

# livelihoods

*today and tomorrow*

January 2008

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**Welcome to 2008! Happy New Year!**

Crisis is looming large in all the traditional livelihoods, beginning with agriculture. The movement for 'minimum support' prices has made us to realize that there are no minimum support prices.

The people are not interested in their livelihoods. These livelihoods are not remunerative. Parents do not want their children to continue in these livelihoods. Young men and women are looking out for alternative vocations. But, where are these vocations? At least 7-8 Crore young men and women are in need of alternative livelihoods. They do not have the desire/intent or the capacity to do all kinds of works. A herculean effort is required to match the works available and the capacities of these people. There is no alternative!

From another stand point there is the changing climate, the resources for the livelihoods of the poor are diminishing and deteriorating at a fast pace. The resources themselves are changing. Glaciers are melting away. Ground waters are diminishing. Water is emerging as the key issue for survival. We see, not just irrigation water, but also drinking water.

Globalisation, Commercialisation has a tremendous effect on us. We are moving from food crops to commercial crops; from mixed crops, from integrated farming, we are moving to monocultures. Food security is getting destroyed. Dependence on the market has dramatically increased. We reached a stage; we have no control on seed, inputs, processes and market. In any case, we do not have ownership. If there is a surplus milk in Sweden etc., our 10 crore dairy farmers will be on the streets! When China sells its rice at Rs.5 per kg in Indian markets, our rice farmers will be out! The key question is – do we have a competitive edge in any thing? It appears to be only in services - knowledge services.

Increasing middle class means increasing product and service needs of the middle class and the poor. This offers the beacon light for these young men and women. But, will they acquire these abilities, competencies to offer these products and services? But they must and we must help them towards this.

Livelihoods are the same to all. All of us are able persons for the livelihoods. Every individual will have certain competencies and skills. Similarly, every activity requires certain competencies and skills. The key aspect is matching the both. If there is some deficit/shortfall in some of these competencies and skills, aids, tools, implements, skill enhancement and capacity building will be able to bridge the deficit. All of us have a right to live, therefore right to a decent livelihoods portfolio. We have the responsibility to ensure that everyone enjoys this right.

When governments are accessible to poor, their livelihoods and their lives get enhanced. This requires smaller administrative units at various layers. Gram Panchayats and wards have to be small enough to allow direct democratic governance. With smaller mandals (in AP), in stead of Taluqs and Blocks, the governments have become more accessible at that level. With the same token, smaller districts – a district should be such that the district officer should be able to visit the remotest village within a day and still attend to some other office work – increase the access of the governments to common man. A state like AP should have at least 50 districts. Tamil Nadu and UP are good examples of small jurisdiction states. Similarly, smaller states increase the access of the governments to people.

**In our 'livelihoods' journey, as part of reaching to livelihoods workers across, we have initiated a campaign district-wise as a small trickle. We are grateful to all those who are encouraging us, joining us in this effort and offering support.**

Your support is our life. Please do not forget.

A handwritten signature in black ink, appearing to read 'M. G.', with a horizontal line underneath.

G. Muralidhar  
the 'livelihoods' team

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# Responses

We present the reader's response here.

It was great reading the articles and has helped me greatly in learning several innovations in the livelihoods arena.

Saikat De

Livelihoods is a very good periodical to understand and increase the knowledge of livelihood situation in India

Deepak Mathur

The articles are nice. It is a good effort. Please make it a regular feature to update us.

Kedar Panda

The livelihoods magazine makes an interesting read.

Aruna Ramakrishnan

## Reader Contributions

If you would like to contribute an article or have something interesting to share, email or mail it to us. If it contains pictures or files please remember to attach them to the email. Please include your name, email, contact information such as phone number, location (nation) and area of expertise. If your article is accepted an editor will prepare the article for publication and may edit it for accuracy, grammar, style, and length.

Email address is [akshara@aksharakriti.org](mailto:akshara@aksharakriti.org) ; please include "livelihoods Contribution" in the subject line .

Mailing address is: HIG-II Block 25 Flat 6, APHB Colony, Baghlingampally, HYDERABAD, India 500 044.



