



BOMBAY
REGIONAL CONSULT

March 1981

THE BOMBAY REGIONAL CONSULTATION

The Regional Consultation is a ten-day conference in three parts which focuses on the question : what is required for effective implementation of human development in the 1980s. The Consultation begins with the SYMPOSIUM, involving participants from the public, private, voluntary and local sectors. They discern the underlying issues facing society today, and name the indicative mandates for the coming decade, relative to human development. Several of the participants then go on to extend the research process to the major towns and cities in the region through a series of interviews. This is the PRACTICUM. The final two days, the ASSEMBLY, are spent interpreting the data from the first two parts of the conference, and creating a four-year plan for the region.

At the Symposium of the Bombay Regional Consultation, 80 people gathered to look at the trends prevailing in the society, name the issues which are blocking development, and state the mandates for moving through these issues towards new directions. The two-day Symposium included speakers, workshops and plenary meetings. It concluded with a conversation on the implications for those concerned with human development in the 1980's.

The Practicum of the Bombay Regional Consultation involved six teams travelling across the region to look at the work of the Symposium in light of what was actually happening in the region. By visiting people in urban areas and rural villages, the team recorded practical illustrations of the issues. Interviews with government officers, local businessmen, voluntary agencies and village residents provided a broad perspective for naming the new directions open to the Bombay region. This week of practical field research closed with the preparation of reports.

The Assembly of the Bombay Regional Consultation involved 120 people who gathered to hear reports of the teams and to reflect on the implications for action. A plan of strategic action for the next four years was formulated by looking at the recommended new directions, and at the issues. In addition, the Assembly named the practical ways this strategy could be implemented across the region. The two-day Assembly concluded with a celebration of the decisions made. These are held in the four-year master design. Their implementation will extend human development across the Bombay Region over the next four years.

The Institute of Cultural Affairs : India began work in the Bombay Region in 1968. Over the next ten years, a series of training courses with business houses and community agencies were held. These included Leadership Effectiveness and New Strategies (LENS), the International Training Institute and Imaginal Educational courses. The Maharashtra Village Development Project was launched in December 1975 with the beginning of the Maliwada Human Development Project in a village near Aurangabad. Between 1976 and 1980, the MVDP was extended to 6 other demonstration projects, one in each district, and to some 80 more villages, through training and circuiting. Over this period, 13 Human Development Training Institutes were held in Maliwada, with participants from the regions as well as from other parts of the state and the nation. The ICA staff currently work out of three offices, located in village projects near Panvel, Aurangabad and Igatpuri.

The Bombay Region comprises the seven districts of Raigad, Thane, Nasik, Jalgaon, Dhulia, Aurangabad, Ahmednagar and Greater Bombay. It is one of the six regions of Area Bombay, which forms the programme coordination unit for the Institute for the states of Maharashtra, Gujarat and Madhya Pradesh. The region is divided into six metros, based on the six cities of Bombay, Thane, Nasik, Jalgaon, Aurangabad and Ahmednagar.

The Institute of Cultural Affairs is a research, training, and demonstration group concerned with the human factor in world development. The Institute has worked for 25 years to design and demonstrate effective methods of community renewal. ICA programmes seek to address the underlying causes of social problems, and to allow people to see that they can take charge of their own lives. ICA methods are directed towards helping people realize that they can be instrumental in bringing about positive social and economic change in their community or work place. The Institute of Cultural Affairs is an informal federation of nationally autonomous, not-for-profit organizations working in 32 nations. In India, the ICA is registered under the Societies Act of 1860 in the Union Territory of Delhi. The work of the Institute is supported by businesses, foundations, service organizations and concerned individuals. Specific programmes are financed by various government agencies. Contributions to its rural development programmes in Maharashtra are eligible for 100% tax benefit under Section 35CCA of the Income Tax Act.

What follows is the report of the Bombay Regional Consultation held from March 22 to April 5, 1981. Section One, the Symposium, describes the event and highlights some of the products of the weekend. Section Two, the Practicum, gives a description of the five days of field research, and lays out the strategic components of action for the next four years. Section Three, the Assembly, describes the process of the weekend, as well as the implementing means and master designs for ICA:India activity in the Bombay Region over the next four years.

