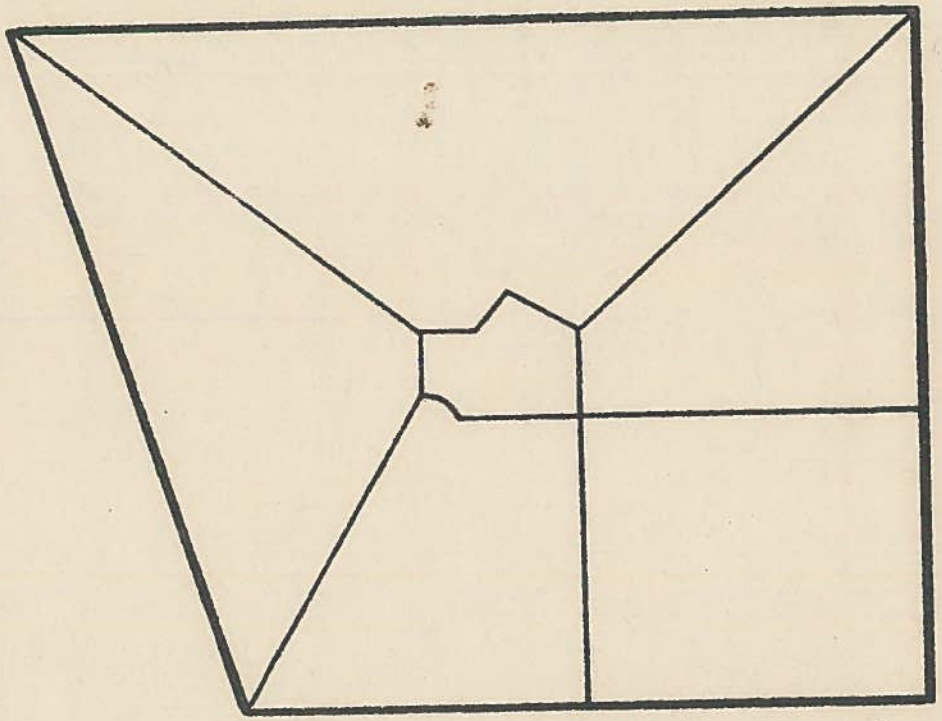
KENDUR

HUMAN DEVELOPMENT PROJECT



CONSULTATION
SUMMARY STATEMENT
DECEMBER 1976

This is a publication summarizing the
Kendur Human Development Consultation
which took place at
Kendur, Maharashtra, India
December 12 - 16, 1976
organized by
The Institute of Cultural Affairs : India
consultants

KENDUR HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

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II. The Underlying Contradictions

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PROLEGOMENA

I

THE LOCATION

The Kendur Human Development Consultation represents the initial step in the actuation phase of a plan to replicate the Maliwada Human Development pilot project which was launched in January, 1976. The rural village of Kendur is located 42 kilometres northeast of Pune, the second largest city in the State of Maharashtra. It is the first village in the Pune division and one of three villages in the State where such replication has been attempted. The project is a comprehensive effort to rapidly develop both the social and the

KHDP

economic aspects of the village. It was originally conceived in collaboration with government officials and local citizens who provided the substance of the project design and are now ready to act upon it. Their intention as expressed during the consult is to improve agricultural production, develop local commercial potential and provide comprehensive social care which will release the creative vitality of all community residents. This project substantiates the replicability of the Maliwada pilot project and will therefore serve to demonstrate the methods and the possibility of village development elsewhere in the District, State and nation.

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

INDIA

poor, there is taking place today nothing less than a nation-wide village renewal movement. Appropriately, this move reaffirms 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 jobless rural people that presently burdens the metropolitan centres of the nation. The first step in resolving the urban crisis, therefore, is to enable the new village effort to take effect. It is at this point that the Kendur Human Development Project might be of signal value in India's New Village Movement.

MAHARASHTRA

The State of Maharashtra, India is creatively supporting the nation's call for development. Its mountains, plains, rivers and forests comprise over 300,000 square kilometres. Its fifty million inhabitants reflect a kaleidoscope of cultures and integrate a variety of languages. The State's recent efforts to develop agriculture are giving shape to a modern mechanized farming industry. New industrial complexes are also developing throughout the state's major cities. The memory of the powerful Marathas and their leader, Shivaji, who established local rule in the face of the Moguls; the aesthetic and religious sensitivity represented in the numerous hand-hewn caves located across the state; and the widespread impact of Gandhi's quiet passion for the full development of every local man, all provide a rich and significant legacy for the building of a new India. Particular emphasis is now being placed by the State on rural village development. Colleges are increasingly seeking ways to train and engage students in rural development, and efforts of varying intensity have been made by districts to increase village services. Villages themselves, through their gram panchayats are working to appropriate the nation's 20 point programme. Building on the signal demonstration of the Maliwada Human Development Project, Kendur provides a key step in extending the possibility of rapid local development to the 35,000 villages of Maharashtra over the next decade. The sign of a massively and rapidly renewed State will markedly effect the growth of India and significantly impact the trend of local development across the world.

Kendur, the name of which is associated with Kendrai, a Hindu goddess of motherhood, has its population scattered over a central village and fourteen hamlets. Each hamlet bears the family name of one of its original residents. Until approximately a century ago the whole community lived in the central village. Then, presumably for reasons of security, most of the farmers who owned land away from the centre moved out to maintain closer supervision. The dilapidated houses which are

scattered across the central village bear witness to this massive exit. The origin of Kendur dates back to the 12th or 13th century. About 500 years ago this village came under the influence of a local ruler who, for a short time, was living in a neighbouring village seven kilometres away. The similarity of certain architectural ruins in both villages are reminiscent of this influence. In the 13th century, Kanoba, a holy man still revered by many villagers today, lived in the village of Kendur. He is believed by many to be the guru of the famous saint of Maharashtra, Gnaneswar who wrote the classic Marathi devotional commentary on Bhagavad Gita. At present there are in the village, about a dozen Hindu and Jain temples most of which have significant historic background and remain active centres for believers. These temples have helped to keep the community bound together. More than 90% of the residents are Hindu and the rest are either Jain or Muslim. The village continues to produce noteworthy contributors to society. However, due to poor roads and insufficient communication systems, Kendur has remained isolated. The villagers now are aware of their needs and are enthusiastic about the challenge of their future.

KENDUR

The project area consists of 166 square kilometres divided into two distinct areas : the central village and the fourteen surrounding hamlets. The population is approximately 7,200 of whom 25% live in the central village of Kendur. Approximately 40% of the population is under 18 years of age. A government health clinic, staffed by four doctors, is located in the centre of the village and serves primarily as an out-patient diagnostic and treatment centre. The clinic also provides a four-bed ward for obstetrical and family planning services and has an emergency vehicle for transporting serious cases to Pune, over an hour's drive away. The main types of disease are malaria, typhoid, scabies, and worm infestation while malnutrition, dysentary, fever and pneumonia are common illnesses. The central primary school has an enrollment of 1,080 school children of which half come from the hamlets. There are also eleven primary schools with students in the first four standards located in the hamlets. The secondary school has an enrollment of 304 students. Twenty five university graduates live in the community. Electricity is available in the central village, and there are two common wells for domestic use. Twenty percent of the houses in Kendur are unoccupied and in a deteriorated condition; 40% are in need of renovation. There is no internal transportation linking the hamlets although two privately owned trucks and two motor cycles are available in the village. The bus service provides

BASELINE

three trips a day to Pune and operates during the nine months of the year when the roads are passable. There are twelve temples, one bank, a postal unit and two television sets in Kendur. Approximately 65% of the villagers are farmers. Twenty percent are labourers of whom one quarter seek employment outside the project area. There are 11,935 acres of land of which 10,200 acres are cultivated; only 9,000 acres have a sufficient supply of water for productive cultivation. The main crops cultivated are onions, bajara, beans and groundnuts. Produce is marketed in the weekly market in the centra village and outside Kendur. There are 32 retail businesses including general stores, tea hotels and cloth shops. Traditional craftsmen such as carpenters, cobblers, black-smiths, potters and basket weavers, work in the central village. There is also a small rope factory and a brick-making concern. Of the 1,000 Harijans who have property in the central village, only one third reside in the village year round as the rest have found seasonal employment in Bombay.

II

THE CONSULTATION

The Institute of Cultural Affairs is an intra-global, research, training and demonstration group concerned for the human factor in 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 head-quarters in Brussels, Bombay, Canberra, Chicago, 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 developments and agencies at the national, regional and local levels, and from private foundations, corporations, trusts and concerned individuals.

AGENT

The Kendur Human Development Project is one of a set of three villages selected to replicate the pilot socio-economic development project begun in Maliwada, Aurangabad District in December 1975. As such, it is among the first of other such replication efforts projected to occur as a demonstration of rural development across the State of Maharashtra. The replication of the Maliwada Pilot in Kendur began in August 1976 with the village leadership's decision to send a

ORIGIN

delegation of local citizens to Maliwada to observe the pilot project in operation and to talk with the Maliwada people about their work in socio-economic development during the first nine months of project actuation. As a result of the site visit, the people of Kendur decided to send eleven residents to the eight-week Human Development Training School which began in September 1976 in Maliwada. They also invited the staff of the Institute of Cultural Affairs to provide leadership for a one day Gram Sabha, or village meeting, held in October through which 500 Kendur citizens articulated community issues and forged initial proposals for their resolution. At the completion of the training school, 17 graduates from both urban and rural locations across India and four ICA staff were invited to move to Kendur as the local auxiliary for the project. The four-day consult then provided the model for practical project actuation.

PARTICIPANTS

The Consult took place in Kendur village from December 12th to 16th, 1976. It is estimated that 800 Kendur residents were in attendance at the opening ceremonies at which the Chairman of the Zilla Parishad, Babu Saheb Thethe, himself a native of Kendur, addressed the citizens on the practical potential of community effort. The body of consultants numbered 101, of whom 72 were local residents. Approximately 500 additional village residents were indirectly involved through the field work contracts. Many hours were spent daily by the five consult teams visiting and conversing with local people in their homes and places of work. The 29 non-resident consultants came from the United Kingdom, Sri Lanka, the United States and various parts of India. These consultants attended the Consult at their own expense and contributed skills and experience in social anthropology, hospital administration, nutrition, agriculture, chemical engineering, labour relations, adult education, early learning, business administration, community organisation and construction. National consultants came from the urban centers of Bombay, Pune, Delhi and Hyderabad and the villages of Maliwada, Sevagram and Asagaon.

DESIGN

This diversified group acted as a unified research body using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Kendur. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the Contradictions. Fourth, they created Tactical Systems by which the Proposals could be realized. Finally, they discerned the Actuating Programmes which would allow for the application of the Tactical Systems. The consultants

divided their time between work as teams in the field conversing with residents, investigating resources and studying alternative possibilities, and workshop sessions and plenary gatherings in which the collected data and team reports were formed into the corporate product of the Consult. 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.

IMPACT

The staff of the Institute of Cultural Affairs was deeply impressed by the enthusiasm of those who participated in the Consult. On the basis of this, there is little doubt that the community is ready to engage in village renewal. The interest and involvement of local people was steady and their participation on a full-time basis increased daily. The high school headmaster and a local businessman served as the major translators for the corporate plenary sessions. The village and district leaders lent support and material assistance during the week. A community song written by a village elder who is a life-long resident of Kendur, spoke about the fact that the village had been asleep but through the Consult it had been awakened. The outside consultants were moved by the warm hospitality extended by the community and had been impressed by the attentive work and dedication of the local participants.

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community contains the elements required for a Human Development Project. In the past 20 years, the work of the Institute of Cultural Affairs in inner city neighbourhoods, suburban towns and rural villages across the globe has confirmed the fact that wherever there is local community, there is readiness and need for creative social change. There are, however, five guidelines which serve as reference points in projecting the formation of a Human Development Project. First, the selection of a community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. A project site has maximum demonstration potential when it is easily accessible. Second, a potential location will be characterized by apparent hopelessness and the

absence of community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need in any situation. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspective are required in planning a Human Development Project. The creative interplay of local and outside view points assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the Project across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus, attempts towards economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be devised. This can be done by increasing the production of raw materials and goods sold outside the area, by employing local residents, by attracting non-resident shoppers, by effectively applying municipal and federal funds, by borrowing money and extending credit lines, and in some instances by soliciting special cash grants and donations in-kind. Third, as many externally injected funds as possible must be retained in the community for as long as possible. This can be done by locally producing a maximum of the consumable goods and services needed by the community, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the district, state, national and international levels.

There are five foundational guidelines in the arena of social development. First, the project has a clearly delineated geographical focus. This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community

identity. Second, all community problems are dealt with simultaneously. Because of the complex interacting relationships of community life, any partial approach to development results in failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all the people of all ages in the task of recreating the community. Finally, social symbols are employed as the key to mobilizing community effort and occasioning profound transformation. Powerful symbols providethe basis for common effort in the practical work of the project and have the power to transform social despair into creative engagement.

SOCIAL

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation. First, the coordinated effort of both the public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding and material contributions provides sustained support for the project as a whole as well as its specific parts. Second, the widespread participation of community residents in the implementation of all the programmes is necessary from the outset. This role cannot be performed by someone else if local development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods, the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agencies which oversee the social and economic development programmes are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross section of the entire community, thereby building the cooperation vital to effective results in every programme arena. Fifth, although the acceleration and stabilization of leadership training and programme implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first six to twelve months. These demonstrate the actuation of a comprehensive plan and thereby serve to broaden local engagement and build human motivity. These are marks of effective development.

ACTUATION

IV

THE APPLICATION

FOLLOW-UP

The task following the Consult is to initiate the implementation of the tactics which are focused on community needs through the programmes reported in this document. This includes several interrelated aspects : the on-going meeting of local residents and auxiliary staff to design the specific steps of project 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 such local activity, extended supportive relations will be developed with representatives in the public sector on the district, division and state levels and the private sector in and beyond Pune and Bombay.

DOCUMENT

The Consultation Summary Statement is the tangible product of the Consult. It is intended to be a highly practical tool. It summarizes the results of the social research which involved the people of Kendur in focusing their efforts and concerns on the task of reshaping their community. As such, the document symbolizes the residents' decision to participate in practical decision making about the future and thereby serves to elicit the incentive needed for project actuation. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community reformulation. The opening paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss the practical results of each phase. Each section contains at least one holding chart which provides a broad overview and illustrates specific aspects of the prose discussion. Finally the document serves as a handbook for all those who will work in the Kendur Human Development Project and as an illustration for other villages in the state and nation of local people's ability to creatively effect rural development.

PART ONE

THE OPERATING VISION

VISION

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

PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent a half day in the field becoming generally familiar with all aspects of community life including agriculture, business, services, education and social development, The teams engaged in informal conversation with local residents, observed local schools, explored gardens and farm lands and were hosted by local consultants in their homes. Through these activities, consultants were directly or indirectly in contact with a significant percentage of the local residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally, the 135 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. Plate 1 gives rational objective form to the Operating Vision

that exists in the understanding and relationships of the people of Kendur. It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the Consultation.

