

MAHARASHTRA  
VILLAGE DEVELOPMENT PROJECT

REPLICATION PHASE TWO  
MANOEUVRE III

HANDBOOK

## PRINCIPLES OF REPLICATION

ICA Consultants

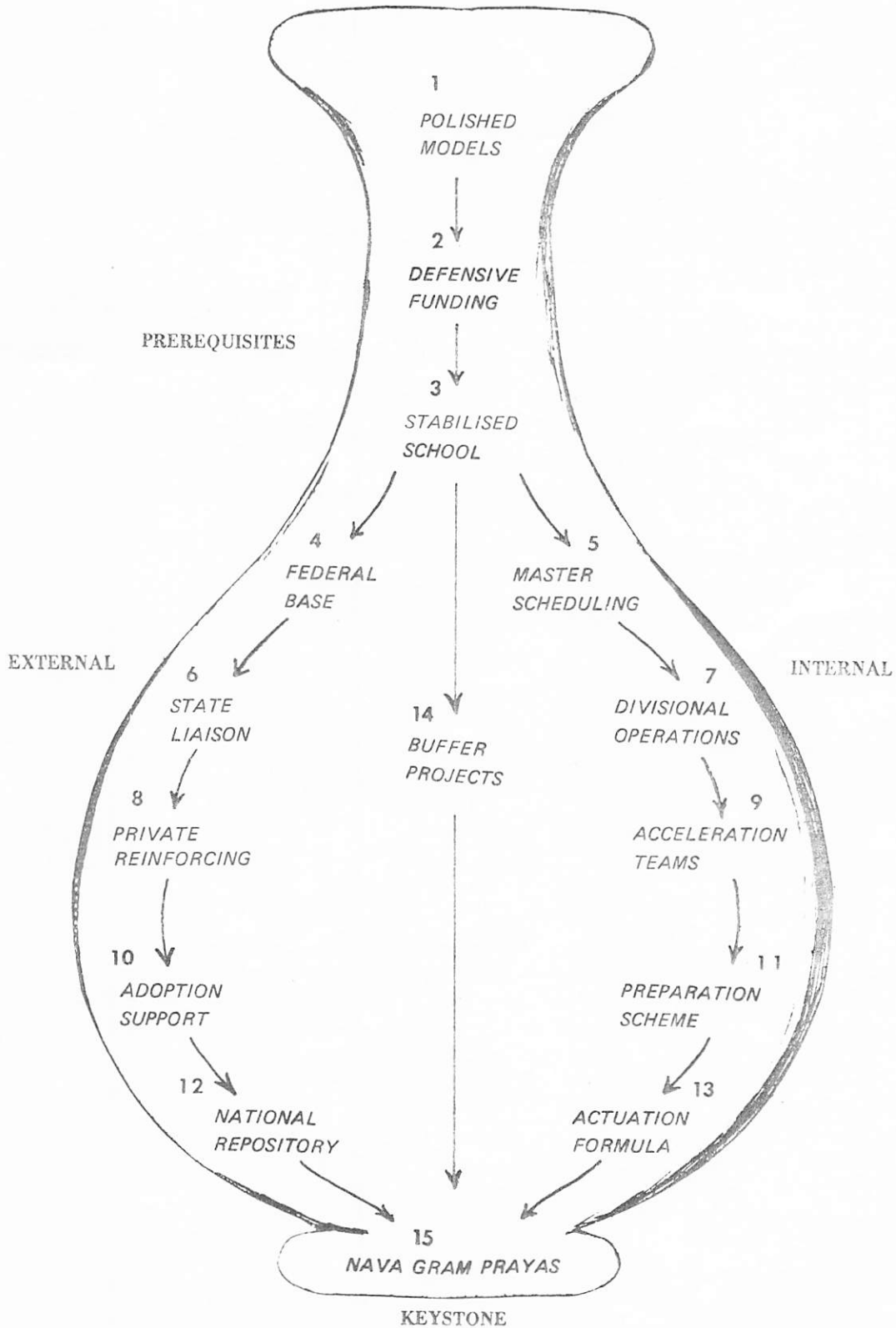
1976-77

	STRUCTURE	FORCES	TOOLS
FORM	OPERATING STRUCTURE	ACTUATING FORCES	IDEATIONAL INSTRUMENTS
	PILOT BASE	CATALYTIC GROUP	PROGRAMMATIC CHART
	TRAINING SCHOOL	AUXILIARY CONSTRUCT	SOCIAL STRUCTURE
	MONITORING DEVICE	GUARDIAN FORCE	ECONOMIC STRUCTURE
	SERVICE STRUCTURE	LOCAL CORE	PROJECT COMMONALITY
VEHICLE	DEVELOPMENTAL DEVICES	RELATIONAL FRAMEWORK	MOTIVATION FACTOR
	SELECTION SCHEMES	PUBLIC/PRIVATE AUTHORISATION	"ON BEHALF OF"
	REPLICATION TACTICS	GOVERNMENT RELATIONS	TWO YEAR TIMELINE
	CONSENSUS FORMS	VILLAGE NETWORK	NAVA GRAM PRAYAS
	CONSULT IMPACT	FUNDING FRAME	DRAMATIC SIGNS

## 8 Year Plan

PHASE ONE	ONE MODEL VILLAGE  Establishing A Sign	MANOEUVRE I  1 year
	25 PILOT VILLAGES  Positions for Operation	MANOEUVRE II  1 year
PHASE TWO  1 year	250 SIGNAL VILLAGES  Demonstration of Replication	MANOEUVRE III  1 year
PHASE THREE	2500 ORBITAL VILLAGES  Catalysing Mass Replication	MANOEUVRE IV  1 year
	25,000 BASIC VILLAGES  Completing the Plan	MANOEUVRE V  4 years

MAHARASHTRA HUMAN DEVELOPMENT PROJECT  
PHASE TWO MANOEUVRES: 250 SIGNAL VILLAGES



MAHARASHTRA  
VILLAGE DEVELOPMENT PROJECT  
PHASE TWO, MANOEUVRE III: 250 SIGNAL VILLAGES

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## 9. ACCELERATION TEAMS

The Acceleration Teams Manoeuvre involves assigning five Acceleration Teams (Health, Education, Environment, Industry, and Agriculture) beginning in October, 1977, to support the development work in the 232 villages. Each team will be composed of three or four members, including both nationals and internationals, ICA staff and Guardians. Each team will replicate itself twice over two quarters in order to produce one team in each arena for each division. They will work and train first in the division and district pilots and then provide a broader training and monitoring function for all villages. Their major role will be to accelerate the village programmes in their arena of work by focusing on and breaking open the infrastructure that will see that the tactics are systematically implemented in and by the community, training the villagers and auxiliary in relevant methods and technologies, and developing and extending the liaison with locally available resources, services and expertise.

