

THE DO-MENT OF THE 250

I'm told that the best way to start off is to tell a few Lyn Mathews stories. So, here's the story on Lyn that she has refused to tell on me. Her statement about being "one of the boys" is really true. It has to do with the fact that side by side she went everywhere we did. She carried her own luggage and then sometimes I noticed Epps had her carrying his. I found myself saying, "By God, in the foxholes I would want this old gal beside me!" On the plane from Frankfurt to Brussels, we were trying to debrief ourselves on India, and get out the quick impressionistic data of what happened so that we could turn to the set of maneuvers that we had written on Europe. So, there we were on the plane. It was a 45 minute flight and sheer panic has enveloped me as we were trying to list these things off. Finally, in the midst of it I apparently said, "Now Lyn, keep to the point!" And she said to me, "Don't yell at me!" "I'm not yelling," I said, "I'm talking loud!" The whole plane was looking and Epps was smiling. What I'm trying to illustrate is that we had great fights. It was great.

I want to talk in several arenas. One has to do with the global priorities, and another has to do with the wine glass maneuvers entitled "Expansive and Extensive Actuation." The third has to do with the accusations against social demonstration, and the fourth has to do with the future. I want to spend most of my time on the do-ment of the 232.

But first, let me briefly summarize what we observed about our priorities. I heard a great statement today. It was that we have to be absolutely honest with above board integrity relative to our priorities. Let me point out a few things. For instance, we are in great shape with PAKK expansion. It sounds like the Phillipine consult went fantastically. Australia's getting ready for two new projects. In Kenya they have chosen their second village, Kamalini. They were smart in that they chose one that is only about an hour and 20 minutes from Nairobi. Given the way they speed there, officials from Nairobi can easily come out and visit. They realize that they have to do one where in a matter of months they will have a miracle, and they are committed to doing that. But, it is rough living. It's out near Machakos, where you can see the desert just absolutely corroding in on you. They did a Town Meeting there. That's how they chose the village and it is sort of perfect. They are going to handle their water, take what they learned about agriculture in Kawangware, and use it to their advantage; and, I prophesy they will triple that income in a matter of months. It is going well in Korea, as you know. The school is on and I judge it's going extremely well, from the reports. The report from Guatemala about the Latin American Beachheads is fantastic and it sounds like, from what you hear around the edges, that we are in tremendous shape there. That is really something when you consider it. It is unbelievable that we have got that Inter-American Bank funding where we can run under a flag of a multinational institution. In the past we sneaked into countries. We'd talk to somebody and say, "Would you like a project?" and they'd say, "Yes," and we'd say "Tremendous! We're invited!" That is the way to operate, but here we are going in with the Inter-American Development Bank on our side. If you look at these priorities and read them hard and consider them as the "how-to's" of actuation instead of fine hopes or dreams, you'll see that this was one set of rough priorities we bit off.

Then, as you know, I want to talk on Kapini, in Zambia. Kapini was the choice in Zambia instead of Shantumbu. We could have chosen Shantumbu, and a bunch of us sat around a table and sweated for hours about that on your behalf. There are two reasons we did not. One, the Red Chinese are crawling over that village. That is, they are training guerillas next to it. That was a problem from our perspective. Secondly, we have been out of that village for almost a year. It would be difficult to replicate rapidly. Therefore, we, of our own freedom, chose to do Kapini. I think the Panchayat needs to send out a special letter that says why we're doing Kapini and not Shantumbu. This is to say, we do not change our priorities or our goals. Three months ago we could have done another project in Shantumbu, but we forever would have had our victimism saying to us that we did not do it because of some district governor or something like that. Now we have clout with His Excellency, President Kaunda such that if a district governor had objected to a decision on our part to do Shantumbu, he would have been looking for another job. You have to underscore that. We decided to do a different one, strategically. In a matter of months, I suspect that the people of Shantumbu are going to be moved elsewhere because of that camp, and, we intend in expansion to find them and involve them in one of the additional villages. When we were there, we made a sort of "blood brother oath" that we would do that. All I am trying to say is that you need to hear that we decided, on the other side of taking four months to gain the leverage it would have taken to do Shantumbu, to do Kapini.

In terms of globalizing Community Forum, there is no doubt that something is happening. In Brussels, they are out doing Town Meeting. They found a village in Brussels that does not have plumbing. Isn't that interesting? Just think of next year. They are moving in continent Europe.

