

MAHARASHTRA VILLAGE DEVELOPMENT PROJECT

PHASE III

1980-1984

ICA : INDIA
P.O.B.660 - GPO
BOMBAY 400001

MAHARASHTRA VILLAGE DEVELOPMENT PROJECT - PHASE III

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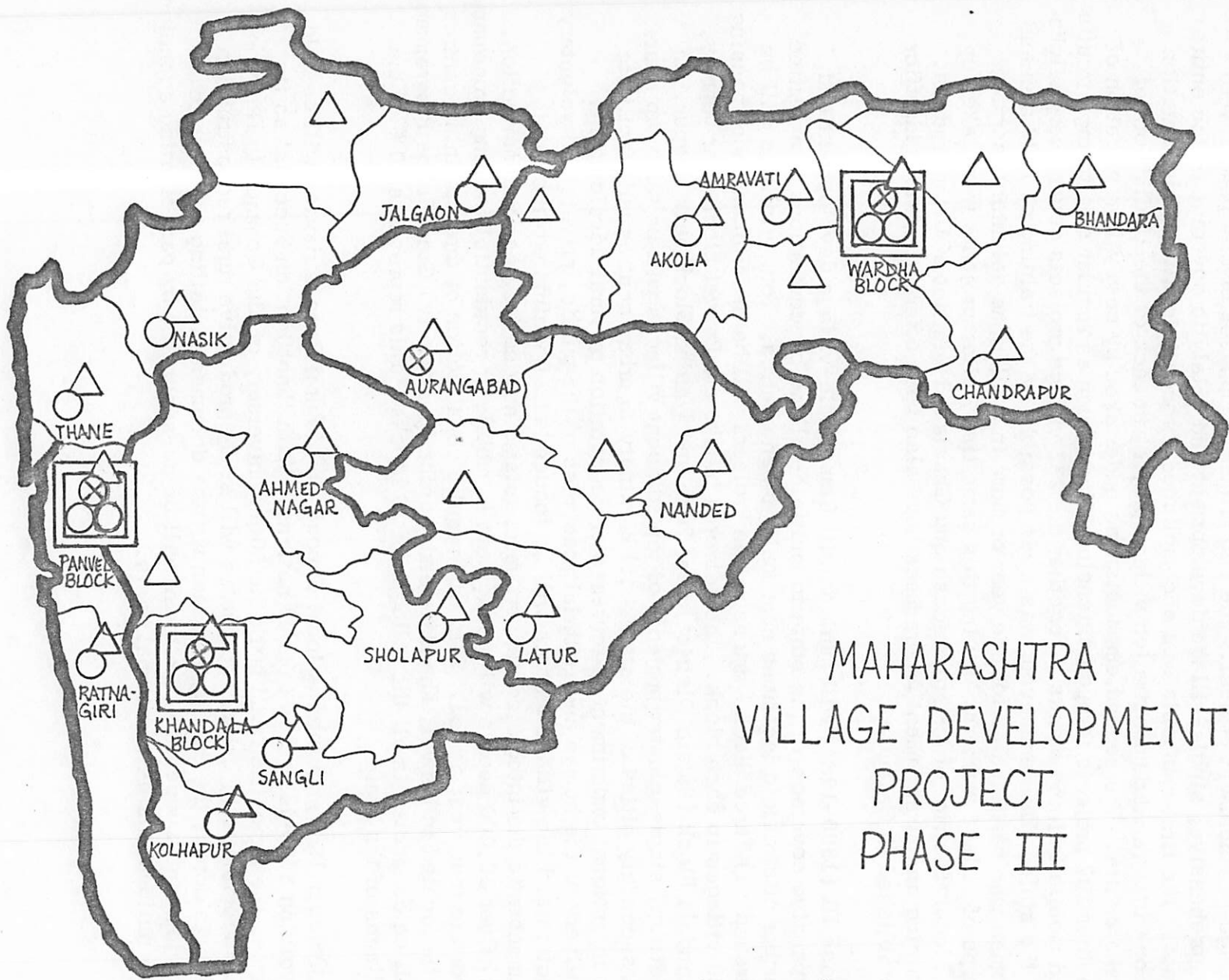
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I. PROJECT SUMMARY

July 1980 marked the completion of five years (Phases I-II) of The Maharashtra Village Development Project. The two primary emphases of this period were comprehensive, single-village development and catalytic coverage of the entire state. The first emphasis was accomplished through intensive implementation of one integrated demonstration village project in each of the 25 districts of Maharashtra. The second emphasis was undertaken by catalytic replication of another 207 projects through extension efforts such as regular monitoring circuits and mobile training events. Together the 232 village projects cover every taluka of the state. This endeavour was made possible by the training of 1700 men and women who participated for one year or more in a full-time voluntary service corps of village workers. During this same time, pilot projects were taken up in Medak District of Andhra Pradesh and Ghaziabad District of Uttar Pradesh. Training and awakenment programmes have also been offered from a field office established in Calcutta.

Phase III (1980-1984) will mark a shift from single-village development and expansive coverage of the state to multiple-village concentrations in a limited number of strategic locations near major urban centres. Four priorities will be pursued : i) Three Block Demonstration Projects will be undertaken encompassing 100 villages in each block. The selected blocks are Panvel Block near Bombay, Khandala Block (Satara District) near Pune and Wardha Block near Nagpur. In addition, single-cluster projects of ten adjacent villages will be taken up near 15 secondary cities of the state. ii) Proximity to urban centres will facilitate an intentional experiment in four-sector cooperation on rural development. Delivery of the human and material resources of the public, private and voluntary sectors and the village leaders will be focused and coordinated in order to demonstrate the integrated support mechanisms needed for mass reconstruction. iii) Over 20,000 people will participate in mobile or residential training programmes over the four-year period. This will require construction of three training centres to be located in Panvel, Khandala and Wardha Blocks. iv) Gram Sabha Programmes will be conducted in all the villages of 36 blocks. This represents 10% of the villages of the state.

In October 1982, an International Exposition of Rural Reconstruction will be held involving 3000 delegates from 40 nations. With 'Spotlight on Success' as its theme, the Exposition will mark the 30th Anniversary of The Community Development Programme in India. Delegates will study productive rural reconstruction projects across the country and then write a document detailing the keys to development 'success'. The event will be co-sponsored by participating agencies on a national and international basis.



