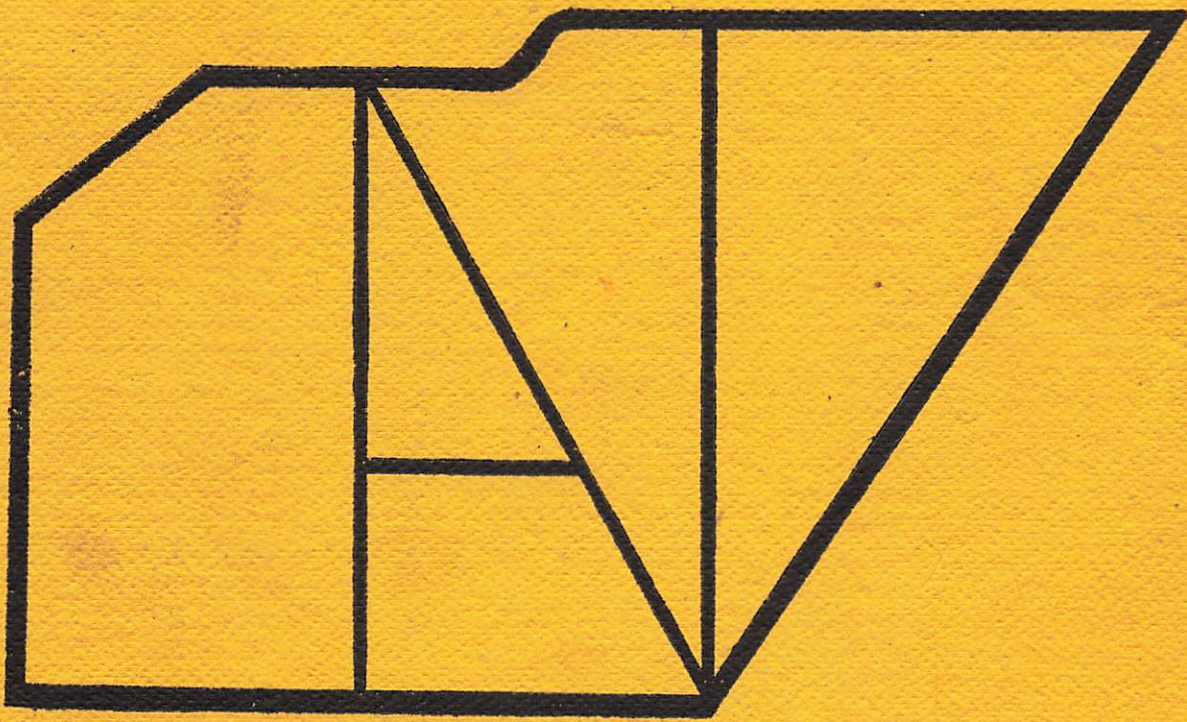


# **NADLAPUR**

## **HUMAN DEVELOPMENT PROJECT**



**CONSULTATION  
SUMMARY STATEMENT  
MARCH 1977**



NADLAPUR HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical Systems
- V. The Actuating Programmes

Epilogue

"An effective integrated rural development scheme designed to meet the needs and aspirations of the rural population in a comprehensive manner."

R.K. Atal  
Chairman, Vazir Sultan Tobacco

This is a publication summarizing the  
Nadlapur Human Development Consultation  
which took place at  
Nadlapur, Andhra Pradesh, India  
March 28 - 31, 1977  
organized by  
The Institute of Cultural Affairs: India  
Consultants

## CONTENTS

Prolegomena	1
<u>Part One: The Operating Vision</u>	11
Plate 1: Operating Vision Chart	13
<u>Part Two: The Underlying Contradictions</u>	15
Plate 2: Underlying Contradictions Chart	17
<u>Part Three: The Practical Proposals</u>	29
Plate 3: Practical Proposals Chart	31
Plate 3A: Village Commerce	33
Plate 3B: Production Resources	34
Plate 3C: Agricultural Development	35
Plate 3D: Basic Services	36
Plate 3E: Environmental Building	37
Plate 3F: Physical Well-being	38
Plate 3G: Functional Capacity	39
Plate 3H: Foundational Education	40
Plate 3I: Community Life	41
<u>Part Four: The Tactical Systems</u>	43
Plate 4: Tactical Systems Chart	45
<u>Part Five: The Actuating Programmes</u>	59
Plate 5: Actuating Programmes Chart	61
Plate 5A: Agricultural Expansion Components	63
Plate 5B: Business Development Components	64
Plate 5C: Physical Rehabilitation Components	65
Plate 5D: Resident Care Components	66
Plate 5E: Cultural Enrichment Components	67
Plate 5F: Functional Education Components	68
Programme 1: Dryland Demonstration Farm	70
Programme 2: Agro Products Combine	72
Programme 3: Village Irrigation Module	74
Programme 4: Small Industry Complex	76
Programme 5: Commercial Trade Exchange	78
Programme 6: Housing Reconstruction Enterprise	80
Programme 7: Environmental Renewal Project	82
Programme 8: Public Amenities System	84
Programme 9: Nadlapur Health Clinic	86
Programme 10: Community Nutrition System	88
Programme 11: Village Services Union	90
Programme 12: Village Activities Centre	92
Programme 13: Local Organization Network	94
Programme 14: Early Learning Centre	96
Programme 15: Basic Education Academy	98
Programme 16: Practical Training Institute	100
Epilogue	
Plate 6: Budget Summary Chart	103
Plate 6A: Projected Four Year Costs	113
	115

## PROLEGOMENA

### I

#### THE LOCATION

NHDP

The Nadlapur Human Development Consultation represents the initial step in the actuation phase of a comprehensive development demonstration by the people of Nadlapur. This rural village is located in the State of Andhra Pradesh, approximately 97 kilometres north-west of Hyderabad. The project is a comprehensive effort to rapidly develop both the social and the economic aspects of the village. It was originally conceived in collaboration with the government officials, private business leaders from the Vazir Sultan Tobacco Company, Limited, and local citizens who provided the substance of the project design and are ready now to begin to act upon it. Their aim is to expand the local economy of the village, release the human potential of its citizens and build a base of cooperation that will allow for dramatic social change to occur rapidly and effectively. This demonstration project is further seen as a pilot programme, the methods of which can be replicated in the rural situations elsewhere in the district and the state as a sign of the possibility of comprehensive village renewal.

INDIA

After a quarter century of astonishing accomplishment in national industrial self-sufficiency, the people of India stand at the threshold of a new phase in their history. Given momentum by the effort during the late sixties to intensify agricultural development and to alleviate the condition of the landless poor, there is taking place today nothing less than a nationwide village renewal movement. Appropriately, this move reaffirms Mahatma Gandhi's vision for the reclaiming of the rural villages across India and is receiving wide support from both the public and private sectors. Those who are serious about the future are aware that the key to continued national development lies in the transformation of India's villages. This promises to be the most effective way of easing

the heavy migration of jobless rural people that presently burdens the metropolitan centres of the nation. The first step in resolving the urban crisis, therefore, is to enable the new village effort to take effect. It is at this point that the Nadlapur Human Development Project might be of signal value in India's New Village Movement.

The State of Andhra Pradesh is creatively supporting the nation's call for development. Its picturesque terrain, abounding in hills and valleys with strange rock formations and dotted with vast, green paddy fields, cotton plantations and lakes, stretches across 276, 754 square kilometres. Its 50 million inhabitants represent the synthesis of culture and traditions which are reflected further in exquisitely carved Hindu temples and Muslim shrines, the great temple of Tirupati and the grand monuments of Kakatiya and Qutub Shahi kings. The State's recent effort to reclaim agricultural lands through an intentional programme of water resource development lends further support to the people's claim that their lands feed the nation. Its industrial prowess in relation to the production of heavy electrical equipment, machine tools and metal works serve the technological development of all India. Claiming in their midst " the bangle capital of the world " and the soils upon which the Ramayana was enacted, the residents of Andhra Pradesh are proud of their episodic past and are confident of a future of continued growth. Significant emphasis is now being placed by the state on the development of its 30,000 rural villages. Training and extension programmes increasingly seek ways to structure rural access to the gifts of the urban society. Efforts of varying intensity have been made by districts to increase village services. Villages themselves, through their gram panchayats are creatively responding to the need for renewal. In this context, Nadlapur provides a key step in signifying local people's ability to work effectively in shaping human community.

Andhra  
Pradesh

Nadlapur is situated in Andole Taluka, Medak District, one of the poorest sections of the State. Although its name means " village at the rivers ", Nadlapur like most of its neighbours, is heavily dependent upon dryland agriculture. The village lies at the end of an unpaved road which provides dependable access to Jogipet, the district centre, nine months a year. The residents' homes, many of which are capped with thatched roofs secured by locally woven rope, are clustered together in the east central section of the village lands.

Nadlapur

According to the people, the village design originated hundreds of years ago for purposes of security. The sentry tower, a significant historical monument located about one block off the main chowk, is reputed to have been used as a lookout against marauding bands which frequented the countryside long ago. At present there are five Hindu temples in the village ranging in size from the large Hanuman Temple, situated at the village entrance, to the small Pachiamma Temple set beneath a large Neem tree in the central chowk. The village mosque serves as the primary schoolroom. The effects of fam droughts, coupled with severe isolation from urban services, have weighed heavily on the residents in recent years. Nevertheless, their determination to rebuild their community as a sign to others in similar circumstances is strong. The villagers are now aware of their needs and are enthusiastic about the challenge of their future.

Baseline

The project area covers approximately 770 acres of land, slightly over half of which is under cultivation. Less than 100 acres of this portion is irrigated by well water, power-pumped or hauled by bullocks into open ditches. Of the 129 families residing in the village, 10 own above 10 acres of land. The major crops raised are rice, jowar, maize, millet, pulses, groundnuts and tobacco. The population is approximately 600, of whom one-third are under 16 years of age. More than half of the village are Harijans. The balance, with the exception of the large landholders, are members of two backward classes, the Gollas and the Telangas. Literacy is estimated to be 9.2%. The village primary school holds classes through standard two and is served by one teacher. The middle school serving the village is located in Dakoor, 3 kilometres away, and the high school is in Jogipet. About 25% of the total child population attends school. The village residents travel to market in Jogipet weekly on foot or by bullock cart. Four street lights service a portion of the public areas of the village and a small number of homes are electrified. Drinking water is supplied by one hand-dug open well. Health services are available at the hospital in Jogipet. Malnutrition and skin disease are major health problems. One tea shop, one small kirana shop, one tailoring enterprise and one flour mill are located in the village. Local tradesmen include a carpenter, a blacksmith, and a potmaker. The majority of adults are cultivators who own or rent land, or are agricultural labourers. A small number are employed in quarrying granite rock, shepherding, ropemaking and blanket-weaving. Animals in the village include goats, buffaloes, sheep, cows, milch cattle and bullocks.

## II

## THE CONSULTATION

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned for the human factor in world development. The ICA: India is a not-for-profit tax-exempt society registered in the Union Territory of Delhi. The ICA, convinced that effective human development must be initiated at the local level, is engaged in planning and implementing community development projects in various parts of the world. The Institute has headquarters in Brussels, Bombay, Canberra, Chicago, HongKong and Nairobi. In addition, there are ICA offices in more than one hundred major cities serving twenty-three nations. The Institute's programmes around the world are supported by grants, gifts and contributions from government departments and agencies at the national, regional and local levels and from private foundations, corporations, trusts and concerned individuals.

Agent

The Nadlapur Human Development Project grew out of a concern by the Vazir Sultan Tobacco Company, Ltd., to sponsor an effective integrated rural development scheme designed to meet the aspirations and needs of the rural population. VST already significantly serves a number of rural communities through its tobacco development and extension services. Interested in acting more directly through a village self-help project that would generate economic self-sufficiency and foster local social competence, it sought the assistance of the Institute of Cultural Affairs in providing staff and employing the development methods effectively underway in twelve rural villages in Maharashtra State. Endorsement was sought at this point from the Government and the Chief Minister promised support and assistance and gave assurance that the Government is vitally interested in the success of such a village renewal effort. In January 1976 the Nadlapur village leadership sent a delegation of local citizens to Maliwada, Aurangabad District, the pilot village renewal effort begun in December 1975 and now being replicated across the Divisions of Maharashtra. There the Nadlapur residents had an opportunity to observe the project in operation and to talk with the Maliwada people about their work in socio-economic development during the first year of actuation. As a result of the site visit, the people of Nadlapur decided to send four residents to the eight-week Human Development Training School held in Maliwada.

Origin

They also invited the staff of the ICA to provide leadership for a one-day Gram Sabha, or village meeting, held in February through which 500 Nadlapur citizens articulated community issues and forged initial proposals for their resolution. At the completion of the training school, 17 staff comprised of I.C.A. personnel and graduates from both urban and rural locations across India were invited to move to Nadlapur as the local auxiliary staff for the project. The four-day Consult then provided the model for practical project actuation.

The Consult took place in Nadlapur village from March 28 to 31, 1977. It is estimated that over 100 Nadlapur residents were in attendance at the opening ceremonies at which Mr. E.V. Ram Reddy, Secretary to the Government Forests and Rural Development Department addressed the citizens on the practical potential of community effort. The body of consultants numbered 140, of whom two-thirds were local residents participating in the sessions on a full or part time basis. An additional 400 village residents were indirectly involved through field work contacts. Time was spent each day by the consult teams visiting and conversing with local people in their homes and places of work. The non-resident consultants came from Canada, the United States, Australia and various parts of India. These consultants attended the Consult at their own expense and contributed various skills and experience. In the social arena there were represented the fields of early learning, medicine, public health, law, urban services, family planning, adult education, community development and secondary teaching. The economic arena included expertise in labour welfare, commercial management, agricultural extension, fruit research, engineering, dryland cropping, construction, water development and small industry.

#### Participants

This diversified group acted as a unified research body using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Nadlapur. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set or overall Practical Proposals for dealing effectively with the Contradictions. Fourth, they created Tactical Systems by which the Proposals could be realized. Finally, they discerned the Actuating Programmes which would allow for the Application of the Tactical Systems. The consultants divided their time between work as teams in the field conversing with the residents, investigating resources and studying alternative possibilities, and workshop sessions and plenary gatherings in which the collected

#### Design

data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to employ a set of social methods to enable a comprehensive project model to emerge from the aspirations and efforts of the people themselves.

The staff of the ICA was deeply impressed by the enthusiasm of those who participated in the Consult. The interest and involvement of the local people was steady and confirmed their readiness to engage in village renewal. At the conclusion of the consult the village decided to send an additional nine residents for two months of training in Maliwada, and to provide for the care of their families in their absence. The guest consultants from both the public and private sectors worked long hours to give shape to the practical designs that will direct the implementation of the project plan. Nadlapur is no longer the forgotten village hidden at the end of the road. The prospect of future months and years give every indication that access to the world's wisdom, in every essential social arena, promises to become of assistance to the people of rural India.

Impact

## III

## THE PRESUPPOSITIONS

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

Project  
Formation

globally relevant. Fifth, it is necessary to discern from the beginning the viability of systematic replication of the pilot across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and projecting the acceleration required if the pilot is to function as a training base for replication forces.

Economic  
Development

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

Social  
Development

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

Actuation

The actuation of a Human Development Project involves the application of five guidelines to establish the support for effective implementation. First, the coordinated effort of both the public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding, and material contributions provide sustained support for the project as a whole as well as its specific parts. Second, community residents must be involved from the outset in planning and actuating all aspects of the project if it is to be realistic and enduring. Third, the presence of a catalytic

staff of consultants is necessary for a period of time to generate momentum for leadership development. Fourth, actuating agencies to oversee the social and economic development programmes are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Fifth, although the acceleration and stabilization of leadership training and programme implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

## IV

## THE APPLICATION

The task following the Consult is to initiate the implementation of the tactics which are focused on community needs through the programme reports in this document. This includes several interrelated aspects; the on-going meeting of local residents and auxiliary staff to design the specific steps of project implementation; the initiation of special training sessions for the villagers who will bear responsibility for major aspects of the project; and the gathering of the whole village to form an inclusive consensus concerning the project. In addition to such local activity, extended supportive relations will be developed with representatives in the public sector on the district and state levels and the private sector in and beyond Hyderabad.

Follow-Up

The Consultation Summary Statement is the tangible product of the Consult. It is intended to be a highly practical tool. It summarizes the results of the social research which involved the people of Nadlapur in focusing their efforts and concerns on the task of reshaping their community. As such, the document symbolizes the residents' decision to participate in practical decision making about the future and thereby serves to elicit the incentive needed for project actuation. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community reformulation. The opening paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss the practical results of each phase. Each section contains at least one holding chart which provides a broad overview and illustrates specific aspects of the

Document

NHDP

ICA Consultants

prose discussion. Finally the document serves as a handbook for all those who will work in the Nadlapur Human Development Project and as an illustration for other villages in the state and nation of local people's ability to creatively effect rural development.

## PART ONE

## THE OPERATING VISION

Vision

The first task of the Consult consisted of objectifying the Operating Vision of the future shared by the people of Nadlapur. Such a vision for any people is never totally explicit. It is woven through their hopes and fears, their frustrations and yearnings. It is concealed in their stories and social structures and is suggested by their style, symbols and dreams. All of these are deeply a part of who they are and what they are and what they hope to become. Although such a vision may be initially unconscious, it represents a community's attitude towards itself and its destiny. Only when the vision is made manifest and a community consciously stands present to it, can local community development occur. The process of objectifying this vision in a formal model is lengthy because of its initially latent nature. This is explained in part by the fact that no community can grasp its vision alone. It was only when the subjectivity of the local residents was confronted by the objectivity of the guest consultants that the Operating Vision of the Community of Nadlapur emerged.

