MAHARASHTRA HUMAN DEVELOPMENT REPLICATION

June, 1977

PROLOGUE

**LOCAL
RESURGENCE**

Human development has become the social priority of the present age. Every society is passing through great transitions which challenge all social structures. Advancing technology and global interdependence have made rapid economic and social development both profoundly necessary and practically feasible for local communities everywhere. At the same time, local people around the world seem newly determined to participate in reshaping their social forms. Governments are finding and creating new avenues through which this local resurgence may be encouraged. Those deeply concerned about the future of human community know that the key to any society's future is the emergence of practical signs of new hope for local socio-economic advance.

**HUMAN
DEVELOPMENT**

In response to this profound trend of history, the Institute of Cultural Affairs is working with local communities to plan and actuate a series of 24 human development projects around the globe. Each project is intended to be a demonstration sign of comprehensive human development at the grass roots level, as well as an appropriate model for rapid replication in other locations within a given society. In December, 1975, the residents of Maliwada, a rural village located 13 kilometers from Aurangabad in the State of Maharashtra, India, initiated a pilot village development effort. They were strongly supported by government officers and private citizens throughout the District and the State. From its inception the Maliwada Human Development Project was seen as a demonstration programme, the methods of which could be replicated in rural situations elsewhere. In the 18 months since its initiation 15 additional villages across Maharashtra State have begun to replicate the Maliwada Pilot. Such a programme of replication has opened the possibility for the State to play a new role in the nation's effort to bring about rapid, comprehensive rural development.

**INDIA'S
SITUATION**

After a quarter century of astonishing accomplishment in national industrial self-sufficiency, the people of India stand at the threshold of a new phase in their history. Given momentum during the late sixties by the effort to intensify agricultural development and to mitigate the human suffering of the landless poor, there is taking place today nothing less than a nation-wide village renewal movement. Appropriately, this reaffirms Mahatma Gandhi's vision for the reclaiming of the nation's rural villages and is receiving wide support from both the public and private sectors. Across India there is developing a groundswell of concern for rapid rural development and effective alleviation of the burden of rural poverty. This trend also promises to creatively ease the heavy migration of jobless rural people who now overcrowd the metropolitan centres of the nation. It is within this context that a network of Human Development Projects might be of signal value in India's Nava Gram Prayas (New Village Movement).

MAHARASHTRA
STATE

The State of Maharashtra is creatively supporting the nation's call for development. Its mountains, plains, rivers and forests comprise over 300,000 square kilometers. Its fifty million inhabitants reflect a kaleidoscope of cultures and integrate a variety of languages. The State's recent efforts to develop agriculture are giving shape to a modern mechanized farming industry. New industrial complexes are developing throughout the State's major cities. The memory of the powerful Marathas and their leader, Shivaji, who established local rule in the face of the Moguls; the aesthetic and religious sensitivity represented in the numerous hand-hewn caves located across the State; and the widespread impact of Gandhi's quiet passion for the full development of every local man, all provide a rich and significant legacy for the building of a new India. Particular emphasis is now being placed by the State on rural village development. Colleges increasingly seek ways to train and engage students in rural development, and efforts of varying intensity have been made by Districts to increase village services. Villages themselves, through their gram panchayats are working to meet the challenge of village renewal in a variety of practical ways. Building on the signal demonstration of the Maliwada Human Development Project, the extension of rapid local development to the 35,000 villages of Maharashtra over the next decade is indeed possible. The sign of rapid village renewal undertaken on a massive scale will markedly affect the growth of the nation and significantly impact the trend of local development across the world.

ICA
ROLE

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. The ICA: India is a not-for-profit, tax-exempt society registered in the Union Territory of Delhi. The ICA is convinced that effective human development must be initiated on the local community level and yet must rapidly and practically be replicable across a whole region and nation. Toward this end it is engaged in planning and actuating 24 comprehensive socio-economic projects in the less developed communities of the globe. These 24 are located in both rural and urban communities of extreme poverty and are pilot projects intended for replication by regional authorities. The Institute has headquarters in Brussels, Bombay, Canberra, Chicago, Hong Kong and Nairobi. In addition there are ICA offices in more than one-hundred major cities serving 23 nations. The Institute's programmes around the world are supported by grants, gifts and contributions from government departments and agencies at the national, regional and local levels and from private foundations, corporations, trusts and concerned individuals.

