

MAHARASHTRA REPLICATION EXPERIMENT

LEARNINGS

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Working Draft

REPLICATION EVENTS

1976			1977						1978						1979																	
III		IV		I		II		III		IV		I		II		III		IV														
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J			
			Consults		3	4	3	7	10	16			20	36	60	72																
Maliwada Consult			Katau Visit		1st HDTS		GWF TREK		Division Guns		Move Act TAB		Presidents Visit		232 Sevagram Council		3 WK HDTS		15th HDTS													
Hyderabad Replication Council			Demonstration Visits		ACCELERATION TREKS						Modular Consult Experiment		75 Strongholds																			
					Divisional Projects		Auxilliary Stipends		Campaign of the 25		Spotlight Campaign																					
"Bharat Utdum Desh Hai "			Tagore		"Yeh Dosti"		"Tu Chal Rai "		Health and Preschool Training Modules		Monsoon March		" March of the 232"		Keystone Campaign		232 Celebration															
Sucre Factory			Nadlapur Buffer Project		State Bank Of India Relationship		Kendur Adoption		National Division Guns		Sevagram Project		Sikrore Buffer Project																			
					66 in Blue		217 in Blue		156 in Blue		232 in Blue		621 in Blue		35CCA Tax Status		385 in Blue		422 in Blue		600 in Blue											

When the Global Social Demonstration was taken to the globe in 1975 it was evident that the Human Development Project to be launched in India would be important even if only due to the symbolic power of the subcontinent. But even the global movement itself was shocked when the movemental colleagues in India suggested and the Government of India and of the State of Maharashtra agreed to the proposal of not one model village in the state, which would be but a curiosity in a country like India, but of a village project in every county or taluka. This would, according to the Chief Minister of the State of Maharashtra "accelerate the momentum of village development in rural India." It is within this context that the Maharashtra Replication Experiment was done

The Maliwada Human Development Project was launched in December 1975 with the HDP Consult. The massive effort put forward by the village, the Indian and foreign consultants and the government ensured the success of the project. The eyes of the world turned to Maliwada and visibility was the key as tactics were implemented in the seventeen actuating programmes.

Development teams were sent out to communicate the vision to the large private corporations of Bombay and to raise funds. The auxiliary in the village divided the village into stakes and guilds and regular meetings trained the villagers and selected special task forces to do the work. The movement across India spread the message and the hope of human development to the other states of Bihar, Andhra Pradesh and Uttar Pradesh. A constant flow of visitors drilled into the villagers their special role in India.

Almost 100% of the villagers participated in the work and even other nearby villagers came out of curiosity but stayed to help out. Some of the people in this early work would become the backbone of the replication effort in later years. "I once was an old man but now I greet each day like a young lion." were the words of Choka Baba the oldest resident of the village of Maliwada.

The sugar factory and box factory went up, the State Bank of India opened its branch in the village, nallah bunds were constructed for agriculture and 150 children attended the preschool daily. Wide stone roads were constructed with drains, one row of demonstration homes were built and the health clinic opened with its own paramedic from the village. Even as three other villages came from across Maharashtra to decide about their participation in the Nava Gram Prayas, a massive community center was being built which would become the home of the Human Development Training Institute. Heard throughout the village were cries of "India is on the move. Maliwada is the sign."

The first Human Development Training Institute with delegates from the 4 divisional Project sites and from the other states was opened in 1976 October. This made a profound impact on the village of Maliwada and the movement and 80% of the graduates made a decision to join the Nava Gram Prayas for 2 years. After the December Council three auxilliary teams were commissioned as the pioneers in replication<sup>and</sup> with virtually no money were sent out to launch the divisional pilot projects of Vaviharsh, Kolombi and Kendur with consults. Over the next three quarters 24 auxilliary teams were commissioned at council and the replication process had begun.

Each quarter at the conclusion of the Training School new assignments were made so that each project would have ten to fifteen auxilliary. 4 to 6 weeks would be spent on the replication tactics of site selection, demonstration visit, school recruitment and Gram Sabhas for the next quarter and the consults for the current quarter. The remaining 6 - 8 weeks of actuation were punctuated by bi-weekly project directors meetings. In september division guns and acceleration teams were assigned to the respective roles of monitoring the work of the four divisions and breaking loose instituional assistance and programmatic training of the auxilliary.

During this phase some of the villagers had images of expensive Maiwada style development project but through the hard work of the 250 in Blue they became clear that the key would be through their own village guilds and stakes. This was a time of great shramdands and the villagers would accompany the auxilliary to government officials in strength for financial saaistance.

Global Women's Forums were held in the projects. Proposals were sent to the district level of the government and proficiency was gained in speeding up official work. Stipends were paid regularly and the symbol of the Iron Man took on a more powerful meaning. Nadlapur Buffer Project was launched with full financing from the Vazir Sultan Tobacco Co. and Kendur village was adopted by Greaves Sotton. No movement though has been created without cost and Aisha Quereshi and Nurottam Gavai paid the cost with thier lives in the midst of their work in the village. Their separate and accidental deaths in Vaviharsh and Maliwada left an imprint on their colleagues and marked a new seriousness in the 2 year decision.