Process

In order to discern this local vision, the consultants were divided into five teams and spent time in the field becoming generally familiar with all aspects of community life including agriculture, business, services, education and social development. The teams engaged in informal conversation with local residents, observed the local school, explored farm lands and were hosted by local consultants in their homes. Through these activities, consultants were directly or indirectly in contact with a significant percentage of the local residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and dreams of the community as discerned by the consultants. Finally, the 154 pieces of data from the five teams were ordered in a plenary session which grouped all available information into the basic categories of the present model. Plate 1 gives rational objective form to the Operating Vision that exists in the understanding and relationships of the people of Nadlapur. It was in relation to this model that the Under-

lying Contradictions could be discerned in the subsequent phase of the Consultation.

Result

The Operating Vision consists of nine basic components organized into three broad arenas. The central emphasis of the vision has to do with expanding local economy toward village self-sufficiency. This involves intensifying animal husbandry, cultivation, agricultural resources development and local commerce, as well as upgrading village income. This central arena is flanked by two supporting arenas which are related to the social development of the village. In the first of these, a concern is expressed for the provision of facility structures and basic services to enable the physical and social well-being of the people. In the second of these, there is revealed a yearning for the health services and educational opportunities that would ensure wider release of human potential. The accompanying chart represents the Vision of Nadlapur residents in three arenas, nine components and 30 sub-components.

OPERATING VISION CHART

A Summary of the Existing Operational Vision of the People of Nadlapur

ICA Consultants

Plate 1

toward		toward					toward	
BUILDING COMMUNITY STYLE		EXPANDING LOCAL ECONOMY					RELEASING HUMAN POTENTIAL	
PHYSICAL CONSTRUCTION	BASIC SERVICES	ANIMAL HUSBANDRY	INTENSIVE CULTIVATION	AGRICULTURAL RESOURCES	VILLAGE INCOME	LOCAL COMMERCE	RESIDENTS HEALTH	COMMUNITY EDUCATION
PUBLIC BUILDINGS	IMPROVED TRANSPORT	POULTRY STOCK	UPGRADED CROPS	EFFECTIVE FERTILIZER	SMALL FACTORIES	BRANCH BANK	PURE WATER	VILLAGE PRESCHOOL
COMMUNITY CENTRE	ESSENTIAL UTILITIES	MILCH HERDS	EXPERIMENTAL PLOTS	IMPROVED SEED	PROCESSING PLANT	MARKET BAZAAR	MEDICAL SERVICES	FORMAL SCHOOLING
ADEQUATE HOUSING	INFORMATION ACCESS	ANIMAL SHEDS	IRRIGATION SYSTEM	FARM EQUIPMENT	COTTAGE CRAFTS	CREDIT ACCESS	FAMILY NUTRITION	ADULT CLASSES
VILLAGE SANITATION				AGRO SERVICES				VOCATIONAL TOOLING

## PART TWO

### THE UNDERLYING CONTRADICTIONS

The second task of the consult was to locate the basic social contradictions in Nadlapur. The term "contradiction", as it is used here, does not refer to obvious problems, but to coagulations of underlying blocks to the Operating Vision. Contradictions are closely related to the relatively invisible, deep currents of history and, therefore, are difficult to discern. They cannot be located directly, but must be approached indirectly through identification of the deterrents and blocks to the Operating Vision of the people. It is by looking through the blocks in relation to the objective historical trends that the Underlying Contradictions can be located. If the contradictions are not at least roughly discerned, there is little chance of success in planned social change. Effective social-economic development does not come about by attempting to achieve the explicit or implicit goals of the Operating Vision in a direct fashion. Rather, social change occurs indirectly, by creating Practical Proposals to deal with the Underlying Contradictions to the Operating Vision. For this reason, contradictions are not negative categories, but are avenues to significant creativity.

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total Operating Vision (Plate 1) and then focused in depth on its particular assigned arena of the vision. In this way, the values of comprehensiveness and depth were held in the teams' overall analysis. The teams discerned the subjective irritants as revealed by the field visits in order to identify the objective deterrents to the Practical Vision. Upon returning from the field, each team listed its data and built a prioritized list of blocks to the total vision. The 123 pieces of data were then organized into a comprehensive set of Underlying Contradictions facing the people of Nadlapur.

As the accompanying chart indicates, nine foundational contradictions were discerned. Under these are subsumed all

Result

of the specific irritants, deterrents and socio-economic blocks identified in Nadlapur by the consultants. They are prioritized by the number of deterrents listed under each. This indicates the amount of attention each arena elicited from the group. This form of prioritizing is not the only criterion for discerning the major contradictions to the practical vision, but is an informative and, therefore, an important step in holding the entire matrix of contradictions operative in the situation. The reader will note that the bottom of the chart delineates the number of responses in each column and reflects four overarching groups of contradictions. These figures are an additional aid to contradictional analysis. There are 123 items listed on the whole chart. The first contradiction lists 20 items or 16% of the total. Likewise the second stands by itself with 18 items and represents 15%. The next three contradictions, (III, IV and V) list 41 responses together, or 33%. The fourth grouping (VI, VII, VIII) include 35 responses or 29%. The last, number IX stands on its own with 9 responses or 7% of the total. This pattern of contradictional analysis reveals several basic implications. The total project must concern itself, first, with establishing primary relations with the structures of society which have the resources to ensure essential services in Nadlapur. The second suggests the necessity of dealing comprehensively with the foundational economic dynamics of the community. The third grouping points to the importance of establishing socio-cultural structures which bridge the gap of geographic remoteness. The fourth grouping requires that concerted, sensitive attention be focussed upon business and agricultural practices as they relate to the traditional life of Nadlapur. The final grouping requires that the project catalyze the re-creation of structures of cooperation in the community. These nine contradictions form the basis for future practical proposals. The following pages contain a concise, one-paragraph statement for each contradiction.

Nadlapur  
Human Development Project  
ICA Consultants

UNDERLYING  
CONTRADICTIONS  
CHART

March 1977  
Consult  
Plate 2

I	II	III	IV	V	VI	VII	VIII	IX
UNATTAINED SERVICES OF ADMINISTRATIVE STRUCTURES	NARROW BASE OF CAPITAL DEVELOPMENT	OPPRESSIVE LIMITATIONS OF CULTURAL EXPOSURE	DEBILITATING EFFECTS OF PHYSICAL ISOLATION	RESTRICTED DEVELOPMENT OF FUNCTIONAL SKILLS	PARALYSING PATTERNS OF TRADITIONAL LIFE-STYLE	UNDEVELOPED SYSTEMS OF VILLAGE COMMERCE	UNDERDEVELOPED USE OF AGRICULTURAL RESOURCES	INEFFECTIVE STRUCTURES OF COMMUNITY COOPERATION
Unknown Skills Access	Extremely Low Wages	Trained Personnel Lacking	Student Travel Insecurity	Animal Technology Exposure	Archaic Building Techniques	Low Income Level	Untimely Seed Planting	Limited Community Outlook
Remote Administrative Resources	Cash Crop Priority	Unknown Purification Methods	Chronic School Absenteeism	Restricted Basic Qualifications	Lacking Small Industry	Marketing Facilities Lacking	Unproductive Dairy Cows	Small Land Holdings
Unrelated Information Sources	Low Family Income	Failures Discourage Risk	Remote Technical Training	Unknown Health Hazards	Inherited Trade Patterns	Unavailable Raw Materials	Subsistence Economic Life-style	Limited Public Lighting
Untutilized Agricultural Expertise	Untimely Agricultural Loans	Inadequate Home Ventilation	Chlorine Tastes Unfamiliar	Unnutritional Food Patterns	Inaccurate Nutrition Beliefs	Negligible Surplus Production	Uncertain Rainfall Patterns	Minor Panchayat Leverage
Inaccessible Service Resources	Limited Fund Raising	Marginal Personal Hygiene	Year-round Access Impossible	Ineffective Grain Storage	Misguided Health Theories	Professional Traders Nil	Excessive Water Salinity	Pervasive Caste Feeling
Individualistic Economic Style	Unskilled Funding Approach	Pre-school Structures Foreign	Sporadic Medical Service	Child Labour Necessity	Unhygienic Toilet Patterns	Limited Produce Variety	Inadequate Water Catchments	Absentee Village Leadership
Inexperienced Structural Relations	Unutilised Local Resources	Adult Education Reluctance	Isolated Geographical Situation	Prohibitive School Costs	Exposed Waste Disposal	Agriculturally Dependent Economy	Excessive Fatiguing Labour	Mediating Structures Inoperative
Inadequate Communication System	Indebtedness Vicious Circle	Community Insignificance Image	Distant Training Centres	Class Age Disparity	Obligatory Child Care	Little Inter-village Trading	Lacking Veterinary Service	Cramped Space Impression
Ineffective Crop Timing	Untrusted Corporate Efforts	Entrenched Impossibility Story	Exhausting Foot Travel	Inadequate School Space	Overprotective Parental Authority	Unextended Financial Schemes	Unobtainable Bullock Power	Lacking Influential Leadership
Impure Well Water	Unextended Credit Schemes	Uncatalyzed Government Liaison	Pervasive Hamlet Mentality	Limited Business Skills	Stereotyped Agricultural Patterns	Limited Investment Capacity	Ineffective Individual Irrigation	
Undeveloped Access Roads	Marginal Profit Patterns	Outmoded Trades Techniques	Official Procedures Unknown	High Illiteracy Rate	Unknown Educational Benefits	Limited Speculation Vision	Low-yield Crop Varieties	
Minimal Communication Links	Subsistence Level Transactions	Haphazard Village Planning	Ineffective Government Relations	Limited Educational facilities	Household Animal Shelters	Corporate Ventures Negligible		
Transport Modes Lacking	Numerous Personal Debts	Little External Travel	Limited Structural Liaisons	Unavailable Technical Expertise				
Poor Roadway Routes	Indebtedness Incapacitates Risk	Debilitating Subsistence Living	Lacking Social Confidence					
Misunderstood Government Regulations	Neglected Industrial Resources							
Uncoordinated Sewage Disposal	Inadequate co-operative Efforts							
Health Education Absent	Limited Investment Capacity							
Assumed Government Disinterest	No Banking Facility							
Archaic Goods Transport								
Public Relations Awkwardness								
20	18	14	14	13	12	12	11	9
I	II		III			IV		V

CONTRADICTION I

THE UNATTAINED SERVICES OF ADMINISTRATIVE  
STRUCTURES IN NADLAPUR

The first contradiction is related to the arena of administrative structures in Nadlapur. Provision of services such as roadways and transportation, electricity and communication, water and sanitation, as well as health and education, has become a necessity for all rather than the privilege of a few. Across the globe today, local man is claiming his right of access to such services. In Nadlapur, the resources of administrative services are remote. The physical location of the village in relation to administrative centres and the people's awareness that the public officers have overwhelming responsibility for all of the villages, contribute to that impression. Furthermore, the villagers are unfamiliar with required procedures and subsequently, experience themselves as awkward and individually powerless when relating to administrative officials. Their ineffectiveness reinforces the image of Nadlapur's insignificance and serves to augment the story " that there is nothing that can be done but to wait ". Unless the village of Nadlapur corporately builds effective relations with the administrative structures that exist to serve it, little significant socio-economic development will be possible.

## CONTRADICTION II

## THE NARROW BASE OF CAPITAL DEVELOPMENT

## IN NADLAPUR

The second contradiction is related to the arena of capital development in Nadlapur. The growth of large national and international corporations has created enormous concentrations of capital. Across the world local man has begun to claim his right to the benefits of the larger economy. In Nadlapur, intimations of such benefits have been experienced, but no way has been opened to creatively participate in the increased interchange of capital. Start-up monies for new ventures are lacking. Financial flexibility required for planned growth is seriously diminished by the high risk factor of underdeveloped agriculture and the vicious cycle of indebtedness. Most villagers have found it necessary to negotiate loans for seeds and ploughing. With low-yield seasons, or crops ruined by drought, repayment terms are not met and in the following season, indebtedness becomes compounded. The complexity and distance from dependable credit schemes supports the inclination to use the services of the more familiar and more available money lenders, whose interest rates are higher. Furthermore the generation of capital from within the community is restricted by extremely low wages when employment is available and by the continual outflow of money for the purchase of goods and services in Jogipet. It is increasingly evident that unless the flow of money is altered, the patterns of indebtedness broken, and new corporate ventures persistently pursued, economic development will remain stifled.

## CONTRADICTION III

## THE OPPRESSIVE LIMITATIONS OF CULTURAL

## EXPOSURE IN NADLAPUR

The third contradiction is in the arena of cultural exposure in Nadlapur. Modern travel, mass media, and intercultural education efforts have created a new sense of relatedness across the globe. The most isolated corners of the earth today participate in the impact of new developments simultaneously. The presence of a radio in village homes brings the world within the reach of every man, woman and child. Despite the fact of this phenomenon, the people of Nadlapur are largely cut off from the world outside the village. Separated from the changing images of urban culture, they cling to outdated practices and inaccurate beliefs. Popular but ineffective home remedies for the treatment of major and minor health problems are preferred to unfamiliar tested medicine. Never having encountered a pre-school in action, many villagers do not readily grasp its relevance to the growth and development of their children. The parochialism which resides in every local community is compounded in Nadlapur by the community's depreciating self-story that: "Nadlapur is just a hamlet at the end of the road". Long experience with repeated failure to effectively relate to the procedures and styles of urban life has convinced many that change is a wish-dream. In order for Nadlapur to break through the barriers of insignificance and parochialism, a new self-image that relates the village to the world beyond it, is called for.

## CONTRADICTION IV

## THE DEBILITATING EFFECTS OF PHYSICAL ISOLATION

## IN NADLAPUR

The fourth contradiction is in the arena of the physical isolation of Nadlapur. In an age when man has stood on the moon and seen the earth as a global village, people have experienced the shrinking of distance as never before. Both practically and imaginally people have the option of a physical mobility which is unprecedented in speed and frequency. Yet Nadlapur's geographical isolation negates that possibility and gives the impression to resident and visitor alike of being "a long way from everything". The fact that only three village students attend high school in nearby Jogipet is itself testimony: a journey of one and one-half hours on foot each way, or even round trip travel by bicycle each day taxes the vitality of even the healthiest children. When the monsoon sets in each year the single approach road to the village becomes virtually impassable to traffic. Such inaccessibility significantly restricts the inflow of personnel, goods and services. But perhaps the most crippling effect of such isolation is its imaginal impact upon the people themselves. The fact of the village's tenuous connection to the world outside has become part of the social milieu which informs the community's daily operations and shapes the villagers' consciousness of themselves as a forgotten people. Only as the physical isolation of Nadlapur is bridged will the life-giving interchange essential for the rapid development of the village take place.

## CONTRADICTION VI

THE PARALYZING PATTERNS OF TRADITIONAL  
LIFE-STYLE IN NADLAPUR

The sixth contradiction is in the arena of traditional life-style in Nadlapur. The impact of the modern urban style has been experienced by local communities everywhere, even in the most isolated situations. The social patterns which for generations have strengthened the fabric of human community have been challenged, making it necessary to redefine traditional forms of social life. In India, as new laws regarding caste and untouchability have been put into effect, people have experienced the sudden decay of a system which once defined appropriate social relations and guaranteed significant engagement for all. In Nadlapur, the old design of family dwellings was created to protect the village from marauders. Today, there is no similar danger, yet the pattern of housing animals within the confines of the residential area persists, as does the consequent health risk to the family. The role of women in the village is restricted almost entirely to time-consuming, heavy domestic work, effectively eliminating their participation in community service or leadership roles. Similarly, most young girls are married early, and until then are burdened with the tasks of child care and home duties, blocking any chance for education. In response to the persistent demand for change, the extended family has become the fortress in defense of traditional patterns. Utter loyalty expected and given by young men and women keeps them extremely dependent, delaying their assumption of adult responsibilities in a wider community until well beyond maturity. Without a profound transposition of traditional patterns, the people of Nadlapur will not be released to assume the new role of pioneering rapid local development.

## CONTRADICTION V

THE RESTRICTED DEVELOPMENT OF FUNCTIONAL  
SKILLS IN NADLAPUR

The fifth underlying contradiction is in the arena of functional skills in Nadlapur. The global impact of science and technology has radically altered the way in which every man thinks and functions. The daily flight of low-flying jet aircraft over the village is a constant reminder of the proximity of the technological world. Yet there is a wide gap between the perceived benefits of the modern world and the current modes of village operation. The practical wisdom which sustained the community in the past is no longer functionally adequate. Yesterday literacy was a luxury enjoyed by some. Today it is a pre-requisite for everyman's participation in society. Still, only one in ten persons in Nadlapur can read and write in his native tongue. The methods of preparing food passed on from mother to daughter for generations have ensured family survival but lack the benefits of nutritional procedures and disease prevention. The necessity of employing child labour for agricultural production prevents the next generation from acquiring new skills. Furthermore, formal education is regarded as a low priority as it competes in time and money with the demand to maintain even a marginal, subsistence standard of living. Unless a concerted effort is made to rapidly accelerate basic education which is integrally related to the economic advancement of the village, no effective development will occur.