MAHARASHTRA
VILLAGE DEVELOPMENT
PROJECT
PHASE III

- △ DEMONSTRATION PILOTS 25 VILLAGES
- CIRCLE EXTENSIONS 150 VILLAGES
- ⊗ TRAINING CENTRES 20,000 TRAINEES
- ◻ (with circles) BLOCK DEMONSTRATIONS 300 VILLAGES
- ◻ GRAM SABHAS 3,600 VILLAGES

II IMPLEMENTING AGENT

The Institute of Cultural Affairs is a research, training and demonstration organisation concerned with the human factor in world development. It has been working for 27 years to devise and demonstrate practical methods of "human development" and of comprehensive reconstruction at the local community level. Its emphasis has been on methods which enable people to plan and implement lasting socio-economic change in their own communities using largely their own resources. Local self-reliance and self-confidence are the aims of ICA's programmes.

Three programmes are primary to this work. The Global Social Demonstration Programme is a network of pilot community projects which are intended as comprehensive demonstrations of social, economic, and human development. Some 400 projects have been undertaken across the world. The Global Community Forum Programme offers community residents a lively "town meeting" format which effectively elicits consensus planning and cooperative participation in the implementation of local development efforts. Sometimes known as Village Meeting or Gram Sabha, this programme has been held in 25,000 communities and 35 nations. The Global Methods Training Programme is an inclusive curriculum of practical training events for all sectors of society ranging from strategic planning seminars for business and agency executives to intensive rural development institutes for village leaders.

The Institute of Cultural Affairs is a private, not-for-profit and voluntary agency working in 35 countries. It has 120 field offices served by support centres in Bombay, Brussels, Chicago, Hong Kong and Kuala Lumpur. Members of the Institute's staff are volunteers who receive basic sustenance and a small monthly stipend. The work of the Institute's staff is complemented by an international network of voluntary consultants who donate both time and resources to assist in the planning and implementation of development programmes. The work of the Institute is supported by trusts and foundations, corporations, service and religious organisations, concerned individuals and government agencies.

The Institute of Cultural Affairs; India is a private agency registered under the Societies Act of 1860. Contributions to its work are granted 100% tax deduction under Sections 35CCA/80GGA of the Income Tax Act. In India, the 350 full-time field workers who form a voluntary service corps come primarily from villages where development programmes have been undertaken. Extranational volunteers are from several different nations. Primary support for the Institute's work, both funding and expertise, has come from the industrial houses and commercial institutions of India as well as from direct and indirect assistance by the government. This support has been augmented by external grants especially from the Directorate for Development: Commission of European Communities (EEC).

III INITIAL PHASES (1975-1980)

(a) Maliwada Pilot Village

In 1975, the Chief Minister and Government of Maharashtra invited the Institute of Cultural Affairs : India to implement its integrated community programme in Maliwada, a village of 2,000 people located at the foot of the ancient Daulatabad Fort near Aurangabad. The Maliwada Human Development Project began with a week-long consultation during which village residents and voluntary consultants from the public and private sectors worked together to devise a four-year plan for the comprehensive development of the entire village. Through the consultation's consensus-making and participatory planning methods, village residents recognised that ancient divisions could be overcome and their own vision of the future realised. The result has been a remarkable demonstration of what local people can accomplish when motivated by the prospect of self-reliance and trained in effective methods of leadership and cooperative action.

Economic programmes have increased the average family income by a factor of 2.7 through quadrupled agricultural yield and the creation of 265 new jobs. There is now at least one wage earner in every family. A demonstration and training farm of 42 acres, crop diversification, modern farming techniques and hybrid seeds, as well as increased water availability, through bund irrigation, have undergirded Maliwada's agricultural revolution. Cultivated land has increased from 100 to 750 acres. Two new tractors form the basis of the community's cooperative equipment pool. An integrated dairy scheme and programmes to upgrade other livestock are also underway. Several appropriate industries and craft enterprises - sukhi, chalk and duster making, saw mill, rope making, pen and plastic products, welding, rakhi, carpentry, brick factories, box factory, wooden handles, silver jewellery, candy making and commercial transport - have been undertaken and supported with technical and management training. Two large industrial buildings have been erected and occupied. The traditional failure to repay loans was reversed to such a degree that the State Bank of India located one of its first rural branches in Maliwada. Nearly 300 families have opened saving accounts and the bank is presently expanding both its services and facility. A significant implication of Maliwada's steady economic advance has been a pronounced 'ripple' impact on the economies of some 30 surrounding villages.

The social development of Maliwada has also been marked by many accomplishments. A demonstration community kitchen provides nutritious lunches for the children and elders. A cooperatively constructed health clinic is operated on a full-time basis by locally trained paramedics. Over 40 patients are treated each day. Regular every-family campaigns are held to provide needed treatment and to give training in nutrition, hygiene, disease prevention, and pre and post-natal care. A new preschool staffed

entirely by trained village teachers has a daily attendance of over 100. Expanded primary school facilities have enabled growth in attendance from 30 to 200. Every child now attends school. Literacy classes in Marathi, Hindi and English, as well as ongoing training in academic upgrading and functional skills, have served the needs of the adult population whose average educational level had previously been less than first standard. Organisations for the women and the youth have been registered and extensive programmes of community service and education carried out. A fortnightly village newspaper is cyclostyled and delivered to every home. These and other social activities are supported by profits from the economic programmes.

A renewed sense of pride in Maliwada is evident from the substantial physical transformation of the village. Many new buildings including a community centre, a training school, a preschool and health clinic, two industrial buildings, a post office and dairy shed have been constructed through cooperative workdays. All the roads have been raised, widened and lined with white boundary markers. Drains have been constructed beside the roads and the main street has been cobblestoned. Sixteen public latrines and 60 new homes have been constructed. Electricity has been connected to most homes and 35 street lights raised. Many beautification projects have been completed such as the regular colour washing of every home and the creation of a landscaped chowk with colourful wall murals and a statue of Dr. Ambedkar. A piped drinking water system is presently being implemented.

Most important, responsibility for this development effort has been assumed by the village people themselves. Strong leadership has emerged. Regular leadership meetings, village assemblies, shramdands and celebrations have breathed a spirit of cooperation and victory into the life of the community. The residents have organised themselves by establishing a registered, nonpartisan Community Development Association. Eleven managers, representing both sexes and all the castes, are elected by the adults of the village. In addition, five neighbourhood service organisations have been organised as well as a number of task-related teams (e.g. Agricultural Team, Health Team). A village symbol, depicting the sun rising over Daulatabad Fort, is displayed on walls and signs throughout the village, indicating the confidence with which Maliwada faces the future. In short, Maliwada has become a sign of the development of human resources which is the key to the reconstruction of rural India.