*In the coming month 'livelihoods' will feature the livelihoods issues of the **adivasis in India**. Adivasis constitute about 8.3% of the country's population that is about 83 million as per 2001 census. The feature will bring to the fore, the problems of the adivasis in the changing context in general and their livelihoods in particular.*

**Bioinformatics Institute of India,** Noida conducts distance learning programs of 12 months duration in the fields of Pharma Regulatory Affairs, Pharma Good Manufacturing Practices, Intellectual Property Rights, Clinical Trial, Research & Administration, Bioinformatics, Biotechnology, Pharma Quality Assurance and Quality Control. The fee for the program is Rs.10,000. Students from poorer communities can take advantage such cheap courses in this upcoming sector. The institute also offers 3-months e-learning programs. More on their site [www.bionline.org](http://www.bionline.org).

**Handloom** To encourage handlooms and support the weavers, the Government of AP announced an interest subsidy on the loans taken by the weavers. With this, the weavers would get loans at 3 per cent interest in place of 11 per cent earlier. The subsidy would apply to both the existing loans as well as the future loans. The government has also decided to implement handloom cluster scheme towards modernization of handlooms, construction of common work sheds and training for weavers to improve their skills. The government will give 10% subsidy on purchase of yarn, dyes and chemicals. The subsidy amount will be given to the National Handloom Development Corporation, which would take up the responsibility of supplying yarn, dyes and chemicals. The government has also come forward to pay 90% of the premium under the health insurance scheme, while remaining 10% is to be the weaver's contribution. As against the premium of Rs.781.60, each weaver will have to pay only Rs.50.

**Social audit of child labour** In order to avoid the ban of imports from India by the US on allegations of the use of child labour, the government plans social audits of exports in apparel, handicrafts, carpet, sports goods, gems and jewellery. There is a strong public perception of use of child labour in these sectors. The Export Promotion Councils will work with NGOs and social workers active in the field of child labour in ongoing audits and checks.

**Gender in film industry** The gender disparity in Indian culture also transcends the film industry. Unlike their counterparts from Hollywood, the heroines in India are paid very little

compared to the heroes.

The **Ease of Doing Business index** is based on quantitative indicators on business regulations. This index compared 178 nations. India ranked 120 for this purpose. Probably an indication that human development and industry go together.

**Gender and Career** Researchers at University of California, Davis, found that the husband's career is the priority when the couple relocate. This is despite the rise of the dual-earning couples, and even when the wife has a high-flying job.

**Education** Supreme Court of India ruled that the right to education is as important as the right to vote. On the basis of this, it concluded that the teacher should not be drafted for election duty.

**Fair & Lovely Foundation** has announced its scholarships for girls studying their graduation under its project Saraswati. The minimum qualifications for this scholarship are - 60% marks in 10th and 12th and having working knowledge of English language. The scholarship amount is upto Rs.1 lakh, but the amount needs to be justified.

**Older people** Parliament has passed the Maintenance and Welfare of Parents and Senior Citizens Bill 2007. Under its provisions, people who abandon, neglect the basic needs or otherwise maltreat the old aged parents can be imprisoned up to three months and fined up to an amount of Rs.5,000. Under this legislation, a tribunal is to be established in every district to help the old in distress, and the convicted person cannot go in for appeal against conviction in regular courts. The old people can even proceed against the grandsons or others, who inherit property from the aged.

**“West Bengal Accelerated Development of Minor Irrigation Project”**, may get \$300 million from the World Bank by October 2008. Nearly 80 per cent of the fund is expected to be for irrigation and drainage purposes, with the rest for agriculture, fishing and forestry sector. The funding will possibly come in equal proportion of loan and credit at one-go, by the end of next year. The project is expected to bring a total area of about 213,500

hectares under assured-irrigation through rehabilitating and developing some 28,000 public minor irrigation schemes spread over 18 districts.

**The Global Fund** to fight AIDS, Tuberculosis and Malaria has renewed its grant to India for the next three years. The grant brings the total approved amount of Fund resources for India to \$492 million. The total amount approved by the Fund Board to be granted to India is \$747 million, of which \$160 million has already been disbursed. The grant will be used to strengthen and upscale antiretroviral (ARV) treatment programmes and to increase access to quality, voluntary counselling and testing services. Resources will also be used to remove the stigma associated with AIDS through efficient communication and to train more health professionals.