## CONTRADICTION VII

### THE UNDEVELOPED SYSTEMS OF VILLAGE COMMERCE

#### IN NADLAPUR

The seventh underlying contradiction is in the arena of village commerce in Nadlapur. Participation in the market economies of the nation and the world is an index of participation in the global community today. Commercial transactions occur in every local community but only where there is adequate surplus production and a variety of commodities does marketing become an organised activity. Nadlapur, with scant raw materials and a limited range of agricultural produce, experiences itself in a commercial vacuum. The absence of facilities and a dearth of traders in the village has curtailed the growth of a local market. Every Sunday people trek nine kilometres on foot or by bullock cart to Jogipet to participate in the bazaar there. This weekly exodus reconfirms the self-effacing attitude that Nadlapur residents have of their village. The lack of a wholesale supply source coupled with the low village income level permits only limited local turnover of goods, most of which are purchased in small quantities by consignment on a daily basis from outside. The inability to generate or secure financial services, in combination with a strong bias towards individualism handicaps the initiation of any new corporate ventures. Without the development of new commercial enterprises, Nadlapur will remain in the economic back-waters of Indian society.

## CONTRADICTION VIII

## THE UNDERDEVELOPED USE OF AGRICULTURAL RESOURCES

## IN NADLAPUR

The eighth contradiction is in the arena of agricultural resources in Nadlapur. At a time when the growing demands of an ever-increasing population have dramatized the need for maximal agricultural effort, resources in Nadlapur are only partially used. Outmoded techniques are widely employed and production has remained fairly constant over the past few years. The largest and oldest bund in the village which once served to irrigate an extensive area, remains in disrepair after 10 years. The few individual irrigation systems which do function serve to minimize overall water management. Improved methods of dryland farming are virtually unknown to most farmers. The inheritance patterns of land ownership have given shape to a checkerboard of relatively small plots of land now being farmed on an individual basis. In fact, most farm plots are so small that mechanized farming methods are considered inapplicable. The scarcity of bullocks rented for ploughing delays the planting schedule and mitigates most farmers' control of the cultivation process. The perpetuation of time-honoured but low-yielding methods sustains a marginal economy. Unless the farmers of Nadlapur work together in new ways to effectively use the resources that are available, the bonds of a subsistence economy have little possibility of being broken.

## CONTRADICTION IX

## INEFFECTIVE STRUCTURES OF COMMUNITY COOPERATION

## IN NADLAPUR

The ninth contradiction lies in the arena of community cooperation in Nadlapur. Across the globe there has emerged a groundswell of self-determination on the part of local people whose concern for the particular development of local community brings them together to forge and implement grassroots designs for local socio-economic change. Nadlapur's sentry tower and compact village layout bear witness to a basic cooperation once operative in support of the security and well-being of the whole village. With the passing of time the structures supporting social cohesiveness have eroded. Scattered landholdings, which for 92% of the families are under 10 acres in size, discourage common agricultural operations even among neighbours. Residual caste traditions, reflected in the several residential "wadis" within the community perpetuate social separation. When a disagreement occurs or a major village decision is required there is no recognized leader who can apparently function as mediator, or guide the people in forging a consensus. Although three village representatives are members of the Gram Panchayat which serves the area, the fact that the sarpanch lives in another village creates the impression that there is no spokesman for Nadlapur's needs and interests. Fragmentation is further entrenched by the physical situation of the village itself. The four street lights and absence of public meeting space mitigates the use of evening hours for community activity. The intentional shaping of structures which allow for rebuilding local cooperation for the sake of the village's common development task will be a crucial link to Nadlapur's future growth.

### PART THREE

#### THE PRACTICAL PROPOSALS

The third task of the consult consisted of building the Practical Proposals. The terms "Proposal" refers to a strategic plan of the action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual social situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the Operating Vision reveals the conscious or unconscious image out of which the community operates, the Practical Proposals represent a clear recommendation for needed new directions for action in relation to the contradictions. In this sense, proposals represent judgements or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change can occur.

In order to create the proposals, the consultants continued to work as teams organized according to broad arenas of expertise. Following further opportunities for site visits in the field, each team forged a series of detailed proposals which articulated the major actions needed to address the entire swirl of contradictions blocking the Operating Vision. The proposals represent strategic formulations of the practical, yet inclusive, possibilities for the village of Nadlapur. Finally, the entire consult, working as one body in a plenary session, organized the mass of data which emerged from the work of the teams into a holding chart. The resulting model became the basis for developing the tactics required to shape the destiny of the village.

The Practical Proposals Chart (Plate 3) is comprised of thirty-two proposals referred to as projects. They are categorized under master proposals which reflect decisional responses to the major contradictions. The first set of master proposals relates to the economic development of the village and calls for intensifying farming and commerce. The second set of the master proposals

directly addresses the physical living space of the village and calls for rehabilitation of private and public structures and facilities. The third set of master proposals is directed toward social well being and focuses on strengthening health care, training, and village cultural life. Separate charts (Plates 3A-3I) with descriptive phrases containing the 128 sub-proposals add detail and clarity to the major categories of the Practical Proposals Charts. These proposals do not indicate what to do. They point to arenas within which decisions must be made to enable corporate action on the basis of emerging village consensus about needed improvements. The specific tactical activities are the concern of the next phase.

PRACTICAL PROPOSALS CHART

I ECONOMIC DEVELOPMENT PROPOSALS		II		III SOCIAL CARE PROPOSALS				
A	B	C	D	E	F	G	H	I
VILLAGE COMMERCE PROPOSAL 1	PRODUCTION RESOURCES PROPOSAL 2	AGRICULTURAL DEVELOPMENT PROPOSAL 3	BASIC SERVICES PROPOSAL 4	ENVIRONMENTAL BUILDING PROPOSAL 5	PHYSICAL WELLBEING PROPOSAL 6	FUNCTIONAL CAPACITY PROPOSAL 7	FOUNDATIONAL EDUCATION PROPOSAL 8	COMMUNITY LIFE PROPOSAL 9
SMALL INDUSTRY PROJECT 1	CROP EXPANSION PROJECT 5	DAIRY CATTLE PROJECT 8	LOCAL TRANSPORT PROJECT 11	ROAD NETWORK PROJECT 15	RURAL DISPENSARY PROJECT 19	TECHNICAL SKILLS PROJECT 23	EARLY LEARNING PROJECT 26	INFORMATION EXTENSION PROJECT 29
CRAFTS EXPANSION PROJECT 2	LAND DEVELOPMENT PROJECT 6	FARM DEMONSTRATION PROJECT 9	AGRO SUPPORTS PROJECT 12	HOUSING RECONSTRUCTION PROJECT 16	DOMESTIC WATER PROJECT 20	ADULT EDUCATION PROJECT 24	PRIMARY SCHOOLING PROJECT 27	CULTURAL EXPOSURE PROJECT 30
CREDIT FACILITIES PROJECT 3	WATER SYSTEMS PROJECT 7	VILLAGE HORTICULTURE PROJECT 10	COMMERCIAL SERVICES PROJECT 13	PUBLIC SERVICES PROJECT 17	COMMUNITY SANITATION PROJECT 21	GUIDANCE CENTRE PROJECT 25	ADVANCED TRAINING PROJECT 28	VILLAGE CELEBRATION PROJECT 31
CORPORATE RETAILING PROJECT 4			COMMON EQUIPMENT PROJECT 14	COMMUNITY FACILITIES PROJECT 18	NUTRITION UPGRADING PROJECT 22			COMMUNITY ORGANISATION PROJECT 32

## Tactical Arena A: Strengthening Fundamental Village Structures

### Paratactic I: Physical Construction

Rapid reconstruction and redesign of physical space and facilities will be key in upgrading the quality of life in Nadlapur. Construction work will be started to renovate existing houses and build new homes. A community centre will be built for the purpose of regular meetings and activities and the open areas in and around the village will be landscaped to provide a pleasant appearance. Sanitation facilities will be constructed in appropriate locations and a hygienic domestic water supply will be levelled and surfaced and interior roads and pathways will be improved.

#### Tactic 1: Building Human Village Dwellings

1. Constructing Model House
2. Rehabilitating Village Housing
3. Establishing Building Maintenance
4. Securing Housing Project
5. Stocking Building Materials
6. Constructing New Housing
7. Creating Village Design

#### Tactic 2: Constructing Adequate Public Facilities

8. Building Village Godowns
9. Providing Gobar Plant
10. Securing School Rooms
11. Maintaining Public Space
12. Locating Health Clinic
13. Constructing Community Centre
14. Building Play-ground Facility
15. Restoring Local Temples
16. Creating Community Park
17. Building Drama Area
18. Constructing Guest House
19. Restoring Sentry Tower
20. Completing Panchayat Building
21. Beautifying Village Chowk
22. Establishing Commercial Centre

Tactic 3: Installing Comprehensive Sanitation System

23. Delivering Domestic Water
24. Repairing Existing Wells
25. Chlorinating Water Sources
26. Building Washing Areas
27. Systematizing Waste Disposal
28. Digging Compost Pits
29. Building Community Toilets
30. Creating Community Laundry
31. Providing Drainage System
32. Making Residential Soakpits

Tactic 4: Upgrading Village Traffic Arteries

33. Establishing Parking Area
34. Undertaking Road Maintenance
35. Repairing Farm Roads
36. Landscaping Access Road
37. Cobblestoning Village Streets
38. Surfacing Entrance Road
39. Beautifying Village Roads
40. Laying All-weather Footpaths

Tactical Arena B: Building Community Social Fabric

Paratactic II: Cultural Care

Rebuilding the self-image of the people of Nadlapur is integral to the human development of the people and the ongoing transformation of the village as a whole. Recreational entertainment and various inter-village programmes and competitions will be organized. The development of an inclusive information network will ensure the flow of pertinent material and reports within the community as well as help to relate it to the world beyond Nadlapur. Learning resources will be made available to support both formal and informal activities of the entire community.

Tactic 5: Offering Varied Social Activities

41. Organizing Recreational Events
42. Arranging Sports Days
43. Holding Inter-village Competitions
44. Screening Cinema Shows
45. Conducting Singing Sessions
46. Scheduling Seasonal Fairs

Tactic 6: Catalyzing Inclusive Information Network

47. Procuring Daily Newspapers
48. Posting Marketing Schedules
49. Announcing Weather Bulletins
50. Erecting Notice Board
51. Displaying Quarterly Plan
52. Publishing Nadlapur Newsheet
53. Compiling Farm News
54. Circulating Weekly Timeline

Tactic 7: Providing Needed Learning Resources

55. Establishing Reading Room
56. Initiating Book Bank
57. Designing Study Space
58. Providing Reference Textbooks
59. Obtaining Village Television
60. Procuring Community Radio

Tactical Arena C: Developing Practical Life Skills

Paratactic III: Foundational Training

The planned rapid growth of agricultural and industrial enterprises within Nadlapur necessitates providing the residents with new skills. On-the-job training in existing and new employment areas will be organised. Business and management training will be offered. Informal education classes will be arranged to enable the adult population to gain functional skill in literacy and basic education areas. Social well-being will be enhanced through the scheduling of domestic skills training. Regular excursions out of the village will be arranged and project exchanges will allow for the presence of various visitors in the village.

Tactic 8: Promoting Pertinent Technical Abilities

61. Advising Banking Procedures
62. Teaching Trade Skills
63. Providing Craft Instruction
64. Demonstrating Agricultural Techniques
65. Teaching Bookkeeping Methods
66. Demonstrating Equipment Training
67. Arranging External Apprenticeships
68. Structuring On-the-job Training
69. Conducting Management Training
70. Teaching Business Skills

Tactic 9: Facilitating Basic Functional Skills

- 71. Conducting Telugu Classes
- 72. Teaching Global Language
- 73. Providing Mathematics Instruction
- 74. Securing Linguistic Aids
- 75. Establishing Village Academy

Tactic 10: Sustaining Ongoing Social Well-being

- 76. Training Animal Care
- 77. Teaching Nutrition Education
- 78. Constructing Health Training
- 79. Instructing Personal Hygiene
- 80. Improving Domestic Sanitation
- 81. Demonstrating Food Preparation
- 82. Introducing Family Budgeting

Tactic 11: Encouraging External Cultural Exposure

- 83. Providing Project Interchange
- 84. Regularizing Urban Visits
- 85. Programming Field Trips
- 86. Inviting Special Speakers
- 87. Intentionalizing Project Travel
- 88. Developing Student Emissaries

Tactical Arena D: Ensuring Local Economic Sufficiency

Paratactic IV: External Relations

The comprehensive development of Nadlapur will depend to a large extent on the rapid achievement of economic sufficiency. A team comprised of villagers and auxiliary staff will maintain ongoing relationships with government departments and officers and work to secure applicable government schemes. Project reports will be prepared regularly. Appropriate support, both direct and in-kind, will be secured. Short and long term consultant services will be secured for training and advice in various project programmes. An ongoing effort will be made to involve the input of public organizations.

Tactic 12: Establishing Government Liaison System

- 89. Securing Government Schemes
- 90. Creating Government Grid
- 91. Engaging Government Consultants
- 92. Hosting Government Officials
- 93. Preparing Project Reports
- 94. Writing Scheme Proposals
- 95. Selecting Local Ambassadors
- 96. Intensifying Regular Visits
- 97. Tabulating Village Profile

Tactic 13: Assuring Programmatic Fiscal Support

- 98. Conducting In-kind
- 99. Mobilizing Village Funds
- 100. Soliciting Industrial Support
- 101. Seeking Government Grants
- 102. Securing Low-interest Loans
- 103. Encouraging Private Donations

Tactic 14: Mobilizing Diverse Consultant Services

- 104. Gathering Project Consultants
- 105. Creating Personnel Bank
- 106. Compiling Skills List
- 107. Providing Professional Counsel
- 108. Devising Sojourn Designs

Tactic 15: Utilizing Public Organization Inputs

- 109. Engaging Agricultural Advisors
- 110. Maintaining Regular Contacts
- 111. Making Organizations Grid
- 112. Arranging Site Visits
- 113. Writing Project Story
- 114. Printing Promotional Materials

Tactical Arena E: Expanding Profitable Agricultural  
Production

Paratactic V: Agricultural Production

Maximal quality and quantity of local agricultural output is the keystone to Nadlapur's economic development. A comprehensive irrigation water scheme will be set in operation through the repair of existing bunds and tanks, and the drilling of new bores. Land reclamation measures will be undertaken by instigating soil enrichment and tree plantation efforts. Necessary

farm aids, including heavy machinery, improved implements and market transport vehicles will be supplied. A complex of new techniques in cropping and field management will be applied to maximize production. Improved animal care will be structured to upgrade livestock, including poultry, dairy cattle and sheep.

Tactic 16: Intensifying Irrigation Water Development

- 115. Drilling Bore Wells
- 116. Deepening Existing Wells
- 117. Restoring Present Tanks
- 118. Lining Irrigation Channels
- 119. Setting Water Pumps
- 120. Erecting Storage Tanks

Tactic 17: Implementing Dry Land Reclamation

- 121. Testing Soil Samples
- 122. Creating Capability Maps
- 123. Treating Saline Soils
- 124. Digging Erosion Trenches
- 125. Providing Land Bunds
- 126. Planting Special Trees

Tactic 18: Supplying Requisite Farming Aids

- 127. Mechanizing Plant Protection
- 128. Introducing Tractor Power
- 129. Initiating Improved Implements
- 130. Ungrading Bullock Carts
- 131. Implementing Truck Transport
- 132. Expanding Draft Power

Tactic 19: Maximizing Field Crop Production

- 133. Establishing Seasonal Demonstration
- 134. Conducting Wheat Experiment
- 135. Arranging Double Cropping
- 136. Beginning Inter-cropping Experiment
- 137. Initiating Paddy Tobacco
- 138. Utilizing Hybrid Seeds
- 139. Introducing Fertilizer Techniques
- 140. Improving Crop Management
- 141. Expanding Tobacco Acreage
- 142. Establishing Community Garden
- 143. Initiating Kitchen Gardens

Tactic 20: Delivering Improved Animal Care

- 144. Building Model Sheds
- 145. Erecting Isolation Shelters
- 146. Constructing Community Sheds
- 147. Adding Livestock Screens
- 148. Providing Veterinary Care

Tactic 21: Developing Local Agro Industry

- 149. Initiating Poultry Farm
- 150. Establishing Dairy Farm
- 151. Introducing Cross Breeding
- 152. Starting Fodder Plots
- 153. Upgrading Sheep Herds
- 154. Providing Artificial Insemination
- 155. Providing Specialist Services

Tactical Arena D: Ensuring Local Economic Sufficiency

Paratactic VI: Small Industry

The establishment of various industries will ensure a firm economy for the village and open up avenues of employment for village residents. The trades already operating in Nadlapur will be expanded through increasing working space, modernizing equipment and systematizing marketing. Those skills which have not been used for some time will be revived. Efforts will be made for a branch bank to be opened in Nadlapur to encourage personal savings and also allow for loans as necessary. Existing markets will be expanded and new outlets will be sought for local products. The requirements of local industrial operations will be made, and stocks accordingly maintained to ensure a constant supply and prevent production schedules becoming delayed.

