

PHASE I DOCUMENT:

TRENDS AND KEYS

TO RURAL DEVELOPMENT

International Exposition  
of Rural Development

## THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT: PHASE I FINDINGS

The International Exposition of Rural Development is a three-year series of events and activities beginning in 1982 and concluding in 1984. During 1982 and 1983 the National Steering Committees in consultation with the Institute of Cultural Affairs coordinated a variety of activities and studies in the participating countries to raise awareness and reflection on the issues confronting local rural development, to research and document projects to present at The Central International Event in India, and to select and sponsor delegates to attend.

One of the global programmes conducted in Phase I was the Rural Development Symposium (RDS). Over 100 such Symposia involving thousands of people allowed wisdom on Rural Development to be gathered worldwide. This data is becoming helpful in creating a system that will inform development practitioners of the bold directions called for in the future.

An encouraging aspect of these activities was the broad cross-section who participated by attending and providing financial support. In addition to the local development practitioners, the events included substantial representation from the private business sector, government and voluntary organizations, especially the development agencies.

Many Rural Development Symposia produced a document which contained a list and description of dozens of trends that are shaping rural development today. In addition, all of the RDS's conducted included a process which allowed the participants to identify key elements of successful development. These are called "Keys" or "Building blocks".

This is a document that represents a distillation of some of the critical wisdom from The International Exposition of Rural Development: Phase I. Delegates will receive it and respond to it in the Symposium of the Central International Event. By the time of the Assembly, additional delegate input may require the writing of an entirely new document.

## TRENDS IN RURAL DEVELOPMENT

### DEVELOPMENTAL TRENDS CONTEXT

Documents from the scores of Rural Development Symposia, held in communities from around the globe, revealed sets of specific trends in rural development as seen through the eyes of local projects. Eighteen trends of rural development were perceived. These local trends are a series of practices in rural development that have demonstrated a cumulative pattern of directions in rural development that have taken place over the last ten to twenty years.

This set of eighteen developmental trends is not meant to be exhaustive or exclusive but is meant to serve as a summary of the directions rural development is taking. These trends are a significant finding from Phase I activities. They will be used in the Symposium section of the Central International Event as a screen in viewing the exhibits and writing up approaches that work.

### EIGHTEEN TRENDS IN RURAL DEVELOPMENT

#### 1. RENEWED DEVELOPMENT EMPHASIS

There is a trend in development towards a renewed emphasis on rural development. Across the rural world of three billion people a shift in their attitude has taken place. Villagers are deciding that decades or even centuries of habit patterns have to change. This is sometimes called the rise of local people around the world. It is tied in closely with the rise of third world awareness and its role in global history. This all seems to give the rural a new sense of destiny: they are participating in writing their own destinal story. In this trend, rural life quality is being improved, new pride is being taken in cultural heritage, and new leadership roles are being filled. Coupled with this, national governments and development agencies are taking an interest and a new look at the type of development involved. Bottom-up approach, self-help groups, villagers developing their own communities are some of the key concepts being utilized for development planning. In addition more and more planning is being implemented to obtain rural response in a large geographical area in order to involve local leadership and utilize the mass of available people power.

#### 2. GREATER LOCAL PARTICIPATION

There is a trend in rural development towards greater participation in decision-making. This is one of the most basic or fundamental of all the trends; i.e., local people participating in all aspects of determining their own development. It consists of identifying their own needs and the basic planning of all their own development activities. This is followed up with their own implementation of their development plans beginning with the priority of their own basic needs. It also includes

building community organization structures that take into account geographically-related groups, community-wide decision-making and the creation of self-help groups to actuate the plans. Local people also participate in upgrading their own development planning with local training that increases their potential, and in planning demonstration programmes to symbolize to themselves and to visitors their developmental planning with local training that increases their work with other local communities, outside agencies and other sectors.

3.  
IMPLEMENTING  
INDUSTRIAL  
DEVELOPMENT

There is a trend in rural development towards locally implemented technological and industrial development. Appropriate technology is devised to meet the needs of local planning as related to the contextual situation. This is more often being determined by local people as part of their comprehensive community planning. Such locally implemented technology and industrial development is being used in the areas of contributions to self-employment, demonstration farms, cottage industries, and all aspects of improvement in the social and cultural programmes. Greater reliance on indigenous technologies is becoming more prevalent.

4.  
STRENGTHENING  
FINANCIAL  
LINKAGES

There is a trend in rural development towards strengthening the local financial institutions and structures. This takes many forms such as dairy cattle schemes, rotating funds schemes, self-help group funds, and cooperatives. Outside agencies and banks are being attracted to these types of schemes and often establish local outlets to meet needs of various programmes. Such financial structures include upgrading skills training, increasing self-employment, seeking expanded funding services, and improving the quality and efficiency of economic ventures.

5.  
ORGANIZING  
CLUSTER  
INFRASTRUCTURES

There is trend in rural development towards organizing the creation of local infrastructures around emerging growth centres. Local development is moving beyond single programmes and even single communities to clusters and multi-clusters of local development. These types of growth centres provide renewed opportunity to carry out programmes beyond the ability of a single community. This involves competition, community loyalty, lateral influence and greater people-power structures. It is primarily the enhancement of physical infrastructures such as agricultural extension programmes, improved means of transportation and communications, essential utilities, irrigation facilities, and basic amenities such as clean drinking water and electricity. Social infrastructures such as secondary schools, poly-technic schools, clinics, community centres, are also involved in this trend.

6.  
NETWORKING  
ACROSS  
SECTORS

There is a trend in rural development towards networking and involvement across the sectors. Agencies, both public and private, corporate businesses, and voluntary organizations, are concerned about rural development. Slowly the trend

of bottom-up development is making its impact on these groups, some rapidly, some slowly. Where common arenas of activity are concerned, networks are developing across sectors. It has resulted in improved cooperation between sectors, and in cross-sector networks. It has enhanced planning between local communities and other communities and sectors. It also seems to be increasing the understanding of people-helping-people, rather than organizations helping organizations.

7.  
EMPHASIZING  
IMPROVED  
AGRICULTURE

There is a trend in rural development towards considering improved agriculture as an important aspect of rural development. Most rural communities today know there is no reason for their people not to have adequate food and nutrition. In addition, in most rural nations, this is true for the nation as a whole. Rural development puts agricultural development as a first priority. Not only is the need there, but opportunities for rapid and successful development are at hand from the beginning of development. Behind this trend is a revived interest in agriculture by a hungry world, in the many types of agricultural technology available, and agri-business that can be started in many situations. In addition, public policy for enhanced agriculture production now is taking form in many places: policies of subsidies, supports, and advantageous pricing of products to improve agricultural development.

8.  
IMPROVING  
ENVIRONMENTAL  
SANITATION

There is a trend in rural development towards improving environmental sanitation and hygiene. Rural peoples are beginning to understand that any self-reliant community can begin preventive care programmes so that the high death-rate of adults and children does not have to continue. This takes the long-range forms of reforestation and other ecological programmes. Immediate plans often include nutrition programmes, such as kitchen gardens, and the implementation of sanitation, hygiene, home kitchen facilities, drainage, water collection and storage, and other environmental health improvements.

9.  
INVOLVING  
RURAL  
WOMEN

There is a trend in rural development towards involvement of women in rural development. As part of the worldwide feminine revolution, and as a gift of their traditional role in village life, women more and more can and do take responsibility in rural development both in regular development activities and in women's group activities. This takes place in such forms as agriculture and small industry development, community preventive care programmes, family health and home development, literacy and other forms of education and general cultural development that contributes to the cohesiveness of the community.

10.  
UTILIZING  
LOCAL  
RESOURCES

There is a trend in rural development towards exploring and utilizing the local resources available more appropriately. In almost every situation, most of the basic needs can be met more and more by the use of local materials for economic, as well as social and cultural, activities.