The **M.S. swaminathan Research Foundation** has, in association with telecom and software majors, developed applications to provide fishermen with up-to-date information of relevance to them. The Mobile Fisher Friend Project got off to a start on the third anniversary of tsunami with the Foundation handing over 40 mobiles to fisherfolk of Puducherry, Chidambaram, Nagapattinam, Manamalkudi, Thangachimadam, Vembar and Nagercoil. Fishermen can gain access to information on wave height, weather, potential fishing zones, news flashes, government schemes and latest market price.

**American Telugu Association(ATA)** will collaborate with local community leaders and government officials, to make best use of 'adopt-a-village' concept in all three regions of the state to address community needs such as clean water, public health, education and other basic necessities. The ATA president said that it was designed to provide an avenue to those NRIs, who wanted to contribute to the welfare of the villages of their choice. The association would also strive to get matching funds from the local administration to make the programme more effective and foolproof, he said.

The **Potential Value of the land** is the key. For ascertaining the 'market value' of acquired land in arriving at just compensation to be awarded to its owners, its potentiality for development

purposes should be taken in to consideration, the Supreme Court has held. "Potentiality means capacity or possibility for changing or developing into the state of actuality". The question whether a piece of land has potential value or not, is primarily one of fact depending upon its condition, situation, the use to which it is put or is reasonably capable of being put to and proximity to residential, commercial or industrial areas or institutions. The existing amenities like water, electricity, possibility of their further extension, and whether the near—about town is developing or has prospect of development have to be taken into consideration.

The **National Development Council approved the Eleventh plan.** The plan envisages an annual growth rate of 9 percent during the five—year period beginning 2007-08. The Eleventh plan has reoriented the priorities substantially by stepping up the allocations for education, agriculture, health care, and infrastructure. Attention is also to shift to improving the delivery mechanisms at ground level and ensuring that the plan targets are carefully monitored.

Foundation is laid for **Andhra Pradesh International Institute of Information Technology (APIIIT)** at Nuzvid of Krishna district of AP. This is one of the three campuses to be set up. The other two are coming up at Idupulapaya in Kadapa district and Basar in Adilabad district. The CM of AP said these institutions would begin functioning from July, 2008, with an intake of 500 students each. But when they become fully functional, they would have an intake of 2,000 students every year. These institutions would be offering a six-year integrated course for students who passed SSC.

**National Awards for excellence on water management are awarded.** The Confederation of Indian Industries (CII) - Sohrabji Godrej Green Business Center, Madhapur, presented the awards to 37 industrial units from various parts of the country. In all, 74 companies, which had done good work in water conservation, applied for the awards out of which 37 were selected. The awards were to encourage companies to use best practices to conserve water with in their premises and outside.

**Center for Science and Environment (CSE) Report** states that "India's richest lands with minerals, forests, water sources are home to its poorest people. Mining in India has done little for the development of the mineral—bearing regions of the country" Between 1950 and 1991 mining displaced about 2.6 million people but not even 25% have been rehabilitated—the report found.

**ICRIER**, mandated by the government to study the impact of organized retail on small traders, is of the view that more jobs would be created due to the emergence of big retail chains. ICRIER director and chief executive Rajiv Kumar said the overall impact of organized retail would be positive and small traders would be able to compete with larger formats in the long run.

The **International Fund for Agricultural Development (IFAD)** of the United Nations has committed 1.5 million USD funding for a three-year biofuels research-for-development project led by the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT). The project will facilitate farmers and entrepreneurs to utilize sweet sorghum stalks and cassava roots in producing ethanol, and seeds of jatropha in producing biodiesel. In addition, the project draws upon the strength of small-scale farmers' know-how in formulating and implementing various activities. According to Dr William Dar, Director General of ICRISAT, the project will support the farmers of the dry lands with the latest research and research products and link them with the biofuel market.