The Operating Vision Chart (Plate1) is the result of the first phase of the Consult. Its three major sections indicate the overarching dimensions of the vision of the people of Kendur. Section A, Toward Corporate Economic Expansion, reveals the residents deep desire for local self sufficiency through the increase and improvement of agricultural production and the extension of commerce including revitalized marketing, upgraded industry and investment development. Section B, Toward Comprehensive Social Care, discloses the villagers yearning for structures of community engagement and intensified functional education opportunities for all ages. These they see as avenues for new local roles and expanded relationships with the nation and world. Section C, Toward Total Village Construction, located at the centre of the vision chart, reflects the concern of the people for the extension of basic services and the physical reconstruction of the village. Here they placed a strong emphasis on bridging the gap between the central village and the outlying hamlets with a system of interconnecting roadways. The Vision Chart is further broken down into ten master cetegories in which where are 38 components. Two master categories, Basic Services and Physical Environment are related to total village reconstruction. One set of categories, Market Exchange, Resource Industries and Investment Development, reflect aspects of desired commercial extension. Another set comprised of Cultural Exposure, Practical Training and Supplementary Schooling, point to the dimensions of functional education called for by the people. The remaining two categories, Agricultural Production and Corporate Structures highlight the foundational aspects of local self sufficiency and local self-dependence.

RESULT

Kendur
Human Development Project

ICA Consultants

OPERATING VISION CHART

A Summary of the Existing Operational Vision of the People of Kendur

December 1976

Plate 1

A. TOWARD CORPORATE ECONOMIC EXPANSION				C. TOWARD TOTAL VILLAGE CONSTRUCTION		B. TOWARD COMPREHENSIVE SOCIAL CARE			
	COMMERCIAL EXTENSION					FUNCTIONAL EDUCATION			
AGRICULTURAL PRODUCTION	MARKET EXCHANGE	RESOURCE INDUSTRIES	INVESTMENT DEVELOPMENT	BASIC SERVICES	PHYSICAL ENVIRONMENT	CULTURAL EXPOSURE	PRACTICAL TRAINING	SUPPLEMENTARY SCHOOLING	CORPORATE STRUCTURES
IRRIGATION SYSTEM	NEW BAZAAR	SMALL ENTERPRISE	CAPITAL BASE	DOMESTIC WATER	LAND RECLAMATION	INFORMATION EXTENSION	AGRICULTURAL TECHNOLOGY	COMMUNITY PRESCHOOL	CULTURAL CENTRE
EXPANDED CROPS	BUSINESS FACILITIES	PROCESSING PLANTS		ELECTRICITY EXTENSION	NEW HOUSING		TECHNICAL SKILLS	ENGLISH MEDIUM	WOMEN'S ASSOCIATION
ANIMAL HUSBANDRY	GENERAL STORE			SANITATION SYSTEM	BUILDING REHABILITATION			ADULT EDUCATION	YOUTH CARE
COMMON EQUIPMENT			COMMUNITY COOPERATIVES	COMMUNICATION MEANS	ROAD NETWORK	ARTS RECOVERY	DOMESTIC SCIENCE		MEDICAL SERVICES
STORAGE SYSTEM	TRANSPORT SYSTEM	FULL EMPLOYMENT		FUEL SOURCES	CLEAN VILLAGE			ADVANCED TRAINING	VILLAGE ORDER

PART TWO

THE UNDERLYING CONTRADICTIONS

CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Kendur. 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, therefore, are difficult to discern. They cannot be located directly, but must be approached indirectly through identification of the deterrents and blocks to the Operating Vision of the people. It is by looking through the blocks in relation to the objective historical trends that the Underlying Contradictions can be located. If the 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 Operating Vision in a direct fashion. Rather, social change occurs indirectly, by creating Practical Proposals to deal with the Underlying Contradictions to the Operating Vision. For this reason, contradictions are not negative categories, but are avenues to significant creativity.

PROCESS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total Operating Vision (Plate 1), and then focused in depth on its particular assigned arena of the Vision. In this way, the values of comprehensiveness and depth were held in the teams' overall analysis. The teams discerned the subjective irritants as revealed by the field visits in order to identify 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 total vision. The 129 pieces of data were then organized into a comprehensive set of Underlying Contradictions facing the people of Kendur.

As the accompanying chart (Plate 2) indicates, twelve foundational contradictions were discerned. Under these are subsumed all of the specific irritants, deterrents and socio-economic blocks identified in Kendur by the consultants. The Chart's priorities read from left to right according to the number of items listed under each contradiction. This form of prioritizing is not the only criterion for discerning the major contradictions to the Operating Vision. It is, however, an informative way to view the entire matrix of contradictions operating in a given situation. The reader will note that the bottom of the chart delineates the number of responses in each column and reflects the five overarching groups of contradictions. These figures are an additional aid to contradiction analysis. There are 129 items listed on the entire chart. The first two contradictions have a total of 38 items and constitute 29% of the items on the chart.

RESULT

The next two contradictions combined drew 23% of the total responses. Contradictions five through nine, taken together, accounted for 34% of the total. Contradictions ten and eleven account for 9% of the total; and contradiction twelve drew 3% of the responses. The first grouping indicates the total programme must concern itself with recreating basic images of the community and broadening external relationships. The second grouping underlines the importance of the community's finding practical ways to avail itself of corporate methods of knowledge access and planning. The third grouping reflects the need to develop the village's economic and human resources. The fourth indicates the demand for reconstructing the social fabric of the community. The remaining group points to the necessity of making the gifts of the twentieth century world fully available to the village. The entire set of twelve contradictions provides a basis for future proposals. The following pages contain a concise, one-paragraph statement of each contradiction.

KENDUR
HUMAN DEVELOPMENT PROJECT
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UNDERLYING CONTRADICTIONS CHART

DECEMBER 1976

PLATE 2

I PARALYZING EFFECTS OF TRADITIONAL PATTERNS	II RESTRICTED CHANNELS OF CAPITAL DEVELOPMENT	III PARTIAL TRANSMISSION OF PRACTICAL TECHNOLOGY	IV SUBSISTENCE STYLE OF INDIVIDUAL FINANCING	V UNDERDEVELOPED MEANS OF AGRICULTURAL SUPPORT	VI UNUSED RESOURCES OF EMPLOYABLE FORCES	VII LIMITED SKILLS OF MARKETING MANAGEMENT	VIII ISOLATING EFFECTS OF LOCAL TRANSPORT	IX INADEQUATE SCOPE OF EDUCATION STRUCTURES	X DETERIORATING STRUCTURES OF VILLAGE COOPERATION	XI REDUCED METHODS OF COMMUNITY ORGANISATION	XII NARROW RANGE OF CULTURAL EXPOSURE
HOUSE BOUND WOMEN	SCHOLARSHIP FUNDS UNAVAILABLE	UNAVAILABLE AGRICULTURAL TRAINING	NO MONEY IMAGE	UNAVAILABLE MODERN EQUIPMENT	HIGHER EDUCATION COSTS	RURAL PRICING EXPLOITATION	REMOTE HAMLET SCHOOL	TRAINED TEACHERS UNAVAILABLE	VILLAGE COOPERATION LACKING	LACK VILLAGE LEADERSHIP	EDUCATIONAL VALUE UNAPPRECIATED
OPERATING CASTE PREJUDICE	LIMITED GOVERNMENT ACCESS	LACK DEMORSTRATION PLOT	SHORT RANGE PLANNING	UNCERTAIN WATER LOCATION	INSIGNIFICANT LEISURE ENGAGEMENT	DISCRIMINATION BUSINESS PRACTICES	SCHOOL TRANSPORT UNAVAILABLE	MATERIAL SEVERELY LIMITED	PREJUDICED MEDICAL CARE	UNCLEAR FARMERS VISION	ILLITERACY IMPEDES FUNCTIONING
TRUNCATED CULTURAL IMAGE	COSTLY TECHNICAL TRAINING	FARMERS TECHNOLOGICALLY UNTRAINED	CORPORATE INVESTMENT RELUCTANCE	INEFFECTIVE TEMPORARY DRAINAGE	CHILD LABOUR NECESSARY	MODERN PRODUCTION ABSENCE	UNDEPENDABLE PRODUCE TRANSPORT	SCHOOL EQUIPMENT SHORTAGE	POWERFUL PAST IMAGES	TRADITIONAL MALE DOMINANCE	LIMITED CHILD-CARE AWARENESS
SURVIVAL DEVALUES EDUCATION	SUSTENANCE DETERMINED PRIORITIES	ADVANCED TRAINING FACILITY	POVERTY PARALYZES INCENTIVE	LACK IRRIGATION EQUIPMENT	UNEMPLOYED TRAINED TECHNICIANS	AREA PRICE VARIATION	UNCERTAIN MARKET ACCESS	UNINSPIRED TEACHER PARTICIPATION	GUARDING TRADING HABITS	ORGANIZED EXPERTISE MISSING	UNENTICING PRINTED MEDIA
RECREATIONAL TIME LIMITED	LOW EDUCATIONAL STANDARDS	EXPERIMENTAL FARMING ABSENCE	RESIDENTIAL LAND SCARCITY	LACK STORAGE FACILITY	WOMENS LEISURE LIMITED	LACKING DAIRY MARKET	HAZARDOUS ROAD PASSAGE	IRREGULAR SCHOOL ATTENDANCE	DISUNITY AMONG TRADERS	LACKING LEADERSHIP INITIATIVE	
LIMITED CULTURAL MEDIA	LIMITED PROGRAMME FUNDING	UNEXPOSED FARMING TECHNOLOGY	MAKE DO MINDSET	RAINFALL RETENTION SYSTEM	LITTLE POCKET MONEY	VICTIMIZING MARKET SKILLS	ISOLATING RIVER LACKING	FOUNDATIONAL EDUCATION EQUIPMENT	UNSHARED IRRIGATION EQUIPMENT	LEADERSHIP SKILLS FAUCITY	
REDUCED COMMUNITY IMAGE	GOVERNMENT ADMINISTRATIVE BACKLOG	INSUFFICIENT TECHNOLOGICAL KNOW-HOW	ECONOMIC PRIORITIES RULE	TRACTOR SERVICE UNAVAILABLE	FARM WORK PRIORITY	MIDDLE-MAN PRICE CONTROL	SEASONAL ROADWAY ADEQUACY	LIMITED LIBRARY EQUIPMENT			
DELIMITING FAMILY PATTERNS	FEAR AUTHORITATIVE FORCE	APPRENTICE TRAINING LACKING	START-UP MONEY LACKING	UNTIMELY SEED SUPPLY	YOUTH URBAN MIGRATION	NO MIDDLE-MAN ALTERNATIVE	INFREQUENT BUS SERVICE				
AUTHORITY PLANNING DEPENDENCE	GOVERNMENT INITIATIVE LACKING	LACK RESOURCES BLINDNESS	ALCHOHOL DRAINS RESOURCES	TOP SOIL EROSION	SKILLED WORKER SHORTAGE	NO CONTRACT POWER					
HEALTH BENEFITS UNAWARENESS	LACK ELECTRICITY FUNDING	AGRICULTURAL INFORMATION UNAVAILABLE	LOCAL CAPITAL UNAVAILABLE	GOVERNMENT EXPORT RESTRICTION	CITIES DRAIN SKILLS						
TRADITIONAL TOILET HABITS	HIGH ELECTRICITY COSTS	EXPERSIVE FERTILISER DEPENDENCE	INACCESSIBLE BANK LOANS	CROP STORAGE FACILITIES							
GOBER-GAS BENEFITS UNKNOWN	SANITATION FUNDING PRIORITIES	LACK MODERN EQUIPMENT	HEAVY FARM DEBT								
SMALL LAND PLOTS	LAND LEVELLING COSTS	LOW YIELD SEEDS	SUBSISTENCE FARMING PATTERNS								
ABSENTEE LAND OWNERSHIP	UNPAID GOVERNMENT LOANS	LIMITED PEST CONTROL	EXCHORBITANT INTEREST RATES								
NON-RESIDENT HOME OWNERSHIP	UNPAYED GOVERNMENT LOANS	TECHNICAL INFORMATION GAP	LIMITED FUNDING APPROACH								
POSTPONED BRIDGE CONSTRUCTION	ANIMAL CARE LACKING										
TRADITIONAL PURCHASING HABITS	LACK HEAVY EQUIPMENT										
INDIVIDUALIST SURVIVAL MINDSET	NEW LOAN ACCESS										
TRADITIONAL LAND OWNERSHIP											
NUTRITIONAL FOOD UNEATEN											

CONTRADICTION I

The Paralyzing Effects of Traditional Patterns

The first contradiction has to do with the social patterns in Kendur. The twentieth century has experienced the painful collapse of long treasured and once effective structures and the demand for creating new patterns and life styles. Kendur has not been exempt from the challenge of social transition, but has experienced that transition impeded by the tenacious hold of traditional images and modes of operation which are outdated. The people deeply desire the benefits of agricultural technology and yet are blocked by the proliferation of inherited land plots on one hand, and absentee landownership on the other. The hand-to-mouth subsistence economic operation allows little time for anything but working in order to survive. Traditional projudices maintaining the separation of castes, the restriction of women to the house, and the dependence of the individual upon external authority lock the villager into life within a reduced context which, however adequate for his ancestors, paralyzes him and blocks his appropriation of a more effective, relevant mode of operation. The task before the village now is to forge new patterns of social style which respond to the claim for creative future participation.

CONTRADICTION II

The Restricted Channels Of Capital Development

The second contradiction lies in the arena of capital development. Local man across the globe has seen the major barrier to progress a financial one. In Kendur the system of money flow from sources outside the community has created the mindset that development can only begin to take place at the administration level. When government funded service improvements stop short of completion the village finds itself standing still for the people have generally accepted the fact that they can do nothing. Convinced that delay is the price of constantly shifting priorities which are largely beyond their control, they settle for waiting, not grasping the viability or reality of alternative routes and therefore not pursuing them. As long as this image persists the village will be unable to utilize its own resources to create a capital base which permits authentic self support.

CONTRADICTION III

The Partial Transmission of Practical Technology

The third contradiction relates to the arena of practical technology. This century has witnessed the development of technology which allows men to maximally utilize land and resources, Linked in awareness to these benefits through the media of television, but relatively isolated from direct contact with their source, the village has little use of such technology. Left largely to depend on traditional methods of farming and production or, at best partial application of improved techniques, village progress in every arena is checkered at best. Wasted man hours and unused land testify to the separation of Kendur from the gifts of the historical moment. Without practical training in the use of modern technology the development of the vast resources present in Kendur will remain critically retarded.

CONTRADICTION IV

The Subsistence Style Of Individual Financing

The fourth contradiction relates to individual financing in Kendur. The increased mobility and economic interchange within and among local communities has both encouraged and necessitated the shift from marginal subsistence survival to economic self-support. The people of Kendur, however, are largely dependent upon the high risk factors of underdeveloped agriculture and small, family operated business ventures, and lack the financial flexibility requisite to planned individual economic growth. Start-up monies are lacking and loans inaccessable because of unmanageable interest and repayment terms. The heavy farm debt borne by many farmers who negotiated a loan and then experienced crops ruined by drought weighs heavily against willingness to risk again. The prevailing image that there will never be enough money fosters a style of wearily making do with less than what is adequate or, at best, allowing short range priorities to rule. Until new approaches to relating small farmers and businessmen to a corporate self supporting economy are developed, the progress of the village is severely hampered.

