

The following paragraphs are a report on Area Bombay for the year of 1979-1980. The year is held in the following five arenas: Actuation in the 25; Actuation in the 232; Extension Experiments; and Impact and The Journey of the Blue.

ACTUATION IN THE 25

Early in the year it was noticed that if preparation for further expansion was to be done, that a major emphasis would need to be placed on basing the focus of our operations at the district level. This move forced each of the 25 district projects to quickly achieve a greater degree of self sufficiency and establish themselves as the local demonstration village for the district. This was achieved through a variety of catalytic events as well as persistent actuation efforts. One of the initial ways in which actuation in the district projects was accelerated was the establishing of district project ashrams. The ashrams became the training centers for both our own staff and village leadership from across the district. In the earlier part of the year a CDA training session was held which gathered together over 50 village leaders from the district projects. The event provided new motivating images of the New Village Movement as well as practical training for establishing village structures.

Voluntary sector participation was highlighted this year by clubs and individuals working directly in the villages. One instance of club involvement is the Rotary Club of Kolhapur which is holding regular health clinics in Male. Private sector relationships were strengthened by new linkages directly between the previously adopted villages and companies and by initiating steps toward eight new adoptions. While steps were being made to expand the 35 CCA approval (tax exemption) for more villages in the 232, government officials were sent to investigate the validity of the past reports on the original 25 villages. The results of these surprise visits were so positive that approval was extended for the 25 and expanded to include an additional 25. Each of the district projects as well as many of the newly chosen 25 received program money in May. This money served to catalyze new visibility, expand village participation, encourage community funds and enable greater use of public sector schemes requiring non governmental seed monies.

Second Consults played a key role in the actuation of the 25 this year as they focused the efforts of the village. Second Consults played a vital role transforming villages beyond themselves into teaching villages through documenting past achievements, stating the new vision and articulating the village resolve. The CEM method was used to focus on contradictory arenas in order to break loose new directions. Women's Advancement Modules awakened village women and allowed them to focus on particular keystones that reveal women's vital role in the community. Village Leaders HDTI, specifically designed for training established village leaders, was held for the first time in Maliwada with 35 in attendance. In these and other actuation modules, the key was to tie together story creation, practical planning and concrete actuation. The particular accomplishments in eight of the district projects were documented by a special team which pulled together an imaginative report.

MONDAY ORDERS OF THE DAY

CONTEXT

The starting point for any practical social planning is articulating the total latent practical vision or image of the future existing in the minds of the local people. This is brought to the surface in the consult out of the encounter of outside consultants and local people as they work together. The teams will operate in the field all day investigating their assigned arena in site visits, conversations, and study of reference materials. By the end of the day, each team will create a list of 20-30 elements of the operating vision of the community.

PROCEDURES

TEAM
CHECK 1. After breakfast meet briefly as a team to plan the day. Introduce the various team members and their expertise arenas and appoint scribes for the teams. Lay out the various investigations needed during the day. Assign the team to cover them. Move to the field as quickly as possible.

FIELD
WORK 2. As a team, units, and individuals investigate first-hand the arenas of community life related to your assigned arena. Find out the concerns of the community, gather the objective data of the situation and investigate particular problems first-hand whenever possible.

DAY'S
PULL
TOGETHER 3. In the evening over dinner, after the investigations have been completed, meet as a team to discuss the day. Report on places visited and people seen and discuss the people's hopes and dreams and the community's needs, and possibilities uncovered through the day. List insights by the whole team coming out of the day's work which hold the practical expectations and indicative needs observed in the community.

REPORT
PREPARA-
TION 4. Draw these observations together into a list of 20-30 distinct elements of the operating vision which emerged in the reporting over dinner. State each in a brief one sentence statement, then title it with a 3-5 work holding caption. Print these titles on the large butcher paper form provided for the plenary. Take a copy of both titles and statements to the practics room for typing and duplication.

ACTUATION IN THE 232

The victories of the 25 could not help but spread to the taluka projects. On many occasions, taluka village leaders gathered in the district projects to participate in modules, training sessions and to witness and learn from particular programmatic demonstrations such as industries and preschools. Village Leadership Conferences brought together taluka leaders to converse with other villagers as well as government officials to report on victories, and create plans for common actuation schemes. Another catalytic tool used in addition to regular monitoring on the part of our staff was the "keystone method". In this village meeting past victories are recalled and new programs selected for major emphasis with villagers under assignment to carry out the necessary steps.