**Climate change** could speed up the large-scale destruction of the Amazon rainforest and bring the "point of no return" much closer than previously thought. Almost 60% of the region's forests could be wiped out or severely damaged by 2030, as a result of climate change and deforestation, according to a report by WWF. The damage could release somewhere between 55.5bn-96.9bn tons of carbon dioxide into the atmosphere from the Amazon's forests and speed up global warming, according to the report, Amazon's Vicious Cycles: Drought and Fire. Trends in agriculture and livestock expansion, fire, drought and logging could severely damage 55% of the

Amazon rainforest by 2030, the report says. And, in turn, climate change could speed up the process of destruction by reducing rainfall by as much as 10% by 2030, damaging an extra 4% of the forests during that time.

**ILO** decided to redesign its child labour eradication strategy and extend it to three more cities in AP. This need arose in the context of large number of child workers migrating to urban areas from villages and towns. The programme will be implemented in Tirupathi, Warangal and Guntur. The ILO in coordination with labour, factories, education, women and child welfare departments redrafted the programme with a view to controlling the child labour problem in urban areas. Previously, the programme was designed to tackle rural child labour. The ILO has identified sectors where children are taking up jobs in urban areas and has asked local authorities to concentrate on them.

**To benefit the farmers from the forward market,** the Government is contemplating to set up aggregators to pool up agricultural produce from small and marginalized farmers. The information about the present and future prices of commodities are made available through 24 commodity exchanges through out the country and three of national level exchanges have been providing online facility. The small farmers could benefit largely from the knowledge of nation – wide spot price and future prices of agricultural commodities. The futures market would allow the farmer to sell his produce even before it is harvested. The buyer would be bound by law to honour the agreement with the farmer or the aggregator even if the commodity prices fall.

**Alternative system of medicine, Homeopathy** is growing. People are increasingly inclined to try homeopathy. This medicine appears to grow at 25-30 percent over the next three years to become a Rs 2,600 crore industry. The current size of the homeopathy market in the country was estimated to be Rs 1,250 crore. While the pharma industry would grow at 13-15 percent, homeopathy would register a growth rate of 25-30 percent on the back of growing number of alternative medicine users. During 2006-07, 4-5 crore patients resorted to homeopathic treatments and this

number was likely to grow to 10 crore in the next two to three years in view of its growing acceptability among the masses.

**Medicine in Honey.** A clinical trial by a team from Pennsylvania state university has found that honey is more effective at soothing a sore throat than a common active ingredient in children's cough medicines. Honey has been used for centuries to relieve a tickly throat. Scientists now believe it may be effective because it has constituents that kill microbes and act as an antioxidant. That means it prevent damages inside cells from chemical byproducts of their activity.

**Health sector in AP can get a boost.** The Government of Andhra Pradesh recently announced an action plan in coordination with DFID to implement reforms in the health sector and increase the reach of health services through public-private partnership in underserved areas. The budget on health increased to Rs 3394 crore in 2007-08. A joint panel of DFID and government officials would oversee implementation of the reforms, which is primarily aimed at providing quality medical care to tribals and rural poor.

Research done by Washington based Rural Development Institute (RDI) reveal the **plight of agricultural wage labour**. More than 15 million rural households in India are landless. Another 45 million rural families own some land, less than 0.10 acre each, which is hardly enough to make them self-sufficient. To benefit landless workers and small farmers, most states either prohibit or restrict renting of farm land. Where the law prohibits tenancy, the practice continues informally with the illegal tenants receiving no recognition or protection under the law. Rental restrictions have backfired and are preventing poor families from accessing land. The survey suggests that 340 million people in India are dependent largely on agricultural wage labour, \$1 or less a day. Global research shows that landlessness is the best indicator of poverty in India—a much better indicator than either illiteracy or membership of a traditionally untouchable caste. A cessation of domestic violence can be traced to the receipt of property rights in some cases, says the survey. The RDI is working with non-government partners for changing policy and

legislation to require that land be granted jointly to husbands and wives or independently to women.

**Balpanchayats deliver.** In the heart of rural India, group of village children are bringing about a social revolution. The young soldiers valiantly fight against child labour and get those out of school back to classes. They are members of balpanchayats, an exemplary grassroots model of social change. In Prabhani district of Maharashtra, balpanchayats have been successful in sending children from 220 villages back to school in the last two—and—a half years, making them free of child labour. Nearly 300 villages in Prabhani now have been covered under the balpanchayat scheme. Every village has a group of 25-30 children, all students of classes V-VII. They meet every month when they review ongoing projects, plan future ones. One of their best strategies is to take out rallies in the village or stage a dharna in front of the house that refuses to send kids to school. These children also take up the responsibility of keeping schools clean, getting educational aids installed, monitoring mid day meals and making sure teachers come on time.