We have troubles in Nigeria. It is governmental problems. We were committed to a course of action before the team arrived there. And I think somebody will have to go back there soon. It has to do with the fact that we never did the national and depth framing. You cannot do it once. You have to constantly expand and deepen your framing. That has to be handled soon. In relation to the Singapore Strongholds, they have the Sabah project site in East Malaysia and they are doing site selection in February for the two Indonesian projects. Now, the government wants them to wait until September, but they have not talked to Adam Malak or Mrs. Malak, so that may not be problematic in doing those consults this year. And relative to the USA 12, it is just sort of shocking how well we are doing there.

I want to talk primarily on priority number two, the Mighty 250. I do not have any great stories to tell. They have all been told. But, I want to talk about do-ment and the future beyond the 250 as it pertains to global clues. The great thing is that not one of us has gotten on the phone or the telex and said, "You guys, the Maharashtra 250 is impossible", so they still do not know it. In fact, they celebrate that they now know how to set up 230. Actually, it is 207 if you get right down to it. You have got to get your minds around that. They now say to themselves, "By gum, by golly, we now know how to do the 207!" You could quarrel with some of the ways that they are doing it, but their doing it is a miracle in and of itself.

Two hundred and thirty-two villages by April 1979 are underway. It is sort of shocking when you imagine biting off that many hunks of reality. Now, that confronts us with the problem of what we do with 232 villages underway. First of all, how in the world do we actually DO 232 villages? And, secondly, how do we, in April 1979, not have 232 jokes before us where we then make the grand transition. We walk into the government and drop those villages into their lap and say, "Here they are, run with it." It is a little more complicated than that, because as profound as the spirit level is in India, they nevertheless have bureaucrats who would say to you, "Are you kidding? There is no way we are going to take the 10 around each one of the 232 and do the 2,500." So, we worked a little on that this trip.

First, I want to freshen your mind as to where they are on these villages. It was stated earlier that symbols do villages. How long did it take us in development to realize it? It seemed like years. Symbols raise money. Symbols do villages. Symbols do Town Meeting. But symbols are the ephemeral. They take many forms. The state of the maneuvers in Maharashtra is unbelievably good. If I were our colleagues there, I would live out of nothing but this for the time being, and I think they do. As reported, the school is unbelievably stable. It is far beyond what I think a year ago we dreamed it would be. Their national framing is unbelievably deep. You have to let that soak into your mind. Professor Raj Krishna, one of four men who are planning for the nation of India, is working with us. Normally, our approach would be anathema to them, but there this guy is telling everybody who comes to his office, "Go to Maliwada." We could not have problems there like we have in other places, because we have the clout to deal with anything. There is unbelievably broad and deep support in that national frame. Our colleagues have done well in terms of their adoption support from the corporations, and that means a lot more than money.

Now, I want to stress one more thing, and that is Nava Gram Prayas. You have to be half psychotic if you translate that as "New Village Movement." Here they are running around India, not talking about what I would call, in my chicken mood, the "Maliwada Replication Project", but, your colleagues are running around saying, "Nava Gram Prayas" every five minutes in every meeting. They have a long road to go in their symbolic life, and yet they have these crazy rituals. They have taken a line from a village ritual which goes, "Bharat ke gaon auge badengai, Maliwada uska chin hai", which means, "Rural India is on the move; Maliwada is the sign." Now they say it, "Rural India is on the move; Nava Gram Prayas is the sign." I find that a great thing to talk with cab drivers about. You get in (I like to sit in the front seat), and you say, "Bharat ke gaon auge badengai" real quietly. My colleagues in the back seat are great. One of them says "Nava Gram Prayas uska chin hai!", and the driver nearly runs off the road.

Now, there are things that we worked very hard on. One had to do with what we are calling "State Liaison". It includes the state-wide committee of the Board of Advice and Review. In the first instance, you have to see that any group like our team coming from the outside is an irritation to our colleagues. They are saying, "Our only concern is how we churn out the 232." And we come in and say, "But we are about doing No. 6, State Liaison." That is an offense, and you have to be smart on these kind of trips, because we do not operate archetectonically.

It is rough. None of us are straw bosses who can come in and say, "You ought to do this." We find fine ways to chew them out, which is our task, but it is not simply coming in and saying, "Well, our fine abstract advice is that you ought to do No. 6." They would tell us where to get off in the eight different languages they know there, and rightfully so.

