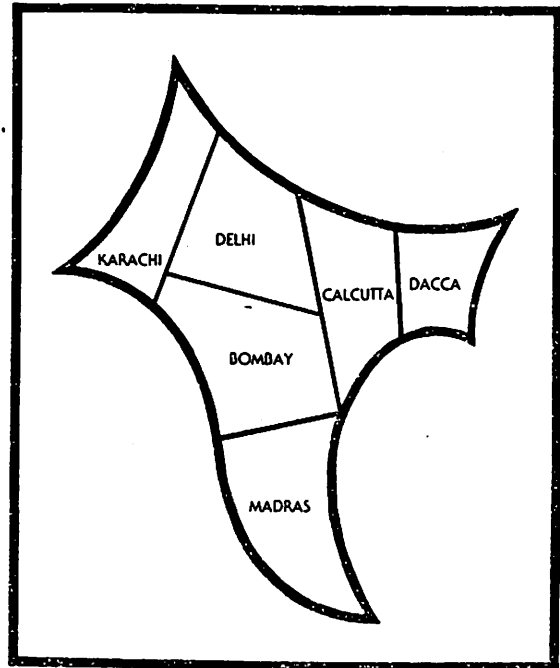
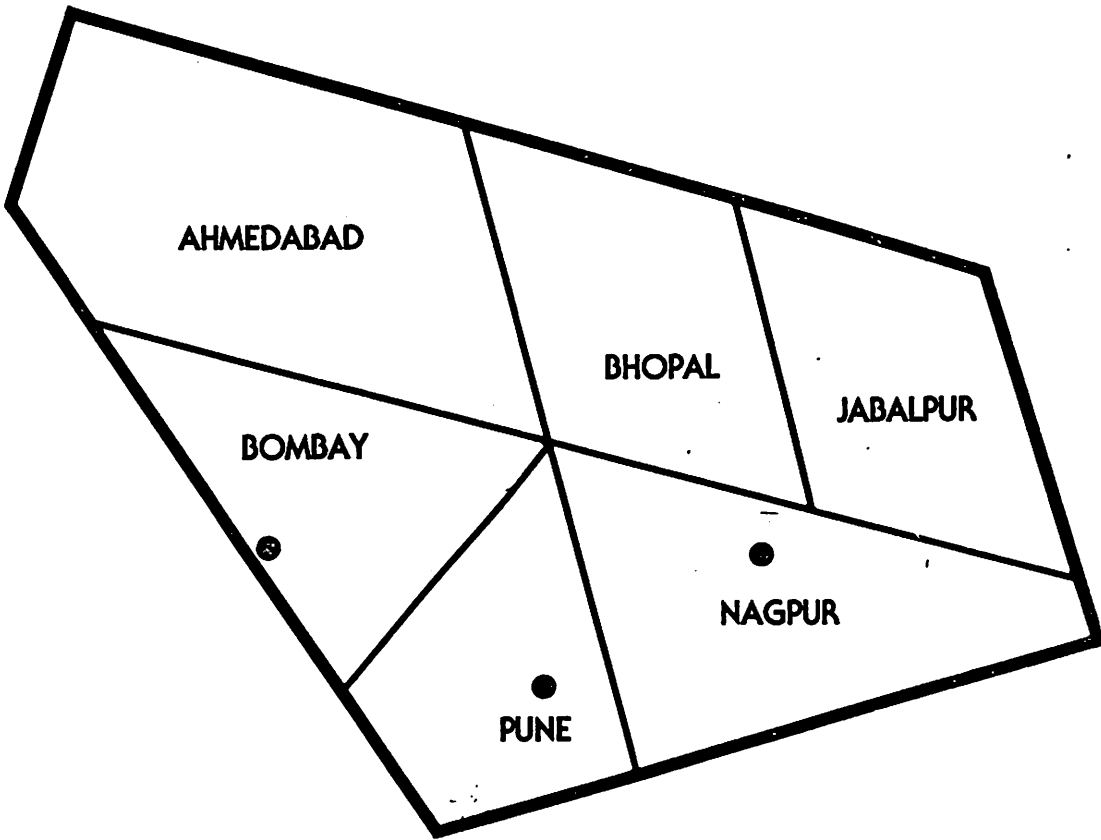
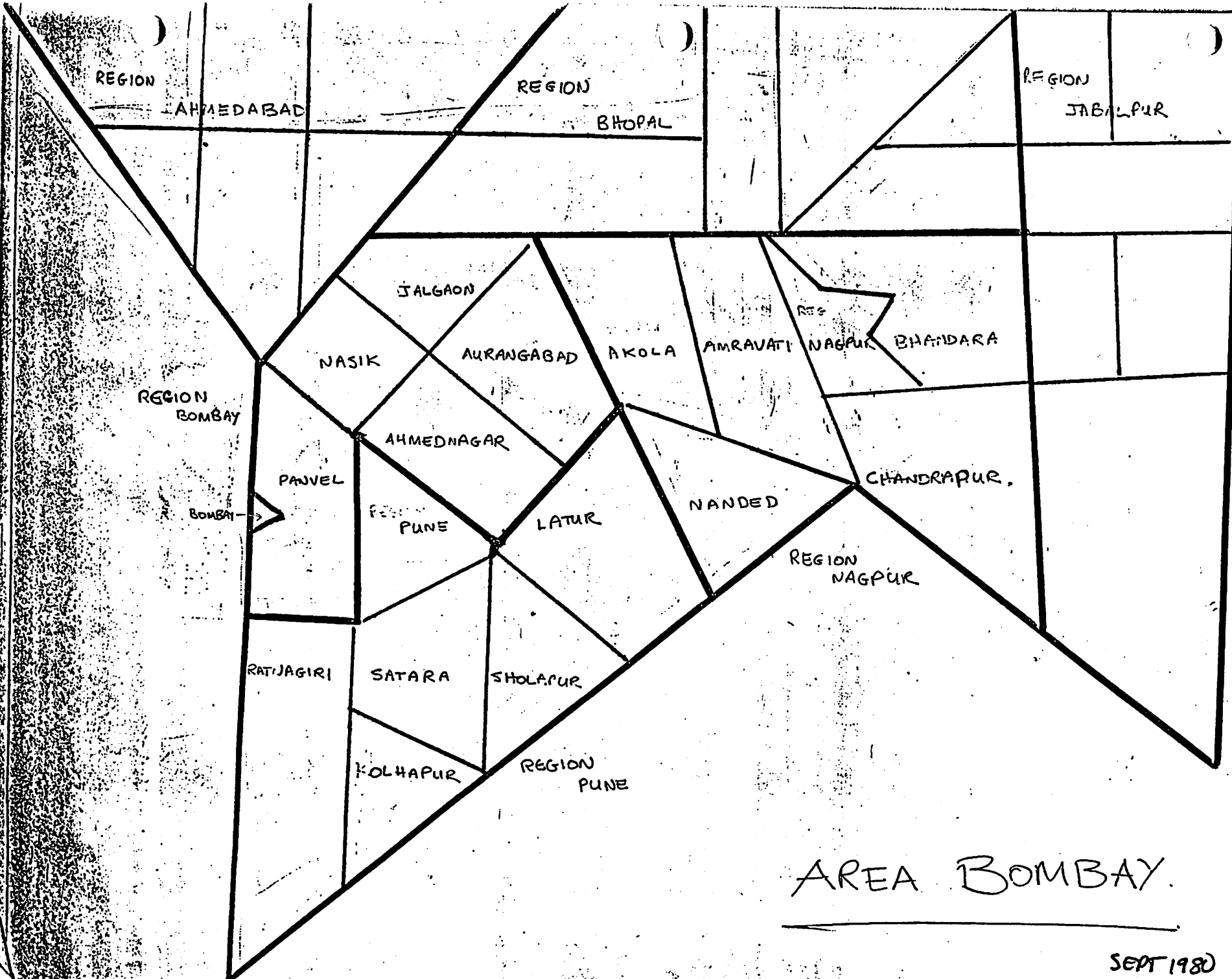


THE CONTINENT: SUB ASIA



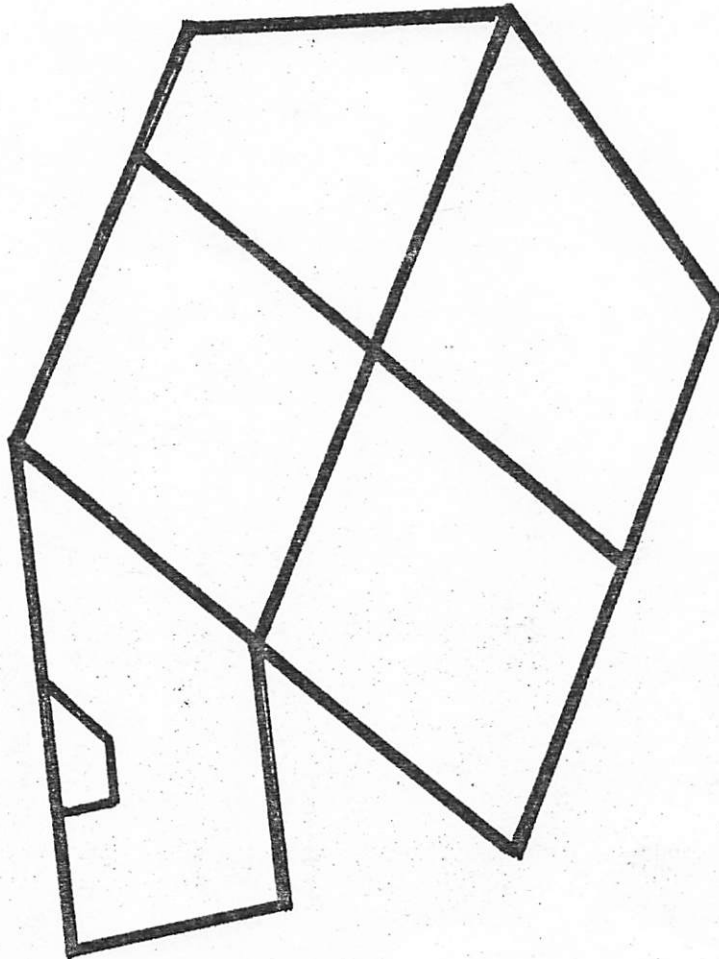
AREA BOMBAY





AREA BOMBAY.

SEPT 1980



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 1980s, 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
		REGIONAL INFRASTRUCTURE SERVICES		
INTEGRATED RURAL DEVELOPMENT		INNOVATIVE GROUP SOLUTIONS		
EFFICIENT RESOURCE UTILISATION				

- 9 -

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.

THE STRATEGIC COMPONENTS

THE REGIONAL ASSEMBLY

PLATE 2

<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>	

- 11 -

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

ARENA \ YEAR		1	2	3	4	TOTAL
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 Raighad 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.

BOMBAY REGIONAL CONSULT

CHART 3

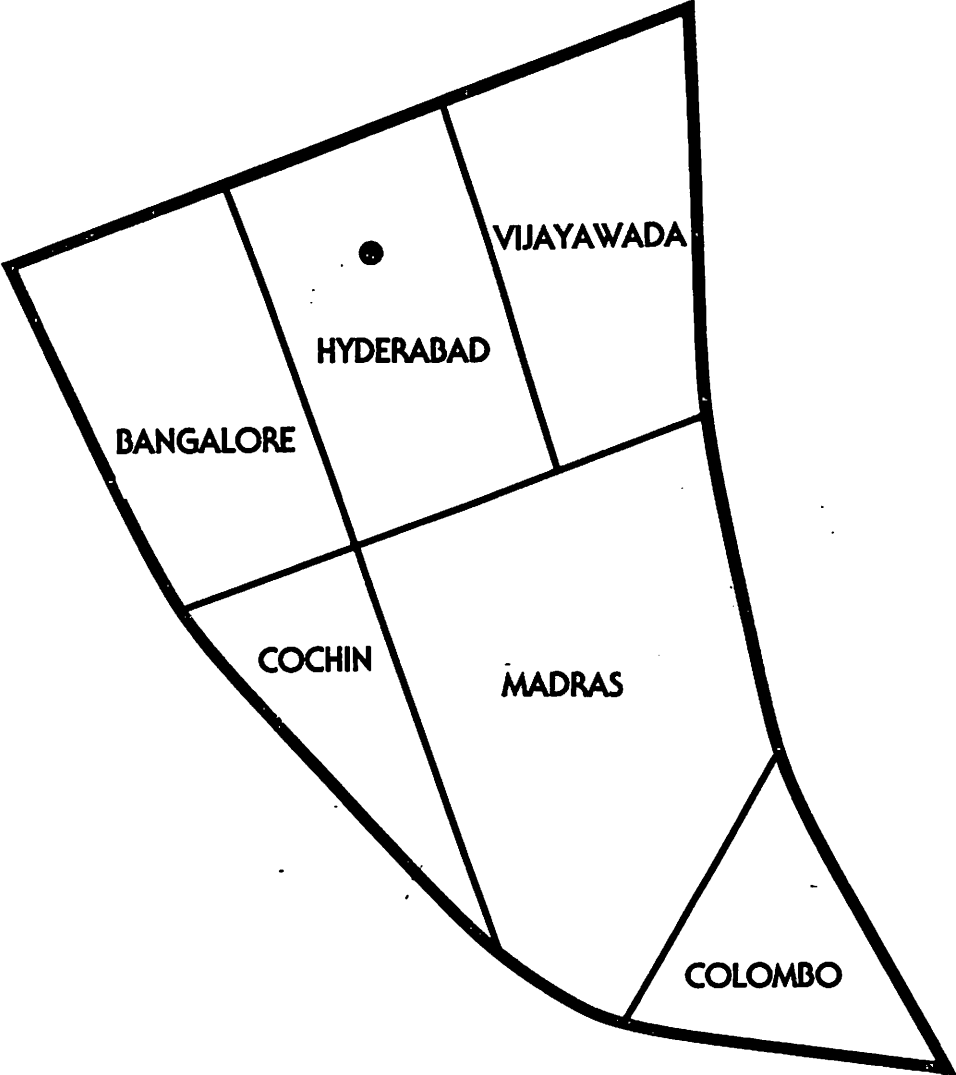
FOUR YEAR MASTER DESIGN
METRO DIAGRAM

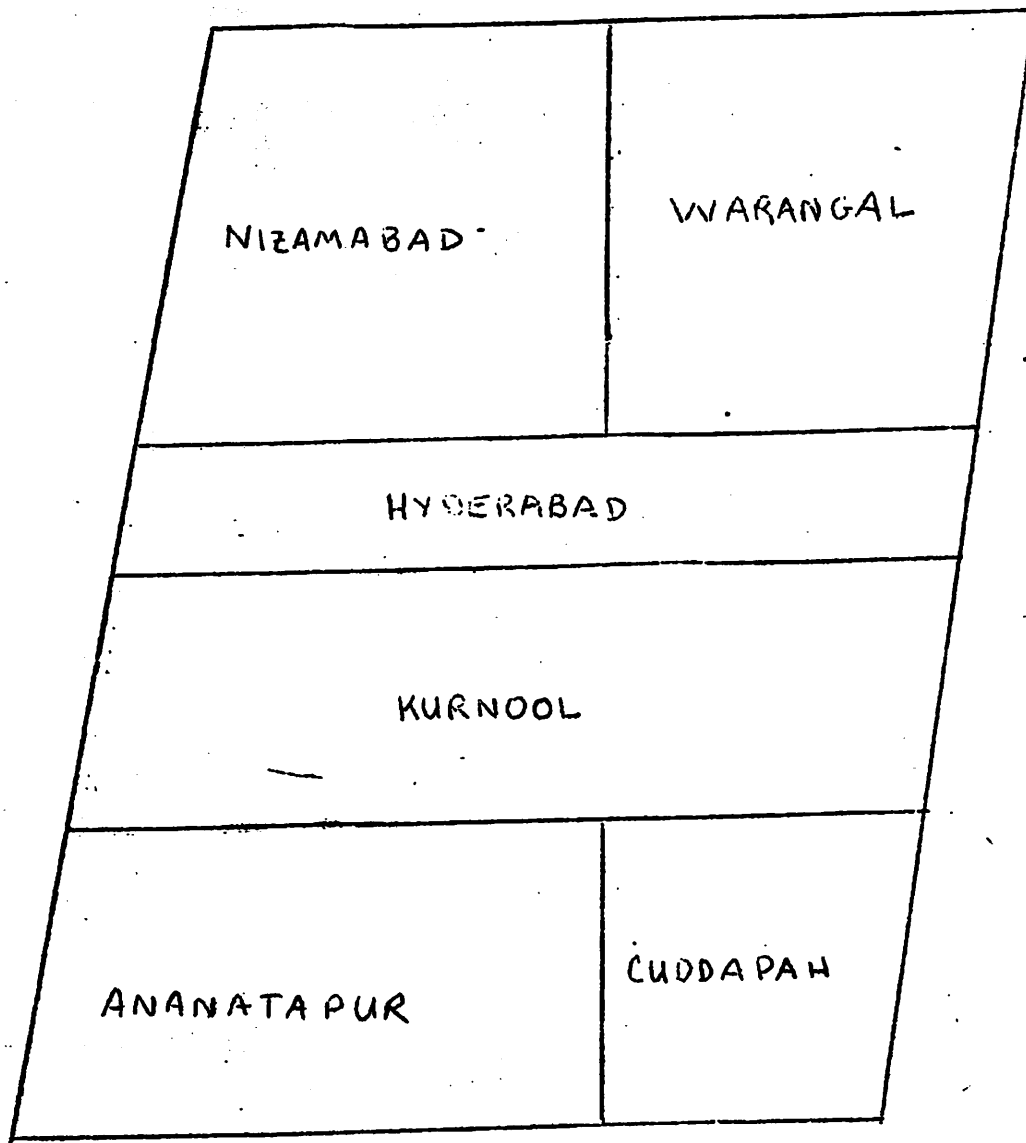
INSTITUTE OF CULTURAL AFFAIRS : INDIA

MARCH 1981

ARENA \ YEAR		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
		*		*		*	*	*	*	
			*	*		*	*	*	*	
				*	*	*	*	*	*	
		*		*	*	*	*	*	*	
		*		*	*	*	*	*	*	

AREA MADRAS





HYDERABAD
REGIONAL
ASSEMBLY

Dec. 6-7, 1980

NADAPUR, A.P.

toward COMPREHENSIVE FUNCTIONAL TRAINING		toward SELF-RELIANT COMMUNITIES		toward EFFECTIVE DEVELOPMENT SERVICES	
PRACTICAL EDUCATION	EFFECTIVE LEADERSHIP	BASIC NECESSITIES	Local INITIATIVES	CORPORATE PROTECTION	DEVELOPMENT DELIVERY
Functional Adult Literacy	In-depth Leadership Development	Drinking Water Systems	Village Meetings	Consumer Cooperative Councils	Coordinated Volunteer Action
Technical Methods Guidance					Private Sector System
Pre-Primary Education		Abundant Nutritious Food	Rural Community Unity	Future Social Morality	Integrated Total Development
Teacher Distribution Scheme		Adequate Irrigation Scheme	Local		Coordinated Sectoral Work
Job Oriented Oriented Training				Functional Cottage Industry	

STRATEGIC DIRECTIONS - DECLARATION

The major intent is to inject a contradiction oriented method into the institutions and community structures of Andhra Pradesh.

The bold move is training a leadership core in each of the 6 metros of the region. This involves planning with other organizations through symposiums and LENS courses, a pedagogy programme to involve new orchestrators in awakening programmes and a four year plan targeting training for key groups in each of the four sectors.

The training programme will include a heavy emphasis on education methods. This will enable a more coordinated, flexible, long range approach to development issues by local people and social structures. It will set up the framework to launch an awakening campaign to reach every village in the Hyderabad Region.

STRATEGIC DIRECTIONS - FORMATION

The major intent of this strategy is the creation of trained corps that will catalyze the declaration and manifestations strategies throughout the region. The intent is to convene cores of people to do Human Development training programmes. These people will care for the task of human development across the state.

The bold move in this strategy is the holding of a regional conference that will pull together the trained, skilled volunteers to plan new directions to effectively alter the local problems and that will create an awareness of the common regional needs. This strategy is a response to the common experiences of every agency doing their own task with little relationship to other organizations. It is clear that in these rapidly changing times, effective development will only happen with coordinated efforts and broad based practical training on the grass roots level.

This implies the creation of corps of people from the four sectors in each metro that will initiate village meetings and special focus programmes. This implies the creation of training and support systems that journey these corps in doing the manifestation and declaration strategies. This implies having circuit teams to do the training, planning and initiation of the events.

FOUR YEAR OPERATIONAL MODES

In the first year of the 4 year plan of the actuation of the Declaration, Manifestation, and Formulation Strategies in the Hyderabad Region, we will be working in 3 action modes. We will be creating a Hyderabad Operating base which will continue to coordinate the Nadāapur Cluster Demonstration. We will coordinate a symposium, the various impact forums and LEENS seminars primarily in the city of Hyderabad and then in the 5 other metro cities. An Impact Pedagogy System will enable the training of leaders for the impact forums and the mass Gram Sabha campaign around Hyderabad. An Authorization and Funding Board from the 4 sectors will ensure sponsors for the programmes.

In the second year, the Hyderabad Region will concentrate on three programme modes. We will initiate a metro cadre system by regular circuits to the 6 metros and through impact forums and engagement events 6 metro cadres will be formed. We will further initiate a formal training system through the three-week Human Development Training Institute of at least 10-4-sector persons from each metro. We will begin to act in a coordination role with the 4-sectors through a one-week Human Development Conference in Hyderabad and through programs in the 6 metros.

In the third year, the mode of activity would involve the initiation of major community demonstrations such as systematic, human development, village expansion. Secondly, LEENS is to be extended to the universities, governmental agencies, and private sector. Thirdly, we will formulate the voluntary sector into a human development corps to address issues of rural development, including specific needs like drought relief.

In the fourth year, the mode of activity will be mass media and special programme demonstrations. We will explore the possibility of catalyzing human development across the state. We will create a regional training center in Nagarjun a Sagar. Then we will initiate a social impact campaign with, for example, the Lions International, Journalist Association, etc, to establish a broad base of programmes. Thirdly, we will organize a regional research assembly, involving the participation of major 4-sector officers and leaders, to map out mandates for resource exploitation and rural industry development over the next 10 years.

STRATEGIC DIRECTIONS - MANIFESTATION

The major intent of this strategy is to bring into being a visible manifestation of the possibilities for a concerted effort of development forces catalyzing development programmes.

The bold move in this strategy is to concentrate the work of the four-sector coalition in one area in order to explode the imagination of those who care across the state.

It means creating a circle cluster of 8-10 villages around Nadlapur and additional projects throughout the state, using a four-sector coalition to bring about comprehensive development.

It means setting up a programme through which volunteers can be trained in effective community development.

It means implementing practical development schemes in the chosen villages that bring about rapid community development.

This is our response to the human suffering in the largely rural society of Andhra Pradesh which is manifest in the chaotic and dehumanizing life found in the villages and the great difficulty in effecting change found by volunteer agencies.

It implies building on the experience of the Human Development Projects and Circle Clusters in M. S. It implies using the most modern and comprehensive educational methods and development curriculum available.

NADLAPUR

CIRCUIT DESIGN

MTH	JAN					FEB					MARCH				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
NIZ			X			X	C I R C U I T R E V I E W			X			X		
WAR	X			X					X			X			
KNZ		X			X					X			X		
ANAN	X			X					X			X			
CUD			X			X					X				
HYD	X	X	X	X	X	X			X	X	X	X	X		
AREA															

REGIONAL COUNCIL

HYDERABAD REGIONAL CONSULT ASSEMBLY
FRAMING — YR I.

DEC
NAD

	DECLARATION		FORMATION		MANIFESTATION	
	CRITICAL	ENTRE	CRITICAL	ENTRE	CRITICAL	ENTRE
VIZAMABAD	NIZ. SUGAR 2 COLLECTOR 2 CEO'S PRES Z.P.	VST } MEDAK DIST. COLLECTOR	LIONS - ROTARY SOCIAL W.O.	HYDERABAD REG. LION'S GOVERNOR	BDO'S COOP OFFICERS	MEDAK COLLECTOR DIST. COLLECTOR
VARANGAL	WAR. MUCD 2 COLLECTORS "	HMUCDP "	"	"	"	AN ROYAL COLLECTOR
KURNOOL	MG BROTHERS BIRLA OIL PUBLIC REL. OFF.	KRISHNAMURTI	LIONS ROTARY JAYCEES MAHILA MANDAL	K. DAVID M NAIDU MR RATHA J. DEVI	BIRLA OIL RAYALASEEMA PAPER MILLS	MIR RATHA
ANANTAPUR	YOUNG INDIA P.	RAYAL DEV. TRUST	LIONS ROTARY	RAYAL D.T.	SIND	RAYAL D.T.
CUDDAPAH	CSI	FIR ALEXIS	CSI SCHOOL	MIR ELIAS	OXFAM DIST. DEV. AUTH SYNDICATE BANK DIC	FR, ALEXIS KORDAND -BIPANI PAPAYA
HYDERABAD	HMUCDP		ROUNDTABLE NSS ROTARY JAYCEES VRO	LAHOTI BHANDARI KAPADIA R REDDY K RAO (BOARD)	HMUCDP SBH, SBI BRO. JOHN SCH.	