CONTRADICTION V

The Underdeveloped Means Of Agricultural Support

The fifth contradiction lies in the arena of agricultural support. In the midst of a gobal struggle to discover and invent effective economic methods, it has become clear that any community can be self sufficient economically. The people of Kendur have understood the value of their land for centuries. Given their present level of technical skill they are extremely capable farmers. However, they realize the necessity for continually upgrading skill and increasing production. The advantages of modern mechanical implementation, the added production which comes from systematic irrigation, the increased yield of hybrid seeds, always seems just beyond the reach of the individual farmer. The lack of access to these techniques and technologies have left the farmer of Kendur frozen at his present level of expertise. Meanwhile the economic demands of contemporary society have fallen on his shoulders with alarming weight. Until the agricultural support systems are developed which will place modern technology within the reach of every farmer in the village they will continue to operate in a subsistence state and the overall growth of the village will be impeded.

CONTRADICTION VI

The Unused Resources Of Employable Forces

The sixth contradiction is found in the arena of employable forces. The nations of the world, developed as well as developing, are involved in the struggle to creatively engage their human resources. Kendur has a serious unemployment situation. This fact hides the depth of the situation. The loss of human resources is seen in the vast number of marginally or seasonally employed. There are very few. women gainfully engaged. The graduates in the village are reduced to fringe jobs rather than being engaged in significant enterprises. Facing this desert of employment opportunities, many of Kendur's youth have fled to the urban centers to seek livihood. The resulting disintegration of the economic situation has forced many farmers to use their children as farm labourers which seriously limits their educational opportunities. It is only through the creation of a system of significant employment for the people of Kendur that development in the social and economic arena can take place.

CONTRADICTION VII

Limited Skill Of Marketing Management

Contradiction seven is found in the arena of marketing management. In the 20th Century every local farmer finds the markets of the world as close as the nearest city. The farmers of Kendur are dependent on the markets of Pune and Bombay for the selling of their crops. From these markets the village must receive maximum benefits in order to economically survive. The farmers have depended on the "commissionmen" or "middlemen" to be the link between the farm and the market. By creating a false market in which local prices are manipulated below the level of the actual market, these men have severely trimmed the profit margin for the local farmer. This manipulation of the local market creates for the farmer an annual crisis of indebtedness. In order to sustain family and farm, he must borrow needed capital at a high interest rate thus fixing this debilitating cycle. Probably more demaging than the financial crisis is the position of subservience in which the farmer is placed. He does not experience himself in control of his own destiny or the destiny of his land. He is reduced to a position of "leased land" farming despite the fact that he owns his farm. Until skills and equipment for marketing are introduced into the operating patterns of the farmers, they will continue to be caught in an endless cycle of insolvency.

CONTRADICTION VIII

The Isolating Effects Of Local Transport

The eighth contradiction is in the arena of local transportation. With the highly mobile nature of life today, the village finds itself isolated from the outlying hamlets and the remainder of the countryside for several months each year. Surrounded by hills and ridges, Kendur is situated in a land basin crossed by rivers and small streams. During the wet season the villagers find themselves blocked by impassable mudtrails and streams. This condition isolates the village three to four months of the year causing a serious decline in school attendance, a sharp rise in the cost of consumer goods and a dangerous shortage of vital food supplies. The village will not have the possibility of experiencing productive labours twelve months a year until this isolation is broken.

CONTRADICTION IX

The Inadequate Scope Of Educational Structure

The ninth contradiction relates to the educational structures of Kendur. A growing concern among educators today is to broaden the learning of students in order to catalyze their creative participation in the events of the times. The formal schooling structures in Kendur are exceptional for the village's size and economic state. However, the focus of these structures have narrowed to include only the bare fundamentals at the expense of breadth and practical relevance. The paucity of teaching materials, basic equipment and trained staff-especially in practical arenas-leads to irregular attendance on the part of students and decreasing enthusiasm and commitment on the part of the teachers. This narrowed context will continue to hamper educational relevance until new directions are forged.

CONTRADICTION X

The Deteriorating Structures Of Village Cooperation

The tenth contradiction is related to the arena of local cooperation. It has become obvious that communities which are able to strive as one social entity toward common goals are most likely to generate social and economic development. The people of Kendur appreciate this fact, but experience the strain of divisions borne of long centuries of feudal tradition. The difficult economic situation has exaggerated tensions between merchants and farmers, and between the relatively prosperous and the less affluent portions of the community. The lingering influence of now outmoded structures of social care and decision-making mitigate the community's stated belief in authentic participation and the people's good intentions to embrace forms of social interdependence. It is understandable that the prevailing attitude is "every man for himself". Unless new accords of unity can be formulated, the village will not attain the essential corporateness required to perform a common task.

CONTRADICTION XI

The Reduced Methods Of Leadership Development

The eleventh contradiction is related to leadership development. In the midst of the growing complexity of

contemporary human society, few communities long survive when the burden of leadership responsibility remains in the hands of a few. Despite the proven ability and vision of appointed local leaders in Kendur, the number of human forces equipped to guard the comprehensive direction of the village and effectively guide the implementation of particular common tasks is limited. The women of the community are ready and able to assume broader roles in the arenas of commerce, education and social care but have been unable to find channels to allow for movement beyond the traditionally male dominated status quo. There is a blatant need for physical reconstruction and care of common space yet the villagers remain ill-equipped to organize available forces and orchestrate practical tasks. The gap between initiative and desire on one hand and leadership skills and organizational methods on the other has widened as the village's consciousness of what could be possible intensifies. Only through effective methods of community organization will Kendur be able to reclaim a style which demonstrates total community engagement.

CONTRADICTION XII

The Narrow Range Of Cultural Exposure

The twelfth contradiction has to do with cultural exposure. Contemporary technology has given local communities virtually everywhere access to knowledge about the trends, events and possibilities of global society. In Kendur this contact is a daily reality through television, radio, and news media. Most of the villager, however, are either consumed with the daily routine of subsistence labour or spend empty leisure hours chatting in the local teashops. Because the people are not inclined to venture beyond the locations where they sell and purchase goods many have not travelled as far as Pune, and few have been beyond the boundaries of the State. The difficulty of travel and functional illiteracy blocks many others from even vicarious exposure to the world beyond Kendur. The pervasive emphasis upon living "here and now" not only truncates the people's relationship to the future and the globe but also puts off their depth appropriation of Kendur's great history. Until opportunities are created that allow all residents to participate in the richness of contemporary culture their role in shaping images adequate for the next century will be insignificant.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

The third task of the Consult consisted of building the Practical Proposals. The term "proposal" refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual social situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the Operating vision reveals the conscious or unconscious image out of which the community operates, the Practical Proposals represent a clear recommendation for needed new directions for action in relation to the contradictions. In this sense, proposals represent judgements or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change can occur.

PROCESS

In order to create the proposals, the consultants continued to work as teams organized according to broad arenas of expertise. Following further opportunities for site visits in the field, each team forged a series of detailed proposals which articulated the major actions needed to address the entire swirl of contradictions blocking the Operating Vision. The proposals represent strategic formulations of the practical, yet inclusive, possibilities for the village of Kendur. Finally, the entire Consult, working as one body in a plenary session, organised the mass of data which emerged from the work of the teams into a holding chart. The resulting model became the basis for developing the tactics required to shape the destiny of the village.

RESULT

The Practical Proposals Chart, Plate 3, contains twenty-six proposals referred to as projects. They are categorized under seven Master Proposals which reflect decisional responses to the major contradictions. Two of the seven Master Proposals relate to the foundational education of the village and call for extended functional education for the village residents. The second grouping of Master Proposals deal with the economic production of the village through the expansion of agriculture and the development of industry. Another set of Master Proposals are concerned with building the social structure of the village. The final Master Proposal serves as the pivotal point for the future direction of Kendur's commercial development. Separate chart (Plates 3A-3G) with descriptive phrases containing the 104 sub-proposals add detail and clarity to the major categories of the Practical Proposals Chart. These proposals do not indicate what to do. They point to the arenas within which decisions must be made to enable corporate action on the basis of emerging village consensus about needed improvements. The specific tactical activities are the concern of the next phase.

Kendur
Human Development Project

December 1976
Consult

PRACTICAL PROPOSALS CHART

Plate 3

ICA Consultants

I
THE VILLAGE
FOUNDATIONAL EDUCATION PROPOSALS

	II ECONOMIC PRODUCTION PROPOSALS		III	IV SOCIAL CARE PROPOSALS		
FUNCTIONAL EDUCATION PROPOSAL A	AGRICULTURAL EXPANSION PROPOSAL B	INDUSTRIAL DEVELOPMENT PROPOSAL C	COMMERCIAL DEVELOPMENT PROPOSAL D	PHYSICAL ENVIRONMENT PROPOSAL E	COMMUNITY LIFE PROPOSAL F	EDUCATIONAL EXTENSION PROPOSAL G
EARLY LEARNING PROJECT 1	WATER HARVESTING PROJECT 7	AGRO PROCESSING PROJECT 12	KENDUR BAZAAR PROJECT 15	SERVICES NETWORK PROJECT 19	CULTURAL ACTIVITIES PROJECT 22	INFORMATION SYSTEM PROJECT 4
	DEMONSTRATION FARM PROJECT 8		COMMUNITY MARKETING PROJECT 16		NUTRITION UPGRADING PROJECT 23	
PRACTICAL SKILLS PROJECT 2	ANIMAL HUSBANDRY PROJECT 9	COTTAGE INDUSTRY PROJECT 13	LOAN EXTENSION PROJECT 17	VILLAGE HOUSING PROJECT 20	WORK FORCE PROJECT 24	GLOBAL LANGUAGE PROJECT 5
	LAND USE PROJECT 10				COMMUNITY ENGAGEMENT PROJECT	
TOTAL LITERACY PROJECT 3	FARMERS CO-OP PROJECT 11	SMALL INDUSTRY PROJECT 14	TRANSPORT SYSTEM PROJECT 18	PUBLIC SPACE PROJECT 21	VILLAGE STRUCTURES PROJECT 26	EDUCATIONAL SUPPORT PROJECT 6

KHDP

December 1976

I. Village Foundational Education

ICA Consultants

A. Functional Education Proposal

Plate 3A

1. Early Learning Project	1 Infant School	providing infant care structures
	2 Preprimary School	creating self-conscious village children
	3 Teacher Training	improving local training possibility
	4 Imaginal Method	employing imaginal teaching tools
2. Practical Skills Project	5 Farming Techniques	updating present farming methods
	6 Industrial Skills	extending basic vocational training
	7 Management Tooling	indicating business operation skills
	8 Crafts Development	utilizing local skilled artisans
3. Total Literacy Project	9 Marathi Classes	teaching basic language skills
	10 Night Classes	establishing regular adult learning
	11 Basic Education	raising local learning level
	12 Total Enrollment	ensuring wide village participation

4. Information System Project	13 Farmers Bureau	begonning agriculture research effort
	14 Public Library	structuring needed learning resources
	15 Village News	publishing local village newspaper
	16 Hamlet Exchange	distributing important local news
5. Global Language Project	17 Adult Classes	promoting wide linguistic ability
	18 English Classes	expanding local language opportunity
	19 Teacher Training	widening existing teachers skills
	20 Formal Schooling	intensifying village adult education
6. Educational Support Project	21 Book Centre	supplying childrens' school materials
	22 School Transport	ensuring total student participation
	23 Scholarship Fund	enabling varied advanced education
	24 Classroom Facilities	providing needed teaching equipment

7. Water Harvesting Project	25 Lift Irrigation	utilizing community water reserve
	26 Electric Equipment	improving water securing methods
	27 Construction Plan	supplying adequate water storage
	28 Domestic Supply	distributing needed water supply
8. Demonstration Farm Project	29 Cash Crops	intensifying farm product output
	30 Soil Treatment	using scientific farming techniques
	31 Seed Experimentation	exploring hybrid seed varieties
	32 Modern Machinery	demonstrating present day equipment
9. Animal Husbandry Project	33 Cattle Breeding	upgrading village live stock
	34 Veterinary Service	ensuring healthy animal productivity
	35 Poultry Farm	creating additional protein sources
	36 Feed Improvement	furnishing nourishing local feed
10. Land Development Project	37 Contour Plowing	maximizing village field resources
	38 Property Trust	employing unused village land
	39 Tree Planting	beautifying available land resources
	40 Land Cultivation	increasing productive farm output
11. Farmers' Cooperation Project	41 Community Storage	providing adequate warehouse space
	42 Equipment Exchange	pooling available machinery resource
	43 Bulk Purchasing	enabling consumer goods procurement
	44 Labourers Union	extablishing solid workers' benefits

12. Agro-products Processing Project	45 Dairy Products	processing village milk supply
	46 Nutri-Food Factory	upgrading village food intake
	47 Jaggery Plant	utilizing locally grown products
	48 Onion Dehydration	processing available crop supply
13. Cottage Industry Projects	49 Products Promotion	marketing locally produced goods
	50 Women's Employment	broadening village work force
	51 Woven Products	expanding local artisans productivity
	52 Tailoring Classes	expanding useful local skills
14. Small Industry Project	53 Local Resources	developing local raw materials
	54 Local Bakery	producing local consumer products
	55 Building Materials	manufacturing local resource products
	56 Garment Making	supplying ready made clothing

15. Kendur Bazaar Project	57 New Facilities	relocating village marketing centre
	58 General Stores	structuring local purchasing power
	59 Market Day	dramatizing increased market promotion
	60 Animal Market	localizing cattle stock exchange
16. Community Marketing Project	61 Cooperative Society	establishing supply buyer benefits
	62 Local Sales	developing better village markets
	63 Bulk Purchasing	expanding needed goods availability
	64 Village Fair	displaying local village goods
17. Loan Extension Project	65 Banking Services	extending prosent loan facilities
	66 Credit Extension	improving money lending policy
	67 Government Loans	developing supportive capital input
	68 Local Savings	accumulating usable village funds
18. Transport Systems Project	69 Freight Service	transporting locally grown goods
	70 Market Crops	extending crop export facility
	71 Village Vehicles	improving extended community services
	72 State Services	increasing regular bus frequency

19. Services Network Project	73 Road Systems	building all-season access routes
	74 Domestic Water	establishing water reticulation system
	75 Wadi Electricity	installing hamlet power supply
	76 Village Sanitation	assuring continuous village cleanliness
20. Village Housing Project	77 Cooperative Housing	creating low cost accommodations
	78 Model House	demonstrating adequate village dwellings
	79 Home Renovation	enhancing existing housing structures
	80 Materials Supply	utilizing local raw materials
21. Public Space Project	81 Community Gardens	beautifying village node space
	82 Sports Area	completing current recreational park
	83 Vacant Lots	clearing unused village land
	84 Village Care	creating village space design

22. Cultural Activities Project	85 Crafts Exhibition	displaying skilled craft products
	86 Heritage Recovery	cultivating common history appreciation
	87 Exposure Tours	providing extended impact events
	88 Fine-Arts Centre	broadening community cultural awareness
23. Nutrition Upgrading Project	89 Community Kitchen	establishing common cooking facility
	90 Nutrition Classes	relating food value awareness
	91 School Lunch	providing basic balanced diet
	92 Health Care	extending preventive medical services
24. Work Forces Project	93 Regular Shramdan	dramatizing common village initiative
	94 Community Cleanup	focusing volunteer work efforts
	95 Employable Forces	engaging available labour resources
	96 Sanitation Force	continuing total village upkeep
25. Community Engagement Project	97 Elder's Program	providing life long employment
	98 Women's Association	encouraging productive skills development
	99 Youth Activities	enlisting responsible citizen growth
	100 Local Recreation	providing physical education events
26. Village Structures Project	101 Regular Meetings	enabling community consensus dynamic
	102 Development Board	providing basic local accountability
	103 Community Hall	building village activities centre
	104 Hamlet Liaison	providing full village participation

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

The fourth task of the Consult was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the Practical Proposals. The Tactical Systems describe and rationally organise the actions required to do the projects delineated in the Practical Proposals Chart. At this point the Operating Vision and the Underlying Contradictions become peripheral concerns except as they provide a broad context for designing the tactics. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems, therefore, is perhaps the most crucial activity of the Consult.