PROGRAMMATIC CHART

Toward the Actuation of Comprehensive Human Development Projects on the Local Level

thirty-six programs — nine structures — three dynamics — one project

<p style="text-align: center;">A ECONOMIC DEVELOPMENT LOCAL PRODUCTIVITY —toward self-sustenance</p>	<p style="text-align: center;">B HUMAN DEVELOPMENT LOCAL MOTIVITY —toward self-confidence</p>	<p style="text-align: center;">C SOCIAL DEVELOPMENT LOCAL SOCIALITY —toward self-reliance</p>																								
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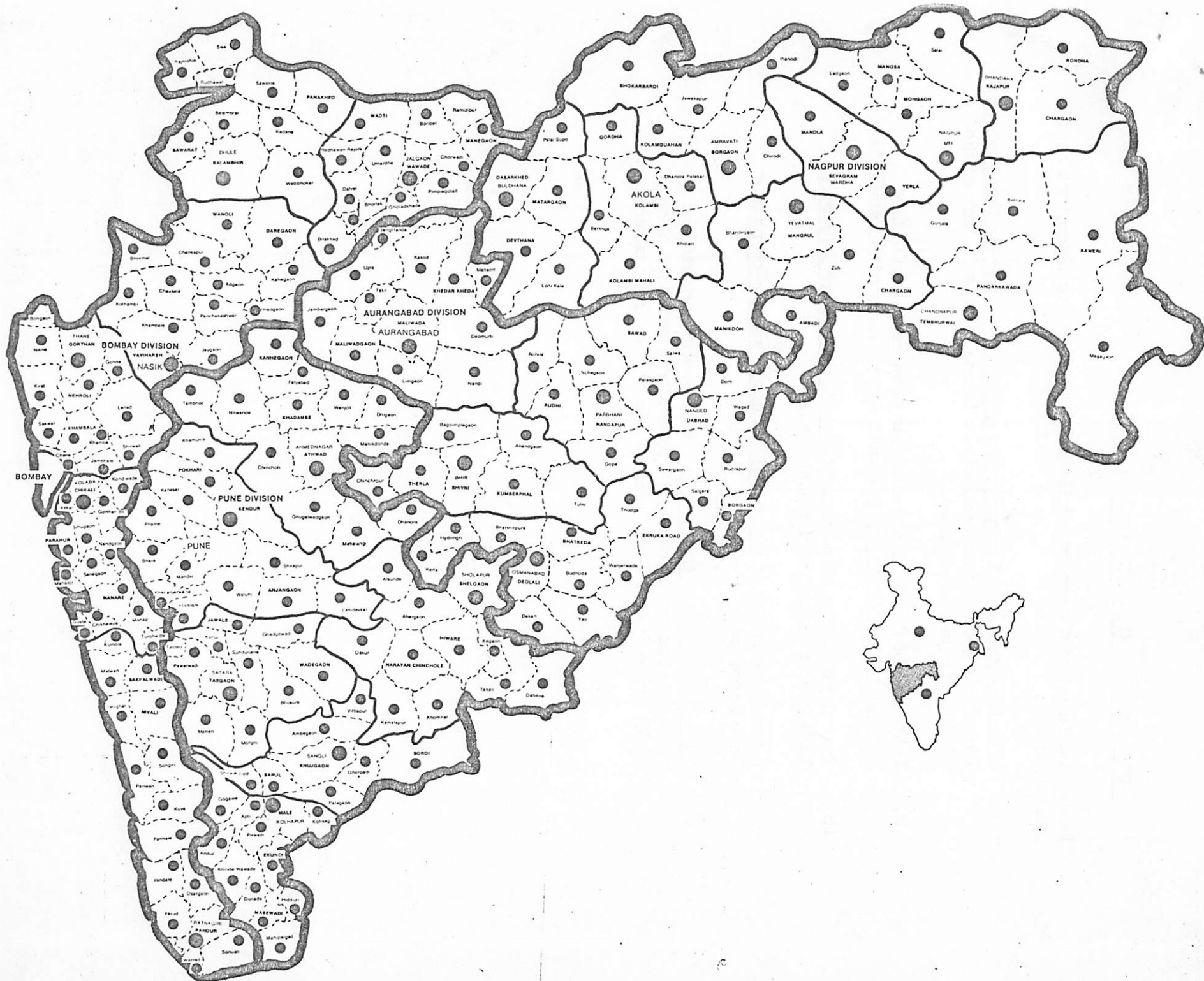
(b) Taluka Replication Scheme

As a result of Maliwada's transformation to a vigorous and self-sustaining village, the state government invited the Institute to implement its development programme systematically in other parts of Maharashtra. Hence, Maliwada emerged as the focal point of a scheme to initiate one demonstration village project in each of the talukas of the state. The launching of 232 projects was accomplished in two phases over five years reaching completion in 1979. In 25 villages, one per district, members of the Institute's voluntary service corps lived as resident teams and worked intensively with the local people to achieve a fully comprehensive demonstration village. The other 207 taluka-level projects have been undertaken through an extension programme including regular staff circuits, mobile training events and awakenment programmes. Short-term catalytic events have also been held in an additional 1500 villages across the state. This statewide programme of self-development has become known as The Maharashtra Village Development Project or, more commonly, as Nava Gram Prayas - The New Village Effort. During this same period, a single-village project was also started in Ghaziabad District, Uttar Pradesh, and another in Medak District, Andhra Pradesh (in cooperation with the Vazir Sultan Tobacco Co.). Training and awakenment programmes have been offered from a field office established in Calcutta.

(c) Voluntary Service Corps

In October 1976, the residents of Maliwada cooperatively constructed a simple training centre in their own village. Since then, The Maliwada Human Development Training Centre has provided in-residence training programmes of three to eight weeks duration for more than 3000 village people. It has also served hundreds of other village leaders through its mobile extension programmes. Maliwada itself has served the training centre as a practical teaching laboratory. While many training formats have been developed, the most significant is the Human Development Training Institute (HDTI), an intensive three-week programme in practical methods of integrated village development and fundamental life-skills such as literacy and basic fiscal management. The HDTI has been offered 18 times.

From this extensive training effort has emerged a corps of 1700 young men and women who over the past four years have accepted assignments for one year or more as members of resident teams in village projects across the state. At present some 350 people make up The Institute's voluntary service corps. Having graduated from the Human Development Training Institute, they serve as trainers and co-workers with the village people in the implementation of development programmes. Their catalytic activity in the villages is effective both because of their training and also because of their disciplined and enthusiastic commitment to a new vision of rural India. Several experienced volunteers have also given one year's service in similar replication experiments in other countries, particularly Kenya and Indonesia where methods and models forged in Maharashtra are being used.



