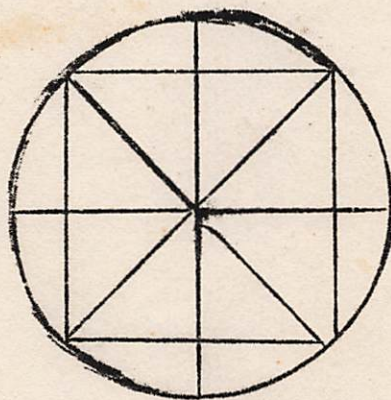
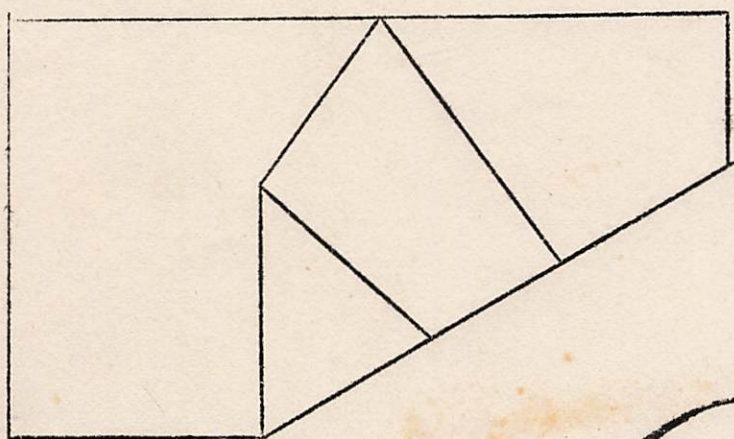


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MANUAL

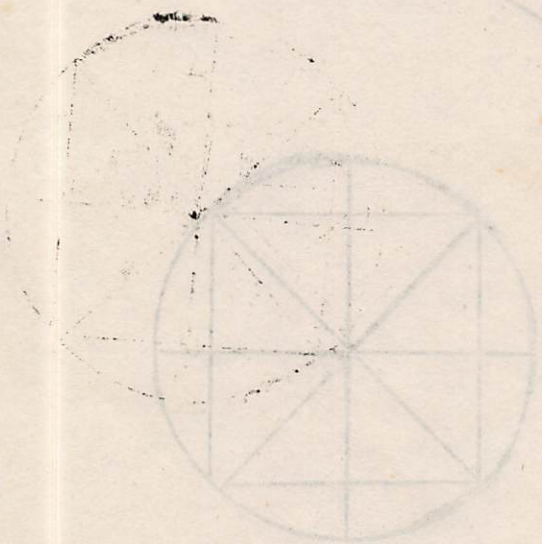


MAHARASHTRA VILLAGE DEVELOPMENT PROJECT

February 1979

Quarter III

MANUAL
CONSULT
FEELIGNON



RESEARCH AND DEVELOPMENT PROJECT
February 1979
Volume III

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THE PLANNING MODULES

THE IMPLEMENTATION MODULES

I.
THE
OPENING
MODULE

II.
THE
AGRICULTURE
MODULE

III.
THE
INDUSTRY
MODULE

V.
THE
ENVIRONMENT
MODULE

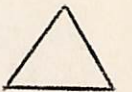
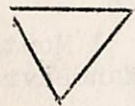
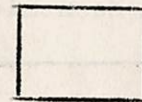
VII.
THE
RESOURCES
MODULE

VIII.
THE
CLOSING
MODULE



IV.
THE ECONOMIC
TACTICS PLENARY

VI.
THE
SOCIAL MODULE



Monday

Tuesday

Wednesday

Thursday

Friday

Saturday

THE CONSULT ABSTRACT

VISION	CONTRADICTIONS	PROPOSALS	TACTICS				IMPLEMENTARIES
			AGRICULTURE	INDUSTRY	ENVIRONMENT	SOCIAL	
Gram Sabha Challenges and Proposals	Fieldwork ▽	Fieldwork ▽	Fieldwork and Tactics Workshop	Fieldwork and Tactics Workshop	Fieldwork and Tactics Workshops	Tactics Workshop	2 Year Timeline △
	Workshop ▽	Workshop					13 Week Timeline
Reflection and Additions	▽	▽	X	+			△
	Plenary ▽	Plenary ▽	Economic Tactics Plenary *		○	□	1 Month Manoeuvres
	▽	▽	Taluka and District			∞	△
			Tactics Chart, Sub-Tactics and			*○□	△

THE MODULE FOCUS

AGRICULTURE MODULE	INDUSTRY MODULE	ENVIRONMENT MODULE	SOCIAL MODULE	RESOURCES MODULE
Cropping Patterns	Local Skills	Essential Services	Preventive Care	Zilla Parashad
Irrigation Schemes	Local Raw Materials	Building/ Construction	Functional Education	State Agencies
Dairy Expansion				Collector's Office
Bank Loans	Local Guaranteed Markets	Village Beautification	Community Welfare	Private Sector
X	+	O	□	∞