CORE CARE - YEAR ONE - TACTICAL SYSTEM

MISSIONAL DOING

		MISSIONAL KNOWING		
		MISSIONAL BEING		
CIRCUIT TEAMS	PEDAGOGY SESSIONS	ASHRAM EVENTS	METRO CADRES	AUTHORIZATION VISITS
	COURSE/FORUM PARTICIPATION		CLUSTER RESEARCH	
FORUM SET-UP	SYMPOSIUM PARTICIPATION	REGIONAL COUNCILS	NETWORK COMMUNICATION	FUNDING VISITS
	MONTH SOJOURNSHIP		YEAR INTERNSHIP	
FORUM LEADERSHIP				LENS FACULTY

JAN FEB MAR APR MAY JUN JULY AUG SEPT OCT NOV DEC

Reg
H.D
Sympo

3 LENS Demonstration
Dem - 1 vol - 1 Pri - 1 NSS

Impact FORUMS
6 Forums - 2 Dev. Regions

4 LENS CAMPAIGN
1 HYD + 3 PER DEV REGION

12 IMPACT FORUMS
2 PER METRO

REGION
BOARD
FORMATION

BUDGET/FUNDING
CAMPAIGN



REG
PLAN
CNCL

6 METRO
IMPACT PEDAGOGY
CADRES

HyD
BASE
LAUNCH

REG
CNCL



REG
CNCL

IMPACT PED. SESSIONS

NAD'PUR CLUSTER
- BASELINE
- G. SABHAS
- ASSEMBLY
- Scheme Res.

NAD'PUR CLUSTER
SCHEME IMPLEM
INITIATION

NADLA PUR CLUSTER
CDA FORMATION

100
GRAM SABHAS AROUND
HYDERABAD

DELEGATION

FORMATION

IMPLEMENTATION

HYDERABAD REGIONAL CONSULT ASSEMBLY
FUNDING YRI

	DECLARATION		FORMATION		MANIFESTATION	
	TARGET	ADVOCATE	TARGET	ADVOCATE	TARGET	ADVOCATE
PUBLIC			NCH		SFDA SBI, SBH SCBC HUDCO	MEDAK COLLECTOR
PRIVATE	BIRLA OIL MOBILE OIL HINDUSTANI T	VST			NIZ. SUGAR COROMANDAL IDL HYD'BAD ASB BIRLA OIL	VST
INDIV.	LAHULTI			CHARLES ENNIS JOSEPHS		
INT/ NATION	OXFAM		CARITAS		CARE UNICEF	
NATIONAL						
LOCAL			JOSEPHS ANANDAM	JOSEPHS		

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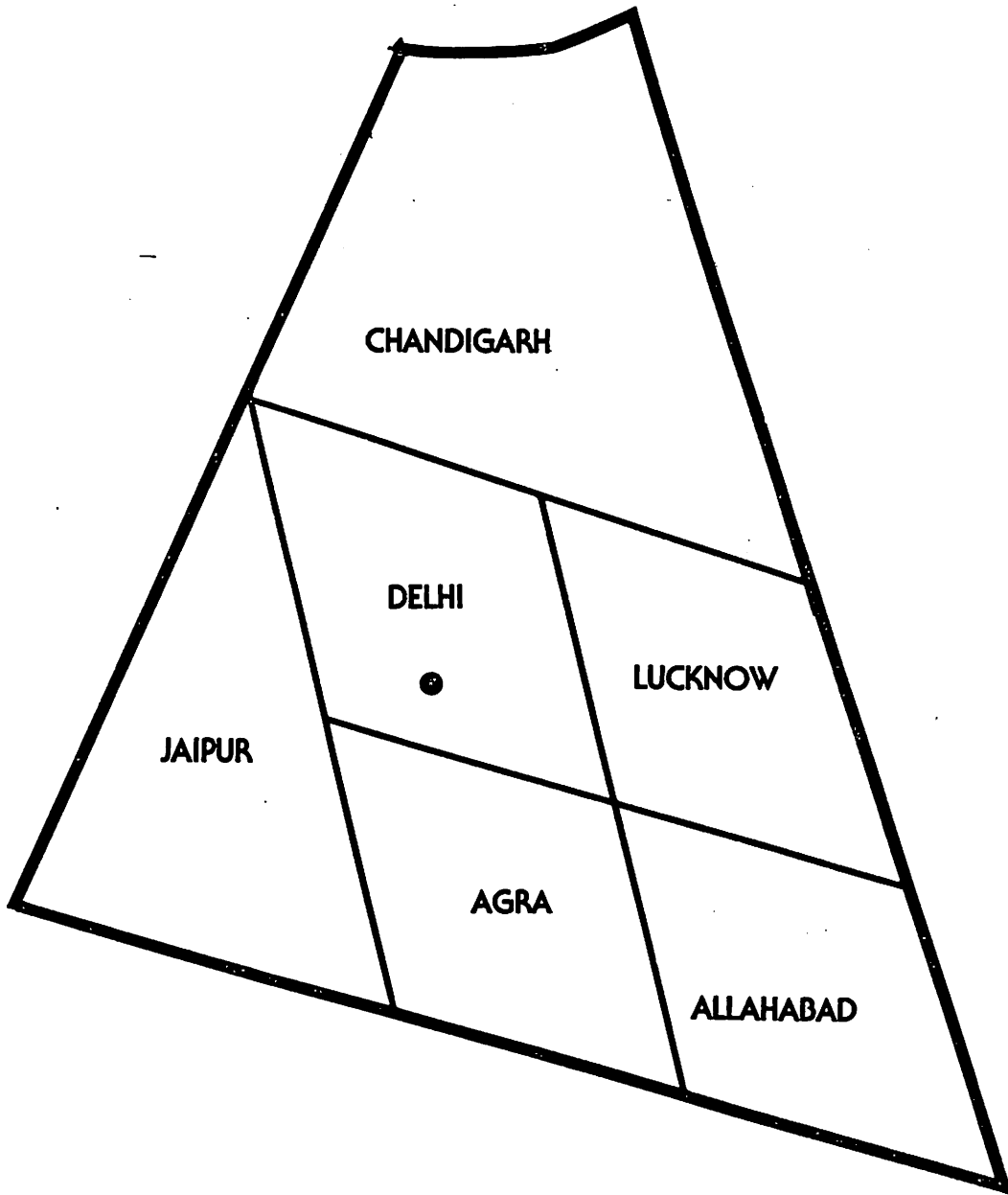
Duncan Holmes
ICA Nadlapur

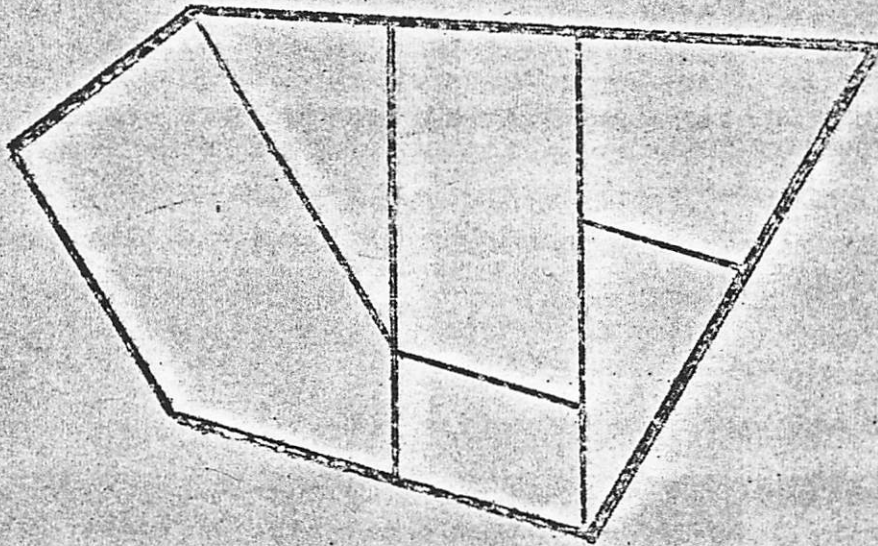
Padma Mashirkara
ICA Nadlapur

Separate

Atkins Journal

AREA DELHI





TOWARD AN INTEGRATED
REGIONAL HUMAN
DEVELOPMENT STRATEGY

1980-1984

A report of the Delhi Regional Consult
Delhi, India.
3rd - 12th April, 1981
The Institute of Cultural Affairs: India

THE 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 coming decade? The Consultation begins with THE SYMPOSIUM involving participants from the public, private, local and voluntary sectors who discern issues and mandates facing society today. Many of the participants spend the following five days in several of the region's cities on visits and interviews. Teams contact people across the region to listen to their viewpoints about the future. This is THE PRACTICUM. The final two days, THE ASSEMBLY, are spent interpreting the data from the first two parts of the conference, and using this data to inform the future.

At THE SYMPOSIUM of the Delhi Regional Consult, fifty people gathered to look at the trends facing society, name the issues blocking them and state the mandates for moving through these issues into new social 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 80's.

THE PRACTICUM of the Delhi Regional Consult involved four teams of people 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 cities and rural villages, the teams found practical illustrations of the global issues. Interviews with government officials, local business people and village residents provided a broad perspective for naming the new directions open to the Delhi Region. This week of practical research closed with the preparation of team reports.

THE ASSEMBLY of the Delhi Regional Consult involved people gathering to hear reports of teams, and reflect on the implications for action. Out of the new directions recommended, a plan of strategic action for the next four years was formulated. 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. The decisions of the Assembly are held in The Master Designs. Their implementation will extend human development across the Delhi Region during the next four years.

DELHI REGIONAL CONSULTATION

TABLE OF CONTENTS

Introduction	1 - 2
Part I.	
The Global Symposium	3
Underlying Issues	4
Historical Mandate Chart	5
Historical Mandates	6 - 8
Symposium Participants	9
Symposium Speakers	10
Part II.	
The Metro Practicum	11
Practicum Reports	12-14
Part III.	
The Regional Assembly	15
The 4-year bold moves	16
The 4-year strategic intents	17
The 6-month manoeuvres	18-19
The 6-month time line	20
The Participants	21
Acknowledgements	22

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The Institute of Cultural Affairs: India is a research, training and demonstration group concerned with the human factor in world development. Its endeavour is to devise and demonstrate practical methods for comprehensive community renewal. The Institute's emphasis is on methods which enable local residents to plan and implement socio-economic change in their own communities.

The Institute of Cultural Affairs: India is a registered, not-for-profit, voluntary organisation with area offices in Bombay, Calcutta, Delhi and Hyderabad. The ICA: India is associated with other nationally autonomous Institutes working in thirty-two nations around the globe.

The programmes of the ICA: India are supported by private foundations, corporations, service organisations, concerned individuals and government agencies. The Institute has been granted tax exempt status under the Income Tax Act for its work throughout India and in particular for the Institute's Maharashtra Village Development Project.

The Sikror Human Development Project, Razapur Block, Ghaziabad District, began in December 1978 with a week-long consultation involving the village residents, and outside consultants with a diversity of expertise. The emphasis has been on developing confident leadership from every sector of the village. Work done includes significant economic upgrading and environmental improvement. ICA: India staff work on a voluntary basis and live in the village.

PART I: THE GLOBAL SYMPOSIUM

A diverse group of fifty people gathered to participate in the Symposium on Human Development in the 80's held in the Vishwa Yuwak Kendra, Delhi, on the weekend of 3-5 April, 1981. These people came from both rural and urban areas, and represented the public and private sectors, voluntary groups and local communities. During this programme of research, participants met in a series of workshops and plenary sessions, and examined the times, the issues, the mandates, and the implications facing those concerned with human development.

The Conference had five sessions, beginning on Friday afternoon and ending at Sunday lunch. The first session included an opening talk on the needs of our times and the responsibility of the individual, and a workshop in which was charted the journey of the twentieth century. The second session began with a panel of community leaders and a discussion on issues facing local communities. This was followed by a workshop in which were identified the major issues facing those concerned with human development. The third session started with a panel of distinguished speakers pointing to new directions for action. In the following workshop, historical mandates for the future were designed and organised into action arenas. The fourth session was a time for celebrating the work of the day through presentations by the participants in drama, song and humour. The final session began with a talk on Those Who Care, whatever their social situation and background, followed by a workshop on the implications of the mandates for the Delhi Region.

UNDERLYING ISSUES

I. BREAKDOWN OF VALUE SYSTEMS.

In the arena of communal style, the major issue is the breakdown of value systems. Related issues are the need for family planning, divisive social stratification, the low status of women, limiting superstitions and the breaking of family ties.

II. ECONOMIC BACKWARDNESS AND INEQUALITIES.

In the arena of economic distribution, the major issue is economic backwardness and inequalities. Related issues are rural indebtedness, the dowry system, over-emphasis on urban planning, "life is better in cities" myth, restrictive transportation and communication, selling land for capital gains, and city slums.

III. INADEQUATE BASIC RESOURCES.

In the arena of local resources the major issue is inadequate basic resources. Related issues are insufficient agricultural land, shortage of agricultural inputs, inadequate supply of drinking water, and lack of basic health and sanitation facilities.

IV. LOW STANDARDS OF MASS EDUCATION.

In the arena of common wisdom, the major issue is the high level of illiteracy. Related issues are the lack of education facilities, ignorance of education opportunities, lack of self-confidence, criticism and outmoded methods.

V. DEPENDENCE OF LOCAL COMMUNITY ON EXTERNAL STRUCTURES.

In the arena of corporate welfare, the major issue is the dependence of local communities on external structures. Related issues are the lack of local leadership, the inadequate provision of basic preventive health care and the influence of large organisations on planning.

VI. BREAKDOWN OF MECHANISMS FOR ORGANISATION AND DECISION-MAKING.

In the arena of order and justice, the major issue is the breakdown of mechanisms for organisation and decision-making. Related issues are increasing violence, bribery and corruption, delay in justice, lack of awareness of rights and duties and divisive caste groupings.

VII. LOW ECONOMIC PRODUCTIVITY.

In the arena of production, the major issue is low economic productivity. Related issues are the need for more co-operative ventures, the need for small-scale industry, inadequate irrigation, community jealousies and rivalries, failure to use educated expertise and low wages.

HISTORICAL MANDATES CHART

EQUITABLE ECONOMIC STRUCTURES		SOCIETAL AWARENESS		RELEVANT SOCIAL STRUCTURES	
RESOURCE DISTRIBUTION	EMPLOYMENT SCHEMES	COMMUNITY AWAKENMENT	IMPROVED COMMUNICATION	COMPREHENSIVE EDUCATION	SELF-RELIANCE
RESOURCE AVAILABILITY	EMPLOYMENT GENERATION	LOCAL EVENTFULNESS	PEOPLE AND IDEAS INTEGRATION	BASIC MASS EDUCATION	LOCAL LEADERSHIP CONTEXTING
		RURAL-URBAN INTERCHANGE	MEDIA EFFECTIVITY		
INDIGENOUS RESOURCES	CO-OPERATIVES ENCOURAGEMENT	WOMENS/YOUTH ORGANIZATIONS	RURAL FACILITIES PROVISION	FOCUSSED TRAINING	COMMUNITY DECISION-MAKING

HISTORICAL MANDATES FOR THE 80's

RESOURCE AVAILABILITY.

Human Development in the 80's requires **EQUITABLE DISTRIBUTION OF LAND AND RESOURCES.**

This could be implemented by

1. reclaiming problem soils,
2. distributing panchayat land to landless,
3. strengthening the co-operative network in villages, and
4. making available credit facilities in rural areas.

INDIGENOUS RESOURCES.

Human Development in the 80's requires **STRENGTHENING APPROPRIATE LOCAL SKILLS SYSTEMS.**

This could be implemented by

1. establishing training programmes for small scale industry,
2. encouraging local arts and crafts,
3. finding local and other markets for produce, and
4. locating local raw materials sources and conserving environment.

EMPLOYMENT GENERATION.

Human Development in the 80's requires **CREATING EMPLOYMENT SCHEMES.**

This could be implemented by

1. implementing women's training programmes and work,
2. initiating co-operative commercial schemes,
3. strengthening seasonal employment, and
4. establishing employment exchange and home-based industry.

CO-OPERATIVES ENCOURAGEMENT.

Human Development in the 80's requires **STRENGTHENING VILLAGE CO-OPERATION.**

This could be implemented by

1. arranging common training and education,
2. creating marketing co-operatives,
3. initiating women's co-operatives, and
4. arranging eventful village meetings.

LOCAL EVENTFULNESS.

Human Development in the 80's requires **THE RECREATION OF COMMUNITY CONSCIOUSNESS.**

This could be implemented by

1. initiating community demonstration projects,
2. creating adult education programmes,
3. improving local communication systems, and
4. encouraging functional women's activities.

HISTORICAL MANDATES FOR THE 80's

RURAL-URBAN INTERCHANGE.

Human Development in the 80's requires THE INTERLINKING OF VILLAGE AND CITY ECONOMIES.

This could be implemented by

1. establishing direct marketing between village producer and city consumer,
2. directing urban technologies in health and sanitation toward the village,
3. prioritizing the fulfilment of local demands, and
4. building balance of trade in favour of villages.

WOMEN AND YOUTH ORGANIZATIONS.

Human Development in the 80's requires AN EMPHASIS ON COMMUNITY MINORITY GROUPINGS.

This could be implemented by

1. registering Mahila and Youth Mandals,
2. facilitating total participation in community events,
3. encouraging village cultural activities, and
4. channelling Government schemes for women and youth.

PEOPLE AND IDEAS INTEGRATION.

Human Development in the 80's requires THE BUILDING OF CONSENSUS MECHANISMS.

This could be implemented by

1. holding cross-community cultural meetings,
2. developing news interchange mechanisms,
3. building community centres, and
4. participating in leadership forums.

MEDIA EFFECTIVITY.

Human Development in the 80's requires DEVELOPMENT OF AUDIO-VISUAL TECHNIQUES.

This could be implemented by

1. providing electricity for villages,
2. utilizing films and documentaries,
3. developing local artistic ability, and
4. focusing on current social problems.

RURAL FACILITIES PROVISION.

Human Development in the 80's requires THE HARNESSING AND CHANNELLING OF AVAILABLE RESOURCES FOR THE RURAL AREAS.

This could be implemented by

1. improving drinking water facilities,
2. establishing village health programmes,
3. creating rural financial institutions, and
4. organizing local food banks.

HISTORICAL MANDATES FOR THE 80's

BASIC MASS EDUCATION.

Human Development in the 80's requires ORGANIZING A MASSIVE LOCAL EDUCATIONAL CAMPAIGN.

This could be implemented by

1. securing educational facilities from the local community,
2. obtaining trained personnel, e.g., educated retired persons and youth,
3. choosing educational methods suited to the needs of each community, and
4. establishing community educational funds.

FOCUSSED TRAINING.

Human Development in the 80's requires RELEVANT TRAINING MODULES TO CATALYSE POTENTIAL LEADERSHIP.

This could be implemented by

1. developing residential community training colleges,
2. creating imaginative curriculum constructs,
3. facilitating education through interchange programmes, and
4. securing funds for training.

LOCAL LEADERSHIP CONTEXTING.

Human Development in the 80's requires LOCAL INITIATIVE IN DEVELOPMENT THROUGH CREATIVE LEADERSHIP TRAINING.

This could be implemented by

1. identifying potential leadership,
2. implementing suitable training programmes,
3. enabling community development action, and
4. sustaining the learning process.

COMMUNITY DECISION-MAKING.

Human Development in the 80's requires FULL PARTICIPATION OF THE WHOLE COMMUNITY ACTING TOWARDS COMMON GOALS.

This could be implemented by

1. identifying effective and practical methods,
2. organizing regular community meetings,
3. identifying community problems, and
4. implementing solutions through and with people.

LIST OF PARTICIPANTS - GLOBAL SYMPOSIUM

<u>NAME</u>	<u>ORGANISATION</u>	<u>LOCATION</u>
Dayanand Arora	Joint Assistance Centre	New Delhi
Mohan R. Bajikar	Pest Control (India) Pvt.Ltd.	New Delhi
K.K. Bassi	Indofil Chemicals Ltd.	New Delhi
K. Bose	Tata Industries Ltd.	New Delhi
Subhash Chandra	N.S.I.C. Ltd.	New Delhi
Dr. H.V.S. Chauhan	Indofil Chemicals Ltd.	New Delhi
Vipin Chandra Doshi	Tata Oil Mills Co. Ltd..	Ghaziabad
Dr. Girdhari Lal	P.H.D.Chamber	New Delhi
Miss Usha Goel	Catholic Relief Services	New Delhi
Mrs. A. Jacob	Abner AL/NFE Project	New Delhi
Rumbhao Jagdhani	Maliwada Village	Maharashtra
Mr. B. Jacob	Vishwa Yuwak Kendra	New Delhi
N.K. Jain	Joint Assistance Centre	New Delhi
Mrs. Jena	Abner AL-NFE Project	New Delhi
P.P. Kapoor	Industrial Consultant	New Delhi
Mrs. Kapoor		New Delhi
Dr. J.C. Kavoori	Family Planning Foundation	New Delhi
Mrs. P.N. Kavoori	Bhartiya Vidya Bhavan	New Delhi
S.C. Kharbanda	Indian Explosives Limited	New Delhi
K.R.F. Khilnani	Former Ambassador of India - Council Supreme Court - Board of Advice & Review-ICA	New Delhi
Mrs. K.R.F. Khilnani		New Delhi
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Mrs. Jayanti Mukerjee		New Delhi
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Prof. Ram Lal Parikh	M.P.	Gujarat
B. Parthasarathy	ASSOCHAM	New Delhi
Mrs. D. Ramdas	Abner AL/NFE Project	New Delhi
C.P. Raswant	Britannia Biscuits Co.	New Delhi
H.S. Sandhu	Min.Rural Reconstruction	New Delhi
Mrs. Saroj Shah	Sanjivini Trust	Bombay
D.D. Sharma	N.S.I.C. Ltd.	New Delhi
Kaluran Sharma	Pradhan	Sikror
Krishanpal Sharma	Student	Sikror
Prof. Maurice Sill	Marshall University	W.Virginia, U.S.A.
Dig-Vijay Nath Singh	Tata Oil Mills Co. Ltd.	Ghaziabad
J.B. Singh	Action for Food Production	New Delhi
Mrs. S.B. Singh	Tata Services Ltd.	New Delhi
Babu Nam Tyagi	School Master	Shahapur Vill.
Onkar Tyagi	Poet	Shahapur "
Ram Kumar Tyagi	Pradhan	Morta
T.M. Vazirani	Indofil Chemicals Ltd.	New Delhi
Geeta Verma	Vishwa Yuwak Kendra	New Delhi

SYMPOSIUM SPEAKERS

OPENING SPEAKER:

Mr. K.C. Mehra, Resident Director,
Tata Services Ltd., Delhi.

THE NEEDS OF OUR TIMES AND THE
RESPONSIBILITY OF THE INDIVIDUAL.

COMMUNITY
LEADERS PANEL:

Mr. Kumar Tyagi, Pradhan,
Morta Village, Ghaziabad.

Mr. Ashok Kumar Sharma, Student,
Sikror Village, Ghaziabad.

Mr. Babu Ram Tyagi, Schoolmaster,
Shahapur Village, Ghaziabad.

Mr. Rumbhao Jagdhani, Farmer,
Maliwada Village, Aurangabad. M.S.

THE ISSUES FACING LOCAL COMMUNITIES.

SECTOR LEADERS
PANEL:

Professor Ram Lal Parikh, M.P., Gujarat.

Mrs. Saroj Shah, Sanjivini Trust, Bombay.

Professor Maurice Sill,

Marshall University, W. Virginia, U.S.A.

CREATIVE DIRECTIONS FOR HUMAN DEVELOPMENT.

SUNDAY
PRESENTATION:

Miss Mangla Taloker,
Institute of Cultural Affairs: India,
Maharashtra.

THOSE WHO CARE, WHATEVER THEIR SOCIAL
SITUATION AND BACKGROUND.

PART II: THE METRO PRACTICUM

On 6th-10th April, 1981 four teams travelled across Delhi Metropolitan Area, Western Uttar Pradesh and South-Eastern Haryana to do field research in the Practicum portion of the Regional Consultation. These teams operated out of Delhi, Gurgaon, Hisar, Rohtak, Ghaziabad and Meerut visiting people in towns and villages throughout the region. Twenty people acted as researchers, either full or part time. In addition to this, research of new programmatic activity was initiated across the region, development fund raising was done and schedules of future activities were decided.

To accomplish this research, three teams were sent to the six metros of the Delhi Region to interview public, private, voluntary and local sector representatives about community needs and future directions, and to set up future programme possibilities. Each team explored funding and service sources for the region. A final team was assigned to work in the Sikror Human Development Project and its neighbouring villages.

The results of the practicum were entered on a giant 8' x 6' chart and included baseline data on the metro, the social pain and underlying issues, existing advantages and intuited bold moves, future programme and learnings. Global Index Cards were filled in to contain the results of 60 interviews. The following paragraphs portray the experience of each team.

METRO PRACTICUM REPORTS

DELHI METRO

The Delhi Metro Practicum took place from Monday April 6th to Thursday April 9th, 1981. The team consisted of Professor Dyanand Arora, lecturer in Commerce at Delhi University; Miss Usha Goel, a nutritionist with Catholic Relief Services; Mrs. Saroj Shah from Bombay's Sanjivini Trust and ICA: India staff Mangla Talokar and Fiona Berresford. Their task was to establish the locus of social pain and to find out what are some creative responses being made by the various sectors.

Visits were first made to key people in the Ministries of Rural Reconstruction, Labour and Social Welfare. Interviews revealed a concern about the rapid expansion of Delhi and the lack of facilities of many of the resettlement colonies on the periphery of the city. Many young people are coming to the capital in search of jobs which are not readily available. Some people fear that Delhi is "losing its character".