They have known about this Board of Advice and Review for a long time, and they have not wanted to start it. We went to see a Mr. Katau. He is a fine old patron and a very prominent businessman in India. They call him "Grandfather" there. He is about 78 years old, and he has been a tremendous guard for us. We asked him to be the Chairman of the Board of Advice and Review. His response was, "Oh, I am too busy and too old for that. Find a younger man." We all looked crestfallen, and then he said, "But if you do not find a younger man, I will do it." So, we asked if we could come back to him with a list of prominent ex-public officials and current private citizens from throughout the state and check it through with him. He said, "Certainly." Now, you must see the maneuver involved here. We do not want anyone on that committee that Mr. Katau cannot control. We have staked our future on him. Now, we would like Mr. Tata, mind you, but we do not have him, and finally, we do not need him. Mr. Katau is as much in the Big League as we need. So, he is going to take our list. This will do about eight different things. One thing, we will have a brochure, which is needed, with those names on it. This is guarding, guarding the names of those twenty prominent citizens. They will meet quarterly. The Board of Advice and Review, BAR. And Mr. Katau is the kind of great spirit person who will not want to run anything. He will give advice and review. The problems that this will kill at the pass we could not even dream of. It is vital. Then, down the road, this could well be the board for a quasi-public committee that would watchdog funds of sizeable amounts coming into Maharashtra and going to the government of the state instead of to us. We worked hard on that.

Then, secondly, financing. They are in trouble for at least two reasons. One, we in Development have not delivered on one small hunk of dough, like 250 grand. Secondly, they have 18 corporations that are willing to adopt a village, and they have gotten tied down in a new bureaucratic tax law in Delhi, where corporations are holding back on their giving to see if they can get maximum tax benefits. Therefore, they are in a period of aridity. So, Brussels recently sent them \$30,000, which is great. It was the \$30,000 from the European Economic Community, and it was all of the \$30,000 from the EEC. You see, global monies sometimes do go to the place for which they were pitched, and that of course has to do with that being the place where they are needed. Relative to the AID money, there are differences of opinion, but I do not think we have it yet. We will find out next week in Washington. If not, Brussels Centrum is going to come over and be in development. They are going to submit four proposals from each one of the six EEC countries where we are located to cover each one of the 24 villages, as a backup on the AID, which would also be \$24,000. No matter what, we are going to come through with that grant money, either through AID or the EEC. And then, there are loans. We have said for a long time that in terms of rebuilding the 232 villages we need loans.

Maliwada is not done, and we are going to keep staff there until it is done. Now, you can say it is completed or matured, but it is not done. We are going to keep staff there under the guise of replication. They could pull out now, but the project is not done. It has not been do-ed. For one thing, they are going to do all of the housing in that village. They are going to do Mr. Dethi's original house, not that row of harijan houses, but model housing, with three well-lit rooms and a new roof. This will be done with loan money. We discovered the scandal of the World Bank. The government of India takes 2 percentage points of a given loan, then the state of Maharashtra's Agricultural Reconstruction Finance Corporation takes a couple more, then the State Bank of India takes three more for service charges alone, and by the time the residue finally gets out to the village, the interest rate is 11%! We intend to whip that, even if it means a donor creates a revolving loan fund and we build those houses off that revolving loan fund.

We had a great time. We floated the business of local debt retirement with Professor Raj Krishna, our famous planning professor, and he was great. He said, "I see what you mean to do. I know we do not have a program like that. Get me a schedule of what we do have, and let us sit down in a little bit and figure out how we get it." He referred us to a man from the Reserve Bank of India. We do not have it handled yet, but we do know what we have to do for the first time. This is crucial in terms of that loan money.

Now, I would like to go on to the arena that concerns us most in many ways, and that is the repository. We had a great meeting on it, as it relates to appropriate technology. We met again with George MacRobie, who is Schumacher's replacement in the Intermediate Technology group, and John Perry, who is the actuator that started that brickmaking effort in El Bayad. We decided it was necessary for us to say somewhere along the line what an unadulterated joke we thought appropriate technology is as it is generally known. So, someone pressed a button and we said, "Now, in our opinion, appropriate technology is three beats social and one beat physical, and if it does not have local community input as the starting point, it is but one more manifestation of the attempt of the political and economic macrostructure to trickle down one more foist on local man as a recipient fool for him to solve his problems, and it will not work." We actually said that. Mr. MacRobie said, "I agree." And, furthermore, he wants to come here and spend some time. He is writing a sequel to Schumacher's book, called Small is Possible. He said, "I want to include significant portions on your work in my book. Now, it is not bad for our public image to have a little academic guard like that where we would show up in what will undoubtedly be a vogue book. But, relative to appropriate technology, first of all we stressed delivery hard. Any of you that have been in a project know this statement is true. If you are literally standing in a village you could not care less about a card file reference that tells you to go to the nearest center and find the answer. For those of you have been in villages, that is true, is it not? Whether you are an illiterate Indian or a highly trained Westerner, you do not have the psychological momentum to go check out a card-file reference.