Tactic 22: Broadening Diversified Industrial Base

- 156. Intensifying Tailoring Industry
- 157. Recovering Brick-making Skill
- 158. Establishing Wood-working Shop
- 159. Professionalizing Weaving Operation
- 160. Modernizing Rope Making
- 161. Opening Material Depot
- 162. Initiating Roof-tile Making
- 163. Dressing Building Stone
- 164. Establishing Ancillary Industry

Tactic 23: Regularizing Efficient Commercial Activities

- 165. Establishing Banking Services
- 166. Devising Borrowing Schemes
- 167. Encouraging Personal Savings
- 168. Creating Holding Company

Tactic 24: Fostering Dependable Market Extension

- 169. Organizing Weekly Bazaar
- 170. Opening General Store
- 171. Managing Community Warehouse
- 172. Locating Sales Outlets
- 173. Ensuring Product Promotion

Tactic 25: Instigating Community Resources Management

- 174. Surveying Local Needs
- 175. Establishing Grain Bank
- 176. Accumulating Supply Stocks
- 177. Inaugurating Sales Depot

Tactical Arena C: Building Community Social Fabric

Paratactic VII: Basic Education

The acceleration of socio-economic development in Nadlapur will depend to a large extent upon training designs that meet the needs of the total population. An inclusive preschooling programme will be introduced to educate small children and release parents for broader daytime engagement. Formal schooling opportunities will be expanded in an effort to move toward the total enrolment of all school age children in educational structures. A force of local teachers will be recruited and trained for effective service. A system of educational support will be designed to ensure the quality of community learning.

Tactic 26: Introducing Comprehensive Preschool Programme

- 178. Starting Infant-care Centre
- 179. Operating Preschool Classes
- 180. Undertaking Total Enrolment
- 181. Building Comprehensive Curriculum
- 182. Securing Teaching Materials
- 183. Providing School Uniforms
- 184. Securing Adequate Facilities

Tactic 27: Expanding Formal Schooling Opportunities

- 185. Conducting Village-wide Census
- 186. Providing Student Materials
- 187. Creating Supplemental Curriculum
- 188. Arranging Subject Tutoring
- 189. Providing Student Busing

Tactic 28: Arranging Local Teacher Support

- 190. Holding Recruiting Campaign
- 191. Enlisting Teaching Assistants
- 192. Training Curriculum Building
- 193. Planning Quarterly Calendar
- 194. Introducing Imaginal Education
- 195. Teaching Intellectual Methods
- 196. Holding Parent-Teacher Meetings
- 197. Selecting H.D.T.S. Participants
- 198. Securing Teaching Aids

Tactic 19: Maintaining Educational Support Systems

- 199. Soliciting Village Contributions
- 200. Performing Home Visits
- 201. Providing School Lunches
- 202. Locating Scholarship Grants
- 203. Promoting Educational Opportunities

Tactical Arena B: Building Fundamental Village Structures

Paratactic VIII: Essential Services

Providing sound nutrition and health services will upgrade the physical condition of the people of Nadlapur and release new vitality. Health care and emergency medical attention will be provided through a comprehensive health clinic. Common public utilities including postal and communication services and extended electricity will be secure. Regular travel between Nadlapur and Jogipet will be facilitated by expanding the availability of vehicles for rapid passenger and goods transport.

Tactic 30: Assuring Family Health Care

- 204. Establishing Health Clinic
- 205. Providing Emergency Care
- 206. Securing Medical Team
- 207. Training Village Paramedics
- 208. Organizing Family Planning
- 209. Assuring Mother-child Care
- 210. Instigating Preventive Care
- 211. Offering Regular Checkups
- 212. Distributing Nutritional Supplements
- 213. Creating Community Kitchen
- 214. Instigating Dental Care
- 215. Holding Cooking Demonstrations

Tactic 31: Securing Common Public Utilities

- 216. Installing Flood Lighting
- 217. Securing Emergency Generator
- 218. Expanding Street Lighting
- 219. Extending Residential Illumination
- 220. Initiating Electrical Maintenance
- 221. Installing Public Telephone
- 222. Locating Fire Extinguishers
- 223. Establishing Postal Service

Tactic 32: Obtaining Appropriate Village Transportation

- 224. Providing Vehicle Repair
- 225. Securing Bus Service
- 226. Opening Bicycle Shop
- 227. Obtaining Community Vehicles
- 228. Posting Transport Schedule
- 229. Structuring Rental Service

Tactical Arena A: Strengthening Fundamental Village Structures

Paratactic IX: Community Life

In order to encourage unity among the people of Nadlapur and build a common understanding of the corporate task, community life will be undergirded. The symbolic life of the village will be intentionalized by recovering village history and traditional celebrations as well as by creating meaningful forms for signifying a new period in the life of the community. A guild network and community meetings will strengthen

existing village organization to allow for the shaping of meaningful consensus. Community youth, women and elders will be engaged in new opportunities for village service. A neighbourhood care network will be forged to ensure the delivery of basic services to all residents.

Tactic 33: Intentionalizing Community Symbolic Life

- 230. Marking Festive Days
- 231. Holding Village Celebrations
- 232. Staging Local Dramas
- 233. Displaying Events Calendar
- 234. Designing Community Grid
- 235. Writing Local Songs
- 236. Displaying Village Symbol
- 237. Erecting Street Signs
- 238. Designating House Numbers
- 239. Recovering Local Heritage
- 240. Rehearsing Village Story

Tactic 34. Undergirding Basic Local Organization

- 241. Holding Leaders Meeting
- 242. Scheduling Community Assemblies
- 243. Instigating Guild Network
- 244. Starting Village Collegiums
- 245. Providing Methods Training
- 246. Recruiting Work Force

Tactic 35: Shaping Local Engagement Forms

- 247. Holding Regular Shramdan
- 248. Organizing Youth Corps
- 249. Broadening Mahila Mandal
- 250. Initiating Elders Forum
- 251. Undertaking Village Hosting

Tactic 36: Forging Resident Care Network

- 252. Holding Neighbourhood Meetings
- 253. Scheduling Home Visitation
- 254. Creating Common Format
- 255. Building Community Curriculum
- 256. Developing Stake Leadership
- 257. Establishing Village Records

## I. ECONOMIC DEVELOPMENT PROPCSALS

ICA Consultants

## B. Production Resources Proposal

Plate 3B

5.  Crop Expansion Project	17 Quality Fodder	providing improved animal feed
	18 Agronomic Techniques	using scientific crops procedures
	19 Experimental Plots	initiating co-operative village fields
	20 Increased Yields	upgrading village crops production
6.  Land Development Project	21 Salt Analysis	determining soil salinity content
	22 Gypsum Application	using appropriate soil additives
	23 Irrigation scheme	increasing agricultural water supply
	24 Consultant Services	using necessary agricultural expertise
7.  Water Systems Project	25 Tank Rehabilitation	supplying adequate water storage
	26 Hydrological Survey	discovering village water potential
	27 Common Irrigation	utilising available water resources
	28 Deepened Wells	assuring sufficient domestic supply

## I. ECONOMIC DEVELOPMENT PROPOSALS

## A. Village Commerce Proposal

ICA Consultants

Plate 3A

1.  Small Industry Project	1 Box Factory	establishing products transport crates
	2 Job Opportunities	broadening local employment options
	3 Trades Skills	developing needed job training
	4 Marketing Outlet	assuring regular product sales
2.  Home Industry Project	5 Blanket weaving	expanding local skills industry
	6 Rope Making	extending existing craft output
	7 Tailoring enterprise	supplying varied clothing needs
	8 Domestic Poultry	increasing saleable egg production
3.  Credit Facility Project	9 Branch Bank	introducing savings loan service
	10 Inexpensive Loans	stimulating local economic growth
	11 Industrial Grants	securing external financial input
	12 Welfare Aid	tapping available government funds
4.  Corporate Retailing Project	13 Group Marketing	procuring common sales outlets
	14 Family Ventures	upgrading domestic income schemes
	15 Weekly Bazaar	enabling local goods exchange
	16 General Store	providing basic family needs

Result

The Actuating Programmes of the Nadlapur Human Development Project shown on Plate 5 are sixteen in number. Five of these are related to the development of economic self-sufficiency. Three of these focus on agricultural expansion and two deal with business development. The second major programmatic division includes six programmes directed towards the shaping of community self-dependence. Three of these point to the physical rehabilitation to be undertaken in the village: a second set of three refers to activities and structures of resident care. The third programme division contains five programmes aimed at catalyzing social self-reliance. Two deal with practical means for cultural enrichment, while the remaining three indicate the means by which functional education will be carried out.

Summaries

A more detailed description of each of the sixteen Actuating Programmes follows. These summaries are not intended to fully describe the programmes, but to indicate the general focus of each, the relationships among the programmes and the relationship between each programme and the whole project. Each summary is comprised of two paragraphs. The first describes the broad functional nature of the programme and delineates the four major components. The second indicates the general requirements for implementing the programmes. This is in no way a specific effort to do timelined implementaries of the subtactics mentioned earlier. The programme summary, rather, points to the broad steps involved and thus provides some indication of the practical feasibility of the programme. Accompanying each summary is a four year cost projection.

PART FIVE

THE ACTUATING PROGRAMMES

The final task of the Consult was organizing the Tactical Systems into Actuating Programmes. The Programmes provide precise structures or forms within which specific tactics are carried out. They perform several essential functions. The programmes make possible a broad cost analysis of the project and thereby become crucial instruments for its funding. They enable the creation of a relatively accurate phasing design for the total demonstration. They serve to organize both the local forces who implement the project and the extended forces who form the support network. Finally, they release an imaginal power that motivates the local people, the project patrons and the public at large by reflecting the possibility, the inclusiveness and the unity of the Human Development Project.

Programmes

The creation of Actuating Programmes first involves organizing the large body of subtasks into rational programmes that are feasible in the light of the local situation and practical for effective management. These are checked and refined in relation to the Proposals, the contradictions and the Practical Vision to ensure inclusiveness and focus. Certain values are held throughout the process for organizing the programmes, including their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programmes is the first step in project actuation for they define the arenas and organize the tactics for which implementaries are then created. Implementaries are the concrete steps to be taken by the local forces in doing the subtasks and programmes. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of the Timelined Implementaries however, is not a task of the Consult but of the local forces themselves.

Process

## I. ECONOMIC DEVELOPMENT PROPOSALS

ICA Consultants

C. Agricultural Development Proposal

Plate 3C

8. Dairy Cattle Project	29 Dairy Products	beginning profitable milk marketing
	30 Breed Improvement	introducing high productive strains
	31 Central Facility	creating village cow shed
	32 Animal Shelters	promoting sanitary livestock raising
9. Farm Demonstration Project	33 Relay Patterns	using overlapping planting techniques
	34 Draft Animals	upgrading available farm power
	35 Soil Replacement	using nitrogen fixing varieties
	36 Resources Inventory	conducting basic crop survey
10. Village Horticulture Project	37 Tree Plantation	beginning erosion prevention groves
	38 Fruit Orchards	planting selected productive trees
	39 Vegetable Varieties	demonstrating new food types
	40 Methods Demonstration	promoting new growing techniques

## I. ECONOMIC DEVELOPMENT PROPOSALS

ICA Consultants

D. Basic Services Proposal

Plate 3D

11. Local Transport Project	41 Bus Service	securing regular public transportation
	42 Emergency Transport	enabling quick medical assistance
	43 Produce Trucking	promoting external marketing contacts
	44 Animal Power	increasing bullock driven carts
12. Agro Support Project	45 Improved Implements	using better agricultural equipment
	46 Methods Training	employing modern farming technology
	47 Breeding stock	upgrading existing livestock strains
	48 Farm Pesticides	ensuring wider crop protection
13. Commercial Services Project	49 Traders Association	promoting local business enterprises
	50 Advisory Board	extending effective business advice
	51 Community Warehouse	constructing local storage capability
	52 Investment counsel	providing capital employment advice
14. Village Equipment Project	53 Farm Machinery	using adequate agricultural tools
	54 Community Vehicles	supplying mechanized equipment pool
	55 Building Tools	sharing basic construction implements
	56 Repair Shop	allowing regular machine upkeep

## II. ENVIRONMENTAL BUILDING PROPOSALS

ICA Consultants

E. Village Construction Proposal

Plate 3E

15. Road Network Project	57 Access Construction	building Nadlapur-Dakoor Road
	58 Internal Paving	cobblestoning interior village roads
	59 Roadway Beautifying	landscaping village approach road
	60 Drainage System	constructing water diversion channel
16. Housing Reconstruction Project	61 New Construction	erecting adequate family dwellings
	62 Home Lighting	installing domestic electric power
	63 Domestic Sanitation	ensuring home health requirements
	64 House Restoration	repairing existing local homes
17. Public Services Project	65 Street Lights	extending general village security
	66 Village Telephone	furnishing quick public communication
	67 Post Office	providing daily mail service
	68 Telegraph service	enabling direct external contact
18. Community Facilities Project	69 Community Centre	creating community service space
	70 Public Toilets	improving village health conditions
	71 Childrens Playground	providing safe recreational area
	72 Landscaping Effects	enhancing general physical setting

## III. SOCIAL CARE PROPOSALS

ICA Consultants

F. Physical Well-Being Proposal

Plate 3F

19. Rural Health Dispensary	73 Curative Services	providing regular medical attention
	74 Preventive measures	assuring maximum disease immunity
	75 Health Education	sharing basic living security
	76 Clinic Facility	building comprehensive health centre
20. Domestic Water Project	77 Treated Water	purifying village water supply
	78 Supply Tank	constructing water storage facility
	79 Delivery System	providing residents home needs
	80 Public Taps	supplying continuous running water
21. Community Sanitation Project	81 Sanitation Efforts	improving public drainage system
	82 Toilet facility	protecting general village health
	83 Garbage Disposal	applying hygienic waste disposal
	84 Gobar Plant	providing effective bio-gas source
22. Nutrition Upsrading Project	85 Nutritional Meals	offering balanced daily diet
	86 Common Kitchen	establishing central cooking facility
	87 Vegetable Garden	producing quality local food
	88 Planned Menus	arranging attractive food variety

## III. SOCIAL CARE PROPOSALS

ICA Consultants

G. Funtional Capacity Proposal

Plate 3G

23. Technical Skills Project	89 Field Training	visiting demonstration farm site
	90 Vocational Tooling	providing job selection opportunities
	91 Industrial Skills	intiating small factory training
	92 Training Centre	creating trade skills institute
24. Adult Education Project	93 Night Classes	beginning basic functional education
	94 Business Management	giving commercial leadership training
	95 Literacy Program	teaching needed language skills
	96 Informal Education	increasing cultural exposure events
25. Guidance Centre Project	97 Banking Procedures	explaining fomal money transactions
	98 Legal Advice	providing citizens rights infomation
	99 Government Liason	ensuring helpful external relations
	100 Information Guides	obtaining useful farm bulletins

## III. SOCIAL CARE PROPOSALS

ICA Consultants

H. Foundational Education Proposal

Plate 3H

26. Early Learning Project	101 Care Centre	securing adequate physical facility
	102 Infant Creche	initiating common baby care
	103 Preschool Classes	beginning young children's education
	104 Course Construct	deciding intentional learning focus
27. Primary Schooling Project	105 Expanded Facility	creating adequate class space
	106 Total Enrolment	maximizing local students' attendance
	107 Global Exposure	providing contemporary urban images
	108 Inclusive Curriculum	building adequate course rationale
28. Advanced Training Project	109 Scholarship Funds	developing village school fees
	110 Transport System	undergirding regular student travel
	111 Promotional Effort	eliciting broad student participation
	112 Group Tutoring	initiating corporate study sessions

## III. SOCIAL CARE PROPOSALS

ICA Consultants

## I. Community Life Proposal

Plate 3I

29. Information Extension Project	113 Nadlapur Newspaper	communicating local news items
	114 Broadcast System	announcing public village happenings
	115 Film Series	offering informative film document- aries
	116 Village radio	introducing new media resources
30. Cultural Exposure Project	117 Monthly Cinema	broadening modern social awareness
	118 Exchange Programme	experiencing other cultural lifestyles
	119 Local Exhibitions	demonstrating external life styles
	120 Regular Trips	supplementing local village education
31. Village Celebration Project	121 Religious Festivals	celebrating special religious days
	122 Weekly Shramdan	holding corporate village workdays
	123 Inter-Village Sports	having healthy competitive recreation
	124 Yearly Calendar	announcing important annual events
32. Community Organization Project	125 Citizens Committee	providing village leadership base
	126 Youth Club	creating village youth participation
	127 Women's Association	moulding unique female roles
	128 Local Guilds	having local trade groups

## PART FOUR

## THE TACTICAL SYSTEMS

The fourth task of the Consult was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the proposals. The Tactical Systems describe and rationally organize the actions required to do the projects delineated in the Practical Proposals Chart. At this point the Operating Vision and Underlying Contradictions become peripheral concerns except as they provide a broad context for designing the tactics. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems, therefore, is perhaps the most crucial activity of the Consult.

In order to discern the Tactical Systems out of the many tactics required for each of the proposals, the Consult experienced a task similar to piecing together a puzzle. The completed picture provided practical instructions for implementing the total project. The consultants proceeded in this fourth step again in teams. Each team, according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups, the consultants in each team created an inclusive list of the concrete actions required to effect their proposals. Finally, all of the teams' work was gathered and organized to formulate the Tactical Systems illustrated by Plate 4.

The Tactical Systems Chart (Plate 4) is the result of the fourth phase of the work. It is composed of five tactical arenas, nine paratactics, 36 tactics and 257 sub-tactics. The basic tactics and their subtactics indicate the specific tasks of the total project. They are listed following Plate 4. The nine paratactics under which the other level of tactics are grouped, point to certain major aspects of the tactical arenas which are put into motion when sets of basic tactics

are implemented. The four tactical arenas hold the whole system together and represent the overarching tasks to be accomplished. The master chart and brief description of each tactic follow.