8
7:00 am Vision Plenary

8:00 am Contradiction Field Work

□
10:30 am Contradiction Workshop

11:00 am Contradiction Plenary

○
12:00 Lunch Break

2:00

+

Proposals Fieldwork

5:00 pm Dinner Break

7:30 pm Proposals Plenary

×

9:30 pm Preparation for next day

VISION PLENARY
CONTRADICTIONS FIELD WORK AND WORKSHOP

VISION PLENARY	<p>A village lives out of its hopes and dreams. Our task is to move through the vision to a two year plan for the village. I want to present this Vision Chart which is a pulling together of the work the village did during the Gram Sabha.</p> <ol style="list-style-type: none"> 1. What is the first phrase that strikes you? 2. What excites you? What frightens you? What puts urgency into the task? 3. To what on the chart do you say "Yes, that is needed"? What is missing? What would you add? 4. Let's take a quick look at a comprehensive picture of village development. These 36 programmes include ... (do a quick walk through). Does this remind you of other aspects of the village's vision? List them on the blackboard by the Vision Chart. 5. If this village aspired to be a model village, how would you alter or improve the chart? <p>Assign a team to one or two of the columns of the chart.</p>
CONTRADICTIONS FIELD WORK	<p>Song</p> <p>Context: Now we are out to discern what is blocking the people's vision, hopes and dreams from becoming realities. Review the columns assigned to the team. Assign a group of people to each of the specific items of the Vision.</p> <ol style="list-style-type: none"> 1. Go and find 10 people who will do that item of the Vision. 2. Ask them what would they do to do this item now. 3. List the things that are blocking them from doing the vision. Keep asking "Why?" Ask, "What has been done on this before? Why was it stopped?" <p>As a team consense on the people and places to see. Cover the whole village by age, sex, social and economic groups. Key Questions are:</p> <p style="padding-left: 40px;">"Why is this situation the way it is?" "What is sustaining the blocked situation?"</p>
CONTRADICTIONS WORK SHOP	<ol style="list-style-type: none"> 1. Have each unit put their list of blocks on the blackboard. 2. Read out all the blocks, ask for clarity and refine the wording. 3. Push team's insights to get out the underlying block. Aim for a master list of 35-40 items. Combine some, expand or divide others. 4. Refine the list to 20 key blocks in each team - 80 total for the plenary. Eliminate overlap, combining similarities, subsume lesser items under major ones.



OPENING	<ol style="list-style-type: none">1. Song2. Spin: Pain of Objectivity3. Method Context: - rock in the middle of the road - actual, real thing, maybe invisible - determined from your previous experience4. Instructions
OBJECTIVE	<p>ROUND ONE</p> <ol style="list-style-type: none">1. First sample plot randomly on the blackboard every 4th item starting with contradiction No. 4 from each team, then No. 8 and so on.2. First response to data: push weak items3. Second Sample: read out 3 key items per list that are not up yet.4. Initial interpretation: "In this group the block is located in the village in its and the block is .". Assign a letter code to each group.
REFLECTIVE	<p>ROUND TWO</p> <ol style="list-style-type: none">1. Teams plot the remaining items into groups. Count how many items belong to each group and how many do not.2. Third sample: call out data that does not fit into any group and put on the board; you may place them even if they say it is new or you may create a new group.3. Second Interpretation: walk through describing, change letters or break up clusters if necessary. Write the names of each contradiction on its cluster. <p>After plenary coordinator plots similar data into clusters, counts the amount of data in each, places contradictions in order of most numerous data to the least data, refines the titles and creates the Contradiction Chart.</p>
CLOSING	<ol style="list-style-type: none">1. Team Assignments2. Context Proposals: direction or thrust, e.g. why don't we ?3. Announcements4. Send Out

PROPOSALS
FIELD WORK

1. Assign 2 or 3 contradictions to each team to go out in the field.
2. Note the blocks under each contradiction title.
3. Assign each team into units of 2 or 3 to create proposals for specific arenas in the village, e.g. sanitation, housing, schools, crops. The proposal needs to go through the contradiction, meet it, handle it, remove the block.
Ask, "Who are the people most affected by this contradiction?"
"Where geographically in the village was it dealt with by the village in the past?"
"What must be done in addition or instead of that?"
"What new directions of action will be necessary to unblock the contradiction as a whole?"
"What aspects of the contradiction have not yet been touched?"
4. Plan the Field work. Identify visits, interviews, expertise, needed to sharpen the proposal.