In december of 1977 when 12 consults were concluded bringing the total to 28 projects the staffing requirements leaped over the number of seasoned troops available to staff the projects in the regular way. At the same time the Human Development Training School was experiencing the 'Ripple Effect' and students flocked to the training school in hundreds to join the Nava Gram Prayas. Therefore, although there were sufficient auxiliaries available to staff the projects, a new role, monitoring teams were created and circuiting became the mode of operation. A monitoring team could circuit 2 to 5 villages and in the next six months, in a flurry of creativity, the 230 in Blue created, tested and revised acceleration trek models, stake and guild manuals, training constructs and actuation briefs.

The state was divided into 12 circuits, each with 2 to 6 projects and the support force team visited each project for two days on a tight schedule of training, planning, celebration, actuation and guardian development, returning 10 to 15 days later. Special teams spent one week in selected villages across the state and these acceleration treks focussed on actuation or training in specific programmatic arenas. Biweekly division gun or project directors meetings maintained regular checks and focussed thrust.

Circuiting allowed the auxiliary and the village to pick up the task in a new way. There was no longer any need to wait for the old project director to do a particular task. The auxiliary were encouraged to get things done on their own and for the villagers the circuiter became a symbol of the larger movement and the future. In the midst of this shifting of responsibility came the presidents visit, in April 1978 Maliwada was looking like gold and the whole movement was standing on tiptoe awaiting the pronouncement of the leader of the nation. Due to a series of mishaps surrounding the visit the ICA received wide and adverse publicity, giving fundraising a serious setback and separating our colleagues from our admirers. But it was proved during this difficult time that our real base of support was powerful and lay with local man himself.

Dozens of government schemes were proposed and implemented during this time. Training of the auxiliary and planning and consensus building was of paramount importance. New models and methods were developed to arm replication for the future and the 230 in Blue attained prowess in leadership. Guardians in the district places were nurtured and relations between the villages and many social organisations were strengthened. The number of projects reached 44, in June 1978.

The publicity awarded to the ICA made the Nava Gram Prayas extremely sensitive to visibility and to economic development in the villages and therefore, the rhythm of replication was broken in June until August 1978 and a special campaign of actuation was inserted. With the Campaign of the 25 for the first time the Nava Gram Prayas geared itself up for common programmes of actuation across the state. This was highly instructive and from that point on Nava Gram Prayas created monthly maneuvers in response to the need of the time.

At a project Director's Meeting or council the maneuvers to be done would be translated and printed up by the operations centrum and sent to all of the projects. Actuation briefs and each of the tactics to be done would be sent out. The circuit teams would hold meetings with the auxiliary to explain the maneuvers and to make any special assignment within the circuit, as well as hold shramdands in the selected village. Communications became key as the victories were published and sent out for everyone to celebrate. The centurms provided training constructs for the village and auxiliary meetings. Special symbolic life was observed during the campaign with readings and rituals from the saits and generals of Indian history. Auxilliaris were small with only 3 to 6 in each, but troop morale was high as actuation creates its own motivation.

From the campaigns emerged the giants from the auxilliaris and in every village the real core and active leadership was uncovered. The pressure to produce was great and the auxiliary was on the line relative to what had to be done. Each campaign seemed like a great gamble and in every village some core of leadership, often unexpected, would rise to the tasks and to the occasion. Villagers would join in on the circuit meetings and it was not uncommon for the villagers to help in the site selection and the gram sabhas of new projects.

The campaigns produced across Maharashtra treeplantations, signboards papaya plots, bank loans, ladies industries, demonstration plots, new buffaloes and preschools. In addition to this were all the currently launched schemes relative to electrification, water supply and many other government assisted programmes. 20 consults were held bringing the total number of projects to 64. A new modular consult was designed. Several villages were adopted by companies and a special tax deduction status called 35CCA was received from the Government of India in November 1978. Sevagram, Mahatma Gandhi's special village and a symbolic centre in India was initiated as the Sevagram Human Development Project, in June 1978.

When the continental council was held in Sevagram's Gandhi Ashram in October 1978 the Nava Gram Prayas was anticipating a new and bigger challenge than ever before. Only 64 of the 232 projects had been initiated. Contradictory models relative to the thrust of the next year were available. But incredible creativity was released when the decision was made to speed up the schedule and cover all of the talukas by June 1979, only 8 months away. All other considerations were cast aside as maneuvers were created to train an additional 500 staff, launch 166 projects and sustain those already initiated. Electricity was in the air and the corporate power was visible as the 350 in Blue to the decision to do the impossible.