PROCESS

In order to discern the Tactical Systems out of the many tactics required for each of the proposals, the Consult experienced a task similar to piecing together a puzzle. The completed picture provided practical instruction for implementing the total project. The consultants proceeded in this fourth step again in teams. Each team, according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups, each team created an inclusive list of the concrete actions required to effect its proposals. The team then organized its list of actions into basic tactics for each proposal. Finally, all of the teams' work was gathered and organized in a plenary session to formulate the Tactical Systems illustrated by Plate 4.

RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of five tactical arenas, nine paratactics, 34 basic tactics and 216 subtactics. The basic tactics and subtactics indicate the specific tasks of the total project. They are listed in detail following Plate 4. The nine paratactics under which the basic tactics and subtactics are grouped, point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The five tactical arenas hold the systems together and represent the overarching tasks to be accomplished. The master chart and brief descriptions of each tactic follow.

KENDUR
HUMAN DEVELOPMENT PROJECT

ICA CONSULTANTS

TACTICAL SYSTEMS CHART

DECEMBER 1976

PLATE 4

tactical arena A — STRENGTHENING ESSENTIAL ECONOMIC FOUNDATIONS

tactical arena B — SUPPLEMENTING APPLIED FUNCTIONAL EDUCATION

tactical arena C — EXPANDING PROFITABLE BUSINESS ENTERPRISE

tactical arena D — DEVELOPING INCLUSIVE SOCIAL ENGAGEMENT

tactical arena E — ESTABLISHING NEEDED SUPPORT NETWORKS

VILLAGE AGRICULTURE paratactic I	PRACTICAL TRAINING paratactic II	LOCAL INDUSTRY paratactic III	COMMUNITY CARE paratactic IV	ESTABLISHING NEEDED SUPPORT NETWORKS paratactic V	COMMUNITY CULTURE paratactic VI	LOCAL COMMERCE paratactic VII	PRACTICAL TOOLING paratactic VIII	VILLAGE CONSTRUCTION paratactic IX
tactic 1 initiating DIVERSIFIED ANIMAL HUSBANDRY	tactic 6 instituting EFFECTIVE AGRICULTURE METHODS	tactic 10 catalyzing VIABLE SMALL MANUFACTURES	tactic 13 revitalizing CORPORATE ENGAGEMENT FORMS	tactic 17 forging FISCAL SUPPORT SYSTEMS	tactic 19 symbolizing COMMON VILLAGE IDENTITY	tactic 23 supporting EXPANDED COMMERCIAL COOPERATION	tactic 26 supplementing AVAILABLE CHILDREN SCHOOLING	tactic 30 installing COMPREHENSIVE WATER SYSTEM
tactic 2 promoting INTENSIFIED CROP PRODUCTION	tactic 7 furnishing VARIED VOCATIONAL SKILLS	tactic 11 processing LOCAL FOOD PRODUCTS	tactic 14 organizing NEEDED CORPORATE WORK		tactic 20 structuring SIGNIFICANT COMMUNITY ACTIVITIES	tactic 24 upgrading EFFECTIVE MARKETING MANAGEMENT	tactic 27 supplying NEEDED LANGUAGE SKILLS	tactic 31 assuring ADEQUATE RESIDENTIAL DWELLINGS
tactic 3 expanding AVAILABLE LAND USE	tactic 8 providing ADULT LEADERSHIP TOOLS	tactic 12 extending RELIABLE LOCAL TRANSPORT	tactic 15 implementing BASIC COMMUNITY ORGANIZATION	tactic 18 fostering BENEFICIAL EXTENDED RELATIONS	tactic 21 instigating FUNDAMENTAL NUTRITION SERVICES	tactic 25 accelerating ESSENTIAL CAPITAL AVAILABILITY	tactic 28 establishing VILLAGE INFORMATION NETWORK	tactic 32 maximizing ESSENTIAL SERVICES DELIVERY
tactic 4 securing SUPPORTIVE FARM EQUIPMENT	tactic 9 augmenting BASIC FAMILY WELL-BEING		tactic 16 delivering TOTAL RESIDENT CARE		tactic 22 enabling BROAD CULTURAL EXPOSURE		tactic 29 developing ACCESSIBLE LEARNING RESOURCES	tactic 33 building SERVICEABLE TRAFFIC ARTERIES
tactic 5 constructing COMMON FARM BUILDINGS								tactic 34 creating ATTRACTIVE SPACE DESIGNS

Tactical Arena A: Strengthening Essential Economic Foundations

Paratactic I: Village Agriculture

The expansion and intensification of village agriculture will benefit the sector of the local economy upon which the majority of the village's population depends. The diversification of animal husbandry will provide opportunities for cooperative stock raising and increase food and marketable produce. The promotion of more profitable crops and the reclaiming of previously uncultivated arable lands will lessen the risk of marginal farming and occasion experiments with corporate ventures. The construction of buildings for storage, equipment and animal shelter will upgrade farm operations and enable general village sanitation.

Tactic I: Initiating Diversified Animal Husbandry

1. Obtaining Poultry Stock
2. Locating Goat Farm
3. Introducing Improved Breeds
4. Developing Low-Cost Feeds
5. Initiating Veterinary Service

Tactic 2: Promoting Intensified Crop Production

6. Distributing Hybrid Seeds
7. Establishing Experimental Plots
8. Providing Soil Treatment
9. Developing Management Schemes
10. Instigating Pest Control
11. Establishing Compost Pits
12. Locating Demonstration Farm
13. Initiating Planned Cropping

Tactic 3: Expanding Available Land Use

14. Rebunding Uphill Terraces
15. Reclaiming Usable Wasteland
16. Planting Vegetable Gardens
17. Establishing Tree Nursery
18. Sowing Grazing Lands
19. Soliciting Landowners Consent

Tactic 4: Securing Supportive Farm Equipment

20. Procuring Heavy Machinery
21. Obtaining Power Pumps
22. Establishing Hiring Service
23. Creating Availability Schedule
24. Initiating Implements Pool.

Tactic 5: Constructing Common Agricultural Buildings

25. Establishing Storage Facility
26. Constructing Cow Shed
27. Building Field Fencing
28. Setting Field Fencing

Tactical Arena B: Supplementing Applied Functional Education

Paratactic II: Practical Training

Kendur's traditional emphasis upon the value of education for its people will be honoured and strengthened by the initiation of various practical training schemes. The provision for on-the-job learning opportunities in agriculture, industry and business fields will upgrade employment skills. The practical application of leadership methods will benefit every arena of engagement. The training of village women in health and domestic skills will encourage family well-being on a broad scale.

Tactic 6: Instituting Effective Agricultural Methods

29. Arranging Problem-Solving Units
30. Supervising Field Work
31. Holding Equipment Demonstrations
32. Building Practical Syllabus
33. Providing Formal Courses
34. Inviting Resident Consultants.

Tactic 7: Furnishing Varied Vocational Skills

35. Arranging Field Visits
36. Seeking Apprenticeship Positions
37. Demonstrating Management Techniques
38. Teaching Basic Economics
39. Soliciting Materials Supply
40. Enlisting Apprentice Trainees

Tactic 8: Providing Adult Leadership Tools

41. Scheduling Holiday Seminars
42. Providing Social Methods
43. Forming Education Guild
44. Enlisting Hamlet Trainees

Tactic 9: Augmenting Basic Family Well-being

45. Designing Nutrition Displays
46. Providing Family Planning
47. Preparing Preschool Lunches
48. Holding Homemaking Demonstration
49. Delivering Health Education
50. Encouraging Regular Check-ups

Tactical Arena C: Expanding Profitable Business Enterprises

Paratactic III: Local Industry

The promotion of local industry will provide greater needed productive engagement for underemployed youth and adults. The development of small manufacturing will contribute to the overall growth of economic vitality. Processing operations for food products will lower the margin of loss experienced by farmers due to spoilage and price fluctuations. The extension of freight and passenger transport will facilitate the effective and timely movement of goods and people.

Tactic 10: Catalyzing Viable Small Manufacture

51. Establishing Brick Factory
52. Expanding Local Crafts
53. Initiating Garment Tailoring
54. Instigating Saw Mill
55. Seeking Assembly Contracts
56. Exploring Construction Materials

Tactic 11: Processing Local Food Products

57. Establishing Sooji Mill
58. Opening Local Bakery
59. Making Specialty Foods
60. Undertaking Pilot Experiments
61. Erecting Oil Mill
62. Arranging Sucre Contracts

Tactic 12 : Extending Reliable Local Transport

63. Obtaining Community Vehicles
64. Establishing Maintenance Garage
65. Providing Trucking Service
66. Operating School Shuttle
67. Supplementing Emergency Transport
68. Upgrading Bus Service

Tactical Arena D : Developing Inclusive Social Engagement

Paratactic IV : Community Care

Total community care depends upon the significant engagement of its residents. The revitalizing of corporate engagement forms will especially allow for the increased participation of elders, women and youth. The organization of corporate work efforts will release the skill and labour of residents in the village reconstruction effort. Basic community organization will be strengthened to ensure adequate leadership and implementation of new social and economic efforts. International care will ensure the welfare of villagers presently isolated from the benefits of essential services.

Tactic 13 : Revitalizing Corporate Engagement Forms

69. Involving Elder Citizens
70. Establishing Employment Bureau
71. Ensuring Literacy Enrollment
72. Expanding Women's Organization
73. Organizing Recreation Programme
74. Registering Preschool Children
75. Initiating Guild Network

Tactic 14 : Organizing Needed Corporate Work

76. Undertaking Weekly Shramadan
77. Arranging Youth Projects
78. Soliciting Volunteer Labour
79. Building Practical Models
80. Establishing Equipment Pool

Tactic 15 : Implementing Basic Community Organization

81. Creating Farmer's Association
82. Organizing Construction Teams
83. Establishing Development Board
84. Scheduling Planning Sessions
85. Holding Ongoing Evaluation
86. Ensuring Wadi Representation

Tactic 16 : Delivering Total Resident Care

87. Establishing Neighbourhood Sectors
88. Designating Sector Leaders
89. Holding Weekly Meetings
90. Creating Yearly Calendar
91. Raising Benevolence Fund
92. Conducting Home Visitation

Tactical Arena E : Establishing Necessary Enablement Networks

Paratactic V : Enablement Networks

The establishing of networks which make funding, authorization, material support and expertise available to the village will undergird the actuation of the entire project. The forging of fiscal support systems which bring together both local and outside resources will create the flexibility required for physical development. The fostering of extended relationships of both public and private sectors will allow for the sharing of consultative wisdom assuring relevance and viability.

Tactic 17 : Forging Fiscal Support Systems

93. Conducting Funding Campaign
94. Making Development Visits
95. Compiling Quarterly Reports
96. Seeking In-Kind Contributions
97. Soliciting Individual Gifts
98. Submitting Grant Proposals

Tactic 18 : Fostering Beneficial Extended Relations

99. Developing District Contacts
100. Engaging Government Counsel
101. Maintaining Regular Accountability
102. Enlisting Professional Expertise
103. Cultivating Patrons Network

Tactical Arena D : Developing Inclusive Social Engagement

Paratactic VI : Community Culture

The identity of the village will be strengthened by recovering common symbols which celebrate the village's past and anticipate its corporate future direction. The structuring of significant community activities will enable greater interchange and provide releasing recreation.

The establishing of fundamental nutritional services will allow the recovery of the human vitality required for the development task. Increased occasions for exposure to people and life patterns beyond the village will broaden the citizens grasp of their global context and responsibility..

Tactic 19 : Symbolizing Common Village Identity

104. Establishing Cultural Centre
105. Creating Welcome Signs
106. Designing Village Symbol
107. Using Local Trademark
108. Recovering Community History
109. Fashioning Public Art

Tactic 20 : Structuring Significant Community Activities

110. Organizing Trade Fairs
111. Exhibiting Local Crafts
112. Presenting Musical Events
113. Forming Tamasha Troupe
114. Holding Community Meetings
115. Scheduling News Conversations
116. Planning Periodic Celebrations

Tactic 21 : Instigating Fundamental Nutrition Services

117. Establishing Community Kitchen
118. Designing Planned Menus
119. Securing Food Contributions
120. Undertaking Recipe Expermimentation
121. Offering Staff Training
122. Scheduling Meal Demonstrations
123. Correcting Nutritional Deficiencies

Tactic 22 : Enabling Broad Cultural Exposure

124. Arranging Community Trips
125. Designing Film Series
126. Locating In-Kind Transport
127. Hosting National Guests
128. Initiating HDP Exchange

Tactical Arena C : Expanding Profitable Business Enterprises

Paratactic VII : Local Commerce

Profitable commercial growth will reduce Kendur's dependence upon outside markets. The expansion of a

cooperative commercial venture will ensure the participation and training of a broader crossection of the village population. Upgraded local management methods will prepare villagers to effectively deal with new opportunities for export trade outside Kendur. The assuring of capital availability to citizens for agricultural construction and business expansion will encourage creative development across the village.

Tactic 23 : Supporting Expanded Commercial Cooperation

129. Establishing Kendur Bazar
130. Forming Cooperative Society
131. Opening Co-op. Store
132. Expanding Goods Inventory
133. Initiating Shareholder's Meetings

Tactic 24 : Upgrading Effective Marketing Management

134. Seeking Market Contracts
135. Locating External Outlets
136. Undertaking Market Analysis
137. Offering Supply Incentives
138. Creating Merchant s Association
139. Cultivating Hamlet Relations

Tactic 25 : Accelerating Essential Capital Availability

140. Establishing Credit Union
141. Investigating Banking Expansion
142. Devising Investment Schemes
143. Starting Community Fund
144. Extending Credit Lines
145. Providing Housing Loans

Tactical Arena B : Supplementative Applied Functional Education

Paratactic VIII : Practical Tooling

Formal primary and secondary schooling will be supplemented to provide inclusive functional education for all age groups. The opening of a village-wide preschool will equip small children with basic images, skills and understandings during their critically formative years. An intentional language skills programme will move the village toward full literacy in Marathi and increase facility in Hindi and English. The establishment of a communications network will link the village to economic and social realities beyond itself and will strengthen relationships between

residents in the hamlets and the commercial centre. Resources undergirding the total educational programme will ensure quality and relevance.