PART I : THE GLOBAL SYMPOSIUM

Eighty people from across the urban and rural areas of Konkan Region gathered together to participate in the Conference on Human Development in the 1980s held at the Bajaj Bhavan, Nariman Point, Bombay, on March 27th and 28th. During this weekend of research, participants met in a series of workshops and plenary sessions. They examined the times, the issues, the mandates, and the implications facing those concerned with Human Development.

The Conference had four sessions beginning Friday evening and ending Saturday night. The opening session included a contextual introduction and the creation of a chart of the journey of the Twentieth Century. The second session began with a community leaders panel on issues facing local community. This was followed by a workshop of issues facing the world today. The third session began with a panel on new trends in Human Development. This was followed by a workshop to discern the historical mandates for Human Development. The final session was a workshop on the implications of these mandates for the Bombay Region.

The workshop which examined the underlying issues facing Human Development in the 80s utilized a chart depicting the dynamics of the social process. The issues were categorized by the participants into economic, political, and cultural arenas. The issues were then grouped into eight major categories as follows (1) the inadequate knowledge of available resources (2) incomplete implementation of developmental schemes (3) unequal distribution of economic resources (4) ineffective systems of decision-making (5) unequal social and economic opportunities (6) ineffective structures of social education (7) unbalanced participation of social groups (8) the divisive nature of traditional beliefs.

After the underlying issues were articulated the group turned its attention to the historical mandates, or the new directions that are required of society. The mandate arenas which were discerned include : 1) resource management 2) basic needs 3) social reformulation 4) universal education 5) coordinated operations.

THE SOCIAL TRENDS

The first session of the Symposium focussed on discerning the social trends of the Twentieth Century. Key events and individuals were placed on a timeline by decades. The group looked through the events under each time-span and named the decades to give clarity to the significance and uniqueness of the times. The participants then articulated the relationship of events across the decades. This process revealed the trends prevailing in society across the world. The last section was spent anticipating the future from the current trends.

The major trends revealed two conflicting directions for the twentieth century; one, towards human development and progress in civilization; the other, towards the destruction of human values and waste of resources. The trends named which pointed to the growth of human development included awareness of a shrinking world, inventing new products, eagerness for consolidation, growth in the dignity of man, striving to communicate, willingness to accept new thoughts, and the search for new resources. Opposite trends included isolationism, man thinking only of himself, severe deforestation and the extinction of animal species. The conclusion deduced from this by the participants was that the trends which have emerged so far in the twentieth century point to the struggle of humanness, and to new hope for the future decades.

THE UNDERLYING ISSUES

- I. In the arena of common resources, the major issue confronting Human Development in the 1980s, is the inadequate knowledge of available resources. This is illustrated by inadequate practical training and research, unexploited and misused resources, and wastage of human resources.
- II. In the arena of economic production, the major issue confronting Human Development in the 1980s, is the incomplete implementation of development schemes. This is illustrated by the nonavailability of production facilities, limited small industry training, and the unwillingness for hard work.
- III. In the arena of common distribution, the major issue confronting Human Development in the 1980s, is the unequal distribution of economic resources. This is illustrated by widening economic inequality, the exploitation by the middle man, unrest among the farmers, and the high cost of essential commodities.
- IV. In the arena of political commonality, the major issue confronting Human Development in the 1980s, is ineffective systems of decision making. This is illustrated by the unharnessed power of youth, the absence of model leadership, disunity and corruption.
- V. In the arena of corporate welfare, the major underlying issues confronting Human Development in the 1980s, are the unequal social and economic opportunities. This is illustrated by the underuse of human and natural resources, the lack of cooperation between the government and the public, and existing social unrest.
- VI. In the arena of common wisdom, the major issue confronting Human Development in the 1980, is ineffective structures of social education. This is illustrated by the fact that current education structures ineffectively prepare people to solve current social problems, mass illiteracy, unequal distribution of opportunities, and general lack of interest.
- VII. In the arena of communal styles, the major issue confronting Human Development in the 1980s, is the unbalanced participation of social groups. This is illustrated by limited women's participation, the lack of social unity, the lowering of human values, and the collapse of social structures.
- VIII. In the arena of common symbols, the major issue confronting Human Development in the 1980s, is the divisive nature of traditional beliefs. This is illustrated by the narrow out-look among various groups of society, rigid beliefs, man-made socio-cultural barriers, non-cooperative efforts, and lack of knowledge.

