

SECOND PHASE CONSULTATION

NADLAPUR HUMAN DEVELOPMENT PROJECT

23-26 June, 1979

Institute of Cultural Affairs: India

Submitted to

Vizir Sultan Tobacco Company

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## CONSULTANTS

village from 23 to 26 June, 1979. Some 75 consultants, of whom two thirds were local residents participated in the sessions on a full or part time basis. The entire village contributed to the final report since team members conducted interviews in every home at least once during the four days. The non-resident consultants came from Canada, the United States, Malaysia, and from a number of states and districts in India. These consultants attended the consult at their own expense and contributed various skills and experiences. In the social arena were represented the fields of early learning, public health, community recreation, and village development and planning as well as several educational age group specialists. The economic arena included an expert in agriculture, small scale industry and management and finance.

## DESIGN

This diversified group acted as a unified research body, using methods of comprehensive community reformulation. The consult took place in the middle of a 12 day documentation and future projection task force who were producing a report on the progress of the last two years and three months of this human development project. The second consult was an integral part of the documentation method and the document produced by the four day consultation is included as part of the documentation report. The first day the operating vision chart and the contradiction chart from the first consultation were reviewed and then the villagers stated their present vision and current contradictions. The extensive report on the contradictions is included in the documentation report. The consultants then moved into three teams, economic development, human development, and social development, to plan interviews on the rest of the villagers to discover the solutions to the obstacles to their vision discerned during the morning. An evening plenary was held where the team reports provided the data for a consensus on the 9 keystone actions of the project. The second day was spent in 6 action groups deciding the necessary tactical actions to implement their keystone proposals. In the evening five neighborhood meetings were held to report the keystone chart to the whole village and to get a consensus on the 8 resolves of the project for the next 18 months. The third day was focused on preparing for and staging a village meeting in which the 18 month time line was built. The fourth day was designed to involve the village in creating its First Quarter Manoeuvres to focus all 114 sub-tactics of the first quarter time line.

## IMPACT

The staff of the ICA were greatly impressed by the enthusiasm of the villagers who participated in the lengthy evening sessions and, even though it is currently the start of the rainy season, many farmers participated in the two early morning sessions before going to the fields. They readily expressed their opinions as to the progress of the project to date, and sought a greater share in directing future village renewal.

The guest consultants worked long hours to give shape to the practical designs arising from the project plan. At the conclusion of the consult attendance at the stake meetings tripled as the villagers decided to take complete responsibility for the implementation of their programmes. The prospect of future months and years therefore give every indication that access to, and considered

use of, the outside world's resources will mean that Nadlapur will no longer be the forgotten village hidden at the end of the road.

## PRODUCT

The second phase 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 Nadlapur in focusing their efforts and concerns for the last 18 months of reshaping their community. The second phase document will also function as an educational tool for rapidly training local residents in the action plan. The opening paragraph endeavors to describe the consult method, consultants, impact of the consult and the product. Included in the document are the resolves for 18 months, the additional sub-tactics invented during the second consult organized by the 16 actuating programmes, the revised programme paragraphs, and the two year time line, quarterly time lines, manoeuvres paragraphs for the first quarter of the second phase. Finally, the document serves as a handbook for all those who will work in the Nadlapur Human Development Project.

## VISION

The village agreed that the vision chart, even after two years, basically states the village vision. They envision more emphasis on commercial services with particular attention to marketing village products. The present vision includes getting the blanket industry into full production with established markets; expanded retail services in the village; bank loans to assist several areas; additional wells; new bullock teams; additional commercial enterprises and a new mill. Most important, the villagers' vision for the future includes the realization that they are the vital link to the creation of a renewed village.

## UNDERLYING CONTRA- DICTIONS

The nine contradictions identified in the initiating consult were presented to the villagers at the start of the second consult. Their comments indicated that the nine major problems had been significantly addressed during the two years but still remained as basic blocks to development. Significant advances have thus been made in dealing with the absence of administrative services, a limited capital base and underdeveloped agricultural resources.

Furthermore, the contradictions of limited functional education, underdeveloped commerce, cultural under-exposure, physical isolation and paralyzing traditional life styles have all been dramatically attacked, as was demonstrated by the free discussion across caste during the evening meetings in the consult. Nevertheless, none of the contradictions had been wholly resolved and still stand as articulation of the situation in Nadlapur. The villagers then listed the current contradictions as: 1) continued attachment to inhibiting castism; 2) restrictive patterns of social relations; 3) inadequate structures to develop village unity; 4) ineffective means of community organization; 5) limited skills of marketing management; and 6) insufficient knowledge of external affairs. It should be noted that there is only one current contradiction, marketing management, in the economic arena. The improved economic condition of the village has therefore revealed that blockages to further development lie in the corporate patterns of the village. When asked to state the one basic contradiction, the villagers agreed that it is over-dependance on outside assistance. So, while economic and

sis to the social and organizational programmes, particularly in the development of trained leadership and structures to enable total community participation in directing the course and nature of future development, should be made.

#### EIGHT RESOLVES OF NADLAFUR VILLAGE

1. Ongoing adult education will be conducted including night classes, literacy instruction and skills training.
2. Bus service will be established by constructing two culverts and widening the approach road by shramdan and village contracts.
3. The economic power of money coming into the village will be multiplied by programmes to market village products within the village and recirculate money within the village as often as possible.
4. Family security will be enhanced by a 100% savings programme.
5. Government and bank officials will be visited weekly to get more land under irrigation.
6. Health consciousness will be awakened by beautifying village space and getting rid of pests.
7. Women's and youth organizations will be established to increase participation in building the village's future.
8. Village life will be structured so that the whole village knows, the whole village decides, and the whole village acts.

The Phase Two Consultation found villagers ready to do 107 additional sub-tactics to complete the work laid out in the initiating Consultation for the four year project. These sub-tactics are organised under the categories of economic, human and social development and the sixteen programmes of the project report. Any of the 257 original sub-tactics not established during the first phase or which have not become self-sustaining are included on the two-year timeline. The additional sub-tactics both focus and supplement the previously planned action as well as supporting the new direction described in the revised programme paragraphs.