PROPOSALS
WORKSHOP

- Songs
1. Team debriefing: write proposals on the blackboard by units and read them out to the team. Clarify what direction is (not tactics). Add, delete, and modify.
 2. Critique the total list for relevance, viability, clarity and comprehensiveness. check those that strike at the heart of the contradiction, that deal with one or several aspects of the contradiction.
 3. Draw up a set of 5 to 15 independent, practical proposals for each contradiction assigned to the team. Eliminate overlap, good ideas and sub points.
 4. Give each proposal a 3 to 4 word holding title. Do the same steps for each contradiction assigned.
- Place the titles in Marathi on butcher paper. Letter each proposal A,B,C,D,E.
- Give the list of proposals to the Consult leaders in Marathi and in English if possible.



OPENING	<ol style="list-style-type: none">1. Song2. Spin - Standing tall3. Methods Context4. Instructions to teams
OBJECTIVE	ROUND ONE <ol style="list-style-type: none">1. First sample: Ask for the last proposal on each chart. Put in proper column.2. Second sample: one more proposal for each team.3. Initial reflection/interpretation: Where the columns are pointing, name columns. Give a broad interpretation on the proposals that are emerging.
REFLECTIVE	ROUND TWO <ol style="list-style-type: none">1. Teams mark similar and identical proposals with the appropriate column symbol. Leave unmarked the ones that the team is uncertain of what it is related to.2. Third sample: Different items, those that don't fit the present column, in your team's opinion.
INTERPRETIVE	<ol style="list-style-type: none">1. Second interpretation: the context of the boxes, the columns. Box in related material in a column and name it. Try to name 15-20.2. These are the proposal arenas. The Modules will begin with these arenas named and then write solid proposals including around 200 tactics.
TEAM DATA	Dismiss the plenary with announcements and send out. Invite the teams to turn in their remaining data, similar items to the coordinator's. They will be plotted later by the consult team.
FOLLOW UP	Create a rational chart for the first module.



7:00am Farmers' Meeting
(Cropping Patterns)

9:30am Irrigation Map

2:00 pm Lunch Break

3:00 pm Dairy Scheme

5:00 pm Dinner Break

7:30 pm Farmers' Meeting
Present Day's Work
Loans Tactics

9:30 pm Preparation for next day's work

FARMER'S MEETING PROCEDURES

Gather 30-40 farmers together for the module.

CROPS

- a. Have the farmers list the crops they grow.
- b. Ask what percentage of farmers are growing each of these crops.
- c. Ask in which season the crops are grown; how many months to harvest.
- d. Sketch a time-line of the cropping pattern.
- e. Take each crop grown and ask these questions:
 1. How much do they pay for labour - planting, cultivation harvesting?
 2. How much do they pay for seeds per acre?
 3. How much does the fertilizer they use cost?
 4. How much does the pesticide used cost?
 5. What does any necessary irrigation cost?
 6. How many quintels do they get per acre? Work out the average yield.
 7. How much do they get per quintel on the market?
 8. Add up all the expenditures. Multiply the number of quintels per acre by the market price per quintel. Subtract the money spent from the money received. This is the net profit.

Ask all these questions for each crop.

Note: Hybrid jawar is one crop. Ordinary jawar is another crop.

At this stage you will see what the most profitable crops are.

- f. Use the example of a farmer having 10 acres.
How many acres of _____ crop would you grow in Ravi? _____ in Kharif?
- g. Begin to push on the cropping patterns.
e.g. Why don't you grow _____ more of this?
Why do you grow _____ much of this which has so little profit?
Do you practise double cropping?
With what crops?
Why don't you use hybrid _____ ?
Why don't you use fertilizer?
- h. 1. Then begin to state the possible new cropping patterns.
N.B. It is helpful in this workshop to have agricultural experts - and most important in sophisticated villages.
2. What other ways can you think of to increase your income? Make a list - e.g. new wells, land leveling, irrigation, tractor, electrification, goats, sheep, poultry.

Send out the farmers, except for two or three, to work the rest of the day on the irrigation plan.