Circuits became independent units during this phase of the NGP history. They did their own financial disbursement and accounting, maneuvers and assignments, gram sabhas and consults and recruitment for the training school. The 25 circuits were divided up into 75 subcircuits, three subcircuits per district. Auxiliary teams lived only in the 75 strongholds and the rest of the villages were covered by a circuit team of auxiliary and village leaders. On the state level special strike forces covered the 6 adopted villages in the Spotlight Campaign and on the divisional level special modules were brought to each of the district villages. The centrums backed up the maneuvers with money, training and actuation models and regular communications. Development Circuits to the district cities broke loose new guardians.

Even though many of the villages had no resident auxiliary it became clear that the villagers were fully participating in the Nava Gram Prayas. The core in the district and stronghold villages were ready to assist in the gram sabhas and consults. The new villages would send their representatives to the circuit meetings to report on recent victories and to share actuation methods with the auxiliaries and other villagers. The NGP story took on new power when provided with this on behalf of context. District Projects elected the boards of managers for their Community Development Association.

168 consults were completed in the new module style. Model houses were built in most of the district projects. Keystones were initiated in all of the projects. Hundreds of thousands of rupees were released by the local government structures due to project proposals. Industrial contracts were received by many of the spotlight and district projects. After the final campaign of 72 consults all 600 in Blue took the pilgrimage to Maliwada to celebrate the completion of the 232 with flags, music and exhibits. The Mighty 250 was no longer a dream but had become a reality.

- 232 -  
STRUCTURES OF REPLICATION

SUPPORT SYSTEMS	FOUNDATIONAL TASKS	VISIBLE FORMS	OPERATIONAL MODES
<p>MANAGEMENT</p> <p>Economic Commission</p> <p>Banking Systems</p> <p>Audit Teams</p> <p>Circuit Accountants</p>	<p>MOTIVATIONAL TOOLS</p> <p>Geographic Frame</p> <p>Phasing Designs</p> <p>Programmatic Keystones</p> <p>Village Organisation</p>	<p>DEMONSTRATION POSITIONS</p> <p>Model Village</p> <p>Spotlight Programmes</p> <p>District Signs</p> <p>Stronghold Locations</p>	<p>CONSENSUS ASSEMBLIES</p> <p>Quarterly Councils</p> <p>Research Task Forces</p> <p>Support Force Meetings</p> <p>Assignment Rationales</p>
<p>OPERATIONS</p> <p>Communication Node</p> <p>Publication Post</p> <p>Documentation Team</p> <p>Programme Moitors</p>	<p>EXPANSION MODELS</p> <p>Modular Consults</p> <p>Selection Forays</p> <p>Recruitment Teams</p> <p>Local Frame</p>	<p>CIRCUIT DESIGNS</p> <p>Monitoring Constructs</p> <p>District Repository</p> <p>Circuit Meetings</p> <p>Mobile Auxilliary</p>	<p>INTERNAL FORMATIONS</p> <p>Centrum Dynamics</p> <p>Circuiting Forces</p> <p>Auxilliary Teams</p> <p>Movement Commissions</p>
<p>DEVELOPMENT NETWORKS</p> <p>Adoption Schemes</p> <p>National Frame</p> <p>Buffer Projects</p> <p>Development Circuits</p>	<p>TRAINING CONSTRUCTS</p> <p>HDTS</p> <p>Mobile School</p> <p>Advanced Command</p> <p>Training Modules</p>	<p>ASSOCIATION FORMS</p> <p>Planning Forums</p> <p>Village Ambassadors</p> <p>Catalytic Consultant</p> <p>Association Accounts</p>	<p>ACTUATIONAL TECHNIQUES</p> <p>Strike Forces</p> <p>Actuation Modules</p> <p>Government Channels</p> <p>Guardian Formation</p>



## REPLICATION PHASING

### ORIGINAL MODEL

In the initial phasing model created in 1976, the number of projects to be launched each quarter increased regularly over ten quarters to a total of 232 projects by June 1979. This was to allow trained troops to emerge who could lead the global consult construct. In the first departure from this model a five day construct was created with only one week of setup which continued uninterrupted for 5 quarters.

### INITIATION BREAKTHROUGH

In Quarter IV of 1977-78 it was decided to postpone the next round of consults until September in order to have one quarter of actuation. In September experimental modular circuit consults were held in order to allow the newly formed guilds a week of actuation between the four highly structured modules. In December a staff of three on each consult team with only one-day specialized training demonstrated the fact that staffing could be provided from existing village and Nava Gram Prayas leadership.

### REPLICATION LEAPS

In October 1978 at the Sevagram Council the decision was made to hold consults in each of the remaining 168 talukas before June 1979 and a schedule of consults built to meet that goal. This required a giant leap from 20 consults to 36 consults in December. An even more significant leap occurred in March when 60 consults were held. Finally 72 consults were held during three weeks in May-June 1979 staffed entirely by existing staff, village leaders and guardians completing the initiation of the 232. Phasing was based at all time on a regular geographic spread across the state with additional teams re-assigned to areas with large numbers of talukas.