#### Economic Development Sub-tactics

##### Programme One--DRY LAND DEMONSTRATION FARM

- 258. Increasing Fertilizer Use
- 259. Intensifying Pesticide Usage

##### Programme Two--AGRO-PRODUCTS COMBINE

- 260. Arranging Veterinary Doctor
- 261. Securing Sheep Loans
- 262. Introducing Cross-breed Sheep
- 263. Doubling Wool Yield

##### Programme Three--VILLAGE IRRIGATION MODULE

- 264. Constructing Harvesting Bunds

##### Programme Four--SMALL INDUSTRY COMPLEX

- 265. Recruiting Ambar Charkha Workers
- 266. Starting Ambar Charkhas
- 267. Initiating Saw Mill
- 268. Providing Blanket Milling
- 269. Researching Fertilizer Production
- 270. Instituting Neem-Oil Production
- 271. Installing Oil Ghani
- 272. Starting Rice Mill
- 273. Researching Mangalore Tiles

##### PROGRAMME FIVE--COMMERCIAL TRADE EXCHANGE

- 274. Re-opening Control Shop
- 275. Funding Bicycle Rental
- 276. Increasing Kirana Merchandise
- 277. Financing Cloth Shop
- 278. Funding Sewing Machines
- 279. Locating Milk Market
- 280. Monitoring Loan Repayment
- 281. Securing Milch Cows
- 282. Obtaining KVIC Certificate
- 283. Appointing Marketing Managers

284. Locating Vegetable Market
285. Displaying Market Price
286. Obtaining Sunflower Contracts
287. Locating Industrial Shed
288. Planning CDA Finance
289. Managing Community Warehouse

## Human Development Sub-Tactics

## PROGRAMME SIX-- HOUSING RECONSTRUCTION ENTERPRISE

290. Meeting District Engineer
291. Constructing Storage Facilities
292. Establishing Housing Committee
293. Surveying Existing Homes
294. Funding House Improvements
295. Bringing Building Materials
296. Finding Eligible Family

## PROGRAMME SEVEN--ENVIRONMENTAL RENEWAL PROJECT

## PROGRAMME EIGHT--PUBLIC AMENITIES SYSTEM

297. Forming Road Committee
298. Building Road Culverts
299. Widening Hazardous Sections
300. Building Water Tank

## PROGRAMME ELEVEN--VILLAGE SERVICES UNION

311. Revitalising Local Ambassadors

## PROGRAMME TWELVE--VILLAGE ACTIVITIES CENTRE

312. Developing Village Library
313. Designing Village Symbol
314. Creating Village Story

## PROGRAMME THIRTEEN--LOCAL ORGANISATION NETWORK

315. Facilitating Community Consensus
316. Legalising CDA Organisation
317. Electing Youth Leaders
318. Registrating Youth Mandal
319. Procuring Play Equipment
320. Developing Village Library
321. Holding Inter-village Competition
322. Regularising Urban Trips
323. Programming Field Trips
324. Completing Mahila Building
325. Building Activity Consensus
326. Promoting Exposure Trips
327. Electing Stake Representatives
328. Selecting Youth members
329. Facilitating Sports events
330. Deciding Youth Activities
331. Electing CDA Managers
332. Inculcating Consensus Methods

## Social Development Sub-Tactics

## PROGRAMME NINE--NADLAPUR HEALTH CENTRE

- 301. Scheduling Dentist's Visits
- 302. Instructing Health Care
- 303. Assuring Mother-Child Care
- 304. Structuring Doctor's Visit
- 305. Formalising Dental Care
- 306. Holding Healthy-baby Competition
- 307. Staging Family-Planning Camp
- 308. Providing Gobar Plant

## PROGRAMME TEN--COMMUNITY NUTRITION SYSTEM

- 309. Revitalising Health guild
- 310. Expanding Cooking demonstrations

## PROGRAMME FOURTEEN--EARLY LEARNING CENTRE

- 333. Purchasing Infant Scale
- 334. Starting Measurement Programme
- 335. Securing Adequate Facility
- 336. Broadening Parent Participation
- 337. Enabling Teacher Training
- 338. Regularising Baby Weighing
- 339. Teaching Infant Care

## PROGRAMME FIFTEEN--BASIC EDUCATION ACADEMY

- 340. Finding Interested Teacher
- 341. Recruiting Guild Members
- 342. Obtaining Meeting Space
- 343. Conducting Weekly Meetings
- 344. Profiling Educational Participation
- 345. Recruiting Non-attending Children
- 346. Constructing School Building
- 347. Teaching English Regularly
- 348. Procuring Regular Teacher
- 349. Financing Teacher's Salary
- 350. Creating One-year Curriculum
- 351. Scheduling Nightly Classes
- 352. Increasing School Attendance
- 353. Starting Night Classes
- 354. Conducting Village Survey
- 355. Finding Trained Teachers
- 356. Enabling Total Enrollment
- 357. Ensuring Regular Attendance
- 358. Reviewing Student Needs

## PROGRAMME SIXTEEN--PRACTICAL TRAINING INSTITUTE

- 359. Conducting Tailoring Classes
- 360. Teaching Carpentry Skills
- 361. Regularising skills Curriculum
- 362. Implementing Drivers Training
- 363. Building Comprehensive Curriculum

## FUTURE PROJECTION OF THE ACTUATING PROGRAMMES

### PROGRAMME 1 DRY LAND DEMONSTRATION FARM

To implement this programme increased support will be sought from the agricultural sub-assistant, the district veterinarian, and other government consultants. Farmers in the village are asking for more advice on the use of fertilizers and pesticides and on animal health care. The latter should include awareness raising related to the use of cross-breeding to improve the milk producing ability of village cows. Demonstration plots will be set up on different farms to illustrate the advantages of new techniques and new crops. This work will be supervised by the agricultural sub-assistant and could include such projects as fertilizer vs. control unfertilized fields; use of pesticides; inter-cropping; improved varieties; and water conservation techniques. Financial arrangement would have to be made in advance with each farmer. Seed and fertilizer would be supplied and the farmer would receive the crop for his work and use of the land. Funds should be available to ensure the farmer against loss in case of crop failure in these demonstration plots. Village farmers have expressed interest in obtaining bullock implements of improved design. Such designs exist at ICRISAT and other experimental agencies. A committee of farmers, including V. Tittal and accompanied by an auxiliary will study these and select items for purchase. Funds will be provided to purchase a prototype sample to illustrate its effectiveness. Sources of supply, such as local welding shops, and cost of such implements will be investigated. The proposal to obtain a tractor for the village will be activated by offering a 25% subsidy in the form of a loan to a local farmer for purchase of a tractor. Such subsidy will be contingent on the farmer's agreement to perform custom work at a reasonable rate and repaying the financial assistance with a mutually agreeable service charge to the Community Fund. Implementation of all these proposals will be aided greatly by the organizing of an active and broadly representative farmers guild. This guild will maintain liaison with outside officials and agencies and plan such projects as demonstration plots.

### PROGRAMME 2 AGRO PRODUCTS COMBINE

This programme will increase the income of the farmers by expanding the total strength of their livestock. Sufficient local fodder will be grown on the completion of the two community irrigation wells. Attempts will be made to regularize the veterinary doctor's visits to Nadlapur so that regular medical care can be provided the animals. Government schemes for improving the quality of milch animals by cross-breeding will be explored and implemented. Loans would be secured for farmers to purchase buffaloes and cows giving higher milk yield. Sheep owners will also be encouraged to expand their flock. Training will be given in animal care. The use of fertilizers and pesticides to increase vegetable yield will continue to be demonstrated and farmers will be aided in cooperatively marketing their produce at higher prices in Hyderabad. Members of the Mahila Mandel will be guided and aided in starting poultry flocks in their homes for sale of eggs and domestic consumption.