## 10. ADOPTION SUPPORT

The Adoption Support Manoeuvre has to do with a statewide campaign to fund projects from within the state or nation through a process of selling the project to a concerned industry, bank, or other private or public organization or individual who will fund either the total project or a particular programme or set of programmes. Supplementary to this will be proposals for the support of the Human Development Training School, Councils, Project Director's Meetings, Acceleration Treks, and other special funding aspects.

## 11. PREPARATION SCHEMES

This manoeuvre involves the creation of preparation schemes for new site selection, Demonstration Visits, Gran Sabhas, auxiliary entrance into the village and Consults. In site selection the global selection criteria is used with relevant modifications for Phase Two of the Maharashtra Project. The team will include villagers from Maliwada or the three pilot villages. The Demonstration Visit will be shortened to take place in an 18 hour day. The Consult will also be shortened and streamlined so that the local auxiliary can conduct it with minimal outside help yet retaining the involvement necessary for the village to experience the corporateness and transparency of profound engagement.

12. NATIONAL REPOSITORY	<p>The National Repository Manoeuvre consists of developing a global repository in India to service the Nava Gram Prayas with expertise, information and direct professional, material, and financial assistance. This would involve systematic coverage of, first Maharashtra and then the nation to discover and make available resources that are at hand. This would include knowing the state and federal government like, in the United States, we know Washington in terms of government programmes and funding. It would entail visiting every university structure and investigating every public and private service project and organisation to grid the services they offer to projects and to master the procedures for gaining access to these.</p>
13. ACTUATION FORMULA	<p>This manoeuvre involves creating a series of checklists or formulae laying out exactly what to do when an auxiliary enters a village to begin the project. It includes, for example, the specific steps and timeline for building the liaison with government and business, gaining the widening confidence of the village, and actuating the community organization design and tactical systems in order to release the auxiliary to pure action and thrust without further basic planning.</p>
14. BUFFER PROJECTS	<p>The Buffer Projects Manoeuvre is an attempt to protect our flanks for the next year as the Nava Gram Prayas surfaces by covering the geography of India through the initiation of projects in the South, in Andra Pradesh; in the East, West Bengal; and in the North, Uttar Pradesh. A project was initiated in Madlapur near Hyderabad in Andra Pradesh in March, 1977.</p>
15. NAVA GRAM PRAYAS	<p>Nava Gram Prayas, the keystone of the Maharashtra Village Development Project, involves the development of a movement and undergirding and sustaining it by a spiritual force. It will not be "our movement," but the movement that is the "New Village Effort" in India that will sustain the work of massive village development. As the catalytic agent, the ICA must see that the movement creates songs, rituals, signs, councils, symbolic leadership and other symbolic forms while encouraging the development of a new kind of Indian symbolism. This manoeuvre also involves the raising and training of troops to maintain an adequate number of skilled auxiliary to staff each of the projects and to carry out the divisional support responsibilities necessary to enable the projects.</p>

## REPLICATION SCHEDULE

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Phase II of the Nava Gram Prayas entails the replication of 250 signal villages over a one-year period.

Phase I called for establishing the model village of Maliwada the first year and replicating to 25 pilot villages the second year. With 16 villages launched, Phase I is now two-thirds completed, with six months of the two years still remaining. However, since the breakthrough has been made, it seems wise in terms of revolutionary principles to move immediately into Phase II. In other words, we will move right through the breakthrough to utilize the time left in Phase I to activate Phase II.

Phase II, Manoeuvre III, calls for the replication of 250 signal villages. Actually, there are 232 tahsils in the State of Maharashtra. The tahsil is the next geographical subdivision below the district level. With 16 of the 25 Phase I villages begun, nine remain yet to do. This nine added to the 207 Phase II villages makes a total of 216 villages to complete Phases I and II.

Since there are two quarters left in Phase I (October - March), two quarters work can be started before the year (or the four quarters) of the 207. This gives a total of six quarters. The last site selections should be finished by the end of six quarters which realizes our goal of actuating the tahsil projects within one year. This allows the School and Consults to be carried over another quarter which gives a total of seven quarters to complete Phase II. Two hundred sixteen projects spread evenly over seven quarters is 31 projects per quarter.

In Phase II the operations of the project will shift from the state to the division level. Each division, then, will have responsibility for 54 new village projects (216 villages divided by four divisions). Except for the first quarter, this means each division will initiate eight new projects each quarter over the seven quarters. On a monthly basis the rhythm will be two the first month, three the second and three the third. (See Division Timeline Chart)

In order to produce, over 7 quarters, 7 auxiliary staff for each of 207 projects it will be necessary for each participating village to send 7 students to the school the quarter following the village's selection.



Maharashtra Village Development Project  
Phase Two, Manoeuvre III  
SITE SELECTION SCHEME

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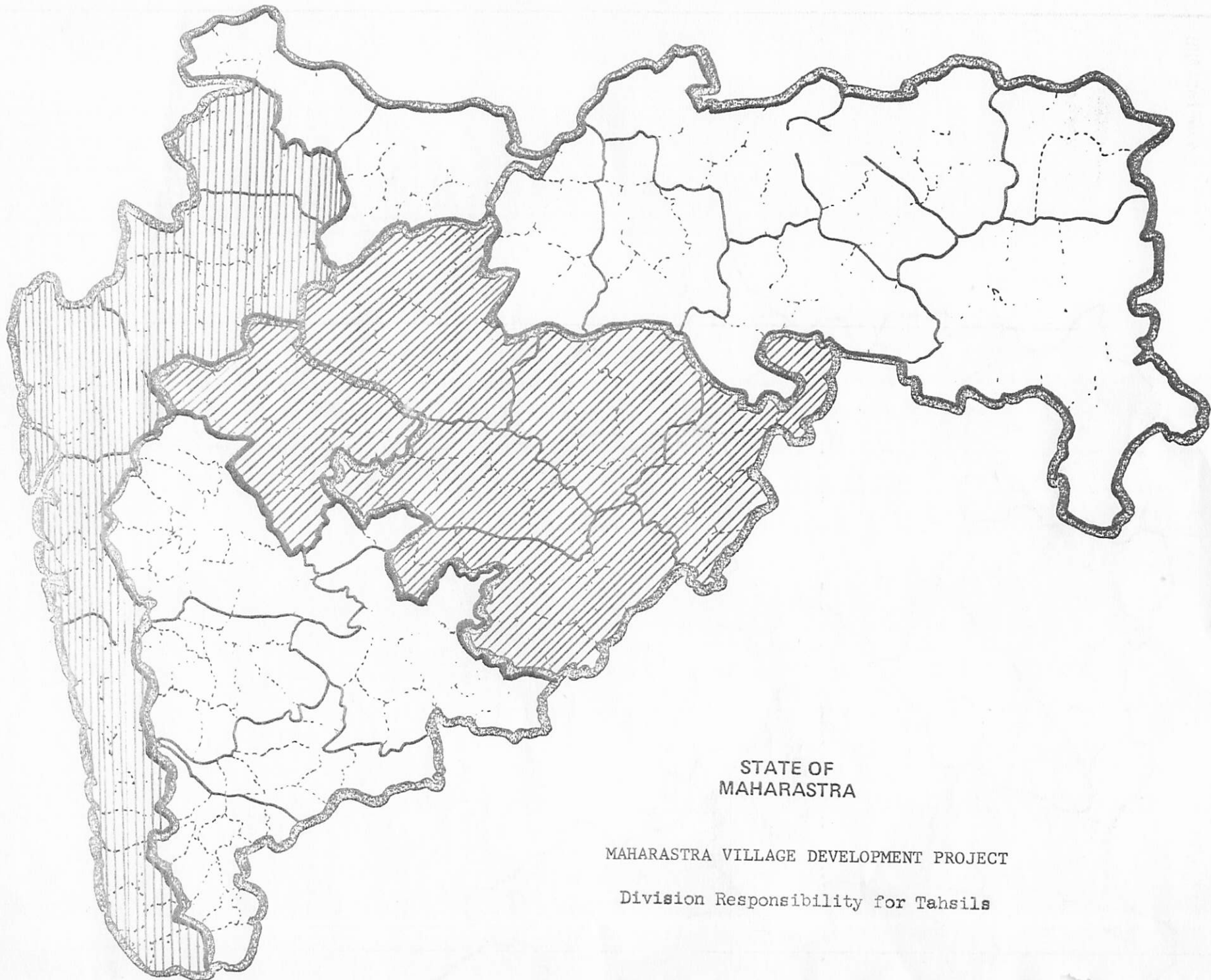
In moving from the 25 to the 250 projects, selection on the tahsil level intensifies the whole project. In order to facilitate this process, each district was gridded. The screen used began with the 2500 or the ten around each tahsil village and then built upward. This is pictorially shown on the attached "Site Selection Scheme."