A study by the **National University of Educational Planning & Administration (UNEPA)** has found that about half of the 47 lakh elementary school teachers in India have themselves not studied beyond the higher secondary level (Class XII). The study shows that almost a quarter of these teachers have not even gone beyond the secondary stage (Class X). Just about one-third, or 35% to be precise, of all those who teach classes I to VIII in the country are graduates and another 17% are post graduates and above. But this leaves 45% who have never been beyond school level.

**E-sagu**, a one of its kind Information Technology based agriculture advisory system, is surely taking the lead in bridging the digital divide and bringing technology to farmers. E-sagu is launched by International Institute of Information Technology and Media Labs Asia. Started on an experimental basis in few villages in Ghanpur mandal of Warangal district of AP, e-sagu spread to over 35 villages in Khammam, West Godavari, Ananthapur, Mahabubnagar and Rangareddy districts covering 5,000

farmers. E-sagu that was tested on cotton initially is now extended to chillies, rice, redgram, castor and groundnut in addition to prawn and fish farms in west Godavari district. A significant feature of e-sagu is that the farmers need not be literate and are not expected to use the system directly. Though farmers have to pay the tune of Rs 600 for every crop season, they are overwhelmingly responding to it as the saving they make is much higher than the fee charged.

**Forbes magazine's first-ever listing of the World's Top 50 Microfinance Institutions!** The list is topped by ASA, a Bangla heavyweight. Grameem ranked 17th which is 15 notches below Bandhan, a small turnover Indian MFI. Other 6 MFIs from India who made it to the list are - Grameen Koota, Microcredit Foundation of India, Saadhana Microfin Society, Sharada Women's Association for Weaker Section, Asmitha Microfin and SKS.

GOI has prepared ground for established **rural courts** countrywide. These courts will be established in all major gram Panchayats. To that extent Government is bringing an Act. The jurisdiction of these courts include rent, lease, sharing of produce, land conflicts in addition to village level disputes and conflicts. About 6000 trained judges are being recruited for this purpose. There is a provision for recall of the judges.

**Retail in second tier cities** is picking up. Confederation of Indian Industry (CII) is focusing specifically to build retail industry in the second tier cities. It has chosen Vizag as a forum for all its experiments. It is, in collaboration with Andhra University, starting a retail management school. This school will offer 6 months and 1 year courses. The retail project will focus on building direct linkages between the retail sector and the farmers, fishermen and other producers.

**Elephants menace** The damage caused by the elephants to the crops is tremendous in the Deccan plateau. The Environment Ministry appointed a committee to propose solutions. One of the options proposed by the committee is to use trained elephants to drive away the rogue elephants. These trained elephants are available in Karnataka. ♣

## Nayudamma - the Scientist Focusing on the Poor

'Padma Shri' Dr. Yelavarthy Nayudamma was one of the passengers on board the Air India flight Kanishka that was blown up mid air by a terrorist group on 23 June 1985. Joseph H Hulse, of IDRC, described Nayudamma in the obituary thus, "For more than a decade and a half I had heard him advance the concept of 'technologies for humanity', of the need 'to apply high level science and technology to ground level problems', to bring modern science to bear upon the problems and needs of the rural poor."

Dr. Nayudamma was born on 10th September 1922, Yelavarru, Near Tenali, Guntur Dt. (A.P.) His parents were Anjaiah and Raghavamma. Married to Dr. Pavana Bai, he is survived by two sons and a daughter.



After graduating in industrial chemistry, Nayudamma worked in the Institute of Leather Technology at Madras. Impressed by his exceptional aptitude and intellect, the Government of Madras sent him overseas, first to study leather technology at the Northampton College of Technology in England, then on to Lehigh University in the USA, where he earned his MSc and PhD. During his training both in Britain and the USA, he worked in many tanneries learning the practical technology on the factory floor.

He returned to India in the early 1950s as a scientist in the Central Leather Research Institute (CLRI) in Madras. His contribution to the structure, planning and organization of CLRI in its formative years was such that, in 1958, he was appointed its Director, a position he held until 1971.

