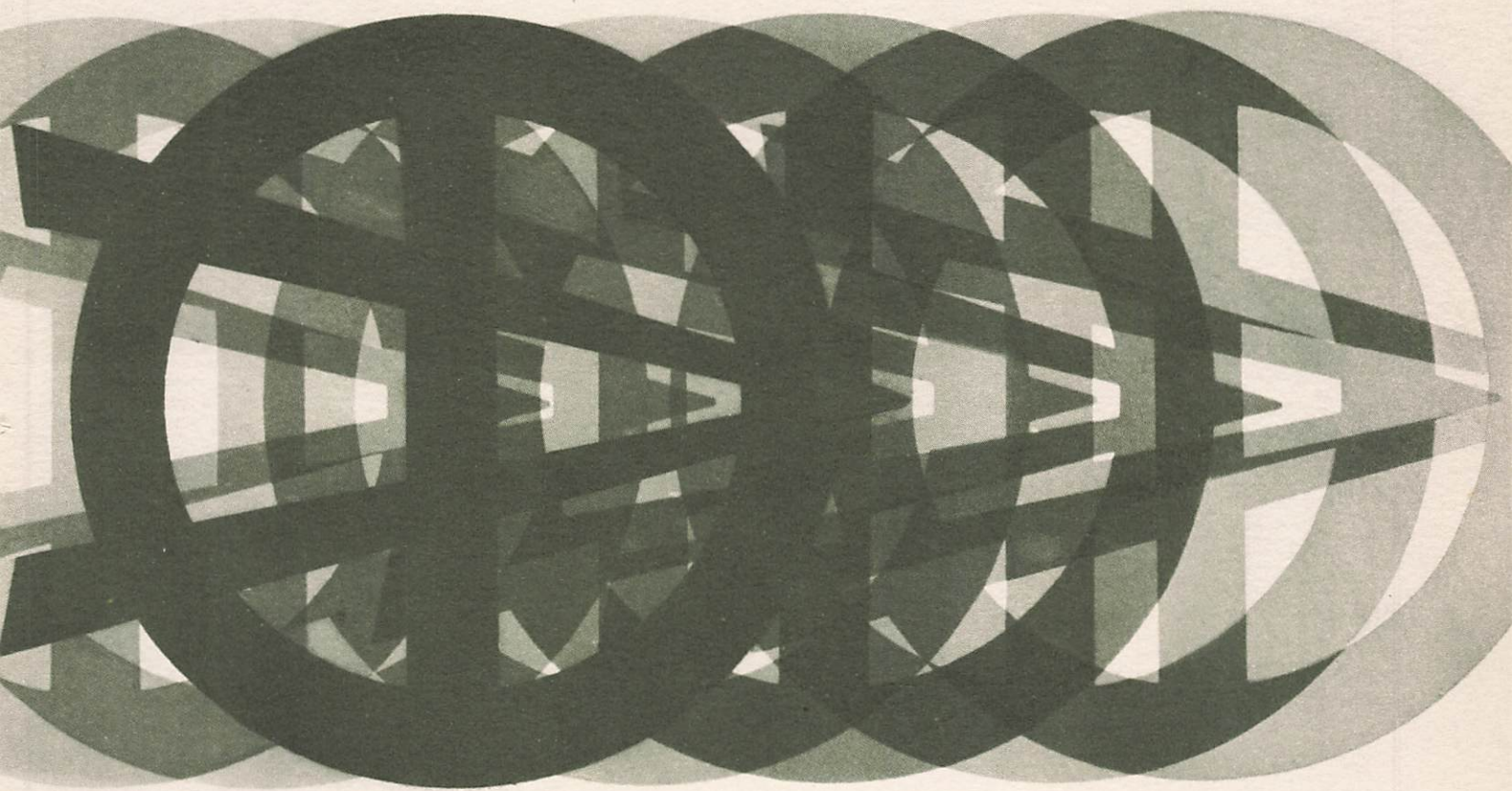


**Institute of Cultural Affairs: India**

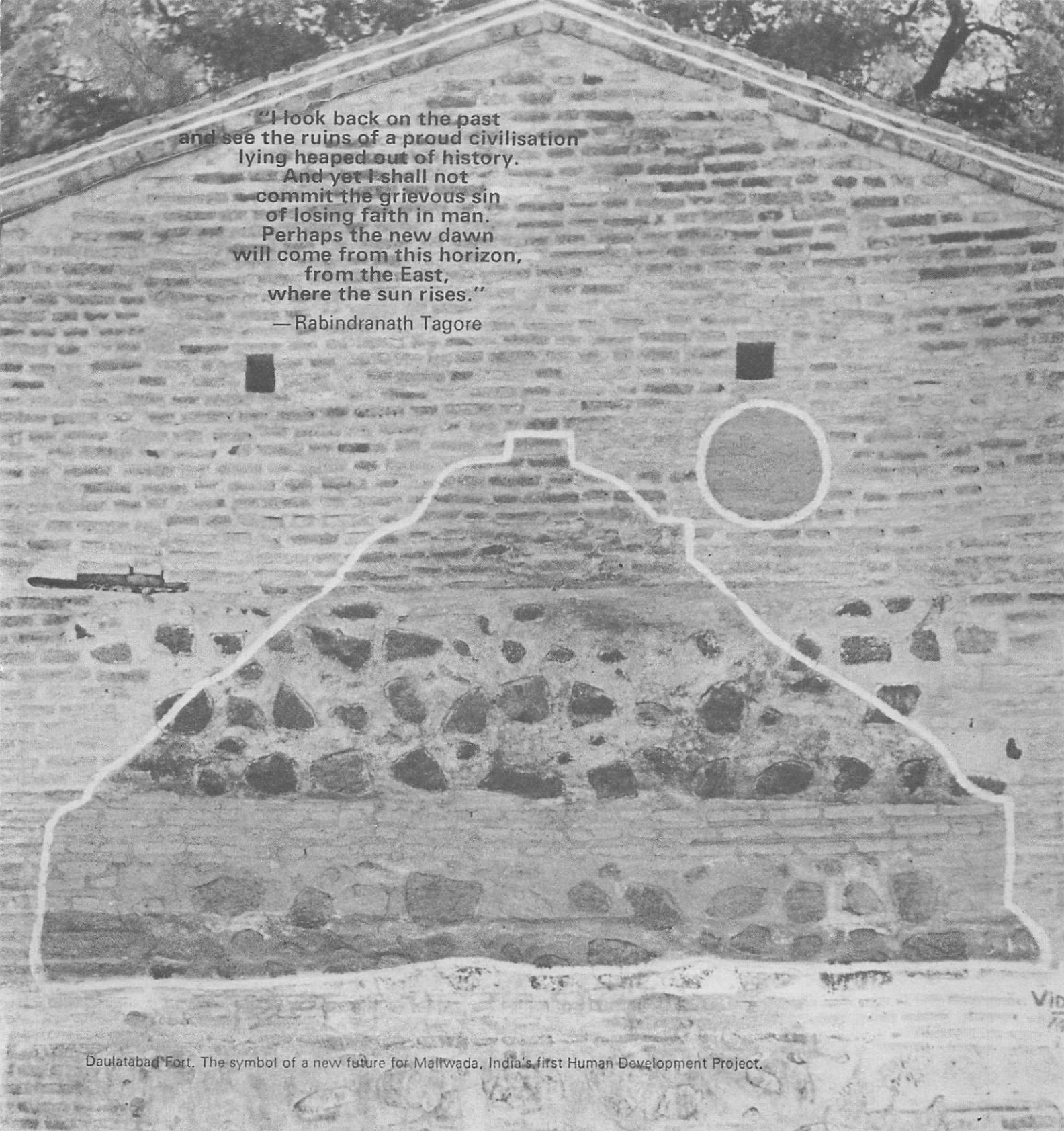


**A Dynamic of Change**



The Institute of Cultural Affairs:  
India is a voluntary  
organisation working for  
socio-economic renewal. It is  
one of 35 nationally  
autonomous affiliates in  
developed and developing  
countries.

The uniqueness of ICA's  
approach is its emphasis on  
human development — on  
creating the desire and  
methods whereby local people  
themselves plan and bring  
about lasting development in  
their own communities.



"I look back on the past  
and see the ruins of a proud civilisation  
lying heaped out of history.

And yet I shall not  
commit the grievous sin  
of losing faith in man.  
Perhaps the new dawn  
will come from this horizon,  
from the East,  
where the sun rises."