This chart and the Maharashtra state map entitled "Divisional Responsibility for Tahsils" show the revision of district boundaries so that each division has responsibility for an equal number of tahsils - 54. The larger state map which numbers and lists tahsils connects the numbering system on the Site Selection Scheme to tahsil names. This map, together with the "Site Selection Scheme," provides a screen for the actual selection and scheduling of sites at the tahsil level.

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## Division Responsibility

PHASE I AND II TIMELINE	Qtr. III/76 - Qtr. I/77		Qtr. II/77 - Qtr. IV/78		Qtr. IV/78
	16 villages		+ 216 villages		= <u>232</u> villages
	(54 actualized by Aurangabad Division Troops) (54 actualized by Pune Division Troops) (54 actualized by Bombay Division Troops) (54 actualized by Nagpur Division Troops)				
	AURANGABAD DIVISION	PUNE DIVISION	BOMBAY DIVISION	NAGPUR DIVISION	
THE FIRST 16	Maliwada Ambadi Nandapur Shivni	Kendur Tasgaon Shelgaon Male	Vaviharsh Chikhale Panval Mahapoli	Kolambi Uti Temburwahi Piloda	
THE NEXT 216	-54 villages in 54 tahsils -responsibility for a replication village in all of its tahsils as well as the 11 northern-most tahsils of the Ahmednagar District See Map.	-54 villages in 54 tahsils -responsibility for a replication village in all of its tahsils except for the northern-most 11 tahsils of the Ahmednagar District See Map.	-54 villages in 54 tahsils -responsibility for a replication village in all but its most northern 18 tahsils (13 composing Jalgaon District; 6 within Dhule District) See Map.	-54 villages in 54 tahsils -responsibility for a replication village in all tahsils as well as the 18 northern-most tahsils of Bombay Division (13 composing Jalgaon District; 5 within Dhule District) See Map.	



STATE OF  
MAHARASTRA

MAHARASTRA VILLAGE DEVELOPMENT PROJECT

Division Responsibility for Tahsils



### List of Tahsils by District and Division

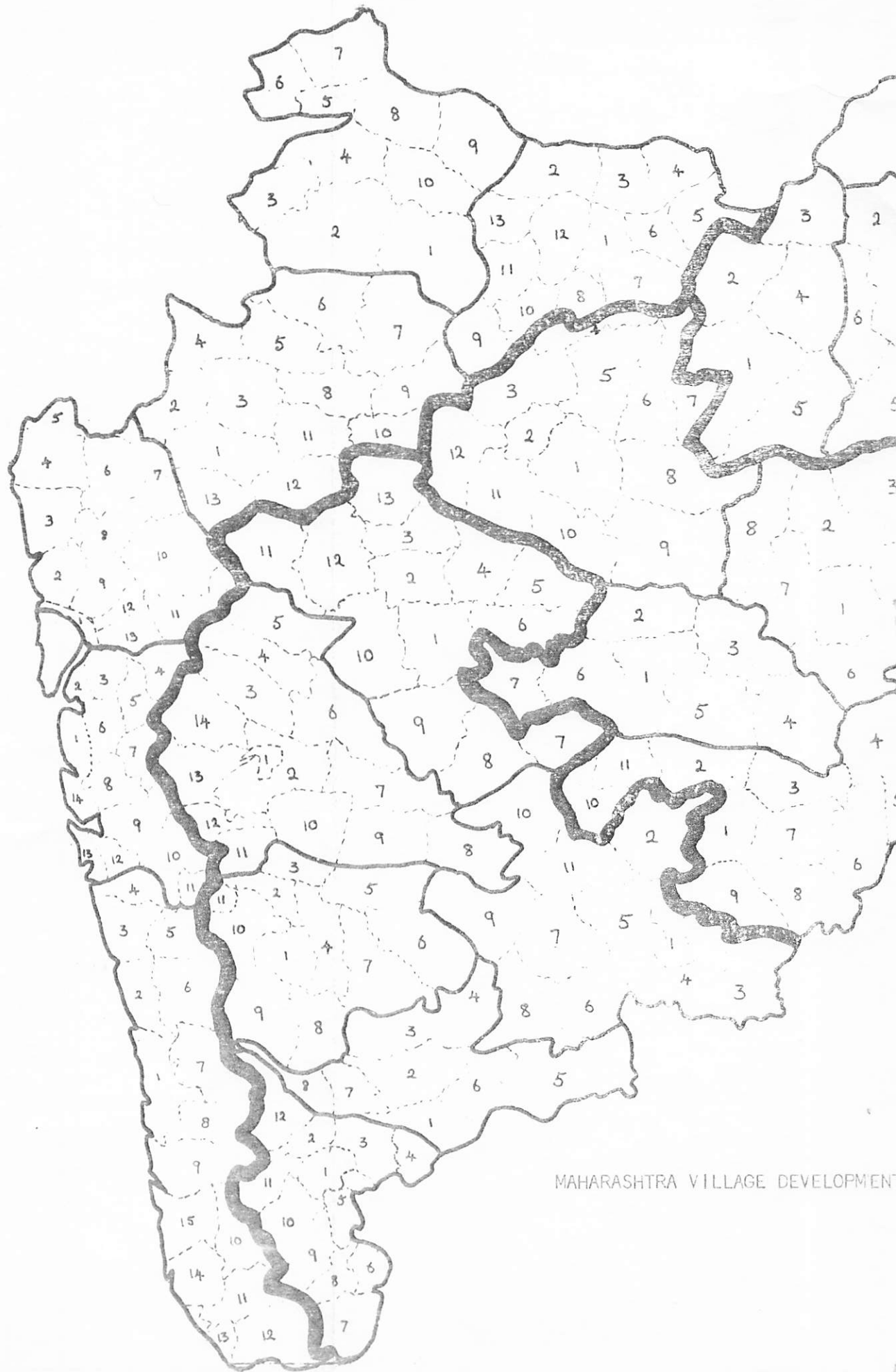
- Bombay Division**
- 1. GREATER BOMBAY**
1. Greater Bombay
- 2. THANE DISTRICT**
1. Thane 8. Vada  
2. Vasai 9. Bhiwandi  
3. Palghar 10. Shahapur  
4. Dahisar 11. Murbad  
5. Talasari 12. Kalyan  
6. Jorhar 13. Ulhasnagar  
7. Mckhadra
- 3. KULABA DISTRICT**
1. Alibag 8. Roha  
2. Uran 9. Mangron  
3. Pansel 10. Mithad  
4. Koyat 11. Poladpur  
5. Khalapur 12. Mhosa  
6. Pan 13. Shivardhan  
7. Sushagad 14. Murud
- 4. RATNAGIRI DISTRICT**
1. Ratnagiri 9. Rajapur  
2. Gahapur 10. Kankavli  
3. D. P. N. 11. Kudal  
4. Mundalgad 12. Sawantwadi  
5. Khed 13. Vengurla  
6. Chaplan 14. Malwan  
7. Sangameshwar 15. Devgad  
8. Lanja
- 5. NASHIK DISTRICT**
1. Nashik 8. Chandor  
2. Punt 9. Nandgaon  
3. Dindori 10. Yevla  
4. Surgana 11. Niphad  
5. Kalvan 12. Sionar  
6. Baglan 13. Igatpuri  
7. M. S. Gaon
- 6. DHULE DISTRICT**
1. Dhule 8. Akkalkuwa  
2. Sakri 9. Akrani  
3. Sawapur 8. Shahade  
4. Nandurbar 9. Shirpur  
5. Talole 10. Sindkhede