The team visited a village on the Western edge of the city which was in the process of being surrounded and swallowed up by new housing and industry colonies. Residents were rather bewildered by it all and were conscious of the need to organise themselves to decide their future as a community.

The team took copies of the Symposium Document to the heads of the National Productivity Council (NPC), National Council for Educational Research & Training (NCERT), National Institute for Public Cooperation & Child Development (NIPCCD), Association of Voluntary Agencies in Rural Development (AVARD), Indian Social Institute (ISI) and Central Social Welfare Board. There was a unanimous response of support for the event, as it brought the four main sectors together in looking practically at the development of the Region.

The team was surprised by the readiness of various established organisations to look seriously at the findings of the Symposium.

Two organisations, NCERT and Vishwa Yuwak Kendra (International Youth Centre) are seriously considering doing joint training programmes with ICA: India.

It was found to be the widespread belief of the public sector that theirs is the final responsibility for local community development. However, people in key places are seeing the value and need of cooperation with the private and voluntary sectors.

GURGAON METRO

The team was Mr. Suresh Chandra and Mr. Sharma from N.S.I.C. with Mr. Gyan Prakash from ICA: India. The team visited Faridabad and Gurgaon cities and neighbouring villages. They met several voluntary agencies and some government organisations involved in rural development. One group in Faridabad pointed to the dilemma of people living on streets, while the District Small Industry Project in Gurgaon was able to show its six training centres and its record of 160 students trained per year. All pointed to the importance of a voluntary organisation providing methods for actuation.

ROHTAK-HISAR METROS

The Rohtak and Hisar Metro Practicum was done by a team of three: Mr. Rajeev Narula from Bahadurgarh and ICA: India staff, Mr. K.K. Tupe and Mr. Danaraj Darlington. The team worked from the 6th April to the 10th April 1981, spending a day in Bahadurgarh, a day and a half in Hisar and a day in Rohtak.

In Bahadurgarh, visits were mainly made to industrial houses to find out responses on the whole issue of development in the districts, the anxiety among the individuals was the rapid urbanization of Bahadurgarh and the slow implementation of needed infrastructures. The problem of this expansion swallowing up villages in the whole district was noted.

In Hisar visits were made mainly with Educational Institutions such as the Haryana Agricultural University. The main concern coming out of the interviews was on the question of How Educational Institutions can become engaged in development problems or issues in its location?

In Rohtak, visits were made to Government officials whose pain was initiating schemes that met the real socio-economic needs of the rural areas and to streamline their rural administrative machinery.

A willingness to experiment with new methods of developing local communities was experienced by the team as they talked with people in these metros.

GHAZIABAD-MEERUT METROS

This team comprising Mr. Baban Gawade and Mr. J.P. Shrivastwa (ICA) and Mr. V.C. Doshi and Mr. Dib-Vijay Nath Singh of TOMCO covered Ghaziabad city and environs, intensively visiting government and private sectors and achieving the great miracle of the week - a 70 person Gram Sabha in Nistoli village, Loni Block. This metro contains a great deal of industrialization and the rural areas are underdeveloped.

SIKROR WOMEN'S EVENTS

During the Metro Practicum, a series of women's awakening events were conducted in 4 villages around Sikror. The four villages were Sikror itself, Shahapur, Mortar and Bhowapurh. The team consisted of Yeshoda Verma, Aka Gawade, Geeta Bhoyar and Deirdre Dowsett. Their task was to enable the women of the villages to meet together and articulate their vision for the future of their village and to begin to see the role that they will play in the comprehensive plan.

In each of the villages, between 25 and 45 women from across the community met together and selected the arenas that they intend to work on. There was a common interest in pre-school, a sewing industry and family planning. The women plan to continue to meet to implement their plans. In several of the villages, the women commented that this was the first time they had ever met together or seen that they had a role to play in the development of their village.

PART III: THE REGIONAL ASSEMBLY

On 10th-12th April 1981, participants gathered in the new Sikror Community Centre for the third part of the Consultations, The Assembly. People who participated in The Symposium and the Practicum were joined by others to interpret data from the first two parts of the conference. The Assembly was attended by approximately 60 people, including Prahdans from the Sikror Cluster, movement colleagues and project auxiliary staff. The intent of the Assembly was twofold: 1) to establish the broad outline of the four-year regional plan, and 2) to expand the base of self-conscious volunteers participating with the ICA in the region's development. The Assembly dealt with the question of the Institute's service to this region in the next four years.

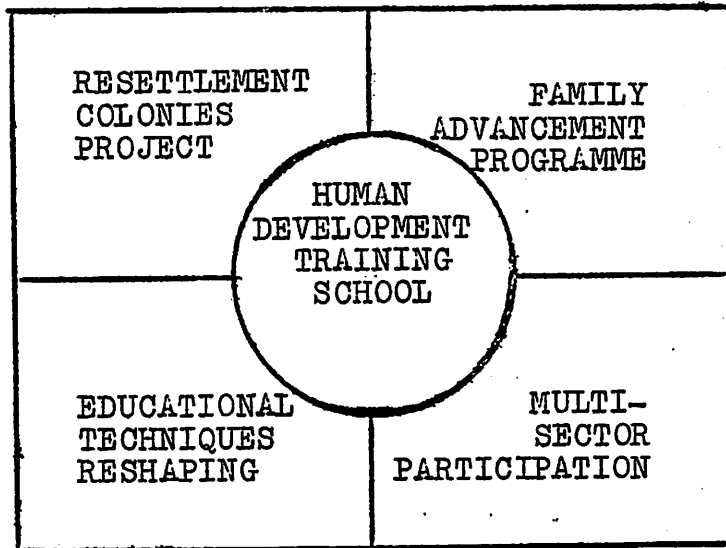
The Assembly was composed of five workshops: 1) analysing the metro needs; 2) reporting activities of the Practicum teams; 3) establishing four-year intents; 4) determining the 6 month manoeuvres, and 5) creating the time line and assignments. Each Practicum team discerned the broad steps needed in their respective metros.

By comparing the bold moves from the Symposium, advantages and vulnerabilities discerned in the metros, and redefining the required bold moves for the region, the four-year intents for the region were created.

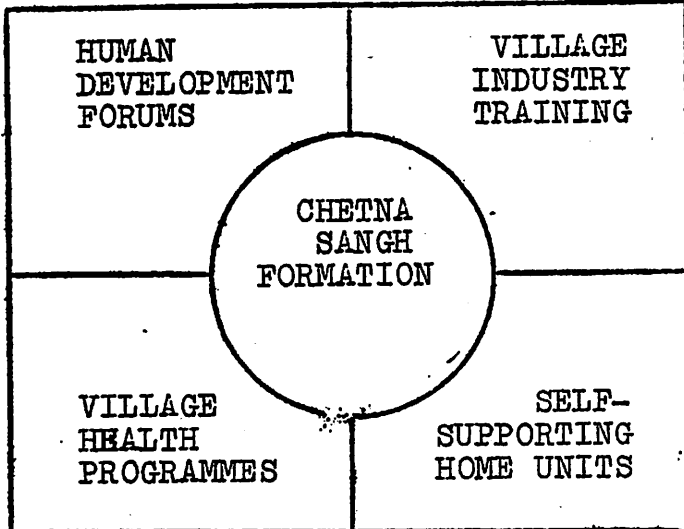
In a plenary session participants then decided the necessary victories at the end of the first six months and built the necessary manoeuvres to achieve them. Programme events were brainstormed and put on a six-month time line. The final step was to look at troop needs and to name co-ordinators for each of the metros.

THE 4-YEAR BOLD MOVES BY METROS

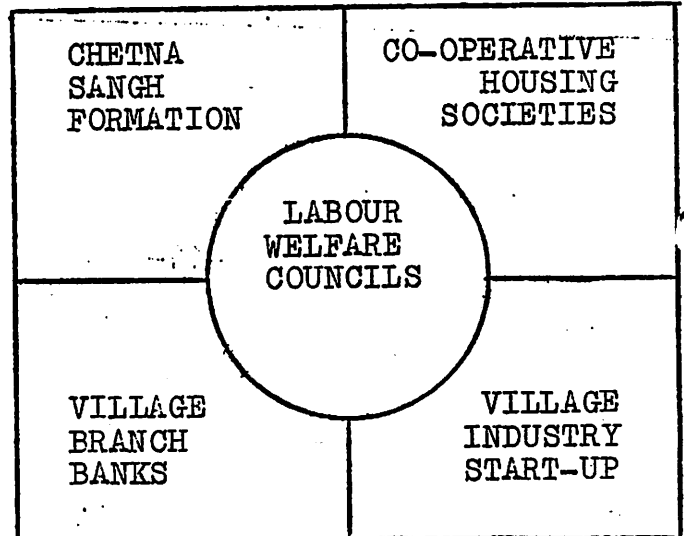
DELHI-GURGAON



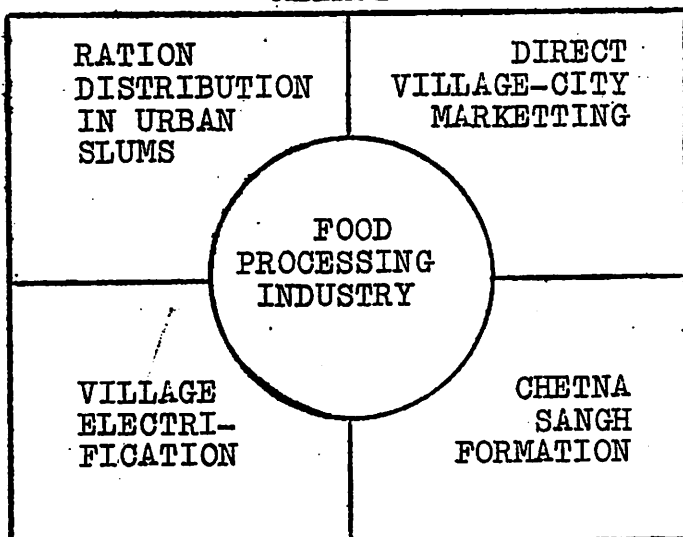
HISAR-ROHTAK



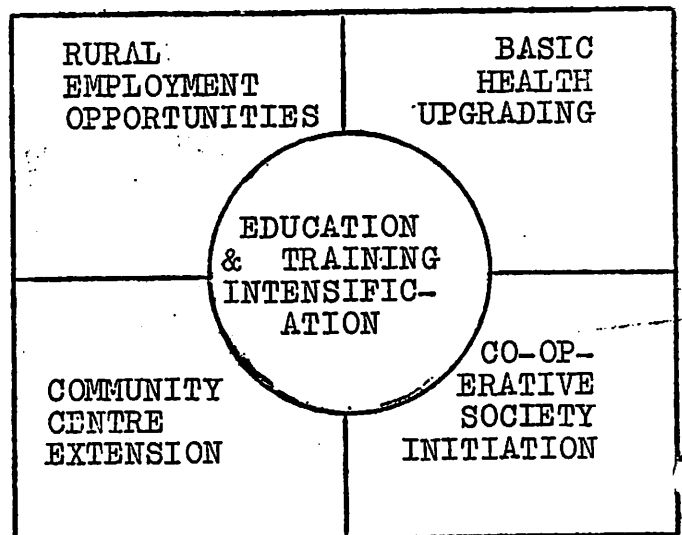
GHAZIABAD

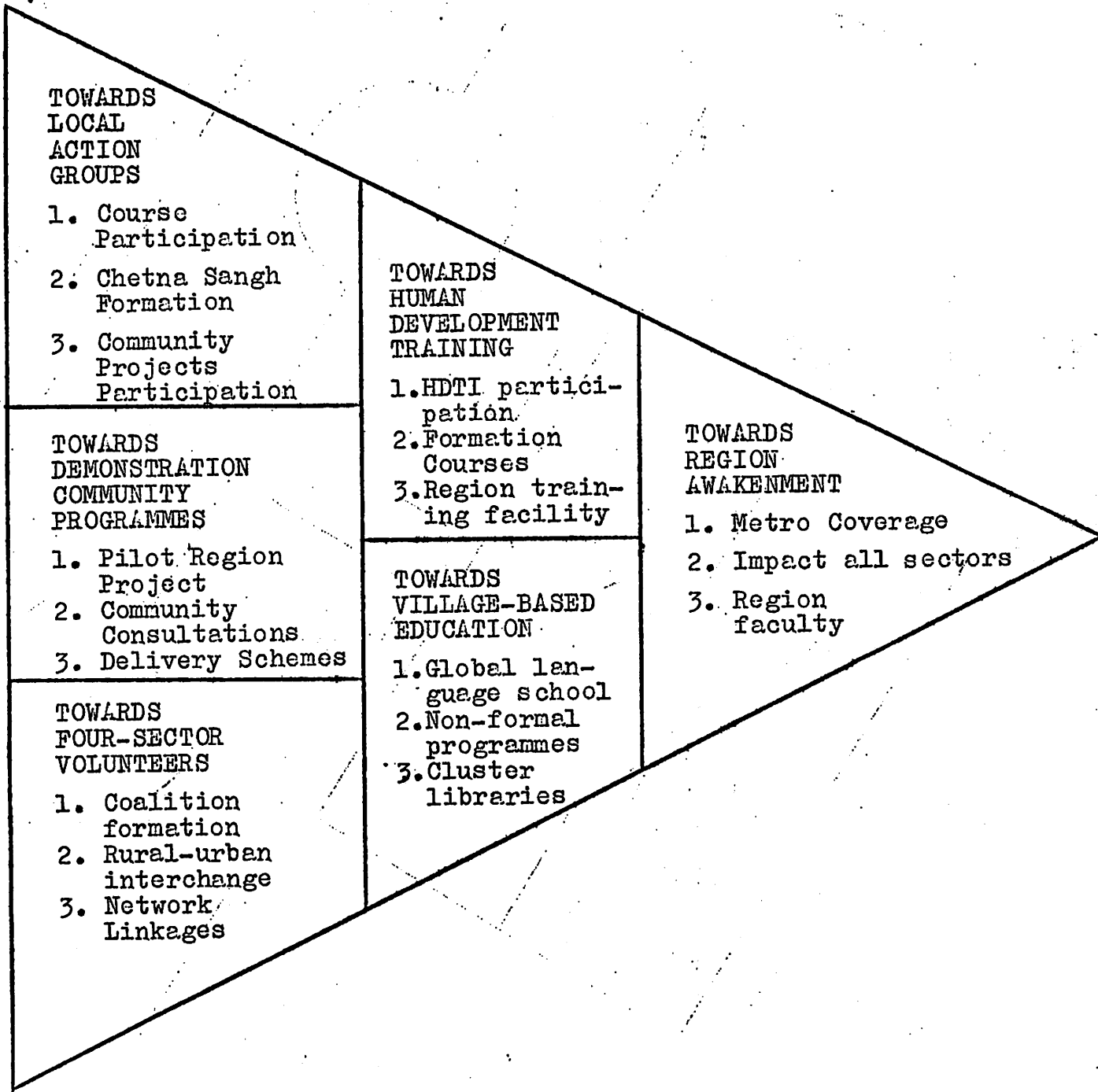


MEERUT



SIKOR CLUSTER





THE 4-YEAR STRATEGIC INTENTS

THE 6-MONTH MANOEUVRES

A. THE COMMUNITY AWAKENMENT EVENTS MANOEUVRE.

In the arena of community awakening events, there are four aspects :-

- 1) conducting youth forums
- 2) co-ordinating women's modules
- 3) catalysing events focussed on agriculture
- 4) designing heritage events.

During the next six months the region will work out of the following advantages -

- 1) broad based support from governmental and voluntary agencies,
- 2) existing educational programmes conducted by NCERT,
- 3) interest from the Haryana Agricultural University,
- 4) co-operation with Small Farmers Development Association.

B. THE HUMAN DEVELOPMENT TRAINING MANOEUVRE.

In the arena of Human Development training, there are four aspects :-

- 1) refining training curriculum
- 2) developing youth and leadership
- 3) recruiting for Human Development Training Institute (HDTI)
- 4) training faculty.

During the next six months the region will work out of the following advantages -

- 1) the HDTI scheduled in Maharashtra in May,
- 2) the interest of several groups in conducting joint training programmes,
- 3) the Human Development Course scheduled in Delhi for May.

C. THE VILLAGE BASED EDUCATION MANOEUVRE.

In the arena of village based education, there are four aspects :-

- 1) enhancing formal education in the villages,
- 2) increasing school attendance,
- 3) conducting non-formal adult education programmes
- 4) co-ordinating education programmes.

During the next six months the region will work out of the following advantages -

- 1) the Gram Sabhas and assembly in villages around Sikror have enabled villagers to articulate the need for increased education,
- 2) local leaders are available and able to play teaching roles.

D. THE LOCAL ACTION GROUPS MANOEUVRE.

In the arena of local action groups, there are four aspects:-

- 1) catalysing "Chetna Sanghs" (metro care groups)
- 2) establishing village libraries
- 3) catalysing marketing co-operatives
- 4) publishing a regional newsletter.

During the next six months the region will work out of the following advantages -

- 1) the imaginal power of Chetna Sangh,
- 2) current offers for specialist library assistance,
- 3) co-ordinators are already named in each of the metros,
- 4) the 8 villages around Sikror already identify themselves as a cluster.

E. THE DEMONSTRATION COMMUNITY PROGRAMME MANOEUVRE.

In the arena of demonstration community programmes, there are four aspects :-

- 1) selecting a demonstration project site
- 2) catalysing Bahadurgarh model Chetna Sangh
- 3) initiating Sikror Mother & Child health programme
- 4) establishing Bahadurgarh Adult Education Centre.

During the next six months the region will work out of the following advantages -

- 1) requests from business houses for ICA to extend its Human Development Project work,
- 2) requests for ICA to co-operate with University of Delhi to do a small project - Matiala Village of West Delhi,
- 3) four strong colleagues in Bahadurgarh ready to work,
- 4) C.R.S. is ready to undertake the Mother & Child Health Service in Sikror cluster.

F. THE FOUR SECTOR VOLUNTEERS MANOEUVRE.

In the arena of four sector-volunteers, there are four aspects :-

- 1) conducting formation seminars
- 2) catalysing neighbourhood care groups
- 3) forming village action groups
- 4) initiating community development associations.

During the next six months, the region will work out of the following advantages -

- 1) business, political and professional colleagues of the region have selected metro co-ordinators.

THE 6-MONTH TIME LINE

	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
COMMUNITY AWAKENMENT		Gram Sabha Campaign Gram Sabha leader trng. G.W.F. Campaign	Haryana University Seminar		Gram Sabha Matiala	
HUMAN DEVELOPMENT TRAINING	Prog. Feasibility Study	HDC Im. Ed.	leader training module		curriculum with 4-sectors	
VILLAGE BASED EDUCATION	launch non-formal education launch pre-school	Family Camp Programmes	Sikror Manla M. Regstn.	Cluster Library Set-up		Knitting training Sikror Cl.
LOCAL ACTION GROUPS		Delhi Colony Research Sikror medical service	news-letter	demonstration Chetna Sangh sanitation blitz		medical dispensary in rural areas
DEMONSTRATION COMMUNITY PROGRAMS		Site Selection and funding				Demonstration 4-sector consult
FOUR SECTOR VOLUNTEERS		Bahadurgarh speaking engagement Housing Society Registered	5-day training in Secundrapur 3 companies assign 6 people to communities		Marketing Programme	

ASSEMBLY PARTICIPANTS

Professor Dyanand Arora	Zamrudpur
Alan Berresford	Sikror
Fiona Berresford	Sikror
Vijay Bhatra	Bahadurgarh
Asaram Bhoyar	Sikror
Geeta Bhoyar	Sikror
Mukesh Bhoyar	Sikror
Danaraj Darlington	Sikror
Devinder	Secundrapur
Deirdre Dowsett	Byculla, Bombay.
Mrs. Ila Doshi	Ghaziabad
V.C. Doshi	Ghaziabad
Baban Gawade	Sikror
Aka Gawade	Sikror
Anil Goel	Delhi
Usha Goel	Delhi
B. Jacob	Delhi
Prem Kapoor	Delhi
Rajender Kumar	Morta
Sanjeev Kumar	Bahadurgarh
Prabhat Mathur	Delhi
Pinesh Mehta	Bahadurgarh
B.N. Murar	Delhi
Mrs. Murar	Delhi
Rejeev Narula	Bahadurgarh
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Rhonda Robins	Byculla, Bombay
Ashok Kumar Sharma	Sikror
Kaluram Sharma	Sikror
Krishnan Pal Sharma	Sikror
J.P. Shrivastwa	Calcutta
Ajit Singh	Gadi
Dib-Vijay Nath Singh	Ghaziabad
Gokum Singh	Gadi
Gopal Singh	Gadi
Hoshar Singh	Sikror
Lakmi Singh	Sikror
Ram Singh	Shahapur
Ram Singh	Gadi
Ram Pal Singh	Sikror
Sadar Singh	Gadi
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Vidya Tomar	Sarurpur Kalan
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Onkar Tyagi	Shahapur
Bir Singh Verma	Sikror
Yeshoda Verma	Sevagram, Maharashtra State

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Tata Services Ltd.
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Food Specialities Ltd.
H.M.M. Limited.
Brooke Bond India Ltd.
Mohan Meakin Breweries Ltd.
Amrit Steels Ltd.
Brittania Industries Ltd.

REGION CONSULT DELHI

3-12 APRIL, 1981

GLOBAL SYMPOSIUM

Friday, 3 April - Sunday, 5 April

Location: Vishwa Yuwak Kendra, Off Circular Road, Chanyakapuri,
New Delhi.

Objectives:

- * To bring together participants from the public and private sectors, from voluntary agencies and local communities, to articulate the potential for human development and the issues involved.
- * To design strategic directives for human development activities in the Delhi Region (Greater Delhi, Southern Haryana and Western U.P.)

Method:

- * A series of guided workshops designed to elicit the wisdom of all participants, these will be contexted by short presentations.
- * A focussed discussion on effective and creative responses led by a panel of distinguished speakers, including
 - Prof. RamLal Parikh, M.P., Rajya Sabha.
 - Mr. K.C. Mehra, Resident Director,
Tata Services Ltd.
 - Mr. J.B. Singh, Executive Director,
Action for Food Production.
 - Mr. T.S.Kannan, Chairman,
National Small Industries Corp.Ltd.

Times: FRIDAY, 3p.m.-7p.m. SATURDAY, 10a.m.-7p.m. SUNDAY, 10a.m.-2p.m.

METRO PRACTICUM

Monday, 6 April - Thursday, 9 April.

Location: Delhi and surrounding districts.

Objectives:

- * To carry out field research into projects being undertaken by organisations in the Delhi region and to identify effective approaches.
- * To interview a wide range of people concerned with human development to gauge the potential for implementation of the directives named in the Symposium

REGION ASSEMBLY

Friday, 10 April - Sunday, 12 April

Location: Sikror Village, Meerut Road, District Ghaziabad.

Objectives:

- * To pull together the threads of the field research.
- * To design a four-year plan of action to intensify and focus present activities, and to provide a backdrop picture for new initiatives.

"AN END TO POVERTY AND HUNGER" from the
Independent Commission on International
Development Report....

"NORTH-SOUTH" by Willy Brandt

It is a matter of humanity to conquer hunger and disease on our way to the next millennium - to prove wrong those forecasters who say we will have to face the distress of hundreds of millions of people suffering from starvation and preventable diseases at the turn of the twenty-first century.

The United Nations Children'S Fund (UNICEF) estimated that in 1978 alone more than 12 million children under the age of five died from hunger. And although the United Nations declared 1979 the Year of the Child these devastating figures will not have changed for the better.

History has taught us that wars produce hunger, but we are less aware that mass poverty can lead to war or end in chaos. While hunger rules peace cannot prevail. He who wants to ban war must also ban mass poverty. Morally it makes no difference whether a human being is killed in war or is condemned to starve to death because of the indifference of others.

Mankind has never before had such ample technical and financial resources for coping with hunger and poverty. The immense task can be tackled once the necessary collective will is mobilized. What is necessary can be done, and must be done, in order to provide the conditions by which the poor can be saved from starvation as well as destructive confrontation.

Solidarity among men must go beyond national boundaries; we cannot allow it to be reduced to a meaningless phrase. International solidarity must stem both from strong mutual interests in cooperation and from compassion for the hungry.

The quality of life is almost meaningless without health, which depends on proper nutrition and a healthy environment. This also demands more research and operational funds devoted to combating the diseases of people in poor countries. Health care, social development and economic progress must advance interdependently if we are to attain our objectives for the year 2000.

Illiteracy too is a tremendous waste of human potential. Literacy - which goes beyond just being able to read and write - arouses people's consciousness and helps them participate in community life. Thus it is also a prerequisite for fighting hunger and disease.

MR. N.A. PALKHIVALA in the G.D. SOMANI
MEMORIAL LECTURE had the following to
say on HUMAN DEVELOPMENT.

Is there an alternative? There is undoubtedly an alternative and that is an alternative which can make us go places, which can make up for all our shortcomings and deficiencies of the last thirty years. If we want a bright future, which this country is undoubtedly capable of because of its skills, intelligence and its spirit of enterprise - then we shall have to concentrate upon four major things.

First of all, we shall have to ensure what the World Bank report published in 1980 calls human development or human investment. We have been investing thousands of crores of rupees in plant and machinery, in brick and mortar. But we have invested little in education, in nutrition, in public health. One hundred million mandays are still lost every year as a result of men being required to carry drinking water from one place to another.