— Rabindranath Tagore

Daulatabad Fort. The symbol of a new future for Mallwada, India's first Human Development Project.

## 1975—1980: Single-Village Development

For centuries, Maliwada was a forgotten village lying in the shadow of a once-glorious fort. In 1975, the village embarked with ICA on an

crop yields quadrupled. Per family income was up by 300%. The pall of centuries had lifted.

**In the West:** In 1977, demonstration village development on the Maliwada model was replicated in a pilot village in each of the 25 districts of Maharashtra. Beginning in 1978, training teams regularly circuited an additional 207 villages, one in every *taluka*. A Voluntary Service Corps involving 1700 people was trained to work in the villages. This state-wide self-development effort has become known as the Maharashtra Village Development Project or *Nava Gram Prayas*.



Tremendous local initiative — a dozen brick factories and 14 other small enterprises—led to full employment in Maliwada.

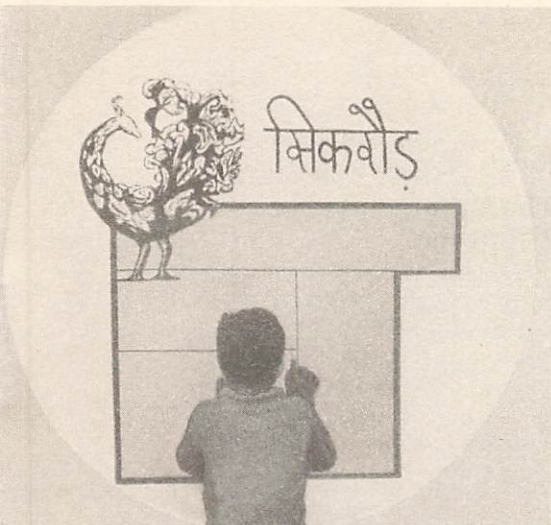
integrated programme of self-development. Under encouragement of the public and private sectors, and of a resident voluntary team, the village met and expressed its needs. Not as hopeless dreams, but as visions capable of fulfilment. Through weekly planning meetings, task teams, *shramdan* and a community development association, many wishes came true.

In three years, Maliwada had implemented extensive new housing, electricity, upgraded roads with drains, a health centre staffed by local paramedics, educational programmes for all ages, a bank and a beautified environment. Cultivated land increased by seven times and



**Old**

Thirty unit housing colony has so changed the face of Nadlapur that neighbouring villages call it



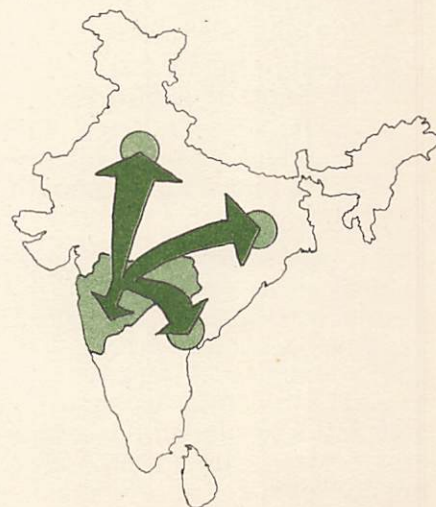
Colourful community map adorns the entrance to Sikror, "Village of the Peacock."

**In the North:** In 1978, Sikror Human Development Project near Ghaziabad, U.P., was started. At a ceremony inaugurating village electrification, the oldest resident proudly boasted, "In my lifetime, the lights have come on!" Other achievements: a preschool, brick-paved roads, health programmes, a new community centre and women's knitting and sewing ventures. Substantial increase in agricultural income provides a solid base for further activities. The project has engaged the keen participation of the public, private and voluntary sectors of Ghaziabad and New Delhi.

**In the East:** A regional office established in a Calcutta *bustee* has been researching and demonstrating methods for both urban and rural uplift. Over 200 training and consultancy programmes have been conducted with business houses, local communities, service agencies and colleges throughout Calcutta and in Bihar, Orissa and West Bengal.



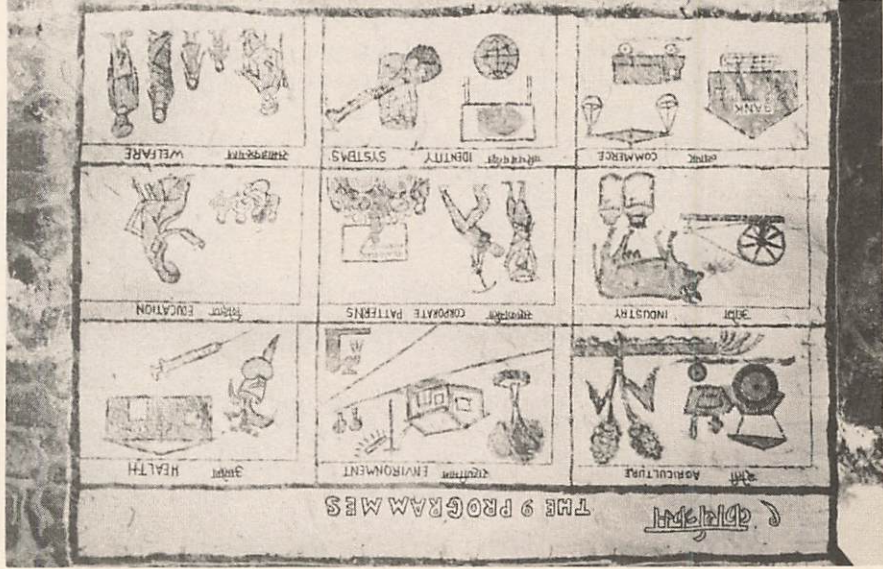
**In the South:** Nadlapur Human Development Project, Medak District, A.P., began in 1977 as a cooperative venture with the Vazir Sultan Tobacco Company. Integrated development has included a community-built model housing colony for Harijan families. A systematic animal and crop loans programme has permitted marginal farmers to finance their own planting and break the vicious sharecropping cycle. A medical clinic and sanitation measures have reduced the incidence of malaria and gastroenteritis by 50% and communicable diseases by over 25%.



**New**

"a moon among stars."

## Keys to Single-Village Development



Developing all aspects of a community's life and working with all its people are keys to effecting lasting change.

### The Village Plans Together

Comprehensive development begins by using a consensus method. All the villagers—men, women, young, old—sit together and are guided systematically to:

- 1) articulate their vision for the village's future;
- 2) identify the factors blocking development;
- 3) create a step-by-step plan to overcome these blocks and achieve their common objectives.

The villagers are more strongly committed to a plan that is of their own making. Outside expertise is used to complement local initiative. In weekly meetings villagers review the results and decide on next steps, thus keeping the consensus alive. Regular use of this planning method

### The Village Works Together

ICA volunteers help the villagers to organise themselves for implementation. Task teams are formed to undertake programmes: agriculture, education, health, etc. Neighbourhood care units ensure that everyone is benefitting from the emerging services by regular home visits. The umbrella organisation is the Community Development Association of which every adult is a shareholder member. Members elect eleven managers representing all castes and both sexes. The managers organise village assemblies and co-ordinate day-to-day operations. The CDA is a registered society which can take and make

### The Village Learns Together

ICA volunteers undertake extensive training of the village people. The emphasis is on functional abilities—literacy, employment skills, financial management. Skills which serve the village such as preschool teaching and primary health care are taught as well. Regular training programmes provide the booster dose of confidence needed for long-term self-reliance. All ICA training aims at developing leadership qualities.

### The Village Invests Together

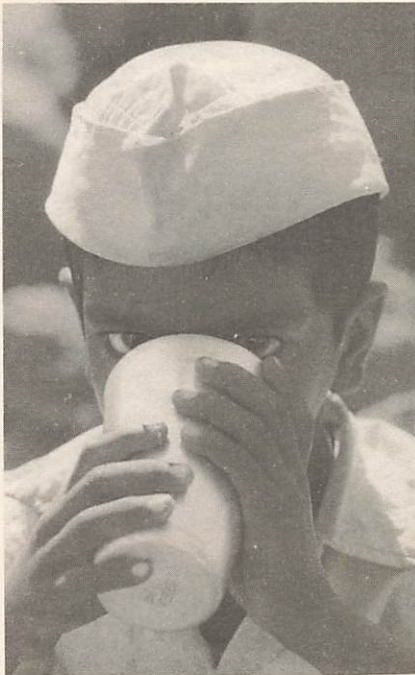
A percentage of profit from CDA-sponsored economic ventures is pooled to support social programmes. Outside seed money is needed, but the lion's share of costs for development is borne by the village itself. Through savings, bank loans and fund-raising, voluntary labour and local materials.

