

# Complete Transformation via Entrepreneurial Innovation, Model of Excellence: Hiware Bazar

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## ABSTRACT:

**Background:** A Country whose more than 66 % of the total population reside at more than 649000 villages, certainly needs a model village of excellence in order to he years to come. Thirty years ago, the village of Hiware Bazar, a village consisting of 257 families, an overwhelming majority of which was under the poverty line, had to deal with all kinds of infrastructural & social problems – from a disappointing water supply system to rampant alcoholism. (1) Since then, the village has seen a complete eradication of poverty and even more spectacularly, made millionaires of one-fourth of all resident families (2) and is today cited as an ideal case of the power of community enthusiasm. (3) The village establishment has been given many national- and state-level awards, such as the Best Ideal Village in State and National Productivity Award in 1998, in view of their inspiring account of sustainable self-improvement. (4)

The case study attempts to explore intrinsic and extrinsic causes of the rapid improvements made. An analysis of the personality-related factors relating to then Sarpanch of the village, Popatrao Pawar, the initiator of this amelioration, is also attempted. An analysis of the factors such as geography, demography, economy and effect of State-sponsored developmental schemes is also made. Special attention is given to social aspects of the revolution, especially in the contexts of its water-supply stability and of the fact of 18 individuals having decided to donate their land for establishment of schools and the meteoric increase in the literacy rate from 30% to 95%. Through this case study, the suitability of the model of development is considered in relation to prospective developments in other villages in India of similar scale.

**KEY WORD:** Sustainable, amelioration, transformation, Entrepreneurial

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## I. INTRODUCTION

Hiware Bazar, also spelt as Hivare Bazaar and Hivre Bajar (henceforth HB), is a village in the Nagar Taluka of the Jilha of Ahmednagar, 28km west of Ahmednagar City. The village comprises an area of about 976.84ha, of which 860ha is private, 70ha forested and 8.5ha owned by the Panchayat. About 795.23ha thereof is arable. Population recorded in 2001 was 1150& recorded in 2011 was 1578. (Source: <http://www.censusindia.gov.in/pca/SearchDetails.aspx?Id=629609>) Monsoon is erratic, providing 400mm rainfall in relatively favorable monsoon years for not much more than 100 hours, the average annual rainfall being 597mm.

## II. INFRASTRUCTURAL AMELIORATION

By the 1970s HB was marked by denuded hills, infighting, factionalism, and alcoholism. By 1995, 168 out of 180 families were below-poverty-line. A recent survey reported that now only three families out of 216 are below-poverty-line and only 12 are landless.

In 1965, Yadav Thange, despite owning 15 acres of land in the village, went off to work in Bombay for Rs. 50 a day, seeing it better than the options available in his village. He worked there for the next 35 years. In 1982, when the Forest Department planted new trees in the region, they were cut down by the villagers themselves.

HB's fortunes changed when a lad from the village called Popatrao Baguji Pawar who had then only recently received his Masters' degree in Commerce, decided to take upon himself the leadership to the end of the amelioration of the village infrastructure and economy. Today there are over 10lac trees planted with a "99% success rate". The number of wells increased from 97 to 217, so that there was collection of enough water to increase the irrigation area from 20 ha to 70 ha in 1993. The 70ha regenerated forest resolved catchment issues; contour bunding stopped runoff and saved farms from silting, and around 660 water-harvesting structures caught

rainwater. Irrigated land has gone up from 120 ha in 1999 to 260 ha in 2006. One fourth of the families are millionaires (in terms of INR). The per capita income of the village is twice the average of the top 10 per cent in rural areas nationwide.

Daily milk production in 1995 was 250 liters which has recently become 4000litres, with the village having its own dairy cooperative. Grass production went up from 100 tons in 2000 to 6,000 tons in 2004. Consequently, milch livestock numbers have gone up from 20 in 1998 to 340 in 2003 according to a government livestockcensus.

In 1993, Pawar set up an NGO called Yashwant Krishi Graamava Panlot Vikas Sansthaa. In 1995, HB prepared its own five-year plan with special focus on local ecological regeneration (with its five-fold focus on Jana, Jameen, Jaanavar, Janataa and Jungle) using the Employee Guarantee Scheme. In 1994 it had been brought under the Adarsh Gaon Yojana (“Ideal Village Project”) proposed by the Government of Maharashtra with a view to replicate the success in Ralegan Siddhi under the leadership of Kisan Baburao Hazare. It laid down five normative principles: ban on cutting trees, free grazing (for which goats were sold off in favor of cows) and liquor; family planning; and community-based contribution of labor.