TACTICAL SYSTEMS CHART

tactical arena A

STRENGTHENING FUNDAMENTAL VILLAGE STRUCTURES

tactical arena B

BUILDING COMMUNITY SOCIAL FABRIC

tactical arena C

DEVELOPING PRACTICAL LIFE SKILLS

tactical arena D

ENSURING LOCAL ECONOMIC SUFFICIENCY

tactical arena E

EXPANDING PROFITABLE  
AGRICULTURAL  
PRODUCTION

PHYSICAL  
CONSTRUCTION  
paratactic I

CULTURAL  
CARE  
paratactic II

FOUNDATIONAL  
TRAINING  
paratactic III

EXTERNAL  
RELATIONS  
paratactic IV

SMALL  
INDUSTRY  
paratactic VI

BASIC  
EDUCATION  
paratactic VII

ESSENTIAL  
SERVICES  
paratactic VIII

VILLAGE  
LIFE  
paratactic IX

tactic 1

building  
  
HUMAN  
VILLAGE  
DWELLINGS

tactic 5

offering  
  
VARIED  
SOCIAL  
ACTIVITIES

tactic 8

promoting  
  
PERTINENT  
TECHNICAL  
ABILITIES

tactic 12

establishing  
  
GOVERNMENT  
LIAISON  
SYSTEM

tactic 16

intensifying  
IRRIGATION  
WATER  
DEVELOPMENT

tactic 22

broadening  
  
DIVERSIFIED  
INDUSTRIAL  
BASE

tactic 26

introducing  
  
COMPREHENSIVE  
PRESCHOOL  
PROGRAMME

tactic 30

assuring  
  
FAMILY  
HEALTH  
CARE

tactic 33

intentionalizing  
  
COMMUNITY  
SYMBOLIC  
LIFE

tactic 2

constructing  
  
ADEQUATE  
PUBLIC  
FACILITIES

tactic 6

catalyzing  
  
INCLUSIVE  
INFORMATION  
NETWORK

tactic 9

facilitating  
  
BASIC  
FUNCTIONAL  
SKILLS

tactic 13

assuring  
  
PROGRAMMATIC  
FISCAL  
SUPPORT

tactic 17

implementing  
DRY  
LAND  
RECLAMATION

tactic 23

regularising  
  
EFFICIENT  
COMMERCIAL  
ACTIVITIES

tactic 27

expanding  
  
FORMAL  
SCHOOLING  
OPPORTUNITIES

tactic 31

securing  
  
COMMON  
PUBLIC  
UTILITIES

tactic 34

undergirding  
  
BASIC  
LOCAL  
ORGANIZATION

tactic 3

installing  
  
COMPREHENSIVE  
SANITATION  
SYSTEM

tactic 7

providing  
  
NEEDED  
LEARNING  
RESOURCES

tactic 10

sustaining  
  
ONGOING  
SOCIAL  
WELL-BEING

tactic 14

mobilising  
  
DIVERSE  
CONSULTANT  
SERVICES

tactic 18

supplying  
REQUISITE  
FARMING  
AIDS

tactic 19

maximising  
FIELD  
CROP  
PRODUCTION

tactic 24

fostering  
  
DEPENDABLE  
MARKET  
EXTENSION

tactic 28

arranging  
  
LOCAL  
TEACHER  
SUPPORT

tactic 35

shaping  
  
CITIZEN  
ENGAGEMENT  
FORMS

tactic 4

upgrading  
  
VILLAGE  
TRAFFIC  
ARTERIES

tactic 11

encouraging  
  
EXTERNAL  
CULTURAL  
EXPOSURE

tactic 15

utilizing  
  
PUBLIC  
ORGANIZATION  
INPUTS

tactic 20

delivering  
IMPROVED  
ANIMAL  
CARE

tactic 21

developing  
  
LOCAL  
AGRO  
INDUSTRY

tactic 25

instigating  
  
COMMUNITY  
RESOURCES  
MANAGEMENT

tactic 29

maintaining  
  
EDUCATIONAL  
SUPPORT  
SYSTEMS

tactic 32

obtaining  
  
APPROPRIATE  
VILLAGE  
TRANSPORTATION

tactic 36

forging  
  
RESIDENT  
CARE  
NETWORK

THE SIXTEEN ACTUATING PROGRAMMES  
Comprehensive Community Reformulation in Nadlapur Village

ICA Consultants

Plate 5

ONE TOWARD ECONOMIC SELF - SUFFICIENCY		TWO TOWARD COMMUNITY SELF - DEPENDENCE		THREE TOWARD SOCIAL SELF - RELIANCE	
AGRICULTURAL EXPANSION A	BUSINESS DEVELOPMENT B	PHYSICAL REHABILITATION C	RESIDENT CARE D	CULTURAL ENRICHMENT E	FUNCTIONAL EDUCATION F
DRYLAND DEMONSTRATION FARM  I	SMALL INDUSTRY COMPLEX  IV	HOUSING RECONSTRUCTION ENTERPRISE  VI	NADLAPUR HEALTH CENTRE  IX	VILLAGE ACTIVITIES CENTRE  XII	EARLY LEARNING CENTRE  XIV
AGRO PRODUCTS COMBINE  II		ENVIRONMENTAL RENEWAL PROJECT  VII	COMMUNITY NUTRITION SYSTEM  X		BASIC EDUCATION ACADEMY  XV
VILLAGE IRRIGATION MODULE  III	COMMERCIAL TRADE EXCHANGE  V	PUBLIC AMENITIES SYSTEM  VIII	VILLAGE SERVICES UNION  XI	LOCAL ORGANISATION, NETWORK  XIII	PRACTICAL TRAINING INSTITUTE  XVI

## I. ECONOMIC SELF - SUFFICIENCY

ICA Consultants

## A. Agricultural Expansion

Plate 5 A

I  
DRYLAND  
DEMONSTRATION  
FARM

Crop Intensification Programme

Land Development Programme

Feed Crops Programme

Farm Implements Programme

II  
AGRO  
PRODUCTS  
COMBINE

Dairy Expertise Programme

Poultry Farm Programme

Sheep Expansion Programme

Vegetable Production Programme

III  
VILLAGE  
IRRIGATION  
MODULE

Tank Restoration Programme

Well Renovation Programme

Bore Well Programme

Water Delivery Programme

I ECONOMIC SELF- SUFFICIENCY

B Business Development

ICA Consultants

Plate 5 B

IV  
SMALL  
INDUSTRY  
COMPLEX

Craft Expansion Programme

Light Industry Programme

Ancillary Industries Programme

Materials Industries Programme

V  
COMMERCIAL  
TRADE  
EXCHANGE

Holding Company Programme

Retail Outlets Programme

Marketing Services Programme

Capital Development Programme

## II. COMMUNITY SELF--DEPENDENCE

## C. Physical Rehabilitation

ICA Consultants

Plate 5 C

VI  
HOUSING  
RECONSTRUCTION  
ENTERPRISE

New Housing Programme

Model House Programme

Interior Design Programme

Resident Rehabilitation Programme

VII  
ENVIRONMENTAL  
RENEWAL  
PROJECT

Animal Shelters Programme

Village Beautification Programme

Village Planning Programme

Public Building Programme

VIII  
PUBLIC  
AMENITIES  
SYSTEM

Public Sanitation Programme

Road Construction Programme

Domestic Water Programme

Village Electrification Programme

## II COMMUNITY SELF--DEPENDENCE

## D Resident Care

ICA Consultants

Plate 5 D

IX  
NADLAPUR  
HEALTH  
CENTRE

Preventive Medicine Programme

Health Clinic Programme

Paramedic Training Programme

Family Development Programme

X  
COMMUNITY  
NUTRITION  
SYSTEM

Community Kitchen Programme

Village Meals Programme

Menu Planning Programme

Diet Supplements Programme

XI  
VILLAGE  
SERVICES  
UNION

Cooperative Transport Programme

Modern Communications Programme

Services Maintenance Programme

Village Liaison Programme

III. SOCIAL SELF-RELIANCE

E. Cultural Enrichment

ICA Consultants

Plate 5 E

XII  
VILLAGE  
ACTIVITIES  
CENTRE

Cultural Exposure Programme

Information Service Programme

Heritage Recovery Programme

Community Events Programme

XIII  
LOCAL  
ORGANIZATION  
NETWORK

Work Force Programme

Leadership Development Programme

Community Meetings Programme

Care Network Programme

III. SOCIAL SELF-RELIANCE

F Functional Education

ICA Consultants

Plate 5 F

XIV  
EARLY  
LEARNING  
CENTRE

Infant Care Programme

Community Pre-School Programme

Teacher Training Programme

Inclusive Curriculum Programme

XV  
BASIC  
EDUCATION  
ACADEMY

Formal Schooling Programme

Adult Learning Programme

Education Support Programme

Literacy Skills Programme

XVI  
PRACTICAL  
TRAINING  
INSTITUTE

Agricultural Upgrading Programme

Management Training Programme

Trades Development Programme

Business Operations Programme

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 1

DRY-LAND FARM DEMONSTRATION

The knowledge of improved farming techniques is part of the wisdom available in contemporary society. crucial to agricultural expansion in Nadlapur. The Dryland Farm Demonstration will both provide information and demonstrate improved farming techniques, through four components. First, the Crop Intensification Programme will demonstrate effective new cropping patterns, including double cropping, inter-cropping and paddy tobacco, the planting of tobacco seedlings in the soil immediately after harvesting rice, which requires no ploughing or fertilizer to achieve a high yield crop. Second, the Land Development Programme will enhance soil fertility, increase soil conservation and utilize appropriate crops on marginal areas. Third, the Feed Crops Programme will utilize hybrid seeds, and new varieties to grow high value fodder. The Farm Implements Programme will provide increased power, special implements and produce transport for the village on a community basis.

To implement these programmes, a group of agricultural scientists has agreed to finance two 10 acre demonstrations, a khariff crop and a rabi crop. These demonstrations include cropping patterns, scientific choice of crops based on soil survey and soil conservation practices. This demonstration will follow a survey of current ownership cropping patterns, public land and water resources. Contacts for the availability of land for these demonstrations have already begun with the farmers in the village. Ongoing use of these techniques before and after the demonstrations will be implemented. In addition to introducing improved cropping and hybrid seeds, some of the key steps will be to reclaim alkaline soils, through gypsum treatment followed by government supervised flushing and warping. Further, rocky areas near the village will be planted with neem trees, custard apple, casuarina for fire wood, pargamia (green leaf manure) and Bir. Farm implements and equipment to be secured include sprayers, dusters, seed drills, block harrows, chaff cutters, new style bullock carts and implements, a tractor and a lorry. These will be obtained and introduced at proper intervals to assure maximum effectiveness.

NHDP

FOUR YEAR PLAN  
Programme Budgets

Programme 1  
DRYLAND  
DEMONSTRATION FARM

ICA Consultants

categories	years	Current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Tractors (2)	55,600	55,600	55,600	
	Farm Implements	15,000			
	Office Equipment	3,600			
	subtotal - capital	75,700	55,600	55,600	
II Pay and Allowances	2 community wages	3,600	3,600	3,600	3,600
	1 apprentice retainer	900	900	900	900
	½ auxiliary salary	4,800	4,800	4,800	4,800
	subtotal - pay	9,300	9,300	9,300	9,300
III Current Expenses	Office supplies	2,500	2,000	1,000	1,000
	Maintenance	1,000	1,000	16,000	1,000
	Hybrid seeds	9,000	1,000		
	Fertilizer	3,000	1,000		
	Pest control	3,000			
	Travel	2,000	2,000	1,000	
	subtotal - expenses	20,500	7,000	18,000	2,000
	Total Programme Cost	1,05,500	71,900	82,900	11,300

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 2

AGRO PRODUCTS COMBINE

The Agro Products Combine will rapidly develop a series of agro-industries in the community to provide additional income, employment and nutritional benefits to the village. The average farmer can significantly upgrade his income by diversifying his farming efforts. This combine will promote agro-products through four fundamental programmes. First, the Dairy Enterprise Programme will build up a herd of high quality cows to furnish milk for local use, ensure market availability for dairy products and move toward upgrading the breed. Second, the Poultry Farm Programme will initiate a scheme for the scientific raising of poultry to increase the number, productivity and marketing of eggs. Third, the Sheep Expansion Programme will increase wool and mutton production. Fourth, the Vegetable Production Programme will consist of both a community garden as well as a kitchen garden and will increase the variety and productivity of vegetables grown for marketing and improve the level of nutritional food in the village.

The implementation of this combine will involve the construction of a dairy farm building complex and a shed for the poultry unit. The vegetable garden site will be prepared and planted and a suitable irrigation system installed. This programme will initially operate in support of the Community Nutrition System. Seeds already have been promised for a demonstration vegetable garden. Also, the shepherds have decided they are willing to form a holding company to increase their borrowing capacity. An agreement has been made for grazing on government-owned hillsides. A key to the sheep and cattle programmes will be the dry-land fodder demonstration which demonstrates effective fodder production without irrigation and which will release the dairy and sheep industries. A marketing outlet for all the eggs the village can deliver has been located. Artificial insemination will provide an immediate effective means of livestock upgrading.

FOUR YEAR PLAN  
Programme Budgets

ICA Consultants

Programme 2  
AGRO  
PRODUCTS COMBINE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Tools	3,500	500	500	500
	Vegetable fence	5,000			
	Water installation	7,000			
	Stock cattle/chicks	25,000			
	Poultry shed	7,000			
	Animal shelters	10,000			
	subtotal - capital	57,500	500	500	500
II Pay and Allowances	2 community wages	3,600	3,600	3,600	3,600
	2 apprentice retainers	1,800	1,800	1,800	1,800
	½ auxiliary salary	4,800	4,800	4,800	4,800
	Consultant				
	animal husbandry	4,000			
	subtotal - pay	14,200	10,200	10,200	10,200
III Current Expenses	Maintenance	2,000	2,000	2,000	2,000
	Feed supplements	3,000	2,000	2,000	2,000
	Breeding fees	2,000	1,000	1,000	1,000
	Electricity	2,000	2,000	2,000	2,000
	Medicine	500	500	500	500
	Travel	5,000	4,000	1,500	1,500
	subtotal - current	14,500	11,500	9,000	9,000
	Total Programme Costs	86,200	22,200	19,700	19,700

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 3

VILLAGE IRRIGATION MODULE

Because Nadlapur is an agriculturally based village, dependant upon the maximum productivity of its land for economic growth, irrigation is a pivotal part of agricultural expansion. The Village Irrigation Module will provide an adequate water supply and an effective water distribution system to the farm lands of the village. The Module is comprised of four main components. First, the Tank Restoration Programme will recapture the usefulness of the now ineffective tanks and bunds and remove obstacles in the nullas leading to the tanks. Repair work on the gates of the Nadlapur Tank will be undertaken in order that the bunds' water capacity be raised up to twelve feet. Second, the Well Renovation Programme will clean and deepen the wells and will equip them with pumps. Third, the Bore-Well Drilling Programme will add new wells in the village. Lastly, the Water Delivery Programme will build storage tanks where applicable and line the irrigation channels with cement and stones to permit maximum use of the water.

To implement this programme, a water survey will be made in conjunction with the Groundwater Survey Department to create a comprehensive scheme for irrigation. This will include placement of wells and possible sites for reservoirs. Electric pumps will be fitted to wells and cooperative arrangements will be made with families owning pumps to expand the acreage under irrigation. Experimental Tube Wells will be sunk to explore the possible deeper water tables. Existing wells will be deepened either by digging or by boring. Government and private expertise will assist the restoration needs of the village tanks. Special emphasis will be placed on tank restoration prior to the monsoon in order to get full benefit from the rains. Small Farm Development Authority schemes will be scheduled and expertise used to further advance the water system. One bore-well drilling rig will begin drilling wells within fifteen days after the consultation.

FOUR YEAR PLAN  
Programme Budgets

Programme 3  
VILLAGE  
IRRIGATION MODULE

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Tank reconstruction	30,000	30,000	30,000	
	5 minor bunds	24,000	15,000		
	Bore wells	60,000	30,000		
	Pumps	25,000			
subtotal - capital		1,39,000	75,000	30,000	
II Pay and Allowances	2 community wages	3,600	3,600	1,800	1,800
	1 apprentice retainer	900	900	900	900
	1 auxiliary salary	9,600	9,600	4,800	4,800
	Labour force	14,000	14,000	7,000	3,000
	1 community Proj. Dir.			4,800	4,800
	Consultants				
	½ engineer	4,000			
subtotal - pay		32,100	28,100	19,300	15,300
III Current Expenses	Maintenance	3,000	3,000	3,000	3,000
	Electricity	5,000	5,000	5,000	5,000
	Equipment rental	7,000	5,000		
subtotal - current		15,000	13,000	8,000	8,000
Total Programme Costs		1,86,100	1,16,100	57,300	23,300

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 4

SMALL INDUSTRIES COMPLEX

The Small Industries Complex will significantly expand employment options and village income while substantially stimulating the local economy. The complex will help to alleviate the unemployment and seasonal employment problems in the village. The complex is comprised of four basic components. First, the Craft Expansion Programme will promote and diversify crafts which are already produced in the community. Second, the Light Industry Programme will utilize the existing know-how and introduce new trade skills opportunities into an organised profit-making industry with the necessary tools, equipment and management. Third, the Ancillary Industries Programme will secure light industries or assembly business on contract from nearby companies. Fourth, the Construction Materials Programme will utilise the brick-making, roof-tile making and stone dressing skills in the village by expanding them, training additional workers and utilising the materials in the reconstruction of the village.