(d) Strategic Objectives Attained

During the first two phases, the following five strategic objectives have been attained :

- i) Effective methods of comprehensive single-community development have been demonstrated especially in one village in each of the 25 districts of Maharashtra.
- ii) Footholds of development catalysis have been established across the entire geography and in every taluka of the state.
- iii) Training constructs and methods which develop real leaders have been refined and demonstrated.
- iv) A prototype model of a national voluntary service corps has been developed.
- v) The efficacy of the four sectors (the public, private and voluntary sectors and the village leaders) has been shown in forging a dynamic coalition to win on rural reconstruction.

IV PHASE III (1980-1984)

A. Targeted Strategic Objectives

The overall objective of The Maharashtra Village Development Project is to identify and demonstrate the dynamics required for massive rural reconstruction. During the first two phases of the programme, focus was placed on the fundamental "building blocks" which form a solid foundation for development activity. As indicated above, these refer to : i) comprehensive single-community development with emphasis on human motivation, ii) catalytic impact over a wide geography, iii) effective methods of training and leadership development, iv) the functioning of concerted voluntary participation, and v) the appropriate form of cooperative support or coalition amongst the four sectors of society. These five building blocks are fundamental to any form of meaningful development of whatever scope. Without them, relatively little advancement will occur.

Phase III is a shift in emphasis from the five building blocks of development as such to a concentration on the four "keys" to massive reconstruction. Using these keys to unlock mass replication is the overall strategic intent of the next four years.

(a) Multiple Village Concentrations

The strategic intent is to implement comprehensive social, economic and human development in selected clusters of 10 villages in order to demonstrate the basic unit of development best suited for mass replication.

Phase III changes the emphasis from single-village projects to projects involving concentrations of several villages. The basic mode will be demonstrations of integrated development in clusters or circles of approximately 10 adjacent villages. While the lessons of single-village implementation have provided the fundamental building blocks, few would argue that single-village development in itself is the key to the future. Economic advancement in a particular village, for example, has to be tied to advancement in the surrounding villages and region. A larger development unit than one village needs to be emphasised. A key strategic objective of Phase III is to demonstrate that comprehensive development in a circle of 10 villages provides the appropriate stepping stone or next step towards dealing with masses of villages. If effective participatory development can take place in a circle of 10 villages, then it can also take place in a Community Development Block of 100 villages; if in a block, then also in the whole nation.

In order to implement this strategic objective, cluster or circle development projects will be initiated in 18 locations across the state over the next four years. In three locations this multiple-village experiment will take the form of Block Demonstration Projects involving all 100 villages or 10 circles in each of three Community Development Blocks. Three of the 10 circles or 30 villages in each block will be highlighted for intensive demonstration of comprehensive circle reconstruction. As the primary thrust of Phase III, The Block Demonstration Programme is intended to develop practical methods and models for subsequent block replication across the nation. The sites selected for Block Demonstration Projects are Panvel Block in Kolaba District, Khandala Block in Satara District and Wardha Block in Wardha District. Single-circle experiments will also be taken up over the four year period in 15 locations. These Circle Extension Projects will shed further light on multiple-village development and provide a base for additional block programmes in the future.

(b) Rural-Urban Fusion

The strategic intent is to focus the human and material resources of the public, private and voluntary sectors in targeted geographic locations in order to demonstrate the integrated support and delivery mechanisms needed for mass reconstruction.

Phase III shifts in emphasis from geographic coverage of the state to concentrated activity in strategic locations close to urban centres. Proximity of cities to block and circle projects will facilitate a fusion between the urban and rural, releasing the vast resources of the public, private and voluntary sectors and the village leaders into focused, productive development activity. The appropriate form of such a four-sector coalition - its planning, coordination, decision-making, delivery and accountability - will be explored through practical implementation. While each sector has real concern and multiple resources to apply to the issue of rural reconstruction, efforts have tended to be weakened by isolation and diluted by random dispersion across wide geography. A key strategic objective of Phase III is to demonstrate methods and models which link, focus and coordinate the efforts and resources of these four partners in development. Without such an intensive cooperation amongst the village leaders, the business and industrial houses, the banks, the service and voluntary organisations and the various government agencies, massive reconstruction cannot be undertaken effectively.

In order to implement this strategic objective, the Block Demonstration and Circle Extension Projects will be located within range of the three major and fifteen secondary cities of Maharashtra respectively. Comprehensive relationships will be developed in each city and four-sector coalitions formed. Representatives of the coalition in each location will assume full responsibility for the planning and implementation of the intended development programmes.

(c) Statewide Training Apparatus

The strategic intent is to establish a mechanism for delivering comprehensive training programmes to masses of people living across a wide geography.

Phase III shifts the emphasis from creating a comprehensive curriculum for rural development training to disseminating this curriculum to thousands of people. During Phases I and II, training and educational constructs were developed and tested for many different needs and situations. The basic curriculum and teaching methods are now in place and the results in terms of releasing human creativity have been very encouraging. It is no longer a question of curriculum as such, but rather one of taking the curriculum to thousands of people. A key strategic objective of Phase III is to establish an infrastructure which will support comprehensive training programmes across the entire rural area of the state. The implications of such a training mechanism for undergirding massive development efforts are obvious.

In order to implement this strategic objective, training centres will be operated in each of the four divisions of Maharashtra. This will require construction of three new training centres to be located in the base villages of the three Block Demonstration Projects. Each facility will be modelled after the Maliwada Human Development Training Centre, which will continue to function throughout, and each will be designed to accommodate 150 in-resident trainees. Once construction is completed, residential and mobile programmes will be offered from all four locations on an ongoing basis. The specific objective of this component of Phase III is to involve at least 20,000 people in training programmes over the four years.

(d) 3600 Villages Impact

The strategic intent is to demonstrate that direct awakening impact on 10% of the villages of Maharashtra will occasion a residual impact on every village of the state.

Phase III shifts the emphasis from concentrating on the 207 taluka-level projects as the basic mode for covering the entire geography of the state, to covering the same geography through short-term awakening and training events. Development experience has shown that intensive demonstration projects are not sufficient in themselves to occasion self-development activity in thousands of villages. The catalysis generated by such intensive demonstrations must at the same time be taken to and actively seeded in villages throughout the wider surrounding area. Intensive demonstration and expansive impact are the inseparable fundamental dynamics - like the warp and woof -

of mass replication. A key strategic objective of Phase III is to explore and demonstrate the appropriate interweaving of these two dynamics for maximum catalytic impact across a large geographical area. The intention is to demonstrate that the right combination of intensive demonstration and expansive coverage will set in motion a wave of catalysis which, like dropping a stone in water, will move outwards to have some degree of impact on every village of Maharashtra.