His contribution to the leather sector is most notable. When he was the Director of CLRI, he developed deep appreciation for grass-root problems and his care and concern for common man were well reflected in all that he did. His campaigns to develop appropriate technology and deliver the same at the doorsteps of the rural tanners (through effective demonstrations in the users tanneries), brought a positive change in the mindset of the rural artisans which resulted in accepting the improved tools, techniques and technologies delivered on no cost basis by the Institute. He advocated and introduced multi-disciplinary approach in achieving the objectives. As a result, economists, sociologists also found their place in research bodies because of his initiative and conviction on the benefits of multi-disciplinary approaches to tackle the R&D problems.

In 1971, Nayudamma was promoted to become Director-General of the Indian Council of Scientific Research and Industrial Development (CSIR) and Secretary to the Government of India in the Department of Science and Technology. As Director-General of the CSIR, he introduced the "Adoption of Backward District" program with a view to changing the face of under development through the application of Science and Technology. The intention was to design an integrated rural development program based on a detailed understanding of the natural resources of the area. He was a pioneer in the field of compilation of resource inventories with the help of aerial photographs. Thus, he pioneered the model of area-based development.

For many of the years in CLRI and CSIR, Nayudamma was Honorary Professor and Head of the Department of Leather Technology at the University of Madras. The students to whom he lectured and those whose thesis research he supervised are to be found not only throughout India, but in more than 39 countries.

For a short period, Nayudamma also served as the Vice-Chancellor of the prestigious Jawaharlal Nehru University in New Delhi.

For almost twenty years Professor Nayudamma was a senior consultant and adviser to various United Nations technical agencies, first to FAO then UNDP, UNIDO and UNESCO. He was on the Board of Governors for International Development Research Centre (IRDC), Canada. Though leather technology and the efficient use of animal by-products remained his dominant interest, his advice was sought by the UN agencies and more than 50 developing countries over a wide range of issues relating to science and technology policy, and industrial and human resource development. As President of Committee on Science and Technology in Developing Countries, Dr. Nayudamma spearheaded a movement for the appropriate integration of traditional and emerging technologies.

He had his own view on the role of Science, Technology and Management for development. He defined 'development' as not development of things alone but the development of people, their inherent resourcefulness and capabilities in increased employment, productivity and improved income distribution. He strived throughout his career to ensure that the development of science and technology benefit the society, especially the poor. He helped many developing countries of Africa and South America in promoting R & D and Research Development of skills.

A World wide traveler, he visited over sixty countries. His work and contribution were well recognized and he received several Honorary Doctorate Degrees. Among the notable awards he received are Padma Shri by the Government of India.

Dr. Y. Nayudamma Award has been instituted in 1986 in his memory. The award, in the past, been awarded to distinguished persons like Dr Verghese Kurien, Dr M.S. Swaminathan, Dr D S Kothare, Dr R Chidambaram, Dr R.A. Mashelkar, G. Madhavan Nair, amongst others.

A trust has been established in his memory. Details of the trust can be found at the following url:

<http://nayudammatrust.googlepages.com/index.html> ☺

## De-Fluoridation - way to better Life and Livelihoods

Water is the lifeline for all living organisms. The common belief is that water, the gift that nature bestowed on us is available in plenty on this planet. After all three fourths of this planet is water and only one fourth is land mass. However what is easily forgotten is that of this enormous amount of water reserve only 3% is fresh water. All is good when we practiced subsistence living. But the modern trends - increasing population, industrialization, urbanization and globalization are placing unprecedented pressure on water resources. Water, especially usable water, is not only becoming a scarce commodity but is also becoming increasingly polluted. In India, chemicals like fluoride, arsenic, nitrate, and sulfate are finding their way in large quantities into water.

Usable water constitutes about less than 0.9% of all the water on earth. Most of it is available on the surface and some at the ground level. It is estimated that only 0.6% of the usable water comes from the ground level. However the primary drinking water needs of urban and rural India is met by ground water. 80% of drinking water needs and 50% of irrigation needs of rural India is met by ground water.