HISTORICAL MANDATES

RESOURCE MANAGEMENT	SOCIAL REFORMULATION	BASIC NEEDS	UNIVERSAL EDUCATION	CO-ORDINATED OPERATIONS
FULL EMPLOYMENT SCHEME	INTER-COMMUNITY SOCIAL EVENTS	WATER DELIVERY SYSTEMS	EXPANDED SOCIAL PARTICIPATION	COMMON PLANNING EFFORTS
EFFICIENT RESOURCE UTILISATION		REGIONAL INFRASTRUCTURE SERVICES		INNOVATIVE GROUP SOLUTIONS
		INTEGRATED RURAL DEVELOPMENT		

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THE HISTORICAL MANDATES

1. FULL EMPLOYMENT SCHEMES

Human Development in the 1980s, requires sustained efforts towards generating full employment. This will be implemented by:

1. Emphasis on self-employment
2. Small-scale industries development
3. Providing practical education
4. Mobilizing available resources.

2. EFFICIENT RESOURCE UTILIZATION

Human Development in the 1980s, requires the effective use of resources for increasing agricultural production. This will be implemented by :

1. Increasing village electricity supply
2. Use of fertilizer and chemicals
3. Training in new methods
4. Deepening existing wells.

3. INTER-COMMUNITY SOCIAL EVENTS

Human Development in the 1980s, requires the breakdown of group barriers through the creation of awareness of the welfare of community. This will be implemented by :

1. Common community celebrations
2. Socially oriented school curriculum
3. Incentives for inter-community marriages
4. Training new leadership

4. WATER DELIVERY SYSTEMS

Human Development in the 1980s, requires the exploitation of water sources. This will be implemented by :

1. Minor irrigation works
2. Tapping ground water
3. Percolation tanks
4. Construction of canals.

5. REGIONAL INFRASTRUCTURE SERVICES

Human Development in the 1980s requires that service schemes be oriented towards village development. This will be implemented by :

1. Road labour by voluntary labour
2. Development of commercial services/transport
3. Opening post offices by representation
4. Training local health workers, and preschool teachers.

6. INTEGRATED RURAL DEVELOPMENT

Human Development in the 1980s requires an integrated approach for effective rural development. This will be implemented by :

1. Structured four-sector involvement
2. Development of agro-industries
3. Mass education and training
4. Systematic progress evaluation.

7. EXPANDED SOCIAL PARTICIPATION

Human Development in the 1980s requires universal education to allow all people to become active productive participants in society. This will be implemented by :

1. Active student participation methods
2. Using mass media social education
3. Expanding functional education facilities
4. Educational Changes Forum.

8. COMMON PLANNING EFFORTS

Human Development in the 1980s requires united efforts and involvement as a basic need for development. This will be implemented by :

1. Four sector involvement
2. Regular coordination meetings
3. Cooperative planning efforts
4. Regular development conferences.

9. INNOVATIVE GROUP SOLUTIONS

Human Development in the 1980s, requires youth participation to create wider thinking and planning. This will be implemented by :

1. New leadership development
2. Use of the latest technology
3. Youth assemblies
4. Regular newsletter publication.

PART II : THE BOMBAY METRO PRACTICUM

From March 30th - April 2nd, six teams travelled across the Bombay region to do field research in the Metro Practicum portion of the Regional Consultation. These teams visited people in Bombay, Thane, Nasik, Jalgaon Aurangabad, and Ahmednagar. The field research consisted of interviews with over 200 persons in the public, private and voluntary sectors as well as village leaders in the Human Development Projects. The interviews focused upon issues, trends and breakthroughs in Development in the Region.

The results of the Metro Practicum are statements and a chart of the necessary components of strategic actions required for the Region over the next four years. These components are in three arenas : 1) Catalytic local action, including unifying local forms and regular corporate patterns; 2) Integrated sector support, including extended financial services, demonstration agricultural guilds, industry feasibility research, strategic agency contacts, large corporation assistance, total infra-structure expansion; 3) Priority community education, including comprehensive leadership development and technical skills access.