Tactic 26 : Supplementing Available Children's Schooling

146. Building Comprehensive Curriculum
147. Enlisting Preschool Teachers
148. Designing Students' Uniforms
149. Making Enrollment Visits
150. Creating Support Systems
151. Planning Hamlet Replication
152. Providing Classroom Decor
153. Locating Preschool Facility

Tactic 27 : Supplying Needed Language Skills

154. Arranging Evening Classes
155. Creating English Syllabus
156. Holding Adult Enrolment
157. Offering Marathi Literacy
158. Operating Flexible Schedule
159. Recruiting Capable Instructors
160. Building Training Designs
161. Conducting Ability Survey

Tactic 28 : Establishing Village Communication Network

162. Locating Notice Board
163. Arranging Poster Displays
164. Preparing Handbill Advertisements
165. Establishing Radic Room
166. Opening Periodical Centre
167. Displaying Wall Maps
168. Publishing Local Newspaper
169. Engaging Delivery Corps
170. Compiling Project Reports
171. Displaying HDP Photos
172. Installing Village Telephone
173. Establishing Post Office

Tactic 29 : Developing Accessible Learning Resources

174. Securing Preschool Equipment
175. Obtaining Literacy Aids
176. Establishing Community Library
177. Designating Classroom Space
178. Procuring Audio-visual Unit
179. Operating Book Bank
180. Stocking Stationery Supplies

Tactical Arena A : Strengthening Essential Economic Foundations

Paratactic IX : Village Construction

The undertaking of village wide building and reconstruction efforts will create a functional human environment for the citizens of Kendur as well as benefit the economic foundations of the community. The installation of a comprehensive irrigation system will strengthen agricultural efforts. The reconstruction of residential dwellings and the extension of essential services across the whole village will generally increase productive operations. Serviceable traffic arteries will support expanded market activity. The attractive reshaping of public space according to a common village plan will provide the physical foundations for new economic roles and relationships.

Tactic 30 : Installing Comprehensive Water System

181. Constructing Irrigation Canal
182. Enlarging Collection Tanks
183. Deepening Existing Wells
184. Building Nulla Bunds
185. Instigating Irrigation Methods
186. Digging Supplementary Bores
187. Making Resource Projection

Tactic 31 : Assuring Adequate Residential Dwellings

188. Constructing New Houses
189. Renovating Existing Structures
190. Building Model House
191. Utilizing Local Materials
192. Conducting Housing Survey
193. Establishing Regular Maintenance

Tactic 32 : Maximizing Essential Services Delivery

194. Providing Sub-village Power
195. Expanding Village Illumination
196. Installing Gravity-feed Tank
197. Building Water-seal Toilets
198. Locating Roadway Dust-bins
199. Laying Distribution Piping
200. Building Public Washrooms
201. Constructing Bazaar Amenities
202. Making Well Improvements

Tactic 33 : Building Serviceable Traffic Arteries

203. Improving Access Routes
204. Constructing Velu Bridge
205. Laying Concrete Drains
206. Improving Road Surfaces
207. Widening Sub-village Roadways

Tactic 34 : Creating Attractive Space Designs

208. Initiating Rubble Clearance
209. Establishing Stone Supply
210. Painting Exterior Walls
211. Planting Attractive Greenery
212. Creating Chowk Garden
213. Locating Roadside Trees
214. Constructing Community Park
215. Restoring Selected Facades
216. Sketching Architectural Plan

PART FIVE

THE ACTUATING PROGRAMMES

PROGRAMMES

The final task of the Consult was organising the Tactical Systems into Actuating Programmes. The programmes provide precise structures or forms within which specific tactics are carried out. They perform several essential functions. The programmes make possible a broad cost analysis of the project and thereby become crucial instruments for its funding. They enable the creation of a relatively accurate phasing design for the total demonstration. They serve to organise both the local forces who implement the project and the extended forces who form the support network. Finally, they release an imaginal power that motivates the local people, the project patrons and the public at large by reflecting the possibility, the inclusiveness and the unity of the Human Development Project.

PROCESS

The creation of Actuating Programmes first involves organising 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 checked and refined in relation to the Proposals, the Contradictions and the Practical Vision to ensure irclusiveness 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 organise the tactics for which implementaries are then created. Implementaries are the concrete steps to be taken by the local forces in doing the subtactics and programmes. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

RESULTS

The Actuating Programmes of the Kendur Human Development Project shown on Plate 5 are sixteen in number. Eight of these are related to strengthening the social well-being of Kendur village. The intent of these programmes is to broaden self-dependence. Three of the eight relate to community training, two relate to social image and three to community care. The training arena includes an Early Learning Centre, an Adult Academy and an In-Service Institute. The two programmes relating to social image are the Reconstruction Project and the Essential Services Network. The Community Care arena involves a Community Centre, the Participation Project and the Family Care Complex. The second major programmatic division has to do with expanding the foundations of economic well-being in Kendur. Included in the arena of Community Agriculture are the Water Harvesting, Farm Demonstration and Land Development Programmes. The programme area relating to commerce involves a Farmers Co-operative and a Commercial Services Union. The third group deals with Community Industry and includes a small Manufacturing Complex, the Kendur Village Bazaar and Agro-Products Enterprises.

SUMMARIES

A more detailed description of each of the sixteen Actuating Programmes follows. These summaries are not intended to fully describe 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 two paragraphs. The first describes the broad functional nature of the programme and delineates the four major components. The second indicates the general requirements for implementing the programme. This is in no way a specific effort to do the Timelined Implementaries of the Subtactics mentioned earlier. The programme summary, rather, points to the broad steps involved and thus provides some indication of the practical feasibility of the programme. Accompanying each summary is a four-year cost projection (Plates 5B - Q).

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THE SIXTEEN ACTUATING PROGRAMMES
Comprehensive Community Reformulation in Kendur

Plate 5

ONE TWOARD THE SOCIAL WELL-BEING OF KENDUR VILLAGE			TWO TOWARD THE ECONOMIC WELL-BEING OF KENDUR VILLAGE		
	SOCIAL IMAGE			ECONOMIC POWER	
COMMUNITY TRAINING	COMMUNITY BUILDING	COMMUNITY CARE	COMMUNITY AGRICULTURE	COMMUNITY COMMERCE	COMMUNITY INDUSTRY
EARLY LEARNING CENTRE I	VILLAGE RECONSTRUCTION PROJECT IV	KENDUR COMMUNITY CENTRE VI	WATER HARVESTING PROJECT IX	KENDUR FARMERS COOPERATIVE XII	XIV
KENDUR ADULT ACADEMY II	ESSENTIAL SERVICES NETWORK V	COMMUNITY ORGANIZATION PROJECT VII	LAND DEVELOPMENT PROJECT X	XIII	KENDUR VILLAGE BAZAAR XV
IN-SERVICE TRAINING INSTITUTE III		FAMILY CARE COMPLEX VIII	KENDUR FARM DEMONSTRATION IX		AGRO PRODUCTS ENTERPRISES XVI

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I. SOCIAL WELL-BEING

A. Community Training Components

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Plate 5A

I. EARLY LEARNING CENTRE	Village Preschool Programme
	Curriculum Development Programme
	Teacher Training Programme
	Satellite Units Programme
II. KENDUR ADULT ACADEMY	Total Literacy Programme
	Basic Education Programme
	Social Methods Programme
	National Exposure Programme
III. IN-SERVICE TRAINING INSTITUTE	Skills Training Programme
	Agro Technology Programme
	Commercial Business Programme
	Night School Programme

I. SOCIAL WELL-BEING

B. Community Building Components

ICA Consultants Plate 5B

IV. VILLAGE RECONSTRUCTION PROJECT	Public Buildings Programme
	Rural Residence Programme
	Road Network Programme
	Village Beautification Programme
V. ESSENTIAL SERVICES NETWORK	Transportation Extension Programme
	Intra-village Electrification Programme
	Village Communications Programme
	Community Sanitation Programme

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I. SOCIAL WELL-BEING

C. Community Care Components.

ICA Consultants Plate 5C

VI. KENDUR COMMUNITY CENTRE	Village Information Programme
	Community Image Programme
	Community Heritage Programme
	Village Celebrations Programme
VII. COMMUNITY ORGANIZATION PROJECT	Community Meetings Programme
	Care Network Programme
	Work Forces Programme
	Youth Service Programme
VIII. FAMILY CARE COMPLEX	Community Kitchen Programme
	Nutrition Education Programme
	Domestic Management Programme
	Health Extension Programme

II. ECONOMIC WELL-BEING

D. Community Agriculture Components

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Plate 5D

IX. WATER HARVESTING PROJECT	Irrigation Network Programme
	Well Extension Programme
	Nulla Bunding Programme
	Domestic Delivery Programme
X. LAND DEVELOPMENT PROJECT	Wasteland Reclamation Programme
	Land Bunding Programme
	Property Trust Programme
	Tree Planting Programme
IX. KENDUR FARM DEMONSTRATION	Small Stock Programme
	Experimental Crops Programme
	Farm Management Programme
	Crop Fertilizer Programme

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II. ECONOMIC WELL-BEING

E. COMMUNITY COMMERCE COMPONENTS

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Plate 5E

XII. KENDUR FARMERS COOPERATIVE	Loan Fund Programme
	Equipment Pool Programme
	Corporate Marketing Programme
	Storage Facilities Programme
XIII. COMMERCIAL SERVICES UNION	Credit Services Programme
	Bulk Productions Programme
	Business Management Programme
	Cooperative Transport Programme

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II. ECONOMIC WELL-BEING

E. Community Industry Components

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Plate 5F

XIV. SMALL MANUFACTURING COMPLEX	Food Processing Programme
	Cottage Crafts Programme
	Construction Materials Programme
	Brick Factory Programme
XV. KENDUR VILLAGE BAZAAR	Bazaar Facilities Programme
	Merchants Association Programme
	Animal Marketing Programme
	Market Development Programme
XVI. AGRO PRODUCTS ENTERPRISES	Poultry Farm Programme
	Dairy Development Programme
	Community Garden Programme
	Hybrid Cropping Programme

SOCIAL WELL-BRING : Actuating Programme 1

EARLY LEARNING CENTRE

The Early Learning Centre will provide intentional learning experiences and demonstrate care for all village children from infancy to school age. It is a comprehensive child development programme designed to develop basic skill as well as flexibility and confidence for participation in the social fabric of the community. There are four distinct components in the centre; First, the village Pre-School Programme; second, the Curriculum Development Programme; third, the Teacher Training Programme, designed to equip local personnel in effective teaching methods; and fourth; the Satellite Units Programme located throughout the hamlets and regularly coordinated to provide for the needs of all children. The Centre will have an additional catalytic effect for other project programmes as the village sees its children being cared for and equipped practically for the future.

A tentative site has been selected for the Early learning Centre which with minimal alteration can be used for starting classes until a more permanent facility can be arranged. Teacher trainees selected from the village will begin preparation immediately with members of the auxiliary experienced in the Maliwada Early Learning Centre. This training will take place in the midst of building locally oriented curriculum. The faculty will purchase or construct the basic equipment and teaching materials necessary to initiate the curriculum. Many parents have indicated their desire to have their children enrolled in the school when it begins, indicating an initial ease of recruitment. Eventually, a total village effort will be launched to enroll all village children in the Centre's structures. Within the next three weeks a parents' meeting will be held to secure registration and create a responsible relation between the school and village families whereby the village will see from the outset that the school is the responsibility of the community residents. As more staff are trained, the satellite schools will be opened in the hamlets to extend the opportunity for early learning to all the children of Kendur.

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Four Year Plan
Programme Budgets

Programme 1 - Plate 5a
Early
Learning Centre

categories \ years		current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Building	10.000			
	Classroom Furniture	3,000		1,000	500
	Teaching Aids	4,000	1,000	500	200
	Playground Equipment	2,000		500	500
	subtotal - capital	19,000	1,000	2,000	1,200
II Pay and Allowance	2 Community wages	3,600	3,600	1,800	1,800
	5 Apprenticeships	5,000	5,000	10,000	10,000
	1 Auxiliary Salary	4,800	4,800		
	Learning Centre Director			4,800	4,800
	subtotal - pay	73,400	13,400	16,600	16,600
III Current Expenses	Maintenance	2,000	2,000	2,000	2,000
	Utilities	2,000	2,000	2,000	2,000
	Teaching materials	2,500	2,500	2,500	2,500
	Lunch Programme	40.000	40,000	20,000	2,000
	Travel	3,000	3,000	3,000	3,000
	subtotal - current	49,500	49,500	29,500	11,500
Total Programme Cost		81,900	63,900	48,100	29,300

SOCIAL WELL-BEING : Actuating Programme 2

KENDUR ADULT ACADEMY

The villagers of Kendur clearly expressed their awareness of the need for every adult to receive a basic level of education in order to participate effectively in the development of local community and the nation. The Kendur Adult Academy has four components to meet this need. First is the Total Literacy Programme designed to extend facility in Marathi, Hindi and English to all adults of the village. Second, the Basic Education Programme will be provided for those adults who choose to receive the equivalent of a basic primary and secondary education. Third, the Social Methods Programme will effectively equip developing community leadership. Finally, the National Exposure Programme will provide expanded experiences with urban complexity, and national and international networks to produce a framework through which to perceive their own village.

Because practical basic training is essential to the effectiveness of all other Programmes in the Project, the dynamic of the Academy will begin immediately. In many respects it began with the Consult itself. 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 at times take place in a villager's home or over a cup of tea. Literacy classes will be incorporated into the working day in such a way that training becomes a normal part of the upgrading of employment. Since school authorities have already indicated full cooperation, the classfooms will be used for basic education classes and English classes. Social methods training will occur systematically within the structure of every guild and community meeting. Several men and women have indicated their desire to participate in the Human Development Training School next quarter. Selective participation in the School will be encouraged especially among those who are emerging as leaders in Kendur. A tour of Bombay will be scheduled during the first quarter of the Project and a fund to underwrite such tours will be immediately initiated.

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Four Year Plan
Programme Budgets

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Programme 2 - Plate 5b
Kendur
Adult Academy

categories	---years	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Teaching Materials	5,000-	2,000-	2,000-	1,000-
	Equipment	6,000-	-	1,000-	500-
	Audio-visual Equipment	5,000-	-	--	-
	Typewriter	3,000-	-	-	-
	Cyclostyling Equipment	12,000-	-	-	-
	subtotal - capital	31,000-	2,000-	3,000-	1,500-
II Pay and Allowance	2 community wages	3,600-	3,600-	1,800-	1,800-
	1 Auxiliary salary	9,600-	9,600-	-	-
	1 Consultant's travel	2,500-	2,500-	2,500-	2,500-
	Community doctor	-	-	9,600-	9,600-
	subtotal - pay	15,700-	16,700-	13,900-	13,900-
III Current Expenses	Maintenance	2,000-	2,000-	2,000-	2,000-
	Supplies	5,000-	5,000-	5,000-	5,000-
	Travel	30,000-	30,000-	30,000-	30,000-
	subtotal - current	37,000-	37,000-	37,000-	37,000-
Total Programme Cost		83,700-	54,700-	53,900-	52,400-

SOCIAL WELL-BEING : Actuating Programme 3

IN-SERVICE TRAINING INSTITUTE

Kendur has a potential labour force in its many under-employed and unemployed residents, yet training in new skills and techniques needed for industrial and agricultural expansion is now not available. The In-Service Training Institute is built on the recognition that much of this training must occur on-the-job. The Institute has four major components. First, the Skills Training Programmes will focus on apprenticeship and short term courses in trade skills and crafts. Second, the Agro-Technology Programme will provide experience in modern agricultural techniques. Third, the Commercial Business Programme will provide training in secretarial and commercial procedures. Fourth, the Night School Programme will offer accredited training necessary for employment. Where on-site programmes are unavailable, individuals will be enrolled in educational institutes outside the village.

Agricultural expansion will begin by providing training for community residents in the use of each new price of equipment acquired through the Farmers' Cooperative. Wherever possible, the training services of the company providing the equipment will be used. A demonstration plot established for common experimentation with soil preparation, seed use, and mechanical techniques will be used as a training ground. A trained agriculturalist has already offered to give guidance to such a programme. Industries such as food processing will begin with the training of a core of people in every dimension of the process and will continue with an apprenticeship programme. Short term consultation service will be solicited for specialized techniques. Existing businesses will be encouraged to hire local apprentices in their organizations to increase the level of skills across the village. The village school building will serve as a suitable location for night school classes. Necessary equipment, such as typewriters for commercial training, will be procured. The two month Human Development Training School in Maliwada will serve as a support system for this programme and has already graduated twelve Kendur residents.