Maliwada  
Excursion

ICA  
INDIA

REPLICATION PROCESS  
The Maharashtra Village Development Project

March 1979

Consultants

		PHASE ONE	PHASE TWO					PHASE THREE						
		Pilot Project	District Anchors					Statewide Network						
		1976	1977					1978			1979			
		1	Dec. 3	Mar. 3	June 4	Sept. 2	Dec. 14	Mar. 16	June 1	Sept. 20	Dec. 36	Mar. 60	June 72	
I N I T I A T I O N	Initiation	1 village initiated	26 villages initiated					205 villages initiated						
		1 actuating village												
	Actuation	27 actuating villages												
							22 actuating villages							
T R A I N I N G	Auxiliary Training 8 wks	O/N HDTI I	J/F HDTI II	A/M HDTI III	J/A HDTI IV	O/N HDTI V	J/F HDTI VI	A/M HDTI VII	J/A HDTI VIII	O/N HDTI IX	J/F HDTI X	A/M HDTI XI		
	Project Directors 3 days	New Directors Trained by Old Directors							Sept I	Nov II	Mar III			
	Village Leaders 3 wks									Mar I	A/M II/III			
M O N I T O R I N G	Circuits	Quarterly Global Team evaluation planning accounting	Circuit Teams											
	Accountability		I				4				12			23 sub-cir.
	Replication		Statewide											
	Refinement		Bi-weekly Project Planning & Accounting											
	Expertise Assistance		Quarterly Training & Research Councils											
F O R C E S	Auxiliary	6	50-140				140-300				300-584			
	Project Directors	1	11				13-44				64-232			
	Support Forces	6	17				29				30-60			
	Faculty	0	24				24				30-40			
	Co-ordinating Centre	3	3				7				16			
	Total	16	240				400				403-700			

## REPLICATION MODEL

ORIGINAL  
MODEL

The state of Maharashtra is divided into four divisions, twenty-five districts and two hundred thirty two talukas. Replication was based on a plan of systematic geographic coverage of these geo-political structures. An initial pilot project was established near one of the four divisional cities, Maliwada HDP near Aurangabad. The following year three projects were initiated, one in each of the remaining divisions. During the next year projects were started in each of the 25 districts. It should be noted that the four divisional projects are also district projects and are included in the 25. These 25 district projects serve as demonstration signs for the remaining 207 projects that complete the 232. To summarize, the replication model was a 1-4-25-232 phasing plan and was followed to completion in June 1979.

75  
STRONGHOLDS

One innovation to the original plan was made during the GRA:Chicago in July 1978. This was the designation of 75 stronghold projects, (2 per district plus the district project or 3 x 25). The additional two projects were chosen on the basis of strength and geography to act as an example of demonstration within easy travelling distance of any taluka project in the district. Operationally the 75 stronghold projects are a base for sub-circuit teams monitoring the existing taluka projects and initiating new projects. When expansion exceeded the ability to place 3 staff in each project, the strongholds were staffed with 5-6 auxiliaries who made up a circuiting team.

## PROJECT STAFFING

As one of the eight original projects, Maliwada HDP was staffed by people well-grounded in methods of social development who learned how to do human development projects by doing them. At the end of one year and after the first Human Development Training School these 18 seasoned auxiliary were divided amongst Maliwada and the three new divisional projects. New graduates from the school were added to the four project staffs so that there were as many as 30 auxiliary in the first round of projects. With expansion and attrition this number dropped to 10-12 by the third round of consults in June 1977. The average number of auxiliary in projects through the initiation of the 25 District projects in Quarter III, 1978 was 8 and consisted of a project director, and assistant project director, 2-3 second quarter auxiliary and the remaining 3-4 new school grads in their first quarter as auxiliaries. After April-May, 1978 the numbers dropped to 3-4 auxiliary in taluka projects and 5-6 in district projects.

### AUXILIARY STRENGTH

With the rapid expansion of projects between September 1978 and December 1978 when the total was 100 projects the number of staff per project was 2-3. The staff was supported by regular visits of experienced circuit teams, but the demands on the circuiters could cause a two week gap between visits. A crisis point was reached in April of 1979 when, with 160 projects initiated, was an average of 2 people per project after the school, support forces, strike forces and centrums were staffed. At this point the circuiting auxiliary was created. These were teams of auxiliaries based in the 75 stronghold projects who acted as auxiliaries to two or three projects around each stronghold spending 3-4 days per week in each project. During 1978-79 trained village leadership became a primary requirement as more and more of the burden of the project fell on the shoulders of village leaders. So that even with an upswing in the number of staff available by June 1979 making it possible to place 2-3 staff in each taluka project the role of village leadership was established.