FARMER'S
MEETING

X

IRRIGATION MAP, DAIRY SCHEMES
AND LOANS MEETING PROCEDURES

IRRIGATION MAP	<p>This day's work depends on the surveys having been completed before this workshop; and a map showing all the village land having been obtained from the talati; and information on each farmer listed: name, no. of acres, survey no., wells, pumps,</p> <ol style="list-style-type: none"> 1. Take the map and mark on it all existing wells, nallahs, tanks, pipelines. Information about the wells will come from the Talati's records or the auxiliary survey. 2. Mark on which wells have a pumpset: use colour. 3. Mark on the map the existing electricity lines. 4. Take the loan survey, in another colour, mark on which farmers need wells, pumpsets. <p>Local farmers will be most helpful here in locating things on the map.</p> <p>The map is now ready for presentation at the evening farmers' meeting.</p> <p style="text-align: center;">BREAK FOR LUNCH</p>
DAIRY SCHEME	<ol style="list-style-type: none"> a. Look at the loan survey and see how many people are interested in the dairy scheme. b. Call these people together and other leaders and do a small workshop. <ol style="list-style-type: none"> 1. How many litres of milk a day are currently collected in this village? 2. Is there a dairy society? 3. Is there a milk collection route? 4. Where do people sell their milk? 5. How much are they getting per litre? 6. What fodder is available? 7. Are there any crossbred cows in the village? artificial insemination services? or a crossbred stud bull? or veterinary services? 8. What is the local climate - seasonal temperatures, water availability? 9. How many people want to take loans to start or expand the dairy? Is this feasible? 10. Is there land on which to grow fodder grain? Are there any farmers ready to grow fodder grass as a cash crop? 11. Is any farmer ready to take a loan to purchase a crossbred stud bull? <p style="text-align: center;">BREAK FOR DINNER</p>
LOANS MEETING	<p>Call the farmers together.</p> <ol style="list-style-type: none"> 1. Present the completed irrigation map - talk through all the possibilities. 2. Take the loans lists for wells, pumps and read out the names, to see if everybody is covered. Push defaulters on how they can pay back old dues. 3. Raise the dairy issue; walk through the information collected - ask if the farmers are willing to start/expand the dairy through buffalo or cow loans, growing fodder grass. 4. <ol style="list-style-type: none"> a. ask what are the next steps to move on these programmes. b. Context tomorrow's work on industries; and that all the economic programmes will be presented on the evening. Send out the farmers.

<p>7:00am</p>	<p>Leaders' Breakfast List employment Groups</p>
<p>8:00am</p>	<p>Field Work Triple the Income Workshop with all economic groups</p>
<p>Plenary Time Design Plenary-Economic Tactics</p>	
<p>5:00pm</p>	<p>Dinner Break/ Consult Team Prep</p>
<p>7:30pm 9:30pm</p>	<p>Economic Tactics Plenary Triple the Income Wheel Presentation and Reflection</p>

LEADERS
BREAKFAST

- Call together the village leaders.
1. List the working (employment) groups in your village.
Examples: goldsmiths, ropemakers, basketmakers, carenters, etc. (artisan); labourers, educated unemployed, shop keepers, women
 2. Have the village leaders name the symbolic leaders of each group.

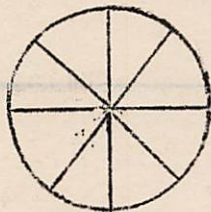
FIELD
WORK

1. Begin the visits to the symbolic leader of each group in his home or field.
2. Ask him to invite 2-3 others in the group to his house for a short meeting.
3. Give a context that we are working to triple the income for every family of the village. Lay out the timeline of the 2-3 days. Say, "In order to do this we need to get the detailed information on their costs and income now, and their ideas on how they can triple their income."
4. Begin to ask questions.
TAKE CAREFUL NOTES!
 - a. How many families in this village do this work?
 - b. How much does it cost you to make what you make or sell in one month? Get detail. Ask why it costs so much.
 - c. What is your income per month?
What is the market price of all the articles you make?
How many do you sell in one month?
 - d. Calculate the monthly profit (income minus costs)
 - e. Estimate the yearly income. Ask - is this the right figure?
 - f. Make suggestions of how you see income may be increased. Ask people - "What ideas do you have for increasing your income?"
Ask - "Why haven't you been able to do this? What are the blocks?"
 - g. Out of this brainstorm, name the complex of 1-5 programmes that are going to triple the income.
 - h. Rehearse that this has been a great beginning. Explain that we will be getting together with the whole village to consense on a plan to triple the income after we have finished each group - ask if they will come.
5. Do this same workshop with all the different working groups in the village.

CONSULT
TEAM
PREP

Consult Team - Plenary preparation

1. Gather reports from all agriculture and employment groups.
2. List the triple the income programmes needed for each group on the blackboard.
3. Look at the final list - ask: Are there any holes.
4. Add needed programmes.
5. Draw a circle on the board. Count the number of programmes



and make the same number of parts on the circle. Write the names of programmes in the wedges in English and Marathi on a poster. Now you are ready for your village meeting.

PLENARY

Gather as many people from the village as possible.