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Four Year Plan
Programme Budget

ICA Consultants

Programme 3 - Plate 5c
Kendur
In-Service Institute

categories	years	current FY budget I	Future Estimated Costs FY II	FYIII	FY IV
I Capital Costs	Teaching material	4,000	2,000	1,000	500
	Equipment / tools	8,000			
	2 Typewriters	6,000			
	subtotal - capital	18,000	2,000	1,000	500
II Pay and Allowance	Community wage	1,800	1,800	1,800	1,800
	Auxiliary Salary	4,800	4,800		
	Community director			4,800	4,800
	subtotal - pay	6,600	6,600	6,600	6,600
III Current Expenses	Office supplies	1,000	1,000	1,000	1,000
	Construction supplies	4,000	4,000	4,000	4,000
	Craft Supplies	2,000	2,000	2,000	2,000
	Travel	10,000	10,000	10,000	10,000
	subtotal - current	17,000	17,000	17,000	17,000
Total Programme Cost		41,600	25,600	24,600	24,100

SOCIAL IMAGE : Actrating Programme 4

VILLAGE RECONSTRUCTION PROJECT

One of the primary needs in the development of Kendur is reshaping the physical environment which addresses the image and mood of the entire village. The Village Reconstruction Project will provide a systematic approach to the renovation of existing buildings and the undertaking of new construction. The Reconstruction Project meets the needs of the community in four ways. First, the Public Building Programme will provide the community with the necessary space and facilities for planning, administration, training and cultural activities. Second, the Rural Residence Programme will be concerned with upgrading the existing state of individual family dwellings. Third, the Road Network Programme will accelerate the construction of year round access routes and provide for the paving of the intra-village road system. Finally, the Village Beautification Programme calls for the transformation of the village appearance through creating parks, planting flowers, and painting building facades. The construction project will not only have an upgrading effect on the health of village residents but will create a sign of economic growth.

All four components of the Project will be initiated immediately. The initial steps will be beautifying the main square, Rama Chowk, painting the bus stand, providing dustbins, and creating small gardens. A public work force will be established for the tasks of clearing abandoned buildings and gathering old stones for new building purposes. The village will build an overall plan for construction in order to locate the unused buildings projected for rehabilitation and the residential houses in need of reconstruction. A survey and a village road design plan will take place using the best wisdom of residents and outside consultants. Beginning with the main access routes, roads will be paved to allow passage during the monsoon and to restrain dust during the remainder of the year.

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Four Year Plan
Programme Budget

Programme 4 - Plate 5d
Village
Reconstruction Project

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categories	years	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Roads	30,000	60,000	10,000	5,000
	Housing rehabilitation	140,000	20,000	10,000	5,000
	New Construction	140,000	50,000	10,000	
	Tools & Equipment	5,500	4,000	3,000	400
	Model House	2,000			
	Drains	7,500	5,000	4,000	
	subtotal - capital	325,000	139,000	37,000	10,400
II Pay and Allowance	4 Community wages	7,200	7,200	5,400	5,400
	1 Apprentice	1,000	1,000	1,000	
	1 Auxiliary Salary	9,600	9,600		
	Labour force	50,000	50,000	10,000	
	Community Director			9,600	9,600
	subtotal - pay	67,800	67,800	26,000	15,000
III Current Expenses	Equipment	4,500	4,500	4,500	4,500
	subtotal - current	4,500	4,500	4,500	4,500
Total Programme Cost		397,300	211,300	67,500	29,900

SOCIAL IMAGE : Actuating Programme 5

ESSENTIAL SERVICE NETWORK

Services once considered luxury amenities are now essential for the effective functioning of a community. The Essential Services Network will bring to the people of Kendur and its hamlets the services necessary for meaningful participation in contemporary life. First, the Transportation Extention Programme provides increased state bus services as well as community-owned vehicles to provide intra-village service and school transport. Second, the Intra-village Electrification Programme is designed to extend illumination to all hamlets and to all central village residences. Third, the village Communication Programme calls for accelerating the process of securing telephone services, a fully operating post office, and radios and television sets for broader community use. Finally, the Community Sanitation Programme will place toilets and wash areas systematically throughout the village. A drainage system will be constructed in conjunction with all road work.

A proposal is to be submitted to the Maharashtra State Electricity Board for the extension of power to all of the Sub-villages as a means of bringing equity to the service of the whole village of Kendur. A sanitation effort will begin immediately through the services of the work force to install a drainage system for all roads. Toilets will be erected in common areas and teams will be formed to clean them and empty the contents into compost pits. Transportation will be improved by requesting more frequent state transport bus service as roads become improved. A fleet of commmunity owned vehicles will be procured for commercial operation to expand the commercial capacity of the village and supply intra-village transportation needs. To enable more adequate communications, application will be made for the institution of a Class A Sub-Post Office and for a village telephone.

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Four Year Plan
Programme Budget

Programme 5 - Plate 5e
Essential
Services Network

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categories	years	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	2 Small buses	120,000			
	Electrification	35,000	10,000	5,000	5,000
	7 toilets	10,500		3,500	
	7 Public wash areas	10,500		3,500	3,500
	subtotal - capital	176,000	10,000	12,000	8,500
II Pay and Allowance	2 Community wages	3,600	3,600	1,800	1,800
	1 Apprentice	1,000	1,000	3,000	3,000
	1 Auxiliary	9,600	9,600		
	Labour force	45,000	45,000	45,000	45,000
	½ architect	4,000			
	Community director			9,600	9,600
	subtotal - pay	63,200	59,200	59,400	59,400
III Current Expenses	Equipment rental	20,000	10,000	5,000	1,000
	Utilities	1,000	1,000	1,500	1,500
	Maintenance	3,000	3,000	3,000	3,000
	subtotal - current	24,000	14,000	9,500	5,500
Total Programme Cost		263,200	83,200	80,900	73,400

SOCIAL WELL-BEING : Actuating Programme 6

KENDUR COMMUNITY CENTRE

The Kendur Community Centre is designed to lend support to the social substance of the community's life. The Community Centre does not necessitate constructing a building although a community meeting place will need to be established possibly in a renovated unused building. This programme is a combination of activities that gives the community an opportunity to self-consciously recreate its heritage and celebrate its common life. The first component is the Community Information Programme through which a village news-sheet will be published, notice boards will be located and constructed and a service of keeping the whole village informed about local events and opportunities will be instigated. The second dynamic is the Community Image Programme which involves promoting the image of Kendur as a renewed village. Through activities such as weekly shramdans the Village will symbolize care for its physical space. Thirdly, the Community Heritage Programme rearticulates in story and drama the great heritage of Kendur. Fourth the village Celebration Programme will establish a calendar of current celebrations and create festivals designed to develop among its residents a new appreciation of the importance of the village.

The establishment of the community centre dynamic requires numerous focusing events. A symbolic grid of the community's geography will be designed in order to establish a common image of the village. The use of this grid as an emblem on community products will create a sense of identity. Monthly celebrations, marking accomplishments of the development program will draw the village together in its task. Music and drama productions and programmes which celebrate the heritage and future of Kendur will deepen the motivation of the community as it pursues new challenges and new decisions. A bi-weekly news-sheet reporting items from each of the arenas of Kendur's community life as well as national and international news articles will keep the population informed and ready to participate in its new directions.

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Four Year Plan
Programme Budgets

ICA Consultants

Programme 6 - Plate 5f
Community
Centre Project

categories	years	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Office Equipment	2,000			
	2 Typewriters	3,000			
	Building renovation	10,000	2,000		
	Radio				
	Television				
	subtotal - capital	15,000	2,000		
II Pay and Allowance	3 Community wages	5,400	5,400	3,600	3,600
	1 Auxiliary salary	9,600	9,600		
	Community director			9,600	9,600
	subtotal - pay	15,000	15,000	13,200	13,200
III Current Expenses	maintenance	2,000	2,000	2,000	2,000
	Office supplies	4,000	4,000	4,000	4,000
	Travel	7,500	7,500	7,500	7,500
	Subtotal - current	13,500	13,500	13,500	13,500
Total Programme Cost		43,500	30,500	26,700	26,700

SOCIAL WELL-BEING: Actuating Programme 7

COMMUNITY ORGANIZATION PROJECT

The enthusiastic and disciplined participation of the local consultants in the exacting work of the Consult dramatized both the capacity and the deep desire of the people to engage in activities which aare for the village. The Community Organization Project lends structural form to the dynamic of care within the village and opens the possibility for total resident engagement. This project has four dynamic components. First, the Community Meetings Programme will reorganize the community under the panchayat in such a way that all citizens are engaged in the planning and the decisions of the community. Second, the Care Network Programme provides for the mutual care of the villagers including the hamlet residents on a geographic basis and the setting up of a common benevolent fund. Third,tha Work Forces Programme will create guilds to bear responsibility for the community's social and economic projects. Fourth, the Youth Service Programme will employ the energy of Kendur's young people in the physical development of the village.

The work of building community participation in Kendur has already begun with the intensive work of the Consult. A guild network will be formed to carry out the task set forth in this document. These groups will not only provide necessary work forces, but will also engage a broader cross section of the community in concretely shaping its destiny. Required equipment will be procured through the various social and economic programmes. Meetings will be scheduled for residents living in geographical proximity. The women's association will be expanded to promote industrial skills training. Youth clubs will be formed to provide special work forces for community projects. Basic work implements, including digging and construction tools, will be obtained.

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Four Year Plan
Programme Budgets

Programme 7 - Plate 5g
Community
Participation Porject

categories	years	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Office Equipment	2,500	2,500		
	Typewriter	3,000			
	Scholarships	20,000	20,000	20,000	20,000
	Sports Equipment	5,000	5,000	2,000	1,000
	subtotal - capital	30,500	24,500	22,000	21,000
II Pay and Allowance	20 Community wages	36,000	36,000	34,200	34,200
	6 apprentices	6,000	6,000	6,000	6,000
	1 Auxiliary salary	4,800	4,800		
	1 community director			4,800	4,800
	subtotal - pay	46,800	46,800	45,000	45,000
III Current Expenses	Office supplies	3,000	3,000	3,000	3,000
	Travel	5,000	5,000	5,000	5,000
	subtotal - current	8,000	8,000	8,000	8,000
Total Programme Cost		85,300	79,300	75,000	74,000

SOCIAL WELL-BEING: Actuating Programme 8

FAMILY CARE COMPLEX

The Family Care Complex is a programme dynamic which places a major emphasis on the nutritional undergirding of the life of the community. The physical vitality of the village is one of the most critical factors in socio-economic development as it determines the release of human potential. There are four major components of this programme. First, the Community Kitchen Programme, a local nutrition demonstration, will provide every villager with a daily nutritional meal. Second, the Nutrition Education Programme will inform the people about basic food values and provide training in menu planning. Third, the Domestic Management Programme will equip the community women with basic methods of budgeting, menu planning, hygiene, sanitation, first aid and child care. Fourth, the Health Extension Programme will augment and strengthen the service of the clinic already present in Kendur to assure the availability of those services to all the people. Special emphasis will be placed on preventive and emergency medical care.

A centrally located community kitchen will be built and a competent Nutritionist has offered to train local staff in nutrition and management. Food for the lunch programme will be contributed by the farmers of Kendur and supplemented with food from the community garden. The experimental nature of the kitchen will provide an opportunity for education in nutrition through the creation of recipes which can be shared and publicized. Demonstrations of home management will be offered periodically by a group from the Women's Association who will also research efficient household methods. Health services will be extended through the gathering and training of concerned people in all sections of the village to function as aides. These people will be trained in first aid and nutrition through the existing medical services and will be commissioned to assist in safeguarding community health by enabling citizen referral to and information about the effective use of the clinic.

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Four Year Plan
Programme Budget

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Programme 8 - Plate 5h
Family
Care Complex

categories	years	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Teaching Aids	3,000	3,000	2,000	2,000
	Kitchen equipment	4,000	1,000	1,000	500
	Community Kitchen	3,000			
	subtotal - capital	10,000	4,000	3,000	2,500
II Pay and Allowance	2 Community wages	3,600	3,600	1,800	1,800
	2 Cooks	4,800	4,800	4,800	4,800
	4 Cooks' helpers	6,200	6,200	6,200	6,200
	2 Apprentices	1,800	1,800	1,800	1,800
	1 Auxiliary salary	9,600	9,600		
	Consultant nutritionist	6,000			
	Community director			9,600	9,600
	subtotal - pay	32,000	26,000	24,200	24,200
III Current Expenses	Maintenance	2,000	2,000	2,000	2,000
	Operating costs	2,000	2,000	2,000	2,000
	Travel	3,000	3,000	3,000	3,000
	subtotal - current	7,000	7,000	7,000	7,000
Total Programme Cost		49,000	37,000	34,200	33,700

ECONOMIC WELL-BEING: Actuating Programme 9

WATER HARVESTING PROJECT

Water is a vital element in the farming community of Kendur. An adequate retention and delivery system could double and in some cases triple the productivity of the land. The Water Harvesting Project is designed to accomplish this aim, as well as to provide ample water for domestic use. It has four distinct components to develop potential supply and to improve the availability and use of existing resources. First, the Irrigation Network Programme will provide a comprehensive scheme for the wide spread use of available water through the use of pump-sets and a complete reticullation system. Second, the Well Extension Programme will improve existing wells by reboring or redigging well bottoms and strategically locating new bores. Third, the Nulla Bunding Programme will systematically construct bunds across gullies to store water for irrigation. Finally, the Domestic Delivery Programme will provide for a tank and the systematic location of a water tap system throughout the village to guarantee the easy accessibility of good water for home use.

During the dry season, the present wells for both domestic and irrigation use will be deepened, five new wells will be bored for irrigation of higher land and six to eight bunds will be constructed across creeks. Ten cooperatively used oil pumps for existing wells will be secured. Bore wells are to be equipped with mechanical pumps to lift water to the higher level, presently arid fields. The water tank located on the land already made available to the village is a great sign of possibility. The land bunds or terraces will be repaired in relation to the Land Development Programme and will enable more useful retention of water during the rainy season. Domestic delivery will be facilitated by reserving one well for pumping into a community tank from which water may be fed to several conveniently located taps.

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Four Year Plan
Programme Budget

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Programme 9 Plate 5i
Water
Harvesting Project

categories / years		current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	10 Oil pumps	75,000			
	8 Bunds	90,000	20,000	20,000	10,000
	5 Bore wells	25,000	15,000	15,000	15,000
	Mechanical pumps	10,000			
	1 Water Tank	40,000			
	1 Reticulation system	10,000			
	Village Ponds	175,000			
	subtotal - capital	375,000	35,000	35,000	25,000
II Pay and Allowance	2 Community wages	3,600	3,600	1,800	1,800
	1 Apprentice	900	900	900	900
	1 Auxiliary salary	9,600	9,600		
	Labour force daily wages	14,000	14,000	7,000	3,000
	Consultant engineer	6,000			
	community director			9,600	9,600
	subtotal - pay	34,100	28,100	19,300	15,300
III Current Expenses	Maintenance	3,000	3,000	3,000	3,000
	Fuel	15,000	15,000	15,000	15,000
	subtotal - current	18,000	18,000	18,000	18,000
Total Programme Cost		427,100	81,100	72,300	58,300

ECONOMIC WELL-BEING : Actuating Program 10

LAND DEVELOPMENT PROJECT

The Land Development Project is designed to maximally utilize available space and acreage in an effort to harness its resources and serve the community. This project will be carried out in four ways. First, the Westeland Reclamation Programme will develop barren land for use as grazing pasture and provide small plots for community vegetable growing. Second, the Land Bunding programme will instigate a concerted effort to prevent top soil erosion. Third, the Property Trust Programme will deal with absentee land ownership by promoting land use by the community. Fourth the Tree Planting Program will involve reforestation of the land in continuing efforts to prevent soil erosion and water run-off.