This covers a whole range of local resources: materials for cottage and local industries, and for constructing roads and terraces. The trend also covers the use of local agricultural products, local skills and technologies, cooperation and teamwork, and the products of local industries and businesses.

11.  
EXPANDING  
SINGLE-FOCUS  
DEVELOPMENT

There is a trend in rural development towards expanding single-focus development. Where it is not possible or advisable to do comprehensive rural development, single-focus development can be initiated often by a few people. This may be to meet a specific issue or one of the major contradictions in the community, the needs of a specific section of the community, or an age-group, or a women's group. Often, these programmatic activities soon lead to others. In any case it allows small groups of concerned individuals to move, before the community as a whole is ready to move.

12.  
INCREASING  
EDUCATION  
PROCESS

There is a trend in rural development towards literacy and non-formal education as a base of rural development. For development to be instigated and to continue, education is a base requirement. Most of this can be done as the development process goes on through non-formal or on-the-job training. Learning how to carry out the whole planning process from inception to implementation, how to organize and carry out effective meetings, how to develop and upgrade basic skills for programme activities, developing and holding workcamps and campaigns, are some of the training that is taking place. Coupled with this is the development of informal education materials and broad-based literacy campaigns to raise the functional effectivity of rural people.

13.  
AUGMENTING  
COMMUNICATION  
MEANS

There is a trend in rural development towards increasing the means of communication in rural areas. As development rapidly increases, part of the development plans call for increased number of roads, transportation vehicles and services, as well as post and telephone communications throughout the rural areas. As a fruit of the development, there is an increase in planning groups, conferences and meetings by the villagers. This is coupled with the development of media, both in relation to development itself as well as renewed interest in broader media. The continuous flow from rural to urban, and then back to the rural when local development demonstrates new opportunities, continues to enhance communication.

14.  
RURAL  
INFORMATION  
EXCHANGE

There is a trend in rural development towards information exchange to and from rural areas. The worldwide information explosion is also related to the rural peoples - more and more aware of the need to exchange information with one another. They find that other local projects have demonstrated effective responses to their own major contradictions, and they see the need for documentation of their work to share with other projects, and with government and development agencies. In addition, description of programmatic activities, new local technologies, training manuals, how-to manuals are more and more in demand. This trend has also created computerized global data bases so that rural projects, agencies, and other groups may have a source for interchange and information.

15.  
COOPERATIVE  
INTERNATIONAL  
INTERCHANGE

There is a trend in rural development toward international interchange and cooperation. Across the globe, people concerned with rural development see a commonness of issues and contradictions, plans and implications for development. Coupled with this is a universal drive to self-determination, a resurgence in voluntarism, a global concern for cooperation for peace, an eagerness to learn of new activities and ventures in other cultures and lands, and global participation and distribution beyond the subsistence level. All these have contributed to various forms of interchange ranging from letters, materials and publications, to conferences, group visits and long-term assignments in other countries.

16.  
TRAINING  
UNDERDEVELOPED  
GROUPS

There is a trend in rural development towards the training of different sections of society in various skills. Local communities and developers see that local development cannot be fully carried out unless all sections of society, all age groups, and both sexes can effectively participate in the development process. Special programmes such as those prepared for women and youth are being devised in such arenas as agriculture, cottage industries, new business ventures, health programmes and nutrition in order to assure the development of all groups.

17.  
COMMUNITY  
FINANCE  
MANAGEMENT

There is a trend in rural development towards community finance management involving cooperatives, credit unions, and adequate markets as the base of rural development. The need to move towards self-sustenance is crucial for rural communities. Foundational to this is the obtaining and management of money or credits. Improved and expanded market sources are needed to increase income to economic ventures. Along with this is an increasing use of local cooperatives and credit unions to provide an instrument for obtaining and expanding markets, making most use of the money and credit available, and providing a corporate base for negotiation externally and management internally.

18.  
COMPREHENSIVE  
COMMUNITY  
DEVELOPMENT

There is a trend in rural development towards integrated economic, social, educational and cultural elements. More and more local communities and developing groups see that adequate local community development cannot take place without a comprehensive approach. Such an approach is holistic in orientation and methodologies including all dynamics in society. Its comprehensive planning takes into account all issues within the community and utilizes the total community approach; i.e., takes into account all types and groupings of people. In addition, it assures an avenue for total community participation in the development process, as well as sharing in the results and fruits of the process. Finally, comprehensive development has to consider comprehensiveness in geography: that is, that a replication or expansion process of some type be developed so that many other rural communities can participate in their own local development.

## KEYS OF RURAL DEVELOPMENT

### TWELVE KEYS INTRODUCTION

An analysis of the documents from the Rural Development Symposia came up with a set of twelve common keys to effective and cohesive projects in rural development, hereafter referred to as "keys". This set of twelve is not meant to be exhaustive or exclusive, but to serve as a gestalt of critical factors to success as they emerged in workshops in many Rural Development Symposia around the globe. They are used in the Symposium section of the Central International Event as a tool in compiling lists of shared approaches and learnings from a multitude of rural projects represented by the Event delegates. The twelve keys of rural development are as follows:

#### 1. TOTAL COMMUNITY PARTICIPATION

This keystone refers to the bottom-up approach to rural development that involves the whole community in its own development. The local people are the experts both in planning and activating the project. This includes involving all ages and levels of the community in broad-based decision-making, using a consensus-based approach and team co-operation in implementation. We "Do-Our-Own-Project" is the motto of this keystone. Projects represented in the Rural Development Symposia found that communities moved more effectively when the creativity of the total community was mobilized.

#### 2 COMPREHENSIVE PILOT DEMONSTRATIONS

This keystone aims at recreating every aspect of the life of a particular community as a living manifestation of what is possible for other communities. It is the opposite of segmented development and assumes that new programmes in one community will have a "ripple" effect on other communities and institutions. Grounded in one village understanding itself as a demonstration, it uses an indirect action-oriented approach to introduce holistic integrated programmes that uplift many different facets of the life of the demonstration village. The motto of this key is, "Action speaks louder than words." Such demonstrations have been done not only at the single-village level, but also in multi-community development demonstrations, often called "clusters", using replication at district, state, and even national levels, as in Sri Lanka, Jamaica, Kenya and Korea.

#### 3. COMMITTED GRASSROOTS PLANNING

This keystone is based on the understanding that the planning and the implementation is done by the same set of people -- the community itself. In this approach the community analyses its own needs, identifies its problems and goals, commits itself to seeing the programmes through themselves, and regularly evaluates and monitors its own progress. Rural Development Symposia documents were insistent on the critical role of the community as the local experts in the planning and research process.

4.  
COHESIVE  
COMMUNITY  
IDENTITY

Project communities are clear that their future has to have continuity with their past, and take measures to rehearse the identity of the community and intensify its corporate cohesiveness. One way this is done is by upholding the symbols of the values the community lives before. Related to this is the use of many ways to maintain the local history and heritage in being through cultural festivals and regular celebrations. Celebrations are often used as ways to keep community groupings cohesive through the healing of misunderstandings and bridging of divisions.

5  
PROJECT  
LEADERSHIP  
CORES

Experience has shown that the process of development will not be sustained without the drive, motivation and accountability factor that leadership cores provide. This kind of leadership is not necessarily the "official" leadership (elected officials) of the community and it cannot be outside experts. Such leadership is made up of those who consistently motivate the community to the necessary action, to carry out the next stage of the plan when people are weary or disillusioned; it uses broad-based community taskforces and contexts and motivates them. The women of the community are a vital element of this leadership core. The leadership needs constant training to bring out its effectiveness.

6  
MOTIVATIONAL  
IMPLEMENTING  
MODE

It is not enough to plan enthusiastically. It is not enough to do the first implementing step with excitement and energy. The art of implementing the project plan demands that motivation be built in to the very process of implementation. Projects have found that clear focussed objectives month by month and week by week allow the marking off and celebrating of a series of short-term successes that trigger group motivation for the next bracket of clearly scheduled tasks. Orchestrating these short-term victories through the assignment of specific series of actions to particular teams has been found critical to motivation in the whole implementation process.