### PROGRAMME 3 SMALL INDUSTRY COMPLEX

This programme will provide the landless with remunerative employment and give seasonal employment to others. Twenty five women will be recruited from Nadlapur and Dakur to work on the Amba Charka, which will be installed with the cooperation of Khadi and Village Industries Board. Loans



start a saw mill, an additional small rice mill, and an oil distillation plant. This would process the kusma oil seeds found in the village and the additional sunflower seeds to be produced in the village. The blanket making enterprize will be certified with the Khadi and Village Industries Commission in order to expand our marketing. Milling equipment will be purchased and installed to enable independent milling. Research will be carried out into Mangalor tiles making, neem oil manufacture and fertilizer making industries to determine its feasibility in Nadlapur.

PROGRAMME 4  
VILLAGE  
IRRIGATION  
MODULE

To complete the implementation of the irrigation programme further consultations will be held with the groundwater survey department regarding selecting sites for additional wells and construction of bunds. One proposal contained in the original document is questioned, "erecting storage tanks". If this means constructing tank bunds then it is covered above. But if, as assumed, it means erecting overhead storage tanks than the proposal appears impractical in view of the cost of such tanks in relation to the volume stored. Upgrading of existing wells will continue with 8 wells being deepened by boring to lower depths.

PROGRAMME 5  
COMMERCIAL  
TRADE  
EXCHANGE

The Commercial Trade Exchange provides the necessary services and expertise to sustain the anticipated rapid economic growth. It will give a new sense of fiscal confidence to the villager. The Exchange has four major program components. First, the Cooperative Society Programme which will be an integral part of the Community Organization Association will allow for cooperative assistance to improve and to expand goods and services available in the village. Second, the Retail Outlets Programme will provide a local community store and act as a common exchange agent in volume buying of materials for industrial and agricultural enterprizes. Third, the Marketing Services Programme will enable the community to pool the best crops and industrial goods in the village in an effort to get the best marketing price. Lastly, the Capital Development Programme will seek support from banks and other institutions in the form of loans and grants to accumulate a pool of capital for community use. The implementation of the Exchange will include the set up of a registered organization, a department of which will receive and disperse funds to be mobilized and will provide an entry to receive outside loans and grants. A corporate store will be established not only to provide an expanded service but also to bring money into and circulate it within the village. A community warehouse will be constructed to safely store grains and other goods. Marketing outlets will be secured through a programme of marketing research, the establishment of ancillary contracts and marketing contracts with Khadi Gram Commission. Relations will be continued with our present relationship with an adopting bank in Jogipet in order to begin savings accounts for residents. Funding drives and loans at low interest rates from government, private institutions and foundations will be intensified.

PROGRAMME 6  
HOUSING  
RECONSTRUCTION  
ENTERPRISE

The future of housing improvements in Madhapur will depend on a strong housing committee in the Welfare Guild which is being formed. The committee will meet with the District Engineer to discuss the construction of the foundations for the 29 new model houses. Building supplies for the new house must also be obtained along with locating a storage facility in which to keep them. These tasks will be completed by October, 1979. To supplement the financial needs of the new housing project, the committee will follow through on loans granted through HUDCO of the Social Welfare Department of Rs2,000 per house to be used after the construction of the foundations is complete. The main course of action for the Model House will involve locating a family to inhabit the house, by taking out a long range financial pay-back system with the Community Development Association. This will be done by determining an appropriate selection method at the stake meetings. In the arena of housing rehabilitation it was planned that a survey of needed home improvements would be undertaken in the village. Funds for these improvements would come from the villagers themselves.

PROGRAMME 7  
ENVIRONMENTAL  
RENEWAL  
PROJECT

The next twenty-one months will see continuation of projected programmes, priority being given to completing the Mahila Mandal Building and maintaining public space by employing a villager as sanitation caretaker under a government scheme. A village godown will be constructed to provide for a variety of warehousing needs as industry expands. With an emerging village drama society, the Drama area will be designed and equipped. The multipurpose building next to the community centre will have space set aside as the guest house, since it will be vacant when the auxiliary staff completes its residential role in the village. The installing of a gohar gas plant will be encouraged as the number of animals in the village increases. The living environment will take on a new face with the creation of a community park and the completion of the Panchayat building.

PROGRAMME 8  
PUBLIC  
AMENITIES  
SYSTEM

Implementing the tap water system is a village priority and steps to meet the Engineer, contract labourers and bring supplies are already underway. The stakes will meet to decide upon the exact location of the taps and also, though not immediately, to establish permanent toilets in each stake and encourage the construction of private family toilets. Road improvements will centre upon widening at selected points, the approach road and installing two culverts with a subsequent provision of all-weather foot-paths. Street lighting will be extended by the supplying of six new tube-lights and a meeting with the APSEB to extend the service.

PROGRAMME 9

NADLAPUR  
HEALTH  
CENTRE

In the next 21 months, we plan to do more teaching on birth control methods and hold a family planning camp. Mother and child care will be assured by setting up a healthy-baby clinic, and a pre-natal and post-natal care structure. A programme of preventive care will be instigated, providing more vitamins, especially for school children. Dental care will be assured by securing some dentists from the surrounding area for a Dental Camp. Health training will be implemented by having the nurse arrange a speaker at the Mahila Mandal meetings. Personal hygiene will begin by having the health clinic team visit the schools. A health guild will be revitalised and then the Guild will arrange for ongoing health education in the other programmes in the village. A network of 5 stake health caretakers will be trained and equipped.

PROGRAMME 10

COMMUNITY  
NUTRITION  
SYSTEM

In the next 21 months nutritional supplements (vitamins) will be distributed to school children. Cooking demonstrations will be held at the community kitchen if the stone stove is raised and equipped with a smoke exhaust method. Mothers will be taught cleanliness in preparing food for themselves and their babies. Children's arm measurements will be taken and a record kept. Babies will be weighed. A community kitchen garden next to the Auxiliary building will be planted. A nutritious meal will be supplied to all school children, using community garden vegetables. The primary strategy for eliminating malnutrition will be the re-opening of the infant care centre and its outreach visits to the village homes.

PROGRAMME 11

VILLAGE  
SERVICES  
UNION

The future of the Village Services Union is becoming a more precise reality with the planning session during the Phase 2 Consultation. The villagers of Nadlapur have volunteered to form a committee to initiate work on obtaining telephone and postal service. Dates for implementing this action have been timelined for March 1980 for the postal service and September 1980 for telephone service. Any work on fire extinguishers has been bracketed. The main programme for obtaining necessary transportation for the village is securing bus service. This programme is integrally linked to the construction and repair of the approach road from Jogipet and the tasks described in Programme 8 on Public Amenities. The community has expressed an interest in opening a bicycle shop and a vehicle repair shop by April, 1980. The rental service which is located in Jogipet and has been used to hire trucks for transport purposes is expected to continue and will hopefully expand to Nadlapur when more equipment is obtained. Establishing a government liaison system has been one of the most successful programmes will build upon and deepen the valuable contacts with both government and business officials. Active engagement in procuring government funding can be expected in the future, beginning with the new housing scheme and aid from the government in working on widening the approach road to Nadlapur.