One land owner, a flight engineer who returns to the village only once a year, has made the use of his land and reservoir available to the Kendur Human Development Project. The task of recovering unused land will involve contacting owners who have moved away from the village and obtaining permission to use the land for the benefit of the community without endangering the title to the land. A community work force will clear land in the village proper of rubble. A bulldozer will be hired to level the land for use as vegetable gardens. Appropriate seed will be procured for cultivating and planting pasture land outside the village. Saplings will be obtained to place along the roads and in public spaces.

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Four Year Plan
Programme Budget

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Programme 10 - Plate 5j
Land
Development Project

categories / years		current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Land bunding equipment	3,000			
	Land bunding material	2,000			
	Trees	3,000	1,000	1,000	
	subtotal - capital	8,000	1,000	1,000	
II Pay and Allowance	1 Community wage	1,800	1,800		
	1 Auxiliary salary	4,800	4,800		
	labour force	14,000	3,000	3,000	3,000
	Community director			4,600	4,800
	subtotal - pay	20,600	9,600	7,800	7,800
III Current Expenses	Bulldozer rental	60,000			
	Transportation	5,000	5,000	5,000	5,000
	subtotal - current	65,000	5,000	5,000	5,000
Total Programme Cost		93,600	14,600	13,800	12,800

ECONOMIC WELL-BEING : Actuating Programme 11

KENDUR FARM DEMONSTRATION

The introduction of new and more effective farming methods is crucial to rapid agricultural development. However, most new inventions are not directly beneficial to small landholders whose operational margin does not allow risking their only source of livelihood for the sake of experimentation with improved crops and methods. The Kendur Farm Demonstration will provide the necessary places for experimentation and training through four functional programmes. First, the Small Stock Programme involves providing veterinary services and the upgrading and expansion of present small stock efforts such as goats and poultry. Second, the Experimental Crops Programme will research and develop new and improved crops. Third, the Farm Management Programme will provide consultation services in planning and financial operations. Finally, the Crop Fertilizer Programme will promote composting and make new fertilizers available through the cooperative. The presence of such a farm will serve to prepare the village for high production cooperative agriculture.

A plot of land, presently unused, has been secured for cultivation as a cooperative experiment in modern farming. Hybrid seeds, scientific crop rotation, trickle irrigation and fertilizers will be initiated as applied research ventures for the local farmers. The marketing of experimental products and the management of the entire farming enterprise will be carefully monitored to provide consultative information on the upgrading of profitability for the individual farmer. Their services of a trained veterinarian will be sought on a regular basis. A trained agriculturalist has agreed to advise the experimentation. Chemical fertilizers will be sought and composting of animal and human excreta will be intensified.

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Four Year Plan
Programme Budget

Programme 11 - Plate 5k
Demonstration
Farm Project

categories \ years		current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Garden fence	5,000			
	Office Equipment	3,000			
	Goat Stock	5,000	4,000		
	Goat Shed	2,000			
	subtotal - capital	15,000	4,000		
II Pay and Allowance	4 Community wages	7,200	7,200	5,400	5,400
	5 Apprentices	4,500	4,500	4,500	4,500
	½ Auxiliary salary	4,800	4,800		
	½ Veterinary service	4,000	4,000	4,000	4,000
	Community director			4,800	4,800
	subtotal - pay	20,500	20,500	18,700	18,700
III Current Expenses	maintenance	2,000	2,000	2,000	2,000
	Hybrid seed	3,000	3,000	3,000	3,000
	Pest control	1,000	1,000	1,000	1,000
	Electricity	2,000	2,000	2,000	2,000
	Fertilizer	1,000	1,000	1,000	1,000
	subtotal - current	9,000	9,000	9,000	9,000
Total Programme Cost		44,500	33,500	27,700	27,700

ECONOMIC POWER: Actuating Programme 12

KENDUR FARMERS COOPERATIVE

The Kendur Farmers Cooperative will be established in order to create a corporate effort on the part of local farmers in their growth and marketing of produce. It will allow the farmers from the outlying hamlets of Kendur to see themselves as an integral part of the community and will increase their production and therefore the produce. The cooperative will allow for a joint effort through four distinct components. First, a Loan Fund Programme will make capital available at a lower rate of interest. Second, an Equipment Pool Programme will secure new machinery and make it available to farmers throughout the village. Third, a Corporate Marketing Programme will enable farmers to pool the best crops in the village in an effort to get the best marketing price. Fourth, the set-up of a Storage Facilities Programme will enable the farmers to store their goods and sell them at a time when it will be most favourable to them.

To begin an effective cooperative, the Kendur farmers will meet together to assess their common issues and make plans for getting maximum prices for their products through coordinated cropping and cooperative marketing. Market surveys will be conducted to determine potential key markets and to explore contract possibilities. In order to strategically time the placing of products on the markets existing go-downs will be used to begin storage. Improved storage facilities will be constructed. The loan fund will be built from profits gained in the cooperative effort and will provide capital for upgrading equipment and stock. Mechanized equipment such as pumps and tractors will be secured and kept in a common shed for accessibility to all the members. A regular schedule for usage will be established.

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Four Year Plan
Programme Budget

Programme 12 - Plate 5 1
Kendur
Farmers' Cooperative

categories / years		current FY budget	Future Estimated Costs		
		I	FY II	FY III	FY III
I Capital Costs	Storage Facility	37,000			
	Equipment Shed	30,000			
	Tractor	136,000			
	Office Furniture	2,000			
	Office Equipment	3,000			
	subtotal - capital	208,000			
II Pay and Allowance	1 Community wage	1,800	1,800		
	1 Auxiliary salary	9,600	9,600		
	Agricultural consultant	8,000			
	Community director			9,600	9,600
	subtotal - pay	19,400	11,400	9,600	9,600
III Current Expenses	freight	10,000	10,000	10,000	10,000
	Maintenance	10,000	10,000	10,000	10,000
	Office supplies	5,000	5,000	5,000	5,000
	subtotal - current	25,000	25,000	25,000	25,000
Total Programme Cost		252,400	36,400	34,600	34,600

ECONOMIC POWER: Actuating Programme 13

COMMERCIAL SERVICES UNION

The Commercial Services Union in the village of Kendur will provide training and benefits to sustain anticipated rapid economic growth. It will provide opportunities for the villagers to gain experience, as well as expertise in the arena of economics. The Commercial Service Union has four major components. First, the establishment of the Credit Services Programme will enable citizens to procure small business and personal loans. Second, the Business Management Programme will allow local merchants to gain expertise in the set-up and functioning of cooperatives and various methods of maximizing commercial potential. Third, the Bulk Purchasing Programme will enable local merchants and farmers to procure goods by pooling their funds and buying in large quantities in order to pass the benefit of lower prices on to the villagers. Fourth, the Cooperative Transport Programme provides a freight transportation facility for the flow of goods in and out of the community and will place the control and benefit of such a commercial service in the hands of the village.

Capital for the Credit Services Programme will be obtained in two ways. A savings drive will be launched to build a community based fund and a low interest long-term loan will be sought from friends and supporters of the Kendur Human Development Project in Pune and Bombay. Further consultation with management from both public and private sectors will be drawn upon for aid to the Business Management Programme. Industries in Bombay and Pune will be approached for assistance in obtaining two trucks to start the transport cooperative which will be expanded as profits from better marketing increase. Merchants will explore the wholesale resources of Pune to establish regular bulk buying.

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Four Year Plan
Programme Budget

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Programme 13 - Plate 5m
Commercial
Service Union

categories	years	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Building	10,000			
	Brochure	1,000	1,000	1,000	1,000
	Adding machine	2,200			
	Capital loan	50,000			
	subtotal - capital	63,200	1,000	1,000	1,000
II Pay and Allowance	2 Community wages	3,600	3,600	1,800	1,800
	1 Apprentice	900	900	1,800	1,800
	1 Auxiliary salary	9,600	9,600		
	½ Consultant - business	4,000			
	Community director			9,600	9,600
	subtotal - pay	18,100	14,100	13,200	13,200
III Current Expenses	Maintenance	500	500	500	500
	Office supplies	3,000	3,000	3,000	3,000
	Printing	2,000	2,000	2,000	2,000
	Advertisement	2,000	2,000	2,000	2,000
	Travel	3,000	3,000	3,000	3,000
	subtotal - current	10,500	10,500	10,500	10,500
Total Programme Cost		91,800	25,600	24,700	24,700

ECONOMIC WELL-BEING : Actuating Programme 14

SMALL MANUFACTURING COMPANY

The intent of the Small Industries Complex is to contribute significantly to the overall increase of the income of the village. The Complex will be a major alleviation of the unemployment and seasonal employment problems within the village. The industries in the Complex will utilize local materials and generate local income sources. This programme has four distinct components. First, the Food Processing Programme will process local crops into marketable food products. One example would be the processing of onions into onion powder. It will also develop and market a high protein food made from wheat, ground nuts, and sugar cane. Second, the Cottage Craft Programme will expand, promote, and diversify crafts which are already produced in the community. Third, the Construction Material Programme will utilize rock and lime for supplying construction needs in the area. Fourthly, the Brick Factory Programme will be initiated, using local mud for high quality fired building bricks.

Initial contacts have already been made to secure contracts for a nutritious food product and the viability of onion processing will be further investigated. Appropriate facilities will be procured as needed. A loan will be secured for the initial seed money needed. While the demand for bricks and building materials is being determined, brick production will commence immediately to supply reconstruction needs. The feasibility of lime rendering will be explored. Craftsmen will be assisted in expanding their present trades, and contracts will be sought for handcrafted goods. Community-owned transportation provided for by the Commercial Services Programme will carry goods to markets beyond Kendur on a regular basis. Business management consultants will be sought in the nearby metropolitan area to set up and advise the development of this programme.

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Four Year Plan
Programme Budget

Programme 14 - Plate 5n
Small
Manufacturing Complex

categories \ years		current FY budget	Future Estimated Costs		
		I	FY II	FY III	FY IV
I Capital Costs	Building renovation	50,000	5,000		
	Equipment	110,000			
	Food Processing equipment	20,000			
	subtotal - capital	180,000	5,000		
II Pay and Allowance	10 Apprentices	9,000	9,000	9,000	9,000
	Labour Force	50,000	50,000	50,000	50,000
	Auxiliary salary	4,800	4,800		
	Community director			4,800	4,800
	subtotal - pay	63,800	63,800	63,800	63,800
II Current Expenses	Maintneance	6,000	6,000	6,000	6,000
	Transport	5,000	5,000	5,000	5,000
	Travel	15,000	15,000	15,000	15,000
	Freight	10,000	10,000	10,000	10,000
	Promotion	15,000	15,000	15,000	15,000
	Marketing	10,000	10,000	10,000	10,000
	Utilities	3,000	3,000	3,000	3,000
	subtotal - current	64,000	64,000	64,000	64,000
Total Programme Cost		307,800	132,800	127,800	127,800

ECONOMIC WELL-BEING: Actuating Programme 15

KENDUR VILLAGE BAZAAR

Each Monday is Market Day in Kendur. People from the hamlets bring their produce and goods into the main village to be sold. The Kendur Village Bazaar is designed to bring an attractive and functional structure to Market Day. This programme has four separate components. First, the Facilities Development Programme involves the building of a permanent paved marketing area serviced with water and electricity. Second, the Merchants Association Programme will enable local merchants to work together to plan and promote the products of the bazaar. Third, the Animal Marketing Programme will allow for a section of the bazaar designed specifically for the selling of animals and animal products. Finally, the Market Development Programme will promote and expand the bazaar beyond a one-day event and seek to develop it into a center of marketing for neighbouring communities.

The Kendur Village Bazaar will be initiated with the drawing of a masterplan of the village in which the market area will provide a focal point. This plan will be made by a volunteer architect in consultation with the local residents. The design for the bazaar will include adequate space for vendor's stalls and an animal marketing area. A loan will be secured for the building of the facility. A plan will immediately be enacted to draw the present merchants into an informal association through which promotion and operation of the bazaar will be handled. Advertisement will be placed on the roads leading to Kendur and at the bus stand to draw customers from the surrounding villages.

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Four Year Plan
Programme Budget

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Programme 15 - Plate 5 o
Kendur
Village Bazaar

categories / years		current FY budget I	Future Estimated Costs FY II	FY III	FY I
I Capital Costs	Facility renovation	25,000			
	subtotal - capital	25,000			
II Pay and Allowances	1 Apprentice	900	900	900	900
	½ Veterinary service	4,000	4,000	4,000	4,000
	Auxiliary salary	4,800	4,800		
	Community director			4,800	4,800
	subtotal - pay	9,700	9,700	9,700	9,700
III Current Expenses	Supplies	1,000	1,000	1,000	1,000
	Utilities	3,600	3,600	3,600	3,600
	Promotion	3,000	3,000	3,000	3,000
	Travel	2,000	2,000	2,000	2,000
	subtotal - current	9,600	9,600	9,600	9,600
Total Programme Cost		44,300	19,300	19,300	19,300

ECONOMIC WELL-BEING: Actuating Programme 16

AGRO-PRODUCTS ENTERPRISES

The generating of economic momentum depends on the diversification of the agricultural base of Kendur. The Agro-products Enterprises Programme is designed to give breadth to the village's agricultural effort. This programme has four components. First, the Poultry Farm Programme will initiate a scheme for the scientific raising of poultry for egg and meat production. Second, the Dairy Development Programme will build a herd of high quality dairy cows to furnish milk for local use and for export. Third, the Community Garden Programme calls for the creation of a plot for the raising of a variety of vegetables. Finally, the Hybrid Cropping Programme is designed to expand the use of new seed varieties to all the farmers.

Efforts to intensify and diversify agriculture in Kendur have already begun. Sites for the location of the dairy and poultry farms have been selected and plans are underway for securing the use of the land. Arrangements have been made for procuring high grade chicks for the poultry farm and improving breeding for the milk cow herd. The community garden will begin within the first three months of the project . The vegetables raised will be used to supply the Community Kitchen and will also be sold at the weekly bazaar. In order to rapidly increase per acre cash income, hybrid seeds of various varieties will be introduced and utilized by local farmers. These seeds will be made available through the Kendur: Farmers' Cooperative and will be made available to all farmers.