To implement this strategic objective, staff assigned in each of the 18 locations targeted for intensive projects will also be responsible for implementing awakening or training programmes in all the villages of their own block as well as all the villages of one adjacent block - approximately 200 villages per location. Hence a total of 3600 villages, 10% of the villages of the state, will receive direct programmatic attention. While many types of awakening and mobile training events will be employed, the Gram Sabha Programme will be the primary format used for this purpose. The Gram Sabha or Village Meeting is a one day event involving all ages and sections of the community. In the morning residents sit together for a three hour rethinking of the community's future. First, the problems or challenges which face the village in every dimension of its life are articulated. This is followed by the writing of practical proposals to meet squarely the stated challenges. While the majority of the village works on the proposals, a smaller group is set aside to create a song for the village, a simple story of the community's life - past, present and future, - and a village crest or insignia. At the end of the meeting, a plenary session is held during which reports are given, the song sung, the village story read, and the insignia prominently displayed. In the afternoon, actual momentum is set rolling by choosing one of the proposals from the morning session and implementing it through cooperative work or shramdan. Normally villages choose such activities as the restoration of a chowk or the colour washing of public buildings, something concrete which can be accomplished quickly and then serve as a visible symbol of new possibility. In the evening, the entire village joins in a community celebration. The Gram Sabha Programme has proven effective as a method of awakening people to the tremendous development possibilities which lie in their own hands. It is a powerful first step toward healing caste divisions and toward catalysing meaningful planning and cooperative implementation. It is intended as a contribution to the government's recommendation that every village of India hold a gram sabha twice each year. Other programmes and training events to be employed are Community Youth Forums, Economic Issues Forums, Women's Advancement Modules and Human Development Training Labs.

B. Block Demonstration Programme

(a) Site Selection Criteria

The Block Demonstration Programme is the major thrust of Phase III. Panvel, Khandala and Wardha Blocks were selected after careful research of many alternatives and according to criteria which have emerged from five years of practical experience in Maharashtra. Five primary criteria have been decisive in this choice.

i) Three Major Cities

Each of Panvel, Khandala and Wardha Blocks are within two hours distance of Maharashtra's three major cities - Bombay, Pune and Nagpur, respectively. It is believed that proximity and project momentum will attract a concerted push by the public, private and voluntary sectors of these three cities in order to implement rapidly three demonstration models for the nation. Releasing the vast human and material resources of these cities is an essential ingredient in Maharashtra's future development efforts.

ii) Geo-social State Coverage

The selected blocks cover the three major geo-social areas of the state - the Coastal Regions, The Deccan Plateau and Vidharba. The targeted blocks represent the characteristics of their respective regions. This was considered essential in the site selection process. At the same time, certain current or historical factors related to these particular blocks were also taken into consideration. Thousands of people from Panvel Block, for example, have contributed to the overcrowding of nearby Bombay. Hence, an emphasis of the development programme slated for Panvel will be on showing the possibility of reversing this urban influx trend. Khandala Block will build on the legacy of the great Shivaji with whom it is so closely associated. Similarly, the development efforts in Wardha Block will be motivated by the memory of Gandhiji who carried out much of his pioneering work in this vicinity.

iii) Typical Rural Contradictions

The selected blocks are typical of the poorest rural areas of India. These are blocks where substantial development progress would have a convincing impact and disclose fresh possibilities for even the most backward areas of the country. Kolaba District, for example, where Panvel Block is located, is the second poorest district of Maharashtra. However, for a pilot venture of this nature, the most desolate blocks were considered inappropriate. A fine balance was sought between typical backwardness on the one hand and yet solid potential for rapid development on the other.

iv) Strong Teaching Villages

Each of the three selected blocks has a particularly strong village project already functioning for the past three to four years. Having implemented comprehensive development programmes, these three villages will serve as the base or "teaching villages" for their respective block-wide projects. Village Chikhale in Panvel Block has become known nationally for the success of its polyvastra ambar charkha operation. Village Jawale in Khandala Block has been chosen by the government as a demonstration village for Satara District. And Village Sevegram in Wardha Block has implemented the most effective Community Development Association in Maharashtra. Most important, these three villages have developed strong local leadership who are taking full responsibility for the future of their communities. The leaders in each of these villages have committed themselves to serve as trainers and catalysts for villages across their blocks.

v) National Visibility Potential

The final primary criterion of block selection for this pilot effort was national accessibility and visibility. Where the concern is to bring about demonstrations which will have impact for other areas, it is essential that the pilot projects be as accessible as possible. It is critical for people to come and actually see for themselves what is happening if impact is to occur. Being close to the three major cities of Maharashtra, the selected blocks have convenient transportation links which will facilitate the travel of village leaders, public, private and voluntary representatives and even international guests.

(b) Block Development Phasing

In each of the selected blocks, three adjacent circles or 30 villages will carry out intensive work on comprehensive economic, social and human development. A full programme of implementation will be initiated in the primary circle of each block early in 1981. Chikhale, Jawale and Sevegram will serve as the base or teaching villages for these primary circles. The second and third circles in each block will be initiated in 1982 and 1983 respectively. The remaining seven circles or 70 villages in the three blocks will be encompassed through programmes of awakening, mobile training and interchange with the intensive circles, particularly with the teaching villages. Teams will circuit from the three teaching villages on a regular schedule to implement these programmes in circles across the blocks. It is believed that such a mechanism of intensive circle development coupled with systematic extensive catalysis will bring the entire block to a threshold of total reconstruction within four years.

The Block Demonstration Programme will be launched early in 1981 with Circle Initiation Consultations in each of the three primary circles. The Circle Initiation Consultation will begin with each of the 10 villages in the circle holding separate, yet simultaneous, three-day consultations. Residents will devise their own comprehensive development plans including the procedures and assignments to realise them. Guest consultants from the public, private and voluntary sectors will participate in each consultation and offer their expertise in the building of realistic plans for the villages.

Following the separate consultations, representatives of the ten circle villages will meet in the teaching village for a common three-day consultation. Again, voluntary consultants in many fields will assist. Here, the separate development programmes of the ten villages will be carefully woven into an integrated design for the whole circle. The concern of the common consultation will be to coordinate a complementary and integrated approach to overall development amongst the circle villages. The economic programmes of the villages, for example, will be streamlined and coordinated to enhance feasibility, reciprocity and circle self-sufficiency. Streamlining will assure that similar industries proposed for the ten villages do not overburden the market and that dynamics of production and marketing are reciprocal.