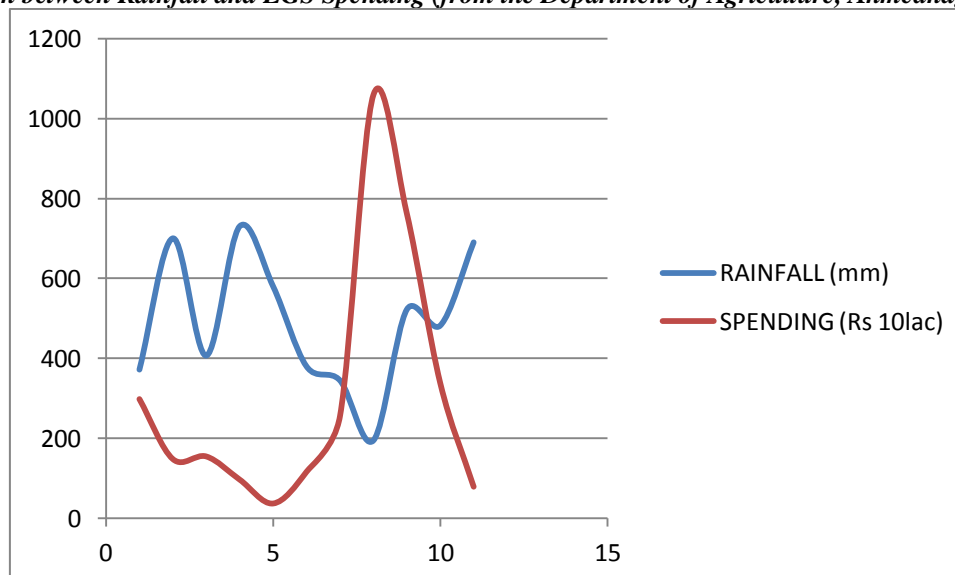
**Growth of Intensive Cropping during 1997-2003 (source: village accounts) Table No.1**

<u>Land use</u>	<u>1996-1997</u>	<u>1998-1999</u>	<u>2002-2003</u>
Grass cropped area (ha)	821	1007	1125
Net cropped area (ha)	723	730	748
Multi-cropped area (ha)	99	276	377
Cropping intensity	1140	1380	1500

**Source, loss, demand and surplus of water resources in 2006 (source: village accounts) Table No.2**

<u>Source/Loss of Water</u>	<u>Quantity (in crore liters)</u>
Rainfall runoff	549.00
Potential water available	536.29
Water lost as runoff	54.59
Water lost as vapour	187.70
Stored surface water	26.81
Water percolating into earth	53.63
Groundwater from harvesting structures	52.67
Sub-soil moisture or groundwater	160.89
Drinking water demand	3.39
Irrigation demand	133.38
Peripheral farming demand	10.73
Surplus water	146.50

**Correlation between Rainfall and EGS Spending (from the Department of Agriculture, Ahmednagar)**



Of the total 1.7 million hectares that form the district, 11% is devoted to soil conservation. During 2003-04, when HB faced acute drought, funds of almost Rs. 1060 million were directed to the construction of 201 farm ponds, 2000ha of continuous contour trenching (built in 1993 under the Joint Forest Management Programme with Shramadaana), 3400ha of compartment bunding and building over 1000 check-dam-like structures which eventually came to be part of the ridge-to-valley watershed infrastructure (divided into three micro-watersheds, the first with an area of 612.14ha, the second of 123.4ha and the third of 241.3ha ) as follows:

Continuous contour trenching, plantation, compartment bunding, terracing, graded bunds and vegetative contour bunds (hectares)	190198.94
Live check dams, live fencing, brush wood dams, loose boulders, earthen structures, underground bandharas	57086
Soil treatment and conservation (hectares)	905.8
Diversion bunds, nullah bunds, cement nullah bunds (Nos.)	11514
Farm ponds (Nos.)	667

Consequently, the table water-level has risen averagely by 5m during 2003-2007. Drip irrigation systems are saving up to 70% of energy costs after having been installed as replacement to flood irrigation. Agriculture is becoming lucrative and demand for employment by December 2007 via government-aided employment schemes diminished to a third within the span of a year; farmers have also begun to sow cash crops and are getting significantly improved yields.

Each house is equipped with access to water, sanitation (a total of 1700 toilets are presenting the village) and electricity. Wind turbines and biogas plants have been installed to supplement the meager rural electricity supply. Sixteen solar panels have also been installed on the roads for public lighting. Arrangements for pavements, road markings and path signs have been put in place.

### **III. EDUCATION**

The resolution in January 1990 addressed itself initially to less controversial issues such as education in order to foster confidence in the new management. Emphasis was laid on individual children being able to improve domestic prospects and eventually those of the entire village. Importantly, discrimination or partiality based on gender was excluded and parents were also helped be convinced of the value of education. This led to at least eighteen villagers donating their land for building the school premises. Owing to the lack of government funding for the schools, many youngsters volunteered to undertake teaching by rotation. The primary school was extended to offer education up to the tenth grade, computer literacy made compulsory, subsidy and medical facilities enabled and a central library accessible to all villagers built. The literacy rate has increased from 30% to 95%. Ecological awareness is instilled in the minds of students and incentives given to propagate sustainable practices.