Fluoride in water can be a boon or bane depending on its proportions in water. Anything between 0.7 and 1.2 ppm (parts per million) is permissible and provides good source of calcium for bones, teeth enamel etc. On the contrary higher doses of fluoride in water cause skeletal and/or dental fluorosis. Skeletal fluorosis is characterized by hyperostosis, osteopetrosis, and osteoporosis that can severely affect individuals' mobility. Dental fluorosis cause stains on teeth and in its severe form can cause pitting and corroded appearance. According to WHO 17 states in India are identified as endemic areas. In AP all districts except Adilabad, Nizamabad, West Godavari, Visakhapatnam, Vijayanagaram, Srikakulam are affected by fluorosis.

The process of removal of fluoride is generally termed as de-fluoridation or de-fluorination. Numerous methods have been described employing various materials for the fluoride removal since 1930s. Based on the nature of processes, de-fluoridation techniques can be grouped under the following categories - Adsorption and Ion exchange; Precipitation; Electrochemical method and Membrane Technique

A look at some of the common household de-fluoridation techniques is interesting –

- **Activated Alumina Filter** – Based on this technique UNICEF installed de-fluoridation units in the rural households of India. The activated alumina filter has two chambers. The upper chamber is fitted with a simple flow control device at the bottom. The average flow is 10 litres/ hour. The main component of this unit is a PVC casket containing 3 Kg of activated alumina giving a bed depth of 17 cm. A perforated plate of either stainless steel or tin metal is placed on the top to facilitate uniform distribution of raw water. Lower chamber is used for collection of treated water. It is fitted with a tap to draw

the treated water.

- **Brick Pieces Column** - Brick pieces of 15 to 20 mm sizes are packed in a 225 mm diameter PVC pipe for a height of 925 mm. 20 mm diameter PVC pipe with a funnel at top is placed inside to pour fluoride rich water. The raw water is allowed to enter the unit at bottom and moves upward. Aluminum oxide present in the soil used for brick manufacture gets activated during burning in the kiln and acts as adsorbent. This unit has a capacity of 16 litres and costs about Rs.600/-
- **Mud Pot** – this is an ancient method. Red soil and clay is used to make the pots. The burning of the pot will make the pot act as adsorbent media. The fluoride removal capacity will vary with respect to the alumina content present in the soils used for pot production.

In spite of the low cost options available as antidotes to fluorosis problem lack of awareness is putting them into disuse. Many NGOs are taking up the cause of de-fluoridation. Apart from spreading awareness organizations like Byraju Foundation, Balavikasa etc have incorporated the provision of fluoride-free water to the community in their prime agenda. Unique to all these are the efforts of people themselves in Bhoodan Pochampally, in Nalgonda district of AP who have come forward to fight the fluoride problem.

**Bhoodan Pochampally** is home to Ikkat weavers who have been hit hard with the fluoride rich hard water in their area. Coupled with fluorosis affected health, the hard water also hit their weaving livelihoods. The colors used on silk yarn did not give expected shades and consistency. Under the aegis of community-based tourism development committee called Kalanetha Committee efforts were made to set up de-fluoridation plant in the village. NGOs and Government partnered in this effort as well. The total cost of the unit was Rs.4 lakh of which Rs.90000 was contributed by the community. Balavikasa, an NGO contributed 2.5 lakh worth of plant machinery. Land for the unit and bore well was given by the Village Panchayat and the remaining money came from the Rural Water Supply Scheme. This unit now provides fluoride-free water to 300 families at the rate of 20 liters per family per day for a price of Rs.3. Earlier the people paid Rs.15 for 20 liters. The plant can treat about 1000 liters of water per hour.



Bhoodan Pochampally de-fluoridation plant stands as yet another testimony to the success of collective interventions with community participation as the key. ☘

# CHANGING times...

Computerization and Iris tracking of ration cards in AP identifies about 1 million duplicate cards. 'Pavala Vaddi' is extended to weavers as the opposition promises Re.0.10 paise interest. When we all remember that Congress Working Committee resolved in favour of small states some five years ago, the people who matter do not seem to remember any such thing.