In 25 percent of our villages, there is no drinking water. The other three-fourths have contaminated drinking water. But the one-fourth do not even have contaminated drinking water. In this state of affairs you realise how human investment would make all the difference. Are we careful enough about the health of our people, the nutrition they get and about their education?

Education is terribly important. These days people like to quantify everything. The World Bank has quantified the advantages of investing in education and it says that the return on the investment that you make in education is at least 27 percent, if you take the experiences of the different countries. A 27 per cent return on investment (tax free of course) is a fairly sizeable return. They further calculated that farmers who become literate or get even rudimentary education are able to produce 13 per cent more than illiterate farmers. The return on human development is higher than the return on physical investment. Further what emerges from the World Bank report is that the countries which have gone in for human investment/human development have a faster rate of economic growth than the countries which have concentrated on physical investment.

Excerpts from an article by S.A.N. PEERZADE
entitled KEY TO NATIONAL DEVELOPMENT.

It is needless to stress the importance of rural development prior to contemplation of measures for National Development. Since about 80 per cent of the population is concentrated in rural areas, real India lies in villages. With the consciousness of this fact Mahatma Gandhi laid great emphasis on rural development through the upliftment of the depressed class of rural masses. He envisaged a rural oriented development programmes under which the villages are required to process local raw material for the production of goods and services to meet the local needs of rural people.

At present India's population has risen to an alarming proportion of 650 millions. Every year 5 millions are added by fresh births resulting in population explosion. In 1978 Indian economy had a labour force of 273.00 millions of which work force was estimated at 260.9 millions leaving a balance of 12.1 millions. In March 1978 total unemployment in the country was of the order of 20.6 million person years of which 16.5 million person years were in rural areas and 4.1 million persons years in urban areas.

In India agriculture dominates the economic life of the rural people with 69.7 per cent of the local labour force engaged in agricultural activities. Lack of opportunity for rural people in non-agricultural sector is responsible for exerting great pressure on agriculture.

Agricultural productivity in our country is one of the lowest, if not only the lowest when measured by world standard. The productivity amounts to 25 per cent of the levels of productivity of developed countries like Ehypt, Taiwan and Korea. In real terms the agriculture does not stand much to benefit the rural masses.

It is seen that the priorities in most of the five year plans have weighed more in favour of "core" sectors like heavy industries, transport and communication than that of rural areas and of social and welfare services. The expenditure on social services such as education, health, sanitation, drinking water, housing and other welfare programmes of weaker sections at the outset was considered unproductive.

This was clearly brought out in the initial draft outlays as decided in each successive plans. Later on there was a realisation on the part of the planners about the needs for the adoption of various rural development plans for the improvement of socio-economic conditions of rural people.

The very fact that we have today a highly skewed distribution of income, wealth, property, status and political power in the country shows that, unless more incomes are generated among the poverty stricken people in rural and semi-urban areas, creation of more surpluses are bound to remain a permanent feature of our economy.

The great task before the nation is to provide basic needs such as food, clothing and shelter to a small minority in urban areas and a large majority in rural areas. Final objective in our national development would not only nearly add to economic prosperity, but also to a quality of life.

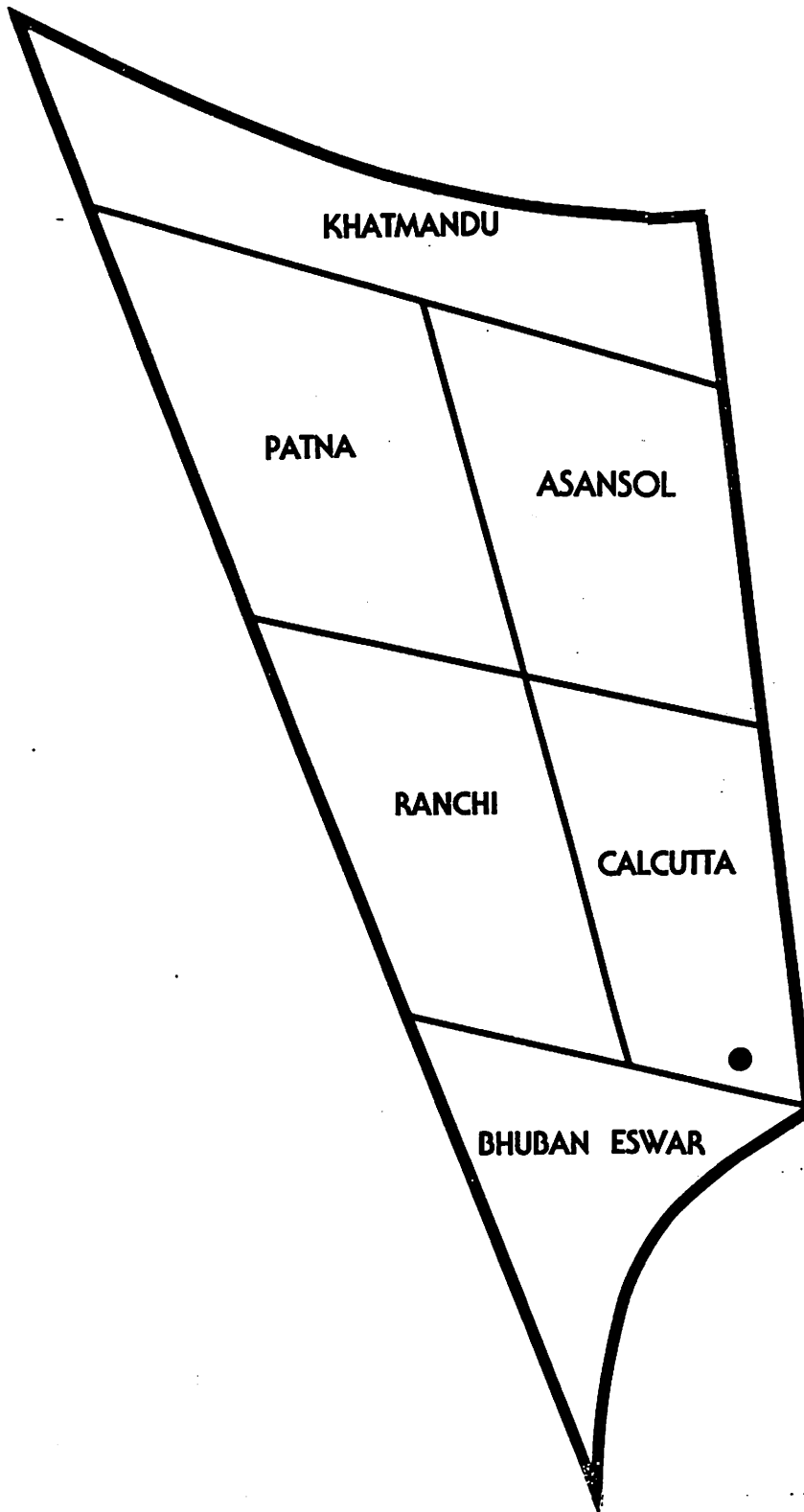
It is necessary to develop the skills of the rural artisans at the very outset. Mere pumping of money by State in the rural areas is not likely to help the artisans to attain the level of socio-economic development. What is required is the development of technical skills of the rural poor to enable them to take advantage of the opportunities to get themselves absorbed in the programmes initiated for their betterment in the villages.

The state may no doubt create necessary infrastructure facilities and financial assistance for financing the various rural development programme, but no purpose will be served unless and until the rural artisans stand on their own legs to develop initiative and the necessary skills for bettering their prospects.

Rural development is thus an integral process seeking to combine economic, political, socio-cultural and ethical dimensions.

The fortunes of rural areas are inextricably linked up with urban development because it is the rural areas which provide food for the urban dweller as well as essential raw materials for industries like cotton, textiles, jute, sugar, tea, tobacco and others. Rural areas provide markets for consumer goods produced by urban industries. Also, some of the essential inputs in modern farm technology like fertilizers, pesticides and agricultural implements can only be produced in the large-scale industrial sector. If we want to have rebalancing of the terms of trade in favour of the rural sector, which is a must for the new approach to rural development, we shall have to reconsider some of the basic policies in relation to prices, incomes, profits, wages and salaries and taxation for the nation as a whole.

AREA CALCUTTA



AREA CALCUTTA

YEAR END REPORT 1980-81

compiled by the AREA COUNCIL

Wk 12 Qtr IV

REFLECTION ON THE YEAR 80-81

ACCOMPLISHMENTS FOR THE YEAR 1980-81

LENS credibility established through seminars with public and private corporations.

Intensive demonstration invitations researched.

Local Language programmes established.

Local Staff trained to do all programmes.

Educational structure permeated through Imaginal Education.

All programmes self supported through fees.

Urban bustee networks catalysed through Imaginal Education and the HDC.

Public acknowledgement of ICA Calcutta capability as catalyst of the Four Sectors as demonstrated through the Regional Consult.

LEARNINGS FOR THE YEAR 1980-81

1. Formation circuits to the Regions without houses needs a particular focus or emphasis (e.g. Hindi CYFs in Patna)
2. In order to do self support practical motivational goals are necessary.
3. Demonstration can take the form of a demonstration structure as well as a demonstration community.
4. To permeate a structure first do a series of events within a specific time frame, then the programme sells itself and the form of the permeation probe emerges.
5. Regular engagement of four sector colleagues builds credibility.
6. Permeation of the Public sector can be done through industry and education.
7. Awakening campaign followed by formation events leads to movement building.
8. 9. Keep all doors open while deciding the intensive.
9. Extensive and intensive within a delimited geography is key to an urban demonstration.
10. In an unstable political situation stability lies in the private sector.
11. The demonstration dynamic can be done through structural permeation.
12. Thought through set up ensures a winning event.
13. Hindi CYFs provide access to the Public sector educational structures.
14. Use old colleagues to get us into new arenas.
15. Local language programmes and orchestrators are essential to structural permeation.
16. Methods give people from different background permission to participate in one event.

FOUR YEAR STRATEGIC DIRECTIONS/5 REGIONS

THE PATNA REGION

The four year strategic direction for the Patna Region is to catalyse human development by working through the Hindi/Government Educational structures. The Declaration Strategy will be to impact the Educational structures by holding an extensive campaign across the region focussing on schools, colleges and universities using CYP and Imaginal Education. The Manifestation Strategy will be to equip a particular school university or college with methods of imaginal education, curriculum building and corporate faculty planning in order to hold up demonstrations of effective education. The Formation Strategy will be to develop a guild to give support and foundations to the other strategies by training and establishing a regional faculty. Av Ashram will be established in the Region to serve these strategies.

THE RANCHI REGION

The four year strategic directions for the Ranchi Region will be to catalyse human development through partnerships with voluntary organisations and the private sector. The Declaration Strategy will be to reach a broad base of society through voluntary organisation sbv training them in methods of impact and demonstration, for example doing the Human Development Course on a regular basis with XISS(Xavier Institute of Social Sciences Rural Devlopemtn School). The Manifestation Strategy will be to equip local people to do a demonstration project by working through an established organisation such as Tata Rural Development Scheme. The Formation Strategy will be to develop a gurdian network and journey it to a movemental context.

THE BHUBANESWAR REGION

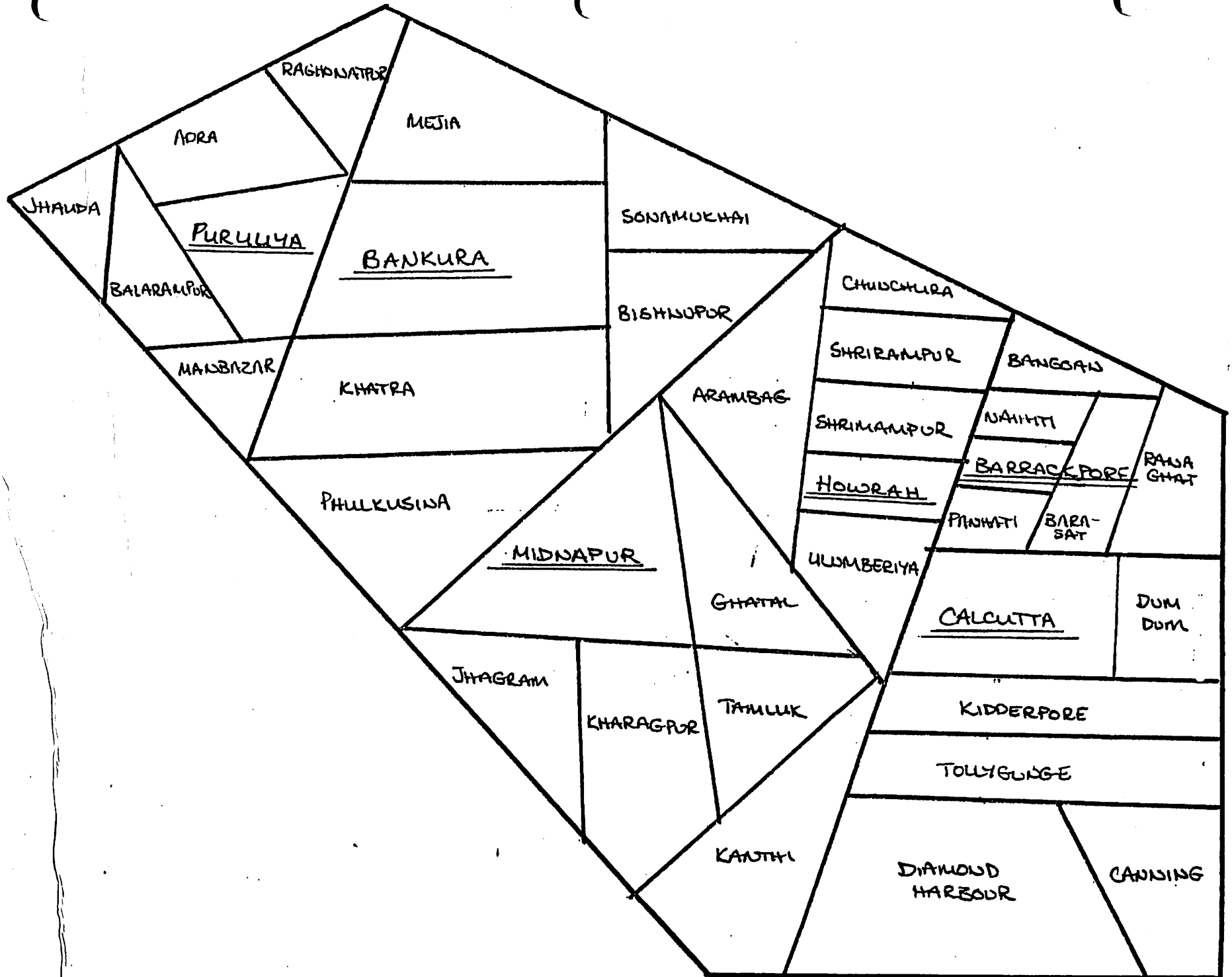
The four year strategic direction for the Bhubaneswar Region will be to catalyse human devlopment by training organisations to participate in awakenment and demonstration. The Declaration Strategy will be an impact campaign to discover the strategic focus of the Region. The Manifestation Strategy will be to work in partnership with a Public sector development organisations such as NISWASS(National Institute of Social Work and Social Science). The Formation Strategy will be to develop a movemental guardian network.

THE ASANSOL REGION

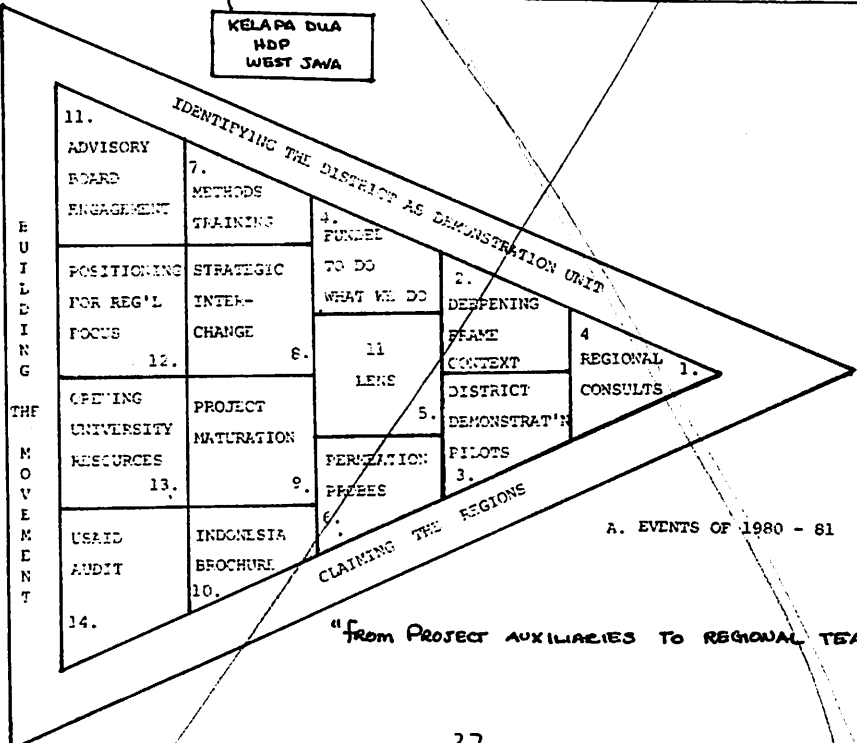
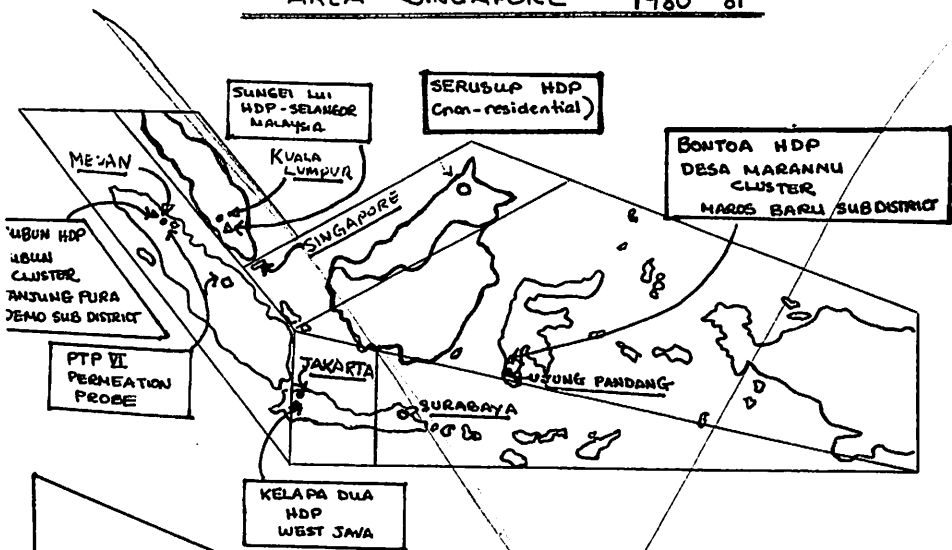
The four year strategic direction for the Asansol Region is to catalyse human devlopment through probes into Krisnanagar, Raigunj, and Malda metros to set up programmes in order to enhance local credibility and build a local movement base.

THE KATHMANDU REGION

The four year strategic direction for the Kathmandu Region is to catalyse human devlopment through scheduling research treks to investigate the current situtaion and climate, study programme needs and openings and to establish initial frame and authorisation.



AREA SINGAPORE 1980-81



Band Meeting
Chicago Nexus
GLOBAL RESEARCH CENTRUM
2
Quarter III
1980-81

experimenting with and a rehearsal of the context out of Book I and time line. Two PSU's will be distributed to the houses - one Quarter III and one Quarter IV, on the Liturgical Experiment. The first PSU will provide for a thorough evaluation of the experiment. The second PSU will provide the occasion and aids for enabling the creation of a liturgy in the local context. These evaluations and created Liturgies will be brought together for broader evaluation and next steps during Summer 81.

3 Strategic Reflections

It is the consensus of Global Research Centrum that every Religious House will conduct a common debriefing session following the Regional Consult. The common format prepared by the Global Research Centrum Band will be sent through the house packets and shared with Operations Centrum by Week 4 of Quarter III. Results of the debriefing and all consult documents will be sent to Chicago Nexus - Research Centrum, with duplicate copies to the appropriate nexus.

4 Summer Broodings

It is the consensus of Global Research Centrum that the schedule for Summer '81 include:
the GRA from July 5 - 19
the GPC from July 22 - Aug 2.
Four house collegiums on current situation, state of the movement, thrusts of the summer and 14 day GRA design be outlined by the GRC Band and sent in house packets Week 4 with responses to be returned to Chicago Nexus. Global Priors will be in Chicago by June 14, and one person per region be in Chicago by June 21 for summer prep.

The thrusts of Summer 81 will be going to the next level of strategy by fleshing out actional modes of the three major strategies by developing something like a 20 program chart for the globe and putting it into a new corporate language that holds the diversity of our programs and it will include working on the tools necessary to implement the programs.

The type of GRA would include a symposium dynamic including objective other and would begin by pulling together Consult Symposium and 7 Revolution PSUs and done by four sector representatives. It would include the question: "What do strategies and programs mean globally and how orchestrate globally?" ending with working by continents on own strategic directions.

Spirit life will be developed out of the image of being in the third phase of sanctification - hope beyond hope. If the real issue is 'courage', we might work on creativity or corporateness. One of the mechanisms for spirit life might be to develop global poetry for the Other World charts and emphasize living out of the world and living a life of service. The intent is to discover the shape of the ethical

Band Meeting
 Chicago Nexus
 GLOBAL RESEARCH CENTRUM
 3
 Quarter III
 1980-81

presente needed in the world in terms of the New Essentialism.
 Last year's symbol - coat of arms - whole four year story. It is an emblem that stands for total task. We need to develop simple single image that points to style of our mission in the 1980's.

3 Great Talks

It is the consensus of Global Research Centrum that throughout the next four months, it will create, in each of its locations, 5 great talks. The image of the title for these talks is "open season" - with the developing of each talk emerging out of the brooding and study of each centrum. The product for the five great talks from each centrum will be a 4 x 4 and transcripts. In addition, it is understood that each of the talks will have been delivered in a forum besides the nexus collegium in order to gain as much insight and experience with the talks as possible before recommending their further use. It is expected that each Centrum will bring its five great talks to Chicago in June.

6 Edge PSUs

It is the consensus of Global Research Centrum that in Quarters III and IV, every house will do one of the following 6 Global PSUs: Order Pillars, Profound Commitment Course, Structural Permeation, HDZ, Regional Theoretics, 5 Great Talks. Common procedures will be prepared by band members before they leave. Results will be sent to CRC: Chicago before June 14 summer preparation.

7 Social Revolutions

It is the consensus of Global Research Centrum that, using the common PSU method for the Women's PSU in December, the following nexuses will conduct PSUs on the 7 Revolutions: Chicago - Women/Youth/Multinational Corporations; Bombay - Third World; Brussels - Minorities; Hong Kong - Local; Kuala Lumpur - Education.

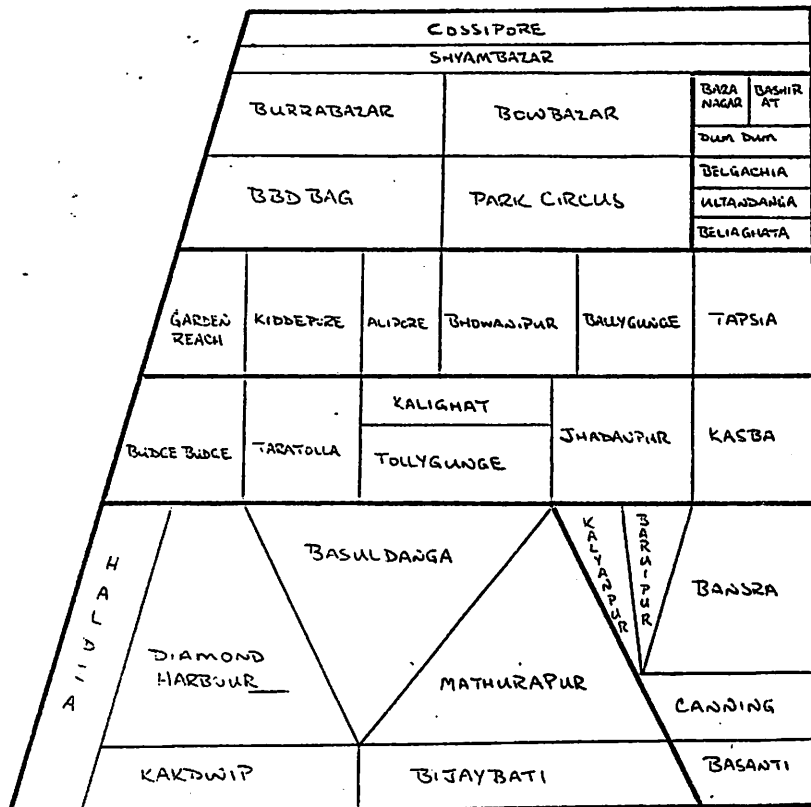
Chicago will supply available materials and each Nexus will be responsible for adding to these materials re assigned PSU and other arenas. Any locally collected materials should be copied and sent to Chicago for global distribution. The documents created from each PSU will be sent to Chicago Nexus.