<p>I CATALYTIC LOCAL ACTION</p>	<p>II INTEGRATED SECTOR SUPPORT</p>		<p>III EFFECTIVE COMMUNITY EDUCATION</p>
<p>A VILLAGE UNITY</p>	<p>B ECONOMIC WELL-BEING</p>	<p>C STRUCTURAL LINKAGES</p>	<p>D LOCAL TRAINING</p>
<p>UNIFYING LOCAL FORMS</p>	<p>EXTENDED FINANCIAL SERVICES</p>	<p>STRATEGIC AGENCY CONTACTS</p>	<p>COMPREHENSIVE LEADERSHIP DEVELOPMENT</p>
<p>REGULAR CORPORATE PATTERNS</p>	<p>DEMONSTRATION AGRICULTURAL GUILDS</p>	<p>LARGE CORPORATION ASSISTANCE</p>	<p>TECHNICAL SKILLS ACCESS</p>
<p>INDUSTRY FEASIBILITY RESEARCH</p>	<p>TOTAL INFRASTRUCTURE EXPANSION</p>		

THE STRATEGIC COMPONENTS

I. CATALYTIC LOCAL ACTION

A. Village Unity

1. Unifying Local Forms

The intent of the Unifying Local Forms is to develop community resources which are utilized by the entire community. This is necessary for the next four years to create practical ways to generate community interaction and to reinforce unity. This strategic component will be carried out by 1) creating community plazas; 2) printing community newsletters; 3) organizing community libraries and 4) holding community beautification programmes.

2. Regular Corporate Patterns

The intent of the Regular Corporate Patterns component is to organize regular events of community participation. This is necessary for the next four years to provide a model for maintenance and intergration of the entire community's participation. This strategic component will be carried out by 1) instituting regular community planning sessions; 2) holding environmental workdays; 3) arranging corporate celebrations and 4) organizing village feasts.

II. INTEGRATED SECTOR SUPPORT

B. Economic Well-being

3. Extended Financial Services

The intent of the Extended Financial Services component is to enable the local village to finance 50% of its own development. This is necessary for the next four years to provide local financial services for local self-sufficiency. This strategic component will be carried out by 1) simplifying loan procedures; 2) expanding local credit sources; 3) making local bank services available and 4) holding accounting and management training courses.

4. Demonstration Agricultural Guilds

The intent of the Demonstration Agricultural Guilds component is to increase the everyday use of modern agricultural methods. This is necessary for the next four years to create a structure for optimal farming production. This strategic component will be carried out by 1) forming circle agricultural societies; 2) scheduling production competitions; 3) holding crop and irrigation demonstrations and 4) orchestrating key farmers' interchange.

5. Industry Feasibility Research

The intent of the Industry Feasibility Research component is to assemble a profile of relevant industrial data. This is necessary for the next four years so that industrial development is based on reliable markets and existing local materials. This strategic component will be carried

out by 1) conducting surveys to discern viable industries; 2) surveying existing labour skills; 3) researching industrial employment for semi-skilled labour; and 4) establishing local marketing structures.

C. Structural Linkages

6. Key Agency Contacts

The intent of the Key Agency Contacts component is to link existing public private and voluntary agencies to local development programmes across the region. This is necessary for the next four years to make available all the extensive resources, skill and expertise to local communities. This strategic component will be carried out by 1) scheduling planning consultations for agencies such as KVIC District Industry Centres, forest conservation departments and health offices; 2) targeting demonstration project support; 3) simplifying licensing and registration procedures and 4) developing interagency project co-financing.

7. Large Corporation Assistance

The intent of the Large Corporation Assistance component is to establish ancillary units in villages. This is necessary for the next four years so that small industry can become an effective supplement to the rural economic base of the region. This strategic component will be carried out by 1) providing industrial liaison services in villages; 2) developing corporation assistance in technical training, market development, and management skills; 3) arranging planning consultations with major regional corporations; and 4) assigning management consultants to work on launching village industries.