The first six keys are related to authentic local grassroots participation. The next four keys are related to critical programme emphases.

7  
INCLUSIVE  
RESOURCE  
MANAGEMENT

Resources and their use is foundational to the future of a community and a viable economy. Communities tend to look outside for resources to develop before they see the gifts of their community. Projects have found that maximizing local resources, whether land, rocks, vegetation, or mineral is a necessity. The introduction of appropriate technology and the use of outside expertise have unlocked the economic power of resource time and time again. Optimizing the local human resources is the key to unlocking all the other resources.

8.  
VIABLE  
LOCAL  
ECONOMICS

Allied to the management of resources and product of it is the viable local economic system. One of the elements of viability is access to capital through credit unions, cooperative companies, and external and internal funding sources so that the community economy is self-sufficient and self-reliant. In addition, projects have found that the key to production is assured marketing outlets for locally produced goods.

9.  
COMMUNITY  
STRUCTURAL  
APPROACH

Projects have found that a structural approach is the way to deal effectively with many problems and many people in a project. It does not work against, but makes good use of existing structures where useful. The structural approach builds structural models, uses existing organizations, calls on the resources of existing institutions and works through them. It also sets up structures such as leadership committees in the project or communities involved.

10.  
EDUCATION  
AND SKILLS  
TRAINING

This keystone is concerned with image education, general education, and with specific skills training. Image education equips people with winning images and allows the impossible to be turned into the possible. General education is continuing adult education: academic, artistic, vocational for all. In the case of specific skills training, there is a need for the transfer of ideas, technology and management skills. The emphasis is as much on drawing out the human quality of life as in equipping for economic intensification.

The last two keys are related to the broader interface with the outside world that a project or community needs.

11.  
SUPPORTIVE  
MULTI-SECTOR  
COALITIONS

This key refers to enlisting the support and cooperation of the sectors — public, private, voluntary — with the local project people. It seeks the authorization of the political and economic power structures in carrying through a project. Projects have found that the resources of the public and private sectors can be involved in carrying through rural projects, whether resources are expertise, technology, or capital funding. Furthermore, it has been found that when the public, private and voluntary sectors move together to enable the local sector, unusually successful team efforts in rural development have been launched.

12.  
IMPROVED  
INTERCHANGE  
NETWORKS

Information is both a resource and a motivating factor. Community projects have found that regular interchange and communication is a critical key to the development effort. This can be informal communication, sharing what is happening in the project, or regular news briefs that keep the community updated on the total effort. Regular meetings have been critical to rehearse common objectives and report on activities. Mass communication programmes through radio, TV and newspapers keep an open system of interchange between the project and the outside world.

# INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT



INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

PHASE II:

CENTRAL INTERNATIONAL EVENT

PRELIMINARY REPORT

16 FEBRUARY 1984

# THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

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## THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

### A. The Central International Event - An Overview Statement

The most important ingredient for success in local rural development seems to be an effective process for sharing information with others who need it. Thus "SHARING APPROACHES THAT WORK" is the theme for the three years of the Exposition. It was used during the two-year preparation period and will continue to be the theme from now through 1985. The delegates from 52 countries who gathered in New Delhi, India, for the Central International Event shared approaches that work with 650 participants from 200 projects around the world, selected for their success. They sought to discover successful aspects and processes out of their own experience that could become guidelines for effective rural development everywhere.

The aim of the Central International Event in New Delhi was to document, from actual field experience, approaches critical to rural development for immediate and long-range application. Farmers from four continents and community leaders in youth programmes, health, housing, commerce and industry, energy, education and communication projects brought exhibits. The 198 colourful displays of literature, slide and video shows and even songs and dances illustrated the lessons learned from direct involvement in development at the grassroots of the world. For two days the delegates took part in a symposium on trends and keystones of rural development. They then traveled in teams to 30 sites of successful rural development projects in 10 states of India. They spoke first-hand with project leaders and local villagers. Upon returning to New Delhi they debriefed their experience, met in special interest networks and in geographical groupings to further share and explore ways to communicate and apply the results of the research effort.

The delegates declared a common belief that local rural development is a vital prerequisite in any significant move towards global development. They confirmed the concept that access to relevant information by rural communities will accelerate rapidly the process of national development. They testified repeatedly that greater local participation in decision-making and planning is a critical factor in projects that work. They used many forms of communication to share their experience with each other. This interaction and the new embryonic, informal network of local practitioners from over 200 projects are possibly the most important projects of the event. The more tangible results will be documentation of effective approaches, the creation of a global information system and practical plans for future sharing on local, regional, and national levels.

Documentation will take several forms. As a result of interchange and reports from the interest groups during the Assembly, it was envisioned that a book reflecting the work of Phase II would be produced to highlight effective approaches in rural development. The final form of the book is yet to be determined. A supplement to it, probably under separate cover, will be the Global Directory of Projects which was presented to the delegates during the Central International Event. It includes a listing of project briefs from around the world and is the nucleus of a data base, for which a computerized system for practical local use is being designed.

Several audio-visual products are being prepared, including slide shows and a documentary film to be adapted for video use. In addition, several topical articles are currently projected for production in periodicals.

A final product was the set of reports for communicating the findings and practical plans of the delegates as they met in geographical groupings.

By the end of 1985 the delegates from the New Delhi event will have communicated and exchanged a large number of newly formulated or refined approaches in local rural development. These approaches came from what local practitioners found had worked in a variety of locations. The 650 participants represented not only their own projects but also thousands of practitioners in other very successful projects. By spreading and sharing this wealth of experience the participants will contribute to and learn from many other active projects.

The organizing sponsor of the International Exposition of Rural Development (IERD) is the Institute of Cultural Affairs International (ICAI), a non-profit, non-sectarian development association of nationally registered and chartered ICA's in 35 nations. The cosponsors include the International Council of Women, United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), United Nations Fund for Population Activities (UNFPA), World Health Organization (WHO); for special technical support, Control Data Corporation; and in India the Agricultural Finance Corporation, the Association of Indian Engineering Industry and Canara Bank, India. The ICAI chose the Exposition, and the preliminary identification of several thousand successful grassroots rural development projects as the most effective means to accelerate the global development process.

The Exposition was financed largely by delegate contributions raised personally or through the support of UN agencies, governments, funding bodies, corporations, communities that sent the delegates and by interested individuals.

## THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

### B. List indicating the delegates' countries

- |                                  |                              |
|----------------------------------|------------------------------|
| 1. Australia                     | 27. Malaysia                 |
| 2. Austria                       | 28. Mauritius                |
| 3. Bangladesh                    | 29. Mexico                   |
| 4. Belgium                       | 30. Nepal                    |
| 5. Bhutan                        | 31. Netherlands              |
| 6. Brazil                        | 32. New Zealand              |
| 7. Canada                        | 33. Nigeria                  |
| 8. Chile                         | 34. Pakistan                 |
| 9. China: Taipei                 | 35. Peru                     |
| 10. Egypt                        | 36. Philippines              |
| 11. France                       | 37. Portugal                 |
| 12. Germany, Federal Republic of | 38. Rwanda                   |
| 13. Ghana                        | 39. Senegal                  |
| 14. Guatemala                    | 40. Spain                    |
| 15. Haiti                        | 41. Sri Lanka                |
| 16. Honduras                     | 42. Tanzania                 |
| 17. Hong Kong                    | 43. Tonga                    |
| 18. Hungary                      | 44. Turkey                   |
| 19. India                        | 45. Uganda                   |
| 20. Indonesia                    | 46. United Kingdom           |
| 21. Ivory Coast                  | 47. Upper Volta              |
| 22. Jamaica                      | 48. United States of America |
| 23. Japan                        | 49. Venezuela                |
| 24. Jordan                       | 50. Zaire                    |
| 25. Kenya                        | 51. Zambia                   |
| 26. Korea, Republic of           | 52. Zimbabwe                 |

## THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

### C. The Book

The written report of the Exposition will be a way of presenting a new understanding and approach to development.