AREA CALCUTTA		Calcutta Regional Consult.		
AWAKENING NEW HOPE-the strategic components				
towards ENGAGING THE FORCES		towards DEMONSTRATING LOCAL CARE	towards RELEASING THE STRUCTURES	
<u>TARGETING STRATEGIC IMPACT</u> 1. Stimulating micro networks 2. Accelerating Im-Ed 3. Releasing Youth Engagement 4. Demonstrating methods in bustee	<u>INSTITUTING TRAINING CENTRE</u> 1. Equipping faculty 2. Scheduling impact training 3. Regularising methods training 4. Creating regional Faculty.	<u>CATALYSING BUSTEE DEMONSTRATION</u> 1. Locating bustee committees 2. Enlisting four sector support 3. Analysing baseline data. 4. Systematising training structures.	<u>PERMEATING EDUCATIONAL STRUCTURES</u> 1. Focussing demo schools 2. Promoting bustee education 3. Forming teachers guilds 4. Extending program impact	<u>ENHANCING PUBLIC IMAGE</u> 1. Articulating regional story 2. Compiling yearly achievements 3. Screening global film 4. Publishing P.R. materials
	<u>ENSURING WOMEN'S PARTICIPATION</u> 1. Enlisting women's orgs. 2. Initiating skills training 3. Conducting GWFs 4. Involving college women.			
<u>ESTABLISHING HUMAN DEVELOPMENT COALITION</u> 1. Defining coalition role 2. Formalising the structures 3. Structuring engagement 4. Expanding consulting relationships				

intensifying this training and developing guilds will be foundational to the work in the City and the Regions in the coming year.

INDIAN MYTH AND STORY RESEARCH is key to grounding the spirit dimension of all our current courses. This year the need to find appropriate local poetry, stories and conversations for the LENS and Imaginal Education constructs has emerged as critical in occasioning depth of reflection. An edge task of the coming year will be not only developing the overall constructs but discovering these local myths and stories.

THE CALCUTTA METRO



35

6

Band Meeting
Chicago Nexus

GLOBAL RESEARCH CENTRUM
4

Quarter III
1980-81

8 Permeation Probes

It is the consensus of Global Research Centrum that in the next two quarters, two labs will be held with each of the designated permeation probes. In Quarter III, a Lab PSU:

Lab PSU	
Screen Brief	Build Evaluative Format

In Quarter IV, the evaluation PSU created in the Quarter III workshops would be done.

9 Study Collegiums

It is the consensus of Global Research Centrum that during Quarter III, each House would do 9 studies on The Cultural Contradictions of Capitalism. The books are being distributed by band couriers. Chicago Nexus will produce and distribute the study plans.

Institute of Cultural Affairs						
THE CORPORATE TALKING PAPERS MODEL						Week 3, Qtr III
Global Research Band						
LOCATION TOPIC	FIRST DRAFT 31 Jan	REFLECTIONS				FINAL DRAFT 30 June
		FIRST 28 Feb	SECOND 31 May	THIRD 30 Apr	FOURTH 31 May	
THE REGIONALIS DYNAMIC	CHICAGO	BRUSSELS	BOMBAY	KUALA LUMPUR	HONG KONG	CHICAGO
THE CATALYTIC STYLE	BRUSSELS	BOMBAY	KUALA LUMPUR	HONG KONG	CHICAGO	BRUSSELS
THE INTENSIVE/EXPANSIVE MODE	BOMBAY	KUALA LUMPUR	HONG KONG	CHICAGO	BRUSSELS	BOMBAY
THE HUMAN FACTOR	KUALA LUMPUR	HONG KONG	CHICAGO	BRUSSELS	BOMBAY	KUALA LUMPUR
THE NEW ESSENIALISM	HONG KONG	CHICAGO	BRUSSELS	BOMBAY	KUALA LUMPUR	HONG KONG

8

Global Research Centrum
Chicago
June 10, 1981

EDGE READING

We are asking each Religious House and Regional Team to participate in reading and reflection to be shared with other regions during July and August. Following are the names of several books that some of us have found stimulating. Please send other recommendations, along with your reflections on them. See the other side for reporting format.

Suggestions for how to do this:

- Follow the lead of the Houston House, which assigned everyone to read in the lounge one evening a week last quarter.
- Carry out one of the suggestions from the Rochester Regional Consult: Start a 'study circle' on a particular topic to deal with values in our society. Use the book as a springboard for discussion.
- Ask newly discovered colleagues to participate in this activity which will link others who participated in the same activity that they did in the Regional Consult.

Booker, C.
Burns
Brandt, Willie
Campbell, Joseph
Casteneda, Carlos
Chardin, Teilard
Ferguson, M.
Gogarten, F.
Habermas, Jurgen

The Seventies, Stein and Day
The Household Economy
North/South, MIT Press, 1980.
Myths, Taped Interview, TV series
The Eagle's Cliff
Building the Earth, Dimension Books
The Aquarian Conspiracy, J.P. Tarcher
Despair/Hope in Our Time
Communication and the Evolution of Society, Beacon Press
The Use of Violence, Harper & Row
The Inner Limits of Mankind
The State/Capitalistic System, Harper Torchbook
Tragic Journey
Person/Planet, Anchor Press
World Challenge, Houghton-Mifflin
The Time Falling Bodies Take to Light, St. Martin's Press
The Third Wave, Bantam
The Mind of John Paul II, Seabury.
The Acting Person, D. Reidel
New Rules, Hogunther McDein
We, See, Whee, Mundelein Press.

over

9

AREA CALCUTTA

Wk 12 Qtr IV 80-81

CURRENT EDGES

PERMEATION OF THE EDUCATIONAL STRUCTURES is key in demonstrating structural permeation. The education structures represent a network of concerned individuals across the city. It is a demonstration of our methods in a field where burning issues of concern are being raised in every community. There is an openness to our methods that has been established through CVF and Imaginal Education. Networks have emerged that will be the keystone to the development of the educational guilds. This will not only provide the forces for demonstration schools but are the cornerstone of a metro faculty to teach Imaginal Education in the local language in bustee schools.

LENS GUARDIAN NETWORK is key to expanding the impact of LENS and its follow up. The credibility of LENS has been established through seminars with private and public corporations. There is an expressed concern for follow up in depth methods training and a faculty is emerging of course grads who will be under assignment to teach the coming seminars. This will in turn develop our capacity to put the methods in the local language for use with the first line supervisor level management.

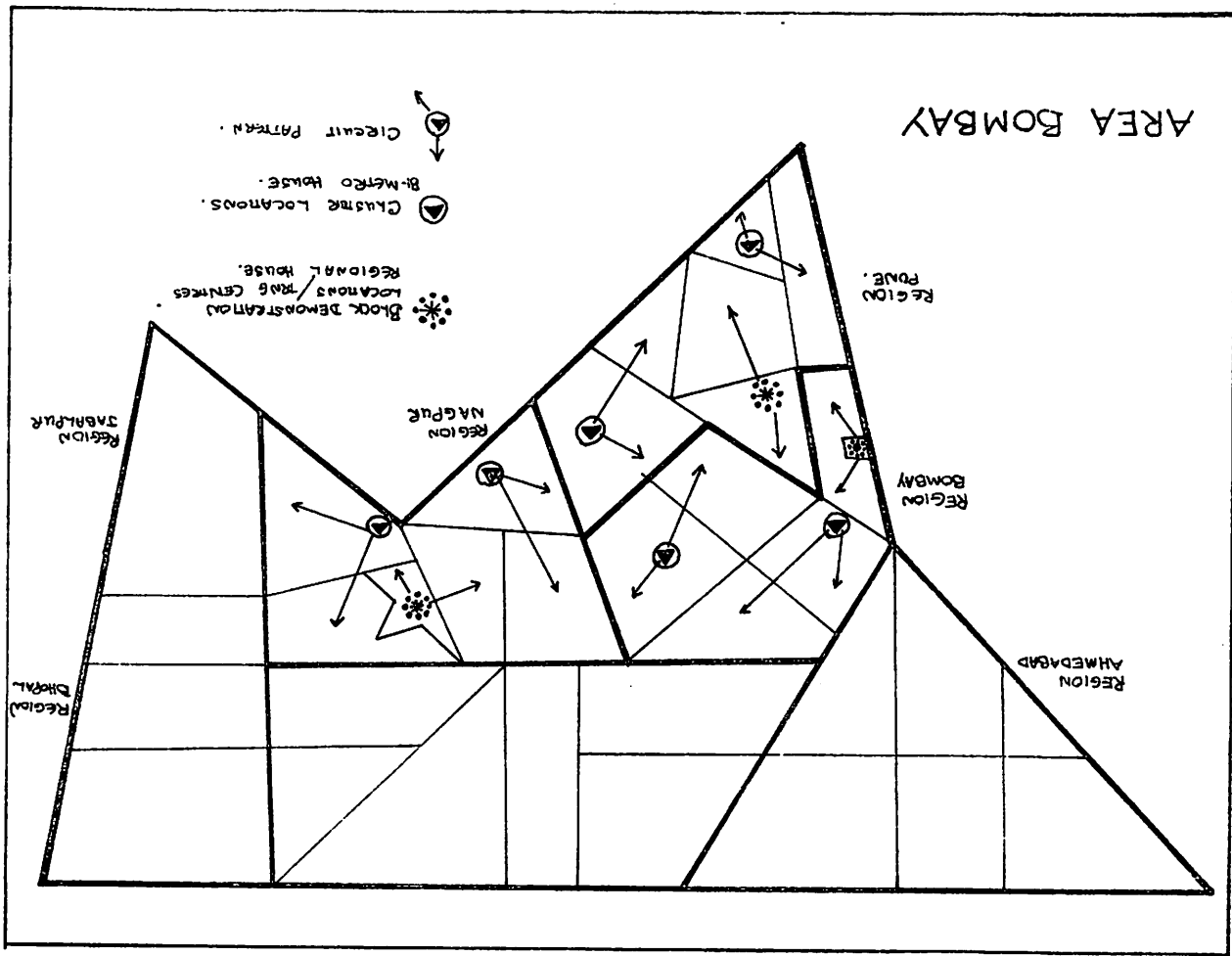
REGIONAL FORMATION CIRCUITS are key to caring for the total geography of the Area. Each circuit has a particular structure or sector as its emphasis through which formation is catalysed. Patna Regoin has as its focus the development of an education guild and regional faculty for teaching Imaginal Education in Hindi for the Government Schools. Bhubaneswar Region has as its focus the training of development organisations both public and private in effective methods of planning and actuation. Ranchi Region has as its focus training of voluntary groups as well as the private sector through Tata Rural Development Scheme.

THE INTENSIVE DEMONSTRATION MODE is key to focussing the multi faceted permeation that is happening across the Region and the Area. Two forms are emerging. First the intensive mode relative to permeation of a particular structure. E.g. the intensive mode of educational permeation may be a particular school where we focus by equipping them with a comprehensive range of educational methods (Imaginal Education, Ongoing curriculum planning, corporate faculty planning) or the intensive mode of the permeation of the business community may be a particular organisation or branch of an organisation where we do LENS throughout the company down to first line supervisor level, LENS training and pedagogy. Second the intensive mode relative to a piece of geography or community. By focussing on a particular piece of geography and working intensively with all the structures a new kind of demonstration community may emerge.

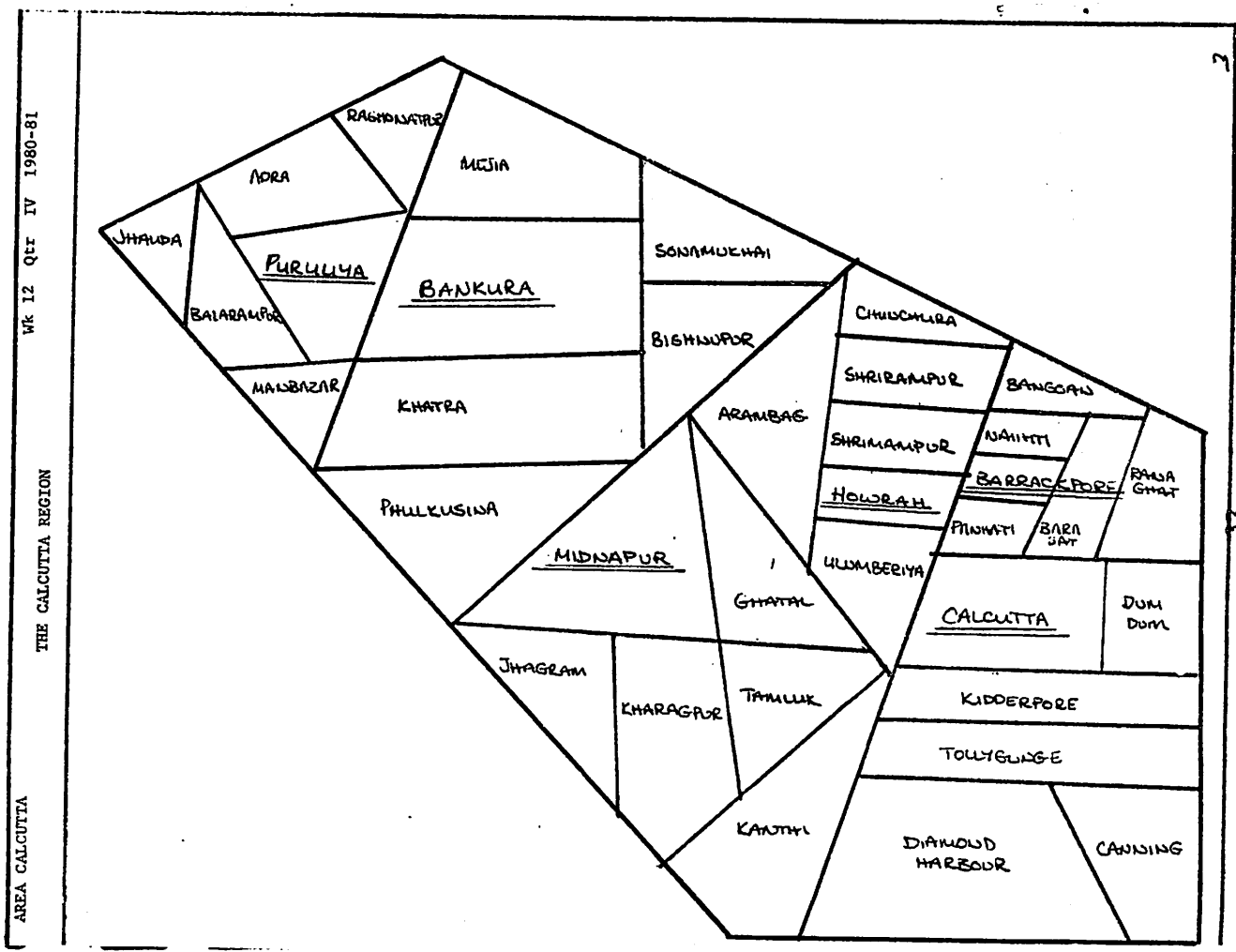
THE EMPOWERED ASHRAN DYNAMIC is key to Formation. The Ashram is a wayside inn with constant visits of course grads, bustee workers and old colleagues. Now establishing weekly forums, week II pedagogy, and developing the guilds with the Ashram as a base will be important in undergirding the strategies for next year. A sojourning programme will be key to intentionalising the journey of movement colleagues. Finding a new faculty or expanding the current one will be the catalytic action.

LOCAL LANGUAGE INTENSIFICATION is key to effective structural permeation. This year programmes have been done entirely in the local language (i.e. with no translation). Strategic openings exist to expand and focus these programmes within a particular structures and constituencies. Bengali, Urdu and Hindi capability will enable LENS, Imaginal Education, and the Human Development Course to reach a broader base of participants. The key to this will be the development of a Regional Faculty for programme intensification and formation.

PARTNERSHIPS WITH VOLUNTARY AND LOCAL GROUPS are key to expanding the constituency and application of the methods. In depth training for established voluntary organisations has proved key to structural permeation and will continue to be next year as we begin the push on the intensive. Training of local groups formed of local residents to care for their community has enabled us to work with the communities across the City. Continuing and



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32

GLOBAL COUNCIL CHICAGO		AREA STATISTICS 1980-81						July 1981
REGIONS		BOMBAY	PUNE	NAGPUR	AMHARANG	BHOJIPUR	INDEPENDENT	TOTAL
D E M O G R	Region Size km (Sq Miles)	91085	96159	120518	-	-	-	
	Population	19,909,800	15,920,500	14,581,842	-	-	-	
	% Rural/% Urban							
E V E N T S	Regional Consult # attended	2580	4680	3630				10890
	# LENS	1	1	-	-	-	-	2
	# Forums	53	56	50				159
	# Other Courses	6	2	3				11
	Councils/#	3	2	2				7
M P O V R E M A T	Day I Movement Strength							
	Day II Movement Strength							
	# of Cores							
F S I T S A C T A E L	Development Income Target							
	Development Raised	97,263	34,945	2,622				1,34,830
	# Development Donors	110	37	31				178
	Programme Income	2,175	1,905	44				4,124
	Self-Support + or -	-	-	-	-	-	-	-
H O U S E P E R S O N N E L D A T A	#Assigned 80-81	96	90	84				270
	# Youth	-	-	-				
	# Assigned into Region	96	90	84				270
	# Assigned out of Region	-	-	-				
	New Interns	8	5	4				17
	Sojourners	2	1	2				5
	Current # Individuals	33	30	18				81
	Current # Couples	5	5	12				22
	# Working In	-	-	-				-
	# Working out	-	-	-				-

THE PATNA REGION

In the year 80-81 one Imaginal Education Course was held in a key school in Patna City. For the first time a cluster of 4 CYFs were held with Hindi Medium school (two private and two government schools). The core of colleagues that exist in Patna were nurtured through assisting with the events. Formation circuits were done to the metros which opened further possibilities of doing impact events, Imaginal Education Courses and training for a noted public sector development agency.

The four year strategic direction for the Patna Region is to catalyse human development by working through the Hindi/ Government Educational Structures. The declaration Strategy will be to impact the educational structures by holding an extensive campaign across the region focussing on schools, colleges and universities using Cyf and Im-Ed. The Manifestation Strategy will be to equip a particular school, university or college with the methods of Imaginal Education, curriculum building, and corporate faculty planning in order to hold up demonstrations of effective education. The Formation Strategy will be to develop a guild to give support to these strategies by training and establishing a regional faculty. An ashram will be established in the Region over this four year period.

THE RANCHI REGION

In the year 80-81 several key training events were held in the Ranchi Region. A five day training session was held in a large Polytechnic for Women who are involved in rural development across the State of Bihar, 45 women participated in the whole programme which also involved 100 women from a nearby village in a GWF. A three day training session was held with Xavier Institute of Social Service involving 35 National Adult Education Supervisors. A three day Gram Sabha training was held for the Tata Rural Development Society. Formation circuits have opened up possibilities for LENS and further training. A Human Development Course has been set for September with XISS.

The four year strategic directions for the Ranchi Region will be to catalyse human development through partnerships with voluntary organisations and the private sector. The Declaration Strategy will be to reach a broad base of society through voluntary organisations by training them in methods of impact and demonstration, for example doing the HDC on a regular basis with XISS. The Manifestation Strategy will be to equip local people to do a demonstration project by working through an established organisation such as Tata Rural Development Society. The Formation Strategy will be to do develop a guardian network and journey it to a movemental context.

THE BHUBANESWAR REGION

In the year 80-81 two circuits to Bhubaneswar Region has established contact with voluntary organisations to do impact events and training. The leading University in the State has invited us to do forums with their students.

The four year strategic direction for the Bhubaneswar Region will be to catalyse human development by training organisations to participate in awakenment and demonstration. The Declaration Strategy will be an impact campaign to discover the Strategic Focus. The Manifestation Strategy will be to work in partnership with the public sector development organisations such as NISWASS. The formation Strategy will be to develop a movemental guardian network.

THE ASANSOL REGION

The four year strategic direction for the Asansol Region is to catalyse human development through probes into Krisnanagar, Raiganj, and Malda metros to set up programmes in order to enhance local credibility and build a local movement base.

THE KATHMANDU REGION

The four year strategic directions for the Kathmandu Region is to catalyse human development through scheduling research treks to investigate the current situation and climate, study programme needs and openings and to establish initial frame and authorisation.

REFLECTION ON THE YEAR 80-81

ACCOMPLISHMENTS FOR THE YEAR 1980-81

LENS credibility established through seminars with public and private corporations.

Intensive demonstration invitations researched.

Local Language programmes established.

Local Staff trained to do all programmes.

Educational structure permeated through Imaginal Education.

All programmes self supported through fees.

Urban bustee networks catalysed through Imaginal Education and the HDC.

Public acknowledgement of ICA Calcutta capability as catalyst of the Four Sectors as demonstrated through the Regional Consult.

LEARNINGS FOR THE YEAR 1980-81

1. Formation circuits to the Regions without houses needs a particular focus or emphasis (e.g. Hindi CYFs in Patna)
2. In order to do self support practical motivational goals are necessary.
3. Demonstration can take the form of a demonstration structure as well as a demonstration community.
4. To permeate a structure first do a series of events within a specific time frame, then the programme sells itself and the form of the permeation probe emerges.
5. Regular engagement of four sector colleagues builds credibility.
6. Permeation of the Public sector can be done through industry and education.
7. Awakening campaign followed by formation events leads to movement building.
8. 9. Keep all doors open while deciding the intensive.
9. Extensive and intensive within a delimited geography is key to an urban demonstration.
10. In an unstable political situation stability lies in the private sector.
11. The demonstration dynamic can be done through structural permeation.
12. Thought through set up ensures a winning event.
13. Hindi CYFs provide access to the Public sector educational structures.
14. Use old colleagues to get us into new arenas.
15. Local language programmes and orchestrators are essential to structural permeation.
16. Methods give people from different background permission to participate in one event.

REGIONS
AND
BI-METROS

This year Area Bombay has realized three major shifts. The move to the Regions, the emphasis on Exemplary Ashrams and the beginning of Phase III of the Maharashtra Village Development Project. The move to the Regions was made in order to shift to common global gridding structure. During 1979-80 we worked with the political map of 4 divisions in Maharashtra, 25 districts and 232 talukas. The 6 regions of Area Bombay have been gridded to the polis level, and each of our ashrams is now responsible for a bi-metro.

EXEMPLARY
ASHRAMS

In the year 1979-80 we were located in 25 ashrams in Maharashtra. Our shift to nine ashrams this year enabled us to give our ashram life the care it requires. Practical considerations such as space and facilities have seen much in the way of creative ingenuity. The making of assignments has been better informed. Training and journeying of staff has brought forward new priorship.

PHASE III

Phase I was Malivada; Phase II was the 232 replication. Last year we moved into Phase III which has components in both the intensive and extensive, the geographic and the sociological. The component that became the major thrust of this year was the establishment of three clusters of ten villages around three of our ashrams. Although not scheduled for cluster initiation this year the remaining six ashrams all conducted programmes in the villages surrounding their base-project. In all nine locations the cluster became the common operational mode. Three-week cluster consults held in conjunction with the Regional Consults proved to be landmark events with excellent participation from all cluster villages.

The response from all four sectors would indicate that development by cluster has great imaginal and operational advantages.

In Area Bombay, the practical forms of these shifts signalled the replication transposition priority of year 1980-81.

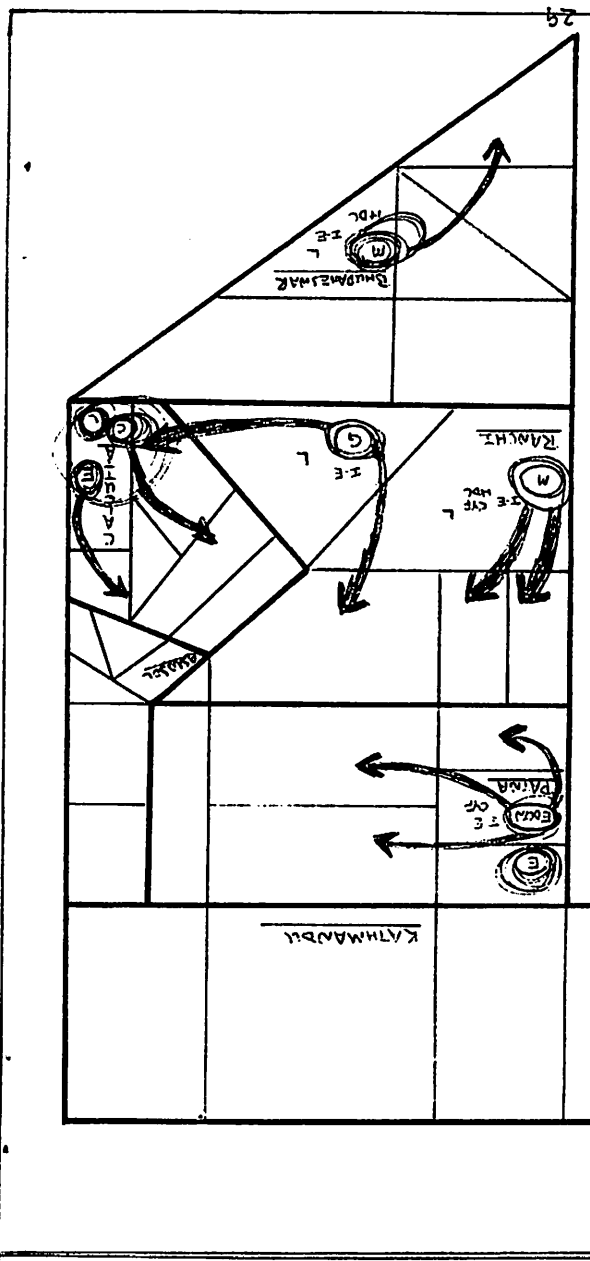
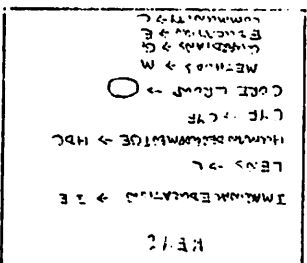
PHASES I-II demonstration of

MAHARASHTRA VILLAGE DEVELOPMENT PROJECT				
a demonstration of four-sector responsibility for geo-socio development				
PHASES I-II 1976-80	Maliwada Pilot Project	25 Signal Villages	207 Extension Villages	1700 Village Volunteers
PHASE III demonstration of 4 sector responsibility	MONR	DEMONSTRATION OBJECTIVES 1980-84		
	G E O G R A P H I C	intensive	THREE BLOCK DEMONSTRATIONS of comprehensive development	
	H I C	extensive	SIX CIRCLE-CLUSTER DEMONSTRATIONS	
	S O C I A L	intensive	3000 Statewide Community Forums	Four Divisional Training Centers
1980-84	L	extensive	2000 Human Development Training Graduates	National Voluntary Service Corps Pilot
			International Expos'tn Rural Reconstruction	Four-Sector Human Development Assoc'tn
PHASE IV 1984-88	Maharashtra Project Expansion	Selected States Schemes	National Service Corps	Social Institutional Methods

The Phase III of Maharashtra Village Development Project is the practical vision of Area Bombay for the regions of Bombay, Pune and Nagpur.