PROGRAMME 12

VILLAGE  
ACTIVITIES  
CENTRE

Cinema shows will continue, as the first consultation found them, to be very popular. Sports activities will be extended under the youth Mandal which is currently being established. One auxiliary staff member will attend singing sessions in the village to train the song leaders in new songs and introduce globalising songs. The notice board will be improved and display the Quarter's Timeline, the daily plans of the village and announcements. The Nadlapur newsletter will be published regularly, and a weekly calendar and farming news will be circulated. Internal cultural exposure will continue with a emphasis on developing student emissaries. A village story will be written to articulate the local heritage, self-story of the village as being a sign and its future hopes. The village symbol will be predominant across the village.

The local organisation network of Nadlapur appears to have a very bright future, especially in the areas of youth and Mahila's mandals. There is an urgent need for the organisation of the youth Mandal. First of all, a youth leader has volunteered which is a necessary first step. From here the interested youth must be listed, a youth constitution registered, extensive activities need to be formulated, and play equipment acquired. A number of proposed activities for the youth are: frisbee, volleyball, badminton, football, table tennis, inter-village competition, urban trips and field trips. The organisation of a village library, would be built around the youth. As for the Mahila Mandal, an important step will be the completion of their building. However, the meetings can begin on a regular basis before the building is completed. Some proposed activities for Mahila Mandal are the building of an activity consensus, taking exposure trips, and inculcating health care. The villagers are also interested in forming a community development association. First steps in this programme are the instigating of a guild network and further development of stake leadership. Also necessary for the success of the CDA would be the village selecting the 11 members of the Board of Managers. The CDA would concentrate on village concerns and the hosting of village visitors until the Community Fund grows large enough to feed the social programmes of the village. In order to make the CDA members more effective, methods of training will be provided. Finally the CDA organisation will need to be legalised as a Society and possibly as a public trust. The final area under the local organisation network is the forging of a resident care network. A second programme under the resident care network is the scheduling of home visitation such as visits by the nurse for infants care and other health and well-being problems. Other programmes to be concentrated on are the designing of a common format for meetings, building a community curriculum, and the establishing of up to date village records.

PROGRAMME 13

LOCAL  
ORGANISATION  
NETWORK

PROGRAMME 14

EARLY  
LEARNING  
CENTRE

In this programme major emphasis will be placed on re-activating an infant care centre and making it a self-sustaining project. The aspects of this programme component are imaginal education, hygiene instruction and application, nutritious feeding and monthly measuring and weighing, for each infant in the village. The last two aspects are to eliminate malnutrition among young children and teach the mothers methods of eradicating malnutrition among all family members. An adequate facility will be arranged and baby scales and tape measures will be purchased. The time spent at the Infant Care Centre will be seen as less important than the occasioning of the exposure to a curriculum that assures all four aspects are covered each day. The pre-school faculty and parents have the major responsibility of continuing its effectiveness. This phase of the project will see an expansion of the boundary of influence of the pre-school by involving more parents and realising total involvement of all the pre-school aged children of the village regardless of caste or class. The Education guild will monitor the level of participation in the early learning centre and then using this information, plan and implement schemes to achieve total enrollment and the teaching of a model curriculum.

PROGRAMME 15

BASIC  
EDUCATION  
ACADEMY

In this programme a regularised and effective adult education curriculum will be offered. Creating a village teachers Core around the government school teachers and educated young men in the village is a basic component. As their first undertaking they will re-establish nightly Telugu and English classes. To increase the effectivity of promoting educational opportunities they will make a house to house visitation and survey. Displays and charts will be designed to dramatise the accelerated scheduling of learning opportunities. A major interest of villagers is to build a new primary school and it will be constructed by cooperation on funding with the District Government.

PROGRAMME 16

OCCUPATIONAL  
TRAINING  
INSTITUTE

The future prosperity of the village is closely linked with the occupational training institute. Therefore its programme will be continued and expanded. The Agricultural programme will introduce new tools for better farming and hybrid seeds for greater crop production. Films will be shown and bi-monthly visits by BDO and his extension officers will keep the farmers updated on new procedures and practical implementation. New irrigation methods are to be researched to recover more land for farming and increase production. Management training will continue by helping present businesses to improve and assisting villagers in initiating new businesses such as a bicycle rental shop. The trade skills programme will be expanded to include tailoring and carpentry which were skills requested by the villagers. The women in the Mahila Mandal are learning how to make hand bags which can be marketed locally. Finally in the business operations programme, marketing skills will be taught. To insure that these skills are useful and to insure income, emphasis on developing a market for village products will be intensified over the next 2 years.

ICA Consultants

KEYSTONE ACCOMPLISHMENTS OF NADLAPUR

Second Phase  
Consultation

THE KEYSTONE

The Tap Water System

The Economic Dynamic Keystone  
IRRIGATION SYSTEM

The Human Dynamic Keystone  
TAP WATER SYSTEM

The Social Dynamic Keystone  
WATER SANITATION SYSTEM

Cooperative Agriculture

Living Environment

Preventive Care

IRRIGATION SYSTEM

TAP WATER SYSTEM

WATER SANITATION SYSTEM

Appropriate Industry

Corporate Patterns

Functional Education

MARKETING PRODUCTS

COMMUNITY DEVELOPMENT  
ASSOCIATION

ADULT EDUCATION

Commercial Services

Identity Systems

Community Welfare

DAIRY LOANS

NEW VILLAGE STORY

WOMEN'S AND YOUTH ORGANISATIONS

KEYSTONE  
METHOD

The keystone is a technique to focus the action of human development. It is grounded in the image of building an arch; as each stone on each side of the arch must be placed very carefully each depends upon the keystone in a wedge shaped stone at the apex of the arch. In socio-economic development the stones are all the required tactics and programmes. The keystone is the action that brings the village into a unity in the midst of all its action. It is an action which motivates involvement in the other actions which are the building blocks of the arch. The one keystone for the immediate future under living environment is the tap water system. One national definition of a revitalized village is that it has an adequate delivery system for drinking water. It is therefore a symbol in the imagination of the village of successful development. In the economic dynamic the keystone is the irrigation system that is seen as the leverage to release the village's economic resources. In the human development dynamic the keystone is the tap water system. An implementing paragraph has been written on each of the nine keystones, one for each of the nine programmatic arenas. They are on the following pages of this document.