- Bombay Division—contd.**
- 7. JALGAON DISTRICT**
1. Jalgaon 8. Pachora  
2. Chopda 9. Chalisgaon  
3. Yawal 10. Bhadgaon  
4. Raver 11. Parola  
5. Ellabad 12. Erandol  
6. Bhusawal 13. Amalner  
7. Jamner
- Pune Division**
- 8. AHMEDNAGAR DISTRICT**
1. Nagar 8. Karjat  
2. Rahuri 9. Shrigonda  
3. Shirgaon 10. Parner  
4. Nevasa 11. Akola  
5. Shevgaon 12. Sangamner  
6. Pathardi 13. Kopergaon  
7. Jambhed
- 9. PUNE DISTRICT**
1. Pune City 8. Indapur  
2. Haveli 9. Baranatti  
3. Khed 10. Purandhar  
4. Ambegaon 11. Bhor  
5. Junnar 12. Velhe  
6. Shirur 13. Mulshi  
7. Dand 14. Mawal
- 10. SATARA DISTRICT**
1. Satara 7. Khatav  
2. Wai 8. Karad  
3. Khandala 9. Patan  
4. Koregaon 10. Jaoli  
5. Phaltan 11. Mahabaleshwar  
6. Man
- 11. SANGLI DISTRICT**
1. Miraj 5. Jat  
2. Tasgaon 6. Kavathe Mahankal  
3. Khanapur 7. Walva  
4. Atpadi 8. Shirala
- 12. SOLAPUR DISTRICT**
1. Solapur North 7. Pandharpur  
2. Barsahi 8. Sangole  
3. Akkalkot 9. Malshiras  
4. Solapur South 10. Karmala  
5. Mohol 11. Madha  
6. Mangalvedhe

- Pune Division—contd.**
- 13. KOLHAPUR DISTRICT**
1. Karvir 7. Chandgad  
2. Panhala 8. Ajra  
3. Hatkanangale 9. Bhudargad  
4. Shirol 10. Radhanagari  
5. Kagal 11. Ravda  
6. Gadhinglaj 12. Shahuwadi
- Aurangabad Division**
- 14. AURANGABAD DISTRICT**
1. Aurangabad 7. Jalferabad  
2. Khalabab 8. Jalna  
3. Kannad 9. Arbhud  
4. Savgan 10. Pathan  
5. Sillad 11. Gangapur  
6. Bhokardan 12. Vaigapur
- 15. PARBHANI DISTRICT**
1. Parbhani 5. Itasmath  
2. Jintur 6. Gangakhed  
3. Hingoli 7. Pathri  
4. Kalamnuri 8. Partur
- 16. BIDAR DISTRICT**
1. Bhir 5. Kaij  
2. Gevrai 6. Patoda  
3. Manjegaon 7. Ashti  
4. Ambajogai
- 17. NANDED DISTRICT**
1. Nanded 5. Biloli  
2. Hadgaon 6. Deglur  
3. Kinwat 7. Mukhed  
4. Bhokar 8. Kandhar
- 18. OSMANABAD DISTRICT**
1. Osmanabad 7. Ausa  
2. Kallamb 8. Umarga  
3. Latur 9. Tuljapur  
4. Ahmadpur 10. Parenda  
5. Udgir 11. Dhum  
6. Nilanga
- Nagpur Division**
- 19. BULDANA DISTRICT**
1. Chikli 4. Khamgaon  
2. Malkapur 5. Melkar  
3. Jalgaon

- Nagpur Division—contd.**
- 20. AKOLA DISTRICT**
1. Akola 4. Mangrupir  
2. Akot 5. Washim  
3. Murtaipur 6. Balapur
- 21. AMRAVATI DISTRICT**
1. Amravati 4. Chandur  
2. Achalpur 5. Daryapur  
3. Morela 6. Melghat
- 22. YAVATMAL DISTRICT**
1. Yavatmal 4. Pirad  
2. Kelapur 5. Darwaha  
3. Wani
- 23. WARDHA DISTRICT**
1. Wardha 3. Hinganghat  
2. Arvi
- 24. NAGPUR DISTRICT**
1. Nagpur 4. Ramtek  
2. Katol 5. Umred  
3. Savner
- 25. BHANDARA DISTRICT**
1. Bhandara 3. Sakoli  
2. Gondiya
- 26. CHANDRAPUR DISTRICT**
1. Chandrapur 4. Gadchiroli  
2. Waroda 5. Sironcha  
3. Brahmपुरi 6. Rajura