Until now, the emphasis of development has been on the creation of infrastructure and on economic growth. Recently, policy and funding agencies have begun to recognize the need for the development of human resources, but they have few channels or methods or institutional structures to approach this new challenge effectively.

The International Exposition of Rural Development demonstrated the centrality of the human resource to development. People shared approaches that work. Practitioners were primarily interested in the effective delivery system for health, the training process for farmers, the decision-making and planning system that gives equal opportunity and responsibility to women and men. If the concept is grasped, then development becomes a question of creating the capacity in rural people to carry out their own development, rather than the installation of the material products.

The book as currently conceived will be a compilation of the illustrations, stories, insights, delegate interviews, project descriptions, and practical steps of implementation that will reveal various facets of the approaches. The 12 "arenas of interest" articulated by the delegates reflect the general sections included in the book. They are:

1. LOCAL MANAGEMENT AND PLANNING - Cooperatives
2. LEADERSHIP DEVELOPMENT
3. ENERGY ALTERNATIVES AND APPROPRIATE TECHNOLOGY
4. EDUCATION AND SKILLS TRAINING AT ALL AGES
5. INTEGRATED COMPREHENSIVE COMMUNITY DEVELOPMENT
6. AGRICULTURE - small farm development, organic farming,  
forestry
7. ROLE OF WOMEN
8. HEALTH
9. COMMUNICATION AND INFORMATION TECHNOLOGY
10. SOCIOLOGICAL FACTORS' IMPACT ON DEVELOPMENT
11. ENVIRONMENTAL CONCERNS - housing, land, water
12. RURAL ECONOMIC AND COMMERCIAL DEVELOPMENT

Also to be included are the background papers on Phase I and overall methods, the addresses presented to the Central International Event, and the participants' names and addresses.

**D. Sample Page from the Directory**

**VEDCHHI PRADESH SEVA SAMITI (VPSS)  
INDIA - UDYOGWADI VALOD, SURAT DISTRICT 384640, GUJARAT**

**THIS PROJECT DEMONSTRATES SYSTEMATIC DEVELOPMENT IN A TRIBAL TALUKA USING AN INTEGRATED AREA PLANNING APPROACH WITH SPECIAL EMPHASIS ON RAISING POOR FAMILIES ABOVE THE POVERTY LINE. FORTY DECENTRALISED INDUSTRIES AND INSTITUTIONS HAVE EMERGED OUT OF THIS WORK AND SECOND LINE LEADERSHIP IS NOW ASSUMING ADMINISTRATIVE RESPONSIBILITY FOR THE PROJECT.**

**PROJECT SPONSOR: BABU SHAH, SECRETARY, VPSS**

**PROJECT DESCRIPTION: VPSS BEGAN ITS WORK IN 1948. THE PROJECT AREA COMPRISES 40 VILLAGES, WITH A POPULATION OF 52,000, OF WHICH 80% ARE FARM LABOURERS AND 74% ARE TRIBALS. IT HAS BEEN INSPIRED BY THE SOCIAL AND RURAL DEVELOPMENT WORK INITIATED BY SRI JUGATRAM DAVE, A PROMINENT GANDHI EDUCATIONALIST. THE PROGRAMME HAS RAISED THE ECONOMIC LEVEL OF THE FAMILIES, AND ECONOMIC ACTIVITIES INITIATED FOR WOMEN HAVE LESSENED THE BURDEN OF POVERTY ON THEM. SOCIAL ISSUES ARE POVERTY, UNEMPLOYMENT, UNUTILIZED RAW MATERIALS AND RESOURCES AND LOW INCOME. SOME MAJOR ECONOMIC ACTIVITIES STARTED FOR WOMEN INCLUDE FOOD PREPARATION, SPINNING KHADI, DIAMOND POLISHING, DAIRYING, SEWING, CARPET MAKING, AND CONSTRUCTION WORK. BALWADIS AND CRECHES ARE PROVIDED TO INCREASE WOMEN'S PRODUCTIVITY. EDUCATIONAL FACILITIES FOR YOUNG CHILDREN AND A YOUTH HOSTEL ARE ALSO PROVIDED. IT HAS BEEN FOUND THAT ONCE THE RINGLEADER (OPINION LEADER) IS FOUND AND HE OR SHE IS CONVINCED OF THE UTILITY OF THE PROPOSED ACTIONS, PROGRESS IS SMOOTH. SELF-RELIANCE RATHER THAN DEPENDENCY IS ENCOURAGED.**

**OBJECTIVES:**

**FULL EMPLOYMENT WITH MAXIMUM WAGES  
DEVELOPING LOCAL LEADERSHIP  
UPLIFT MANY OF VILLAGE INDUSTRIES AND UPGRADING SKILLS**

**PROGRAMME ACTIVITIES:**

**BUILD UP OF AGRICULTURAL DEVELOPMENT  
VILLAGE INDUSTRY AND EDUCATIONAL CENTRES  
ANIMAL HUSBANDRY  
ARTISAN TRAINING  
PROCESSING INDUSTRIES  
LOW COST HOUSING**

**ACCOMPLISHMENTS AND LEARNINGS:**

**PLANNING THROUGH COMMITTEES, INDIVIDUAL LEADERS AND COOPERATIVES  
SOCIO-ECONOMIC PROGRAMMES AND CADRE TRAINING  
BUILT-IN ONGOING EVALUATION AND A RESEARCH CENTRE  
WOMEN ARE INVOLVED AS WAGE EARNERS AND TEACHERS  
INCREASE IN PER CAPITA INCOME DUE TO HIGHER WAGES AND INCREASED EMPLOYMENT  
SIGNIFICANT NUMBER OF YOUTH IN PUBLIC LIFE  
COOPERATIVES GRAM RACHANATOUNG INDUSTRY CENTRES  
LOCAL LINKAGES WITH AGENCIES, PANCHAYAT SCHEMES, BANKS AND SERVICE GROUPS  
PLANNING AND EXECUTING THROUGH SECTORIAL COOPERATIVES  
SCHEMES AS GROWTH CENTRES AND FARMS OF THE POOREST  
DECENTRALIZED PLANNING METHODOLOGY**

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## **THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT**

### **E. Geographic Planning for Phase III Implementation**

The International Exposition of Rural Development was conceived as a three-year programme with a central international event to be held in New Delhi at the midpoint. On the last full day of this event, delegates working in geographical groups created recommendations for how Phase II could accelerate the "sharing of approaches that work." The following are examples of the work of the delegates.

#### **Highlights of Phase III Activities:**

1. Delegates from each participating nation will deliver full reports to their organizational networks and plan ways to inform government bodies, business institutions, organizations and communities about Phase III participation opportunities.
2. In participating nations National Steering Committees will hold a series of seminars and special events to share the findings of the Central International Event and to accelerate dialogue between local projects, funding agents, and national governments.
3. National Steering Committees will be encouraged to become an ongoing information centre for communicating the breakthroughs in local development.
4. Full use of media will be made in covering events for the next 12 months and for reporting how the results of Phase II are being implemented in participating nations.
5. Training events and planning sessions will be held that relate government and nongovernmental agencies and local project workers.
6. Delegates will communicate the Central International Event's strong belief in the role that women are playing in local development and highlight this in the scheduled symposia and training sessions.
7. Audio-visuals from the Central International Event will be used to tell the story of what happened, to share the results, and to encourage people to hold programmes to further "share approaches that work."