COOPERATIVE  
AGRICULTURE  
KEYSTONE

Irrigation  
System

The keystone for increasing the productivity and profitability of the farmers of Nalapur is the expansion of the acreage under irrigation. Other needed agricultural programmes will serve to further the progress that expanded irrigation makes possible. Three separate and distinct programmes will all contribute to increasing the supply of irrigation water. These are: the digging of new wells according to the recommendations of the ground water survey; the improvement of some wells and the installation of more electric and oil engine pumps; and the enhancement of the village's water conservation capacity. All of these will require careful and constant liaison with SFDA, the BDO, the Soil Conservation Department, the Minor Irrigation Department, the Land Development Bank and the State Bank of Hyderabad to expedite the necessary sanctions and to assure the subsidies and loans essential for the work. The necessary work is well under way for a new communal irrigation well in the Harijan area of the village. It will serve an estimated 28 farmers. Most of the approvals for this project are in hand and final approval is expected to permit work to start at the end of the monsoon season. At least one additional well is indicated in the Harijan area by the water supply survey. It would probably serve four farmers. The estimated cost of each of these wells, including power pump set, is Rs. 20,000. Coupled with these wells there must be careful planning of water distribution channels. A total of 8 wells need deepening by boring into the bottom to tap deeper water resources. The boring machine owned by ICA is at present in the village, but a source of compression must be acquired to operate it. It is estimated that the cost would be about Rs.8000 per well. This should be done in the next dry season and completed at one time when the equipment is on hand. It is vital that steps be started immediately to obtain BDO, MID, SFDA and SBH approvals as well as the Rigs Division

done at the proper time. Water conservation works include storage of water in large tanks for irrigation and building of small bunds that will hold rainfall at allow it to percolate into the ground, thus strengthening the village wells. The most important need is repair and improvement of the bund and channels supporting the large tank near stake one. There is also a large nulla near the mango grove that could hold a large volume of water if a bund were built. That bund could also feed additional water into the channel that carries water to the large tank. Contacts should be begun immediately with the relevant water authorities about this work. Constant and regular visits will be necessary to ensure that the needed sanctions and clearances are obtained by the end of the monsoon season. Detailed estimates and plans as well as supervision of the work will be needed from the Assistant Engineer's office. Too much emphasis cannot be placed on the need for immediate and constant preparations for these projects since the work should begin as soon as the rains end. It may be that the work will need to be done in two phases with the repairs and improvements being done in the next dry season and the new bund built the following year. In addition, the assistance of the Soil Conservation Office should be sought to survey the village for sites for small bunds. A programme should be set up to build these in a phased pattern as financing is arranged. It is likely that the beginning of this programme would have to wait completion of the projects discussed in the preceding paragraph. The number of years for completion of the programme would depend on the number of sites chosen.

To enable industry to move effectively marketing should move with strength on village products- blankets, rope, and vegetables. Our relationship with the Jogipet Wool Cooperative will be strengthened with good F.R. work and a no-objection letter will be secured from them to enable us to be certified with the Khadi and Village Industries Commission as a Khadi enterprise. All our unmilled blankets will be taken to Bangalore in July by an auxiliary. They will be packed and labelled in plastic bags and some of them used as samples. Research into marketing will also be done in Bangalore and contacts will be secured there. Utilizing our contacts with the YST, various large hotels in Hyderabad and other cities will be approached. Marketing trips will also be made to other parts of India. The State Trading Company, Khadi, and Village Industries Commission and Vazir Sultan Tobacco Company will be approached to market our blankets as well. Meetings will be held with blanket workers on improving the colour design and texture of the blankets and reducing the cost of production. Marketing trips will be made to port authorities and shipping agencies in Bombay and to other institutions in Hyderabad to secure contracts for various sizes of rope. Meetings will be held with the rope makers in Nadlapur and with rope making agents to discover how to decrease the cost of production. When sufficient contracts are secured jute will be procured in bulk when it is cheapest and stockpiled. The economics of growing our own jute will be looked into.

COOPERATIVE  
INDUSTRY  
KEYSTONE

Marketing  
Products



In March to May next year vegetable farmers will be encouraged to pool their produce and transport it to Hyderabad, initially with the jeep and later on with truck transport. Bridging loans will be extended by the CDA to purchase vegetables from adjoining villages for sale in Hyderabad. Next year a storage/industrial shed will be built.

COMMERCIAL  
SERVICES  
KEYSTONE

Dairy  
Loans

In order to expand the commercial base of Nadiapur and raise the income of small farmers, 23 farmers have submitted applications for milk cattle loans. While the loans are in process through the BDO's office, the Zilla Parishad in the village is building a community irrigation well which will provide irrigation for the 23 farmers' land, a portion of which has been set aside for fodder cultivation. It is anticipated that the well will be completed in November, allowing the fodder to be sown in early December. The farmers, led by V. Sudarschan, will simultaneously monitor the loan applications by making regular visits to the Zilla Parishad. If the sanctions are stalled in the Z.P. the farmers intend to appeal to the Collector, explain their programme of integrated agriculture and urge him to put this loan package at top priority for funds sanctions. The loans are scheduled to be sanctioned in September which will give ample time for the money to be released to the bank and the cattle purchased in January, at which time the fodder will be ready for its first cutting. Also during the last quarter of the year this group of farmers will research the milk market to ascertain the best price and place to market their milk. This dairy scheme should significantly increase the income of the farmers involved, doubling it in the case of labourers with only one or two acres.

LIVING  
ENVIRONMENT  
KEYSTONE

Tap Water  
System

The tap water system is the keystone in the living environment programme, the social development dynamic, and the current first keystone for the whole action planning of the village. The large community well having been constructed to supply domestic water allows the acquisition of necessary equipment to be arranged and for the village to be involved in deciding the location of storage tanks and taps in each stake. The laying of pipelines will be additional income by contracts and an opportunity for large village-wide shramdams. Permission will be secured from the State electricity board for connections for an adequate sized pump for the system. It can be an ongoing project for a whole year while remaining a keystone because of its impact, upon completion, for the well being of the village.

CORPORATE  
PATTERNS  
KEYSTONE

Community  
Development  
Association

A Community Development Association is seen as crucial to the further economic, social, and human development of Nadiapur in that it establishes a formal and legal body elected from the community which ensures that development is sustained and promoted. The CDA should be functioning within 12 months so that it is fully operative by 1981. It provides an opportunity for all the village to participate in the planning of the future of Nadiapur. All residents 18 years and over are eligible for membership and share in any profits accruing from successful economic ventures funded or encouraged by the CDA. The Association operates out of a comprehensive annual budget created by consensus of the CDA. Initial steps within the next three months will involve explaining the idea of the CDA to those attending the stake meetings Week 13 of the fourth quarter and July being the occasion for each stake electing its representatives.

to the Board of Managers and instituting the Guild network to implement relevant keystone Programmes. This Board acts as the coordinating body and will consist of the 5 Stake leaders, 3 managers (General, Social and Economic), 2 commission representatives (Social and Economic drawn from the leadership of the guilds and 1 representative of the ICA. With a minimum of 11 members, the CDI can register under the Societies Registration Act 1860 and will conform to the rules and regulations of the Village Community Development Association.