DOCUMENT
STRUCTURE

This document is intended to provide an overview of the effort to replicate the Maliwada Pilot Project in the 25 rural districts of Maharashtra State. Part I presents the presuppositions which guide the ICA's community development projects. Part II provides a brief on the role of the pilot project launched in Maliwada village. Part III explains the planning methods which shape the substance of each village project's model for socio-economic development. Part IV describes the replication design which is already being implemented. Part V presents the support systems which undergird the local projects during a four year development period.

The Epilogue describes additional information which is available on Human Development Projects in India and indicates the types of consultative services provided by the ICA.

I

THE PILOT PROJECT

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PROJECT
ORIGIN

In October, 1975 several Central Government leaders encouraged staff members of the Institute of Cultural Affairs: India to consider establishing a demonstration village in rural India. Maharashtra was one of the several states mentioned as possible sites for this demonstration. Its Chief Minister strongly supported the concept and suggested that such a project be located in one of the drought prone regions of the state. Subsequently the ICA staff set out to choose a suitable location for the first pilot project. Four criteria were established. First, the state of development of the initial village would be typical of that prevailing in the majority of villages across the State. Second, the selected village would be readily accessible so that it would receive maximum exposure from those who would wish to observe its development. Third, the village would be close to the district headquarters in order to provide for careful liaison with government agencies. Fourth, and most important, the village residents would be prepared and eager to participate in the reformulation of their village. The site chosen for the demonstration was the village of Maliwada, located thirteen kilometers west of Aurangabad at the foot of the ancient Daulatabad Fort.

MALIWADA
CONSULT

During the month of December, 1975 the village prepared for launching the demonstration project. Staff from the Institute of Cultural Affairs: India moved into Maliwada in order to do the statistical and analytical work necessary for the initiation of the project. During this time, the enthusiasm of the local people grew significantly. Then from 28 December through 3 January a consultation was held in the village which brought together local residents and people from across India and around the world. These 150 people worked together for a week, combining the local wisdom and experience of the villagers with relevant practical expertise in a number of arenas provided by those who came from outside the village. Through the week's deliberations, villagers began to grasp the possibilities of rapid development of their own village. Since the close of the consultation, a staff of eighteen persons, twelve nationals and six internationals, has lived in the village as a catalytic core, working with the residents to implement the programmes devised by the consultation and written up in the Maliwada Human Development Project: Consultation Summary Statement.

From the outset, Maliwada has been understood by villagers, staff and government officials alike as the demonstration village for the entire Maharashtra village development effort. It is therefore gratifying that the degree of development that has happened has far exceeded expectations. This can largely be attributed to the outstanding participation of the community residents in the development of their village. Though much is still to be accomplished in Maliwada, it is effectively fulfilling its function as the

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project's demonstration village. The function is four-fold. In the first place, the experience of Maliwada shows that rapid social change is possible at the local village level. The other rural villages of the State and the nation are ready, even eager, for comprehensive change if they can see that it is feasible. Second-

SOCIAL DEMONSTRATION ly, Maliwada provides a laboratory where methods can be refined for mass replication in the next phases of the state-wide project. Thirdly, Maliwada serves as a training centre where both catalytic staff and other villagers can gain practical experience in the methods used to initiate and sustain effective change. Finally, the village of Maliwada itself will generate a force of people qualified to serve the statewide project as auxilliary staff in other villages, as they begin their projects of development.