## **THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT**

### **F. Funding Strategies for the Rural Poor**

Recognizing that donors and governments committed to assisting efforts by the rural poor experience that funds rarely reach their intended beneficiaries, representatives of several international funding agencies - governmental, private and voluntary - joined local and nongovernmental organizations to discuss how to develop more effective funding strategies for the rural poor. After looking at constraints faced by both donors and recipients, they made recommendations in four arenas: 1) rural poor implementation; 2) nongovernmental operations; 3) government systems; and 4) donor policies.

#### **1. RURAL POOR IMPLEMENTATION**

##### **a) Constraints**

Governments and donors are generally unaware of how to fund the great variety of hidden informal structures which exist at the grassroots level and often constitute the principal mechanisms through which the rural poor sustain their livelihoods. Formal structures of both the public and private sectors fail to reach down to the poorest segments of the population, thus leaving a gap between the efforts by the poor themselves, on the one hand, and official development agencies, on the other. The latter often fail to utilize local processes that engage the rural poor. The very poor are often constrained by affluent groups in society who are more skillful in manipulating external funds.

##### **b) Recommendations**

- Informal groupings of the rural poor should be nurtured and their capacity to claim public funds enhanced through such means as enabling village leaders from one location to serve as consultants to other villages, thereby encouraging a village-to-village movement;
- Ways to make it possible for villagers to engage in direct observation and learning from demonstration projects initiated and run by villagers should be created;
- Various expressions, including folk dancing, drama and songs should be created to promote a better understanding of the many critical issues facing the rural poor;
- Poor farmers should be helped to organize cooperative legal resources which would guarantee credit worthiness of individual borrowers;
- Various legal formulae, e.g. the cooperative or common ownership company, should be explored to enable the poor to participate in business.

#### **2. N.G.O. OPERATIONS**

##### **a) Constraints**

NGOs are generally not recognized by governments and donors as strategic partners in development. Thus, their views are rarely sought on important

questions relating to the development of rural areas. Nor are current government and donor formulae conducive to strengthening the role of NGOs in development.

#### b) Recommendations

- Being well placed to identify and articulate the needs of the rural poor, NGO's should be encouraged to take a greater share in the responsibility of mobilizing local resources and raising funds from external sources;
- NGO's should receive greater support from funding agencies in the improvement of their own management capacities and to enable them to engage in training and income-producing activities as well as employment generating activities benefitting the rural poor;
- NGO's should be encouraged to play a greater role in national development planning efforts and be provided with institutional linkages that facilitate their contribution to the task of improving the status and welfare of the rural poor;
- NGO's should be provided with more effective ways of interacting with the donor community.

### 3. GOVERNMENT SYSTEMS

#### a) Constraints

Government systems are generally inadequately equipped to deal unassisted with the problems of the rural poor. Treasuries are characterized by red tape and strict regulations that inhibit the flexibility needed to accelerate the development of rural areas. Attitudes and morale of government staff are usually such that they discourage rather than encourage development. A delay in the delivery of a key item to the rural poor may mean nothing to the government servant, but may be a matter of life and death to the former.

#### b) Recommendations

- Government officials should be trained to work more effectively with rural communities;
- Governments should run public education programmes to acquaint people with their activities;
- Governments should implement an employee incentive programme based on performance criteria, including the proven ability to assist the rural poor;
- Governments should be willing to give the extra time needed to incorporate participation in the design of projects by spokesmen chosen by the rural poor;
- Governments should devise mechanisms for project formulation and implementation which as much as possible reduce the risks of undue "politicization" of development programmes;

- Governments should develop a more flexible and decentralized system of fund disbursement which, while recognizing overall government responsibility for matters of public finance, facilitate effective use of government resources;

- Governments should, wherever appropriate and legitimate, seek the involvement of other agencies, e.g. cooperatives, voluntary agencies or community-based organizations, in the implementation of public development programmes focused on the rural poor.

#### 4. DONOR POLICIES

##### a) Constraints

Development projects sponsored by donors are usually designed by professional consultants with little or no representation by the perceived beneficiaries. The process of project design and formulation tends to be too agency-based. Aid funds are generally transmitted on a government-to-government basis without much sense of involvement in their ultimate uses. At a time when the political support for foreign aid in the industrialized world appears to be declining, this is a serious threat to any effort to enhance the resource flow from the North to the South. Donors tend to be too shortsighted in their perspective on foreign aid, as demonstrated for instance in the insistence on funding only hard cost investments instead of recurrent costs of programmes or projects.

##### b) Recommendations

- In order to promote "sustainable" rural development strategies, donors should--with host government approval--be involved in a more decentralized and grassroots-oriented approach to the design and formulation of specific programmes or projects for the rural poor, thereby being able to learn from past experience, participate in active project work, facilitate "piggy-bac|" types of funding, and promote greater involvement by local NGO's and consultants;

- In order to implement a programme for the rural poor, donors should be ready to accept a more staff-intensive approach;

- Donors should be willing to accept that the problems facing the rural poor often lie outside the reach of the formal sector and that solutions can only be found through quite drastic rethinking of strategies and methods, as for instance in the educational field where current attitudes only tend to perpetuate tendencies that are detrimental to development of the rural areas;

- Donors, in collaboration with host governments, should identify new mechanisms, e.g. lines of credit or revolving funds with local banks or other relevant institutions, that permit a long-term involvement in a given programme activity yet mitigate the recurrent cost burden of the host institutions.

## CONCLUSION

In conclusion, the meeting agreed that development must be seen not as a product, in which internal rate of return is the predominant criterion, but as a process in which the liberation and self-reliance of the people matter most. To realize this, governments and donors must abandon the blueprint approach which stresses implementation of projects designed above the heads of the rural poor in favour of the greenhouse approach which emphasizes the need to create a climate of growth that encourages and sustains local initiatives. This implies putting in the seed of development and allowing it to warm itself gradually, becoming, in the long run, self-generating.

**THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT**  
**Workshop on "Funding Strategies for the Rural Poor"**

**Participants List**

<b><u>Name</u></b>	<b><u>Organization</u></b>
Goran Hyden	Ford Foundation, Eastern & Southern Africa
Lin Shih-Tung	International Division, Council for Agricultural Planning and Development
Sir James Lindsay	Convenor, International Exposition of Rural Development
Bernard Woods	World Bank, Washington, D.C., USA
James Campbell	Save the Children Fund
Mariam Jaswant Singh	Save the Children Fund
B. Rudramoorthy	Multi-Project Development Corp., Bangalore
Richard Sandbrook	International Institute of Environment & Development, London/Washington
Manfred Golda	Berlin Mission Society
A. P. Dikshit	Agricultural Finance Corporation, India
E. G. Lewis	Ministry of Youth & Community Development, Jamaica
Khairuddin Yusof	Social Obstetrics and Gynaecology, University of Malaya
Salah Arafa	The American University in Cairo
Geof Brown	Social Welfare Training Centre, University of the West Indies, Kingston, Jamaica
Helen R. Vanderbilt	New York (Foundation)
Jim Tauburn	Appropriate Design and Development (NGO)
Daphne Nelson	National Housing Trust, Jamaica
Cynthia Nelson	The American University in Cairo
Richard Kitney	The Institute of Cultural Affairs International
Raymond Spencer	The Institute of Cultural Affairs International
M. N. Kulkarni	UNICEF, New Delhi
Dag Skoog	SIDA, Nairobi
Cyril Gamage	Ministry of Home Affairs, Sri Lanka
Mattias Were	Ministry of Agriculture, Kenya
O. E. K. Kuteyi	Federal Ministry of Health, Lagos, Nigeria
Khairiah Khairuddin	Specialist in Income-Generating Activities, Ministry of Federal Territory, Malaysia
Crispus R. J. Nyaga	Soil Conservation, Kenya
Fanny Dontoh-Russell	APPLE, Accra, Ghana

## THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

### G. Comments in Plenary Session by

Dame Miriam Dell  
President, International Council of Women

We had a tremendous learning experience here from the exhibition of projects and from the field visits themselves in both practical and human terms. We learned from the members of our groups. The issues raised from all these processes will be discussed in the next few days. I must, of course, make particular reference to women in the development process.