In Athwad Village, the purchase of crossbred cattle for the co-operative dairy was financed by bank loans. A portion of the profits generated by the dairy were combined with seed money from BASF Ltd. and *shramdan* centre and a preschool building, and to provide milk daily for all school children.

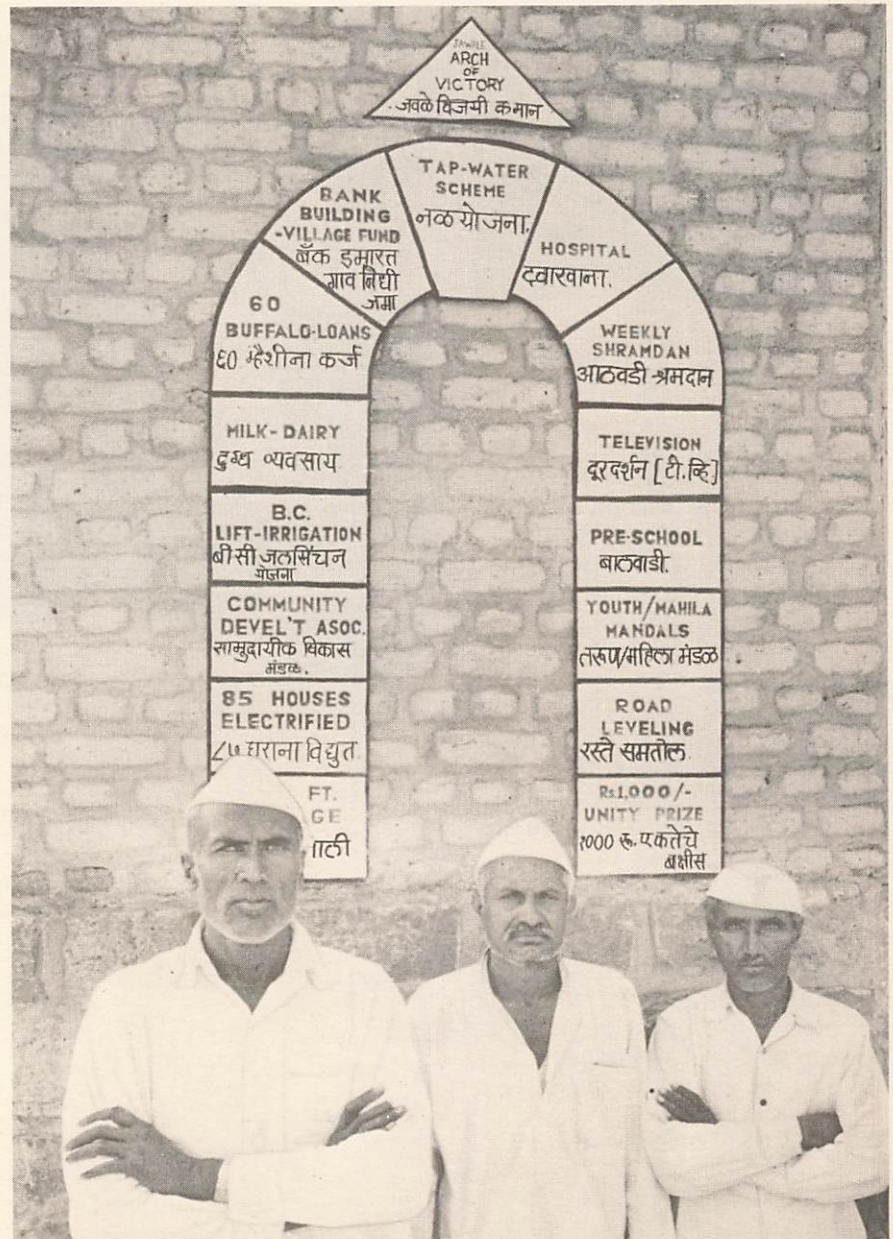
## The Village Celebrates Together

Small victories in the determined effort of each day and large milestones in village history are rejoiced over together, strengthening morale and generating enthusiasm for for the task ahead.

*Visiting a project village, a Greaves Cotton executive*



*asked the question: "What will happen when ICA goes away? Will everything go back to where it was?" The villager replied: "What we have learned we shall never forget. We have learned how to improve our situation, how to improve our economic conditions and how to improve our social conditions. Nobody can take that away from us. The future is on our shoulders."*



Village leaders stand before their "Arch of Accomplishments."

## The Shadow Principle



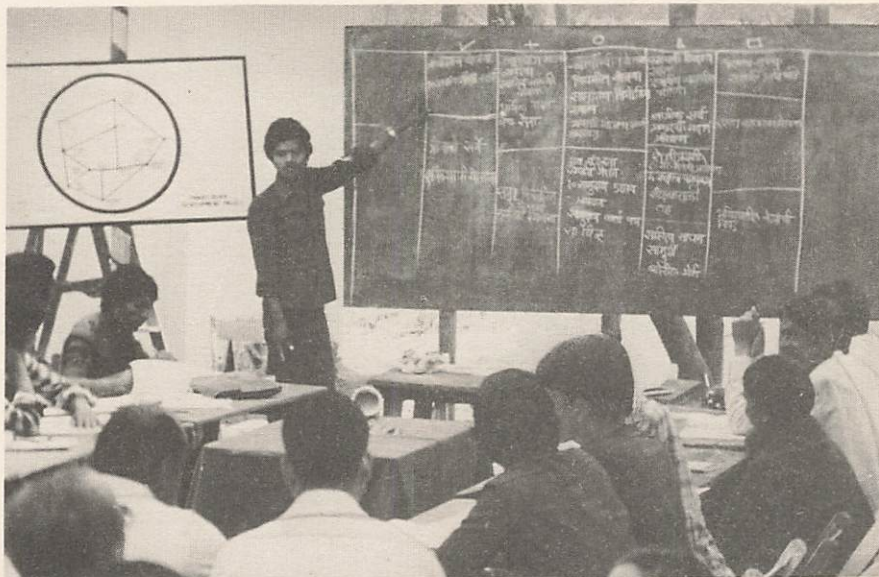
Laxmi Bhattacharya and her husband have three children. They have been ICA volunteers in Maharashtra for five years.

The catalysts of the human development process are the ICA volunteers who live in the village, work in disciplined teams and toil shoulder to shoulder with the local people. Volunteers guide and accompany village people in their endeavour to tap government schemes, bank loans and expertise. They teach the villagers systematic planning, how to set up community organisations, how to start small industries... building their confidence and competence. Most important, they embody the stance that problems and discouragements can be overcome. This support of the villagers through the development process is called the "Shadow Principle."

ICA volunteers come mostly from Maharashtra villages and receive intensive training in their role of catalyst. Of the 3000 who attended Maliwada

Human Development Training Centre, 1700 accepted village assignments for periods ranging from six months to four years and more. Each volunteer is fully supported for Rs. 250 per month.

Several senior members of the Voluntary Service Corps have given a year to work in ICA programmes in Kenya and Indonesia.



Bhimrao Tupe, 24, leads an outdoor training session.