### STRONGHOLD TEAMS

It should be noted that there are now 50-60 Indian women assigned as staff of Nava Gram Pravas. The majority of these women are wives of auxiliary who have gone through the HDTI and who are working alongside their husbands in the projects. There are 10-15 unmarried women who have overcome the strong prejudice against single women working on their own and are assigned one as a project director, one in operations centrum, three as support forces, 3 on the HDTI staff and the rest as sub-circuiters and project staff.

### WOMEN'S ROLES

# Auxiliary Assignment Analysis

School Number	Number Registered	Number Graduated	Number Assigned	Accumulative Number Assigned	Total Number on Roll	Change During Period	Accumulative Loss	Number Last During Period
1	102	83	66	66	66	+66	—	—
2	81	70	63	129	112	+46	17	17
3	105	90	88	217	175	+63	42	25
4	55	50	47	264	156	-19	108	66
5	136	115	113	377	232	+76	145	37
6	288	224	213	590	406	+174	184	39
7	386	225	216	806	621	+215	185	1
6/78					348	-273	458	273
9/78					339	-9	467	9
8	116	96	86	892	385	+46	507	40
9	137	113	80	972	393	+8	579	72
30/1/79					374	-19	598	19
10	200	138	120					
Feb V. 3wk	43	41	31	1123	422	+48	701	103
Apr. M. 3wk	58	56	54					
Apr. S. 3wk	83	70	68					
May M. 3wk	67	67	60					
May K. 3wk	57	31	27	1332	582	+160	750	49
Total	1914	1469	1332		582		750	

## COMMON IMAGES

### IMAGES

Since the replication task was constantly running ahead at tremendous speed common images were created which could sustain the task for at least six months in advance.

For example:

- Dec. 1976 - The Launch Of The 25
- March 1977 - Developing Training Tools
- June 1977 - Government Scheme Implementation
- Sept. 1977 - Tooling the 250 Launch
- Dec. 1977 - The Great Leap in the Mighty 250
- March 1978 - Undergirding the Movement
- June 1978 - The Campaign of the 25
- Sept. 1978 - The Battle Is Won (The 232 Maneuver)
- Dec. 1978 - The Lightning Strikes
- March 1979 - The Victory Sound of the 232
- June 1979 - Breaking Loose The Power of the 232 (Stakes & Guilds)

### METHOD

It was necessary to remain 6 to 9 months ahead in brooding over the future tasks and structures. Brooding took the form of Images (6-9 months prior), Issues (3 months prior), and models (as necessary).

Quarterly and monthly councils and directors meetings focused more on strategies and formations. Biweekly Guns or Support Force meetings were midstream checks and broodings over the next major shifts to occur.

MEETING RHYTHM

BIWEEKLY  
CHECK

In order to create a corporate replication experiment covering a large geographical area regular meetings for coordination, exchange and monitoring were necessary. After the Division Projects were initiated in December 1976, biweekly project directors meetings were held in Bombay. At the beginning of September 1977, the Division Gun dynamic was added which shifted Nava Gram Prayas from a statewide operation to a division operation. During Quarter II 1977 the Division Guns met biweekly and the project directors monthly. After January 1978, the project directors meetings were held in the divisions with only the Division Guns meeting statewide.

Quarter III 1978 was also the time monitoring circuits were begun so that by the end of the quarter, support forces were meeting with the Division Guns.

CIRCUIT  
MEETINGS

In September 1978, twelve circuits, three per division consisting of two districts each, were designated. Then a rhythm of biweekly circuit meetings with a monthly division meeting following a monthly Division Guns, Strike Force meeting came into being. One statewide district project directors meeting was held in January 1979 to evaluate the 6 Spotlight Campaign and refine the maneuvers for the next phase of the campaign.

MOVEMENT  
COUNCILS

The councils in the beginning were usually one day of decision making and two days of building tools for the NGP eg. actuation briefs and manuals of various types. Later this was changed so that the two days could include maneuvers and necessary followup which was done during division and circuit meetings during the council period. The quarterly council was held during the last week of the HDTS. Therefore graduation of the school and all assignments to old and new projects took place at the closing of the council.

QUARTERLY COUNCIL FORMAT				
ITEM	DAYS	Preparation	COUNCIL	
		Day 0	Day 1	Day 3
Participants		Division Guns + (Support Forces)	Division Guns + Support Forces	Representative  - circuiters - Project Directors - Villagers
Task		Council Plan	Quarterly Strategies	Quarterly Maneuvers  Division and Circuit Implementation Procedures