Songs

Accountability by stakes, absolution

Ritual

1. Context the Triple the income drive.
2. Walk through the circle sharing the local wisdom on how each programme will triple the income.
3. Ask the group if this seems right. Are these the programmes which will do the job?
4. Ask which of these seem hardest/easiest?
5. Ask what is the next step for each programme.
6. Ask who is ready to work on each.
7. Context the guild as the vehicle of implementing these programmes. Say which programmes would be assigned to each guild.
8. Ask if people are ready to work in these guilds.
9. Define 2-3 visits that will be made on Friday as symbols of beginning. Assign village leaders to go on these visits.
10. Announce guild meetings the next week.
11. Send out
12. Ritual
13. National Anthem



7:00am	Breakfast Context with Leaders
9:00am	Services Field Work
10:30am	Services Workshop
11:30am	Construction Field Work
12:30pm	Construction Workshop
1:00pm	Lunch Break
3:00pm	Beautification Field Work
4:30pm	Beautification Workshop
5:00pm	Shramdan and Master Plan
6:00pm	Dinner Break

<p>CONTEXT</p>	<p>Gather the village together for breakfast</p> <ol style="list-style-type: none"> Quickly ask what has happened in the last 3 days. Review the 6 day consult time design. Explain that today we are going to work on social and environmental areas. Lay out the day.
<p>SERVICES FIELD WORK</p>	<ol style="list-style-type: none"> Put up the environment proposals across the top of the board (from initial consult day). Explain that in the first part of the morning, we are going to deal with services, e.g. street, house lighting, and other electrification, drinking water, transport, and communication. Ask what information and issues the village has in these arenas; ask where we need to visit in the village. Move out into the village - if there is enough strength, work by teams, if not work as 1 team. <p><u>Suggestions</u></p> <ol style="list-style-type: none"> On electrification, locate where street poles need to be; how many people need house lights, etc. On drinking water supply, visit each village well, locate possible bore and tank sites. On transport and communication visit approach road sites; talk about possible bus routes, post office site, etc.
<p>SERVICES WORKSHOP</p>	<p>Meet back in plenary space. Under each proposal title on blackboard, write down all tactics and subtactics and implementary information gathered in the fieldwork time. Ask questions such as: What do we need to do on electricity? water supply? etc. Use sample subtactic sheets if people are unclear.</p>
<p>CONSTRUCTION FIELDWORK</p>	<ol style="list-style-type: none"> Sing a song as a transition from Services to Construction. Serve tea at this point. Review the proposal titles on the blackboard relating to construction, e.g. housing, public buildings, roads, and drains. Ask what information and issues the village has on these proposal arenas. Ask where we need to visit in the village. Move out into the village by teams or as a group according to strength. <u>Suggestions:</u> <ol style="list-style-type: none"> On housing, visit worst houses in the village, check to see if they are tribals or backward class; get a list of people who do not have a house. Ask all these people if they are ready to form a housing society. Check to see if land is available for new housing. On public buildings, visit each existing public building to determine necessary repairs, locate places in the village for new public buildings and toilets. On roads & drains walk through all streets and note where levelling, surfacing, soak pits and new drains need to be done.
<p>CONSTRUCTION WORKSHOP</p>	<ol style="list-style-type: none"> Meet back in plenary space. Under each construction proposal on the blackboard, write down all the tactics, subtactics and implementary information gathered in the fieldwork. Ask what did we see needs to be done in these .

Break for lunch, explain that we will meet back at 3:00.

BEAUTIFICATION FIELDWORK	<ol style="list-style-type: none">1. Sing a song to gather people back together. Serve tea at this point.2. Review the proposal titles on the blackboard relating to beautification e.g. chowks, entrance, walls. Ask what information and issues the village has in these proposal areas. Ask where we need to visit in the village.3. Move out into the village by teams or as a group accoring to strength. <u>Suggestions:</u> Visit the village entrance to see what can be done quickly and longterm. Walk around the village locating walls which can be whitewashed, where murals can be painted, where places need to be cleaned up and where trees can be planted.
BEAUTIFICATION WORKSHOP	Meet back together in plenary space under each beautification proposal on the blackboard, write down all the tactics, sub-tactics and implementary information gathered in the fieldwork. Ask what did we see needs to be done in these proposal arenas. Use sample sub-tactic sheets.
SHRAMDAN AND MASTER PLAN	<ol style="list-style-type: none">1. Explain that next day we are going to follow-up on these sub-tactics. Ask what do we need to do immediately and where do we need to visit. Make a list.2. Explain that new we need to work in 2 groups. One group of 2-3 people need to mark on the village map all the proposed construction, services, and beautification. The second group will go out and do a shramdan; ask what do we need to do in the shramdan. Have paint and whitewash ready.3. Work on the map/plan and on the shramdan.
	BREAK FOR DINNER

7:30 pm	Context and Proposals Review
7:45pm	Health Tactics
8:15pm	Education Tactics
8:45pm	Welfare Tactis
9:15pm	Visits Recommendations
9:30pm	Preparation for next day.

CONTEXT
AND
REVIEW

1. a. Gather people together with a song.
b. Explain that this evening we are going to work on social proposals.
2. Have the social proposals titles written along the top of the blackboard, e.g. health, education, welfare and review them.