PROJECT



MAHARASHTRA VILLAGE DEVELOPMENT

# VILLAGE DEVELOPMENT PROJECT

JULY 1977

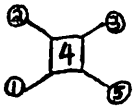

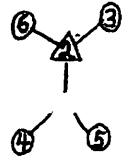
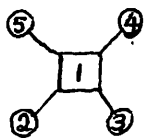
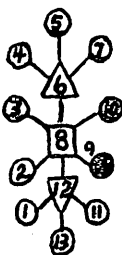
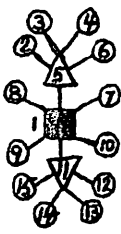
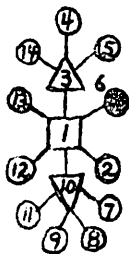
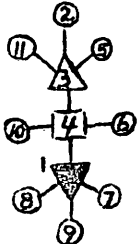
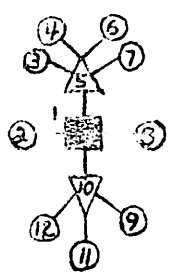
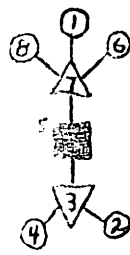
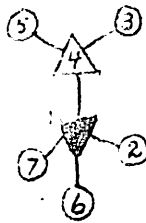
## III: 250 SIGNAL VILLAGES LOCATION SCHEME

NOTE: ~~Shaded~~ represents  
Activating Phase I Villages

	NAGPUR DISTRICT (5)	BHANDARA DISTRICT (3)	CHANDRAPUR DISTRICT (6)	BOMBAY DIVISION JALGAON DISTRICT (13)	BOMBAY DIVISION DHULE DISTRICT (northern 5)

GRA: CHICAGO  
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MAHARASHTRA  
PHASE TWO, MANOEUVRE  
SITE SELE

<p>NAGPUR DIVISION RESPONSIBILITY: 54 tahsils</p>	<p>BULDANA DISTRICT (5)</p> 	<p>AKOLA DISTRICT (6)</p> 	<p>AMRAVATI DISTRICT (6)</p> 	<p>YAVATMAL DISTRICT (5)</p> 	<p>WARDH DISTRICT (3)</p>
	<p>THANE DISTRICT (13)</p> 	<p>RATNAGIRI DISTRICT (15)</p> 	<p>KULI DISTRICT (14)</p>		
<p>BOMBAY DIVISION RESPONSIBILITY: 54 tahsils</p>	<p>PUNE DISTRICT (14)</p> 	<p>SATARA DISTRICT (11)</p> 	<p>SAN</p>		
	<p>AURANGABAD DISTRICT (12)</p> 	<p>PARBHANI DISTRICT (8)</p> 	<p>BHIR DISTRICT (7)</p> 		
<p>AURANGABAD DIVISION RESPONSIBILITY: 54 tahsils</p>					

Maharashtra Village Development Project  
Phase Two, Manoeuvre III  
MONITORING TEAMS

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The Divisional Operation of Phase II, Manoeuvre III, will require one Monitoring Team per division, or a total of four Monitoring Teams. They will cover the geography on a systematic basis reaching all the village projects especially those with specific needs or requiring immediate help. The function of the team is to assist the project staff in determining their situation, e.g., discerning the contradiction, evaluating priorities, and building checklists to evaluate progress. Composed of an international staff, they will provide resources from the global/continental repository, build consensus and help execute the required manoeuvres. They will serve as links in the network of projects, sharing the vision, and communicating the stories, models, and expertise, making it possible for each project to benefit from the experience and the mistakes, as well as the accomplishments, of the others. They will be responsible for the spirit nurture and undergirding the morale of the projects, and between councils, provide special troop needs and personnel redistribution, as well as fill the role of troubleshooter. Regular contact between those working in the village and an experienced objective team from outside ensures consistency and effectivity in project actuation. This in turn sustains the determination and enthusiasm of all involved.

Maharashtra Village Development Project  
Phase Two, Manoeuvre III  
ACCELERATION TEAMS

Taskforce M

Page 1

I. Team Management

A. Staffing

In their first quarter of operation, the Acceleration Teams will be composed of experienced ICA staff and Guardians from within or outside of India. Each quarter each team will replicate itself by splitting into two until after two quarters there are four teams in each arena to cover the four divisions (April, 1978). The teams will recruit and train additional team members from the contacts they make throughout the state.

B. Scheduling

The Acceleration Teams will operate out of a flexible schedule, both in terms of the villages they will visit and the length of time they will stay. In general, an Acceleration Team will stay in a village from two to four weeks. In determining which villages an Acceleration Team will visit the following criteria need to be considered:

1. division or district pilot villages;
2. villages which have a major contradiction in the team's arena of expertise, or, for whatever reason, have been unable to move in that arena; and
3. villages which could be completed very rapidly if an acceleration team were to visit there.

II. Task Preparation

The Acceleration Team will review the village's document before it enters a village in order to become familiar with the contradictions and tactics which are unique to that village and to do crucial research and thinking through before entering the village.

III. Task

A. Village Tasks

Each Acceleration Team will have four specific tasks within or in relation to accelerating the programmes of a particular village:

## MAHARASHTRA VILLAGE DEVELOPMENT PROJECT

### ACCELERATION TEAMS

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1. building an infrastructure within the community which will be responsible for carrying out the programme acceleration, e.g., the Health Caretaker System or the incorporation of a Local Economic Vehicle;
2. training the local community and the auxiliary in the appropriate methods and technologies to accelerate the programmes;
3. establishing a liaison with the government and private sector to make available goods, services, expertise and funding for the project; and
4. erecting some visible edifice in the village instrumental to and symbolic of the acceleration thrust, e.g., a model home, a village latrine, or a new factory.

#### B. Repository Function

In addition, the Acceleration Team will function as a repository dynamic, gathering and disseminating available information, materials, and expertise from one site or contact to another. This will require the structuring of time for research and the follow-up of crucial leads and possibilities. The Acceleration Team will disseminate repository data in the following ways:

1. through the village training programmes;
2. through the curriculum of the Human Development Training School;
3. through the creation of practical operational manuals or handbooks; and
4. through communication with Acceleration Teams in other arenas.