II

THE REPLICATION DESIGN

The Government of the State of Maharashtra in consultation with the Institute of Cultural Affairs has expressed interest in building a statewide , comprehensive rural development project. One renewed village by itself is a curiosity. Only through the rational, systematic replication of the pilot project across the total geography of the State can comprehensive human development be effectively demonstrated. There are approximately 35,000 rural villages in the State of Maharashtra, organized into 25 districts and more than 250 tashils. None of these should be overlooked or prevented from participating in the benefits of a comprehensive social, economic development programme instituted over the next 10 years. Such a programme will prove to be of value not only to the villagers, but to the State as a whole.

STATE-WIDE NETWORK The overall intent of this new village effort is to enable each village to recover social self-reliance and economic self-suffic-iency. It will open up a sizeable internal market that will accelerate the overall economy. It will expand and intensify agricultural and industrial production. It will enlarge and upgrade the labour force. It will raise the educational level of the citizens. It will contribute to the solution of the problems of hunger and malnutrition. It will improve the overall health of the masses. It will create new, effective delivery systems to the grassroots for goods, funds and services. It will enable the effectivity of the population control measures already being undertaken by the state. It will directly and significantly engage local man in the building of his society and nation. Finally, it will improve the quality of life in the Gandhian sense of discipline, cooperation, mutuality and self-reliance. These consequences together will allow the State of Maharashtra to serve as a social demonstration in itself.

The 10 year phasing design of the project is three-fold. Phase I, requiring one year, has already been completed with the launching of the Maliwada pilot and its replication in three villages—one in each of the four divisions of the State. Phase

4

	II first involves establishing district pilot projects in each of the 25 districts, 16 of which are now in operation. Then the 25 district pilots will be replicated in 10 locations across each district. The rational location of 250 replication villages in this way will allow for the participation of each tahsil of the State in the project. Phase III will escalate replication by initiating 10 additional projects for each of the 250 villages of Phase II. Subsequently these 2500 village projects will be systematically replicated in a similar fashion until every village of the State is a participant in Nava Gram Prayas.
REPLICATION PHASES	

The implementation of systematic replication involves the operation of six practical components for each village. First, a team of three persons—a village project resident, a member of the staff of ICA: India and a concerned person from outside the community will be engaged in site selection. They will visit villages to speak to the local residents about work in Maliwada, the division and district pilot projects and their participation in Nava Gram Prayas. The selection of the district and tahsil pilot sites during the second phase of replication will be guided by certain criteria. An inclusive variety of cultural occupational and agro-climatic settings will be sought. Locations which are easily accessible and therefore can maximally function as renewal demonstrations are preferred. Careful consideration will be given to sites which are eligible for special services or which have already attracted public ar private sector interest. Villages selected will be representative of typically depressed communities in the area in which there is large underemployment or unemployment and whose obvious need will allow for rapid, socioeconomic change. A selected village's population will normally fall between 500-3500 people; in the case of a village with related hamlets the population of the central node will typically fall within the designated population range and serve as the initial forces for development efforts. Selected sites will be finalized only upon the approval of the District Collector, and Tahsildar, and on recommendation of the local District Development and Planning Councils.

SITE SELECTION

The second replication component is the Demonstration Visit whereby a group of at least ten concerned residents from a selected village will spend two days on site at an ongoing Human Development Project. Initially the site will be Maliwada. During this time the visiting villagers will be hosted by the local residents and have an opportunity to see for themselves the practical operation and style of a renewed community. A critical role is played by the village residents who tell the story of socio-economic development and talk at length with the visiting guests.

DEMONSTRATION VISIT

Following the Demonstration Visit to an ongoing Human Development Project, a Gram Sabha, or one-day village meeting is scheduled in each selected village. This event provides a structured occasion for the whole village to gather and begin to identify the present

GRAM SABHA

challenges facing its common well-being and articulates ititial resolutions for future action. The Gram Sabha is an event which awakens local people to the fact that they themselves possess the ability and concern to corporately effect a new direction for their community's life. As such it both imaginally and methodo-logically prepares the residents for the locally based planning and implementation which forms the basis of a Human Development Project. The Gram Sabha also catalyzes a willingness across the community for people to begin to work together to implement a corporate event.