While resident auxiliary were maintained in some taluka projects, most actuation occurred through this type of catalytic, "event-oriented" activities. In several districts, both public and private sector schemes were uncovered and utilized to allow for simultaneous program implementation in all the projects in the district, i.e. bank adoption, drinking water, etc. In the middle of the year it was estimated that over 50 of the taluka projects were ready for site visits; meaning that the village was ready to tell its own story, visibility was present and comprehensive development was taking place. This summer a special maneuver is being done to further establish self reliance in the 232 through a four day module in every project to focus village efforts and promote interchange between the villages. This year most of the taluka villages completed their first year as a project in varying stages of actuation; however, all of them were able to see their own responsibility for further development.

EXTENSION EXPERIMENTS

Due to both national and state elections during the year, any serious look towards an intensive effort with in a particular block, was affected. In fact, across the state, our primary authorization and public sector support continued to be at the district and block level. In spite of this, it was decided that we would begin preparation in four districts. Such a focus resulted in one quarter in an unexpected burst of creativity, with important learnings coming from each of the initial four experiments. The focus of the experiment was to expand public and private sector support, engage villages beyond our own projects and polish the existing projects. In Aurangabad the breakthrough was engaging a cluster of villages through a milk dairy module. The module brought together 80 villagers from 10 villages along with six government officers who together designed a common scheme for dairy development. A network of support has emerged in the Kolhapur District of public, private and voluntary sectors. The cadre is involved in the planning of the extension experiment and in polishing the present projects. In Wardha District, the breakthrough was in the arena of researching integrated cluster industry projects with private sector support. In Nasik District, the breakthrough was in the arena of coordinating efforts between five companies and the three villages they are relating to as well as researching expansion around Vaviharsh with the Gram Sabha Campaign.

In response to the need for a visible sign near Bombay, intensive work was done on Chikhale. This was done through involvement of

TEAM ROLES

<p>TEAM LEADER</p>	<p>Responsible for total effective operation Assign workshop leadership Care for comprehensiveness of investigation Elicit reflection Hold values of practicability and viability Expand exploratory intuition to practical thinking Assign subgroups Train unit leaders Orchestrate time and space use Appoint scribes Lend continuity and direction Encourage total participation Care for translation needs</p>
<p>METHODS CONSULTANT</p>	<p>Provide methods expertise Clarify procedures Troubleshoot methodological blocks</p>
<p>TEAM TRANSLATORS</p>	<p>Translate continuously so everyone on team understands all questions and responses (resisting temptation to evaluate data as one translator.) Enable communication of outside consultants with villagers</p>
<p>LOCAL AUXILIARY</p>	<p>Provide familiarity with village and its residents Provide awareness of local customs, regulations Learn consult leadership methods in detail for future consults</p>
<p>TEAM SCRIBES</p>	<p>Record all brainstorming and discussion Represent team at post-plenary scribes meeting Learn consult leadership methods in detail for future consults</p>
<p>UNIT LEADERS</p>	<p>Lead unit workshops and research Function as leader for units (see list related to team leader) Meet with team leader at end of day for refining report, reflection and planning. Learn consult leadership methods in detail.</p>
<p>INTERNATIONAL CONSULTANTS</p>	<p>Provide practical expertise from context of globe Develop collegueship with national consultants.</p>
<p>NATIONAL CONSULTANTS</p>	<p>Provide practical expertise.</p>

EXTENSION EXPERIMENTS cont'd

private and public sectors in direct actuation in the village. A road was constructed with partial government funding. A filtration tank was installed for drinking water supply. A preschool feeding program is started. Intensive research has been conducted on ambar charka industry in surrounding cluster villages. Cluster wide health program and preschool proposals have been submitted as well as major funding proposals to enable the block to be launched.