## CIRCUITING

### CIRCUIT EXPANSION

By January 1978 with twenty-eight projects initiated it had become impossible to have an experienced support force living in each project so that the monitoring circuit was created. Each support force was given responsibility for actuation in 2-3 projects and worked alongside the division guns in each division. By April 1978 this number has risen to 4-5 villages. In September of 1978 twelve circuits were created, eleven of which were bi-district circuits and one of which was a tri-district circuit. Each circuit had one experienced national support force and one extra-national support force assigned to it plus a newly assigned extra-national. By January 1979 there were seasoned teams for each district but the number of circuits was held at twelve. This was to maximize corporate planning, coordination and accountability. In order to adequately cover all the villages, however, it was necessary to create subcircuits linked to each of the district projects. During the three-in-one actuation campaign of January-February 1979 the circuiters worked as strike forces in the district projects and the sub-circuiters covered the 75 strongholds. By April the 75 strongholds were identified and circuiting auxiliaries based in each of them. Strike force teams held actuation modules in each of the circuits to which auxiliaries and village leaders came for training in a agriculture, industry set-up, social programmes and the Community Development Association

### CIRCUIT FUNCTIONS

Circuiter or sub-circuiter visits were made to each project at least every ten days. The circuit biweekly meetings were used to report keystone victories, build the next two week maneuvers and for training. Monthly Division meetings coordinated the initiating and actuation campaigns and trained consult leadership. Linked with the circuit meeting were district days in which visits were made to the government offices responsible for various programmatic schemes and the private sector for assistance in such projects as health camps, marketing research and village planning.



## PRINCIPLES OF REPLICATION

1. The degree of geographic saturation is related to the strategic demand to alter the total situation.
2. Replication occurs over the shortest time possible.
3. Geographic units are set and coverage is phased geographically.
4. Geography is turned into a symbol.
5. A rhythm of expansion and stabilisation is set.
6. Replication effectivity depends on maximum mobility.
7. Replication is a proposal for dealing with the key contradiction of a nation.
8. Strong national leadership is required to begin replication.
9. ICA is registered in the nation and honours the established rules of the country.
10. A highly visible demonstration is developed.
11. Local government officials are engaged in every step.
12. Replication rides on current establishment and government thrusts.
13. Site selection criteria is well defined.
14. Villagers participate in circuits, town meetings, consults and councils.
15. Villagers are prepared to shoulder the full burden of the task.
16. National leadership is trained to run the new movement.
17. Every project provides people to be trained as staff.
18. The indigenous culture provides common images for the internal life.
19. HDTIs are held continuously.
20. Repository dynamic is set up on the local and broader levels.
21. Village programmes are funded primarily through loans and government schemes.
22. Everyone has at least one shadow at all times.
23. Assignments reflect the nature of the global movement.
24. The global language is used and taught.
25. There are no shortcuts in revolutionary methods.

## SITE SELECTION

### SELECTION

Site selection was done over against set criteria that did not change throughout the replication process. As we passed the 64 villages it became clear that the primary criteria was accessibility of the village and the readiness of the villagers to develop their own community. Until the district projects were selected the divisional guns did the site selection but numbers soon necessitated support forces to select new villages. In the last round of the 232 villages, project directors were selecting villages and if the consult team when it arrived to do the consult found that the villagers were not ready it would go out and select a new village. It was always more powerful to have a village leader assist in the site selection as a witness.

### IMAGE

The images of project work given during site selection changed as the numbers increased. At first it was said that a project would be a Project. Later it was said that the auxiliary would only give guidance. Still later it was said that the villagers would have to do its own work completely but that it would have the support of the Nava Gram Prayas. Finally the image was that the village was not working for itself but as a sign for the county or taluka.

### DEMAND

Something needs to be demanded of the village during site selection so that they can participate in the seriousness of the decision, such as sending ten men to the training school or donating a house to the auxiliary, or deciding a date for a demonstration visit to a currently actuating project.

### GRAM SABHA

One principle of site selection is that selection is made over against the need for ten villages to surround it in the future. One notable experiment in site selection was the campaign in which five town meetings were done in the taluka and the one village for the project was selected on the basis of the response. This turned out to be a good recruitment tool for the HDTI.

## MODULAR CONSULTS

### PRODUCTS

Original style consults were constantly undergoing refinement in the method to make them easy to understand for the consult team. After the 44 an experiment was done to hold the consult over a four week period of time with regularly spaced two day consult modules. Emphasis was given to launch the stakes and guilds during the modules and consults were made very practically oriented with the expectation of some concrete hard miracles launched or completed during the consult itself. Key products during consults are:

- 1) an irrigation map of the village
- 2) a triple income analysis through the triple income wheel
- 3) a village map with new buildings and services.
- 4) a timeline of social events

### DESIGN

The modules were pulled together to one week and the best wisdom to date is a five day modular consult focussing on implementaries maneuvers and government visits. The modular consult can be done by a team from 2 - 5 strong and with no preparation beyond the collection of the baseline data and is easy enough that it does not require extra national staff .