TRAINING SCHOOL

The key component in the replication model is the Human Development Training School, without which it would be virtually impossible to raise up and quickly train the required leadership for village development. Initially the School is held for an eight-week in-residence period in Maliwada. In the future it may be located in close proximity to a pilot project in one of the Divisions. Each village intending to be a human development project sends ten to fifteen of its residents to participate in the School. These participants are joined by men and women from urban situations who have also expressed concern and need for training in local development methods. The School is staffed by a global faculty. Its curriculum is designed to equip participants with images, methods and skills needed for village work and to train community residents to assume leadership responsibility. The prerequisites for participation in the School are a profound care for the village and a willingness to seriously consider giving two years of service working in replication villages. The School is designed to enable village development and, therefore, in the first instance is not intended to be centered on the individual improvement of the participant. The participants work with the curriculum as students in preparation for becoming leaders and teachers. At the conclusion of the School as many participants as decide to serve the villages are assigned to the auxiliary staff of the village projects.

AUXILIARY RESIDENCE

The fifth component of the replication model calls for establishing the residency of the auxiliary force in the village. This step will be taken in most instances in the weeks immediately following the completed session of the Human Development Training School. In any case, it is to be at least two weeks prior to the village consultation. Although the auxiliary is prepared to live in almost any accomodation made available, it is most conductive to its work if a place is adapted for common residency within the village. Providing such accomodation oftens affords an opportunity for the village to dramatize its seriousness in being a project. However, auxiliary residence should be in keeping with the village style.

VILLAGE CONSULT

The sixth component of the replication model is the village consultation which is designed to be an occasion within which human development project is launched. The methods used in the consultation are fully described in section IV of this report and constitute the basic methods itilized throught the project. The consultation brings together the subjective wisdom of village residents who are the local consultants

VILLAGE
CONSULT

and the breadth of experience, objectivity and technological know-how of the outside consultants who come from other parts of India and other nations. It is a great event in the life of the village and includes not only the creation of the national plan for its future development, but a celebrative occasion for the affirmation of the villagers and the uniqueness of their village. The consultation normally begins on Sunday evening and concludes on Thursday evening and requires of all consultants all day participation including meals. It is desired that the local consultants will be highly representative of the whole village and will include both men and women, youth and elders, official and potential local leaders.

ACTUATION
PHASES

The actuation of each project's programmes begin immediately following the village consultation. Repid, effective development depends upon initiating all the programmes at once. Each project is phased over a four-year period. The emphasis of the first year is placed on initiating the project by launching all the programmes and training a core of community leaders who will guide and direct the expansion of the project. The second year stresses the acceleration of project programmes and the village's increased participation in district replication efforts. This requires particular emphasis on training capable leadership. The third year focuses on establishing the local autonomy of the Project. As local leaders assume greater responsibility for the total operation, the auxiliary staff can be released to work in other villages which have become part of the replication effort. The fourth year demonstrated the maturation of the Project. At this point external assistance is considerably reduced and local initiative maximized in both the economic and social development programmes.

III.

THE PROJECT PRESUPPOSITIONS

PROJECT
FORMATION

In the past 20 years the work of the Institute of Cultural Affairs in inner city neighbourhoods, suburban towns and rural villages across the globe has confirmed the fact that wherever there is local community, there is the readiness and the need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of the community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local situations, is visible and is accessible. Second, a potential location will be characterised by apparent hopelessness and the absence of other community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need. Third, both social and economic development must be undertaken simultaneously to assure the project's comprehensiveness and depth. Fourth, local residents and outside consultants must participate together in planning a Human Development Project to assure that the project is locally authentic and globally relevant. Fifth, it is necessary to discern from the beginning the viability of systematic replication of the pilot across a more inclusive geographical area. This provides

a context for anticipating the demonstration power of the pilot
and projecting the acceleration required if the pilot is to function
as a training base for replication forces.