IMPACT

Impact has been one of the places where we have experienced breaking out of our old images and getting a feel after the new. This experience was particularly illustrated by two events: the Community Issues Forum: Environment held in Kolhapur with its Environmental Association which showed them our methods of planning and got them further involved in our work; the second event was the CYF held with the Center for Studies in Rural Development in Ahmednagar. This second event opened up the possibility of utilizing students as work forces and catalytic troupes across villages. These two events were only two of the one hundred events that were held in Maharashtra this year but they revealed the possibility of doing impact as an indirect method that releases further support for the other campaigns. In the one hundred events there were seven Women's Events, 40 Gram Sabhas, 30 events for village leaders, 10 CYFs and 15 guardian events including several showings of the Global Film. Also impact was done in Jabulpur which is outside the State of Maharashtra. One Gram Sabha and 2 Global Women's Forums were held. Five LENS have been set up with companies for the next year and research has been done on setting up others.

COURNLY OF THE BLUE

One of the greatest miracles of the past year was the growth of the Indian leadership. Due to the demand placed on Area Bombay by the 232, it became necessary for more than just the "old hands" to pick up responsibility. New configurations were used to enable new leadership to emerge. In each of the four divisions there were approximately 100 staff including 2 to 4 extranationals responsible for an average of 60 projects (59 in Aur., 34 in Nag., 70 in Pune, 63 in Bombay). At the beginning of the year, a division team of eight people was assigned to provide objectivity and coordination in each division. The leadership of the division team was provided by two people, one national and one extranational. The priorship of the 25 district ashrams was provided by a district project director and circuit gun and later in the year a third man was designated in order to form a troika.

Every two weeks a two-day house meeting was held in each of the 25 shrams. These house meetings were the regular structure through which training, internal life and corporateness were maintained. It normally consisted of the Round Table, a two session training curriculum, a celebration, the Weekly Ritual, a shramadan, and maneuver building for the next two weeks. All of our staff attended these sessions as well as some villagers. The creation of the six week Global Methods School was a breakthrough in terms of giving us a way to

JOURNEY OF THE BLUE cont'd

provide depth training for our more experienced troops. The GMS was particularly helpful in enabling families to operate out of a missional context. From the two GMSs held so far there are now 120 graduates. While new troops and fresh blood are always needed the training focus for the year was an empowering the troops we currently have with a greater understanding of methods and a new image of their participation in the Global Movement.

The new confidence of the national leadership was demonstrated in the two division councils, the Global Research Colloquy and the June Area Council. What had in the past been chaotic affairs became an exemplification of disciplined, corporate style. This new form of presence enabled the breakloose in the four demonstration districts in the last four months and the decision to care for 232 in a new way.

CHALLENGES

1. Rearticulating our common vision for the area in order to clarify the replication planning plans and provide concrete images of the new directions.
2. Holding the tension between maintaining our current projects and commitments while at the same time moving on to the arenas of viable experimentation that are opening for us.
3. Securing active forms of government support from the national, state and local level in order to move towards a shifting of responsibility of the demonstration projects.
4. Holding the tension between providing depth training and broad experience to the troops we already have while at the same time producing new troops to fulfill ever increasing demands.
5. Establishing a local regular funding base to allow realistic planning and actuation.
6. Breaking open the new images required to release self support potential into a reality.

FUTURE DIRECTIONS

Block: The block is the smallest common unit used by the Indian Government for development schemes. The block experiment in Panvel will intensively utilize government schemes and procure major support for the private sector. A major element in the block is that the villagers take responsibility for their own village and surrounding villages.

Extension Experiment: Another focus for the year will be carrying out extension experiments which will involve a cluster of villages in each of seven blocks. These experiments are expected to provide new images for expansion. They will be initiated by using specific programmatic modules to engage the villages where their interests already exist and then by enabling them to move toward comprehensive development.

JOURNEY OF THE BLUE cont'd

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D. THE TEAM PROCEDURES

1. MONDAY IN THE TEAMS

The Preparation. Monday is the first experience of the consultants in the teams. Packets with assignments are passed out at breakfast and team meeting spaces are assigned. Since there is no plenary, the teams gather immediately after breakfast to begin the day.

Context for Work. The task for the day is clear focusing on one practical social arena using the intuitions, impressions, hopes, dreams, needs and visions uncovered during the day to create a list of the objective elements of the latent practical operating social vision of the community. It should be noted that considerable controversy exists on how much a team should focus on its arena and how much it should focus on the whole. This will be decided in each Consult.