TACTICS
WORKSHOP

1. Ask what things need to be done under each of these titles; write down all tactics, sub-tactics and implementaries.

Use sample sub-tactic charts to give people ideas.
2. As you work through each proposal, push for concrete suggestions.
e.g. a. In education, who can be the pre-school teacher, who can teach adult literacy classes? where will these classes be held?
b. In health, where can we hold a first aid clinic? which doctor can help us? who can go for health caretaker training? where can we grow a community vegetable garden?
c. In welfare, where can we send people for skills training? who can go for training? how many women are ready to form a mahila mandal? what things will they do? how many youth are ready to form a youth mandal? what things will they do?

VISITS
RECOMMENDATIONS

1. Explain that next day we are going to follow-up on these sub-tactics. Ask what do we need to move on immediately? and where do we need to visit? Make a list.
2. Send out and national anthem.

7:00am Breakfast with leaders
Plan Visits

8:00am Travel to Taluka and District Places

10:30am Visits with Public and Private Sector

4:00pm Travel back to project

6:00pm Dinner

7:30pm

8:30pm Village Meeting - Reports
Tactics & Subtactics charts preparation (by Consult Team)



<p>PLANNING MEETING</p>	<ol style="list-style-type: none"> a. Gather village leaders together for breakfast. b. From the agriculture, industry, environment and social modules, list on the blackboard what visits need to be made today. c. Divid these into 2 lists - one for taluka visits and one for district city visits. d. Make assignments of 2 teams. e. Send out f. Take any necessary maps, lists, and plans on the visits.
<p>VISITATION PROCEDURES</p>	<ol style="list-style-type: none"> a. Travel to taluka or district city. b. If you are in the district city meet at the pre-arranged place with other project directors who will be there on their district day. Introduce all the new project villagers to other villagers. Quickly review the offices that are to be visited, and locate where they are. c. Meet back at pre-arranged place with other projects. Report and reflect on the day. d. Travel back to the project. e. Arrange a village meeting for the evening. f. Give report assignments to the villagers.
<p>REPORTS</p>	<ol style="list-style-type: none"> 1. Gather the villagers in the main square. Sing 2-3 songs, do the ritual. 2. Call for visits reports by modules. Sing a song to celebrate the reports. 3. Announce that in the morning we will meet to make the 2 year and first quarter timeline for the week. 4. Send out and national anthem.
<p>TACTICS PULL TOGETHER</p>	<ol style="list-style-type: none"> 1. Meet back in auxiliary house as consult team and auxiliary. 2. <ol style="list-style-type: none"> a. Pull together all the tactics and sub-tactics information from all the modules. b. Create a tactics chart from all this information using other documents as guidelines. Do this in English and Marathi. c. Assign a team to the side to create a programme chart from the tactics and sub-tactics. d. Under each tactic list all the sub-tactics; clean out implementaries. e. Put all the sub-tactics on small pieces of paper ready for the 2 year timeline the next morning, in Marathi and English. Leave a space for the 4 'whata' underneath. 3. Make one large wall chart for the 2 year timeline: see page 33 for example; make one large wall chart for first quarter timeline; see page 34 for example. 4. <ol style="list-style-type: none"> a. Serve tea and reflect on the day. b. Check to see if everything is ready for tomorrow.



7:30am Two Year Timeline

10:00am Thirteen Week Time-line

12:00 The First Month Manoeuvres

1:00pm Lunch Break

3:00pm Guilds & Stakes - Leaders

3:30pm One Month Thrusts for Stakes

4:50pm One week's Implementaries

5:00pm Stake Meeting Planning

5:30pm Demonstration Stake Meeting

6:00pm Dinner Break

7:00pm Closing Celebration

TWO
YEAR
TIMELINE

Give a short context on the importance of the decision of the village to do this work themselves. Explain the purpose of building a two-year timeline and give a context of the four phases of the project - launching, accelerating, firming up and maturation and how the six guilds become the weekly planning and action forces for the project. As a screen, tell the people that the easiest, catalytic tactic that uses the least money and involves many people should be placed at the beginning stages of the project and the most difficult sub-tactics which involve a lot of money and few people should be placed at the final stages of the project. Then distribute the sub-tactic slips to the village leaders and ask them to decide the quarter they will be doing that sub-tactic. Then they will place the sub-tactic slips on the wall chart. When the village has placed all the slips of paper on the wall, have a reflective conversation on the 2 year timeline.

What do you notice about this timeline?
Which guild are we doing more work in the first quarter?
Which guild are we doing less work the first quarter?
Do we need to make any changes? Is this our decision?
Can we accomplish these things in the first quarter?