ECONOMIC
DEVELOPMENT

Effective economic development on the local level rests upon five
principles. First, the local forces must imagine that the particular
community is a self-contained, independent economic unit. Second,
schemes must be devised which will dramatically increase the flow of
monies into the community to enlarge the local working capital.
Third, as much of the externally injected monies as possible is to be
retained in the community for as long as possible. Fourth, such
monies need to be rapidly and continuously circulated before leaving
the local situation. Fifth, though the community must build its own
economy, it must in turn function in advantageous relations with the
more inclusive economies of the district, regional, federal and
global levels.

SOCIAL
DEVELOPMENT

Within the arena of local social development, there are five principles
as well. First, the geographical boundaries must be clearly
delineated in order to build the community's identity and focus its
efforts on the project locus. Second, all human problems are dealt
with simultaneously, since they are always interrelated within any
community. Third, the depth human issue must be discerned and addressed
by confronting the specific and unique human contradictuion beneath all
the socio-economic contradictions. Fourth, all existing social groups,
and people of all ages, need to be intentionally involved in the effort
to recreate the community. Finally social symbols become key to profound
social alteration, as they provide the sense of unity that enables
people to engage in the practical work of the project.

PROJECT
ACTUATION

The actuation of the Human Development Project involves the
application of five guidelines to establish the support for
effective implementation. First, the coordinated effort of both the
public and private sectors is needed. The combined assistance of both
sectors in the form of consultant services, funding and material
contributions provide sustained support for the project as a whole as
well as its specific parts. Second, community residents must be
involved from the outset in planning and actuating all aspects of the
project if it is to be realistic and enduring. Third, the presence
of a catalytic staff of consultants is necessary for a period of
time to generate momentum for leadership development. Fourth,
actuating agencies are required to oversee the social and economic
development programmes and thereby ensure the coordination and
direction of all implementation efforts in a unified thrust. Fifth,
although the acceleration and stabilization of leadership training and
programme implementation must be phased over a number of years,
dramatic signs of socio-economic development are required during the
first year. These demonstrate the actuation of a comprehensive plan
and thereby serve to constantly broaden local engagement and build
human motivity. These are the marks of effective development.

8

THE PLANNING METHODS

The key to initiating a Human Development Project is the Planning Consult involving the ICA staff, outside consultants and local community people. The purpose of the Consult is to shape a comprehensive practical model for the community's renewal. The social methods employed in the Consult have been developed by the ICA through its 20 years of experience in community development work around the world. In contrast to approaches which begin by establishing ideals or superimposing goals, the methods are fundamentally indicative. They draw upon the local people's wisdom and creatively build upon what the given situation indicates is necessary. The methods described in the following paragraphs comprise six major steps. They emphasize tactical thinking in relation to sociological contradiction rather than creating goals to resolve catalogued problems. Although analysis and careful planning are important, the methods focuses on actuation. The same methods used in the Consult to shape the project model are subsequently employed by community residents and project staff in the weeks and months of implementation which follow.

GENERAL APPROACH

A. Analysis

The first phase of the method and of the Consult involves a form of social analysis. Here the basic operating components within a given local situation are identified and brought together to provide a new comprehensive picture of the community's unique socio-economic dynamics. The first step involves discerning the community's Operating Vision. Such a vision for any people is never explicit. It is woven through their hopes and fears, frustrations and yearnings. It is concealed in their stories and symbols. All of these are deeply a part of who they are and indicate what they hope to become. The Operating Vision represents a community's attitude toward itself and its destiny and therefore plays a critical role in the direction of future development. However, for any community the Operating Vision is initially latent. No community by itself can clearly grasp or articulate its Operating Vision. Only when the latent vision is objectified and a community becomes conscious of it in its entirety, can effective local development occur.

OPERATING VISION

The second step of the method involves locating the basic social contradictions which prevent the Operating Vision of a community from being realized. The term "contradiction" as it is employed here, does not refer to obvious problems but to underlying found-ational blocks to the people's vision of the future. Contradictions are closely related to the fundamental historical trends of a given time and are not always readily discernible. First, it is necessary to identify the irritants, deterrents and obstacles to the various aspects of the vision and rationally organize these in order to disclose the basic blocks to the total model. It is by looking through these blocks and the trends of history that the Underlying Contradictions are located. If the Underlying Contradiction are not at least roughly discerned, there is little chance of effective

UNDERLYING CONTRADICTIONS

social change. Effective socio-economic development is not the result of attempts to achieve the explicit or implicit components of the practical vision in a direct fashion; instead, it occurs by the creation of practical proposals to deal with the Underlying Contradictions to the Operating Vision. In this respect, contradictions are not negative, but provide the context for directed, creative action.