- Day One - contradictions and proposals plenary
- Day two - field work and economic tactics plenary
- Day three- field work and social and human development tactics
- Day four - visit to the nearby town for a resource module
- Day five - timeline and maneuvers with a celebration

MODULAR CONSULT DESIGN

THE PLANNING MODULES

THE IMPLEMENTATION MODULES

THE OPENING  
MODULE

THE ECONOMIC  
MODULE

THE SOCIAL AND HUMAN  
MODULE

THE RESOURCE  
MODULE

THE CLOSING  
MODULE

Gram Sabha Vision

Agricultural  
Fieldwork

Environment  
Fieldwork

Taluka Town

2 Year Timeline

Contradictions  
Workshop

Agricultural  
Tactics

Environment  
Tactics

or

13 Week Timeline

Proposals  
Workshop

District City

Field visit

Industry  
Fieldwork

Health, Education  
Welfare Fieldwork

Visit

Additional  
Reflections

Industry Tactics

Health, Education  
Welfare Tactics

1 Month Maneuvers

ECONOMIC TACTICS  
PLENARY

SOCIAL TACTICS  
PLENARY

RESOURCE  
PLENARY

CELEBRATION

Tuesday

Wednesday

Thursday

Friday

Saturday

## ACTUATION MODELS

In replication it is necessary to have models for how to actuate tactics and programmes which can be followed simply by the auxiliary or by the village leaders. Programmatic victories and the method by which they were accomplished need to be made available to all of the projects. The method followed to create such models in the Maharashtra Replication Experiment was this:

- 1) Isolated victories would be reported at the project directors meeting in any arena eg. buffalo loans
- 2) The method would be written up with as many steps as possible in detail.
- 3) Several projects would be assigned to implement the programme using the outlined method.
- 4) At council reports would be made and the implementaries refined with as many steps as possible listed.
- 5) The refined model would be written up as an actuation brief and made available to all of the projects.

This same method was followed for refining all models as diverse as housing schemes, consults, circuit meetings etc. Of primary importance is to have some model to follow. Of secondary importance is that it be good or accurate.

## CAMPAIGNS

### ACTUATION CAMPAIGNS

By the end of Quarter III, 1978, it became apparent that the 25 district projects required special attention in order to become signs of actuation and serve as the base for further expansion. At that time there were 40 projects initiated. The maneuver methodology was used to design a campaign that would allow concentration on these projects entitled The Campaign of the 25. Common victories were named, models created to carry them out and support forces reconfigured to operate as 12 strike forces covering two district projects each during the month of June. This campaign was modified to the Monsoon March which completed this quarter of actuation. (Only one project, Sevagram, was initiated during this period.)

### CATALYTIC ACTUATION

The learning from this shift in operations was that replication is not a simple process of expansion and actuation, a linear process. Rather it is a phasing process best imaged as an ever-widening spiral in which the same bases are touched again and again. This requires a flexibility to be built into the operation which allows for regular and focused campaigns that repeatedly strengthen the base and allow new actuation breakthroughs to be available to all. This dynamic is best illustrated by the Quarter III 1979 Lightning Strike Maneuver made up of the 6 Spotlight Campaign The Campaign of the 25 and the 75 Taluka Jewels. Strike forces were assigned to 4 arenas in which 9 keystones had been designated, and then were split up into 6 teams and sent to the spotlight projects. The 6 spotlight campaign was used as a test to discern what caused catalytic actuation in a village. Funds were made available to each project which could be released only after the village leaders, working with the strike force teams, built a budget and plan for actuation. The registration of the Community Development Association as a legal entity was used as a vehicle to enable the consolidation of leadership the the creation of a functioning community organization. As a result, housing, small-scale industry and business along with mapping out an irrigation plan proved effective keystones. Crucial to the whole process was the creation of an operating CDA with a core leadership within the village who had taken active responsibility for the future development of the village. The learnings from this campaign served as the basis for the next two campaigns. The campaign operations were expanded to include the months of the project initiation and combined with the maneuver methodology and defining of keystones for each campaign.

## SPECIAL FORCES

### ACCELERATION TEAMS

The Acceleration Teams were the first special forces used to intensify actuation in the projects of Nava Gram Prayas. The first team visited the Division Projects shortly after their initiation in 1977 as part of the Global Health Acceleration Trek. During 1977-78, eight people were assigned to Maharashtra especially as acceleration forces in the arenas of health, agriculture and industry. During Quarter IV of 1978, additional acceleration teams were drawn from the staff of Nava Gram Prayas to concentrate their effort on visible actuation in the 25 district projects. These special forces operated withing the rhythm of expansion, stabilisation and actuation to create institutional contacts, holding training camps for health caretakers and preschool teachers and creating the constructs for identifying economic and agricultural keystones.