I questioned earlier in this association the meaning of "development" and in answer the assumption was made that we are working for an improved quality of life for each individual. We are committed here also to "grassroots" participation. So may I just make these points again -- not erudite principles, trends, keynotes -- just basic points:

- Women are individuals.
- They carry unbelievable physical and psychological burdens.
- Their well-being will affect the well-being of their whole family, village and community.
- A community development project that does not include women from the very beginning will fail because it will not improve the total well-being of all its individual members in their own terms.
- In order to be included from the very beginning, women need to be assisted and encouraged. There must be programmes that give them skills, confidence and economic independence that allow them to participate on equal terms with men.
- Programmes which do increase the range of women's skills need not and should not perpetrate the traditional activities of women, or the traditional methods of work. The smallest change of technology can improve working conditions, e.g., light to sew, weave and embroider can be improved by simple means -- not only by the introduction of electricity.
- Women in nontraditional activity will bring to that activity the full talents of the community.
- Basic to any improvement in the quality of life is improvement in the health, nutrition and educational level for all -- clean water and sanitation, improved use of available food, immunization programmes, child care and literacy are still the foundations of development.

What we have seen and learned here by the generosity of the Indian communities we have visited should help us to re-examine our own work, and see with new eyes the situation in which our own people live wherever they are.

I hope that one of the greatest insights you carry away with you will be that women, as well as men, are the instruments of the development process. They need special help to be able to contribute equally to, and share equally in, the environment of local and national life.

Now, a word to the sponsors. This has been a brilliantly conceived and admirably carried out event. We will all no doubt have regrets that there was not enough time to do this or that -- but we can have no doubt about the human connections that have been formed, the exciting exposure to ideas, experiences and understanding that will remain with us. The next phase of the three-year programme is perhaps the most important to you. I urge you to make every effort to include the national councils of women in your countries in all the follow-up activities of the International Exposition of Rural Development.

In conclusion, Dame Miriam read a message addressed to the Convenors by Sellami Meslem, Deputy Secretary-General, World Conference to Review and Appraise the Achievements of the UN Decade for Women

UNDP/UNITED NATIONS, VIENNA

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REGRET THAT NOT POSSIBLE FOR US TO SEND REPRESENTATIVE TO IERD IN NEW DELHI. HOWEVER MY DIVISION IS FULLY AWARE OF THE CRUCIAL IMPORTANCE OF RURAL DEVELOPMENT FOR THE ADVANCEMENT OF WOMEN AND OF THE MORE EFFECTIVE ROLE WOMEN CAN PLAY IN PROMOTING RURAL DEVELOPMENT. I WISH YOU FULL SUCCESS IN YOUR CONFERENCE. HOPE IERD CAN IDENTIFY VIABLE AND FEASIBLE APPROACHES TO RURAL DEVELOPMENT ON A LARGE SCALE IN DEVELOPMENT COUNTRIES WHICH CAN BENEFIT WOMEN. THIS WOULD BE A SIGNIFICANT CONTRIBUTION TO THE ISSUE ON THE INTERNATIONAL LEVEL. WE LOOK FORWARD TO RECEIVING THE RESULTS.

## THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

### H. The Field Visits

From the 8th to 11th February, the delegates to the Central International Event traveled in 30 teams for the field visits. The Field Visits were built to portray the strong and varied tradition of rural development in India. Long before Independence, the Freedom Movement had set the stage for serious thinking on the role of India's villages in the nation, and subsequent efforts have worked toward provision of infrastructure, agricultural development, full rural employment, social justice, and the participation of the poor in the fruits of development.

Under the leadership of Mr. B. Rudramoorthy, the Project Participation Committee of the India Steering Committee solicited advice from many sources on the criteria for adequate selection of field visit sites, as well as which projects best met the criteria. Forty-three projects hosted four-day Project Description Laboratories in which project staff worked with people from other agencies to look at which of their learnings could be helpful to others, perhaps in quite different circumstances. Many other projects participated in Rural Development Symposia. Through this process, 30 Field Visit sites were selected, representing a panorama of approaches that had yielded results.

The 30 selected projects range from 3 to 35 years in duration. Their leadership varied from dependency on one charismatic leader to leadership teams to loosely-related community institutions. The agencies worked with 3 to 1000 villages. Some, such as AWARE and CROSS, are locally-based movements in which strategies of awareness and economic development are employed. Some, such as India Development Service and ICA:India, work with clusters of villages. Some represent massive efforts like the National Dairy Development Board's single-commodity cooperatives or Gonda Gramodaya Prakalp's campaigns (30,000 tubewells as "water to every field"). Some expedite the utilization of bank and government schemes (ANARDE Foundation and Syndicate Bank's Rural Development Cell). Nine of the projects work primarily with tribals. Various approaches to women's participation in development can be seen in the work of the Self-employed Women's Association and the Bharatiya Grameen Mahila Sangh. Gandhian efforts range from the traditional to the highly flexible, with a number of projects being built up around an ashram. Maharogi Seva Samithi has worked to create new communities. Several represent government efforts - Gujarat State Rural Development Corporation, the Hissar District Rural Development Agency, and the People's College at the Extension Training Centre, Haldwani. Private sector resources and management expertise have been applied in differing ways on projects like the Tata Steel Rural Development Society and Walchandnagar Institute. Institutions serving development agencies include Xavier Institute of Social Service and the Asian Institute of Rural Development.

Particular interests vary from appropriate technology (IERT and Yantra Vidyalaya) to housing for landless labourers and local economic systems (Ahmedabad Study Action Group). Several of these projects have developed prototype institutions like Jamkhed's three-tier health care system, Banavasi Ashram's revolving village fund, and Anand Niketan's open court and legal assistance programme.

## THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

### Field Visit Sites

#### Gujarat

1. ACIL NAVSARJAN RURAL DEVELOPMENT FOUNDATION: ANARDE's Jamnagar Centre links the government's integrated Rural Development Programme and bank schemes with landless labourers and marginal farmers.
2. AHMEDABAD STUDY-ACTION GROUP, experienced in building landless labourers' housing, generates economic activity for the poorest 10% of 60 villages.
3. SELF-EMPLOYED WOMEN'S ASSOCIATION promotes access to credit and establishes women's cooperatives and training to provide new opportunities for income.
4. ANAND NIKETAN ASHRAM works in the arenas of small irrigation, family forestry, a "life education school", a legal assistance programme and an "open court".
5. GUJARAT STATE RURAL DEVELOPMENT CORPORATION develops wastelands by producing fodder and fuel trees and provides productive employment to settled landless labourers through the income-generating programmes of rearing milk cows.
6. STANDARD MILLS RURAL DEVELOPMENT PROJECT harnesses water resources in cooperative irrigation schemes, and emphasizes agro-forestry and health programmes.
7. VEDCHI PRADESH SEVA SAMITHI has initiated 40 decentralized industries and institutions built around growth centres as part of an area planning approach. A stop was also made to YANTRA VIDYALAYA SURUCHI campus where rural artisans are trained to produce and use appropriate technology, e.g. redesigned farm tools.
8. NATIONAL DAIRY DEVELOPMENT BOARD has built on the experience of a district level union of dairy cooperatives to build a dairy programme in several states.

#### Madhya Pradesh

9. BHARATIYA GRAMEEN MAHILA SANGH, the Indian affiliate of the Associated Women of the World, educates and engages women in comprehensive village development.

#### Maharashtra

10. COMPREHENSIVE RURAL HEALTH PROJECT is a three-tiered health service for two blocks of 164 villages with local women health workers and a hospital centre.
11. INSTITUTE OF CULTURAL AFFAIRS: INDIA emphasizes economic, social, and human resource development through training in methods of planning, organization, and implementation.
12. MAHAROGI SEVA SAMITHI has organized new self-supporting settlements for tribals and leprosy patients on wasteland and jungle sites with appropriate education.
13. WALCHANDNAGAR INDUSTRIES LTD. RURAL DEVELOPMENT PROJECT supports and strengthens leadership of cooperatives and provides training in agricultural and employable skills.