B. Planning

The second phase of the Consult focuses on creating the practical plan for local action based on the Operating Vision and the Underlying Contradictions. The third step of the method involves formulating Practical Proposals, or broad actional strategies, in response to the Underlying Contradictions. Proposals are based

PRACTICAL
PROPOSALS

on the actual social situation, and stand in contrast to abstract goals or superimposed ideals. While the Operating Vision reveals the community's conscious and unconscious images of what the future might be, the Practical Proposals provide the image out of which the community needs to operate in order to deal effectively with the contradictions. In this respect proposals are judgments or decisional resolutions about the future. However, a proposal is never something which is done. Instead, it points to the crucial arenas or directions for the implementation of specific tactical actions.

The fourth step of the method involves building the Tactical Systems, required to realize the directions called for by the Practical Proposals. At this point concern for the Operating Vision and Underlying Contradictions becomes peripheral, except as together they

TACTICAL
SYSTEMS

provide a broad context for designing the tactics. The Tactical Systems describe and rationally organize the concrete actions required for the actuation of the project. They are both inclusive and necessary; they are both creative and relevant. Because the Tactical Systems provide the practical substance for actuation, their delineation is perhaps the most crucial step in the method.

C. Actuation

The next phase of the Consult deals with forging the actuation model which is implicit in the work of the planning phase. The fifth step of the method deals with organizing the subtactics of the Tactical Systems into the Actuating Programmes of the project. The Actuating Programmes provide several essential functions. First,

ACTUATING
PROGRAMMES

they make possible a broad cost analysis of the project and thereby become crucial instruments for its funding. Second, they enable the creation of a relatively accurate phasing design for projecting the acceleration of the total demonstration over a period of four years. Third, they serve as a framework within which to organize both the local forces who do the actualization and the extended forces who create the backup support systems. Fourth, the programmes rationally simplify the task of the local forces as they

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begin to create the implementing procedures of the project.
Finally, by reflecting the realistic possibilities, the inclusive-
ness and the unity of the project, they release an imaginal_power
that motivates the local people, the project patrons and the public
at large .

IMPLEMENTARY TIMELINE

The sixth step of the method involves building the implementary
timeline, or projecting the concrete steps to be taken by the Local
Forces in doing the tactics and programmes. The implementaries
indicate what must be done and accomplished. Each step required
to implement the project model, once determined, is placed on daily,
weekly, monthly timelines for a two-year period. During the
earlier stages of the method the role played by the outside con-
sultants is critical to the comprehensiveness and viability of the
model's development. Building the timelined implementaries, however,
is the particular task of the local forces who will live in the
project area and bear responsibility for the model's actuation.

BASIC PROCEDURES

The methods of the Human Development Consult described above are
more a dynamic process than a fixed structure. The encounter with
new methods and the necessity of dealing comprehensively with all
the issues facing a community places exceptional demands on both
the local residents and the visiting experts. Consequently a
certain flexibility is essential for the flow and length of the
Consult. The time necessary for a Consult ranges from four to
six days depending upon the degree of village planning that has
preceded the Consult. The orchestration of time is as uncomplicated
as possible, and is based on a rhythm of small group field explor-
ation and workshop sessions, and full consult plenary sessions for
each step of the method. The particularities of each day's efforts
are modified in relation to the time design of the community. A
maximum amount of time is spent in team work. This permits a latitude
within which the teams may create their own designs to include field
trips and other activities according to their specific requirements.