### Major accomplishments of Phases I and II: 1975-1980

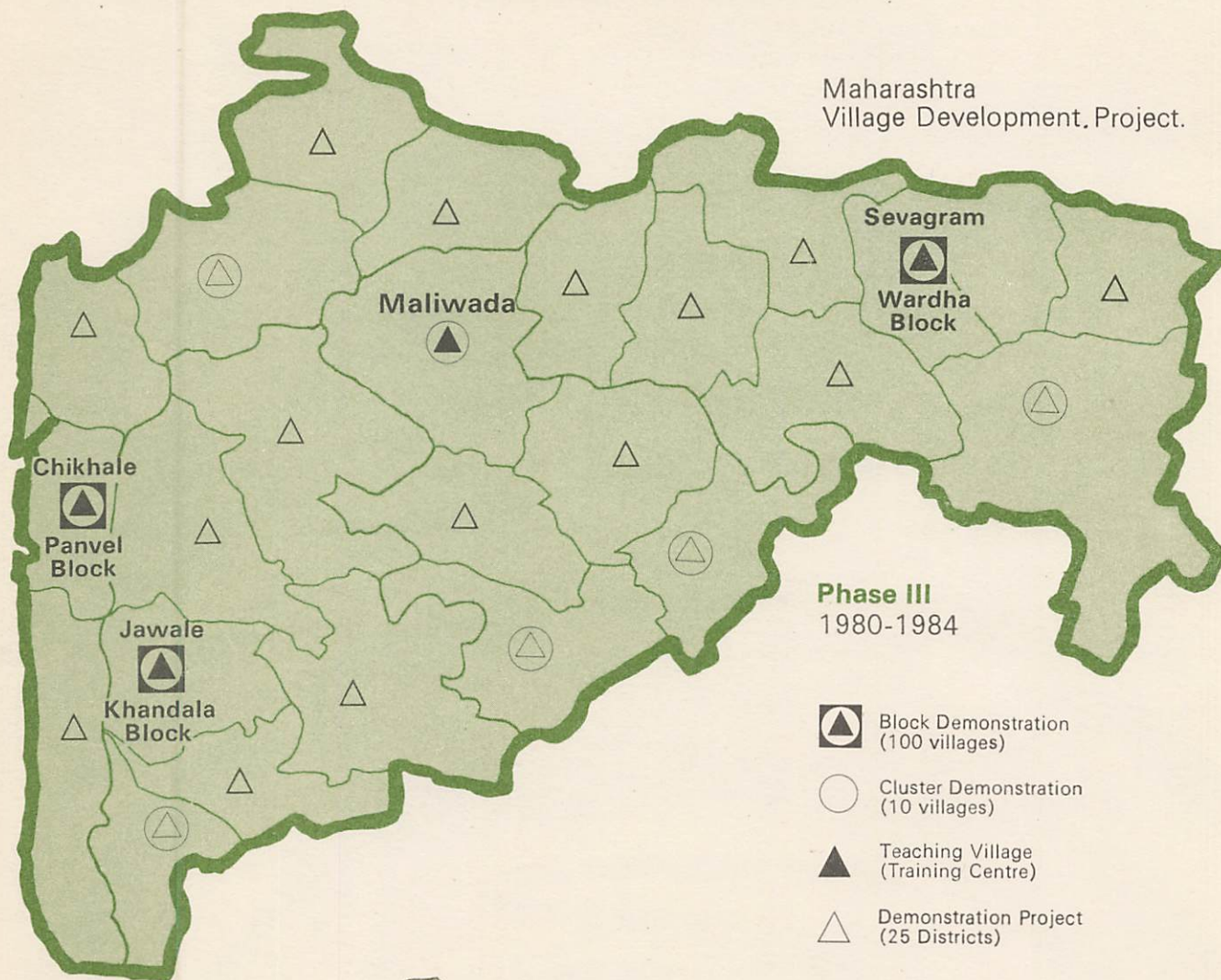
- A network of 25 comprehensive single-village development projects.
- A prototype for a Voluntary Service Corps of village workers.

Cast a stone in still water  
and ripples spread  
in ever-widening circles...







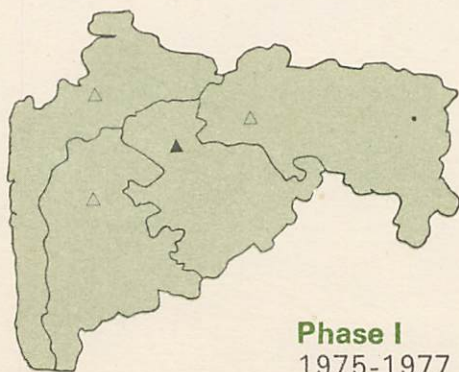
# 1980 — 1984: Multiple - Village Development

Maharashtra  
Village Development Project.

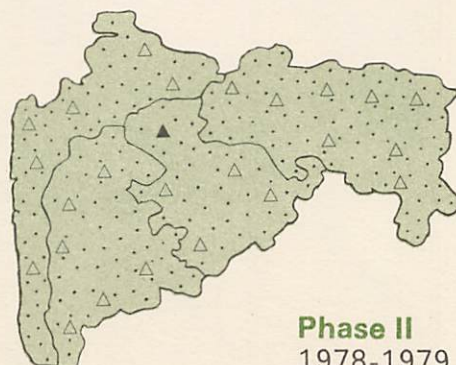


**Phase III**  
1980-1984

-  Block Demonstration (100 villages)
-  Cluster Demonstration (10 villages)
-  Teaching Village (Training Centre)
-  Demonstration Project (25 Districts)



**Phase I**  
1975-1977



**Phase II**  
1978-1979

### Village Clusters

While Phases I and II concerned the single village as the nucleus of development; Phase III concentrates on the village cluster, the stepping stone to mass reconstruction. Experiments involving groups of ten adjacent villages have been taken up in Maharashtra. If the natural relationships between neighbouring villages can be enhanced in effective pilot projects, then the way will be clear for multiplication by clusters.

### Development Blocks

In three locations, the experiment will be extended from pilot clusters to encompass entire development blocks of roughly 100 villages.

The selected blocks...

Panvel Block, Raigad District near Bombay;  
Khandala Block, Satara District near Pune;  
Wardha Block, Wardha District near Nagpur.

Strategic locations, near the three major cities of Maharashtra facilitates a partnership of the public, private and voluntary sectors and the village people in

demonstrating grassroots block development. Training is being provided for thousands of people through model Teaching Villages and four Human Development Training Centres.

### Extension Programme

Phase III will carry planning and awakening events to 10% of the villages of Maharashtra.



Sign showing the ten villages in the Chikhale Cluster.

## The Teaching Villages

At the centre of each pilot cluster in the three block experiments is a village which teaches development in many ways.

**One:** It is a village where comprehensive development has already been demonstrated. It thus offers the cluster a model.

**Two:** It is a living laboratory where people from all over the block can come and learn development techniques at first hand.

**Three:** It has a Human Development Training Centre, similar to the one in Maliwada, which offers a variety of residential and mobile training programmes for large numbers of people.

Hence Chikhale in Panvel Block, Jawale in Khandala Block and Sevagram in Wardha Block serve as Teaching Villages.

### Sevagram

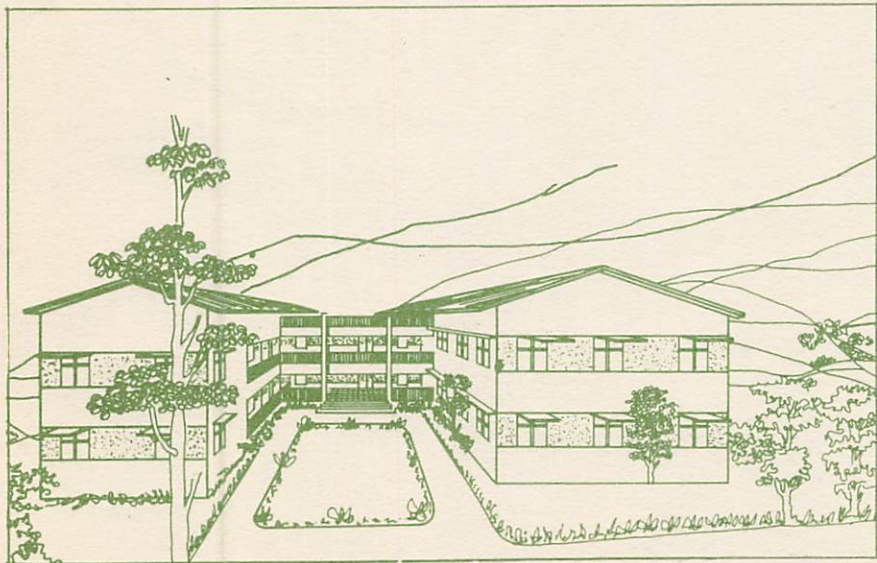
Many years ago, Gandhiji founded his ashram in Sevagram. Today, the village continues to teach his traditions of local responsibility and self-reliance. In 1978, with the help of ICA, Sevagram formed a Community Development Association.

Under strong leadership and with the assistance of the House of Bajaj, the village has demonstrated renewed power: a four-acre demonstration farm in hybrid *jowar* and

wheat, a co-operative equipment pool including a tractor, electricity connections for 120 homes, bore wells, a drainage canal and bridge, educational programmes for all ages, a community centre. With assistance from Britannia Industries, a model rural bakery was begun in 1981. Sevabread and Sevabiscuits are already being sold in surrounding villages and in nearby Wardha.



In addition, Sevagram, "Village of Service," has sent over 30 volunteers to serve with ICA in other villages across Maharashtra. To the people of Sevagram, who remember Gandhiji's figure sweeping their streets, *Nava Gram Prayas* is a special trust.