During the consultation proposals for various schemes will be written for submission to the public, private and voluntary sector representatives in attendance. A coordinated implementation design will be devised and specific assignments made to the village leaders as well as to the attendant consultants. Each of these four partners in development will come away from the Circle Initiation Consultation with assigned and timed steps for implementing programmes across the primary circle. Finally, the Circle Initiation Consultation will underscore the need for a cooperative effort amongst the ten villages. Exchange and sharing mechanisms will be established in such areas as leadership training, cultural celebrations, regular circle planning and intervillage cooperative workdays. Circle Initiation Consultations will also be held in the second and third circles of each block during the course of 1982 and 1983.

During the four years of the Block Demonstration Programme, Gram Sabhas will be held in all 100 villages of the targeted blocks as well as in 100 villages of one adjoining block. The Gram Sabha campaign will be conducted by trained representatives of the four sectors. It is hoped, for example, that the government field officers of the three blocks will become skilled in this awakening methodology.

(c) Comprehensive Circle Schemes

The focus of the Block Demonstration Programme is comprehensive development of three adjacent circles in each selected block. The intensive circles will demonstrate rapid change. They will be laboratories for refining methods and devising multiple-village structures. They will forge primary links with the public, private and voluntary sectors and they will provide training and catalytic forces for the block-wide effort.

Key to the comprehensive approach will be implementation of all nine programmatic areas illustrated on page 7 . While particular programmes will be implemented in each of the 30 villages as local needs require, emphasis will be given to multiple-village schemes of economic, social and human upliftment. Multiple-village schemes will be developed primarily on a circle basis although certain programmes will encompass all three circles where a larger base of operation is more feasible. An example of such multiple-village schemes is the proposed expansion of the ambar charkha operation presently functioning in Village Chikhale. Through this scheme 26 ambar charkha units and four roving machines were set up in a small industrial shed. Thirty women were able to double previous incomes very quickly, and interest in the industry spread to surrounding villages and across Panvel Block. It is now proposed to establish similar ambar charkha operations in each of the nine villages of the Chikhale Circle. Later, in an industry building central to the ten villages, a second phase will see the addition of handlooms. A third phase will then complete the full cycle by adding sliver production, dying and tailoring. In time, more than 400 women will be employed through an interlocking mahila mandal structure. Adjacent to the central workplace will be a preschool, a health clinic, a demonstration kitchen, adult literacy and education classes and space for social activities : in short, a comprehensive women's advancement programme for the entire circle.

Two structures will undergird comprehensive implementation in the circle villages. The first is an informal coalition of representatives of the public, private and voluntary sectors and the village leaders. This group will broadly support the implementation of schemes through funding, expertise delivery, problem solving and participation in training and awakenment dynamics. A core group within this four-sector coalition will meet on a monthly basis to oversee all aspects of the programme. Day-to-day coordination will be carried out by a Community Development Association in each village and a Circle Development Association in the intensive circles of each block. The Circle Development Association will be registered as a not-for-profit trust. Membership is comprised of all the adults of the ten villages of the circle who in turn elect a board of managers representing every village, both sexes and the various castes and interest groups. The Circle Development Association will be responsible for the comprehensive reconstruction of all ten villages.

(d) Teaching Village Base

The teaching villages of Chikhale, Jawale and Sevegram will be so fully developed in all areas of their lives as communities that they will become practical teaching and training bases for village leaders from across their respective blocks and beyond. The three villages will play teaching roles in two ways. First, comprehensive development will be concentrated and intensified in all nine programmatic areas. These nine programmatic concentrations in each village will become such exceptional models that they can be used as in-the-field teaching demonstrations of diversified development within the village context. Secondly, a training centre, modeled after the Maliwada Human Development Training Centre, will be established in each of the three teaching villages. Hence, Chikhale, Jawale and Sevegram will each combine model programmatic development with the activities of a functioning training centre. The three training centres will provide both in-residence and mobile extension programmes for their blocks on an ongoing basis. Construction of the three centres will commence in early 1981.

Each of the three teaching villages will be the operational base of approximately 50 members of the voluntary service corps. Teams will circuit from these locations to provide training and catalytic activities in villages across the three blocks. In each teaching village, the voluntary service corps will live in a disciplined ashram formation. Made up of representatives of the various castes and religions of India, the ashrams themselves are intended as signs of the new corporateness and the new methods required for the reconstruction of rural communities across the nation. The training centres will also serve a double role as coordination bases for the block-wide efforts by hosting meetings of various constituencies on a regular basis and housing the needed back up systems such as financial records.

C. Statewide Extension Programme

While the Block Demonstration Programme is the most intensive component of the Phase III plan, a number of other activities will also be carried out in order to continue the expansive coverage of the state established during Phase I and II.

(a) Single Circle Extensions

Fifteen single-circle development projects will be implemented across Maharashtra to encompass a cross-section of block types and provide proximate access to 15 important secondary cities of the state. The Circle Extension Projects will be initiated three per year for the first three years and then the remaining six during the fourth year of Phase III.

Each of the circle projects will be based around a village where several years of development activity has already been completed. Base villages selected for implementation of Circle Extension Projects during 1980-81 are Maliwada near Aurangabad, Temburwahi near Chandrapur, and Male near Kolhapur. These will be followed over the four years by similar projects near Thane, Nasik, Jalgaon, Ahmednagar, Sholapur, Sangli, Ratnagiri, Latur, Nanded, Akola, Amravati and Bhandara.

While comprehensive development will be encouraged in each Circle Extension Project, emphasis will be given to implementation of one economic, one social and one human development scheme on a cross-circle basis. Support and coordination for these multiple-village programmes will again be provided by a coalition of the four sectors and by a registered Circle Development Association in each location. A small ashram will be located in each base village housing approximately 20 members of the voluntary service corps and serving as a training and coordination centre.

As with the Block Demonstration Projects, 100 Gram Sabhas will be held in the blocks where the 15 Circle Extension Projects are located as well as an additional 100 events in an adjacent block. By this means, a total of 3600 Gram Sabhas will be held in 36 blocks across the state. Village leaders and government field officers will be trained to assist in the leadership of Gram Sabha events.

(b) 20,000 Trainees Curriculum

During Phase III a minimum of 20,000 people from across the state will participate in mobile or residential training programmes. Four categories of programmes comprise the comprehensive curriculum.

i) Functional Skills

Residents of the circles under development will be targeted for training in a variety of functional skills. Adult literacy and educational upgrading will be offered in Marathi, Hindi and English. Training in nutrition, hygiene and preventative care will aim at structural ways to change the inadequate food and sanitation patterns which account for 80% of the health problems in rural areas. Methods of basic fiscal management will be provided for managers of the various economic undertakings and for leaders of the Community and Circle Development Associations. Employable skills such as carpentry, welding and mechanics will be taught in both classrooms and on-the-job situations. Functional skills programmes will be offered directly by the Institute's staff and through cooperative arrangements with other training agents.

ii) Methods Academies

The Human Development Training Institute (HDTI) and the Social Methods School (SMS) are intensive training programmes for village leaders and members of the voluntary service corps. Both programmes will be offered on a residential basis in the four training centres across the state. The HDTI provides in-depth training in the methods of integrated rural development as well as in certain fundamental life-skills such as literacy and fiscal management. The core programme is comprised of nine social, economic and human development modules (corresponding to the nine programmatic areas shown on page 7) which combine basic theory with practical field application. The HDTI will be offered 30 times over the four year period with a minimum of 3000 graduates.