V

THE SUPPORT SYSTEMS

LOCAL FORCES

The Actuating Programmes of each project provide the framework
for local participation and give direction to the necessary organ-
ization of local residents who do the work of implementation. A
series of working groups called "guilds" are formed to do the partic-
ular jobs of implementation, continued planning and ongoing evaluation.
These guilds are comprised of residents of all ages. Commissions
responsible for coordinating the unified focus of the economic and
social aspects of the project programmes are also established. Such
commissions,made up of guild representatives and community residents,
comprise a representational cross-section of the community. The
operation of the commissions also allows for the participation of the
auxiliary staff and the guardians who catalyze and support the project.

A network of guardians and patrons assure the continuation of external
support to the Human Development Projects. Already such a network

has begun to emerge through the participation of professional and business people from across the state and nation, and the assistance of government officials on every level. The cultivation of these project supporters from the private and public sectors will provide information, advocacy and access to services and expertise not presently not presently available within the villages.

AUXILIARY
CORE

The support of the projects further requires the presence of a resident auxiliary staff who catalyze motivity in the community at large and provide the villagers with ongoing training as they work together in a common task. The replication project auxiliary includes international Institute of Cultural Affairs staff members and people of various backgrounds from India's villages and cities who have decided to give two years of service to the nation's rural development effort. National auxiliary members receive training in actuation methods at the Human Development Training School prior to service in a village. Each member of the auxiliary is charged with the responsibility of training one or more local understudies in his arena of expertise. The understudies, in turn, will then be prepared to assume leadership and training responsibilities within the community.

PROJECT
FUNDING

Finally, a comprehensive funding scheme is required for the implementation of all project programmes. While each community must move as quickly as possible to assume responsibility for the costs of its development, outside financial leverage is initially necessary to build economic momentum. Each project requires direct assistance from both public and private sources in the form of grants, long-term loans at favorable rates, lines of credit and in-kind contributions of goods, services and personnel. It is crucial to bring external resources to the services of the communities at once, and to maintain them only for the period of time necessary for generating local economic activity. The programme budgets for each replication project are built on the basis of local necessity and can be supported to a large degree by allocated funds made available through the normal channels of public and private support. It is understood that local people in each situation will participate directly through contributing time and effort as well as direct cash support.

EPILOGUE

CONSULT
REPORTS

The uniqueness of each replication project is reported in the Consultation Summary which records the findings of the Human Development Consults held in each village. Each summary provides baseline data on the community, information about the Consult's participants and its general impact on the village, and a series of master plates which hold the result of each step of the Consult method. The budget summary charts provide an overview of the projected costs of the Actuating Programmes for the first four years. Specific programme budgets are available for each location. The more extensive Maliwada Human Development Project Consultation Summary Statement provides a

detailed report of the pilot project model which has served as a
prototype of successive replication efforts.

The Institute of Cultural Affairs: India is prepared to provide
consultative services for the various components of the rural
development effort in Maharashtra. The ICA understands its role as
essentially one of catalysis and methods training. Initially this
involves making qualified personnel available for demonstrating the
methods of village selection; Gram Sabha and Consult Leadership;
CONSULTATIVE   Training School curriculum implementation; local auxiliary formation;
SERVICES   project actuation; and project support systems establishment. As
increased numbers of concerned people from the state and nation
join in the replication effort for two-year periods of service or
longer, the role of the ICA will shift largely to one of training
Indian citizens to perform the tasks now served by full-time staff.
Eventually these citizens will assume responsibility for the training
dimensions of replication as well. This will become increasingly
important as larger numbers of villages across the state become
involved in Nava Gram Prayas.

The replication of the Maliwada Human Development Project across
the state of Maharashtra is the first of many anticipated efforts
to systematically replicate 24 pilot projects now located in the
less developed communities of the globe. As such, it will serve
as an initial demonstration of the viability of effectively reclaim-
GLOBAL   ing rural communities on a massive basis. Projects similar to the
BAND   Maliwada Human Development Project are currently operating in the
Marshall Islands, South Korea, Japan, the Republic of the Philippines,
Hong Kong, Taiwan, Malaysia, Indonesia, Australia, Egypt, Kenya,
Nigeria, Zambia, Italy, Germany, the United Kingdom, the United
States, Canada and Venezuela. Although the particularities of
each nation's needs will vary, the methods of replication developed
in India will provide the universal model generally applicable
elsewhere in the world.