Everybody and his brother is making reference to appropriate technology. It is all over the place. It is a joke. Delivery down to the village is the key. And brother MacRobie saw that, too. What a fine man. Now, bracket this for a minute, because it has to do with Maharashtra and is taken from a lot of work on the repository over the last three years. And mind you, we need the global repository - which is our post at Chicago Nexus, and only in Maharashtra do we actually need a national repository. But, this has to do with how do you do the darn things and not violate local man's integrity by saying, "Well, the problem is a bunch of trickled down expertise." Otherwise, we are lying to ourselves about the capability of local man. The repository has to do with the delivery of appropriate technology, and that is 3 beats social and one beat physical (see attached chart). First, it has to do with treks, and they are not doing them well in Maharashtra, but by God, they know they need to do them, which is 90% of the battle. And they almost do not have enough money to do them. What they are doing (and I do not want to go into these subcategories here. I think they are unimportant) is injecting expertise. They are doing the agricultural trek on a highly transrational, systematic basis. They are not doing the health trek, the commerce trek, the environment and housing trek, which they need to do, and so on.

Secondly, the delivery of data is crucial. No one of the villages we are in will subsist by its own volition for its own self-renewal. They want to know that they are contributing to the great 24. It is crucial that the delivery of data is also a baseline analysis. We are not after documentation. We are after knowing what we had when we started so that we can talk about what we have when we have finished. It does not tell us a thing to do except that it gives us a yak. The repository is also communication. Communication is critical. You have to bless them there in Maharashtra. We could have easily bought the lie of putting the school in Bombay. Mind you, when those project directors meet, they normally meet in Maliwada. Only when that school is going on do they meet in Bombay. Every one of us has been bitten by the "go-to-the-big-city" bug, especially when you are in a god-forsaken Indian village, and they are going to do a village-rooted repository. They are going to rent half of one of those factories that they built for sucri, in which to set up the repository as a common center for the treks. To further data interchange, Maliwada is getting a telephone. They need it. And they got a yes from Bishop Mitchell for four vehicles. Data is a lot more than communications. The manuals that they have created on actuation are unbelievable. They have done a fantastic job in writing the manuals, but the manuals themselves look terrible. Our people need the machinery to print materials well initially and then to keep them actualational. However, such efforts could easily become only broad analyses again if they are not watched carefully.

And then instruments. This has to do with the physical technology itself. The economic trek is trying to set up industries. It is a development job to set up an ancillary industry. You go in and sell your idea to a company and you ask, "Now, what product, low capital, high labor, would you guarantee a market for from us fine old village folk. We will really produce, and you can help us to capitalize." That is how sucri was done, and that is how the economic trek is

working. However, Schumacher's group found a route which I think may be even better than that. They have done it in Zambia. They are very interested in working with us there, but only if it can be done on the basis of this kind of repository. We do not need anything else. We were faced with the unbelievable task of starting the thinking through. In India, they cannot think of anything but the 232. But some thinking beyond that has to start now. We began working with them, but not on abstractions. First, we were concerned about how they actually do those 232. We talked about this as the repository. It is important to be clear that the local people have stuff that has to get out into history. Delivery is not just feeding something down the throat of local community. Input goes the other way as well. And, if you have to envision an office, envision it in Maliwada. Then you would have your national technical pool along with international groups like Schumacher's. What we are after with this whole scheme is how to ensure that every village in Maharashtra gets done and that we do not have to do it. It is that simple. It is a bit of a joke for us to do 232, present the government with the villages and then walk out. But, it is also absurd to say that we ourselves are going to do the 30,000 villages of Maharashtra. So, we are having to think very hard on these questions.

One of the things that will be necessary is inclusive private involvement. Each of those 18 companies that are thinking of adopting villages could do an industry in their village. Corporate adoption is more than money. In fact, I think money is the least important part. We tried this out with Vazir Sultan Tobacco Company in Hyderabad, and immediately their president thought of a product that they would buy on guaranteed market from us. For the first time, the universities can actually relate by district to the villages. This is also true for professionals and guardians. Our image of private involvement has to be way beyond us. Just as you have a corporation adopting each village, you would have a university relating to each one, and a set of doctors and a set of guardians actually relating to that village. It is not hard or impossible.