It took the advantages created during the Phase I and II and strategies were designed to catalyze the Human Development in 2500 villages through both intensive and extensive modes of programme and activities.

		REGIONS						
		CALCUTTA	PATNA	KANUNJ	BHAR-ANESWAR	AMARJOL	KASHI	TOTAL
D E M O N S T R A T I O N	Region Size km (Sq miles)	88,800						
	Population							
	% Rural/% Urban							
E V E N T S	Regional Consult # attended	66	-					66
	# LENS	3		1				4
	# Forums	3	4					7
	# Other Courses	9	1	3				13
	Councils/#	3	15					18
M O V E M E N T	Day I Movement Strength							
	Day II Movement Strength							
	# of Cores	1	2					3
F I N A N C I A L	Development Income Target	2,00,000						
	Development Raised	49,000						
	# Development Donors	122						
	Programme Income	45,000	1,050	2,500				
	Self-Support + or -	-----						
H O U S E P E R S O N N E L	#Assigned 80-81	8						
	# Youth	0						
	# Assigned into Region	8						
	# Assigned out of Region	-						
	New Interns	3						
	Sojourners	11	1					
D A T A	Current # Individuals	8						
	Current # Couples	3						
	# Working In	8						
	# Working out	>						



Area Bombay

1980-1981 PROGRAMME SUMMARY BY BINETROS .

1980-81

BINETRO	QUARTERS 1 & 2	QUARTER 3	QUARTER 4
BOMBAY: Chikhale	LENS in Bombay. 10 Women's events and assembly. 10 Gram Sabhas in the Cluster.	Bombay Regional Consult. Canara Bank adoption of the cluster distributed Rs.5,40,000 in loans. Mahila Mandal visit to Kolhapur for participation in ambar char charkha exhibition. Sanjivani Health Clinic begun in cluster village of Ajivail. 2 CTF's held in cluster.	Human Development Association with 10 groups involved supports the cluster. Mahila Mandal registration for 9 cluster villages. CDA registration in the cluster village of Sangde. Road shramdan in 2 cluster villages of Moho and Sangde. 10 villages for ambar survey begun. Irrigation scheme survey begun. Agricultural training. Soil testing.
AURANGA- BAD: Malivada	Methods for Effective Management (1 day demonstration of LENS) in Aurangabad. Circle samithi (head circle official) wrote letter of endorsement for 10 Gram Sabhas. 10 Gram Sabhas in circle villages. Sucre factory restarted. Village leaders from each circle village attended planning assembly Chocolate factory started. College of Social Work workday.	Str James and Lady Lindsay visit. 10 women's forums held in circle villages with assembly attended by circle village women to plan circle programmatic development. 1 CYP in Aurangabad high school. Gram Sabha held. Malivada leaders participate in Delhi, Pune & Bombay Regional Consults. Welding industry started. Global film - College of Soc.Work	5 sudi meeting. Village Leaders' Institute attended by leaders from 3 regions. 1 CYP in Aurangabad high school. Small industries training day for Malivada villagers. Completion of 7 circle village miracles. 3 wk. HDTI held. Agricultural training day attended by Malivada villagers. 40 family housing units through government being constructed.
BOMBAY NASKI: Vavharsh	130 acres committed to growing citronella grass for Tata Industrial Perfumes (lemon grass) 6 Gram Sabhas.	Government camp for health and education. 3 Global film showings. Rotary and Lions, etc. celebrate Independence Day in Vavharsh. Large signboard, street names, preschool, community centre painted.	Government donated land for box or other factory. MICO Company proposal for adoption of Khambale village.

Area Bombay		1980-81 PROGRAMME SUMMARY BY BIMETROS		1980-81
R E C I O N P U N E 15	BIMETRO	QUARTERS 1 & 2	QUARTER 3	QUARTER 4
	PUNE: Jawale	Mr. Swaminathan, Central Minister for Rural Reconstruction, site visit. CDA registration, financial accountability. 10 Gram Sabhas 9 pm-2 am workday with 200 people to create Shivaji park. LENS in Sangli with Marathe Foundation. Total community visibility campaign.	Kirloskar site visit and donations. 10 Gram Sabhas in cluster. 10 women's meetings and assembly held with 1200 people. Community stake meetings and assembly. Jawale arch of victories and report. Cluster baseline surveys.	Cooperative Bank branch opened. 4 newspaper articles. Human Development Course. Symposium and Regional Consult. Cluster irrigation survey by Kirloskar Co. 10 community toilets. Registration of rope industry. Tree planting campaign.
	KOLHAPUR Male	Animal husbandry camps launched with model dairy. Health camps. Youth Mandal registration. 15 Gram Sabhas. Newsletter <u>Male Voice</u> .	3 circle assemblies. New centre built. 10 CYF's. Irrigation meeting.	5 film showings, site visits. Male-Herle Road built. Percolation tank constructed. Poultry shed constructed. Pune Regional Practicum gave new contacts.
LATUR: Budhoda	Milk dairy started. Amber charkha training. 9 Gram Sabhas. Village assemblies.	6 acres land for housing society. Chilli factory loan sanctioned. GWF in village with 175. Motor pumps for wells. CDA built preschool building.	12 houses opened by state minister. Community Center built by S.C. Drinking water scheme. 3 cadre meetings in Latur. Village stake meetings.	

GLOBAL OFFICE	REGIONAL REPORT	DATE
CHICAGO	MADRAS	10 July 1981
ANLA	HYDERABAD	
ENRIF		

HYDERABAD REGION
Socio-Spirit Reality
 The state of Andhra Pradesh, which is Hyderabad and Vijayawada Regions, has been buffeted by drought the last two years. There is a momentum building to deal futuristically with creating adequate water supply systems. For the last several years the cities of these two regions experienced rapid expansion and the instability of their planning techniques to keep up with the increasing industrial and commercial base, and rising slums. The key event was the election of village panchayats throughout the state for the first time in 10 years.

Movemental Response
 Madhapur this year matured in visibility and in leadership activity. The new housing colony of 30 brick, tile-roofed houses, lighted streets gave the village an image of being a city. This completion catalyzed renovation and rebuilding of nineteen houses with another twenty to be completed by September. The addition of the Ghanti Statue to the Chowk, and the repair of the masjid along with the housing catalyzed a new care for personal and corporate property. The protected water system to pipe drinking water into the village is nearing completion. Work on expanding the road between Daker and Madhapur has started. Signal in Leaders-IP development was the consensus of the village on selecting the nine member Panchayat with representatives from every stake and their participation on Gram Sabhas in the circle around Madhapur.

The cooperation of the government officials with the sponsoring tobacco company with Madhapur continues to be a signal four sector coalition.

The regional consult, the 4th to be done opened many new doors. The low attendance of the Symposium was offset by the Practicum visits and the bringing of people from 4 metros to the Assembly. Following circuits held programmes arranged in a day. Two major development organizations who participated sent people to the HDPI in Malviya.

In Impact, the ashram moved on 2 circles with Gram Sabhas in each circle. In the Jogipet Circle of 30 committees surrounding Madhapur, base line surveys were also done. Initial work in the circle has been informing villages about the governments vocational training schemes.

Breakthroughs and Implications
 The training of staff in villages sponsored by other organizations has given impetus to doing work with voluntary agencies across the two regions of the state of Andhra Pradesh. This form of training will rapidly expand the impact of our work.
 The visibility of Madhapur and its leadership has made people in other villages aware that training and planning are major keys to development. This has opened the door for experimenting with a more flexible extension scheme of primarily doing impact, training and planning events with the villagers to catalyze their own development.
 The availability of the WRO, Village Reconstruction Organization, office in Hyderabad for our use showed us the value of appearing to be close to the city. The ease of contact is key to expanding our training and impact thrust.

VIJAYAWADA REGION

Twenty two people from this region traveled to Hyderabad Region for various training events. We have invitations from three organizations to do training with them in Quarter II of this next year.

MADRAS REGION

This region has also been struggling with drought and cyclones for several years. The heritage of the Tamil culture was celebrated this year by hosting the World Tamil Conference. Madras city is also struggling with rapid expansion, as 25% of the city is now slums.

A Quarter I circuit set up by an IPI grad gave us the opportunity of doing workshops with the Lutheran Women of India Conference, and visits that continued the dialogue with people who have been visited over the last several years who are doing human development. Programme opportunities are available.

BANGALORE REGION

Bangalore is the upcoming industrial city in India, is the centre for social development in the nation, and is the largest centre of religious orders. The Coentra Bank, through contact in Area Bombay, has asked us to move to Bangalore to work in Karnataka State. They have offered funding, government introductions, recruitment of staff, and facilities. From the IEMS seminars throughout India this year we also have many references and openings with corporations there. A IEMS presentation was done in Bangalore with the National Productivity Council.

A couple assigned to Bangalore could quickly open up an new region, do training programmes, recruit staff, and establish a new base for funding and authorization.

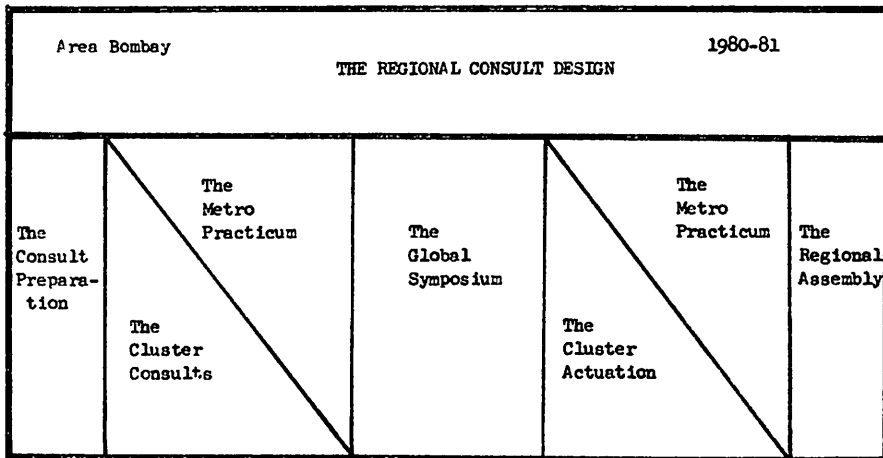
COCHIN REGION

This is one of two states in India with a communist government. The education level is high, and overpopulation is not the problem it is elsewhere in India. The movement's contact in the region was the visit of the Metropolitan of the Syrian Orthodox Church, Bishop Gregorius, to the Chicago Nexus.

COLOMBO REGION

Sri Lanka has had an unstable year politically. This has overshadowed other developments. One young lady for Colombo came to the Quarter IV Academy in Chicago.

Area Bombay		1980 - 1981 PROGRAMME SUMMARY BY BIMETROS		1980-81
BIMETRO	QUARTERS 1 & 2	QUARTER 3	QUARTER 4	
R E G I O N	NAGPUR: Sevagram	Emerging Generation structures. Small Industries training for 16 from circle and loans sanctioned. Cadre meetings in Sevagram. 10 women's events in cluster and assembly (The Deputy CEO and the BDO are ladies). Circle survey.	Bakery started. Regional Consult and Symposium. 10 soapkits in Sevagram. 12 Gram Sabhas. 2 preschools started in cluster.	9 Mahila Mandal registrations. Human Development course. Guild meetings, cluster. 10 signboards in 10 villages of cluster. Bakery marketing agency. 2 community toilets.
	CHANDRAPUR: Temburwahi	Sawmill started. 10 village Gram Sabhas. BDO authorisation letter. 10 villages surveyed.	Women's basket-weaving training. 23 cows to villagers. 3 CYF's, 1 Imaginal Education Course, 1 GWF, 2 Gram Sabhas. 10 villages women's meetings.	60 interviews in Metro Practicum. Balarpur Paper Company visit. Workday to deepen well. 3 cultural dramas in cluster. Village participated in Roundtable Stake meetings.
	NANDED: Dabhad	Housing society. Chalk factory.	Library run by youth registered. GWF in Nanded. Health camp in Dabhad. Film show. Chalk factory marketing.	15 Gram Sabhas, document to BDO. District Industries Commission Chief Officer site visit. Chili-grinding loan. Tap water system repair.



In Area Bombay the Regional Consults were used to launch the Phase III by initiating planning consults in three "10 Village Clusters" around Chikhale, Jawale and Sevagram.

The Consult was spread over 4 weeks. In the first week base line data was gathered for the cluster. The local authorization and funding was secured. In the second week planning consults were held in all 10 villages using the "5 day consult" model. The Symposium was held at the end of the second week in the regional city. The metro practicums were focussed around the 25 district projects for interviews and visitations. In the third week the focus was on initiating cluster actuation through building implementation plans and launching guilds/stakes across the cluster.

The Regional Assembly pulled together all the products of the Cluster Consults, Metro Practicum and the Symposium into 4 Year Strategic thrusts.

THE FOUR YEAR
STRATEGIC DIRECTIONS
OF AREA MADRAS

From the work of the Regional Consult and openings across the area, we have discerned the following strategic directions.

1. Medak Human Development Zone

In order to keep a presence in the rural, and to continue to build credibility for our methods, we are experimenting with impact, training and planning events in the circle of 30 communities around Nadlapur. This is being planned in conjunction with district and local government officials and private sector support.

2. Phased Mass Awakening

The use of impact tools as an introduction to methods of planning would be used in every metro of the Hyderabad Region and in the regional city metros of Vijayawada, Madras, and Bangalore Regions. From there it would expand to metros and other regions.

3. Education Renewal

As a response to the deep felt need for improved education, we image doing Imaginal Education in the schools of Hyderabad and other regional cities using the colleagues entries already present. We envision an area education guild who could further the entries and publish articles that create an openness to Imaginal Education methods.

4. Bi-Regional Training Centres

As a way to expand our base in each region, we recommend in 1981-82 that ashrams in Nadlapur and Hyderabad be maintained with couples assigned to open up Bangalore and Madras. These centres would then form the base for our expanded training and impact across the area.

5. Expanded Training Programmes

Through the use of the HDPI, and 3-5 day training events, we see 1000 people in training during the next 4 years, to form the base of troops for our work in the Area.

6. Staff Recruitment

From the people who attended training programmes, a possible 100 would accept an assignment.

7. Metro Four-Sector Coalitions

Spawning from the Nadlapur Coalition and with authorization of other voluntary agencies, we see creation of four sector coalitions in conjunction with other voluntary agencies for which we would provide training.

8. New Funding Base

With expansion to Bangalore and Madras, the funding base for our work will expand from the new industrial and religious order bases.

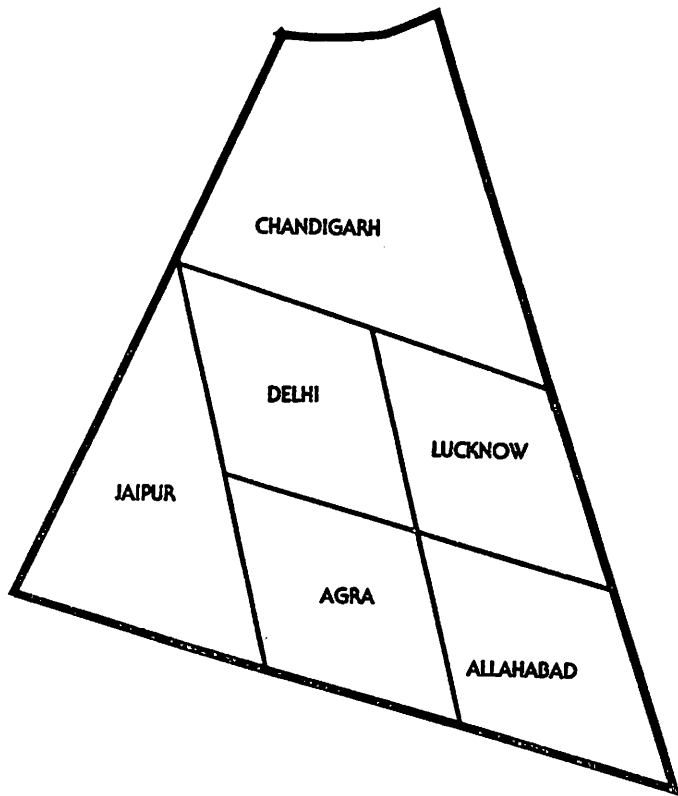
9. Full Self Support

Methods to be developed, but we will do it.

GLOBAL COUNCIL		AREA STATISTICS						July 1981
CHICAGO		1980-81						Area <u>MADRAS</u>
REGIONS		HYDERABAD	MADRAS	CHENNAI	VISHAKHAPATNAM	COCHIN	COLOMBO	TOTAL
D E M O G R	Region Size (Sq Miles)							
	Population in million	21.5	52	37	32.2	27	15	184.7 million
	% Rural/% Urban							78 22
E V E N T S	Regional Consult # attended	46	1					47
	# LENS							
	# Forums	50/ 5182	1/ 50					51/ 5232
	# Other Courses	7/ 682	2	1/ 60	27		1	8/ 772
	Councils/#	1 10						1 10
M F O O V R E M M A T	Day I Movement Strength	0						
	Day II Movement Strength	12						
	# of Cores	0						
F S I T S A E L	Development Income Target							
	Development Raised	Rs 2,69,066						
	# Development Donors	5						
	Programme Income	Rs 1800						
	Self-Support + or -	+ VST Co. support						
H O U S E P E R S O N N E L D A T A	#Assigned 80-81	12						
	# Youth	4						
	# Assigned into Region	10						
	# Assigned out of Region	2						
	New Interns	1						
	Sojourners	0						
	Current # Individuals	4						
	Current # Couples	3						
	# Working In	10						
	# Working out	10						

GLOBAL COUNCIL		AREA BOMBAY REPORT						July 1980-81
CHICAGO								July
INTERNATIONAL EXPOSITION OF RURAL RECONSTRUCTION								
<p>Rural reconstruction is an arduous business. For many, the task is too enormous to contemplate. While success has been elusive and every accomplishment accompanied by frustration, there have been many successes. In India and other countries, numerous programmes are making a major contribution to resolving this urgent global contradiction. Rather than rehearsing the many difficulties, it is now time to focus on the successes. What better place to do this than the nation of India, where significant strides have already been made in rural reconstruction?</p>								
<p>The Institute of Cultural Affairs: India is proposing an <u>International Exposition of Rural Reconstruction</u> to begin on October 2nd 1983. Held within the State of Maharashtra, the exposition will bring together people from the public, private and voluntary sectors, as well as village leaders from many nations. Commencing on the 119th anniversary of the birth of Mahatma Gandhi, the event will commemorate three decades of the Community Development Programme in India.</p>								
<p>To open the exposition, companies, agencies and government departments will provide displays on their rural development work, with the theme of "Spotlight on Success". Following this, teams of delegates will visit a number of selected rural development projects across India. After studying the projects in depth, the teams will come together to discern and document the factors which have contributed to success. The resulting document will be given to participants, their organizations and their governments for their use. It will underscore the fact that everything needed to succeed is now within grasp. The exposition will close with a celebration of the nations.</p>								
<p>It is intended that the exposition be a cooperative venture among many parties. National and international steering committees of prominent individuals are presently being formed to guide the planning and the preparation for the event. Those interested are warmly invited to serve as co-sponsors or to assist in other ways. The exposition will be a decisive step in turning the corner on rural reconstruction around the world.</p>								
-- Working Paper								

AREA DELHI

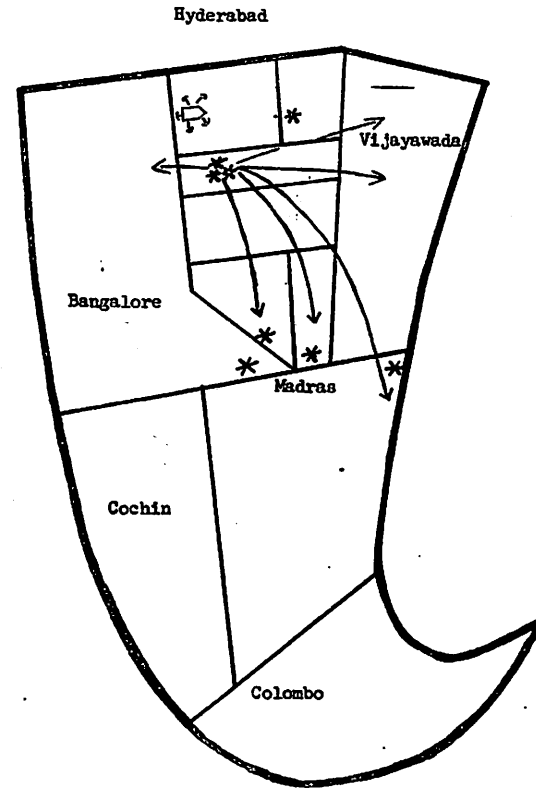


GLOBAL COUNCIL
CHICAGO

AREA MADRAS

19 July 1961

AREA STRATEGIC DESIGN



10 July 1981

BRIEF

FUTURE INDICATIVES

Since Delhi is the headquarters of many voluntary organisations, government ministries and agencies, corporations and professional organisations, it is a key place for structural permeation, training and demonstration of methods. Conversations, broodings and reflections indicate that there is an increasing need for demonstrations of human development in villages near Delhi. Sikror has played a crucial role as a centre for site visits and a model of the ICA's approach. It is proposed to launch a cluster development project in the coming year, for which sectoral support and funding are being put in place. An analysis of current advantages and liabilities indicated that this cluster should not be around Sikror, but in a more economically backward location South-West of Delhi.

There is a widespread call for training, both in village human development methods and in methods of planning for groups and organisations. It is planned to hold a varied curriculum of courses in the coming year, both in the village cluster and in Delhi. Use of LENS will be a key aspect of this strategic thrust. Permeation of education structures is beginning with Delhi University, through CYF and Imaginal Education. Movement formation will be an emphasis, particularly in Delhi, and this will require exemplary Ashram structures, both in the village cluster and in Delhi.

In the coming year, probes will be made into the other 5 regions of the area to discover how best they might be served. Chandigarh has the most immediate openings, followed by Agra.

10 July 1981

BRIEF

DEMOGRAPHIC DATA

Area Delhi covers the six states of the Punjab, Haryana, Rajasthan, Uttar Pradesh, Himachal Pradesh, Jammu & Kashmir as well as the Delhi Union Territory. It includes some of the richest and poorest areas of the country, with the Punjab being the most developed and Eastern Uttar Pradesh being poverty-stricken and backward.

Population Approximately 100 million. Delhi is approximately 8 million.

Religion Primarily Hindu with a large number of Sikhs and several large Moslem communities. There are also some Christians and other smaller communities.

Language Hindi, English and Urdu are the main languages.

HISTORICAL EVENTS

Delhi has been the site of seven capitals of India. New Delhi was built in the first half of this century as the seat of the British Raj, and after Independence became the capital of India. The Punjab, originally including the state of Punjab now in Pakistan, and Haryana in India, was the British demonstration, and is still the richest agricultural state in India. It was the site of much tragic suffering during Partition. The area has recently experienced rapid industrial growth, receiving many firms moving from the Calcutta area.

INNOCENT SUFFERING

Innocent suffering is particularly evident in the following areas:

- rural under- and unemployment due to landholding restrictions
- urban encroachment on rural areas, engulfing traditional community lifestyles and values
- illiteracy and low mass-education standards
- lure of the youth to the urban, resulting in loss of vigour in villages
- subordination of women
- casteism, preventing cooperation in villages
- education which is totally unrelated to job/career requirements

As for all of India, the population of Area Delhi continues to grow at a frightening rate. Efforts have to be made to sustain the agricultural miracle of India feeding herself. But the key struggle is engagement, particularly of youth and certainly also of women, in recapturing vital community and building a new society. Neither agriculture nor the stagnating urban-based, capital-intensive industrial sector can provide sufficient employment for all. Therefore the key to the future still lies in the villages, in making them self-sustaining communities.