Day's Procedures. The first meeting of the teams requires time to get acquainted--a few songs; an introductions conversation, sharing names, practical expertise, cities of residence. The team leader will need to talk briefly on the Consult itself, the role of the team, his own initial observations, and a tentative recommendation for the way the team might operate during the day in order to give people images of what is meant by field trip. Specific procedures of operation are found on the four pages to follow. At the conclusion of the day, the leaders need to check briefly afterwards (during the publication if possible) to share data and check on personnel, especially clarifying and making shifts in unit assignments and decor and anticipating practices for the next day. Anticipating the Tuesday includes making assignments for reporting, scribing and translating in the plenary and going over procedures for the next day.

Final Product. The product of this first day in the teams is highly impressionistic--a list of 30 elements of the operating vision uncovered during the day stated as nearly as possible in the language of the situation. These elements emerge out of a dialogue between the needs and hopes as they are articulated throughout the day by the local people and the practical possibilities seen by the outside consultants. Thus, the aim of any workshopping or sifting of data is the clarification or objectification of impressions--not their gestalting or interpretation. The elements are not the sum of outside and inside reflections. The elements emerge out of this encounter. You are after depth, but depth of objectivity on the actual operating vision.

FUTURE DIRECTIONS cont'd

Impact: One major new direction for the next year will involve broader use of impact courses. LINS will be used next year for broadening our relationship with corporations and as a viable tool in creating the conscious relationship between the rural development and the public, private and voluntary sectors. Other impact courses will be utilized to break open new arenas of engagement and to make our methods more accessible.

Trainings: The new directions have to do with expanding opportunities for village leadership training through district based programmatic modules, mobilizing the HDTI in order to broaden its recruitment base, recruiting from urban population, and putting everyone through the Global Methods School.

As you are looking at human community as a dynamic with many inter-related parts, it is crucial to look first at the whole and then, secondly, at the parts. Following are a set of broad guidelines for looking at the whole.

GUIDELINES

1. Cover the total geography. Walk the interior geography. Travel its perimeter and take a good look as far as you can see.
2. Cover all arenas of community life.
3. Cover all age groups.
4. Look for the depth human problems.
5. Pay attention to the things that have (inexplicable) significance for the people.