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Four Year Plan
Programme Budget

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Programme 16 - Plate 5 p
Agro
Products Enterprises

categories	years	current FY budget I	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	New Stock	4,000	4,000		
	Poultry shed	50,000			
	Poultry stock	10,000	10,000		
	subtotal - capital	64,000	14,000		
II Pay and Allowances	2 Community wages	3,600	3,600	1,800	1,800
	2 Apprentices	1,800	1,800	1,800	1,800
	Auxiliary salary	4,800	4,800		
	½ Veterinary service	4,000	4,000	4,000	4,000
	Community director			4,800	4,800
	subtotal - pay	14,200	14,200	12,400	12,400
III Current Expenses	Hybrid seeds	3,000	3,000	3,000	3,000
	Pest control	1,000	1,000	1,000	1,000
	Electricity	2,000	2,000	2,000	2,000
	Fertilizer	1,000	1,000	1,000	1,000
	Breeding fees	2,000	2,000	2,000	2,000
	subtotal - current	9,000	9,000	9,000	9,000
Total Programme Cost		82,200	27,200	21,400	21,400

EPILOGUE

Any comments on the Consultation by the Institute of Cultural Affairs need to be prefaced by a word of appreciation to the number of government departments and offices, private agencies and organizations whose practical assistance and encouragement were (crucial) vital for (in) the successful completion of the consultation. This should include Mr. Bapsaheb Tethe, Chairman of Zilla Parishad for Education and Finance who, on behalf of the district welcomed the guest consultants at the opening session, and during the Consult lent the cooperation of his office in procuring materials and transportation. Deep appreciation must be extended to Mr. Thitte, Surpanch of Kendur, and the local Panchayat whose dedication to the vision of Human Development in the village has sustained the momentum of the local participation in all aspects of replication during the past four months. The Consultation efforts throughout the week greatly benefitted from the support of many civic, business and religious organizations who provided consultant personnel and travel expenses thereby ensuring national and international representation in the Kendur Consult. These would include Khatau Mills, Bombay; St. John's Lutheran Church, Morrill, Wisconsin, U.S.A.; Herdelia Chemical Company, Bombay; and the National Y.M.C.A., Colombo, Sri Lanka. Appreciation is also expressed to the Dharrausi Morarji Chemical Company, Ltd., Bombay, for the supportive cooperation of Mr. M. A. Gokhale in initiating the actuation of several aspects of the plan for agricultural development in Kendur. Particular gratitude is extended to the faculty and students of De Nobli College, Pune who graciously hosted the staff during the writing of this document. Mention must be made of the warm welcome and enthusiastic participation of the Kendur residents. Thanks is given to Mr. Raj Pathak for his gift of land to the project's demonstration farm and for sharing his wisdom about the history and culture of the village with the guest consultants. The staff also

thanks Mr. Shealke, Headmaster of Kendur secondary school, and Mr. Kulkarni, who, in addition to untiring efforts during the Consult, assisted in the Marathi translation of this document.

I

PROJECT ACTUATION

The methods of the replication consult are universally applicable. However, even among the villages of Maharashtra, the particular situations in which the methods are employed are always unique. Manifestations of the uniqueness of Kendur are to be found in the five comprehensive charts (Plates 1-5) and accompanying prose which comprise the substance of this document. These charts together describe the flow of the consultation. The Actuating Programmes assume a broad four year phasing model for the completion of the Kendur Project (Plate 6A).

PHASES

The emphasis of the first year is on initiating the project by launching the eighteen programmes and training the core of community leaders who will guide and direct the Project expansion. The second year will bring an acceleration and expansion of the project programmes. Particular importance, therefore, is given to training a wide range of leaders equipped to guide the direction and expansion. The third year will focus on establishing the local autonomy of the Project. As local leaders assume greater responsibility for the total operation, the auxiliary staff will be released to work in other villages which will have become part of the replication effort. The fourth year will demonstrate the maturation of the project. External assistance will be considerably reduced and local initiative will be maximized in both the economic and social development programs.

FUNDING

A comprehensive funding scheme for the Project is called for in the Tactical Systems discerned by the Consult. While the community must move as quickly as possible to assume responsibility for the costs of its development, outside financial leverage is initially necessary to build economic momentum. The Project requires direct assistance from both public and private sources in the form of grants, long-term loans at favourable rates, lines of credit and in-kind contributions of goods, services and personnel. It is crucial to bring such external resources to the service of the community at once, and to maintain them only for the period of time necessary for generating local economic activity. The programme budgets for each replication project are built

on the basis of local necessity and can be supported to a large degree by allocated funds made available through the normal channels of public and private support. It is understood that local people in each situation would participate directly through contribution of time and effort as well as direct each support.

COSTS

The sixteen Actuating Programmes provide the means for an initial analysis of the Project cost as well as the broad funding patterns. Plate 6 indicates the estimated cost of the first year of each programme itemized under the categories of capital costs, pay and allowances and operating expenses. Plate 6A provides a picture of the projected four year costs. It is anticipated that at the end of the third year, outside support of the Project would be significantly decreased. Over the four years increasingly less direct funding will be needed to support salaries as programmes begin to generate their own incomes. Plate 6B illustrates the growth of economic self-sufficiency as the flow of outside funding decreases and local capital increases through agricultural and business development. This move requires a total comprehensive development approach.

II

IMPLEMENTING FORCES

LOCAL

The sixteen Programmes provide the framework for local participation and give direction to the necessary organization of Kendur residents who will do the work of implementation. A series of working groups called guilds comprised of residents of all ages will be formed to do the particular jobs of implementation, continued planning and evaluation. The Programmes of the Kendur Human Development Project can be grouped in relation to two commissions responsible for coordinating the unified focus of the more economic and the more social aspects of the project. Such commissions, made up of guild representatives and other community residents would comprise a representational cross-section of the community. The operation of the commissions would also allow for the participation of the auxiliary staff and the guardians, who catalyze and support the project.

NATIONAL

A network of guardians and patrons assure the continuation of external support to the Kendur Human Development Project. Already such networks have begun to emerge through the participation in the Consult of professional people and businessmen from Pune, Bombay and Delhi and through

the assistance of government offices on the local, district, division and state levels. The cultivation of these project supporters from the private and public sectors will provide information, advocacy and access to services and expertise not presently available within the community.

Finally, the support of the project initially requires the presence of a resident auxiliary staff which engenders motivity in the community at large and provides ongoing training, through shoulder to shoulder engagement in a common task. The replication project auxiliary would include, international Institute of Cultural Affairs staff members and men and women of various backgrounds from India's villages and cities who have decided to give two years of service to the nation's rural development effort. Such national auxiliary members will receive training in actuation methods at the Human Development Training School prior to service in a village. Each member of the auxiliary will be charged with the responsibility of training one or more local understudies in his arena of expertise. The understudies, in turn, will then be prepared to assume leadership responsibilities within the community.

AUXILIARY

III

ANTICIPATED BENEFITS

Kendur intends to be a signal community to which people will visit in the future as a demonstration of rural development. It is important, therefore, that the benefits of the project be clearly evident. The variety of improvements a visitor might observe on a tour through the community some six months after the consult are presented in the following paragraphs through six simple sketches.

ANTICIPATIONS

A visitor to Kendur is impressed by the lush green fields surrounding the village and interested to discover the high productivity gained from a variety of hybrid crops. An advanced system of irrigation is carrying a consistant supply of water to the once arid land. The constant buzz of tractors, power plows and pump _____, draws the visitor's attention to use of modern farm equipment. On the edge of the village the visitor's attention is drawn to the modern dairy of cross-bred cows and a well planned poultry farm. The visitor may be surprised to learn of the Farmer's Cooperative which meets regularly to plan for the increased production and affective marketing of the fruits of the farmer's labour. With considerable pride the visitor will be shown once barren land

which now, through fertilization and sowing, have become useful acres of fodder production and grazing lands.

What a sight ! People are hustling and pushing their way to the front of the market. Residents of all of the hamlets are bargaining for onions, nuts, fruits and other produce. The Bazaar is full of baskets woven locally and toys made of clay. The visitor sees the lime factory, too, and is surprised to find that the village is becoming commercially self-sufficient. The delightful aroma attracting the visitor comes from the bakery which has produced an array of sweets. No one would believe this area was once an unclean and unlevelled waste area. As the visitor

COMMERCE

walks around the village he can follow his nose to the nutri-food factory where local women are making small packages of a tasty nutritious supplement to be given to children once a day in the schools in Kendur and the surrounding villages. The visitor can also see the long line of bricks waiting to be baked for use by the construction team. The visitor is taken to the Cottage Crafts Centre where the traditional skills of weaving and pottery are being recreated. The community truck is being loaded with these goods to be transported to Bombay for sale. It is a treat to watch the elderly and the previously unemployed busily engaged in useful ventures.

As the visitor proceeds, he sees the local women filling their buckets of water from taps arranged at the major distributinn centres. He also sees toilets and laundry facilities placed strategically throughout the community and a gutter system on both sides of the road. A man is emptying the dustbins into a cart and will deposit the refuse into the compost pit. The community truck going to Bombay with

SERVICES

agricultural produce from all the hamlets passes by the visitor and he sees a local businessman using the community telephone. The recently established sub-post office has become a community node and the visitor notices people reading the community newsletter which tells him that during the previous week the youth went on a cultural tour to Bombay in the community mini-bus. He overhears an enthusiastic discussion among villagers that the hamlets now have sanitation teams and electricity.

The Early Learning Centre is a highlight of one's visit to Kendur. As the visitor enters, the children bubble with enthusiasm. They snap to attention uttering a hearty "namaskar" and burst into song. With "Bharat Uttam Desh Hai" ringing in his ears the visitor observes the poster describing the day's curriculum which includes basic,

social, psychological and depth imaginal training. To the side he sees a small room with a table where the trained teacher retires after class with the village trainees to build the next day's curriculum and develop teaching skills. On the way out he passes by the trolley bringing the school lunch from the Community Kitchen. The women stop to tell him about the training in nutrition they have received and the ongoing experimentation in building nutritious recipes with local products. As the visitor comes to the community equipment shed, he is amazed to see the complex diagrams for comprehensive repairs and the number of people at work in maintenance. On questioning, he discovers that while many of these workers had once been unable to read these diagrams, through morning literacy classes, they and many others have achieved functional literacy in addition to technical training.

TRAINING

As the visitor steps off the bus he knows he is in the proud village of Kendur by the brightly painted village symbol on the bus stand. As he walks through the colourful bazaar he notices that locally made products also bear this symbol on their packages. A representative of the Kendur Development Board warmly greets him and ushers him into the Kendur Human Development Project Office where the two year development scheme is displayed across the wall flanked by an attractive layout of the village and pictures taken before and after the renewal of Rama Chowk. The group seated around the table immersed in a workshop are the Kendur guild leaders doing their weekly coordination of guild activities. They pause briefly to welcome him and recommend a trek through the village to see the many signs of corporate effort and improved quality of life. His host begins by taking him through the temples telling the myths behind Kendur's heritage. In the Cultural Centre he enjoys a drama expressing the story of Kendur's history and aspirations.

IDENTITY

As the visitor moves one, he sees people working on public buildings, community housing and roads, using local materials. He is impressed by the beautiful flower garden as he walks the recently constructed main road. The Youth Work Corps is cutting grass, collecting rocks from the unused empty lots and planting small trees around the boundary of the village. Volleyball is being played at the spacious community playground and the visitor notices that every road has been repaired and is clear of dust. He hears the story of the collapsed walls which were demolished by the Community Work Corps and sees foundations being dug where

RECONSTRUCTION

more houses are going to be built. From afar he sees a road being constructed leading to a hamlet and is excited by the story of the new bridge on the Vel River.

As his time comes to an end, the visitor realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard-working and intelligent people who possess confidence, dignity and pride in their community. He senses that something profound has happened to them. He finds it difficult to forget the way they speak of the history and future of Kendur. Perhaps he will say that the people display a new kind of community spirit. He wonders why, if this can happen in Kendur, can it not occur in other communities across Maharashtra and the rest of the Nation?

IMPRESSIONS

KHDP

Plate 6A

BUDGET SUMMARY CHART

Fiscal Year 1977

ICA Consultants

KEY 1.0 = 1000

breakdown / Programmes	Capital Costs	Salaries			Operating Expenses		Total
		Local	Auxil.	Fees	Exp.	Travel	
1. EARLY LEARNING CENTRE	19.0	8.6	4.8	-	46.5	3.0	81.9
2. KENDUR ADULT ACADEMY	31.0	3.6	9.6	2.5	7.0	30.0	83.7
3. KENDUR IN-SERVICE INST.	18.0	1.8	4.8	-	7.0	10.0	41.6
4. VILLAGE RECONSTRUCTION PROJECT	325.0	58.4	9.6	-	4.5	-	397.3
5. ESSENTIAL SERVICE NETWORK	176.0	49.6	9.6	4.0	24.0	-	263.2
6. COMMUNITY CENTRE PROJECT	15.0	5.4	9.6	-	6.0	7.5	43.5
7. COMMUNITY PARTICIPATION PROJECT	30.5	42.0	4.8	-	3.0	5.0	85.3
8. FAMILY CARE COMPLEX	10.0	16.4	9.6	6.0	4.0	3.0	49.0
9. WATER HARVESTING PROJECT	375.0	18.5	9.6	6.0	18.0	-	427.1
10. LAND DEVELOPMENT PROJECT	8.0	15.8	4.8	-	65.0	-	93.6
11. DEMONSTRATION FARM PROJECT	15.0	11.7	4.8	4.0	9.0	-	44.5
12. KENDUR FARMERS' COOPERATIVE	208.0	1.8	9.6	8.0	25.0	-	252.4
13. COMMERCIAL SERVICE UNION	63.2	4.5	9.6	4.0	7.5	3.0	91.8
14. SMALL MANUFACTURING COMPLEX.	180.0	59.0	4.8	-	64.0	-	307.8
15. KENDUR VILLAGE BAZAAR	25.0	.9	4.8	4.0	9.6	-	44.3
16. AGRO PRODUCTS ENTERPRISES	64.0	5.4	4.8	4.0	9.0	-	87.2
TOTAL	1562.7	303.2	115.2	42.5	309.1	61.5	2394.2

KHDP

Part 6B

PROJECTED COSTS

Over Four Years

ICA Consultants

Programmes \ Years	I FY 1977	II FY 1978	III FY 1979	IV FY 1980	TOTAL COST
1. EARLY LEARNING CENTRE	81.9	63.9	48.1	29.3	223.2
2. KENDUR ADULT ACADEMY	83.7	54.7	53.9	52.4	244.7
3. KENDUR IN-SERVICE INSTITUTE	41.6	25.6	24.6	24.1	115.9
4. VILLAGE RECONSTRUCTION PROJECT	397.3	211.3	67.5	29.9	706.0
5. ESSENTIAL SERVICE NETWORK	263.2	83.2	80.9	73.4	500.7
6. COMMUNITY CENTRE PROJECT	43.5	30.5	26.7	26.7	127.4
7. COMMUNITY PARTICIPATION PROJECT	85.3	79.3	75.0	74.0	313.6
8. FAMILY CARE COMPLEX	49.0	37.0	34.2	33.7	153.9
9. WATER HARVESTING PROJECT	427.1	81.1	72.3	58.3	638.8
10. LAND DEVELOPMENT PROJECT	93.6	14.6	13.8	12.8	134.8
11. DEMONSTRATION FARM PROJECT	44.5	33.5	27.7	27.7	133.4
12. KENDUR FARMERS' COOPERATIVE	252.4	36.4	34.6	34.6	358.0
13. COMMERCIAL SERVICE UNION	91.8	25.6	24.7	24.7	166.8
14. SMALL MANUFACTURING COMPLEX	307.8	132.8	127.8	127.8	696.2
15. KENDUR VILLAGE BAZAAR	44.3	19.3	19.3	19.3	102.2
16. AGRO PRODUCTS ENTERPRISES	87.2	37.2	21.4	21.4	167.2
TOTAL	2394.2	966.0	752.5	670.1	4782.8

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