Secondly, we talked about intentional public assumption. We were presented with the problem that the government of India has decided a whole new thrust in community development. If you notice, there are 232 counties or talukas on that map. Corresponding to those divisions, they have built a parallel set of what they call community blocks. There are some 300 of them, roughly correlating to the 232 talukas. Now we have been presented with a theoretical problem. The government has said that they will do a block, by which they meant taking one of those counties and doing the whole thing. But, we refused, because we knew we had to be strategically located across geography and thought that we were in fact in conflict with the block approach. After talking with Professor Raj Krishna it became clear that we could very easily take what we are doing and accommodate it so that we are absolutely in line with the Indian government's block approach, and not compromise our philosophy or strategy one bit. Four divisions, 25 districts, 232 talukas. This is purely a glimpse into the future. I do not ask you to agree, but I know this kind of thinking must start now. We said that one year into Phase II we would do 10 villages around each one of the 232 pilots. Phase II could be three-fold. The government could do the 10 villages which we see as the ripples. The graduates of the training school could be accredited, and after two years in their villages, they would have a head start on what government service was all about. We would call it the village service corps. That is a little bit corny, but crucial things like that will have to take place. They would do 10 around each of the 232 and that would give us our 3,000. Now, one of the things is that they have to fill out the 300

blocks. They'll have 232 counties filled out under this year's procedures. Then, they'd take one of the four divisions, the one around Aurangabad, the one around Nagpur, around Puna, and they would do not only the ripple effect of the ten around the 232 or the 300 set up, but they also do the ten around this. And then they do the ten around them. That is, we take four divisions, four blocks, one in each division and we do every village in each of those four as a demonstration to Professor Raj Krishna of how he can do it. That is, he does the ten ripples; he does the ten pilots, and then he does ten ripples around it. There are 100 villages in a block. We have done this chart of district operations relating to the government block plan. You would have a district like Aurnagabad and then you'd have two satellite cities. We got this idea from Mr. Owens. He raised the question prematurely, but now we can say to him, "Mr. Ted Owens, we read your book." This deals with what he thinks is local, but is really regional effects. Anyway, a district capital and two satellite cities. Then ten block towns. Around each block town you would have ten village centers. It would be fairly easy for us to do these ten block towns with the Village Service Corps - that is the graduates of the training school - in huge numbers. You can imagine down in the future, you'd have a training school in each division, with the one repository in Maliwada. You would have your village service corps graduates going out to these blocks. In the year '79-'80 they could do the ripple effect with relative ease. They could do the four demonstration blocks, one in each division where they did 100 villages. Then they would go out to the 300 blocks. It is not impossible. And phase III is the saturation, every village in Maharashtra. Three-hundred blocks time 100 villages would be the 30,000 villages of Maharashtra.

Now, I don't ask you to agree with that, but we did have to start thinking now. We have to start thinking in terms of what we actually did to get the villages done. Right now we have got them set up. How do we do them? And then, once we are beyond the 232, how do we take the movemental structure they have and inclusively involve the public and private sectors where the things are being done. The surprising thing is that as we talked with them over there, we did not feel psychotic talking this way. Here you have to drive yourself almost into a psychotic fit to envision these kinds of things, but they were very amenable to them.

There are four things I would like to talk about as our weak points, and they apply around the world. The first is the repository. We are learning about do-ment. There is a lot I could disagree with about the treks, but listening to Rebstock's report the other day, I think we are onto something with acceleration. We must work hard on data tools and instruments, but I think we are onto something in terms of our global repository. We are going to have two primary charges against social demonstration, which are really charges against local man. One is that it costs too much. The United Nations has already hit us with this. We have all heard that. If they look at one of our past documents, they have just cause for saying that. Maliwada was budgeted for five million rupees. We went to see Professor Raj Krishna and he said, "People are saying your thing costs five million rupees." Our colleagues say it did not cost that much. To date they have spent only 500,000 rupees, which equals \$80,000, and this includes building the school and all the other things. But the charge is going to be there, and it will increase. I've been like a broken record saying, "Do the budgets ahead of time." Nobody has challenged it, although they should have, since in the past we always said we had to do the consult before the budget could be done. What I am saying is that we have to be smart in terms of low costs