MAHARASHTRA  
 VILLAGE DEVELOPMENT PROJECT  
 ACCELERATION TEAM ORIENTATION DAY

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6:00	Maliwada Collegium	
7:30	Maharashtra Project  Acceleration Team's Role	GSD Maharashtra 2500 Principles of Socio-economic Development Programmatic Chart  Philosophy of Acceleration Guidelines in Operating with Auxiliary Role of an Acceleration Team 1) Training 2) Liaison 3) Infrastructure 4) Visible Edifice  Team Dynamics (An imaginal, story-filled, humorous presentation)
12:00	Lunch	
1:30	Maliwada Tour  3:00 Break  Party Line	Site Visit - especially viewing acceleration arenas Reflective Conversation  Developing the Party Line
3:30	Break	
5:00	Dinner	
7:00	Dinner	
8:00	Travel	Time Design
Sleep	Acceleration Team Battleplanning	Intent Spirit Life
NOTES		

## THE ACCELERATION TASK

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	HEALTH	EDUCATION	INDUSTRY	AGRICULTURE	ENVIRONMENT
MAJOR FOCUS	Preventative care (sanitation, nutrition, inoculation)	Practical Employable Skills Basic Education	Opening new industries	Establishment of intensive agriculture unit (Horticulture) Small stock	Space Design Construction Process
INFRASTRUCTURE	Health Caretaker System	Basic Apprenticeship Training Structure	Economic Development Structures (Guilds and commissions)	Cooperative Agriculture Scheme	Builders' Guild
LIAISON	Hospitals Doctors Pharmaceutical Companies Government Agencies	Government Industries Schools Work/Study Programmes	Set up markets in relationship to financing institutions, banks, and government agencies	Divisional Support Networks Government and Experimental Stations	Relationships with government financing and construction Local Advisory Forum
EDIFICE	Wells Laboratories Health Centre Bathhouse/Laundry	Skills Workshop Area	Industrial sheds Community Store	Live stock facilities	Space Transformation Beautification Community Nodes Dams Drainage System Preschool
TRAINING	Health Caretakers Auxilliary Staff	Guildsmen who lead Skills Programmes	Economic Methods Economic Fairs	Agricultural Methods Development Strategy	Practical Methods and Skills Construction Process Management

**REPLICATION TACTICS:**

**Description, Constructs  
and Materials**

Toward Participation in the  
MAHARASHTRA VILLAGE DEVELOPMENT PROJECT  
(Precis)

Site Selection

In consultation with the District Collector and his representatives and upon their recommendation, visits are made to villages with his representative and a final village selected.

Demonstration Visit

A group of ten people who represent a cross-section of the village visit Maliwada to see the renewal work and talk with the villagers about local participation. The village is responsible to pay its travel to and from Maliwada. The ICA will provide room and board for the village while in Maliwada.

Gram Sabha

A one-day workshop meeting is scheduled in the village and conducted by the ICA staff to give an opportunity for the whole village to participate in the renewal methods. The village provides a midday lunch, entertainment at the lunch period, and local decor. The expected attendance is 200.

Human Development Training School

This is an eight-week school held in Maliwada. Each village interested in participating in the project sends ten people, most of whom should be literate. The School curriculum is designed to equip participants with images, methods, and skills needed for village work and leadership responsibility. The ICA is responsible for conducting and obtaining finances for the school and providing room and board for the participants. A registration fee of Rs. 50 is ordinarily charged for each person. In addition, each student is expected to pay his travel and personal needs for the eight weeks.

Auxiliary Residence

Approximately ten to twelve ICA staff move into the village shortly after the school is completed. The village is requested to provide a house for the auxiliary to live in for a two-year period. The ICA will provide sustenance for themselves.

Consult

In the Village Consultation 50 to 60 villagers together with ICA staff and consultants form the private and public sector outside the village gather and work for three days to do the basic planning and actuation model for the next two years of the project. The expense of the consult is borne by the ICA and others who want to contribute.

## Toward Participation in the

### MAHARASHTRA VILLAGE DEVELOPMENT PROJECT

#### MALIWADA PROJECT

The Maharashtra Village Development Project grew out of a pilot project begun in December, 1975, at Maliwada, a village near Aurangabad. The Maliwada Human Development Project proved so successful that immediate requests were made for it to be expanded to other villages.

#### REPLICATION PLAN

A replication plan was devised to have one such social demonstration project in each division, then one in each district to be underway by the end of the funding year 1977-78. The following year replication will move to one per Tahsil or approximately 250. At this time will be the beginning of the next 5 year plan and schemes will be devised to reach the remaining villages in the state.

#### SITE SELECTION

The implementation of systematic replication involves the operation of six practical components for each village. First a team will undertake site selection. This involves visiting villages to speak to the local residents about the work in Maliwada. The selection is made out of villages recommended by the District Collector or his or his representatives. Ordinarily villages selected are representative of the villages of the district or tahsil area while leaning toward typically depressed communities. Locations which are easily accessible and therefore can maximally function as renewal demonstrations are preferred. A village selected is confirmed with the District Collector and his designated representatives.

#### DEMONSTRATION VISIT

The second replication component is the Demonstration Visit whereby a group of at least ten concerned residents from the selected village visits the Maliwada Human Development Project. During this time the visiting villagers, hosted by the local residents, 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 story of socio-economic development and talk at length with the visiting guest. The ten people are selected by the village or wadi and should be a cross-section of all its people. This would usually include a farmer, landless, employed, unemployed, men, women, elders, youth, Harijans, and the Sarpanch. Each village is requested to pay its travel fare to and from Maliwada.

#### GRAM SABHA

Following the Demonstration Visit to Maliwada, a Gram Sabha or one-day Village workshop meeting is scheduled. This event provides occasion for the whole village to gather and begin to identify the present challenges facing its common well-being and articulate initial resolutions for future action. The Gram Sabha is an event which awakens the local people to the fact that they themselves possess the concern and ability to corporately effect a new direction for their community's life. As such, it both imaginably and methodologically prepares the residents for the locally based planning and implementation which forms the basis of a Human Development Project. A staff of six people from

## Toward Participation in the MAHARASHTRA VILLAGE DEVELOPMENT PROJECT

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the ICA conducts the Gram Sabha. The village is expected to provide local entertainment at the lunch period, **lunch for itself, and** local decor for the meeting spaces. The attendance expected is 200 people.

### TRAINING SCHOOL

The fourth 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. The school is held for an eight week period each quarter in Maliwada. Each village intending to be in a Human Development Project is asked to send ten of its adult residents to participate in the School. 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 prerequisite for participation in the School is a profound care for the village and a willingness to seriously consider giving two years of service working in replication villages. It is desirable for most of the participants to be literate, but illiterate participants are welcome. The village selects those who are to attend. The cost of the school is Rs. 1000 per person. Money is raised from businesses and concerned individuals to cover this amount. A registration fee of Rs. 50 is charged each participant. However, this can be waived on request. Each student is expected to pay his travel fare to the school and have enough money with him or her to cover his personal needs during his stay.

### AUXILIARY RESIDENCE

The fifth component of replication calls for establishing the residency of the auxiliary force in the village. This step is taken in the weeks immediately following the completed session of the Human Development Training School. The village is requested to provide a house or living accomadation for the staff auxiliary in the village so that the auxiliary can live and work with the villagers over the next two years.

### VILLAGE CONSULT

The sixth component of the replication scheme is the Village Consultation which is designed to be the occasion when the Human Development Project is launched. The Consultation is three days long. From 50 to 60 villagers who can be present the whole time are joined by consultants of the private and public sector throughout India who have expertise in various fields. These people, along with the ICA consultation staff, act as a unified research body using methods of comprehensive community reformulation. First, the Consult charts the Operating Vision of the villagers. Second, they discern the Underlying Contradictions which are blocking the realization of that Vision. Third, they build a set of overall Practical Proposals for dealing effectively with the Contradictions. Fourth, they create Tactical Systems by which the Proposals can be realized. Finally, they discern the Actuating Programmes which will allow for the application of the Tactical Systems. The aim of the Consult is to employ a set of social methods to enable a comprehensive project actuation model to emerge from the aspirations and efforts of the people themselves. The expenses of the Consult are borne by the ICA.