8. Total Infrastructure Expansion.

The intent of the Total Infrastructure Expansion component is to catalyze rapid development of water supply, roads, electricity, communications and transport services. This is necessary for the next four years to create an environment suitable for a broader effort towards economic self-sufficiency. This strategic component will be carried out by 1) planning effectively with government agencies; 2) encouraging local support and cooperation for infrastructural undertakings; 3) determining needs through local input and participation; and 4) coordinating with supply sources.

III. EFFECTIVE COMMUNITY EDUCATION

D. Local Training.

9. Comprehensive Leadership Development.

The intent of the Comprehensive Leadership Development component is to train strong local leaders capable of guiding communities in building plans and carrying out key programmes. This is necessary for the next four years in order to have individuals able to assume responsibilities for the overall development of their community. This strategic component will be carried out by 1) conducting Village Leaders' Institutes in selected locations; 2) holding community awakening events utilizing leadership methods; 3) providing adequate training facilities; and 4) demonstrating practical use of leadership methods with local teachers.

10. Technical Skills Access

The intent of the Technical Skills Access component is to inject new functional skills into the local environment. This is necessary for the next four years so that employment opportunities can be expanded, and economic self-sufficiency revitalized. This strategic component will be carried out by 1) expanding technical training opportunities; 2) encouraging skilled personnel interchange; 3) procuring necessary equipment; and 4) initiating an employment exchange service as part of the training programmes.

PART III : THE BOMBAY REGIONAL ASSEMBLY

Participants gathered for the third part of the Consultation, the Regional Assembly, on 3rd April - 5th April, 1981. The people who took part in the Symposium and Practicum were joined by others to interpret data from the first two parts of the conference. The Assembly was attended by 120 people from the Chikhale Cluster, regional colleagues, and project auxiliary staff. The intent of the Assembly was two-fold : to establish the broad basis for the outline of the four-year regional plans, and to expand the base of self-conscious volunteers participating with the ICA in the region's service over the next four years.

The Assembly was composed of five sessions : 1) discerning the bold moves for the region and establishing the four-year intents; 2) determining the strategic components of the regional task; 3) creating the master design; 4) celebrating the future possibilities, and the work of the past week; and 5) designing a six-month launch plan. Each practicum team discerned the broad steps needed in their metros. These steps were cross-gestalted into region-wide intents for the next four years. The activities required to implement these intents were created by teams and then gestalted into strategic components.

The process for determining the Master Design uses both practical analysis and intuitive creativity. Points of advantage and disadvantage, social need and historical mandates were discussed. Proposals for the design were then articulated. The design was then created and written. Finally a workshop on the first six months of the plan developed the practical steps for the staff.

The result of the Assembly is the four year Master Design. The Master Design comprises four strategic arenas to be implemented over the next four years. The first arena, Intensive Demonstration Project, proposes a Block Demonstration Scheme in Bombay Metro. The second arena, Extensive Geographic Coverage, proposes two Circle Cluster Experiments, one in Aurangabad Metro and one in Nasik Metro, as well as coverage of the whole region with 1000 awakenment events. The third arena projects the number of training programme graduates from across the region. The fourth arena, Human Development Associations, describes the formation of 36 regional teams in all parts of the region.

THE MASTER DESIGN

THE REGIONAL ASSEMBLY

PLATE 3

YEAR		1	2	3	4	TOTAL
ARENA						
INTENSIVE DEMONSTRATION PROJECT		ONE CIRCLE CLUSTER	BLOCK EXTENSION			1 BLOCK
EXPENSIVE GEOGRAPHIC COVERAGE	DEMONSTRATION		2 CIRCLE CLUSTERS			2 CIRCLE CLUSTERS
	FORUM	150	250	300	300	1000
TRAINING PROGRAMME GRADUATES	LONG TERM	45	150	250	260	705
	SHORT TERM	200	1800	2000	2600	6600
HUMAN DEVELOPMENT ASSOCIATIONS		4	8	10	14	36

THE MASTER DESIGN

The Master Design for the year 1980-1984, in the Bombay Region is made up of four strategic arenas. The first is the Intensive Demonstration Project arena. It consists of launching a catalytic Block Demonstration Scheme. The second arena is Extensive Geographic Coverage, which consists of initiating two Circle Cluster Experiments and holding region-wide community forums. The Training Programme Graduates Arena outlines a training rationale for the region. The fourth arena, Human Development Association, provides for the development of teams of local residents, business people, government servants and agency volunteers, committed to local development and the regional task.