IDENTITY  
SYSTEMS  
KEYSTONE

New Story

The next 21 months will see the villagers living out of a new story of their village and their role in its future. Each village gathering will be an occasion for creating and rehearsing their new articulation of being the decision makers. The core of their self-story that the whole village knows, the whole village decides, the whole village acts. Every aspect of the story is a direct or indirect attack on the social and cultural contradictions of the village. Especially the over dependence on outside leadership and waiting for the mysterious "they" to act will be addressed. The stance to every situation will be a shift from "we can't" to "we can". To encourage unity among the people and build a common understanding of the corporate task, community life will be a focus. The symbolic life of the village will be intentionalised by recovering village history and traditional celebrations as well as by creating meaningful forms for signifying a new period in the life of the community.

PREVENTIVE  
CARE  
KEYSTONE

Water Sanitation

Water sanitation is crucial to the health of the villagers. A sanitation programme will reduce the number of germs and parasites. The drains of the village need repair. In Stake 3 the drain has been broken by the bullock carts and should have a pipe installed across the road. It has to be extended to drain into a farmer's field. The drain in Stake 5 has to be completed to spill into the farmer's fields also. This would provide extra irrigation and fertilizer as well. Permanent latrines must be built in the adjoining Stakes. These would be built a safe distance from the wells. The drains and latrines may have to wait until the monsoon ends because of the difficulty in setting the cement. The chlorination of the wells is being done every two weeks during the monsoons which should be continued. Washing and bathing areas will be built and a community laundry area set up. These should be connected to the drains would also carry the waste into the fields. There are at present 2 soak pits in the village, so in the future any home that cannot have a drain emptying into the main drainage system will have a soak pit. Waste bins will be emptied by a paid sanitary care worker.

FUNCTIONAL  
EDUCATION  
KEYSTONE

Adult Education

The re-activation of adult education is the key to increasing the literacy level. At the present it is estimated that 15% of the villagers can read and write. Providing education for the adults is the keystone to obtaining 100% literacy in the village and a changed attitude towards education of their children. The classes taught in the trade school section of adult education are crucial to upgrading the economic base of the village. The newly formed Education Guild will meet and initiate a village-wide recruitment campaign for Telegu and English classes which will begin in July. Other classes in tailoring and carpentry are scheduled to start

in August and October. A guild will be the force behind the adult education programming to see that it becomes self-sustaining. One of its essential tasks will be to do a village survey and visit every home to determine the educational needs and desires of each entire family.

Accelerated development of the youth and women's organisations is seen as being critical to increasing participation in village life. Concerning the youth Mandal, a leader and assistant have been found who will organise daily activities on the play field behind the community centre. Equipment to enable a wide variety of sports and recreational activities will be in-kind (as in the case of "frisbees" donated by the consulting volunteers) or provided by the social welfare office in Sangareddy. The association will register in July and then form a drama group, a singing group and be assisted by the auxiliary staff to organise excursions and do shramdams in the village. The completion of the Mahila Mandal building is crucial to the growth of effective women's engagement. Fifteen women have declared themselves members and those women who say they have too much work or their husbands will not let them participate will find the appeal of supplemental income in women's industry, excursions and fellowship with other women compelling enough to risk involving themselves in a new style of life. The present leadership will design and present a clear and relevant programme of activities to all the women of the village.

COMMUNITY  
WELFARE  
KEYSTONE

Youth and  
Womens  
Organisations





## QUARTER ONE SUB-TACTICS BY WEEK

### WEEK ONE

- 240. Rehearsing Village Story
- 51. Displaying Quarterly Plan
- 42. Arranging Sports Day
- 318. Registering Youth Mandal
- 317. Electing Youth Members
- 50. Erecting Notice Board
- 255. Building Community Curriculum
- 180. Undertaking Total Enrollment
- 71. Conducting Telugu Classes
- 351. Scheduling Night Classes
- 352. Increasing School Attendance
- 353. Starting Night Classes
- 349. Financing Teacher Salary
- 355. Finding Interested Teacher
- 336. Broadening Parent Participation
- 88. Developing Student Emissaries
- 252. Holding Neighbourhood Meetings
- 327. Electing Stake Representatives
- 124. Digging Erosion Trenches
- 268. Providing Blanket Milling

### WEEK TWO

- 241. Holding Leaders Meeting
- 247. Holding Regular Shramadan
- 174. Surveying Local Needs
- 354. Conducting Village Survey
- 253. Scheduling Home Visitation
- 341. Recruiting Guild Members
- 348. Procuring Regular Teacher
- 181. Building Comprehensive Curriculum
- 328. Electing Youth Leaders
- 329. Facilitating Sports Events
- 330. Deciding Youth Activities
- 319. Procuring Play Equipment
- 290. Meeting District Engineer
- 145. Erecting Isolation Shelters
- 264. Constructing Harvesting Bunds

### WEEK THREE

- 245. Providing Methods Training
- 251. Undertaking Village Hosting
- 85. Inviting Special Speakers
- 41. Organising Recreational Events
- 54. Circulating Weekly Timeline
- 146. Constructing Community Shed
- 126. Planting Special Trees
- 129. Initiating Improved Implements
- 152. Starting Fodder Plots
- 143. Initiating Kitchen Gardens
- 258. Increasing Fertilizer Usage
- 350. Creating one-Year Curriculum
- 195. Teaching Intellectual Methods
- 269. Researching Fertilizer Production

QUARTER ONE SUB-TACTICS BY WEEK

WEEK FOUR

- 257. Establishing Village Records
- 233. Displaying Events Calendar
- 316. Legalising CDA Organisation
- 155. Providing Specialist service
- 168. Creating Holding Company
- 280. Monitoring Loan Repayment
- 291. Constructing Storage Facilities
- 300. Building Water Tank
- 117. Restoring Present Tanks
- 218. Expanding Street Lighting
- 216. Installing Flood Lighting
- 35. Repairing Farm Roads
- 125. Providing Land Bunds
- 10. Securing School Rooms
- 186. Providing Student Materials
- 208. Organising Family Planning
- 132. Expanding Draft Power
- 259. Intensifying Pesticide Use

WEEK FIVE

- 151. Introducing Cross Breeding
- 53. Compiling Farm News
- 140. Improving Crop Management
- 127. Mechanizing Plant Protection
- 281. Securing Milch Cows
- 173. Ensuring Product Promotion
- 16. Creating Community Paik
- 20. Completing Panchayat Building
- 235. Writing Local Songs
- 214. Instigating Dental Care

WEEK SIX

- 331. Electing CDA Managers
- 311. Revitalising Village Ambassadors
- 192. Training Curriculum Building
- 337. Enabling Teacher Training
- 345. Recruiting Non-Attending Children
- 309. Revitalising Health Guild
- 267. Initiating Saw Mill

WEEK SEVEN

- 332. Inculcating Consensus Methods
- 254. Creating Common Format
- 279. Locating Milk Market
- 347. Teaching English Regularly
- 178. Starting Infant-care Centre
- 333. Purchasing Infant Scale
- 338. Regularising Baby Weighing
- 260. Arranging Veterinary Doctor