### **IV. THE MAN BEHIND THE REVOLUTION: POPATRAO PAWAR**

The success of HB may be explained by a bi-directional analysis of Pawar and his fellow villagers if he be posited as the central agent for the unfolding of HB's amelioration. He was relatively well-educated (having a Masters' degree in Commerce) from the nearby city of Ahmednagar. His decision to abandon prospects of a career in nearby urban centers to dedicate himself to the massive task of improvement of the village, his belonging to an upper caste, his popularity as a state-level cricketer and his willingness to work at very elementary levels of operations (as seen in his personal efforts with collaborative Shramadaana at repairing the school infrastructure early on) contributed to the respectability he obtained as seen in the fact that seventy youngsters having convinced the elders to have Pawar, then 26, elected initially for a year as the Sarapancha in 1989. After rebuilding the school and other preliminary requirements, they decided to continue with Pawar as Sarapancha for the remaining four years. For the past two decades, he has been continuously re-elected as Sarapancha unanimously.

Yet to identify the causes of the success of HB in its entirety demands attention to the mindset of fellow villagers more than Pawar's individual traits, for though Pawar himself has undertaken replication of his model in several other villages, success of HB's stature has not yet been attained.

### **V. SOCIAL COHESION AND SENSE OF UNITY**

Examples of social cohesion include that of Samodayika-Kheti ("Collaborative Community Farming") wherein multiple families share the work among their farms, of considerable accountability on the part of officials, vendors, teachers and workers who have to periodically put forth the details of their accounts. There is interdiction on using tube wells for agricultural purposes and limitations imposed per landowner on sowing high-water requirement crops. Sale of land to 'outsiders' is discouraged. Instead of patronage, there is a sense of brokerage and practical community-participatory amelioration. Out-migration which used to be rampant (up to 50% in the early 1980s) because of availability of opportunity nearby in relatively prosperous sugarcane

cultivations (north Ahmednagar) have drastically reduced and migrated villagers returned to their villager following its evident growth to prosperity.

The Graama Sabhaa (“Village Council Meeting”) which used to take place only twice a year and would feature not much more than distribution of sweets and display of sports’ drills, began, under Pawar’s leadership, to take place frequently and involved active democratic discussions, including but not limited to accountability of public servants, decisions relating to sowing of crops, actions against violations, amongst all the inhabitants. Once during a land records verification procedure, one Namdev Jaiwant threatened to commit suicide if the land he was encroaching upon would be seized from him. The Sabhaa however took a decision in the greater interest of the village and Namdev eventually agreed to withdraw from the case.

Landowners belong mostly to the Maratha caste, which make up 185 on 205 households in HB. Marathas are About 34% of non-Marathas are landless, while 27% are marginal owners. However, caste discrimination has been discouraged to be brought out in the domain of village development and has been restricted to domains such as that of marriage alliances. For couples about to be married, HIV tests have been made obligatory.

The annual Ganeshotsava is celebrated by installing just one Murti for the whole village, thus saving expenditure and energy on the part of the villagers and also thereby simultaneously encouraging a sense of unity, as seen in these five instances: construction of a temple, charity to the wife of a Kargil martyr, donations to victims of the Latur earthquake, a mosque built from village funds for the only Muslim family in the village and provision of monetary support for weddings of Dalit women. There is only one crematorium.

## VI. WOMEN’S ISSUES

The ban on alcohol provided much needed relief for women. The burden of contraception as part of family planning falls often on the woman and sterilization is a frequently chosen means towards this end. There are problems of outcome vis-à-vis equity in terms of Shramadaana and immediacy in wealth and land ownership.

Nevertheless, women are represented in the Graama Sabhaa and have formed Bhajani Mandals and Welfare and Self-help Groups:

**Table No.3**

<b>Name of Self-help Group</b>	<b>Members</b>	<b>Savings (Rs.)</b>
Ambika	20	4000
Mukhodevi	13	25000(loan)+8000
Malganga	20	4000
Savitribai	20	500

## VII. REPLICABILITY

It is important that EGS funds be allocated to labor-intensive like agriculture undertakings rather than capital-intensive ventures like construction of roads. Replication is failing in many other villages because funds, even from NREGA, are either being siphoned off by middlemen or sanctioned for construction of roads and buildings.

Ultimately, it is this sense of self-dependency and self-sufficiency as seen throughout the course of HB’s development, such that often even the police is not needed to be resorted to, coupled with a thorough instilling of faith in sustainable/long-term thinking that is the main factor that prospective plans of replications of HB will need to introspect upon and establish thoroughly, although it is to be nurtured in the course of development as confidence gradually builds.

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NOTE ON REFERENCES: Instead of repeated citation of particular references, they are listed cumulatively after the conclusion of the paper. Much of the data derives from field visits by the editors, confirmed additionally by published papers and testimony; we would like to thank Mr. Popatrao Pawar for his cooperation in providing us information and permission to examine the village.

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