

REVIEW
OF
METHODS

I will say a word about the method we have been using, talk for a minute about the programs, and then have us report the programs we came up with last night. We began this week and spelled out the operating vision of the Maliwada people--their hopes and their dreams--and it is held on this chart right over here. If you stop there nothing will happen. The liberal always stops there, because he knows as long as he stays on visions or goals, nothing will ever be needed to be done and he can just talk. Then we investigated the contradictions, those factors in the situation in Maliwada that were keeping this vision from happening. We called these the contradictions and the chart which holds them is over here also on the wall. The people who don't want to do anything, when they get to the contradictions, wring their hands and say, "Oh, my, isn't that terrible!" But if you want to get something done then you use these contradictions as the doorway into the future. For it is precisely in dealing with these ten arenas of contradiction in the situation in Maliwada that profound change can happen. Here we were analyzing the situation, trying to get on top of the situation in Maliwada. Here we stopped analyzing and began to plan what had to be done. And so we built practical proposals for releasing those contradictions into the future. Once again, if we had stopped here, nothing would have happened in Maliwada, for proposals are just good ideas no matter how exciting they may be. So we went on to build tactics. And yesterday the burden began to come on our shoulders as we saw the immense amount of work that must be done here in Maliwada. I think that burden is a happy burden, for a week ago what had needed to happen in Maliwada was not clear, and now it is clear. In a way once we are finished writing up our tactics, which we will do this morning, the consult is over. For once you have spelled out the jobs to be done, all that is left to do is to do them. So the question still remains, how do we get all these jobs done here in Maliwada? To only pave the street, to only put in a community kitchen, to only dam up some of the creeks, finally would be a futile effort. For Maliwada, just like humanness itself, is one entity, it is one people and not many little pieces. So we worked last night in our teams on what we call the actuating programs, where we went back through everything we had done in the consult so far, but especially to the tactics, to describe the ten or fifteen or twenty programs that could be started here that would be the vehicle for all these tactics to be implemented by the people of Maliwada.

LAUNCHING
PROGRAM
COMPLEX

These programs allow you to vary the development of Maliwada. Now, mind you, we must start every program on the first day of the project, but these programs will provide a framework for seeing what must be done the first six months, the first year, the first two years, the first four years, the first eight years for the development of Maliwada. They are the programs that are the key to organizing the implementing forces both on the local level and the more extended support forces from other places in India and around the world.

INCLUSIVENESS
AND
SIMPLICITY

Next, because of their inclusiveness and simplicity, they allow the people of Maliwada and other people who are interested in the project to understand, all at once, everything that has to be done. No one could possibly remember every one of the tactics that we went through yesterday that has to be done. And so programs produce motivation in people, because they can see the whole job and understand everything that has to be done. Since they remember the whole task in front of them, their energy is released to go and do what is needed.

IMPLEMENTARIES
FOR
TACTICS

They also have a critical relationship to the implementaries, to the actual doing of the project. If you want to get something done when you build the implementaries, you specify what is going to get done, when it is going to get done, who is going to do it and how they are going to do it; you build those implementaries for those tactics. If you don't want to get anything done you build the implementaries just for the programs and then you will have a bunch of organizations in Maliwada and none of them will work. But because these programs organize the tactics, they make the job of spelling out implementaries much simpler.

HISTORY
AS
CHANGE

I like to think when you get here the job is all done. But by the time we do the things we spelled out in our tactics this week something will have changed in Maliwada. The hopes and dreams of the people of Maliwada will be different then. There will be new factors in the situation which are blocking the realization of those hopes and dreams. There will be new directions and the Maliwada people will have to move to deal with those blocks and factors. Things that the people of Maliwada worked very hard to do, down here, when we come around again will not be important, but new things will be. Then, new practical jobs will be required for Maliwada people; they will need new programs to organize those jobs and there will be new implementaries for the people to do. If you don't want to get something done in terms of history, you just stop the first time you get implementation. But if you want to live in history and the continuing change into the future, then over and over and over again you will go through this process to continue the never-ending development of the village of Maliwada. To

to the end this

go through this again and again and again, I believe is the essence of what it is to develop as a village; it is the essence of what it is to be a village again. Mind you we will finish the programs after the vision, the contradictions, the proposals and the tactics have been written up in a book like this one. Then we will sit down and organize these programs for the sake of actuation, then bring the document back here for the people of Maliwada, for the people who stand in Maliwada can spell out the implementaries for what we planned here this week. But I think it would be fun just to hear from each team what the programs were that they came up with last night to give us a taste of what is in store for Maliwada.