

MAHARASHTRA VILLAGE DEVELOPMENT PROJECT

CLUSTER SPONSORSHIP PROGRAMME

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I. SINGLE-VILLAGE APPROACH.

The Institute of Cultural Affairs is an applied research, training and demonstration organisation with 29 years of experience in the field of community development. Since 1975, it has undertaken the Maharashtra Village Development Project or, as it's often called, Nava Gram Prayas, the New Village Effort. There have been two primary results of this programme across Maharashtra State.

- (i) A model of integrated, single-village development has been formulated and applied on a demonstration basis in one village in each of the 26 Districts of Maharashtra. While there is variation in the emphases and degree of progress achieved, each of the 26 villages demonstrates substantial economic, social and human development. Several villages, for example, have tripled their average per capita income. In addition, training programmes and extension services have been taken regularly to another 206 villages selected at the taluka level.
- (ii) A voluntary service force of village field workers has been trained and mobilised to carry out these development activities. In the process of training thousands of village leaders, the Institute has also provided training for a total of 3,000 candidates for its own Voluntary Service Corps. Most candidates have been unemployed youth from the villages of Maharashtra or other states. Candidates undergo an intensive internship programme at the Malivada Human Development Training Centre near Aurangabad. They receive training in leadership development, community organisation and practical methods of development such as current agricultural techniques. After graduation, 1,700 men and women accepted assignments for periods ranging from six months to five years. They have lived in a disciplined ashram configuration in each of the 26 district-level projects where they have worked shoulder-to-shoulder with the villagers in the implementation of their development programmes. Each volunteer is fully supported for Rs.250 per month. Several senior members of the Voluntary Service Corps have given a year to share their experience in similar ICA projects in Kenya, Zambia and Indonesia. At present, this programme of voluntary service to the villages is being studied for application in other parts of the country.

II. BASIC EMPHASES.

While the Institute of Cultural Affairs: India does carry out such field work as described above, its own primary concern does not lie with these projects as ends-in-themselves nor with the benefits accrued by the relatively small numbers of people concerned. Furthermore, it is not the Institute's intention to carry its own field work to a massive scale. Rather, the concern behind all its work is to formulate and test methods and models which will contribute over a period of time to the practical possibility of mass development of the rural areas. In this regard, the Institute understands itself as an applied research effort working on behalf of the wider development community and towards the possibility of orderly mass upliftment. The basic emphases of its work are three:

- (i) Human Development - It is clear that demonstration rural programmes can occur through large injections of external money and talent. But these measures as such have not ensured that the village people take responsibility for their own long-term development. While social and economic programmes are utterly necessary, the Institute also focuses on human resource development within the villages. This is carried out not as some vague ideal but through systematic use of motivational methods, constant training and educational programmes, structures of planning and consensus-making, regular cultural events and the introduction of practical management techniques. The Institute's credo is that local people must take responsibility themselves if anything lasting is to take place.
- (ii) Local Mechanism - While the provision of macro and semi-macro schemes is very extensive in India, the bottleneck lies in the lack of operative structures for the implementation of these available benefits at the local level. The Institute has concentrated on establishing responsible community organisations such as Mahila Mandal, farmers association, paramedic teams, non-partisan Community Development Association, etc. Such structures organise local planning and initiative, and provide a stable mechanism for the delivery of wider development programmes. In short, the focus has been on the structures and models of an effective "bottom-up" approach which complements the efforts of government, of the private sector, and of the international funding bodies.
- (iii) Replicable Models - The Institute has endeavoured to carry out applied research on methods and models which can be used by agents having sufficient capacity for application on an extensive scale. Replication is the touchstone of all Institute activities. Models have been developed and tested for all-round single-village development, comprehensive training of villagers, quality rural education, small-scale industries such as bakeries and polyvastra ambar charkha, bio-gas operations, etc.

III. MULTIPLE-VILLAGE APPROACH.

Currently, the Institute of Cultural Affairs: India is turning a corner from single-village development to multiple-village development or to clusters of roughly ten adjacent villages. If the single village is the nucleus of development, then the cluster is the molecule pointing the way for massive rural reconstruction. If the natural relations which exist in a cluster of villages can be enhanced in an integrated development effort, then the way will be clear for replication by clusters to large numbers of villages. The Institute has selected three sites in Maharashtra for a three-year experiment (1981-1984) in cluster-level development. The three sites are located in Panvel Block near Bombay, Khandala Block (Satara District) near Pune, and Wardha Block near Nagpur. Sites have been strategically located near the three major cities of Maharashtra to facilitate a necessary participation by the public, private and voluntary sectors. Each cluster surrounds a "teaching village" - that is a village where the Institute has already worked for at least three years. These are the villages of Chikhale, Jawale and Sevagram in Panvel, Khandala and Wardha Blocks respectively. The "teaching villages" perform their functions through direct demonstration of programmes already under implementation and through the activities of a residential training centre to be constructed in each location. Once a breakthrough has occurred in these clusters, the programme will be extended by clusters to all the villages of the three blocks concerned. A limited number of additional sites for such cluster and block development programmes will be selected in Maharashtra, in Haryana near New Delhi, and in Karnataka near Bangalore.