PROJECT  
ACTUATION

The auxiliary staff then works shoulder to shoulder with the villagers over the next two years to carry out this actuation model. The model is a comprehensive one in that it takes into account the whole of village life. It covers both the social and economic dimensions of the village and it provides for leadership training of the villagers. When the staff leave at the end of two years the villagers will be trained in methodologies of community development and motivation as well as the needed technical expertise to continue the village's development and renewal. The ICA provides its auxiliary staff food and a small stipend. Whatever monies are required by the programme are budgeted in the consult. These programmes could be funded through grants, in-kind gifts, government goods and services, and loans. Where money or in-kind gifts need to be obtained, the ICA staff and the villagers work together to raise the money. The State Bank of India has pledged to finance all of the 250 projects and will make loans on all valid schemes required by the private sector.

## VILLAGE SELECTION CRITERIA

1. Village selection follows the principle of covering all the geography at once to ensure rapid social change. This selection is to be carried out in phases: Phase 1 - one village per district; total 25  
Phase 2 - one village per tahsil, total 250 (approximately). After phase two a re-evaluation of selection criteria will be made for phase three. This selection process assures covering all types of areas and values: geographical, agro-climatic zones, cultural, occupational, etc. It allows for maximum exposure of the social demonstration projects to the widest area so they can quickly become showpieces of renewal and replication possibilities to a broad spectrum of rural Maharashtra as soon as possible.
2. Careful consideration is given to sites where public or private sector interest has been expressed or special services or programmes are available; e.g. Integrated Rural Development District Programme.
3. In Phase I and II the villages would ordinarily be located on a national or state paved highway and generally would be located within 20 miles from the district headquarters or a large tahsil city so that it would be readily accessible for people to visit.
4. The village, or its central node if it has hamlets, will ordinarily have a population in range from 500 to 3500 people.
5. The village is to be geographically delimited so that programmes can be specifically applied and the results can be readily seen.
6. Each village is to be representative of villages within that district or tahsil.
7. The village selection is made in favour of the most underdeveloped village, i.e., economic backward villages or where there is large un- or under-employment.
8. A representational diversity in villages is highly desirable.
9. The village is selected where rapid social and economic change can be quickly made, rather than a village already well along in development.
10. The village is selected with a view toward marked improvement of the "weaker section," i.e., the poorer elements of the village.
11. The village is selected upon approval of the village and its leaders and their desire to participate in the project.
12. The village is selected in conversation and visitation with the District Collector and/or Chief Executive Officer or their representatives and on recommendation of the local District Development and Planning Council.

## SITE SELECTION

## Taskforce M

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After the research and strategizing are done to select a certain district and tahsil, it is wise to get a map and the District Census Handbook. Plot out on a simple, hand-drawn map the villages that possibly fit your selection screen. This gives you a screen to evaluate the villages the government officials suggest you see, and also keeps you from wasting time driving to villages that aren't within your screen.

Always begin your visit with the District Collector and move from there to whomever he directs you. If possible, also go through the Chief Executive Officer if he plays a chief role in the Zilla Parishad. Usually the Collector or Chief Executive Officer will send you out to visit sites through a S.D.O., Tahsildar, or a B.D.O. of the tahsil in which you will be visiting.

Upon arrival at the village, look quickly at the whole picture while driving toward and into the village. If it doesn't fit your criteria, move on. If it looks good, get out and, after a polite pause while the government representative gets the Sarpanch or someone else to go with you, immediately start walking through the village. Avoid meeting with people or sitting down for tea, etc., at this point. Walk through the village. Move wherever your eye and intuition take you. However you zigzag, cover the whole village finally. You are after checking your site selection criteria, although final selection is based on your grasp of the artform of the village as a whole. Therefore, you need to be constantly checking in your mind possibilities for rapid change. Remember that any village (within your site selection criteria) can be selected and that all villages will have some reason for not being selected.

As you walk around, speak to everyone - men, women, children - loudly and pleasantly, giving the Indian hand greeting. As you go along, you will most likely meet more and more people. Engage different people from time to time in conversation. Try not to have the government representative interpret or answer for the villagers. Questions you ask them can give you insight into their attitude toward the village and its possibility. (You already have general data from the handbook. These give you a screen. You can always ask the government representative questions if they are really necessary.) The following are some of the questions you can ask:

How many acres are under cultivation?

How many acres are irrigated?

## SITE SELECTION GUIDELINES

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What have you tried in agriculture: type crops, yield, double cropping, water, wells, etc?

What industries or businesses are there? What has been tried?

How many schools are there? How many children are in school? not in school?

What building materials do you use? Are they locally produced?

Do you have a health facility? What kind of health care do people receive in the village?

Do not ask these questions in the abstract, but in relation to what you are seeing in the village. By the time you have walked through the village you will have a good grasp of the villagers' understanding of themselves. Walk back to a central node of the village, where the most villagers will gather and there address the group. Guard against them taking you to a private home or a small panchayat office. They may take you to a large school room or a temple, where 30-100 villagers can gather. This would be allright. However, standing out in the open air with shade is hard to beat.

Spin with them. Hold a mini-Gram Sabha. Ask them their hopes and dreams. Then ask them what is keeping these from happening, and what they think can be done. What should be done first? Ask them if the village works together. Do they sincerely want to renew their village? If you have a large enough group and an affirmative response and the conditions merit it, you can go on to give your pitch.

### "THE PITCH"

We greatly appreciate the opportunity to visit your village and ask you many questions. You have been very kind and generous in your response. Now we feel we should share with you who we are and why we are here.

We are from the Institute of Cultural Affairs which is an intra-global, not for profit, non-sectarian organization that works in 23 nations around the world. Almost all of our work is directed toward the rural sector. Eighty per cent of the world's population is rural, living in 3 million villages. The modern developed world cannot pull such a mass of people into the future. Unless something is done whereby these villages can renew themselves, the world does not have a chance. We believe, with a passion, that the rural villages can be renewed.

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We have made this a central focus of our task. You cannot, however, convince people of this rationally. Indeed many people have tried renewal and failed and become cynical. We believe the best way is to demonstrate how villages can be renewed. Our approach is to see that villages are renewed from the grassroots level up. We call this social demonstration. When people see a village being renewed, they see possibility. This releases their creativity in relation to their own village.