After considerable field experience, graduates of the HDTI who emerge as key village or service corps leaders will be offered the advanced, six-week Social Methods School. The SMS intensifies training in the comprehensive development approach with particular emphasis on leadership and motivational methods. Its purpose is to develop 'experts' in the methods of human-resource development. The SMS will be offered twice a year during Phase III with a total of 900 graduates.

iii) Circle Modules

A variety of mobile training modules will be provided in the ten circles of each Block Demonstration Project and in the 15 Circle Extension Projects. Modules will be offered in the base villages and draw residents from all the villages of their respective circles. The most intensive mobile programme is the ten day Human Development Training Laboratory where the nine HDTI modules are condensed to one-day formats. These are extremely practical, step-by-step constructs - one in cooperative agriculture, one in community organisation, one in preventive health care, etc. - which give local leaders the basics of how to develop their villages in each of the nine programmatic areas. Audio-visual aids are used to heighten the impact of these training events. A second mobile programme is the Women's Advancement Module which is designed to meet the need of working directly with the village women and integrating their efforts into the total development programmes of the villages and circles. The five day module focuses both on awakening village women to the changing role of their sisters in India and around the world and also on the practical implementation of programmes related to women.

These programmes include the registration and functioning of mahila mandals, the establishment of women's industries, family savings schemes, buffalo and milch cow loans, literacy classes, preschools and health clinics. The Women's Advancement Module also provides training in nutrition, hygiene and preventive health care. Circle Leadership Modules provide training in methods of community organisation, strategic planning, consensus decision-making, leadership style, team dynamics and effective implementation. Training is also given in the Gram Sabha method so that participants can take leadership roles in carrying out this programme in villages across their circle and block. The Village Education Module trains local leaders to set up educational programmes for all age groups in their communities. Its particular emphasis is on the training of village preschool teachers.

iv) Sector Seminars

Members of various institutions and sectors of the selected blocks will be offered seminar programmes specifically tailored to meet their own particular needs and concerns. Such programmes are intended to provide helpful methods for internal use as well as to elicit participation in the block or circle development efforts. The LENS Seminar (Leadership Effectiveness and New Strategies) is a five-session process of team planning and decision-making based on the assumption that the expertise, experience and motivation to resolve the issues facing any organisation are to be found within the organisation itself. Its participatory methods are designed to catalyse creative thinking and new approaches and to produce targeted action plans for improving the effectiveness of current operations within the organisation. During the first session, participants develop a picture of the desired new directions for the organisation over the next two to three years. The second session pinpoints the constraints or contradictions facing the organisation in achieving this vision. In the third session, participants produce practical proposals and strategies to deal with the underlying contradictions. The last two sessions then prepare tactical actions, timelines and assignments by which the strategies can be implemented over the coming three to six months. LENS will be used in the selected blocks in two ways. First, it will be employed as an in-house programme for local companies, service organisations and government agencies including field offices. Secondly, local representatives of the public, private and voluntary sectors will use the LENS method on a regular basis to plan support activities for the block or circle development programmes. An abbreviated version of LENS, known as the Economic Issues Forum, will enable ongoing economic planning at the block level.

Priority will be given to upgrading the quality of education within the selected blocks and circles. Two seminars, one for teachers and one for youth, will serve as catalysts in this regard. The Imaginal Education Seminar will be offered to the teachers of every school. Its five sessions emphasise relevant curriculum content, wholistic child development, creative teaching methods, student motivation, pedagogical style and team lesson planning. Each seminar will be led by educators with extensive classroom experience. Following the seminars, teachers' guilds will be established in each location for those who wish to pursue the possibility of demonstration rural education. The one-day Community Youth Forum gives students the opportunity to spell out their own vision of society for the coming decade, to analyse the contradictions which inhibit the realisation of such a future, and to create a plan for how they can be of service to society within their own communities.

Two additional seminar programmes are planned for the towns and small cities located within or near the 18 project sites. The Global Women's Forum (GWF) is a one-day workshop where women come together to discern the major social challenges of the day and to focus personal priorities for responding to these challenges in their own vicinities. Following the seminar, GWF participants will be called upon to assist in conducting women's advancement and children's programmes in the surrounding villages. Employing a similar format to that used in the Gram Sabha, The Community Forum Programme will be held for representative groups of the targeted towns and small cities as a way of promoting self-development activities within these communities.

(c) Urban Impact Strategy

The institutional and sector seminars described above will be extensively offered in the three major and 15 secondary cities of Maharashtra as a primary way of catalysing participation of the public, private and voluntary sectors in the state-wide development programme. In particular, LENS will be offered for major corporations, voluntary organisations and government agencies.

(d) Project Interchange System

A number of mechanisms will be set in place to bind the total project together and provide for constant interchange of ideas and approaches.

i) Consensus Assemblies

Assemblies of village leaders and representatives of the other sectors will be held on a regular basis to carry out evaluation of past work, problem-solving, coordination and planning for the future. Circle and Block Assemblies will be held quarterly in each location. Regional and State Assemblies will be held on a bi-annual basis. Assemblies will be from one to four days duration.

ii) External Interchange

Every effort will be made to maintain contact and cooperative relations with other projects and programmes in the field of rural development. Village leaders and members of the voluntary service corps will be assigned regularly to conferences, training events and project field visits throughout the nation. At least four international exchange programmes will be arranged over the four-year period.

iii) Regular Reporting

Each block or circle project will prepare a monthly report of its current activities and accomplishments. Reports will be circulated to each location across the state as well as to interested parties in other parts of the nation.

iv) Monthly Newsletters

A newsletter highlighting both internal and external development activities will be prepared each month. The newsletters will be sent to each location along with digests of appropriate technology breakthroughs.

D. Phase III Budget Overview

The following budget charts present the consolidated costs of Phase III of the Maharashtra Village Development Project. The first chart indicates the four year costs for the total project broken down according to components of implementation. The second and third charts present costs for the Block Demonstration Programme and the Circle Extension Programme indicating sources of income and cost phasing over the four years as well as per village and per capita expenses. Costs for the Block Demonstration Programme decrease each year. This parallels the full implementation of this programme in the first year and the particularly strong emphasis it will receive in the initial period of Phase III. Costs for the Circle Extension Programme increase as more circle projects are initiated each year.