QUARTER ONE SUB-TACTIC BY WEEK

WEEK EIGHT

- 261. Securing Sheep Loans
- 262. Introducing Cross Bred Sheep
- 154. Providing Artificial Insemination
- 301. Scheduling Dentist's Visits
- 79. Instructing Personal Hygiene
- 39. Beautifying Village Roads

WEEK NINE

- 302. Instructing Health Care
- 303. Assuring Mother-child Care
- 304. Structuring Doctor's Visits
- 276. Increasing Kirana Merchandise
- 52. Publishing Nadlapur Newsheet

WEEK TEN

- 362. Implementing Driver Training
- 68. Structuring on-the-Job Training
- 339. Teaching Infant Care
- 356. Enabling Total Enrollment
- 357. Ensuring Regular Attendance

WEEK ELEVEN

- 358. Reviewing Student Needs
- 312. Developing Village Library
- 282. Obtaining KVIC Certificate
- 310. Expanding Cooking Demonstration

WEEK TWELVE

- 305. Formalising Dental Care
- 77. Teaching Nutrition Education
- 283. Appointing Marketing Manager
- 32. Making Residential Soakpits

WEEK THIRTEEN

- 38. Surfacing Entrance Road
- 359. Conducting Tailoring Classes
- 284. Locating vegetable Market
- 275. Funding Bicycle Rental
- 264. Constructing Harvesting Bunds
- 334. Starting Measurement Programme



QUARTER TWO

October

- 133. Starting Inter-cropping Experiment
- 136. Establishing Seasonal Demonstration
- 147. Adding Livestock Screens
- 150. Establishing Dairy Farm
- 285. Displaying Market Prices
- 286. Obtaining Sunflower Contracts
- 22. Establishing Commercial Centre
- 299. Widening Hazardous Sections
- 298. Building Road Culverts
- 312. Designing Village Symbol
- 208. Posting Marketing Schedules
- 324. Completing Mahila Building
- 242. Scheduling Community Assemblies
- 335. Securing Adequate Facilities
- 185. Conducting Village-wide Consensus
- 346. Constructing School Building
- 194. Introducing Imaginal Education
- 342. Obtaining Meeting Space
- 108. Devising Sojourn Designs

November

- 137. Initiating Paddy Tobacco
- 142. Establishing Community Garden
- 161. Opening Material Depot
- 158. Establishing Woodworking Shop
- 164. Establishing Ancillary Industry
- 271. Installing Oil Ghani
- 272. Starting Rice Mill
- 103. Encouraging Private Donations
- 99. Mobilising Village Funds
- 172. Locating Sales Outlet
- 292. Establishing Housing Committee
- 273. Surveying Existing Homes
- 294. Funding House Improvements
- 80. Improving Domestic Sanitation
- 203. Promoting Educational Opportunities
- 196. Holding Parent-Teachers Meetings
- 325. Building Activity Consensus

December

- 175. Establishing Grain Bank
- 176. Accumulating Supply Stocks
- 167. Encouraging Personal Savings
- 282. Locating Industrial Shcd
- 278. Funding Sewing Machines
- 17. Building Drama Area
- 29. Building Community Toilets
- 79. Instructing Personal Hygiene
- 210. Instigating Preventative Care
- 46. Scheduling Seasonal Fairs
- 236. Displaying Village Symbol
- 243. Instigating Guild Network
- 314. Creating Village Story
- 343. Conducting Weekly Meetings
- 67. Arranging External Apprenticeships

QUARTER 3

January 1980

- 131. Implementing Truck Transport
- 149. Initiating Poultry Farm
- 144. Building Model Shed
- 120. Erecting Storage Tanks
- 163. Dressing Building Stone
- 156. Intensifying Tailoring Industry
- 270. Instituting Neem-oil Production
- 274. Re-opening Control Shop
- 169. Organising Weekly Bazaar
- 171. Managing Community Warehouse
- 134. Conducting Wheat Experiment
- 288. Planning CDA Finance
- 295. Bringing Building Materials
- 37. Cobblestoning Village Streets
- 26. Building Washing Area
- 316. Facilitating Community Consensus
- 363. Building Comprehensive Curriculum
- 65. Teaching Book-keeping Methods
- 202. Locating Scholarship Grants
- 191. Enlisting Teaching Assistants
- 111. Making Organisation Grid

February

- 122. Creating Capability Maps
- 128. Introducing Tractor Power
- 263. Doubling Wool Yield
- 160. Modernising Rope Manufacture
- 273. Researching Mangalore Tiles
- 277. Financing Cloth Shop
- 296. Finding Eligible Family
- 33. Establishing Parking Area
- 306. Holding Healthy-baby Competition
- 43. Holding inter-village Competition
- 105. Creating Personnel Bank
- 110. Maintaining Regular Contacts
- 113. Writing Project Story

March

- 162. Initiating Roof-tile Making
- 266. Recruiting Amber Charkha Workers
- 177. Inaugurating Sales Depot
- 8. Building Village Godowns
- 18. Constructing Guest House
- 297. Forming Road Committee
- 225. Securing Bus Service
- 223. Establishing Postal Service
- 199. Soliciting Village Contributions
- 66. Demonstrating Equipment Training
- 361. Regularising Skills Curriculum
- 360. Teaching Carpentry Skills