We are doing Social Demonstration Projects in 24 places around the world, in many cultures and countries, so that all people can witness this possibility. Choosing sites in many diverse situations around the world undercuts the negativeness that says it might happen somewhere else, but it can't happen where we live. To date, we have established projects among the Aborigines in Western Australia and the forgotten people in the Pacific. To the East we have initiated projects in villages in Japan, Korea, Taiwan, Hong Kong, the Phillipines, Malaysia, and Indonesia. On the other side of the world, we have begun projects in Africa: in Egypt, Kenya, Zambia, and Nigeria; and Venezuela in South America. We also work among the depressed peoples in the so-called developed world. For example, we are doing a project with the Turkish "guest workers" in West Berlin, another with the jobless labourers on the docks of the River Thames in London, others with the black people in the ghetto slums of Chicago, and the North American Indians in the western United States and Canada. However, most of our work is with the rural sector.

These social demonstration projects are comprehensive: we work with all the areas of village life, with all the people and with all the human issues. They are socio-economic in emphasis. We believe that only if you emphasise both the social and economic can lasting renewal take place. Finally, the projects emphasise leadership training in which the villages acquire the methods, tools, and needed expertise to themselves do the village renewal.

In most countries where we work, the Institute of Cultural Affairs is a registered organisation. Here in India we are registered under the Societies Act in New Delhi, and the Board of Directors is made up entirely of Indian nationals. Our first project was begun in Maliwada, a village near Aurangabad, right at the foot of the Dualatabad Fort.

(Here the Indian National could take over and spin miracle stories of what has happened at Maliwada. Depending on the length of time and the type of village, the stories could include some of the following:

- Getting Electricity in the village and the Harijan invitation to the village for tea
- Tractor Story: Plow all lands at Rs. 30/acre
- Hybrid Seed and Fertilizer: 3-7 fold increase in crop yield
- Water: Nalla bunding, wells deepened, community well
- Sucre Factory: 135 employed
- Box Factory: 12 youth employed
- Builder's Guild - 80 employed
- All families have at least one employed person who (including women) earns the minimum wage or more
- Income doubled in the first year
- Dairy Scheme: 3 cows for every family
- Bank Loans: goats, rope maker, flour mills, stores
- New Accounts: 101 in three hours
- New Bank established in Maliwada to serve 20 villages
- Model House: 8 new houses built at Rs. 2200 each
- New Facilities: Community Centre, two industrial sheds, health clinic, community kitchen
- Community Garden
- Health Services: bore well
- School: increase in enrollment from 70 to 300 (total enrollment of all children through Fourth Standard, literacy classes
- Community Meetings: stakes, guilds, leadership meetings

(After the spin on Maliwada, go on to replication.)

Fantastic renewal has happened in Maliwada, and many people ask if this can happen in other villages. So we have begun a project of replication which has moved from doing one project to doing one for each of the four divisions in Maharashtra, and then one for each of the 25 districts in the state. Our next move is to do one per tahsil or 232 villages. Our reason for visiting villages in this vicinity today is to find a village in this district (or tahsil) that would be a part of the Maharashtra Village Development Project.

## SITE SELECTION PITCH

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Now as you have heard the description of the Maliwada project, do you want to participate in such a renewal project for your own village?

(Here follows affirmation and sometimes questions, although it is better to hold questions until a later period. If affirmation is received, you can respond that you will come back at a later date and talk with them or you can go on with your pitch if it seems strategic.)

All right. Then let me outline in detail what it means to participate in the Maharashtra Village Development Project. After we visit villages and get the affirmation of these villages who deeply want to participate in the project, we select the village in consultation with the District Collector. The first step is for the village selected to visit Maliwada, i.e., to send a representative group of ten people to see with their own eyes renewal taking place. Also they have a chance to talk with the Maliwada villagers to get their opinions and views.

The next step is to send mature youth and adults to the Human Development Training School which is a hard-headed, practical school of eight weeks length to train people in methodologies of renewal and the practical expertise needed. People who attend do not need to be able to read or write, but it would be helpful if most can do so.

Next a Gram Sabha is held in the village. It is an eight hour workshop session that looks at the needs and possibilities for the village. It serves to broaden the consensus for the project to the whole village.

After the graduation of the villagers from the school, our staff move into the village and begin working shoulder to shoulder with the village people. No outsider can renew a village; only people who live there can. But they need some group to be a catalyst and work with them for a period of time. We ask the village to provide a place for the staff to live.

Soon after the auxiliary moves into the village, a Consult is held. This is made up of 50 to 60 villagers that spend three days together with our staff and people from around India with various expertise whom we invite to participate in the Consult. The first thing that is done is to get articulated the village's practical operating vision - their hopes and dreams for their village. Next is to search out those deep underlying blocks that keep the village from moving and accomplishing

## SITE SELECTION PITCH

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their dreams. Once this is done, then proposals for how to move through these blocks are made. Finally a tactical system is developed that concretely spells out what needs to be done over the next two years for the village to be renewed.

Our staff then lives and works with the village for two years. They work shoulder to shoulder with the villagers, imparting the methodology, training the leadership and preparing the village to continue on its own after they leave.

Now these are the steps in the replication scheme. Do you have any questions?

(During the question and answer period you need to make sure the village understands what it is to do in each step - especially in the area of economic support for the project. Likely the following short courses need to be woven in:

1. We do not have any money to hand out to a village. As money is needed in the project, we work with the village in getting it. Instead of money what we have to offer the village is the dignity of finding out how to sustain yourselves economically, to become self-reliant in the arenas of health, education, and welfare, and to be filled with self-confidence in grasping yourselves as people with a great past who can now effectively participate in creating the future.
2. The village pays its own travel fare to the demonstration visit and to the Training School in Maliwada.
3. The School costs Rs. 1000/person. We try to raise most of this from corporations, businesses, and individuals. We ask the village, if possible, to pay Rs. 50/person registration fee. We expect the students themselves or the village to provide for their personal care during the school such items as soap, hair oil, tooth powder, etc.
4. The village provides a facility for the auxiliary to live in during their two year stay in the village.
5. The village holds a Gram Sabha and a Consult in the village.

(It is better not to bring up item 5 again, or, if it is raised not to

## SITE SELECTION PITCH

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go into any more details at this time. As the questions and answers go on you can get a feel after the consensus being made. At the proper moment you can pick up your spin again.)

Now that we have been through the replication scheme in detail what do you say? Do you want to participate in the project? (Answer - "yes, yes, yes") If the Gram Panchayat were here would they agree with you? (answer affirmative) If the whole village were here what would they say? (again affirmative answer)

All right we will report our conversation to the Collector. We will know soon (give a date like within two weeks) which village is selected and will contact you directly if it is your village.

(Or, if this is your second visit and you have decided to select this village and the response is affirmative, you can go ahead and announce your decision and set the date for the Demonstration Visit.)

As a parting you might say: This has been a great day. In the future I think you will probably look back on the decision you have made today to join in the Maharashtra Village Development Project as one of the most destinal decisions you have ever made. This village has decided to renew itself to become an utterly new village. Is that what today has been about? Perhaps. However, there is more. You not only decided to renew yourself, but to do so on behalf of all the villages in your district; but not only your district, but the villages of Maharashtra and India; but not only these villages, but all the villages of the world. That is what the renewal of your village is all about.