The total cost of Phase III is Rs. 15,94,15,100/-. Both costs and sectoral percentages of income are estimates based on careful analysis of five years work in Maharashtra. It should be noted that 50 % of the total will come from the village people themselves in the form of loans acquired, voluntary labour and other resources available in the local situation. The public sector portion will come largely from funds already allocated by the government for grant programmes and development schemes.

N.B. For simplicity of presentation, the Block Demonstration and Circle Extension charts break down the total costs for the four year programme. Approximately 12 % of the total, however, is for training and extension programmes beyond the 24 circles targeted for intensive development.

The costs as indicated on these charts are, therefore, inflated by about 12 %. On the Block Demonstration chart, for example, the four-year per village and per capita costs are actually Rs. 9,71,758/- and Rs. 648/- respectively.

V. INTERNATIONAL EXPOSITION

Rural reconstruction is an arduous business. Disappointments and apparent deadends have been so frequent that many wonder if success has been missed altogether. To many, the deep-seated tangle of human and material restraints seems impossible to untie. For others, the task is just too enormous to contemplate. While success has certainly been elusive and even modest gains the product of many frustrations, this does not mean there has been no success at all. In fact, quite the opposite is the case. In this and other countries, numerous projects and programmes are making tremendous contributions to the ultimate resolution of this urgent global contradiction. Rather than rehearsing the many difficulties, perhaps it is now time to focus on where breakthroughs are occurring, to place a bright 'spotlight on success'. As other developing nations look to India to take the lead in this field, where better to focus such a spotlight than right here?

To this end, The Institute of Cultural Affairs : India is proposing an International Exposition of Rural Reconstruction to take place during October 2-10, 1982. Hosted by one of Maharashtra's major cities, 3000 delegates will participate. Delegates will represent the public, private and voluntary sectors, and, indeed, the village leaders of some 40 nations. Commencing on the 113th birth date of Mahatma Gandhi, the event will also celebrate the 30th Anniversary of The Community Development Programme in India. The Exposition will serve as a kind of prism collecting a thousand rays of development success and refracting them as one beam towards the future.

The event will open with a large and colourful exposition. The companies and agencies of the participating nations will provide multi media exhibitions of their work in rural reconstruction with 'Spotlight on Success' as the common theme. Following this, delegates will be assigned in approximately 15 teams consisting of a cross-section of the various nations. Each team will visit one 'successful' rural development project selected on a national basis. The teams will study the projects in depth and, in particular, discern and document the factors which have contributed to their substantial progress. They will then reassemble to reflect corporately on what has been seen. Pooling the results of the field visits and the experiences of 40 nations, the delegates will write together a document detailing the keys to development success - the winning approaches, methods, models, etc. This document will subsequently be given to the governments and development agencies of the world as a way of saying that everything needed to succeed is now within grasp. The Exposition will close with a 'Celebration of the Nations'.

It is intended that The International Exposition of Rural Reconstruction be a cooperative venture amongst many parties. National and international steering committees of prominent individuals are presently being constituted to guide planning and preparation for the event. Interested parties are warmly invited to serve as co-sponsors or to assist in whatever way possible in making The Exposition a truly effective tactic in turning the corner on rural reconstruction around the world. Now is the time to succeed !

PHASE III

MAHARASHTRA VILLAGE DEVELOPMENT PROJECT

1980-84

Costs By Categories Of Implementation

Project Initiation		Training Programme		Village Programmes		Extension Programme		Project Coordination	
Site Selection	36,000	Training Centres	18,30,000	Cooperative Agriculture	3,14,33,100	Gram Sabhas	28,80,000	Project Communication	9,48,000
Site Preparation	3,00,000	Methods Academies	26,60,000	Small Scale Industry	2,44,23,000	Block Circuits	11,08,000	Coordination Transport	12,65,000
				Functional Education	1,68,77,000				
Baseline Surveys	1,20,000	Circle Modules	26,55,000	Health Care	2,17,61,000	Urban Impact	16,30,000	Office/Management	15,90,000
				Living Environment	2,77,29,000				
Initiation Consults	6,75,000	Sector Seminars	9,50,000	Community Organisation	93,61,000	Project Interchange	19,84,000	Volunteers Support	72,00,000
11,31,000		80,95,000		13,15,84,100		76,02,000		1,10,03,000	

TOTAL :

15,94,15,100

MAHARASHTRA VILLAGE DEVELOPMENT PROJECT

PHASE III

Costs For Block Demonstration Programme

1980-84

- 90 intensive villages averaging 1500 people each -

SOURCES COSTS		PRIVATE SECTOR	PUBLIC SECTOR	VILLAGE PARTICIPATION	FOUR YEAR TOTALS
		Grants/Inkind National - Extranational 25 %	Grants/Schemes Central-State 25 %	Loans / Labour 90 Villages 50 %	
FIRST YEAR		75,57,750	75,57,750	1,51,15,500	3,02,31,000
SECOND YEAR		62,74,500	62,74,500	1,25,49,000	2,50,98,000
THIRD YEAR		61,27,100	61,27,100	1,22,54,200	2,45,08,400
FOURTH YEAR		48,86,800	48,86,800	97,73,600	1,95,47,200
FOUR YEAR TOTALS	90 Villages	2,48,46,150	2,48,46,150	4,96,92,300	9,93,84,600
	One Village	2,76,070	2,76,070	5,52,140	11,04,270
	Per Capita	184	184	368	736

MAHARASHTRA VILLAGE DEVELOPMENT PROJECT

PHASE III

Costs For Circle Extension Programme

1980-84

- 150 intensive villages averaging 1500 people each -

SOURCES COSTS		PRIVATE SECTOR Grants/Inkind National-Extranational 25 %	PUBLIC SECTOR Grants/Schemes Central-State 25 %	VILLAGE PARTICIPATION Loans / Labour 150 Villages 50 %	FOUR YEAR TOTALS
		FIRST YEAR	16,65,625	16,65,625	33,31,250
SECOND YEAR	23,79,300	23,79,300	47,58,600	95,17,200	
THIRD YEAR	40,31,600	40,31,600	80,63,200	1,61,26,400	
FOURTH YEAR	69,31,100	69,31,100	1,38,62,200	2,77,24,400	
FOUR YEAR TOTALS	150 Villages	1,50,07,625	1,50,07,625	3,00,15,250	6,00,30,500
	One Village	1,00,050	1,00,050	2,00,100	4,00,200
	Per Capita	66	66	133	267