IV. INTERNATIONAL EXPOSITION.

In November, 1983, an International Exposition of Rural Development will be held in India drawing several hundred delegates from many nations. A brochure is attached. This event will be co-sponsored by a number of national and international agencies including the Institute of Cultural Affairs: India. Delegates will be divided in 35 working teams. Each team will spend three days in one development project chosen on a national basis. The projects will be chosen by an objective adjudication according to the significance of their contribution to solving the rural development issue. The intent is to get the 35 best rural development projects, whether they be integrated or single-phase by nature. The teams will study each project in depth and then assemble in New Delhi to document scientifically the elements and methods which lead to successful rural development. The resulting study will subsequently be shared with governments and development agencies across the world. The urgency of this event for the Institute lies in the intention to have its Maharashtra cluster projects ready for selection and global attention by late 1983.

V. CLUSTER SPONSORSHIP.

Since 1977, several private sector companies have participated with the Institute in the Village Adoption Programme. Through this programme, each company adopted a special relationship with one of the Institute's district-level demonstration projects. While one such relationship involved Rs.16,00,000 from the company over four years, the normal programme delineation was as follows :

- (i) The company provided a grant of Rs.3,00,000 over three years. Normally this amount was spread over a number of development activities within the village.
- (ii) Where the company could provide needed materials for development, such were made available on an inkind or concessional rate basis.
- (iii) The company would actively participate in the life of the project through regular visits, sharing its technical and managerial expertise with the villagers, and even participating occasionally in shramdan.
- (iv) Where possible, the company would assist in setting up a small-scale industry in the village. The industry might be related to the company's ancillary needs or a spin-off from its expertise resources.

With the shift to cluster-level development, the Institute of Cultural Affairs: India proposes to the private sector a new approach called the Cluster Sponsorship Programme. With this programme, it is hoped the company will take a special relationship to an entire cluster in order to assist the Institute in catalysing a break-through from single-village to multiple-village development. The programme will have two categories of sponsors. Primary Sponsors will provide a minimum of Rs.3,00,000 in each of three consecutive years (Rs.9,00,000 total) while Associate Sponsors will grant a minimum of Rs.1,00,000 per year over the same period (Rs.3,00,000 total). Otherwise the programme delineation is as above, except for a particular request for increased expertise injection. A regular transfer to the villagers of basic fiscal management methods is especially needed. A sample budget for both categories of sponsors is attached. It should be emphasised that this is a sample budget. There is no reason why a company should not specialise in the areas of development which interest it most, or even take one of the villages within the cluster as its own project. Actual budgets and agreements will be worked out in conversation between the company, the Institute and the village leaders involved. As the Institute has demonstrated its capacity to make rural development ventures work, it requests 20% of total expenditure for its own training and organisational activities and for its support costs, particularly the maintenance of its voluntary service force.

VI. IMPLEMENTING AGENT.

The Institute of Cultural Affairs: India is a private, not-for-profit and voluntary agency registered under the Societies Act of 1860. Contributions to its work are granted 100% tax deduction under Sections 35CCA/80GGA of the Income Tax Act. Primary support for the Institute's work, both funding and expertise, has come from the industrial houses, small businesses, private individuals, trusts and foundations of India as well as from direct grants and development schemes provided by the government. This support has been augmented by grants from abroad, particularly from the Directorate for Development: Commission of European Communities (EEC). An audited annual statement is available upon request.

The Institute of Cultural Affairs globally is comprised of autonomous affiliates in 35 countries. It has worked for 29 years to research and demonstrate practical methods for local community development. The work of ICA's staff is complemented by voluntary consultants who donate both time and resources. The Institute's 120 field offices are served by support centres in Bombay, Brussels, Chicago, Hong Kong and Kuala Lumpur.

CLUSTER SPONSORSHIP PROGRAMME

ICAI

Sample Budget

Nov. '81

PROGRAMME AREA	SPONSORSHIP CATEGORY	YEAR ONE	YEAR TWO	YEAR THREE
Animal Husbandry and Field Agriculture	Primary Sponsor	45,000	45,000	45,000
	Associate Sponsor	15,000	15,000	15,000
Small-Scale Industry and Commercial Services	Primary Sponsor	45,000	45,000	45,000
	Associate Sponsor	15,000	15,000	15,000
Family Housing and Living Environment	Primary Sponsor	45,000	45,000	45,000
	Associate Sponsor	15,000	15,000	15,000
Preventive Health and Essential Services	Primary Sponsor	60,000	60,000	60,000
	Associate Sponsor	20,000	20,000	20,000
Educational Services and Community Organisation	Primary Sponsor	45,000	45,000	45,000
	Associate Sponsor	15,000	15,000	15,000
Training Programmes and Support Activities	Primary Sponsor	60,000	60,000	60,000
	Associate Sponsor	20,000	20,000	20,000
TOTALS	Primary Sponsor	3,00,000	3,00,000	3,00,000
	Associate Sponsor	1,00,000	1,00,000	1,00,000