Proposed Human Development Training Centres will accommodate up to 150 residential students and serve as nerve centres for the block wide effort.

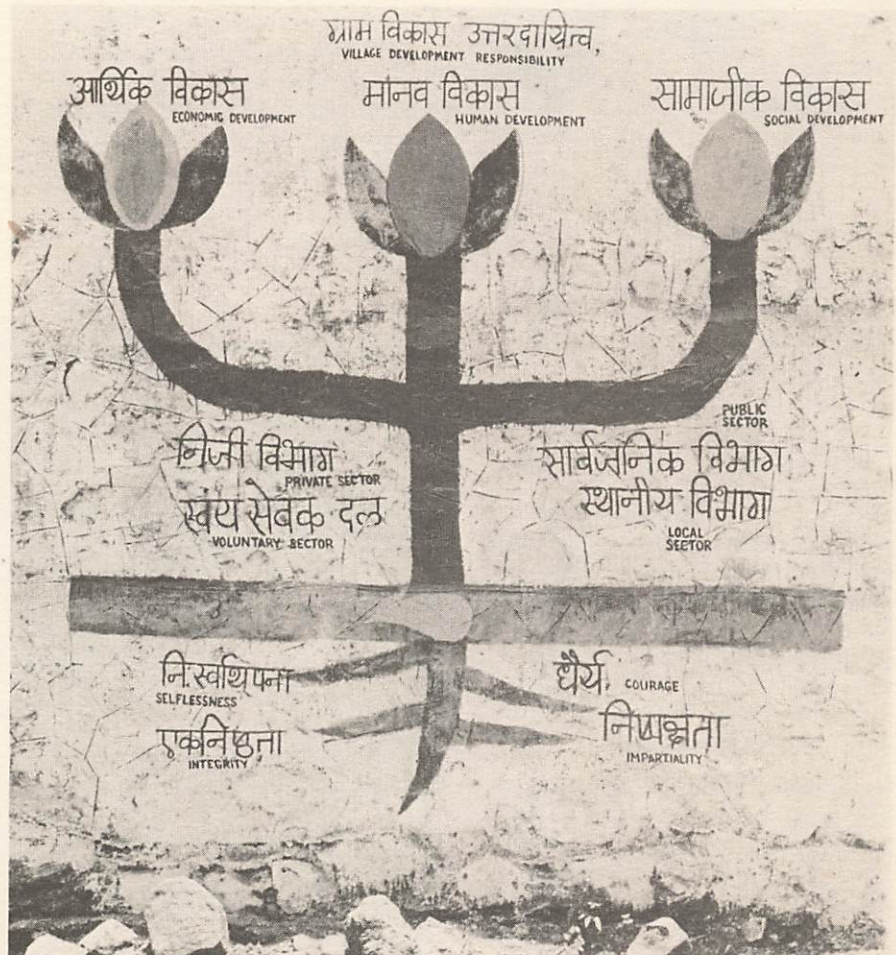
## Imaginal Education

One of the most fundamental methods through which ICA develops the human resource is Imaginal Education.

Community behaviour, like that of individuals, flows from half-conscious self-images formed out of the circumstances of history. In the villages of India today lies a rooted sense of futility, the residue of centuries of defeat, grinding poverty, cast-iron social structure. The belief that nothing can or ever will be changed is quietly and unknowingly passed from generation to generation. This negative self-image is the tangible enemy of change, and must be dislodged before meaningful development can begin.

Imaginal Education is an onslaught of myriad fresh images which infuse the situation with possibility and purposeful undertaking. Its theme rings through every community meeting, health and literacy classes, training

for employable skills... everywhere. It shows up in new community songs and mottos, in wall murals and signboards, in the ICA volunteer's focus on the future. Primary and preschool teachers are taught how to transmit positive images of the self and the world. To a new generation which will grow up free from images of defeat.



This lotus mural reminds villagers of the roots of vital community life: courage, impartiality, selflessness and integrity.



run by the Sanjivani Trust, the Chikhale Cluster Health Centre treats 300 patients a week.

## The Jawale Cluster

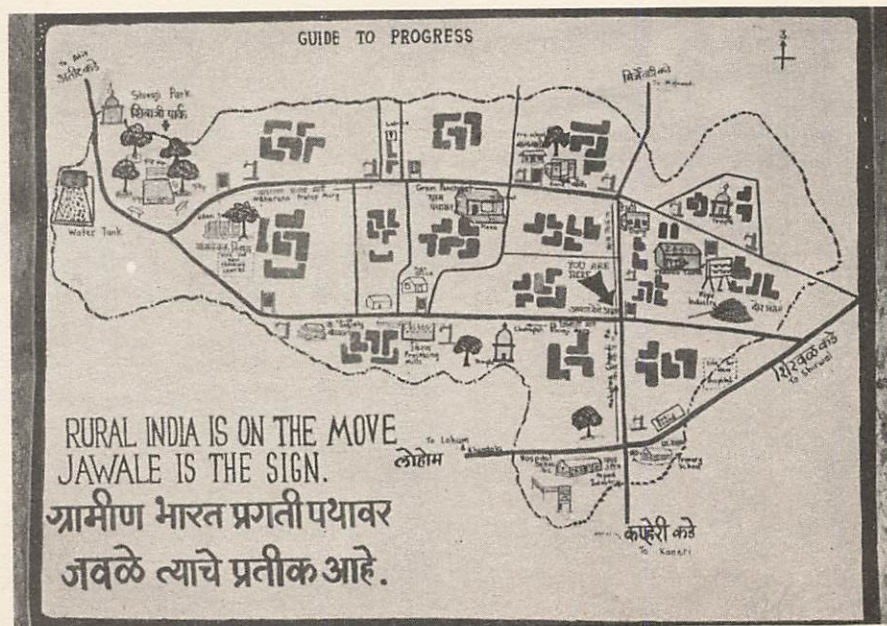
Jawale, the Teaching Village for Khandala Block, recently won the government's "Unity Award" for having most substantially abolished "untouchability." Villagers worked together in planning sessions and shramdan, putting aside differences of caste, age, sex. Joint effort has resulted in a model village boasting a cooperative dairy scheme, model homes for Harijan families, a beautiful Shivaji Park, piped drinking water, road levelling and drains, a health centre.

Now the reality of cooperation has spread through the cluster. While irrigation has long been a top priority for this drought-prone area, serious measures were not viable for just a single village. The people of the ten villages have collectively

enlisted financial and technical assistance from the Kirloskar Group. Five weir dams are being constructed at strategic points in the cluster. A major bank is moving into the Jawale bank building constructed and paid for by the villagers themselves. The bank will make loans to the farming families for lift irrigation and canals from the weir dams. In one year, 500 new acres will come under irrigation.

*"We have been able to do so much because we worked together. In the beginning we were only responsible for our families and then for our community. Now we see ourselves responsible for this cluster of villages, and for our nation..."*

— Udesh Bhosle,  
Jawale CDA member



Jawale demonstrates comprehensive development.

## The Pilot Clusters

Multiple-village development is first demonstrated in the pilot cluster of each block. It capitalises on the reciprocal relations amongst adjacent communities to implement programmes which are more feasible and productive at the level of ten villages than on a single-village basis. Multiple-village schemes are managed by the Cluster Development Association, a registered trust with eleven elected managers from all ten villages. Its workings are



The women's *ambar charkha* spinning industry in Chikhale.

complemented by ten Community Development Associations which undertake the specific priorities of member villages. Hence, development remains responsive to local-village requirements while emphasis is given to cluster-level programmes.

### The Chikhale Cluster

At the centre of the pilot cluster for Panvel Block is the largely tribal village of Chikhale. In a single-crop area where villagers do irregular field labour at very low wages or have to walk several kilometres every day for menial construction jobs, Chikhale has become a dramatic example of development. With loans extended by Canara Bank, farmers pioneered the growing of vegetables as a

second crop. 90% of these loans were repaid in the first year against the national repayment average of 56%. Canara Bank took notice and immediately involved itself in the development of the whole cluster. Increased prosperity can be seen in a spate of brick houses

replacing the old bamboo and mud structures. This in turn has given impetus to a brick factory and a housing colony for sixty backward families. Women's advancement in the Chikhale Cluster will be carried forward by the *ambar charkha* industry. It was begun by the women of Chikhale with the help of ICA, loans from the Union Bank and technical assistance from Chemicals and Fibres of India Ltd. Today, the mechanised cotton-polyester spinning operation provides year-round income to 30 families. Clamour for the industry spread in the surrounding cluster. Similar *ambar charkha* units are being established in the other villages. Handlooms, sliver production, dyeing and tailoring will be set up in a building central to the ten villages at a later stage. 450 women will be employed through an interlocking Cluster *Mahila Mandal*. Integrated in the central workplace will be a preschool, a health clinic, nutrition kitchen, adult literacy classes and space for social activities.