10 July 1981

II MOVEMENTAL RESPONSE

MOVEMENT HISTORY

In the mid-70s Delhi was the site of the global centurms and an extensive research into the possibility of an HDP in Taj Gunj, in region Agra. Since 1978 the focus has been intensive demonstration in the village of Sikror in Uttar Pradesh. January 15, 1981 saw the completion of four major keystones, village electrification, entrance and link roads, community centre completion and the training of a group of women in marketable skills. This was celebrated in a village Open Day with 500 people gathered from Sikror, surrounding villages, Ghaziabad and Delhi. Sikror has hosted 150 site visitors from all four sectors in 12 countries. This year saw the expansion of our effort in the area, catalysed by the Region Consult, to doing Gram Sabhas, impact events, cadre formation, training, LENS marketing and hosting the plethora of movement colleagues, new and old, who drop into the Delhi office every day.

STRATEGIC THRUSTS 1980-81					
Manifestation Sikror Actuation	Sikror Open Day	Declara- tion Impact Programmes	Delhi Region Consult	Forma- tion Training Events	Human Develop- ment Course
II	III	IV	I		

The following were the key programmes done in region Delhi this year:

- Sikror actuation programmes; electricity, community centre, women's training, roads and drains, murals, monthly newsletter, health camps, tractor loans.
- Sikror circle cluster Gram Sabhas, assembly, Women's Forums
- Exploratory metro circuits followed by Delhi Region Consult
- four-sector framing of central government ministries, corporations, voluntary groups, schools
- Development - \$35,000 raised in Delhi region
- Human Development Course with 25 participants from 20 prominent public and voluntary sector social welfare organisations
- urban CYF campaign
- Sikror documentation

The Region Consult gave us the opportunity to contact the whole card file. Those people are primarily organisational representatives who became close colleagues individually. The Symposium in Delhi and the Assembly in Sikror evoked great appreciation of urban-rural interchange. The Human Development Course allowed us to broaden the context of these people still further.

10 July 1981

CURRENT ADVANTAGES

- interest in LENS by companies and in pedagogy by a couple of regional colleagues with heaps of business experience who are already trained in our workshop methods.
- Government and private sector support in Haryana for a new village cluster. Two districts are offering top-down authorisation, facilities and all assistance we require, as well as special consideration for government schemes and funding.
- Sikror HDP is a showpiece which has elicited funding from the international development agencies.
- There is a "Team of Ten" solid colleagues who understand themselves to be under assignment at any time.
- Programmes in area Delhi are key to continual authorisation.

EXISTING VULNERABILITIES

- At this point noone is resident in a village project, which weakens our previously powerful story of "living in the village".
- The possibility of being sucked up by a new HDP cluster, if we do not ensure full 4-sector support
- We have no north Indian staff; Even Maharashtrians and Biharis are considered somewhat "foreigners".

IV FUTURIC IMPLICATIONS

REPLICABLE CONSTRUCTS

- Human Development Course
- Permeation of education structures with Imaginal Education and CYF
- 4-sector symposia

SIGNIFICANT LEARNINGS

- have 4-sector commitment before launching a cluster
- colleagues and interns are there for the finding and training
- the need to hold the tension between presence in the urban and a base in the rural
- we have to work on the style of our houses - simple, gracious & attractive

CURRENT EDGES

PERMEATION OF THE EDUCATIONAL STRUCTURES is key in demonstrating structural permeation. The education structures represent a network of concerned individuals across the city. It is a demonstration of our methods in a field where burning issues of concern are being raised in every community. There is an openness to our methods that has been established through CYF and Imaginal Education. Networks have emerged that will be the keystone to the development of the educational guilds. This will not only provide the forces for demonstration schools but are the cornerstone of a metro faculty to teach Imaginal Education in the local language in busttee schools.

LENS GUARDIAN NETWORK is key to expanding the impact of LENS and its follow up. The credibility of LENS has been established through seminars with private and public corporations. There is an expressed concern for follow up in depth methods training and a faculty is emerging of course grads who will be under assignment to teach the coming seminars. This will in turn develop our capacity to put the methods in the local language for use with the first line supervisor level management.

REGIONAL FORMATION CIRCUITS are key to caring for the total geography of the Area. Each circuit has a particular structure or sector as its emphasis through which formation is catalysed. Patna Region has as its focus the development of an education guild and regional faculty for teaching Imaginal Education in Hindi for the Government Schools. Bhubaneswar Region has as its focus the training of development organisations both public and private in effective methods of planning and actuation. Ranchi Region has as its focus training of voluntary groups as well as the private sector through Tata Rural Development Scheme.

THE INTENSIVE DEMONSTRATION MODE is key to focussing the multi faceted permeation that is happening across the Region and the Area. Two forms are emerging. First the intensive mode relative to permeation of a particular structure. E.g. the intensive mode of educational permeation may be a particular school where we focus by equipping them with a comprehensive range of educational methods (Imaginal Education, Ongoing curriculum planning, corporate faculty planning) or the intensive mode of the permeation of the business community may be a particular organisation or branch of an organisation where we do LENS throughout the company down to first line supervisor level, LENS training and pedagogy. Second the intensive mode relative to a piece of geography or community. By focussing on a particular piece of geography and working intensively with all the structures a new kind of demonstration community may emerge.

THE EMPOWERED ASHRAN DYNAMIC is key to Formation. The Ashram is a wayside inn with constant visits of course grads, busttee workers and old colleagues. Now establishing weekly forums, week II pedagogy, and developing the guilds with the Ashram as a base will be important in undergirding the strategies for next year. A sojourning programme will be key to intentionalising the journey of movement colleagues. Finding a new facility or expanding the current one will be the catalytic action.

LOCAL LANGUAGE INTENSIFICATION is key to effective structural permeation. This year programmes have been done entirely in the local language (i.e. with no translation). Strategic openings exist to expand and focus these programmes within a particular structures and constituencies. Bengali, Urdu and Hindi capability will enable LENS, Imaginal Education, and the Human Development Course to reach a broader base of participants. The key to this will be the development of a Regional Faculty for programme intensification and formation.

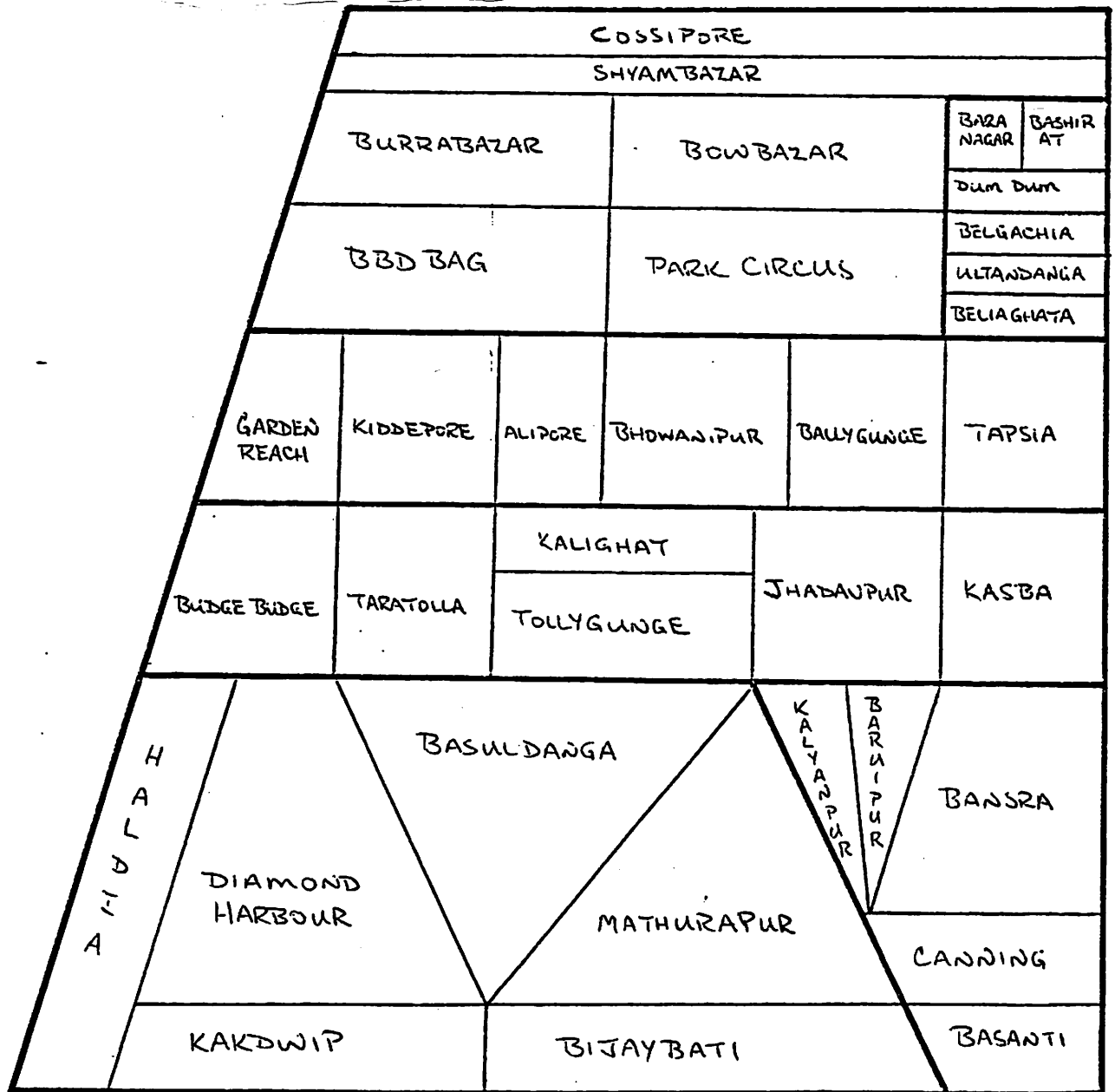
PARTNERSHIPS WITH VOLUNTARY AND LOCAL GROUPS are key to expanding the constituency and application of the methods. In depth training for established voluntary organisations has proved key to structural permeation and will continue to be next year as we begin the push on the intensive. Training of local groups formed of local residents to care for their community has enabled us to work with the communities across the City. Continuing and

AWAKENING NEW HOPE-the strategic components

towards ENGAGING THE FORCES	towards DEMONSTRATING LOCAL CARE	towards RELEASING THE STRUCTURES		
<p><u>TARGETING STRATEGIC IMPACT</u></p> <ol style="list-style-type: none"> 1. Stimulating micro networks 2. Accelerating Im-Ed 3. Releasing Youth Engagement 4. Demonstrating methods in bustee 	<p><u>INSTITUTING TRAINING CENTRE</u></p> <ol style="list-style-type: none"> 1. Equipping faculty 2. Scheduling impact training 3. Regularising methods training 4. Creating regional Faculty. 	<p><u>CATALYSING BUSTEE DEMONSTRATION</u></p> <ol style="list-style-type: none"> 1. Locating bustee committees 2. Enlisting four sector support 3. Analysing baseline data. 4. Systematising training structures. 	<p><u>PERMEATING EDUCATIONAL STRUCTURES</u></p> <ol style="list-style-type: none"> 1. Focussing demo schools 2. Promoting bustee education 3. Forming teachers guilds 4. Extending program impact 	<p><u>ENHANCING PUBLIC IMAGE</u></p> <ol style="list-style-type: none"> 1. Articulating regional story 2. Compiling yearly achievements 3. Screening global film 4. Publishing P.R. materials
<p><u>ENSURING WOMEN'S PARTICIPATION</u></p> <ol style="list-style-type: none"> 1. Enlisting women's orgs. 2. Initiating skills training 3. Conducting GWFs 4. Involving college women. 	<p><u>TRAINING LOCAL GROUPS</u></p> <ol style="list-style-type: none"> 1. Developing local faculty 2. Recruiting village trainees 3. Journeying bustee pedagogues 4. Designing faculty interchange. 	<p><u>RELEASING RURAL DEMONSTRATION</u></p> <ol style="list-style-type: none"> 1. Initiating village pilot 2. Securing support 3. Designing extension programmes 4. Incorporating government support. 	<p><u>BUILDING LENS NETWORK</u></p> <ol style="list-style-type: none"> 1. Accelerating LENS public perm. 2. Activating business network 3. Assisting voluntary agencies 4. Ensuring methods transfer. 	<p><u>SECURING AUTHORISATION BASE</u></p> <ol style="list-style-type: none"> 1. Introducing BAR dynamic 2. Expanding funding base 3. Nurturing guardian network 4. Documenting project authorisation.
<p><u>ESTABLISHING HUMAN DEVELOPMENT COALITION</u></p> <ol style="list-style-type: none"> 1. Defining coalition role 2. Formalising the structures 3. Structuring engagement 4. Expanding consulting relationships 				

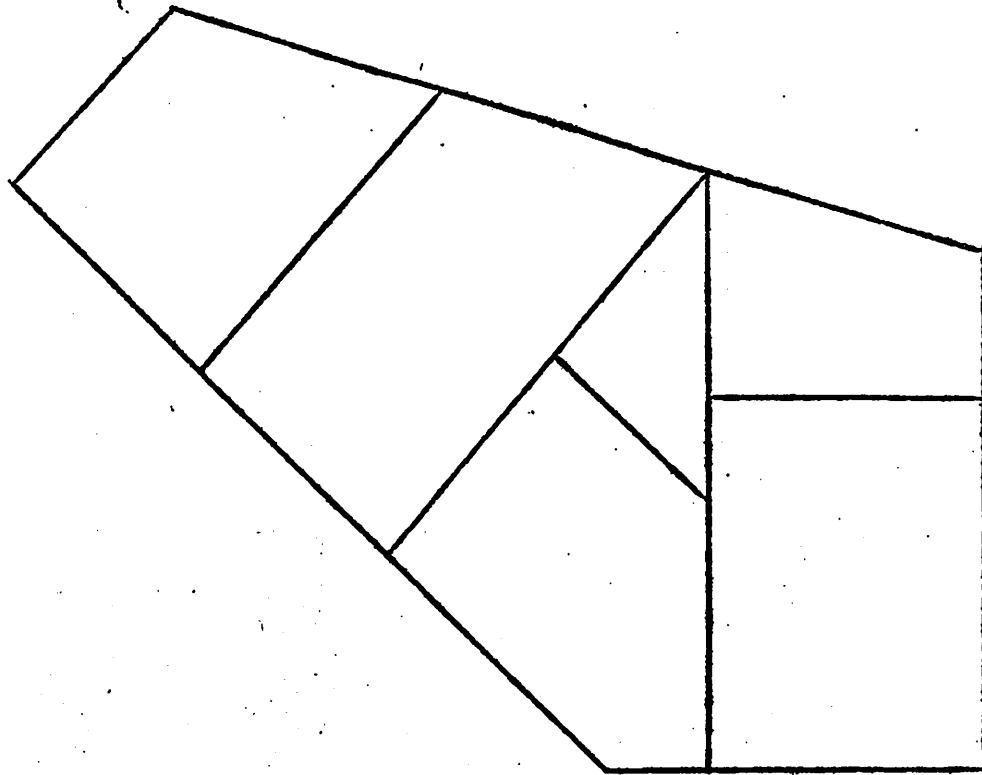
intensifying this training and developing guilds will be foundational to the work in the City and the Regions in the coming year.

INDIAN MYTH AND STORY RESEARCH is key to grounding the spirit dimension of all current courses. This year the need to find appropriate local poetry, stories and conversations for the LENS and Imaginal Education constructs has emerged as critical in occasion of depth of reflection. An edge task of the coming year will be not only developing the trail constructs but discovering these local myths and stories.



LIST OF OPTIONS FOR INTENSIVE MODE-

COMMUNITY	geog.	populatn	type of community	ADVANTAGES	VULNERABILITIES
<u>RAJARAMPUR</u> rural development pro project of the Bharat Chamber of Commerce. Diamond Harbour Polis Calcutta Region.	one village possible cluster	village 1,814 cluster 20,000	rural agricul- tural.	BHARAT Chamber participation. Assistance with Gov. Authorisation. Broad base of private supportiin Chamber. some economic development done. Local structure established. Accessible to Calcutta.	Poor approach road Unfocussed leadership. Could not raise money off the project. Limited finances from BCC. ICA autonomy restricted by BCC. Non BCC companies excluded
<u>PATIPANI</u> One of the villages of the Tata Rural Develmt Scheme. Jamshétpur Polis Ranchi Region.	one vilage possible extension	50 families 50 villages	Tribal	money/authorisation guarantee Local Language workers. Imapct value of tribal village. Structure to work through.	Image of ICA professionals. Village hard to work with (acreated community) Relationship with Tata untill now is welfare and handouts. Top down Tata Development Image. Tata "ICA employee" image.
<u>HALDIA PORT AREA</u> Bengal Chamber of Comm. & Industry Project. Chloride India expansion Diamond Harbour polis Calcutta Region.	project in planning stage. ourpparticipation invited.		Rural now under urban influence deveiopt.	Getting in at the start of the project. Oppenness of Chloride. Public/private sector participation Credibility for ICA:I Accessibility to Calcutta.	Possiblr restrictions put on us. Not completely researched. "ICA employee" Image.
<u>MOMINPORE</u> project area of local bustee welfare society. "Bustee Local Committee" Kiddepore polis Calcutta Region	2 lanes of a bustee.	30,000	Urban Refugee Dock Area Muslim majority.	Local leadership thru Sym/HDC Strong 10 year leadership Very visible demonstration Services and structures available. Private sector factories. Other organisations work in the Area Low politisation of group.	Politisisation of groups (vol.) Unclear private sector participation in urban development.
<u>BECK BAGAN</u> current location of the house and project area of local bustee welfare society. Ballygugge polis Calcutta Region.	2 lanes of a bustee.	25,000	Urban Refugee Muslim	Established Ashram. Community knows us well. Cadre members in area.	As above.



TOWARD AN INTEGRATED
REGIONAL HUMAN
DEVELOPMENT STRATEGY
1980 - 84

▲ Report of the Calcutta Regional Consult.
Calcutta, India.

24th April - 2nd May, 1981

Institute of Cultural Affairs: India

THE TABLE OF CONTENTS

The Regional Consult introduction	Page	1
The Global Symposium introduction		3
The Social Process		4
The Underlying Issues		5
The Historical Mandates Chart		8
The Historical Mandates		9
The Implementing Components		11
The Symposium Participants		12
The Metro Practicum Introduction		14
The Metro Reports		15
The Regional Assembly Introduction		16
The Strategic Components Chart		17
The Strategic Components		18
The Four Year Master Design		22
The Acknowledgements		23

THE 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 coming decade? The Consultation begins with the Symposium involving participants from the public, private and voluntary sectors who discern issues and mandates facing society today. Many of the participants spend the following five days in many of the region's cities on visits and interviews. Teams contact people from across the region to listen to their viewpoints about the future. This is the Practicum. The final two days, the Assembly, are spent interpreting the data from the first two days of the conference, and using this data to inform the future.

At the Symposium of the Calcutta Regional Consultation, 65 people gathered to look at the trends facing society, name the issues blocking them and state the mandates for moving through these issues into new social 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 80's.

The Practicum of the Calcutta Regional Consultation involved four teams of people traveling 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 and rural communities, the teams found practical illustrations of the global issues. Interviews with government officials, local business people and community residents provided a broad perspective for naming the new directions open to the Calcutta Region. This week of practical research closed with the preparation of team reports.

The Assembly of the Calcutta Regional Consultation involved people gathering to hear reports of teams, and reflect on the implications for action. Out of the new directions recommended, a comprehensive plan was formulated. In addition, the Assembly named the practical ways this strategy could be implemented across the region. The Assembly concluded with a celebration of the decisions made and a commissioning of the participants. The decisions of the Assembly are held in the master designs. An implementation plan shows how human development could extend across the Calcutta Region over the next four years.

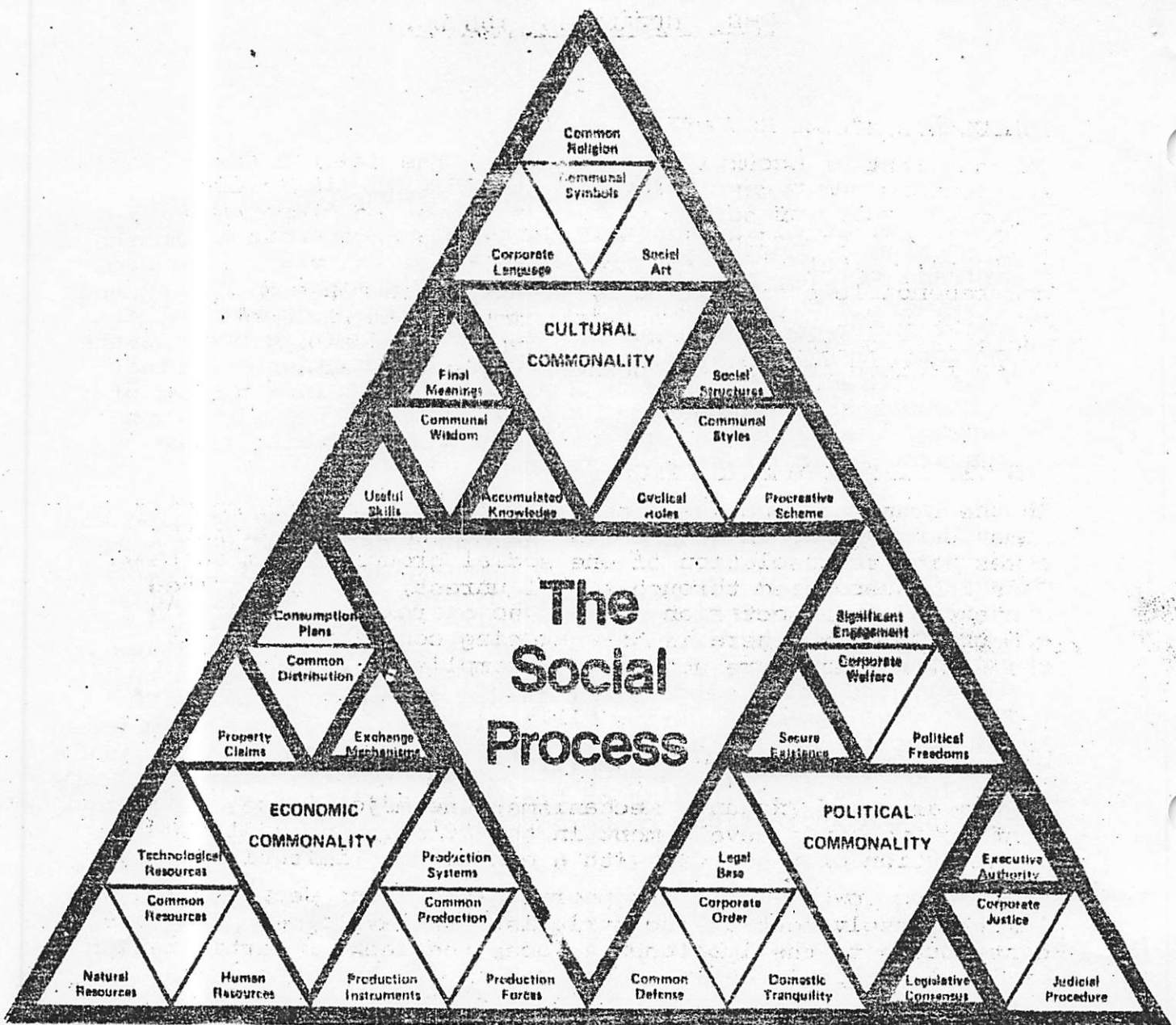
The Institute of Cultural Affairs is a voluntary research training and demonstration group concerned with the human factor in world development. The Institute has worked for twenty-five years to design and demonstrate effective methods of community renewal. ICA programmes seek to address the underlying causes of social problems and allow people to see that they can take charge of their own lives. ICA methods help people realize that they can be instrumental in bringing about positive social and economic change in their community or workplace. The Institute of Cultural Affairs is an informal federation of nationally autonomous, not-for-profit organizations working in 32 nations. The work of the Institute is supported by foundations, businesses, service organizations and concerned individuals. Some specific programmes are supported by government agencies.

What follows are the results of the Regional Consultation. Section One, the Symposium, describes the event and highlights the products of the week-end. Section two, the Practicum, gives a description of the five days and the strategic components for action in the region. Section three, The Assembly, describes the process of the week-end, the master designs and implementing means of ICA activity for the Calcutta Region.

PART I: THE GLOBAL SYMPOSIUM

A diverse group of 65 people gathered to participate in the Symposium on a New Partnership in the 80's held in the Rama Krishna Mission Institute of Culture, Calcutta on Friday and Saturday, 24th and 25th April, 1981. People came from both rural and urban areas and represented the public and private sectors, voluntary groups, and local communities. During this programme of research participants met in a series of workshops and plenary sessions and examined the times, the issues, the mandates, and the implications facing those concerned with human development.

The Symposium had four sessions, beginning Friday morning and ending Saturday evening. The opening session included a talk by Swami Lokeshwarnandaji on the human dimension of development, and a workshop which charted the journey of the 20th Century. The second session began with a panel of speakers from local communities which discussed issues confronting communities in our time. This was followed by a workshop which began to discern the underlying issues facing those concerned with human development. During the third session issues were named and described. In the fourth session, mandates for the future were designed and organized into action arenas. This workshop concluded with the naming of the major implementary moves and the initiating actions required.



Analysis of the underlying issues facing human development in the 80's was done by using this Social Process triangle. The triangle is a rational screen of the dynamics and processes present in any community grouping. The Social Process triangle was developed as a result of eight weeks of intensive research by 2000 community residents from 26 nations. In its complete form it has 6 levels. The three major processes are Economic, Political and Cultural. The Economic points to the sustaining factors, the fundamental dynamics of which are Resources, Production and Distribution. The Political process has to do with organizing life, making decisions and ensuring their implementation. The next level of components is Order, Justice and Welfare. The Cultural process has to do with giving meaning or significance to life and is made up of Wisdom, Style and Symbol. Each triangle stands in a dynamical relationship to all the others.