A ECONOMIC DEVELOPMENT
LOCAL PRODUCTIVITY
—toward self-sustenance

B HUMAN DEVELOPMENT
LOCAL MOTIVITY
—toward self-confidence

C SOCIAL DEVELOPMENT
LOCAL SOCIALITY
—toward self-reliance

I. COOPERATIVE AGRICULTURE

- Demonstration farm: 40 acres
- New cash crops: tobacco, jowar, peanuts
- Improved methods: Hybrid seeds, fertilizer, pesticides scheduled planting, composting
- Expanded livestock: 1,000 laying hens, milk cows, upgraded goat stock, cross breeding, improved feeds
- Full-time agricultural agent in residente
- Increased water availability: 10 rebuilt naila bunds, 7 reconstructed wells, new deep bore wells, delivery canals, pump-lift irrigation
- Community equipment pool: 2 tractors, truck, trailor, compressor, drill

IV. HUMAN LIVING ENVIRONMENT

- New housing: model houses, 14 new units
- Home rehabilitation: survey, all houses whitewashed, roof repairs, maintenance system
- Electrification of village
- New facilities: Community Center, 2 stores, storage facility, 2 industrial sheds, health center, community Kitchen
- Increased bus service to Aurangabad

VII. PREVENTIVE MORTALITY CARE

- Sanitation system: 12 public latrines, drains
- Nutrition program: school lunches, community breakfast, meal planning training, vitamin distribution, common vegetable garden
- Systematic pre-primary innoculations
- Refrigerated medicine storage
- Health Clinic: medical records; skin, ear-nose-throat camps; 2 volunteer doctors; paramedics training
- Ambulance service to Aurangabad

II. APPROPRIATE LIGHT INDUSTRY

- Box factory (automotive part crating)
- Nutritious food processing + packaging (sucre): 14,000 packets per day
- Spice making enterprise
- Specialties processing: peanut butter, guava jelly
- Brick factory
- Rope weaving
- Flour mill
- Cooperative dairy: shed constructed, initial stock secured
- Egg production: chicken house built, stock secured

V. CORPORATE ACTION STRUCTURES

- New jobs created (200), extensive employment upgrading
- Youth work force (120)
- Weekly neighborhood workdays
- Completed village census
- Extended community participation: task guilds (200) meet weekly), neighborhood stakes (180) meet weekly, monthly village reporting session, weekly guild leaders meeting

VIII. INCLUSIVE FUNCTIONAL EDUCATION

- Preschool established: 200 pupils, 5 teachers trained, 20 parent-aides recruited, curriculum built
- Expanded primary education: 4 additional classes youth guild activities
- Total enrollment: all village children
- Literacy classes - Marathi, Hindi & English (400)
- Vocational schooling: food processing, agricultural, mechanics, brickmaking, carpentry, finance, management, business
- Human Development Training School: 18 grads

III. LOCAL COMMERCIAL SERVICES

- New Bakery
- Bicycle repair and rental service
- Expanded tailoring service
- cooperative marketing: sucre, boxes, bricks
- Residents savings: 100 new accounts
- Expanded credit: loans to farmers, small businessmen, and tradesmen

VI. COMMUNITY IDENTITY SYSTEMS

- Fortnightly community newspaper
- Community calendar & bulletin board
- Hosting: 12 replication delegations
- Community symbols: banner, mural
- Neighborhoods and streets delineated & named, houses numbered
- Maliwada preschool uniforms
- Community songs written
- Celebration of national, local festivals
- Movies and slide shows

IX. LOCAL COMMUNITY WELFARE

- Infant care center: 20 adults; 3 local trained staff
- Child care + hygiene demonstrations
- Family planning clinics
- Domestic sciences: menu planning, home budgeting
- Global Women's Forum: 300 participants