### STRIKE FORCES

The dynamic of catalytic actuation was carried out by the Circuiters during Quarters I and II, 1978. In January 1979 is became apparent that with 100 projects a new round of demonstration was demanded and troops were assigned to 4 special strike forces in the 6 Spotlight Villages. These were in the arenas of industry, agriculture, corporate patterns and social development. During the month of January they first met to create common actuation models and maneuvers for the four week campaign then split the 13 person teams so that people from each arena were locate in each of the 6 villages. Teams were composed of staff who had experience in that geography, expertise in the 4 arenas and were comprised of both nationals and extra-nationals. At mid-campaign the strike force guns met with centrum leadership to evaluate progress and to reconfigure where an additional push was required. The objective of the strike forces was to create visible and rapid actuation that would catalyze village leadership and action. The tension which must be maintained by special forces is the need for visible miracles by the end of the allotted campaign time and the need to enable the village leadership to be involved enough in the process so that victories can be sustained after the strike forces leave. Residues of the 6 Spotlight campaign were 6 model houses under construction, 4 operating and registered Community Development Associations, irrigation plans, and 3 village industries.

## COMMUNITY DEVELOPMENT ASSOCIATION

As soon as many of the district projects began to operate corporately through core village leadership opportunities presented themselves for the use of government monies, private grants, industrial ventures and business contracts. Therefore, in order to allow these to be legally used but also to prevent economic and political tyranny on the village level the Community Development Association was created.

The dynamic relationships between the guilds, stakes and elected representatives hold various crucial tensions and the legal form of the C.D.A. allows any public and private ventures to be entered into. As the first C.D.A.'s were registered it became clear that the C.D.A. itself catalysed corporate action. Two keys to the functioning of the C.D.A. is the corporate bank account and the constant emphasis on the stake structures.



## PROGRAMMATIC LEARNINGS

The following is one key learning in each of the programmatic arenas and a few general learnings found important in the replication effort.

In the arena of Cooperative Agriculture creating an irrigation map with the villagers showing not only how to double the village income but also how they can save individual effort by working corporately.

In the arena of Appropriate Industry the key is to start an industry any small or tiny industry in order to break loose new images of possibility. The industry may fail due to marketing or management skills but the symbol will already have been established for them.

In the arena of Commercial Services assisting the villagers to obtain loans is key to breaking the back of many economic ills. Careful watch must be paid to repayment schemes.

In the arena of Living Environment it appears that building something like a model house or industrial shed or even latrines has a much greater impact on the village self story than a host of small things such as signboards and beautification tasks.

In the arena of Corporate Patterns which is in the middle of the programmatic chart by no accident and which is also the life and blood of the project, the key is to push the stakes and guilds through charts and assignments to dialogue with the task of development of the whole village.

In the arena of Identity Systems, the most powerful key is the interchange of the villagers and the assigning of village leaders, women, youth to participate in the replication tasks through circuits, modules, circuit meetings, gram sabhas and consults.

In the arena of Preventative Health the key is the cure of several bad cases in the village, as a demonstration of dramatic change, linked with health camps, films etc. Also Biogas plants are very good in the arena of health, especially sanitation.

In the arena of Functional Education the key is the preschool which needs regular events like excursions and picnics.

In the arena of Corporate Welfare the key is to involve the women directly or indirectly in everything possible in the project.

The constant updating of village baseline data reveals new people to participate in the project, holes in the development effort and empowers the stakes with a concrete task.

Villagers need to accompany the auxiliary in all calls to the public and private sector in order to understand the situation and to give power to the reporting of the progress of the guilds.

Space  
People  
Symbol

## BEGINNINGS OF A SOCIAL REVOLUTION

In phase I demonstrations were set up to serve as motivational catalysts. In phase II creating the structures of replication and covering the geography became the primary concern, but a new type of motivational pressure was recognised in the process.

This pressure, at first termed "the ripple effect" was noticed when the 6th HDTI was flooded with students even when recruitment had not been emphasised. Many of the students came from the Aurangabad Division near Maliwada.

Secondly, after the 64th projects the readiness of villagers to participate in the Nava Gram Prayas, not out of any promise for their own village, but because of the sheer number of projects, was noticed.

Thirdly common actuation was reported at circuit meetings due to the sharing amongst the villagers of common actuation methods.

Fourthly, direct interchange between villagers was recognised as a powerful tool during modules and monitoring visits. A witness by a village leader could change the images of other villagers much better than the ICA staff or auxiliary.

These point to the beginnings of a social revolution fuelled in its formative stages by the motivational pressure of the large number of projects and the stories that are spread county to county about human development.

## NATIONAL CADRE

Forging a strong national cadre largely depends on making assignments so that the nationals are exposed to every aspect of all the tasks. At times it seemed to be a prohibiting factor, especially when quality product is concerned, but the payoff comes in terms of a cadre which is capable not only of doing village work but also of running the movement.

Special care was taken never to allow an artificial separation of the nationals and the extranationals in every task and also translation of every word of discussion and dialogue in corporate meetings took place. Liberalism relative to the local culture was not allowed to survive and a radically global stance had to be taken on every issue.

As the quantum leaps in replication occurred huge holes of responsibility were automatically filled up with those who had had training in that task. One key was to constantly review push lists for the future leadership.

# The Journey Of HDTI Graduates

HDTI Graduates Serving In N. G. P.  
 (Assignments made at graduation or first meeting after graduation)