## Awakenment Programmes



The energy of cluster and block experiments ripples out across the state and nation through awakening programmes.

**Gram Sabha or Community Meeting** brings together people from all sections and age groups. They decide on new directions for the future and come up with practical proposals for achieving them. A *shramdan* gets momentum rolling by tackling one of the proposals right away. The event closes with a community celebration marking the promise of a new future.

In Phase III, *Gram Sabhas* are being held intensively in all the villages of selected blocks in Maharashtra to ascertain the impact of a saturation approach. They are also being held in villages and urban neighbourhoods in other states.

**Community Youth Forums** are held in schools and with youth organisations in villages

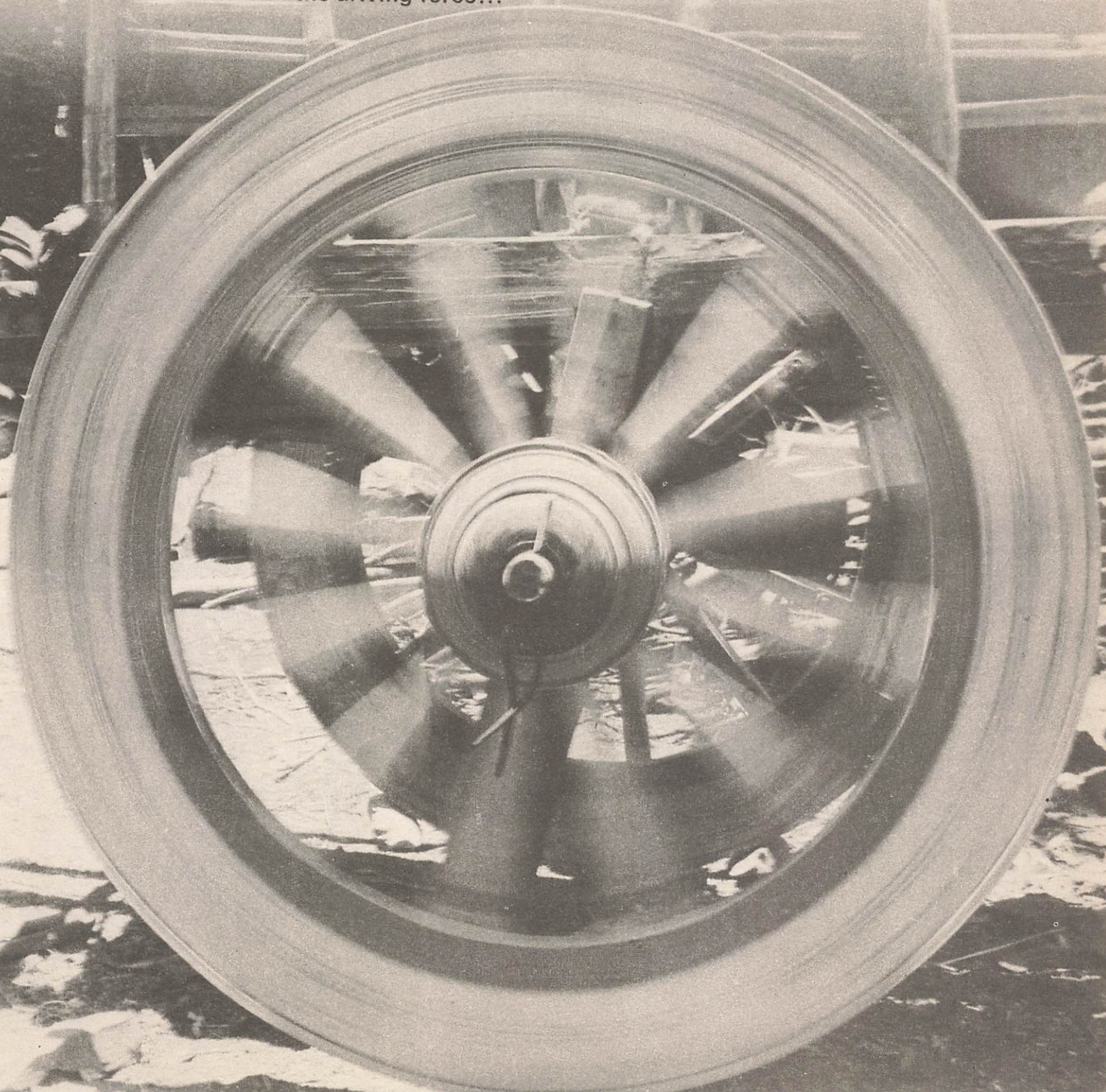
and cities. Young people spell out their own vision of society for the coming decade and are helped to arrive at constructive ways of responding to community needs. Community Youth Forums thus harness the energy of youth and its drive for change in the development process.

**Women's Advancement Programme** is aimed at a largely untapped resource—the power of women to effect development change. It encourages women to play a new role in community life through implementation of women's programmes. The event is often held simultaneously in ten contiguous villages and then followed by a cluster-wide women's assembly. The results have included *Mahila Mandals*, preschools and women's industries, health, literacy training and roads.

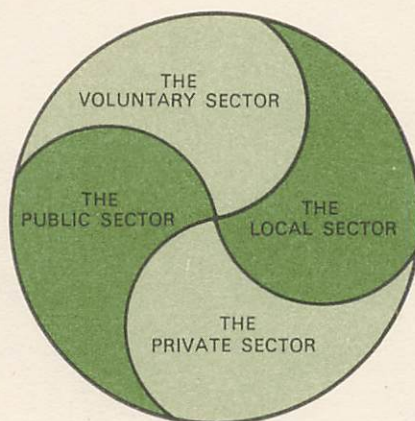
In the cities, similar forums help women to respond to the needs of their own communities as well as nearby rural areas.



A wheel of partnership is  
the driving force...



## The Four-Sector Network



A great collective energy is tapped when the four sectors work jointly to make a push for development. Bringing them together is one of ICA's key strategies for multiple-village renewal.

Block development officers and government extension workers from the public sector.

Businessmen, bank officials and professionals from the private sector.

Social agency representatives, students and service club members from the voluntary sector.

Farmers, *sarpanches*, village women from the local sector.

Every cluster development project is launched with a two-week, four-sector planning consultation. Participants discover that between them they have real leverage for effecting change. Non-villager participation provides objectivity and needed expertise. Village participation pins the consultation down to the reality on the ground. And roots the planning in the expressed priorities of the villagers themselves. Planning together instead of on opposite sides of the table generates empathy, consensus... paves the way for achieving results.

After two weeks of intensive workshops, the consultation delivers:

- an integrated programme, consolidated from separate village plans, for the complementary economic, social and human development of the whole cluster;
- a detailed implementation plan with tasks for each of the four sectors outlined and assigned.

The four-way partnership continues after the consultation. In each of the three pilot clusters, working teams of the four sectors are meeting and coordinating their efforts for rapid development.

# LENS: Leadership Effectiveness and New Strategies

Human development techniques can also be used to enhance potential in organisations. Methods of consensus decision-making, planning, problem-solving and training are offered to public and private organisations through the LENS Seminar and through situation-specific consultancies.

The basic premise of LENS is that the ability and motivation for solving an organisation's problems can be found within the organisation itself. Participants are guided through five steps:

**Practical Vision:** The group scrutinises the organisation's current objectives, environment and operations, and envisions what will be needed over the next two to four years.