Initial contacts have been made and assurances given for contracts for three industries. In order to launch the complex, the necessary tools and machinery will be secured through loans for those who are craftsmen and who require the tools. An on-the-job training programme will be started for those with no experience. The elder village craftsmen will take on the teaching responsibilities. Field trips to nearby industries will be arranged so that the villagers may observe how an established industry operates. Increased market outlets for traditional and new local markets will be secured. Contract agreements will be secured before production begins. A campaign will be held to obtain business from local industries for ancillary products. Prospects for broadening cottage industry products will be studied and domestic enterprises will be expanded. In addition, immediate cash flow and ancillary industries will undergird the project after a few months. Managers of each small industry will learn the basics of business, bookkeeping and management via job experience or in the Occupational Training Institute.

NHDP

FOUR YEAR PLAN  
Programme Budgets

Programme 4  
SMALL  
INDUSTRY COMPLEX

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Start-up materials	6,400	6,400	6,400	6,400
	Equipment	24,000	24,000	24,000	24,000
	2 buildings	25,000	25,000		
	Office equipment	5,000			
	Truck	40,000	40,000	40,000	40,000
	subtotal - capital	1,00,400	95,400	70,400	70,400
II Pay and Allowances	4 community wages	7,200	7,200	7,200	7,200
	8 apprentice retainers	7,200	7,200	7,200	7,200
	1 auxiliary salary	14,400	9,600	9,600	4,800
	1 community Indus. Dir.		4,800	4,800	9,600
	subtotal - pay	28,800	28,800	28,800	28,800
III Current Expenses	Maintenance	6,000		10,000	
	Utilities	3,000			
	Travel	15,000			
	Freight	20,000			
	Promotion	15,000			
	Marketing	10,000			
		subtotal - current	69,000		10,000
	Total Programme Costs	1,98,200	1,24,200	1,09,200	99,200

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 5

COMMERCIAL TRADE EXCHANGE

The Commercial Trade Exchange provides the necessary services and expertise to sustain the anticipated rapid economic growth. It will give a new sense of fiscal confidence to the villager. The Exchange has four major programme components. First, the Holding Company Programme will allow for cooperative aid to improve and to expand goods and services available in the village. Second, the Retail Outlets Programme will provide a local community store, and act as a common exchange agent for local markets as well as a common purchasing agent in volume buying of materials for industrial and agricultural enterprises. Third, the Marketing Services Programme will enable the community to pool the best crops and industrial goods in the village in an effort to get the best marketing price. Lastly, the Capital Development Programme will seek support from banks and other institutions in the form of loans and grants to accumulate a pool of capital for community use.

The implementation of the Exchange will include the set-up of a voluntary organisation to receive and disperse capital for the villagers. This will allow village funds to be mobilised and will provide an entity to receive outside grants and loans. A village weekly bazaar and a corporate store will be established not only to provide a greatly needed service to the villagers but also to bring money into and circulate it within the village. A community warehouse will be constructed to safely store grains and other goods. Assurance has been given by one industry of market outlets for various products and a pledge to solicit outlets in other companies. Immediate relations will be established with a bank in Jogipet in order to begin saving accounts for residents. Funding drives for grants and loans at low interest rates from government, private institutions and foundations will be initiated.

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Warehouse	9,600	9,600	9,600	9,600
	General store	10,000			
	Adding machine	2,200			
	Capital loan	16,000	16,000	16,000	16,000
	Book keeping system	1,000			
	Commercial Ctr. Bldg.			25,000	
subtotal - capital		38,800	25,600	50,600	25,600
II Pay and Allowances	2 community wages	3,600	3,600	3,600	3,600
	1 apprentice retainer	900	900	900	900
	1 auxiliary salary	14,400	9,600	9,600	4,800
	1 community Comm. Dir.		4,800	4,800	9,600
	Consultant				
	½ Accountant	4,000			
subtotal - pay		22,900	18,900	18,900	18,900
III Current Expenses	Travel	5,000	3,500	2,000	
	Maintenance	500			
	Office Supplies	2,500	2,500	2,500	2,500
	Printing & advertising	2,000	2,000	2,000	2,000
	Inventory stocks	10,000			
subtotal - current		20,000	8,000	6,500	4,500
Total Programme Costs		81,700	52,500	76,000	49,000

COMMUNITY SELF-DEPENDENCE: Actuating Programme 6

HOUSING RECONSTRUCTION ENTERPRISE

One of the primary needs in the development of the village is the reshaping of the physical environment which addresses the image and mood of the entire village. The Housing Reconstruction Project will provide a systematic approach to the renovation of existing housing and the building of new construction. The Housing Reconstruction Project consists of four basic components. First, the Model Housing Programme will propose a basic house design for a low-cost unit built with local materials on the basis of blueprints which honour local customs and enhance the local health conditions. Second, the New Housing Programme will build low-cost model houses to meet the needs of the total village for adequate dwellings. Third, the Interior Design Programme will suggest attractive intentional models of internal decor for village homes. Finally, the Residential Rehabilitation Programme will provide a work force to make needed repairs and improvements on existing houses, in order to bring them in line with the new village improvements.

The Housing Reconstruction Project will begin by recruiting local craftsmen to do needed repairs. Adequate low-cost building materials will be stock-piled in the village so that all residents will have possibility of doing their own repairs. The village will build an overall plan for the construction and rehabilitation of residential housing. The plans of these houses will include provision for a healthful atmosphere including proper ventilation, interior decor, proper sanitation, convenience and drains. Efforts have already been made to secure complete funding for the housing. Assurances for interest subsidies have been made and possible sources for the loan principle have responded favourably. Care is being taken to ensure that the loan structure will make the building of housing for lower castes and backward classes the priority in the sequence of construction. The architect's initial sketch of the model house contains four basic rooms, to include a living room, kitchen and sleeping rooms, and is designed in such a way that it can be built one room at a time and still be functional and attractive at every stage of construction. This versatility will enable the village to move forward rapidly in new housing construction.

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Model house	2,200	3,000		
	Housing Rehabilitation	14,600	11,000	7,300	4,400
	New House Construction	44,000	32,300	22,000	10,300
	Tools and equipment	4,000	3,000	2,000	1,000
subtotal - capital		64,800	49,300	31,300	15,700
II Pay and Allowances	3 community wages	5,400	5,400	2,700	1,400
	1 apprentice retainer	900	900		
	1 auxiliary salary	9,600	9,600	9,600	4,800
	Daily work force	26,500	18,000	12,000	6,600
	1 community constr. dir				4,800
	Consultants				
	$\frac{1}{2}$ civil engineer	2,000	2,000	1,000	1,000
	$\frac{1}{2}$ architect	2,000	2,000	1,000	
	$\frac{1}{2}$ interior designer	2,000			
subtotal - pay		48,400	37,900	26,300	18,600
III Current Expenses	Equipment rental	12,000	4,000	3,000	1,000
	Maintenance	4,000	3,000	5,000	8,000
subtotal - current		16,000	7,000	8,000	9,000
Total Programme Costs		1,29,200	94,200	65,600	43,300

COMMUNITY SELF-DEPENDENCE: Actuating Programme 7

ENVIRONMENTAL RENEWAL PROJECT

Key to the motivation and effectiveness of any community is its physical environment. The Environmental Renewal Project will bring a new sense of order and decor to the village by building new structures, reconstructing the old, and dramatising concern for the general appearance of the village. The Project will be realised through four component programmes. First, the Animal Shelter Programme will construct needed utility buildings at various locations in the village. Second, the Community Beautification Programme will spearhead such jobs as landscaping the village, constructing parks and playgrounds, revamping the present drainage system, designing the village node and improving the streets and pathways. Third, the Village Planning Programme will involve villagers in systematically redesigning, cleaning up and maintaining the landscape of the external space of Nadlapur. Lastly, the Public Building Programme will undertake the construction of a community centre, health clinic, guest house, adequate school facility and a commercial centre. Restoration of the village monuments is an important aspect of this project and will help to recover the symbolic meaning of village space.

The Environmental Renewal Project has already been initiated with the joint shramdan held on the final day of the consult. The consultants and the villagers spent the afternoon in teams doing a general clean-up and reordering of space. The task of cleaning out and disinfecting the drainage system was also started at this time. The construction of a guest house is underway, and the blueprints for the overall village design are near completion. Screens will be obtained immediately for animal shelters in resident houses. In addition, a model shed will be built to demonstrate how animals can be cared for to ensure their health as well as security. A survey of the total village space and present layout has begun to determine a comprehensive construction plan which will best suit the future needs of Nadlapur. The village square will be landscaped, cobblestoned and equipped with floodlights. An archway at the entrance to the village will act as a landmark of the external space. Houses will be painted and decorated, and flower gardens will be laid to brighten the village atmosphere. While total construction plans are completed, funding will be initiated and a timeline laid out.

FOUR YEAR PLAN  
Programme Budgets

Programme 7  
ENVIRONMENTAL  
RENEWAL PROJECT

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Animal shelters	13,300	5,300		
	Landscape	5,300	4,000	2,700	1,400
	Public space	5,300			
	Community buildings	48,000	25,300		
subtotal - capital		71,900	34,000	2,700	1,400
II Pay and Allowances	2 community wages	3,600	3,600	1,200	600
	1 apprentice retainer	900	900		
	1 auxiliary salary	9,600	9,600		
	Daily work force	24,000	12,000	1,000	500
	Consultants				
	$\frac{1}{3}$ civil engineer	2,000	2,000		
	$\frac{1}{2}$ architect	2,000	2,000		
subtotal - pay		42,100	30,100	2,200	1,100
III Current Costs	Maintenance	3,500	3,500	3,500	3,500
	Utilities	1,500	3,000	3,000	3,000
subtotal - current		5,000	6,500	6,500	6,500
Total Programme Costs		1,19,000	71,200	11,400	9,000

COMMUNITY SELF-DEPENDENCE: Actuating Programme 8

PUBLIC AMENITIES SYSTEM

Standard modern technological services greatly extend available time and energy and foster a sense of human dignity in any community. The Public Amenities System is directed toward this aim and is made up of four basic components. First, the Public Sanitation Programme will provide public toilets, laundries, bathing facilities. A drainage system will be constructed in conjunction with all roadwork. Garbage disposal will provide for the regular collection of domestic wastes for use in productive organic fertilizer. Second, the Road Construction Programme will expand and improve the existing road and path network allowing movement of people and goods to all parts of the village. Third, the Domestic Water Programme will provide safe, adequate water for the Village. Fourth, the Village Electricity Programme will provide safe and attractive illumination to all the streets and houses, and will provide industries with adequate power.

The Public Amenities System will begin with a survey and design of a village sanitation system to include the location of community toilets, laundry areas, bathing facilities, soak pits, drains, compost pits and gobar gas plants. Dust bins, designed with the community grid will be set up at different points in the village to allow for the collection of waste. A gobar gas plant will be constructed to provide cooking gas for the community kitchen. The work force team will immediately begin to activate the sanitation design. They will also collect all available rock and stone and immediately begin cobblestoning selected streets while the long range road system is laid out. The drinking water wells will undergo immediate and regular chlorination treatments and repairs will be made to existing wells. A new bore-well will be drilled within a month. Plans will be laid out for a storage tank and a piped water system. Within two weeks four new electric poles will be established to make power available to all sections of the village. Training will be given to a local maintenance staff to assure safety and service.

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Sanitation block	15,000	5,000	2,000	1,000
	Roads, streets, paths	5,000	3,000	1,000	500
	Drainage	3,000	1,000	700	500
	Domestic water system	34,000	15,000	2,000	1,000
	Lighting	1,500	1,000	800	500
	Rock crusher	14,400	14,400	14,400	14,400
	Tools	2,000	1,500	1,000	500
subtotal - capital		74,900	40,900	21,900	18,400
II Pay and Allowances	2 community wages	3,600	3,600	2,700	900
	1 apprentice retainer	900	900		
	1 auxiliary salary	9,600	9,600		
	Daily work force	16,500	8,000	4,000	2,000
	Consultants				
	Sanitation engineer	4,000	4,000		
	$\frac{1}{3}$ civil engineer	2,000	2,000		
subtotal - pay		36,600	28,100	6,700	2,900
III Current Costs	Maintenance	4,000	4,000	4,000	4,000
	Equipment rental	12,000	7,000	2,000	1,000
	Lighting	1,800	1,600	2,000	2,400
subtotal - capital		17,800	12,600	8,000	7,400
Total Programme Costs		1,29,300	81,600	36,600	28,700

COMMUNITY SELF-DEPENDENCE: Actuating Programme 9

NADLAPUR HEALTH CENTRE

Basic health is vital for the general well-being of any community and is essential for socio-economic development. The need for health care in Nadlapur cannot be exaggerated. By upgrading medical care and nutrition, the handicaps of disease and fatigue will be reduced and performance in all areas of community life will be improved. The Nadlapur Health Centre will provide care to the whole community through four basic components. First, the Village Clinic Programme will provide the village with essential first-aid service, daily out-patient administration, nursing care and emergency service to Jogipet. Second, the Preventive Medicine Programme will provide consistent medical records, immunizations and check-ups to ensure the health stability of the community. Third, the Paramedic Training Programme will furnish residents with paramedical skills and create a community-wide awareness of basic health and hygiene practices. Finally, the Family Development Programme will coordinate the state family planning activities in the village and provide prenatal and postnatal care, instruction in personal hygiene and dental care.

In a very real sense, the services of the Health Centre Programme began with the work of a health team and a gynaecologist who together handled over 820 cases during the four days of the consult. Systematic visitation and the creation of health cards will be the first step in the community-wide health survey. Special camps to provide inoculation against basic diseases and treatment of parasites will be held using the services of doctors from Jogipet, Pulker and Sangareddy. Paramedics and midwives will be trained to provide in-residence health care. A basic course in health care and first-aid will be taught on a continuous basis until the whole community has been trained. The health care to be provided at the clinic will offer mother-child care to all village families and assure that complete pre-natal and post-natal services will be carried out. Family planning programmes will be offered in the village in order to disseminate information on birth control and give village residents the option of implementing intentional family size patterns within the community. Dental care, including check-ups and treatment, will be provided.

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Health room building	12,000			
	Medical equipment	6,000	2,000	2,000	1,000
	Teaching aids	2,000	500	500	500
	Matador van	14,000	14,000	14,000	14,000
subtotal - capital		34,000	16,500	16,500	15,500
II Pay and Allowances	2 community wages	3,600	3,600	3,500	3,600
	2 apprentice retainers	1,800	1,800	1,800	1,800
	½ auxiliary salary	4,800	4,800	4,800	
	½ nurse	2,700	2,700	2,700	2,700
	1 Community Health Dir.				4,800
subtotal - pay		12,900	12,900	12,900	12,900
III Current Costs	Maintenance	3,000	2,000	7,000	2,000
	Medical supplies	25,000	20,000	15,000	10,000
	Travel	3,000	2,000	2,000	2,000
subtotal - current		31,000	24,000	24,000	14,000
Total Programme Costs		77,900	53,400	53,400	42,400

COMMUNITY SELF-DEPENDENCE: Actuating Programme 10

COMMUNITY NUTRITION SYSTEM

The physical vitality of the village is one of the most critical factors in socio-economic development, as it determines the release of human potential. The Community Nutrition Programme will inform the people of basic food values in relation to daily needs and minimum expense food preparation to suit the village family budget and food preservation to use food money wisely. The Community Nutrition System has four components. First, the Community Kitchen Programme will be a demonstration of nutritious meal serving. It will provide one meal per day to all school children to upgrade their health and weight. Second, Village Meals Programme will aim to provide one meal per day for the whole community. Third, the Menu Planning Programme will provide training in food designs, based on a balanced diet made up of local foods available at a low cost. Fourth, the Diet Supplements Programme will be a local, practical, nutritional unit which provides vitamins, special snacks and meals to those deficient in order to provide the essential nutrients for a well-balanced diet.

The Nutrition System will begin immediately with training sessions, lectures and demonstrations for village women in essential nutritious meals, menu planning, and management. The community kitchen will be located in a facility that is accessible to every villager. It will be supplied by locally grown foods. This modern kitchen will be set up through the soliciting of in-kind donations of utensils and equipment from business and large institutions. Meals will be prepared here with the provision of fresh vegetables from the garden plot. The community kitchen will employ community residents on a rational basis. It will begin immediately to serve all school children and will use whatever programmes appropriate to serve the whole community. A monthly menu will be designed, based on a balanced diet made up of all the foods available in the village. Menus prepared will be made available to all households in order that nutrition education is practically carried out.

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Building	6,000			
	Kitchen equipment	3,000	1,000		
	Educational equipment	1,000	1,000	1,000	1,000
subtotal - capital		10,000	2,000	1,000	1,000
II Pay and Allowances	2 cooks	4,800	4,800	4,800	4,800
	4 helpers	6,200	6,200	6,200	6,200
	1 apprentice retainer	900	900	900	900
	1 auxiliary salary	9,600	4,800	4,800	4,800
	1 community dietitian		4,800	4,800	4,800
	Consultant				
	1 nutritionist	3,000	3,000	1,000	1,000
subtotal - pay		24,500	24,500	22,500	22,500
III Current Costs	Food supplies	40,000	30,000	20,000	10,000
	Fuel	6,000	5,000	4,000	2,000
	Materials	2,000	2,000	2,000	1,000
	Food supplements	4,000	1,000	1,000	1,000
subtotal - current		52,000	38,000	27,000	14,000
Total Programme Costs		86,500	64,500	50,500	37,500

COMMUNITY SELF-DEPENDENCE: Actuating Programme 11

VILLAGE SERVICES UNION

Many enabling modern services, information and skills are unavailable or undeveloped in Nadlapur village life. The Village Services Union will make these available through four programme components. First, the Cooperative Transport Programme will provide transport both for villagers and their goods through bus services and community vehicles. Second, the Modern Communications Programme, will provide a community radio, television when it becomes available to the area, a public telephone, and postal service. Third, the Services Maintenance Programme will provide for maintenance of all public amenities including drinking water wells, latrines, drains and washing and bathing areas. In addition, repair shops will be opened for the maintenance of vehicles, engines and machinery with on-the-job training taking place in each. Fourth, the Village Liaison Programme will provide information, expertise, schemes, grants and loans available from government, industrial, and public service organizations. In addition, this component will provide an opportunity for consultants to participate in village renewal.