QUARTER FOUR

QUARTER FIVE

April

May

June

July

August

September

121. Testing Soil Samples

123. Treating Saline Soils

229. Structuring Rental Service

214. Holding Cooking Demonstration

69. Conducting Management Training

228. Posting Transport Schedule

130. Upgrading Bullock Carts

34. Undertaking Road Maintenance

244. Starting Village Collegium

198. Securing Teaching Aids

113. Planning Quarterly Calendar

188. Arranging Subject Tutoring

267. Starting Ambar Charkhas

307. Staging Family Planning Camp

189. Providing Student Busing

104. Gathering Project Consultants

326. Promoting Exposure Trips

75. Establishing Village Academy

278. Funding Sewing Machines

344. Profiling Educational Participation

112. Arranging Site Visits

289. Managing Community Warehouse

63. Providing Craft Instruction

224. Providing Vehicle Repair

62. Teaching Trade Skills

QUARTER SIX

QUARTER SEVEN

October

November

December

January

February

March

221. Installing  
Public  
Telephone

227. Obtaining  
Community  
Vehicles

82. Introducing  
Family  
Budgeting

308. Providing  
Gobar  
Plant

107. Providing  
Professional  
Counsel

73. Providing  
Mathematics  
Instruction

187. Creating  
Supplementary  
Curriculum

70. Teaching  
Business  
Skills

197. Selecting  
HDTI  
Participants

222. Locating  
Fire  
Extinguishers

106. Compiling  
Skills  
List

114. Printing  
Promotional  
Materials

327. Programming  
Field  
Trips

LIVING ENVIRONMENT MANOEUVRES	ECONOMIC ACCELERATION MANOEUVRES	BASIC CARE MANOEUVRES
<p>3. Tap Water System</p> <ol style="list-style-type: none"> <li>1. Cost Estimates</li> <li>2. Pump Orders</li> <li>3. Stake Meetings on Tank Location</li> <li>4. Contractor Arrangements</li> </ol>	<p>1. Industrial Development</p> <ol style="list-style-type: none"> <li>1. Blanket Milling Machine</li> <li>2. Saw Mill Research</li> <li>3. Co-op Certificate KVIC</li> <li>4. Marketing Training Expansion</li> </ol>	<p>6. Education Improvement</p> <ol style="list-style-type: none"> <li>1. Improved Enrollment</li> <li>2. Adult Telugu Classes</li> <li>3. Establish Education Guild</li> <li>4. Regular Teachers</li> </ol>
<p>4. Street Lights</p> <ol style="list-style-type: none"> <li>1. Visit to APSEB</li> <li>2. Stake Lighting</li> <li>3. Funding</li> <li>4. Electricity for Stake One</li> </ol>	<p>2. Agriculture Advance</p> <ol style="list-style-type: none"> <li>1. Hybrid seeds and Vegetables</li> <li>2. Improved fertilizer and Pesticides</li> <li>3. Construction of Bunds</li> <li>4. Inter-cropping</li> </ol>	<p>7. Medical Methods</p> <ol style="list-style-type: none"> <li>1. Better Sanitation</li> <li>2. Wide Range of Medicine</li> <li>3. Health Films</li> <li>4. Regular Nurse Visits</li> </ol>
<p>5. Road Improvement</p> <ol style="list-style-type: none"> <li>1. Seek Government Permission</li> <li>2. Construction of two Culverts</li> <li>3. Widening Approach Road</li> <li>4. Spreading Muram Surface</li> </ol>		<p>8. Meeting Structures</p> <ol style="list-style-type: none"> <li>1. Establish CDA</li> <li>2. Strengthening stakes, guilds and leaders meetings</li> <li>3. Youth Mandal</li> <li>4. Mahila Mandal</li> </ol>

MANOEUVRE  
METHOD

The manoeuvre method is a technique for giving a group of people a way to plan effective action when there are a multitude of tasks to be performed. Nadlapur village has discerned 107 necessary sub-tactics in its planning for the first quarter of the last 18 months of the project. The large number of things to be done overwhelmed them and paralyzed them in how to move. The steps of the manoeuvre method are: 1) stating the victories expected, assuming you are standing on the other side of the victory having happened; 2) stating the advantages and vulnerabilities involved in achieving the victory; 3) brainstorming the necessary do's to reach the victory, built on the advantages and overcoming the obstacles, with the list including at least 50 actions; 4) discerning the arenas of related action in the list of do's; 5) deciding in teams the four points for doing each of the arenas of action (one team creates poetic titles for the arenas and a rational chart to hold the patterns of the actions; 6) talking through by each team the actions of manoeuvres while someone writes it into a paragraph; and 7) putting the actions in the paragraphs into a timeline. The following paragraphs were written in a village meeting in Nadlapur to focus the village forces for the first quarter.

INDUSTRIAL  
DEVELOPMENT  
MANOEUVRE

1

The key to industrial development in the next quarter is expanded production and marketing of village products. Marketing/management training will assist our efforts in selling industrial products and farm products from the village. We will seek a Khadi Village Industrial certificate which will assist in marketing industrial products. A blanket milling machine is needed to prepare our blankets for market. We will seek a loan and install the machine. The profits from selling blankets now on hand will provide funds for restarting blanket manufacture. Our marketing efforts will include rope to see if we can restart rope making. We also should seek a saw mill loan and get a saw mill set up. We will seek better markets for farm products such as milk and vegetables.

AGRICULTURAL  
ADVANCE  
MANOEUVRE

2

In order to improve agricultural production during the monsoon the villagers have decided to move on with modern methods, namely: the introduction of hybrid seeds, improved fertilizer and pesticides. Hybrid seeds and community spray pumps will be financed through loans. A variety of vegetable seeds for the kitchen garden will be introduced. Bunds that conserve water in the fields will help improve crop production. Introducing inter-cropping and expanding paddy-tobacco will also enhance farm income.

TAP  
WATER  
SYSTEM

3

During the first week of July contact will be made with people in the district city to get estimates for the pumps, pipe, taps, and tank. Permission will be secured from the electricity board for installing the pump. Stake and village meetings will be held to decide the location of the tank for storage and the tap outlets in each stake (to be done in August).

STREET  
LIGHTS  
MANOEUVRE

4

Visits will be made to the Andhra Pradesh Electricity Board by a resident from stake one and the auxiliary to fix the date when the electrification will be complete. A celebration for stake one will be planned to mark the occasion and APSEM officials will be invited to the event. Each stake will collect contributions from its residents for repairing their stake street lights. This will be matched by grants from the project budget-C.P.A. funds. Village contributions will also be collected to install a light on the Hanoman Temple.

EDUCATION  
IMPROVEMENT  
MANOEUVRE

6

The village feels that education is very important and we should teach class no matter how many or how few attend. We must get improved enrollment in schools and adult Telugu classes would be helpful. Establishment of an educational guild will be the major force behind ensuring an on-going commitment to promote and offer these basic educational opportunities for Nadlapur.

MEDICAL  
METHODS  
MANOEUVRE

7

The village of Nadlapur would like to see an increase in the quantity and quality of medicine. For example, there is one case of leprosy in the village which was responding well to treatment but no medicine has been available for the past month and as of June 27 the clinic health officer was told that none would be available for another month. This situation is intolerable and should be brought to the attention of officials. Other medicines needed immediately include: vitamins (B complex and multivitamins), furacin ointment, rheumatic salve, children's vitamins, ear drops, iron tablets and cough medicine. It should be noted that the situation does not exist in Badiapur alone but throughout the district. Health films should be shown to educate the villagers in various health areas. Emptying garbage bins and levelling compost pits regularly will improve health conditions. A nurse must be reassigned from the district health office to make regular visits to the Nadlapur health clinic.

MEETING  
STRUCTURES  
MANOEUVRE

8

The future meeting structure of Nadlapur ultimately depends for its success on the interest of all villagers in the development of the community. The overall structure itself will be the Community Development Association. It will be established in the next three months and registered with the government. This will require weekly stake meetings and the work of the guilds. Everyone can participate in these and the monthly village assembly which will direct the activities of the elected board of managers, who will take responsibility for sustaining improvements once ICA has left the village. Other meeting structures will include the youth mandel and mahila mandel.

ROAD  
IMPROVEMENT  
MANOEUVRE

5

Road improvement is a keystone project that needs immediate attention. Major improvements cannot be moved on until October, when the monsoons have ended. Therefore, the next 13 weeks must centre on preparing for the work. Permission to widen roads must be secured from the government before any preparatory work is initiated. Once permission is granted two new culverts must be constructed and muram spread on as a temporary road surface.

#### ACKNOWLEDGEMENTS

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