13
WEEK
TIMELINE

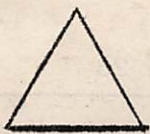
Taking the sub-tactics that are going to be accomplished in the first quarter,

1. Write out the four 'whats' (what things are involved in doing this sub-tactic) for each sub-tactic.
2. Have the village decide what week they will do these whats.
3. Put up the new first quarter timeline with the guild names and the sub-tactic slips on the side according to each guild.
4. The leader calls for the whats of week 1. List them on the timeline with a short title and put them parallel to their sub-tactics. Number the whats with that sub-tactic number.
5. Do the same for each week. Make any needed changes to avoid overcrowding of a particular week or to ensure logical order.

FIRST
MONTH
MANOEUVRES

Looking now at the first month, explain to the village that we want to name the main thrusts that the village will undertake, Using the method of standing ahead of time - ask the village:

1. Name the major victories that have been accomplished in the last month.
2. Quickly ask the advantages and disadvantages we have faced to accomplish these tasks?
3. Then, saying aloud the 'whats' of the first month, have the community decide what 4/5 groups or thrusts they will accomplish this month.
4. When decided, ask them the most important thrusts so you the consult leader can present a chart of the thrusts with the most important thrust in the middle of the chart.



GUILD & STAKE LEADERS PLENARY
 DEMONSTRATION STAKE MEETING
 CLOSING CELEBRATION

GUILD &
 STAKE
 LEADERS

Before you break for lunch, you announce a special meeting at 3:00 pm to decide the guild and stake leaders who will be the new leadership of the village.

Bring the key people together, talk about the functions of the stakes and the guilds. The Stakes are the consensus-building structures that inform everyman of that community what is happening and allows every man to decide what needs to happen. The Guilds are the structures that will implement this action.

1. Let us look at the thrusts we have decided to do this month. Who is going to be the guild leaders to accomplish these tasks? Obtain names under each guild.
2. Then look at the Stake Grid, who is going to be the stake leaders for each stake - get out the list.

ONE
 MONTH
 THRUST

Then with the stake and guild leaders go over the thrusts for the month and say - this is going to be the main work of the stakes, to report this information in the stakes, make decisions on how these things are going to get done and recommendations to the Guildsmen. Get out each thrust for the four weeks.

ONE
 WEEK
 IMPLEMENTARIES

Then with the stake, guild, and auxiliary members, go through one week of the implementaries. For each 'what' for the first week, get out the who, when, where, how. Go through slowly & carefully, and put the work in a large chart as this is your accountability towards the village for doing this work.

STAKE
 MEETING

Then for the next thirty minutes a stake meeting will be planned.

Opening	Consult Report & Charts Review	Stake Thrusts	Closing
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Then a Demonstration Stake meeting will be carried out with one village leader leading the meeting, having the objective of allowing people to know what has been happening in the consult and the formation of guilds and stakes.

At 6:45 pm the Auxiliary will accompany the stake leaders to bring people to the Village Celebration.

CLOSING
 CELEBRATION

The Launching Celebration. It is the high symbolic event that celebrates the great work of the consult. Here you will have your chief guest, other guests, which will include the various consultants of your modules. Imaginal decor will be made including global decor and guild and stake leaders names.

Closing Celebration					
Opening	Report From the Modules	Chief Guest	Words of Appreciation	Closing Address	Closing
Songs Welcome Garlands Intro. guests	Teams Report	Speech	Village Leaders Village Consult Team	I.C.A.	Songs Send out

PRE-CONSULT PREPARATION

1. Data Collection

Surveys	Maps	Charts
1. Baseline data 2. Loan Survey 3. Land holding records from talati 4. Ground water survey 5. Landless labourers	1. Village Map 2. Farm map from talati 3. Stake grid	1. Vision chart from Gram Sabha data

2. Practical Preparation

Space Care	Stationary	Kitchen
1. Select consult space for 40-50 people 2. Bathroom space 3. Temporary toilet 4. Paint & brushes 5. Whitewash	1. Print invitations 2. Blackboards 3. Chalk 4. 2 reams paper 5. 40 notebooks & pencils	1. Food for 1 week for consult team & auxiliary. 2. Tea & breakfast materials for village participants. 3. Plates, cups, spoons, cooking utensils.

3. Visits and Invitations

It is unlikely that a person will come for 6 days. Therefore it is better to invite people to come for specific modules. The following is a suggestion of who to invite for which module.