**Underlying Contradictions:** Teams analyse problems and irritants to discern the underlying blocks to progress.

**Strategic Proposals:** Pooling insights, participants formulate innovative approaches for removing the blocks.

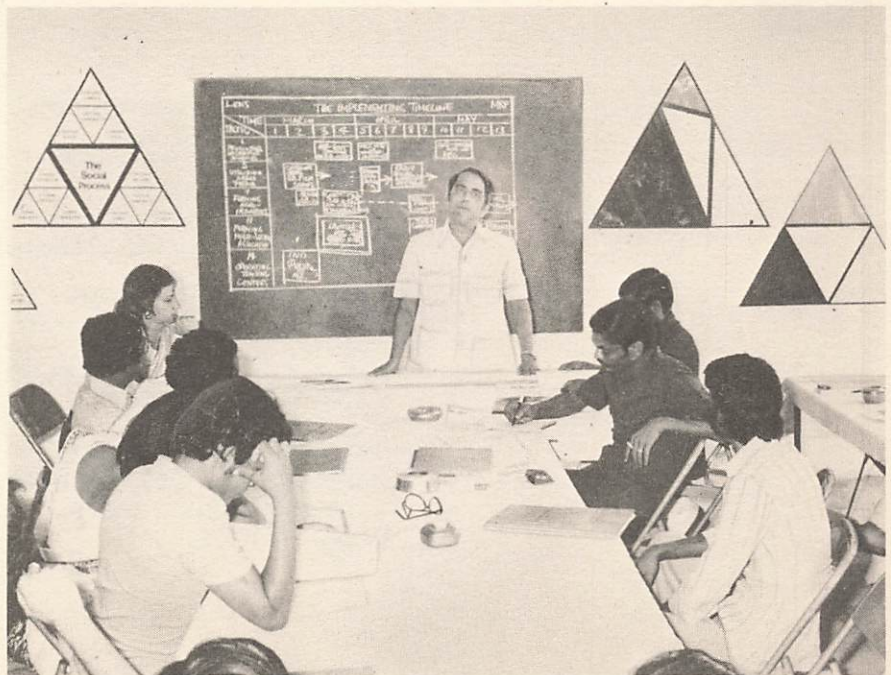
**Tactical Plan:** Teams develop a scheme of action for each proposal.

**Implementation Calendar:** The group designs a time-bound plan: the who, what, where, when, how of implementation—a plan for showing visible results in 90 days.

The strength of LENS lies in its emphasis on team resources to create a targeted action plan—not merely a set of

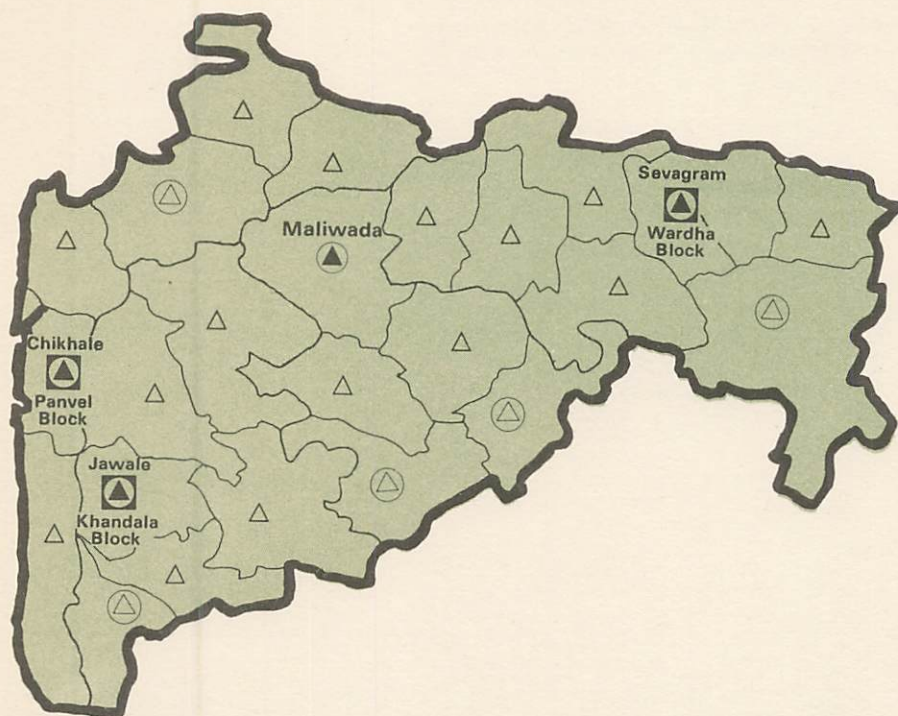
recommendations—through the consensus of everyone involved.

*"It has been said that the dragonfly sees the sum of 1000 or more cameras which compose its compound eye. I think this is a good analogy for LENS. Participants see the sum of many problems and formulate plans which address the problem interrelationships. I believe LENS is a method for generating root solutions."*



LENS Seminar in progress at Marathe Research Foundation, Miraj, Maharashtra.

## Targets for Phase III



- To demonstrate models of multiple-village development (through cluster and block projects) which can be replicated on a large scale.
- To set in motion four-sector working teams to deliver the resources and services needed for block-level reconstruction.
- To seed development right across Maharashtra through awakening programmes.
- To teach employable and productive skills, literacy, health care, community reorganisation and leadership to many thousands in the villages of Maharashtra and across the nation.
- To expand and structure the Voluntary Service Corps for multiple-village development.

The villages of India are building bridges  
from the past into the future...



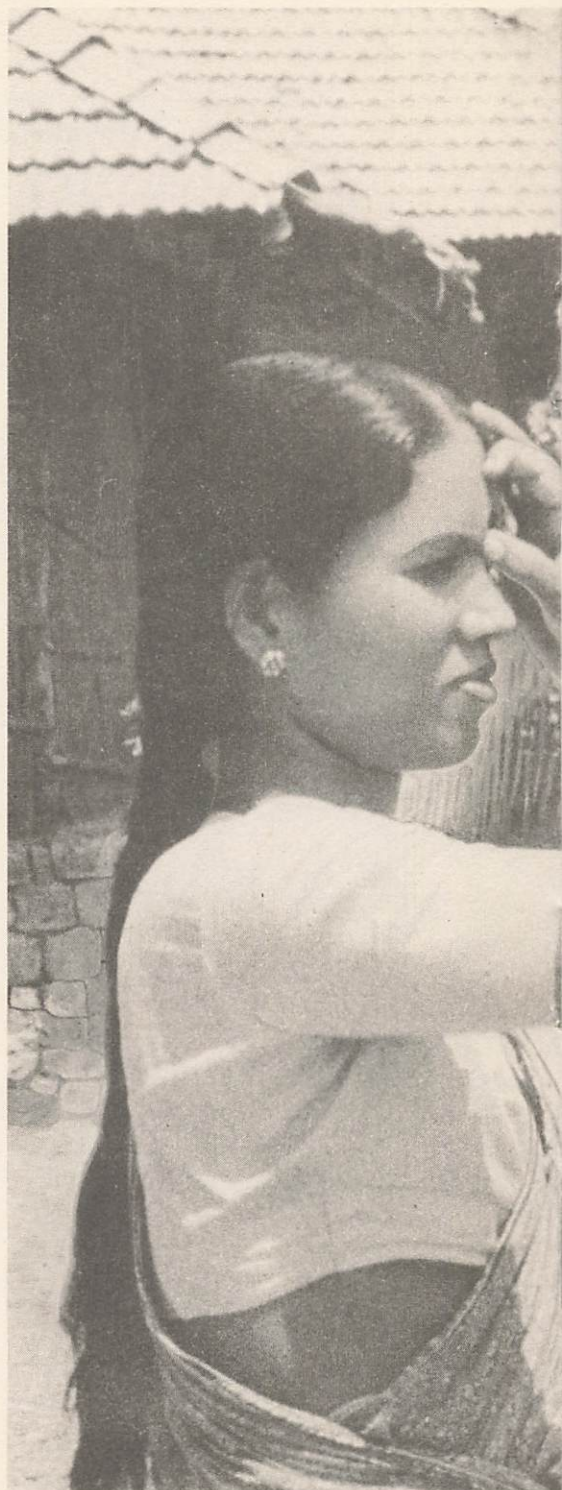
## Spotlight on Success

It is easy for those engaged in rural development to feel disheartened by inevitable setbacks and the overwhelming enormity of the task. To lose sight of the significant contributions and many successes which have been achieved. In 1983, the Institute of Cultural Affairs is co-sponsoring with other agencies an International Exposition of Rural Reconstruction to take stock of what has been accomplished, in India and around the world. With "Spotlight on Success" as its theme, the Exposition is rightly being hosted in India for the leading role it has played in the development movement.

Participants will include government officials, representatives of international development agencies and voluntary organisations, private sector leaders and local community people from many nations.