An access road to the village is already under construction, and on completion, a bus service will immediately be established. An automobile and jeep have been promised within a few days. Also upon completion of the access road, a village post office can be opened. A community village radio has been fifty percent inkinded. Newspapers will immediately be brought in on a regular basis, and the local village newspaper begun within a few days. Small loans can be obtained within a short time to undergird a bicycle repair shop and the public work force will immediately begin an amenities programme. Immediate clean-up through Shramadans will be a sign of the practicality of this programme. Continual visits to urban areas, and an increasing flow of officials and visitors to the village have already begun. Several government schemes have already been initiated, and contacts with public sector and private professionals are well under way. Specific relations have already been established with government officials, agricultural organizations, banks and industries. Such contacts will be increased.

NHDP

FOUR YEAR PLAN  
Programme Budgets

Programme 11  
VILLAGE  
SERVICES UNION

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Jeep	11,000	11,000	11,000	11,000
	Mechanics equipment	10,000	2,000	2,000	2,000
	subtotal - capital	21,000	13,000	13,000	13,000
II Pay and Allowances	2 community wages	3,600	3,600	3,600	3,600
	5 apprentice retainers	4,500	4,500	4,500	4,500
	1 auxiliary salary	9,600	4,800	4,800	4,800
	1 community services dir.		4,800	4,800	4,800
	subtotal - pay	17,700	17,700	17,700	17,700
III Current Costs	Travel	4,000	4,000	4,000	4,000
	Newspapers & magazines	2,000	2,000	2,000	2,000
	Professional journals	1,000	1,000	1,000	1,000
	Utilities	2,000	2,000	2,000	2,000
	Maintenance	3,000	3,000	8,000	3,000
	subtotal - current	12,000	12,000	17,000	12,000
	Total Programme Costs	50,700	42,700	47,700	42,700

SOCIAL SELF-RELIANCE: Actuating Programme 12

VILLAGE ACTIVITIES CENTRE

Local identity is a critical element in the life of every community. The people of Nadlapur expressed their desire to have an extensive variety of village activities, through which they can fully express and identify themselves as a total community while illuminating Nadlapur as a unique village. The Village Activities Centre will respond to serve their needs through four basic components. First, the Cultural Exposure Programme will provide field trips, guest speakers, cinema show, and development projects interchange to provide an awareness of life styles beyond the village of Nadlapur. Second, Information Services Programme will furnish printed media including local, state, national and world news, and post practical information such as transportation schedules, job openings and calender events. Third, the Heritage Recovery Programme will allow for the reclaiming of the village's history and culture and will print local history and stories. Fourth, the Community Events Programme will bring the villagers together to celebrate religious holidays, erect village symbols and perform dramas.

A series of events and activities will be scheduled throughout the year. Traditional celebration dates are set, and the others will be programmed in. The first cinema ever shown in the village was presented during the consult. Frequent film series will be continued. Newspaper and magazines will be purchased and made generally accessible. The formal village song, story, and slogan from the "Gram Sabha" has initiated the process of reclaiming the community's heritage. The village's sentry tower will be restored as the predominate historical landmark. Field trips are being arranged to various industries and cultural centres and nine additional Nadlapur men are already attending the Maliwada Human Development School. The village's calendar of events, religious and celebrative, will be published and distributed to all residents. The adequate physical facilities for these activities are drawn in the Nadlapur Village Design Plan.

NHDP

FOUR YEAR PLAN  
Programme Budgets

Programme 12  
VILLAGE  
ACTIVITIES CENTRE

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Office equipment	2,000			
	Typewriter	3,000			
	Duplicating machine	3,000			
	Radio/T. V.	3,500			
	Exposure Tours	20,000	15,000	10,000	10,000
	Matador van	14,000	14,000	14,000	14,000
	subtotal - pay	45,500	29,000	24,000	24,000
II Pay and Allowances	3 community wages	5,400	5,400	3,600	3,600
	1 auxilairy salary	9,600	4,800	4,800	
	1 Community Activ. Dir.		4,800	4,800	9,600
	subtotal - pay	15,000	15,000	13,200	13,200
III Current Costs	Maintenance	2,000	2,000	7,000	2,000
	Office supplies	4,000	4,000	4,000	4,000
	Petrol	10,000	7,500	500	300
	subtotal - current	16,000	13,500	11,500	6,300
	Total Programme Costs	76,500	57,500	48,700	43,500

SOCIAL SELF-RELIANCE: Actuating Programme 13

LOCAL ORGANIZATION NETWORK

Structures which allow Nadlapur to order its community life are key to enabling the entire village to participate in genuine renewal. The Local Organization Network will give all residents an opportunity to work to create the community's future through four basic components. First the Work Force Programme will establish a public work corps in the community that will take responsibility for cleaning, maintaining and rebuilding the village. Second the Leadership Development Programme will offer a variety of educational experiences that will equip the adults with methods and skills needed in the total development of Nadlapur. Third, the Community Meetings Programme will enable community consensus building and corporateness through community forums, village councils, guild meetings, work days, Mahila Mandal meetings and daily collegiums. Lastly, the Care Network Programme will establish ward care structures ensuring mutual aid for all within the designated areas.

In order to maximise the involvement of the entire community in its social development, resident engagement forms will be created, first by gridding the village into five wards or stakes. Task groups or guilds will be established, emerging leaders will be brought together and in-service training and direct training will be given. Weekly meetings of the guilds, stakes and village leaders will commence. Monthly village meetings will be established. A weekly shramdan will be instigated and regular work days will be organized. A youth corps will be established whereby community youth can offer service in the arenas of health care and maintenance. Mahila Mandel activities will be established on a broader scale to provide education and crafts activities for Nadlapur women. Village hosting will also be undertaken by a designated group who will guide guests to the village, conduct tours and relate the programmes of the project.

NHDP

FOUR YEAR PLAN  
Programme Budgets

Programme 13  
LOCAL  
ORGANIZATION NETWORK

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	250 chairs	7,500			
	100 tables	5,000			
	Office equipment	2,000			
	Radio	1,000			
	2 typewriters	6,000			
	1 cyclostyle	11,000			
	subtotal - capital	32,500			
II Pay and Allowance	2 community wages	3,600	3,600	1,800	1,800
	1 auxiliary salary	9,600	4,800	4,800	4,800
	1 Community Org. Dir.		4,800	4,800	4,800
		subtotal - pay	13,200	13,200	11,400
III Current Expenses	Maintenance	2,500	2,500	2,500	2,500
	Office supplies	2,500	2,500	2,500	4,500
	Utilities	1,500	2,000	2,500	2,500
	Travel	10,000	10,000	5,000	2,000
	subtotal - current	16,500	17,000	12,500	11,500
	Total Programme Costs	62,200	30,200	23,900	22,900

## SOCIAL SELF-RELIANCE: Actuating Programme 14

## EARLY LEARNING CENTRE

The basic operating images of human beings are significantly shaped during the first four years of life. The Early Learning Centre is designed to engage every village child from three months to four years of age in full day creative learning experiences. It is a comprehensive child development programme that equips the child with basic skills and develops flexibility and confidence in operating in various life situations. There are four components to the Early Learning Centre. First, the Infant Care Programme will provide all children from three to 18 months with care and basic education. Second, the Community Preschool Programme will provide educational structures to extend the network of social relationships and education for children up to four years of age. Third, the Teacher Training Programme will train villagers to be school faculty equipped with new methods of education. Fourth, the Inclusive Curriculum Programme will build a curriculum during the first year with reference to the Maliwada Preschool Curriculum which includes trips and excursions outside the village.

Every child in the village between the ages of three months and four years can be enrolled in the Early Learning Centre. A survey has been conducted, children and teachers enlisted, and a building selected. One of the staff of the Nadlapur Preschool will spend some time in Maliwada Preschool or another project school to learn the total programme. Initial materials and equipment will be provided locally. School uniforms will be provided to all preschool children. Material for the uniforms will be arranged in-kind from Hyderabad. Within two weeks a parents meeting will be held to secure registration and create a responsible relation between the school and village families whereby the villagers will see from the outset that the school is the responsibility of the community. Within a month, construction will begin on class space, work rooms and toilet facilities.

NHDP

FOUR YEAR PLAN  
Programme Budgets

Programme 14

EARLY  
LEARNING CENTRE

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Building	25,000			
	Furniture	4,000			
	Teaching aids	4,000	2,000	1,000	500
	Playground equipment	2,000	500		
	subtotal - capital	35,000	2,500	1,000	500
III Pay and Allowances	1 Community wage	1,800	1,800	1,800	1,800
	4 Apprentice retainers	3,600	3,600	3,600	3,600
	1 Auxiliary salary	9,600	4,800	4,800	
	1 Community E.L.C. Dir.		4,800	4,800	9,600
	subtotal - pay	15,000	15,000	15,000	15,000
IV Current Expenses	Maintenance	2,000	2,000	2,000	2,000
	Utilities	2,000	2,000	2,000	2,000
	Teaching materials	1,000	1,000	1,000	1,000
	Lunch programme	10,000	10,000	10,000	10,000
	Travel	3,000	3,000	3,000	3,000
	subtotal - current	18,000	18,000	18,000	18,000
	Total Programme Costs	68,000	35,500	34,000	33,500

SOCIAL SELF-RELIANCE: Actuating Programme 15

BASIC EDUCATION ACADEMY

At the root of nearly every problem facing the villagers of Nadlapur exists the lack of a fundamental education at all levels. The villagers repeatedly expressed their desire to attain an education that would enable them to live fuller lives, broaden their world view, and bring a sense of security in dealing with the outside world. The Basic Education Academy will strive to meet the educational needs of the community through four component programmes. First, the Formal Schooling Programme, will be developed to expand the primary and secondary schools. Second, the Adult Learning Programme will be initiated to equip the villagers to function effectively in today's society. Third, the Educational Support Programme will provide scholarship grants, promote educational activities, solicit village contributions and perform house visits. Finally, the Literacy Skills Programme will assure all villagers the opportunity to learn to read, write and converse in Telugu and English.

All four components of the Basic Education Academy will begin immediately. The first step will be to conduct a village-wide census to determine the needs and outline the curriculum. A recruiting campaign conducted throughout the village to promote complete village participation in literacy classes began with the consult. The teacher and student materials are now available and are awaiting the completion of the community centre which will also function as the school. Until then classes will be held in temporary facilities. A village academy will be established with a core curriculum and an informal community curriculum which enables intentional planning for all community meetings. A promotion campaign will be conducted to encourage participation in all adult classes. Literacy classes began with the consult. These classes will be incorporated into the working day in such a way that training becomes a normal part of the upgrading of employment.

NHDP

FOUR YEAR PLAN  
Programme Budgets

Programme 15  
BASIC  
EDUCATION ACADEMY

ICA Consultants

categories	years	current FY budget	Future Estimated Costs			
			FY II	FY III	FY I	
I Capital Costs	Classrooms		25,000	15,000		
	Teaching Aids	8,000				
	Classroom Equipment	10,000				
	Educational Materials	6,000				
	Books	3,000	1,500	1,500	1,500	
	Scholarship Fund	11,000	10,000	9,000	8,000	
	Typewriter	3,000				
	subtotal - capital		41,000	36,500	25,500	9,500
II Pay and Allowances	1 Auxiliary salary	9,600	9,600	4,800		
	Community Education Dir.			4,800	9,600	
	3 Teachers	14,000	14,000	14,000	14,000	
	2 Apprentice retainers	1,800	1,800	1,800	1,800	
	subtotal - pay		25,400	25,400	25,400	25,400
III Current Expenses	Maintenance & repairs	2,000	2,000	2,000	2,000	
	Supplies	3,000	3,000	3,000	3,000	
	Teacher Training	3,000	3,000	3,000	3,000	
	Field trips	3,000	3,000	3,000	3,000	
	subtotal - current		11,000	11,000	11,000	11,000
Total programme costs			77,400	72,900	61,900	45,900

SOCIAL SELF-RELIANCE: Actuating Programme 16

OCCUPATIONAL TRAINING INSTITUTE

A labour force equipped with new skills and techniques is essential for new industries, modern farming enterprises and the physical reconstruction of the village. The Occupational Training Institute will train Nadlapur residents in skills and techniques that will improve the quality of their present work and give them the basic skills necessary for new vocational possibilities. The Institute consists of four components. First, the Agricultural Upgrading Programme will teach farmers modern agricultural techniques. Second, the Management Training Programme will provide skills necessary for villagers to effectively extend and direct the economic life of the village. Third, the Trades Development Programme will use local craftsmen and outside experts to increase the range and productivity of craft skills in the village. Fourth, the Business Operations Programme will promote village products and develop extended markets.

The Occupational Training Institute will be initiated in conjunction with the Nadlapur Farmers' Cooperative and the Local Industries Complex. Equipment training will be demonstrated to villagers, including new machinery, farming implements, office equipment and vehicles. Business skills will be taught and new methods of buying, selling and product promotion will be introduced. Wherever possible the training services of the company providing the equipment will be used. The demonstration of mechanical techniques will be used as an opportunity for training. Participants will be chosen from among the farmers and prospective traders. Special apprenticeship programmes in outside industries will be arranged. Whenever special skills require training in cities or other locations, opportunities will be made available to the villagers. A daily workshop will be initiated for informal training in methods of effective leadership and community development.

NHDP

FOUR YEAR PLAN  
Programme Budgets

Programme 16  
OCCUPATIONAL  
TRAINING INSTITUTE

ICA Consultants

categories	years	current FY budget			
			FY II	FY III	FY IV
I Capital Costs	Teaching materials	5,000	1,000	500	500
	Equipment	10,000	2,000	2,000	2,000
	Typewriters (used)	2,000			
	Calculators	2,000			
	Cassette recorder	1,000			
subtotal - capital		20,000	3,000	2,500	2,500
II Pay and Allowances	1 Community wage	1,800	1,800	1,800	1,800
	Auxiliary salary	9,600	9,600	4,800	4,800
	1 Community Training Dir			4,800	4,800
	Consultants' fees	5,000	5,000	5,000	5,000
subtotal - pay		16,400	16,400	16,400	16,400
III Current Expenses	Office supplies	1,000	1,000	1,000	1,000
	Field trips	2,000	2,000	2,000	2,000
	Trades materials	2,000	2,000	2,000	2,000
	Travel	4,000	3,000	2,000	1,000
subtotal - current		11,000	10,000	9,000	8,000
Total Programme Costs		47,400	29,400	27,900	26,900

EPILOGUE  
ACKNOWLEDGEMENTS

Any comments on the consultation by the Institute of Cultural Affairs need to be prefaced by a word of appreciation to the number of government departments and offices, private agencies and organizations whose practical assistance and encouragement were crucial in the successful completion of the Consultation. From the Government of Andhra Pradesh, particular thanks are due to Mr E.V. Ram Reddy, Secretary, Rural Development and Forests Department, who inaugurated the consultation and who has been a source of encouragement since the project's inception. Thanks are also due to the District Collector, Mr Changsan and the Sub-Collector, Mr Bhide. The practical set-up of the consultation was greatly enabled by the Tahsildar, Mr Ramlu and the Block Development Officer, Mr Pandu. A special word of appreciation must certainly be extended to all of the officers and employees of the Vazir Sultan Tobacco Co. Ltd. whose concern for the development of the villages of India was the inspiration of the Nadlapur Human Development Project. Particularly instrumental in the launching of this effort were Mr R.K. Atal, Chairman of the Company, Mr G.A.F. Rands, Mr B.L. Beri, Mr S. Mehra and Mr S. Reddy. In addition, the on-the-spot assistance of Mr Manohar Prasad proved invaluable.

The significance of the consultation for Nadlapur was greatly enhanced by the tireless efforts of the consultants. People from across the world freely gave their time and talents. In this regard, thanks must be extended to Dr. Sanghi of the Indian Council of Agricultural Research: Dry Land Project; to Dr. M.R. Rao of the International Crops Research Institute for the Semi Arid Tropics; to Mr M. Narayan Rao, Andhra Pradesh Agricultural University (Fruit Research Station, Sangareddy); to Mr G. Yazdani, advocate; to Mr M.Z. Mahmood and Mr Vishweshwar, graduate students; Miss Shoba Rozario, teacher in Hyderabad; Mr T. Papaya of the Hyderabad Municipal Corporation, Mr Naidu, Information Officer at the District Medical and Health Centre at Sangareddy and to Dr. Cromwell from the Primary Health Centre at Pulkal and his team of miracle workers: K. Jesse Dorathi, M. Naimur

Rahman, Miss P. Lilliamma, Miss N. Kamakaich and Mr. G. Eashwarappa. The Consult benefitted as well from the participation of Jogipet residents including Miss N. Shanthama, Miss P. Sushila and Miss S. Narsamma from the Jogipet Block Development Office. The participation of international consultants was also greatly appreciated. Mr. M. Devins and Mr. D. Whelan, Robert F. Kennedy Memorial Foundation scholars from the United States, Mr. Roger Butcher, civil engineer from New Delhi and Mr. J.E. Burbidge, social anthropologist from Australia deserve particular mention. The enthusiastic contribution of a number of VST staff who came and spent a day at the consultation must also be noted. Though not participating directly, thanks are due to Dr. Krishna Rao, Vice-Chancellor of the Andhra Pradesh Agricultural University, Dr. Appa Rao of the Directorate of Health Services in Hyderabad and Dr. Krishna Moorthy, Director of Dry Land Project for their enthusiastic support of the project and their suggestions for it, both invaluable input at this critical stage.