The first strategic arena, Intensive Demonstration Project, establishes a comprehensive Block Development Scheme in Panvel Block Raigad District, beginning with a cluster of 10 villages in March 1981. The Planning consultations were held simultaneously with all ten villages, and designed schemes and programmes for common implementation. The development programmes will be extended to all the villages in the block over a period of four years.

The second strategic arena, Extensive Geographic Coverage, calls for initiating two circle cluster projects around Maliwada village, Aurangabad District, and in Nasik District. The Maliwada Cluster will be launched in November 1981 and the second cluster will be started in 1982. The second aspect of this arena calls for conducting community forums across the region. A total of 1000 events will be held in the six metros. This will expose a broad cross-section of communities and societal structures to methods of planning for community development.

The third strategic arena, is Training Programme Graduates. This arena calls for 7405 graduates of various long-term and short-term training courses offered by the ICA. Of these, over 700 will be from the Human Development Training Institute. Other courses offered are Leadership Effectiveness and New Strategies (LENS), Imaginal Education, and various methods training courses in community development, organization and programme actuation, as well as academic seminars. A training centre will be constructed in Chikhale, Panvel Block by 1982, to serve the region. Short term training courses will be offered at ICA offices in Chikhale, Maliwada and Vaviharsh, Nasik District. The training centre in Maliwada will be used for advanced training programmes for the continent,

The fourth strategic arena is Human Development Associations. In order to extend the task across the whole region, teams of people will be formed to plan and implement Human Development Programmes. This arena calls for the building of 36 such teams, on a geographic basis across the region. These teams will be made up of representatives from all sectors of society.

The first year of the plan will concentrate on launching the Panvel Block Development Scheme. 150 community forums will be held in six metros, with emphasis on Bombay and Aurangabad metros. This will prepare for the Block Experiment and the Circle Cluster launch. 245 people will participate in both long-term and short-term training programmes. Human Development Associations will be started in Bombay, Aurangabad and Nasik, metros.

The second year of the plan calls for the extension of the development programmes to more of the villages in the Panvel Block. The Aurangabad and Nasik metros will each launch a circle cluster experiment. The focus of the awakenment events will be the metros of Thane, Ahmednagar and Jalgaon. Training Programmes will be made available to 1950 people from the regions. Eight Human Development Associations will be initiated in the six metros.

In the third year, the Block Development Scheme will cover most of the villages in Panvel Block. 300 Community Forums will be held across the region, focusing on communities around the block and cluster villages. The training programme will be increased to include 2250 people. Human Development Associations will be launched in 10 locations:

The fourth year will see the completion of the Panvel Block Development Scheme. Extensive evaluation of this project will be done to determine the second phase of the scheme. 300 Community Forums will be held, using the Human Development Association for planning and orchestration. Training programmes, will reach 2860 people, concerned with methods of comprehensive community development.

FOUR YEAR MASTER DESIGN
METRO DIAGRAM

YEAR		1		2		3		4		TOTAL	
ARENA		1		2		3		4		TOTAL	
INTENSIVE DEMONSTRATION PROJECT		ONE CIRCLE		BLOCK EXTENSION						ONE BLOCK	
EXTENSIVE GEOGRAPHIC COVERAGE	CLUSTER EXPERIMENT			2 CIRCLE CLUSTERS						2 CIRCLE CLUSTERS	
	COMMUNITY FORUMS	BOMBAY	AHMEDNAGAR								1000
		50	20	50	30	50	50	60	50		
		THANE	NASIK								
10	20	25	65	45	60	40	50				
AURANGABAD	JALGAON										
40	10	50	30	50	45	50	50				
TRAINING PROGRAMME GRADUATES		65	25	435	220	445	345	555	495	7305	
35	35	215	430	280	500	380	555				
50	35	430	220	345	335	545	330				
HUMAN DEVELOPMENT ASSOCIATIONS		*		*	*	*	*	*	*	36	
*				*		*	*	*	*		
		*		*	*	*	*	*	*		
*				*	*	*	*	*	*		
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