To Do THE STATE

GIRDING OUR LOINS

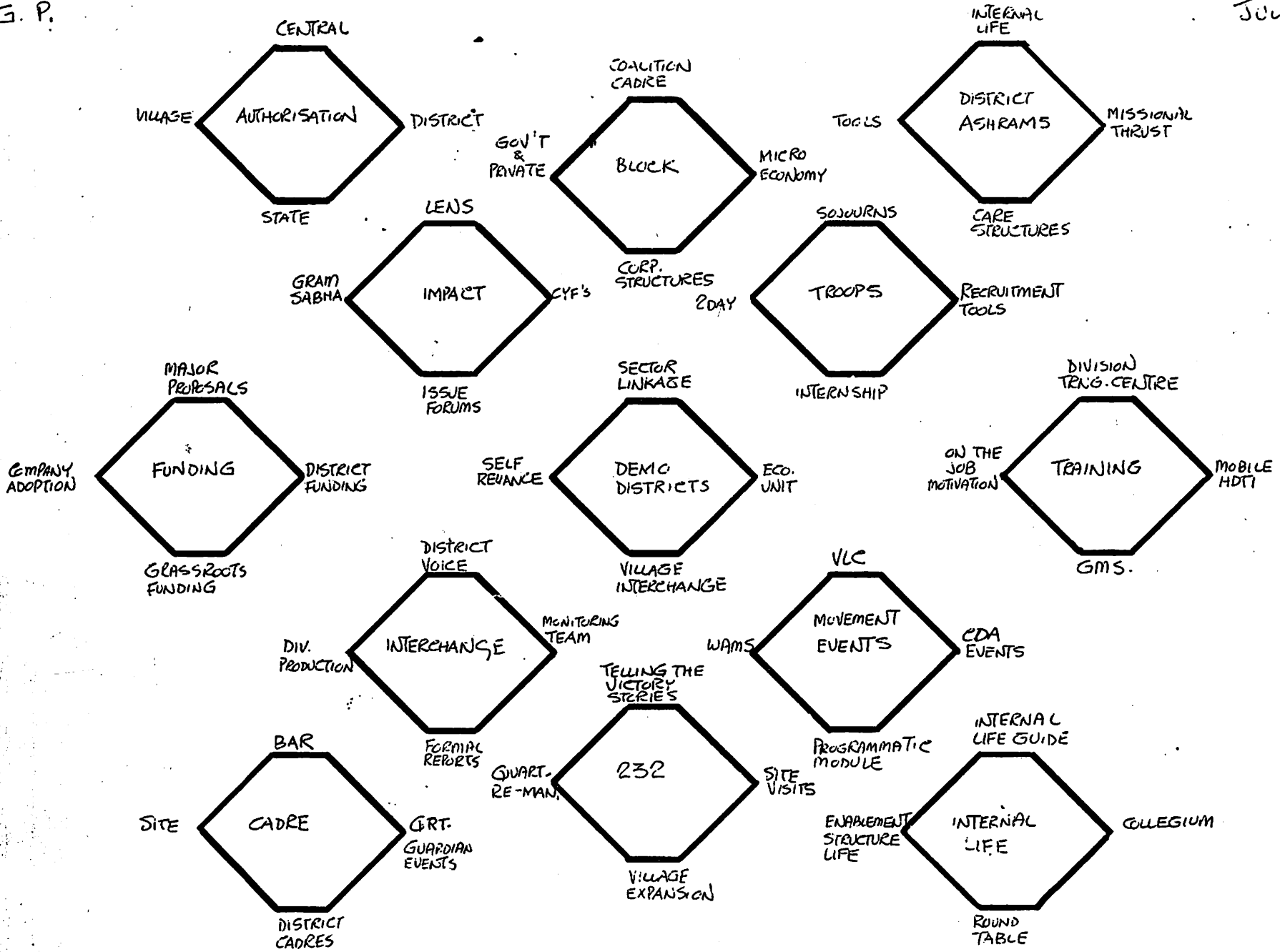
GUARDING OUR FLANKS

LAUNCHING 35,000

<p>MOVEMENT CREATION</p>	<p>THE 232</p>	<p>DEMONSTRATION DISTRICT (EXPERIMENT) (EXTENSION)</p>	<p>STRATEGIC SHOWPIECE <i>Block</i></p>	<p>INSTALLING IRON</p>
<p>1) IMPACT EXPANSION 2) INTERNS RECRUITMENT 3) RELATIONS BROADENING 4) INTERCHANGE CO-ORDINATION</p>	<p>1) DISTRICT INTERCHANGE PUSH 2) "MOVING VILLAGES" ACTIVATION 3) TALUKA CARE 4) CREATING THE NETWORK</p>	<p>1) TRAINING THE CORE 2) VILLAGE INTERCHANGE STRUCTURES 3) CROSS CLUSTER ACTUATION 4) LINKAGES SOLIDIFYING (IENS)</p> <p>THE SEVENTEEN</p> <p>1) VILLAGER CORE 2) PUSHING THE TALUKAS 3) CADRE ESTABLISHING 4) STRUCTURAL SYMBOL</p>	<p>1) FUNDING COALITION 2) SECTOR EXPLOSION 3) BOMBAY CADRE 4) PUBLIC RELATIONS</p>	<p>1) PRIOR CREATION 2) GLOBAL METHODS SCHOOL 3) INTERNAL LIFE 4) TEAM OPERATIONS</p>

N. G. P.

JULY 1998



CONSULT DAILY TIME DESIGN

ICA Consultants

Consult

BREAKFAST COLLEGIUM	6:30	WAKE UP
	7:00	CONSULT BREAKFAST COLLEGIUM
	8:00	PLENARY PREPARATION
CONSULT PLENARY	8:30	PLENARY
	11:30	MOVE TO TEAMS
TEAM WORK	12:00	LUNCH AND TEAM WORK
	1:00	SITE VISITS
TEAM REPORTING	6:00	DINNER IN TEAMS
	10:00	INFORMAL CONVERSATION