### Uttar Pradesh

14. BANAWASI SEVA ASHRAM works toward a cooperative style, involving people through local self-government, revolving village funds and government-planned programmes.
15. EXTENSION TRAINING CENTRE provides practical skills training for tribal and hill people to work with appropriate technology and innovative farming techniques.
16. INSTITUTE OF ENGINEERING AND RURAL TECHNOLOGY develops and tests wind, solar and bio-energy systems, and organizes diploma courses in rural management.
17. GONDA GRAMODAYA PRAKALP's "water to every field" phrase resulted in 39,000 tubewells across the District, followed by "work to every hand" campaign.

### Punjab

18. FOOD SPECIALTIES increases the regular income of village people by assisting them with seeds, fertilizers, etc. and creating infrastructures for development.

### Haryana

19. HISSAR DISTRICT RURAL DEVELOPMENT AGENCY trains and finances each family in ventures such as basket weaving and other handicrafts.

### Bihar

20. TATA STEEL RURAL DEVELOPMENT SOCIETY applies its business expertise to manage rural development inputs and provide infrastructures to 129 tribal villages.
21. XAVIER INSTITUTE OF SOCIAL SERVICES trains rural people to enable others to start their own projects and assists individuals in entrepreneurial development.
22. VAISHALI AREA SMALL FARMERS' ASSOCIATION represents people's own efforts for tubewells plus an approach to credit that has resulted in fast and fair loans.

### Andhra Pradesh

23. ACTION FOR WELFARE AND AWAKENING IN THE RURAL ENVIRONMENT works with tribals and Harijans toward economic growth with emphasis on catalyzing sustained development.
24. COMPREHENSIVE RURAL OPERATIONS SERVICE SOCIETY works to change attitudes of dependence through education, cultural and economic programmes.

### Tamil Nadu

25. GANDHIGRAM, based on the Gandhian plan, has undertaken comprehensive development through education, industry, health, etc. towards rural revitalization.
26. RURAL UNIT FOR HEALTH AND SOCIAL WELFARE, sponsored by Christian Medical College in Vellore, has introduced a comprehensive programme of economic

development, starting with health and medical care as the initial entry points to the community.

### Karnataka

27. ASIAN INSTITUTE OF RURAL DEVELOPMENT provides training and consultancy services, and encourages the linking of government and nongovernment development activities.
28. INDIA DEVELOPMENT SERVICE INTERNATIONAL conducts a programme for organizing the community for social action and economic development.
29. RURAL DEVELOPMENT CELL has pioneered the involvement of banks in villages to reach 7,000 families through agricultural, health, and women's programmes.
30. INDIA'S NEW GROUP FOR RAICHUR'S INTEGRATED DEVELOPMENT reflects the attempts of the new intellectuals committed to rural development, through sports, literacy training, and health programmes.

# THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

## FIELD VISIT REPORT

Team 2: AWARE  
(Voluntary Sector Sponsorship Visit)

Action for Welfare and Awakening in the Rural Environment (AWARE) is located in Andhra Pradesh, India. AWARE has as its main activities the development of social education, motivational training, legal assistance, agriculture, irrigation, animal husbandry, marketing justice, community health and rural reconstruction based on equality, social justice, self-help and community action.

Tribals and Harijans are the target groups of AWARE's activities. To a large extent, tribals can be defined as a group of people generally of a common language, claiming a common ancestry, living in a particular geographic area and having social structure based on kinship. As they maintain a separate culture and identity, they live far away from the main roads of so-called civilization.

The Harijans experience another form of isolation. They live on the border and in the corners of larger villages and are isolated within society. They are from the lowest rung of the caste ladder and are considered economically and culturally backward.

The approach arenas which our team was investigating were:

1. Developing greater local participation in community decision-making, planning and implementation;
2. Two-tiered health care system involving a centralized health clinic and village health care extension workers; and
3. Developing village-based economic system.

### 1. Greater Local Participation

The single most important element of AWARE's rural development strategy revolves around the functioning of the Village Association and the Mahila Mandals (women's clubs). In both the tribal communities and the Harijan communities these associations function to bring cohesion and community identity to otherwise fragmented and isolated groups of people. These associations are totally governed by village people of the target group and are given assistance and guidance from AWARE's field staff who live with them in the village. The associations organize the target group into active and purposeful action to respond to issues raised in group meetings. For example, alcoholism has been totally eradicated in most villages due to a series of actions taken by the village association: fines for drinking which are paid into the village association fund, denial of food by the women if husbands are found drinking and other strong moral pressures exerted by the village community. The unifying dimension of the village associations has brought about confidence in the capacity of the poorest of the poor to meet their needs through cooperative planning and action.

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## **2. Health and Sanitation System**

The health and sanitation activities undertaken in the project villages are aimed at developing health education, preventative health care, community sanitation systems, treatment facilities, and a trained body of village health workers.

One of the major health programmes is concerned with the treatment of leprosy in Khammam District with a target group of 15,000 people. The overriding objective is to reintegrate leprosy patients into their villages as full participants in the social and economic life of the community which once rejected them.

An 11-acre community health center has been established in the district town of Khammam. The centre provides housing for leprosy patients, agricultural plots which produce crops both for the patients' consumption and for market, schools for children of the leprosy patients and vocational training facilities which teach non-farming skills such as sandal making, weaving, blacksmithing and others.

The staff doctors and health caretakers have developed health education curriculum which concentrates on providing information and instruction about preventing disease, the importance of personal hygiene as a means of promoting health and reducing the spread of disease, prenatal and postnatal care and other health related issues. The information is disseminated by health caretakers to the villages through formal training camps and through informal means, such as posters, role plays, dramas, and songs.

Because people with leprosy are often rejected and cast out of their villages, reintegrating them requires the re-education of the larger community about leprosy - its causes and control. Major emphasis has been given to changing attitudes and understanding about leprosy so that the disease can be controlled and so treatment is sought at the earliest indication of its presence. The village association has been the main mechanism for changing attitudes about leprosy within the larger community.

The village association assists the leprosy patient when he/she returns to the village. The association provides agricultural consultants so that the leprosy patient can establish viable farm loans for the purchase of farming equipment and animals, and any other support needed to promote the economic social reintegration of the leprosy patient.

## **3. Developing Village-based Economic Systems**

AWARE has not only started new income generation projects but has also made available to villages a revolving loan fund that is available for any economic venture that is approved by the village association. The income generating projects have mainly focused on women and have been only introduced in a limited cluster of villages (60). A key new arena of activity for the future is the introduction of agriculture through a demonstration plot. AWARE is now at a stage in which they train individual farmers. When they have one hundred farmers involved, a spinning mill will be started.

The learnings from this approach fall into three arenas: 1) a revolving fund for economic ventures that is controlled by the villages allows for a high payback and has allowed for the poorest of the poor to be funded; 2) women's income

generating projects are best if they only take 2-3 hours since most women are still needed in the field; and 3) village associations provide a coordinating and accountability system to ensure the viability of new and intensified ventures.

# THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

## FIELD VISIT REPORT

Team 10: ETC  
(Public Sector Sponsorship Visit)

People's College is an outreach institution serving the tribal people of the Uttar Pradesh hill region. It is well established in the area, and its very active principal, D.S. Shisodia, manages to maintain liaison with a wide spectrum of local political and religious leadership as well as with the tribal people themselves.

Training for a particular income producing skill is the initial focus of contact between a tribal person and the college. Although some training is actually done in villages through a system of decentralized "classrooms," the programme revolves around activities on the Haldwani campus. Courses begin four times a year, and the person continues in training until he or she has mastered the skill. In the case of amberchakha machines and rope-making machines, the equipment is then provided free charge for the person to use in their home upon return to their village. For skills such as tailoring or electrical wiring, the person must purchase their own equipment and will go into business for himself.