Module	Place	TALUKA	DISTRICT
INITIAL & CLOSING		B.D.O. Sabha Pate Tahsildhar Rotary/Lions	C.E.O. Collector Rotary/Lions President of Z.P.
AGRICULTURE		Bank Manager Agricultural Extension Officer Soil Conservation Engineer Minor Irrigation Engineer Rashtara Chemicals Representative	District Agricultural Officer Government Milk Scheme S.F.D.A. Executive engineer-minor irriga. G.S.D.A./Environmental Engineer
INDUSTRIES		Local Industries Representatives	Companies M.I.D.C. industries Industries Officer Khadi & Village Industries Board
ENVIRONMENT		B. & C. Engineer MSEB sub-engineer Architect	Executive Engineer - B & C Executive Engineer - MSEB
SOCIAL		Colleges Local doctors Education extension Officer P.H.C./Civil Dispensary	District Health Officer District Education Officer Social Welfare Officer District Publicity Officer

Monday Morning

Consult Method

1. Operating Vision
2. Underlying Contradictions
3. Practical Proposals
4. Tactical Systems
5. Actuating Programmes
6. Timelined Implementaries

Wednesday Night

Economic Principles

1. Village as an independent economic unit
2. Bring in as much money as possible
3. Keep money in as long as possible
4. Circulate money as many times as possible
5. Relate to global economy

Thursday Night

Social Principles

1. Limited Geographical Area
2. Comprehensive Problem-solving
3. All Problems at once, simultaneous
4. Comprehensive age range
5. Depth Human Issue

Friday Night

Framing

1. Public Sector
2. Private Sector
3. Local, Regional, National
4. Economic Agent
5. Social Agent
6. Catalytic Core

Saturday Morning

Planning Method

1. List Tasks
2. Organize Tasks
3. Timeline Tasks
4. Assign Tasks

Saturday
AfternoonCommunity Organisation

1. Stakes
2. Guilds
3. Assembly
4. Board

Saturday Night

Closing Address

1. Global Pilot
 - hour of local community
 - local man on the move
 - 24 signs
 - sign to believe
2. Maliwada
 - Maliwada story
 - Replication
 - Training school
 - economic
3. Consult Project
 - Miracle actuation
 - Guilds & stakes
 - Circuit relationship
 - Those who care
4. Future
 - Centre of universe
 - Private/Public support
 - Community effort
 - Transformation - sign for the world

The new document page layout model is printed below. The model keeps the methodology of the old documents, the Prologue, the Epilogue, the Vision, Contradictions, Proposals, Tactics and Sub-tactics Charts and adds practical images that release the creativity of people in relationship to their own village, that is the Irrigation Map, the Village Master Plan, Triple the Income Wheel, Stake Grid and the Stake and Guild Leaders Names which we have found helpful for implementation.

1	2	3	4	5	6	7
Front Cover	a. HDP b. Baseline Data c. Document	Vision Chart	Contradictions Chart	Proposals Chart	Tactics Chart	Sub-Tactics Chart
8	9	10	11	12	13	14
Sub-Tactics Chart	Subtactics Chart	Sub-tactics Chart	Sub-tactics Chart	Programme Chart	2 Year Timeline	Quarter Timeline
15	16	17	18	19	20	21
Irrigation Map	Triple the Income Wheel	Village Master Plan	Stake Grid	Guild & Stake Leaders	a. Acknowledg b. Implement c. MHDP	Back Cover

JUNE 1977

PROGRAMMATIC CHART

I
C
A

TOWARD THE ACTUATION OF COMPREHENSIVE HUMAN DEVELOPMENT PROJECTS ON THE LOCAL LEVEL

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

<p>A ECONOMIC DEVELOPMENT LOCAL PRODUCTIVITY -towards self-sustenance</p>	<p>B HUMAN DEVELOPMENT LOCAL MOTIVITY -toward self-confidence</p>	<p>C SOCIAL DEVELOPMENT LOCAL SOCIALITY -toward self-reliance</p>
<p>Enabling local- COOPERATIVE AGRICULTURE</p> <p>1 expanded cultivation 2 intensified production 3 water delivery 4 equipment pool</p>	<p>Reconstructing local- LIVING ENVIRONMENT</p> <p>13 domestic housing 14 public facilities 15 village design 16 essential services</p>	<p>Creating local- PREVENTIVE CARE</p> <p>25 intermediate sanitation 26 total nutrition 27 systematic immunization 28 primary treatment</p>
<p>Developing local- APPROPRIATE INDUSTRY</p> <p>5 cottage production 6 agro-business 7 processing plants 8 ancillary industry</p>	<p>Catalyzing local- CORPORATE PATTERNS</p> <p>17 total engagement 18 community commons 19 consensus assemblies 20 corporate workdays</p>	<p>Establishing local- FUNCTIONAL EDUCATION</p> <p>29 early learning 30 formal schooling 31 youth training 32 adult education</p>
<p>Initiating local- COMMERCIAL SERVICES</p> <p>9 common marketing 10 local merchandising 11 savings & loans 12 basic transport</p>	<p>Recovering local- IDENTITY SYSTEMS</p> <p>21 community self-story 22 symbol systems 23 corporate rituals 24 village celebrations</p>	<p>Instituting local- COMMUNITY WELFARE</p> <p>33 family development 34 women's advancement 35 youth task-force 36 elderly engagement</p>