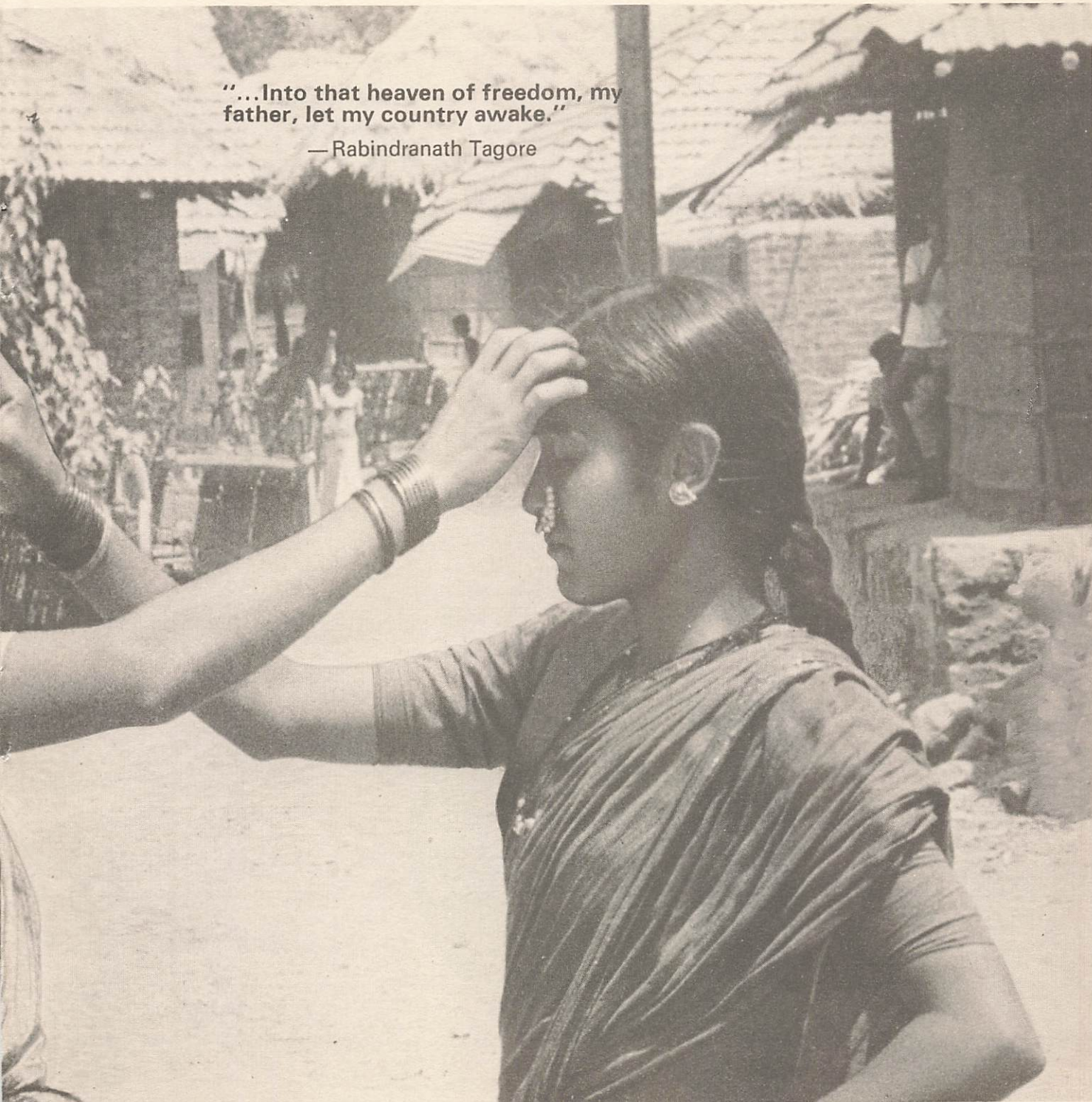
By visiting the projects in India where significant breakthroughs have occurred, teams of delegates will study the keys to development success. And examine the complementary roles of the public, private, voluntary and local sectors. The global forum will provide an occasion for an interchange of experiences, and for putting together in document form a

composite picture of the effective methods and models being used for grassroots reconstruction. With detailed follow-up in the developing countries, the Exposition hopes to infuse a greater effectiveness and a new momentum in the development effort across the world.



**"...Into that heaven of freedom, my  
father, let my country awake."**

**— Rabindranath Tagore**



# The Institute of Cultural Affairs

The Institute of Cultural Affairs: India is a research, training and demonstration organisation concerned with the human factor in development. It 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. Its 250 full-time volunteers come primarily from villages of Maharashtra and other states. Thirty extranational volunteers are from several different countries. Volunteers receive basic sustenance and a small

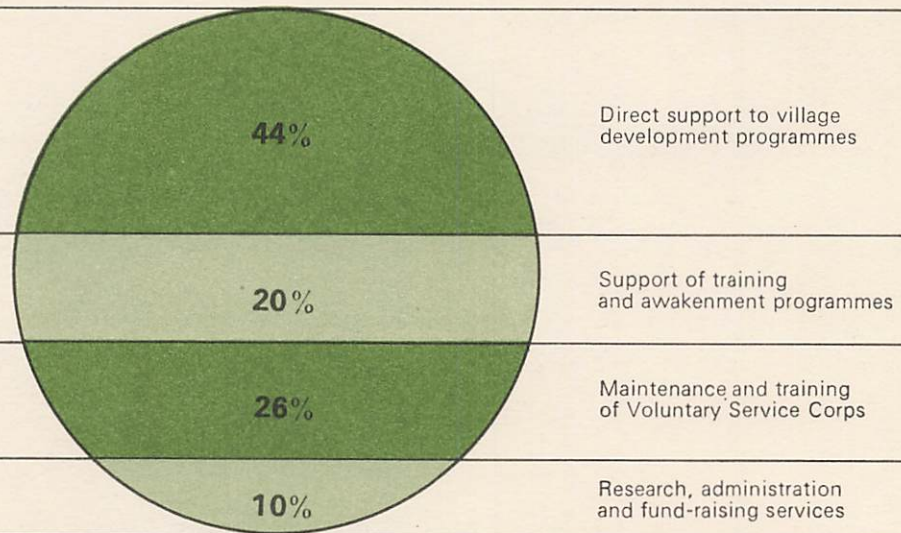
monthly stipend which add up to Rs. 250/- per person per month.

Primary support for ICA'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 28 years to devise and demonstrate practical methods of human development and of comprehensive reconstruction at the local community level. 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.

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The Institute of Cultural Affairs: India expresses its gratitude to all those who have supported its human development programmes. The following is a representative list.

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Industries Ltd.  
Shreenath Khandelwal Trust  
Khatau Junker Ltd.  
Kolhapur Steel Ltd.  
Kulkarni Engineering  
Associates Pvt. Ltd.  
Lakme Ltd.  
Mahindra & Mahindra Ltd.  
Marathe Textile Mills  
J.N. Marshall Pvt. Ltd.  
Mazagon Dock Ltd.  
Mehta Charity Trust  
Menon & Menon Pistons  
Pvt. Ltd.  
Metal Box India Ltd.

Metcalfe & Hodgkinson  
Pvt. Ltd.  
Modi Rubber Ltd.  
Morris Electronics Ltd.  
Murphy India Ltd.  
Nagpur Gas & Domestic  
Appliances  
National Small Industries  
Corp. Ltd.  
Oudh Sugar Mills Ltd.  
Peecee Charitable Trust  
Philips India Ltd.  
Rallis India Ltd.  
Ram Chander Poddar  
Smaraknidhi  
Ravindra Steel Ltd.  
Readers Digest Association  
Pvt. Ltd.  
Reckitt & Colman of India Ltd.  
Richardson & Cruddas  
(1972) Ltd.  
Royal Norwegian Embassy  
Sandoz (India) Ltd.  
Sanjivani Trust  
Schrader Scovill Duncan Ltd.  
Searle (India) Ltd.  
Sersons Industries Pvt. Ltd.  
Seth Purshotamdas Thakurdas  
& Divaliba Trust  
Simplex Woollen Mills  
Tata Chemicals Ltd.  
The Tata Power Company Ltd.  
Sir Dorabji Tata Trust  
Thermax (India) Pvt. Ltd.  
The Times of India Relief Fund  
Tolani Ltd.  
UNICEF  
United Carbon India Ltd.  
Vakil & Sons Ltd.  
Vidarbha Veneer Industries  
Pvt. Ltd.  
Vulcan Laval Ltd.  
N.M. Wadia Trust  
Welcomgroup SeaRock  
Western India Erectors Ltd.  
Wockhardt Pvt. Ltd.  
Zenith Steel Pipes &  
Industries Ltd.



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