It was evident to our team that the time of skill training is also a time when there is a parallel curriculum in attitudes, world view, and motivation. Songs and rituals are low-key, but clearly part of the "culture" that is absorbed. Upon return to the village, a person feels an affinity to the programme of People's College which makes it probable that they will join the village's fortnightly discussion group made up of graduates from People's College courses. There are such groups active in 269 villages, and in some villages, virtually every woman and young man is a People's College product. Because of their sense of connection with People's College, these groups seem able to easily ask for additional assistance from the staff of the college. Help includes a range of farming methods information, soil testing, advice on selecting strains of crops, fertilizers, pesticides, and nonchemical means of controlling crop pests. Help would also be available on any problems arising in connection with the income earning skill learned at People's College.

The combination of local leadership groups (headed by women as is the tribe's tradition), individual industry skill training, and improvement in farming practices, has dramatically improved village income. Housing, nutrition, education opportunities and ability to interact with the outside world have all obviously increased in the villages which we visited.

The team felt that several keys to success could be identified, and each was essential to the success of the programme. They are as follows:

- 1) National government policy favouring decentralized village industry and farming. The government does not tax products produced in villages. The same products produced by centralized industries would be taxed. The government has put massive investment into irrigation schemes and has assisted in clearing forest in selected areas (protecting other areas as forest preserve). State government law limits land ownership to 20 acres of irrigated land per person, thus reducing the incidence of massive farm holdings and keeping land in the

hands of small and medium-sized farmers.

2) Voluntary agencies support of village industry. The Gandhi Ashram, assisted by Khadi and Village Industries Commission, will provide raw materials and basic machinery to the home of the villager and will guarantee purchase of all materials produced. Although the earnings under this scheme are no more than those earned by an unskilled agricultural worker, they are guaranteed and do create the effect of a "minimum wage" for the region. More complex skills earn more income, but find their own markets.

3) Training in an income earning skill as a focus for a wider curriculum of "education for life" offered to tribal people in a context which affirms their tribal identity.

4) Consistent institutional support and outreach over a period of years creates bridges of trust between village and institution. Government policies may alter in approach over time, but the voluntary sector can maintain a relatively consistent presence. In the case of People's College, much emphasis is placed on the concept that the college is among the people, not located at Haldwani Campus - yet the base at Haldwani Campus allows the outreach work to continue in a consistent manner.

The team also visited some relatively large farms (amalgamations of the holdings of several family members) where intensive agriculture and in some cases mechanical agriculture are practiced. The College provides much support for these larger farms and attempts to use these as demonstrations for less receptive farmers in the area. The team did not see that this policy was yet actually succeeding in reaching the less prosperous local farmers. Those hired as daily labour in these large farms are apparently paid substantially more than elsewhere in Uttar Pradesh where farming in general is not so prosperous, but still appeared significantly less well off than persons who owned even a small amount of land. Trainees at People's College apparently do come from this group of landless people, yet the dilemma of providing a comprehensive development programme to them remains difficult. As they do not identify with any village group, they are excluded not only from economic patterns but also from social patterns of upward mobility in the area.

The 21 delegates who visited People's College were from France, Haiti, Senegal, Nepal, Indonesia, the USA, Germany, India, Upper Volta, Peru, the United Kingdom, and the Philippines.

# THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

## FIELD VISIT REPORT

### Team 21: Standard Mills (Private Sector Sponsorship Visit)

#### Introduction

We went to visit the rural development programme in Panchmahals, Gujarat. This project has been managed by Surat Cotton Mills and Standard Mills. Our Team was composed of people from Nigeria, Canada, U.K., Malaysia, Bangladesh, India, U.S.A. and Philippines.

Before we go on, we as a team would like to say that this visit was a most wonderful experience for all of us. It is unlikely that in this short time we can do the project justice, but we would like to say that this project is an inspiring example of a project which has acted as catalyst in similarly inspiring the previous nomadic tribes of the area in building for themselves a life founded on enough food and now of expanding to other areas of their development.

The project's major base is irrigation. From this other things have developed including health and preschool education. It is an example of how a project, starting from one major need, the basic one of supplying food to the area, has gone on to include not only the provision of other services, but also inspired the commitment and dedication of the whole community.

#### Approaches

As a team, we took five approach areas with us from our previous discussions in Delhi, to look at them with reference to the rural development programme in Panchmahals, Gujarat.

Cooperation among agencies was instructive. The rural development programme was initiated by an outside voluntary agency which was only acceptable to the tribal people because they felt the agency had both identified and utilized financial and technical resources among government and nongovernment agencies and among financial and other private institutions. It has effectively channelled such resources to the local community and at the same time alerted government and private sectors to their potential contribution to the development of that community. The way the project, controlled by the Surat Cotton Mills and Standard Mills, controlled those initiatives also makes it easier for them to relinquish responsibility to the local tribal community - who are in the process of registering themselves as a cooperative society as part of taking ultimate control for the management of the project themselves.

Awakening and training local people for their own participation has taken place and continues to take place. As a team, we unanimously noted the renewed pride and concern among the tribals to directly involve themselves in their own new situation. The rural development programme has aided this by giving opportunities and training to local people to take positions of responsibility whether as a pump operator, mechanic, teacher or nurse. Those who have pursued education have returned to the village without question, as doctors, engineers and teachers.

Local leadership nurtured through the programme now negotiates both decisions among the various villages covered by the project and with external agencies like the banks which contribute to the programme.

The importance of COMMUNICATING INFORMATION from the tribal village is most exemplified by the fact that the first village to adopt the new irrigation technique, was subsequently visited by other villages both to demonstrate and to motivate them to replicate in their own areas. The relationship between the local structure (Panchayat) and the project management (Standard Mills and Surat Cotton Mills) is such that there are procedures whereby local farmers can express their concern or advice which can then be taken up by anyone for whom it is relevant.

In the establishment of EXTERNAL/INTERNAL FINANCIAL LINKAGE, the approach that worked in getting access to financial resources and inputs was initially the creation of an image of collective financial strength supplied by the outside project management with their experience and standing. This has now allowed the emergence of local community cooperatives and associations and local individual entrepreneurs. Again, the development is to a local self-running community.

The rural programme of Panchmahals, Gujarat is an outstanding example of private sector initiative which focused on a major perceived need of the area which had the effect of stabilizing the life style of hapless nomadic tribal people through irrigating their land. The management skills which the coordinating agent brought to bear have yielded results of wide scope and rapid success. It is a replicable model of a sector approach to launching rural community development from a very low baseline. The four sector approach in this case, where a private sector agent forged the linkage to the public, voluntary and local sectors, has succeeded through the approaches talked of above in bringing to the local community both technical and financial resources and a great sense of pride and commitment among the tribals themselves in tackling their own situation.

There are some red flags. A major possibility is that now that the tribals have a stable base and food resources, they are vulnerable to destructive or disintegrating influence which could be a product of both more leisure time and/or more money. Creative activity and further development in the best meaning of the word must somehow be safeguarded. Though there have been some supportive services developed (e.g. education and health care), the present coordinating agents' resources are concentrated on its primary concern, more land reclamation via irrigation.

We hasten to add that we find no fault with such focus. It is sorely needed for thousands more tribal folks in the district. Our concern, rather, is for further development of community among those already launched into a new life style. Some entity needs to take responsibility to guide them away from the pitfalls other nations have experienced in attempting to help "civilize" their nomadic natives. Unless somebody is available to assist them with comprehensive social development at the pace and in the other ways the tribal folk themselves will discern, then they may be condemned to repeat many of the bitter experiences which have befallen the nomadic natives of other nations when attempts at settlement have not been adjusted to their changing needs.