A special note of thanks is in order to Mr. Ramma Rao, secretary of the Bharat Scouts and Guides, who was kind enough to provide the tents for the accomodation of the consultants in the village. Accomodation for the writing of this document was most graciously provided by Mr. Pandu the Block Development Officer in the Panchayat Samithi Building. For this we are most appreciative, not only to him but to all of the staff who made themselves of service. Finally, mention must be made of the gracious welcome and enthusiastic participation of the Nadlapur residents. Many worked full time in the consultation, contributing their deep insights and practical wisdom. The following paragraphs describe the methods, findings and recommendations which grew out of the consultation regarding costs and funding, the implementing forces anticipated results, replication schemes and the services which the ICA: India can provide in order to carry out the Nadlapur Human Development Project.

## I

### PROJECT ACTUATION

The methods of the consult are universally applicable. However, the particular situations in which the methods are employed are always unique. Manifestations of the uniqueness of Nadlapur are to be found in the five comprehensive charts (Plates 1-5) and accompanying prose which comprise the substance of this document. These charts together describe the flow of the consultation. The Actuating Programmes assume a broad four

## Phases

year phasing model for the completion of the Nadlapur Project (Plate 6A). The emphasis of the first year is on initiating the project by launching the sixteen programmes. The second year will bring an acceleration of the programmes. Particular importance, therefore, is given to training a wide range of leaders equipped to guide the direction and expansion of the project. The third year will focus on establishing the local autonomy of the project. As local leaders assume greater responsibility for the total operations, the auxiliary staff will be released to work in other villages. The fourth year will demonstrate the maturation of the project. External assistance will be considerably reduced and local initiative will be maximized in both the economic and social development programmes.

## Funding

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

## Costs

The sixteen Actuating Programmes provide the means for an initial analysis of the Project cost as well as the broad funding patterns. Plate 6A indicates the estimated cost of the first year of each programme itemized under the categories of capital costs, pay and allowances and operating costs. Plate 6B provides a picture of the projected four year costs. It is anticipated that at the end of the third year, outside support of the Project would be significantly decreased. Over the four years increasingly less direct funding will be needed to support salaries as programmes begin to generate their own incomes. Plate 6C illustrates the growth of economic self-sufficiency as the flow of outside funding decreases and local capital increases through agricultural and business development. This move requires a total comprehensive development approach.

## II

## IMPLEMENTING FORCES

Local

The sixteen Programmes provide the framework for local participation and give direction to the necessary organization of Nadlapur residents who will do the work of implementation. A series of working groups called guilds comprised of residents of all ages will be formed to do the particular jobs of implementation, continued planning and evaluation. The Programmes of the Nadlapur Human Development Project can be grouped in relation to two commissions responsible for coordinating the unified focus of the more economic and the more social aspects of the project. Such commissions, made up of guild representatives and other community members would comprise a representational cross-section of the community. The operation of the commissions would also allow for the participation of the auxiliary staff and the guardians, who catalyze and support the project.

National

A network of guardians and patrons assures the continuation of external support to the Nadlapur Human Development Project. Already such networks have begun to emerge through the participation in the consult of professional people and businessmen from Hyderabad and through the assistance of government offices on the local, district and state levels. The cultivation of these project supporters from the private and public sectors will provide information, advocacy and access to services and expertise not presently available within the community.

Auxiliary

Finally, the support of the project initially requires the presence of a resident auxiliary staff which engenders motivity in the community at large and provides ongoing training, through shoulder to shoulder engagement in a common task. The replication project auxiliary include, international Institute of Cultural Affairs staff members and men and women from various backgrounds from India's villages and cities who have decided to give two years of service to the nation's rural development effort. Such national auxiliary members have received training in actuation methods at the Human Development Training School prior to village service. Each member of the auxiliary is charged with the responsibility of training one or more local understudies in his own arena of expertise. The understudies, in turn, will then be prepared to assume leadership responsibilities within the community.

## III

## ANTICIPATED BENEFITS

## Anticipations

Nadlapur intends to be a signal community which people will visit in the future as a demonstration of rural development. It is important, therefore, that the benefits of the project be clearly evident. The variety of improvements a visitor might observe on a tour through the community some six months after the consult are presented in the following paragraphs through six simple sketches.

## Agro-Industries

As the visitor is riding into Nadlapur on the smoothly packed gravel road from Jogipet, he is impacted by the subtle beauty of the roadside landscaping. His hostess proudly explains to him that four months ago this same road was a dusty, arid pathway, suited only for bullock carts. As he enters the village he notices a large herd of sheep having their bi-weekly check-up by the veterinarian, while the owner is writing down some notes, before herding them out to irrigated pasture for grazing. A tractor passes by with a wagon full of freshly harvested tobacco, being taken to the new shed to cure and to be tested for quality. As the visitor walks the outskirts of the village he is drawn to a modern dairy shed, where cross-breeding techniques are being experimented with but becomes distracted by the peeps of a few hundred young chicks in the nearby poultry farm. He is duly impressed by the obvious care and concern that went into the planning of the village agricultural industries. Intermittently during the day, the visitor hears the sound of the various irrigation pumps and can clearly see their effects in the green, fertile fields. He takes lunch with the farm labourers in the community kitchen, where they are served fresh vegetables from the cooperative garden. He learns from these men that they now have a firm economic base in agriculture, as well as alternate employment opportunities.

## Commerce

Walking through the main village chowk, the visitor finds his eye is attracted to a modest sign, reading "The Nadlapur General Store", in Telugu and English. He strolls inside and overhears a light-hearted argument between a woman and the proprietor. She wants to bargain with him for a dozen eggs but he explains that his prices are fixed in order to keep his records straight and project his income. The store offers a variety of basic necessities, as well as some local produce and manufactured goods. The visitor walks past a man with a large smile - he has just been talking with the

manager of the branch bank and his request for a low-interest loan was approved. He can now purchase a new loom to expand his blanket weaving company. Today happens to be the weekly bazaar and the village is stirring with busy merchants, farmers and craftsmen. Booths are set up displaying crockery, fruit and vegetables, building supplies, poultry and other items. Instead of walking nine kilometres to Jogipet, the villagers can now walk up the street to do their shopping. Neighbouring communities also save themselves a long trip by coming to Nadlapur. Many merchants sell on credit, knowing that they will be paid by the end of the week.

Recon-  
struction

The visitor becomes aware that almost everywhere he looks, there are signs of construction and physical rehabilitation. There is a beautiful blend of new buildings, like the spacious community centre, guest house, public toilets, and the brand new school facility. The mango leaves hanging in the freshly painted doorways of the houses, contrast with the white stones lining the cobbled streets. The visitor is shown the model house, which was especially designed for Nadlapur in accordance with the traditional wisdom and modern construction design. He sees the many buildings made of granite blocks and discovers that the stone is a local resource, dug up, shaped and utilized by the villagers themselves. He hears that the local people also provided the labour when the paved access road was built and perceives the reason behind the sense of accomplishment that the people display.

Identity

As the visitor enters the chowk he is struck by a colourful flag which was created by the village and which bears the symbol of a man standing on the watchtower. When he stops at the community centre, he is confronted by a large calendar of events and a poster announcing the forthcoming films, displayed on the bulletin board. Among the large variety of features at the centre, he is most attracted by the chart reporting the tasks and accomplishments of the quarter and the architectural sketches of the proposed construction projects. As he goes next door, he is drawn to a group of people seated around a table discussing the weekly coordination of guild activities. Finally, he is led to the ancient village tower, which is in the process of being renovated. His hosts describe to him how it once served as a strategic placement to keep watch for threatening bands of marauders. With a deep sense of pride and purpose, they point out that the tower is again rising above the plains, announcing the emergence of a new village for all to come and see.

Farming

The visitor stops outside the tobacco shed and asks the farmer if he can ride along on the community tractor to see how the harvesting is going. They ride out past the well that was once losing more water than it was pumping out, but is now the main irrigation source for the tobacco fields. The farmer explains that his family had always been in farming but until a few months back, no one had ever been to Nadlapur to teach or introduce modern farming techniques. The difference is unbelievable. With the addition of a few modern machines, a remodelled irrigation system, hybrid seeds and chemical fertilizers, the yield of the crops has more than doubled. The visitor observes that this man has become a businessman, in addition to a farmer, and is taking a whole new outlook and pride in his family vocation.

Education

As the visitor enters the Early Learning Centre the children are bright-eyed and, with enthusiasm snap to attention, uttering a hearty "Namuskaramu". Then they burst into song with "Bharata uttama Deshamu", which in Telugu means "India is a wonderful place". As he gets closer, he notices a number of very young children involved in the daily curriculum. He also observes that the mothers are taking part as teachers and aides. The visitor is most impacted by the Adult Education Programme, especially the comprehensive village curriculum, covering social methods, health training, family technology, first-aid training and nutritious cooking. He overhears the villagers talking about the plans to build a community kitchen in the village to train the women in the preparation of nutritious food.

Impressions

As his time comes to an end, the visitor realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard-working and intelligent people who possess confidence, dignity and pride in their community. He senses that something profound has happened to them. He finds it difficult to forget the way they speak of the history and future of Nadlapur. Perhaps he will say that the people display a new kind of community spirit. He wonders why, if this can happen in Nadlapur, can it not occur in other communities across Andhra Pradesh and the rest of the nation?

IV

REPLICATION SCHEMES

The Nadlapur Human Development Project is a pilot project in Andhra Pradesh which could be replicated in other villages across the state according to the design presently being utilized in replicating the Maliwada Project in Maharashtra. The implementation of systematic replication involves the operation of six practical components for each village. First, A Nadlapur resident along with a member of the staff of ICA: India and a concerned person from outside the community will undertake site selection. This involves visiting villages to speak to the local residents about work in Nadlapur and their participation in village renewal. The selection of a village is guided by certain criteria. An inclusive variety of cultural, occupational and geographic settings is sought. Locations which are easily accessible and therefore can maximally function as renewal demonstrations are preferred. Careful consideration is given to sites which are eligible for special services or which have already attracted public or private interest. Villages selected are representative of typically depressed communities in the area, in which there is large underemployment or unemployment, and whose obvious need will allow for rapid, socio-economic change. A selected village's population normally falls between 500-3500 people; in the case of a village with related hamlets the population of the central node typically falls within the designated population range and serves as the initial concentration for development efforts. Selected sites are finalized only upon the approval of the District Collector, and Chief Executive Officer or their designated representatives, and on recommendation of the local District Development and Planning Councils.

Selection

The second replication component is the Demonstration Visit whereby a group of at least ten concerned residents from a selected village spend two days on site at an ongoing Human Development Project. Initially the site would be Nadlapur. 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 the story of socio-economic development and talk at length with the visiting guests.

Visit

Gram  
Sabha

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

School

The key component in the replication model is the Human Development Training School, without which it would be virtually impossible to raise up and quickly train the required leadership for village development. Currently the School is held for an eight-week in-residence period in Maliwada. In the future it may be located in close proximity to Nadlapur. Each village intending to begin a human development project is asked to send ten to fifteen of its residents to participate in the School. The School is staffed by a global faculty. Its curriculum is designed to equip participants with images, methods and skills needed for village work and to train community residents to assume leadership responsibility. The 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. The School is designed to enable village development and, therefore, in the first instance, is not intended to be centered on the individual improvement of the participant. The participants work with the curriculum as students in preparation for becoming leaders and teachers. At the conclusion of the School as many participants as decide to serve the villages are assigned to the auxiliary staff of the various projects.

Residence

The fifth component of replication calls for establishing the residency of the auxiliary force in the village. This step is taken in most instances in the weeks immediately following the completed session of the Human Development Training School at least two weeks prior to the village consultation. Although the auxiliary is prepared to live in almost any accommodation made available, it is most conducive to its work if a place adaptable for common residency within the village but in keeping with

the village style is made available. Providing such accommodation often affords an opportunity for the village to dramatize its seriousness in being a project.

Consult

The sixth component of the replication model is the village consultation which is designed to be an occasion within which the human development project is launched. The methods used in the consultation are fully described in the earlier sections of this report and constitute the basic methods utilized throughout the project.

BUDGET SUMMARY CHART  
Fiscal Year 1977

ICA Consultants

Key: 1.0=Rs 1,000

breakdown programmes	CAPITAL COSTS	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1. DRYLAND DEMONSTRATION FARM	75.7	4.5	4.8	-	18.5	2.0	105.5
2. AGRO PRODUCTS COMBINE	57.5	5.4	4.8	4.0	9.5	5.0	86.2
3. VILLAGE IRRIGATION MODULE	139.0	18.5	9.6	4.0	15.0	-	186.1
4. SMALL INDUSTRY COMPLEX	100.4	14.4	14.4	-	54.0	15.0	198.2
5. COMMERCIAL TRADE EXCHANGE	38.8	4.5	14.4	4.0	15.0	5.0	81.7
6. HOUSING RECONSTRUC- TION ENTERPRISE	64.8	32.8	9.6	6.0	16.0	-	129.2
7. ENVIRONMENTAL RENEWAL PROJECT	71.9	28.5	9.6	4.0	5.0	-	119.0
8. PUBLIC AMENITIES SYSTEM	74.9	21.0	9.6	6.0	17.8	-	129.3
9. NADLAPUR HEALTH CENTRE	34.0	8.1	4.8	-	28.0	3.0	77.9
10. COMMUNITY NUTRITION SYSTEM	10.0	11.9	9.6	3.0	52.0	-	86.5
11. VILLAGE SERVICES UNION	21.0	8.1	9.6	-	8.0	4.0	50.7
12. VILLAGE ACTIVITIES NODE	45.5	5.4	9.6	-	16.0	-	76.5
13. LOCAL ORGANIZA- TIONAL NETWORK	32.5	3.6	9.6	-	6.5	10.0	62.2
14. EARLY LEARNING CENTRE	35.0	5.4	9.6	-	15.0	3.0	68.0
15. BASIC EDUCATION ACADEMY	41.0	15.8	9.6	-	11.0	-	77.4
16. OCCUPATIONAL TRAINING INSTITUTE	20.0	1.8	9.6	5.0	7.0	4.0	47.4
TOTALS	862.0	189.7	148.8	36.0	294.3	51.0	1581.8

PROJECTED COSTS  
Over Four Years

ICA Consultants

Plate 6A

years programmes	I	II	III	IV	Total Costs
	FY 1977	FY 1978	FY 1979	FY 1980	
1. DRYLAND DEMONSTRATION FARM	105.5	71.9	82.9	11.3	271.6
2. AGRO PRODUCTS COMBINE	86.2	22.2	19.7	19.7	147.8
3. VILLAGE IRRIGATION MODULE	186.1	116.1	57.3	23.3	382.8
4. SMALL INDUSTRY COMPLEX	198.2	124.2	109.2	99.2	530.8
5. COMMERCIAL TRADE EXCHANGE	81.7	52.5	76.0	49.0	259.2
6. HOUSING RECONSTRUC- TION ENTERPRISE	129.2	94.2	65.6	43.3	332.3
7. ENVIRONMENTAL RENEWAL PROJECT	119.0	71.2	11.4	9.0	210.6
8. PUBLIC AMENITIES SYSTEM	129.3	81.6	36.6	28.7	276.2
9. NADLAPUR HEALTH CENTRE	77.9	53.4	53.4	42.4	227.1
10. COMMUNITY NUTRITION SYSTEM	86.5	64.5	50.5	37.5	239.0
11. VILLAGE SERVICES UNION	50.7	42.7	47.7	42.7	183.8
12. VILLAGE ACTIVITIES NODE	76.5	57.5	48.7	43.5	226.2
13. LOCAL ORGANIZA- TIONAL NETWORK	62.2	30.2	23.9	22.9	139.2
14. EARLY LEARNING CENTRE	68.0	35.5	34.0	33.5	171.0
15. BASIC EDUCATION ACADEMY	77.4	72.9	61.9	45.9	258.1
16. OCCUPATIONAL TRAINING INSTITUTE	47.4	29.4	27.9	26.9	131.6
TOTAL COST/YEAR	1581.8	1020.0	806.7	578.8	3987.3



THE NADLAPUR HUMAN DEVELOPMENT PROJECT

initiated and sponsored by

The Vazir Sultan Tobacco Company, Limited  
P.O. Box 1804  
Hyderabad 500 020  
Andhra Pradesh  
India

consultants

The Institute of Cultural Affairs: India

Bombay Office:

Administrative Staff College  
of Maharashtra State

P.O. Box 660  
Bombay 400 001

Maliwada Office

P.O. Box 100  
Aurangabad  
Aurangabad District  
Maharashtra 431 001  
India

Nadlapur Office

Post Jogipet  
Andole Tahsil  
Medak District  
Andhra Pradesh  
India