THE UNDERLYING ISSUES.

I.

INADEQUATE SOCIAL EDUCATION.

In the arena of Accumulated Knowledge, the major issue confronting human development in the 80's is misgivings about the value of social education which are compounded by a limited co-ordination between groups engaged in this activity. Little is done about imparting easily comprehensible social methods, resulting in minimum motivation for participation in community improvement. There is a dearth of informed community leadership, which is often reduced in effectiveness by divisive goals.

II.

REDUCED LIFE ACCOMPLISHMENTS.

In the arena of Final Meanings, the major issue confronting human development in the 80's is the dissatisfaction that comes with the isolation of one social grouping from another. This is intensified through social unrest, and the limited context of many sectarian groups who exercise influence on community life. There is an awakening consciousness that the Goals of Life are not being accomplished.

III.

RESTRICTED DISTRIBUTION PROCESS.

In the arena of Exchange Mechanisms, the major issue confronting human development in the 80's is an imbalanced distribution of resources with a consequent limitation in purchasing power among the poorer nations and people. The limited involvement of industrialists in development projects contributes to the imbalance as does the lack of participation of local people in defining future needs. Poor quality control is a further irritant in this arena.

IV.

INCOMPREHENSIVE PLANNING STRUCTURES.

In the arena of Secure Existence, the major issue confronting human development in the 80's is planning which is based on immediate crises rather than comprehensive long range directions. The isolation of local people from broad planning structures and established leadership prevents local long range planning. This has resulted in many communities increasing class and interest group tensions and a failure to deal adequately with such long-term issues as increasing population.

V.

NON-RESPONSIVE EDUCATION SYSTEM.

In the Arena of Useful Skills, the major issue confronting human development in the 80's is an education system based on outmoded principles. This is coupled with inadequate education facilities and curriculum that does not adequately prepare people for life in the present society. Adult literacy is an issue demanding intensified imaginative effort. Key to the slow progress in this arena is the limited participation of representatives of all four sectors in the planning and implementation processes.

VI.

INEFFECTIVE BUREAUCRATIC MACHINERY.

In the arena of Executive Authority, the major issue confronting human development in the 80's is the struggle of the bureaucracies with the need to put people before systems. Contributing factors are services based on tradition and the centralist policy. The limited amount of grass roots participation and the vacuum of participatory methods reduce the effectiveness of development programmes.

VII.

NON-PARTICIPATORY DECISION MAKING.

In the arena of Legislative Consensus, the major issue confronting human development in the 80's is the restricted decision making which is related to leadership acting out of a limited and often protective context, a mistrust of symbolic leadership and the ineffective role given to local government. The resultant frustration leads to increasing clashes and tensions.

VIII.

INADEQUATE SOCIAL STRUCTURES.

In the arena of Social Structures, the major issue confronting human development in the 80's is the incapability of social structures to respond to the needs of emerging new situations. This is experienced in the class struggles between privileged and underprivileged. It is related to the limited number of social workers in the field and the reliance of local people on external factors for their motivation. An issue demanding immediate attention is the training of local leadership.

IX.

IMBALANCED RESOURCE ACCESSIBILITY.

In the arena of Consumption Plans, the major issue confronting human development in the 80's is inadequate planning for the distribution of resources. This results in resources, particularly those relating to technology, not being available where they are most needed. The absence of local participation in the planning process results in inadequate knowledge of locally effective distribution patterns and the failure of grassroots leadership to take best advantage of potential resources.

CALCUTTA REGIONAL CONSULT

SYMPOSIUM

HISTORICAL MANDATES

APRIL 1981

INSTITUTE OF CULTURAL AFFAIRS

GLOBAL NEEDS		CO-ORDINATED EFFORTS	SOCIAL REFORMS	
7	6	1	3	4
Upgrading LIVING STANDARD	Symbolizing GLOBAL HARMONY	Ensuring LOCAL-BASED DEVELOPMENT	Creating SOCIAL JUSTICE	Extending COMPREHENSIVE EDUCATION
Promoting MORAL RESPONSIBILITY		Intensifying SECTORAL ROLES		Sharing MODERN TECHNOLOGY

THE HISTORICAL MANDATES

Mandate I: ENSURING LOCAL BASED DEVELOPMENT

Human Development in the 80's requires development efforts focused on the role of the beneficiary community and its residents. This could be implemented by:

1. Community participation in the design of projects.
2. Developing indicators of the human development process
3. Public and private reviewing of programmes.
4. Empowering local leadership.

Mandate II: INTENSIFYING SECTORAL ROLES

Human development in the 80's requires community-based planning which enables local people to take the initiative. This could be implemented by:

1. Revitalizing the role of local sub-governments.
2. Comprehensive planning processes.
3. Improved citizens' access to information.
4. Regular community meetings.

Mandate III: CREATING SOCIAL JUSTICE

Human development in the 80's requires planning for the people, by the people and with the people. This could be implemented by:

1. Local community forums across the nation.
2. Local documentation of social injustices.
3. Formation of voluntary task-forces.
4. The creation of local in-kind banks.

Mandate IV: EXTENDING COMPREHENSIVE EDUCATION

Human development in the 80's requires comprehensive dissemination of knowledge. This could be implemented by:

1. Introducing compulsory and free education.
2. Improving training opportunities.
3. Providing adequate funds.
4. Employing dedicated social workers.

Mandate V: SHARING MODERN TECHNOLOGY

Human development in the 80's requires modern technology expansion for world development. This could be implemented by:

1. Currency reforms.
2. Integration of modern with traditional technology.
3. **Extensive and intensive** technological study and research.
4. Propagation of technological research.

Mandate VI: SYMBOLIZING GLOBAL HARMONY

Human development in the 80's requires global understanding and perspectives. This could be implemented by:

1. Awakening people to world needs.
2. Exchange of delegations.
3. Protesting against the arms race.
4. Electing governments supporting peace.

Mandate VII: UPGRADING THE LIVING STANDARD

Human development in the 80's requires eradication of poverty for the betterment of living standards and self-sufficiency. This could be implemented by:

1. Effective food and utility items distribution.
2. Increased employment opportunities.
3. Functional education.
4. Population control.

Mandate VIII: PROMOTING MORAL RESPONSIBILITY

Human development in the 80's requires the emergence of an attitude of trust among the peoples. This could be implemented by:

1. The creation of youth forums.
2. The creation of women's organizations.
3. The careful screening of candidating leaders and teachers.
4. Naya Panchayat - law and order for local discipline and justice.

THE IMPLEMENTATION COMPONENTS

REGION CARE NETWORKS		COMMUNITY DEMONSTRATION CREATION	LOCAL MOBILIZATION SCHEMES	
REGIONAL INFRASTRUCTURE	INFORMATION INTERCHANGE		FOUR-SECTOR ENGAGEMENT	LOCAL EDUCATION PLANS
AVAILABLE SCHEMES	AVAILABLE PROGRAMMES	PLANNING ASSEMBLIES	COMMUNITY ADVISORY CORES	SKILLS TRAINING
	IDEAS EXCHANGE	TECHNICAL ASSISTANCE	SECTORAL INTERCHANGE	
RESPONSIBLE CONSTITUENCIES	NEWSLETTER PUBLICATION	COMMUNITY MEETINGS	WORLD ISSUES FORUMS	METHODS DISSEMINATION
		SOCIAL STRUCTURES		

LIST OF SYMPOSIUM PARTICIPANTS

- | | |
|------------------------|--|
| 1. S. Ahmed | Kolupara Welfare Centre |
| 2. Sk. Anwar | Bustee Local Committee and Social Welfare Centre |
| 3. Mr. Arulswamy | Institute of Cultural Affairs: India |
| 4. A.P. Basu | Government of West Bengal |
| 5. D. Basu | W. Bengal Small Industries Corporation |
| 6. D. Basu | Sunderbans Development Board |
| 7. P.K. Basu | Child in Need Institute |
| 8. N.K. Basak | Ahiripukur Lane |
| 9. A. Bhattacharya | Lutheran World Service |
| 10. M. Bhattacharya | Institute of Cultural Affairs: India |
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| 12. S. Bandopadhyay | Consulting Engineer |
| 13. L. Balm | Institute of Cultural Affairs: India |
| 14. D. Balm | Institute of Cultural Affairs: India |
| 15. S. Chatterjee | Young Men's Welfare Society |
| 16. A.S. Chatterjee | Unnayan |
| 17. H. Chakrovarty | United Bank of India |
| 18. I. Roy Choudhury | Mennonite Central Committee |
| 19. Dr. T.K. Chowdhury | Bengal Chamber of Commerce and Industry |
| 20. D. Roy Choudhury | Warren Industries Limited |
| 21. A.K. Das | Unnayan |
| 22. B.B. Das | Lutheran World Service |
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| 30. D. Das Gupta | United Bank of India |
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| 32. P. Ganguly | W. Bengal Comprehensive Area Development Corpn. |
| 33. Dr. A. Halder Y | Young Horizons |
| 34. A. Haque | Calcutta Urban Services |
| 35. P. Halder | HDFI Village |
| 36. P. Hussain | United Friends Circle |
| 37. Sk. S. Islam | Bustee Local Committee |
| 38. R. Jayaraman | National Small Industries Corporation |
| 39. S. Jhadav | Institute of Cultural Affairs: India |
| 40. K.J. John | Advocate |
| 41. S. Maguire | Institute of Cultural Affairs: India |
| 42. Dr. S. Mukherji | Calcutta Metropolitan Development Authority |
| 43. H. Merchar | European Calcutta Consortium |
| 44. S. Mullick | United Social Welfare Centre |

- | | |
|------------------------|---|
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| 46. R. Mondol | Young Men's Welfare Society |
| 47. Sk. Ah. Malik | Bustee Local Committee |
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| 49. C. Nandi | Benoy Sarkar Institute of Social Sciences |
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| 51. A.C. Pradhan | Rama Krishna Mission Krishi Vigyan Kendra. |
| 52. S. Ray | Indo-German Fertiliser Education Project |
| 53. B.G. Robins | Institute of Cultural Affairs: India |
| 54. Col: M. Prem Singh | MacNeill and Magor |
| 55. A.K. Singh | Socio Economic Development Project |
| 56. P.K. Singh | CASA |
| 57. S. Sen | Metal Box Co., (India) Ltd. |
| 58. J.P. Shrivastava | Institute of Cultural Affairs: India |
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| 60. U.S. Venkatraman | St. Augustine's Day School |
| 61. P. Yadav | Young Men's Welfare Society |
| 62. A.K. Kundu | United Commercial Bank |
| 63. S. Bhattacharya | Calcutta Metropolitan Development Authority |
| 64. S.K. Bannerjee | Benoy Sarkar Institute of Social Sciences |
| 65. P. Sen | Benoy Sarkar Institute of Social Sciences |
| 66. R. Biswas | Y.M.C.A. |

PART III THE METRO PRACTICUM

From the 27th. April to the 1st. May, 1981, four teams travelled across Greater Calcutta and Howrah to do field research in the Practicum portion of the Regional Consultation. These teams operated out of Calcutta, visiting people in towns and villages throughout the area. Fifteen people acted as researchers either full or part-time. In addition to this research, new programme activity was initiated across the region, development fund-raising was done and schedules of future activities were decided.

To accomplish this research, four teams were sent to three metros of the Calcutta region to contact public, private, voluntary and local sector representatives. Extended conversations were held with approximately 100 people and future programme possibilities were listed.

The results of the Metro Practicum are statements that reveal the profound experience that this engagement was, and some initial thinking on what the necessary components of strategic action for Human Development in the 80's would look like.

THE METRO PRACTICUM REPORTS

Calcutta: The places covered in this part of Calcutta Metro were Calcutta city, Dum Dum, and Bashirhat. The visiting team was Mrs. Elizabeth Balm, and Mr. Shanker Jadhav from ICA India. After meeting several people from all sectors, the team was intrigued by the way the people were conscious about the future of this area. The struggle for basic needs was very much visible in most of the localities. The major population of this metro belonged to the middle class. A comprehensive vision of the people of this part of Calcutta will help them to build concrete plans for the future.

A team comprising Mrs. Shrivastava, Miss Maria Dhara, and Mr. Arulswamy, covered Tollygunj, Alipore and Diamond Harbour, intensively visiting local and private sectors. These 3 polises contain a great deal of industry, both multinational, and local, large and small scale. Five bustee committees were visited around Tollygunj, and Alipore. They form a belt surrounding the city. Most of these bustees are facing drinking water, youth, and women's employment issues. The bustee local committees are formed by groups of dedicated young bustee dwellers who have decided to do something about their local situation. These youth showed great interest in the methods for allowing community participation and comprehensive development.

BARRACKPORE: The team consisted of Mr. Arun Deshmukh and Mrs. Sheila Maguire from ICA India. This team covered the Barrackpore city, Ranaghat, and Noihati towns, meeting people belonging to Public, Private, Voluntary sectors and some local residents. Meeting with Ramakrishna Mission, several branches of United Bank, voluntary agencies, and Titaghur Paper Mills, the team found out the interest of these agencies towards doing rural development in this metro. Some of them are quite actively engaged in village development programmes. The major concern is of finding out effective methods in engaging the local villagers in building up their self reliance. Conducting gram sabhas community youth forums, women forums and imaginal education are some of the immediate possible events for this metro.

HOWRAH: The team consisted of Mr. J.P. Shrivastava and Mr. Anil Prasad. They visited Howrah, Shrirampur, Chandannagar and Uleberia cities, on the back side of the Hooghli and Jamuna Rivers. This area is industrial and most people are employed in the factories. The team met voluntary organisations, Bustee communities and representatives of the Public and Private sectors, discovering 2 major issues. One has to do with living environment, and housing inadequacies and the other to do with the effective engagement of women. The bustee communities are all in urgent need of comprehensive planning and development. The team found readiness to participate in a model for total care.

From 1 to 3 May 1961, participants gathered for the third part of the Consultation, The Assembly. People who participated in the Symposium and the Practicum were joined by others to interpret data from the first two parts of the conference. The Assembly was attended by approximately 20 people. The intent of the Assembly was two fold; 1) to establish the broad outline of the four year regional plan, and 2) to expand the base of self-conscious volunteers participating with the ICA in the region's development. The Assembly dealt with the question of the Institute's service to this region in the next four years.

The Assembly was composed of four weekdays: 1) Reporting and evaluating data from the Metro Practicum Teams 2) Building the strategic components for the four year intents, 3) creating a transnational Strategic Directions Model, and 4) Planning a four year time design by metros. Each practicum team discussed the broad steps needed in their respective metros. These steps were arranged into Region-wide intents for 4 years. The activities required to implement these intents were created by teams as Strategic Components. Points of advantage and disadvantage Social need and the Historical Mandates were discussed. Proposals for the 4 year design were then articulated, placed on a chart, and paragraphs written. Finally a workshop on the 4 year phasing of the design enabled yearly thrusts to be named and a sketch of the first six months produced.

The results of the Assembly are in two parts: the four-year Strategic Directions, for which there is a chart and paragraphs and the four year Time design chart, which names the years in terms of thrust toward Demonstrating Local Care, Engaging The Forces, and Releasing the Structures.

"AWAKENING NEW HOPE "

The Strategic Components

I. Towards Engaging the Forces:

1. Targeting Strategic Impact: The intent of targeting strategic impact is to awaken and catalyse local people to develop and sustain a consensus for local responsibility and action in their community. This is necessary because there must be visible signs of local communities being capable of assuming responsibility for their own future given the appropriate tools and methods.

This strategic component will be carried out by: 1) awakening campaigns focused in delimited geography which involves networks of people and organisations, 2) expanding the imaginal education programme to schools at all levels, 3) releasing the responsible engagement of youth with the Community Youth Forum, and 4) demonstrating the transfer of methods to the community through selected bustee organisations.

2. Ensuring Womens Participation: The intent of ensuring womens participation is to ensure the authentic participation of women in the development process. This is necessary because women, although a crucial element, have been a traditionally neglected human resource in development.

This strategic component will be carried out by 1) awakening womens organisations and providing opportunities and structures for their engagement, 2) discerning and providing linkages for appropriate skills training in economic arenas, 3) holding Global Womens Forum seminars in bustees and with women of the upper 15% of society to initiate a dialogue on the uniqueness of their respective roles in development, and 4) catalysing the involvement and participation of university women.

3. Instituting Training Centre: The intent of instituting a training centre is to provide a locus for the many training activities required for development. This is necessary to establish the ongoing, systematic training of faculty at the community and regional level.

This strategic component will be carried out by 1) establishing a facility of adequate size and appropriate location as a centre for training activities, 2) scheduling on a regular basis, for local leadership, training in methods of community awakening such as Gram Sabhas, Community Youth Forum and Global Womens Focum, 3) providing regular training in social methods skills, 4) designing training assignments and journey models to expand a regional faculty to include the 4 sectors.

Calcutta Regional Consult
I.C.A. Consultants

AWAKENING NEW HOPE
The Strategic Components

towards		towards	towards	
ENGAGING THE FORCES		DEMONSTRATING LOCAL CARE	RELEASING THE STRUCTURES	
<p><u>Targeting Strategic Impact</u></p> <ol style="list-style-type: none"> 1. Stimulating micro networks 2. Accelerating Schools I. Ed. 3. Releasing Youth engagement 4. Demonstrating methods in bustees 	<p><u>Instituting Training Centre</u></p> <ol style="list-style-type: none"> 1. Equipping Training faculty 2. Scheduling impact training 3. Regularising methods trng. 4. Creating regional faculty 	<p><u>Catalysing Bustee Demonstration</u></p> <ol style="list-style-type: none"> 1. Locating bustee committees 2. Enlisting four sector support 3. Analysing base-line data 4. Systematising trng. structures 	<p><u>Permeating Educational Structures</u></p> <ol style="list-style-type: none"> 1. Focussing demonstration schools 2. Promoting bustee education 3. Forming teachers guild 4. Extending programme impact 	<p><u>Enhancing Public Image</u></p> <ol style="list-style-type: none"> 1. Articulating regional story 2. Compiling yearly achievements 3. Screening global film 4. Publishing P.R. materials
<p><u>Ensuring Womens' Participation</u></p> <ol style="list-style-type: none"> 1. Enlisting Womens organisations 2. Initiating skills training 3. Conducting G.W.F.'s 4. Involving colleges womens participation 	<p><u>Training Local Groups</u></p> <ol style="list-style-type: none"> 1. Developing local faculty 2. Recruiting village trainees 3. Journeying bustee pedagogues 4. Designing faculty interchange 	<p><u>Launching Rural Demonstration</u></p> <ol style="list-style-type: none"> 1. Initiating village pilot 2. Securing company support 3. Designing extension programmes 4. Incorporating Govt. support 	<p><u>Building LENS Network</u></p> <ol style="list-style-type: none"> 1. Accelerating public permeation 2. Activating business networks. 3. Assisting voluntary agencies 4. Ensuring methods transfer 	<p><u>Securing Authorisation Base</u></p> <ol style="list-style-type: none"> 1. Introducing Bar dynamic 2. Expanding funding base 3. Nurturing Guardian network 4. Documenting Project authorisation
<p><u>Establishing Human Development ASSOCIATION</u></p>				
<ol style="list-style-type: none"> 1. Defining Assn. role 2. Formalising the Association 		<ol style="list-style-type: none"> 3. Structuring Assn. engagement 4. Expanding consulting relationships 		

4. **Training Local Groups:** The intent of training local groups is to develop skilled pedagogues at the community level. This is necessary because local communities must develop self-sufficiency in their own training and not need to rely on outside organisations.

This strategic component will be carried out by: 1) developing trained faculties within specific demonstration communities, 2) recruiting trainees who have the potential of playing a training role in their own village, 3) journeying bustee workers to the point of their ability to train their colleagues, and 4) providing and designing opportunities for interchange of faculty between communities.

II TOWARDS DEMONSTRATING LOCAL CARE

5. **Catalysing Bustee Demonstration:** The intent of catalysing bustee demonstration is to create a visible demonstration of the possibility of local initiative in the development process. This is necessary to create alternative images to the welfare approach to development thereby encouraging broad-based community participation and responsibility.

This strategic component will be carried out by: 1) locating a local bustee committee concerned with total community involvement in developing its programmes, 2) enlisting the support and participation of representatives of the four sectors who will voluntarily assist with their time and expertise, 3) doing a complete analysis of baseline data for project documentation, and 4) establishing a systematic rhythm of training to equip local leadership with required methods.

6. **Launching Rural Demonstration:** The intent of launching a rural demonstration is to provide a visible example of comprehensive socio-economic development at the village level. This is necessary to catalyse a comprehensive approach to development on the part of business houses, voluntary organisations and public bodies.

This strategic component will be carried out by: 1) initiating a pilot village project in the Calcutta region, 2) securing the support of business houses for financial and technical assistance, 3) designing extension programmes for the village to begin to play a role in the development of neighbouring villages, and 4) enlisting the support and participation of the government for expertise and the prioritised delivery of allocated goods and services.

III TOWARDS RELEASING THE STRUCTURE

7. **Permeating Educational Structures:** The intent of permeating educational structures is to intensify awakening programmes in order to engage people in methods training and catalysing the formation of the guilds to care comprehensively for the future of education within the state. This is necessary because the experience of the teaching profession is integral to the task of total social development within the region.

This strategic component will be carried out by 1) selecting several demonstration schools for intensive impact and training 2) placing an emphasis on the education task within work in the bustees, 3) catalysing guilds of concerned teachers to nurture comprehensive care and creativity and 4) targeting a rational extensive of appropriate training as openings occur.

8. **Building LENS Network:** The intent of building LENS network is to build a core of concerned, trained facilitators within the public and private sectors who will also participate in the community reformulation task. This is necessary because empowerment at the organisational level expands consciousness of profound social need.

This strategic component will be carried out by expanding opportunities to teach the LENS Seminar in the public sector organisations 2) using openings within the business community to intensify our consultations across networks, 3) beginning to attract the cooperation of students by introducing planning methods to student bodies 4) developing a LENS faculty to of trained graduates of previous seminars.

9. **Enhancing Public Image :** The intent of enhancing public image is to create a broad based constituency of people who understand the task of Human Development and acknowledge the significance of present efforts. This is necessary because the diverse natures of existing community development activities can only become effective through the use of common strategies and cooperative action calling for the recognition of catalysing agents like the ICA.

This strategic component will be carried out by 1) building a positive, futuristic story of community life in region Calcutta, 2) beginning to document achievements in each metro to show changes that are occurring, 3) using the Global Film as a tool for revealing the possibilities for local engagement, 4) the publishing of such materials as will helpfully reveal the effort of Human Development in the region.

10. **Securing Authorisation Base:** The intent of securing authorisation base is to enlist the cooperation of caring citizens within the established structures through the use of their resources and influence for the task of Human Development. This is necessary because pioneering efforts must finally be sustained by the establishment if these are to produce required goals.

This strategic component will be carried out by 1) building a **Board of Advice and Review** to evaluate and unblock community development efforts, 2) expanding the funding base particularly within the private sector and 3) maintaining a list of supporters which will be authorisation within itself.

11. **Establishing A Human Development Association:** The intent of establishing a HDA is to focus the efforts and creativity of caring people within the four sectors in order to sustain vision and remove blocks for the work of Human Development. This is necessary because comprehensive development in many communities requires the particular contributions of all 4 sectors which will only be released when a coalition (HDA) can consense the needed directions and participate in the consequent actuation.

This strategic component will be carried out by 1) clarifying in detail an understanding of the HDA role, 2) initiating the necessary impact, training, and formation tactics to allow such an association to come into being, 3) ensuring significant engagement for the Association through advance planning, and 4) building consulting relationships with existing projects, allowing a common base for dialogue and planning.

Years	I 81-82	II 82-83	III 83-84	IV 84-85	Strategic Directions
Uttara	Intensify Public Image	Circuit Probes Initial Impact	Strategic impact	Metro Cadre Formation	Engaging The Forces
Uttara	Micro impact campaign Bustee Demonstration Rajarampur demonstration. LENS Intensification	-Bustee Faculty -Youth Association -BAR Setup -Village Pilot Demonstration School	-GWF Campaign -Urban HDM -H D Cadres -Regional faculty	-Village expansion -Bustee replication -Public sector LENS	
Uttara		-impact gridding -recruit interns -trng. invitations	-district support -Economic module -H.D. Cadre	-regular circuits -one polis demonstration model	DEMONSTRATIVE LOCAL CARE
Uttara	-school/college I.E. -Res. HDP Invitation -expand funding base -build 4 sector cadr -college GWFs -CYFs	-hold H.D.T.I -LENS faculty -Rural launch -teachers core -extend ashram	-training centre -HDP extension model -metro impact coverage	-register HDA -block demonstration	
Uttara	Training recruits	polis level impact	consultants services	consultants services	RELEASING THE STRUCTURES
Uttara	-polis level impact -local group trng. -regional faculty development -Im.Ed. Programmes -Women GWF Faculty	-micro impact -cont. faculty dev. -multiple Edn. imp. -continue 2 bustee training -authorisation ltrs. -ongoing sch. prog. - 1 strategic LENS	one demonstration school	Bustee Leadership interchange.	

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Rama Krishna Mission Institute of Culture
United Bank of India
Warren Tea Limited