As I write this, I hear that we are going to have a release of Citizen's Report on the progress of India towards Millennium Development Goals in India. One can easily guess – it is a mixed bag. Forbes has released a global list of 50 MFIs, bringing out the importance of micro-finance on the people. We hear that steps are being taken to form a national consortium of state-supported poverty reduction agencies/projects, may be like Rajiv Gandhi National Urban Renewal Mission.

Alternative Economic Survey India 2006-7 sums up the Indian Economic Situation – In the last 5 years, 60% of the population has lost 4% of the GDP; 1% has gained 13.5%. Better-off sections are caught up in the grip of consumerism. This threatens resource allocations for meeting basic needs of the people. Our daily per capita poverty line is fixed sadly at a mere Rs.12 which can not even guarantee the calorie intake required for the poor. As against this, the world talks of US\$2. At least 60% of India is then have to be reckoned as poor. Traditional Livelihoods, including Agriculture, that meet the basic needs of the people, have caught up in acute poverty phenomenon. Incomes are inadequate.

Agriculture is characterised by growth slower than the population growth. Its GDP share has fallen to less than 25%. Reduced returns, increased input costs, cheap imports, continued subsidies in western countries have made Indian agriculture less competitive.

The pace of life has increased manifold. A farmer from Netherlands has summed this up very succinctly – my grandfather was taking decisions every year; my father every month; and now I take every week and more often.

Unless the unorganized small farmers and poor get organized and command at least 10-15% of the market of the produce/service they produce/provide and sell, they will not be in a position to realise their legitimate share % of consumer rupee. This can be enhanced with ownership on/ access to better market intelligence, holding capacity in terms of infrastructure and financial ability, seed production and seeds and inputs and involvement in value-addition. Organic production, reduction in marketing costs with logical logistics and production for local consumption, and risk covers will add to this increase in % share. Capital infusion needs to be enhanced substantially from the present 2% of GDP. More importantly, the farmers need to acquire meta skills to see gaps and opportunities and find ways and means to utilise them. They also need to take decisions more frequently and strategically. Collectives, solidarity, collectivisation, collective action and ownership of demand and supply pave this.

**All this is true for other traditional livelihoods as well.**

At the same time, the farmers need to diversify first within crops, within the farming system, beyond farming and non-farm products and services. They need to get into the business of offering the products and services the neo-middle class and upper class want, without foregoing their grip on their existing farming.

The country has to facilitate skilling in a variety of these vocations/trades, may be 10000 such trades. Developed countries talk of more than 3000 of them. For a country like India with high diversity and large population, this should be substantially higher.

**But there are costs to achieve all the above. These have to be made possible and available. We need to work with them. Will we do this? But we MUST.**

When NT Rama Rao, who stormed AP politics 25 years ago, came up with smaller blocks, called mandals, it was heralded as a step towards bringing the government nearer to people. A mandal has 25-30 Gram Panchayats. He, however, stopped short. The next major administrative unit is a district. A typical district in AP has 50-60 mandals. This is undoubtedly large. A smaller state like Tamil Nadu has 50% more districts. Many districts are like small states. Typically a district officer should be able to visit the remotest village in the district and come back in half a day. Therefore, AP should go in for at least

50-55 districts forthwith. This will improve the efficiency of the administration. This will make the Government accessible to the people.

When the USA with less than 40 crore population has 50 states, with an average population of less than a crore, India should think of 100 states/union territories. This process should be expedited. This will help the prosperity of the area and the country. Planning processes will also become more straightforward. As and when local population aspires for a separate state, India should grant such status on that area. The loss and the expenditure that is being incurred by the people in the name of Telangana are huge. By granting it forthwith, this expenditure/loss can be curtailed forthwith. This will also pave way for building second-tier and third-tier towns and cities in the country. Along with these, if we can achieve improved facilities in rural areas, **growth in the country becomes truly inclusive.**

**Still we need to move into prosperity of the poor paradigm.** This would mean poor, not-so-poor and non-poor working together on one hand; this would mean special attention on the marginalized and the poorest; this would mean meeting various needs of the poor on differential terms; and this would mean finding ideas to invest the new found access to finances in required lots.

**Finally, we need to redirect all our energies in building and supporting businesses for poor and by poor individually and collectively.** For this to happen, we need to develop livelihoods generalists at the interface with people, in terms of professionals and paraprofessionals to be the staff of CBOs and Support organisations and build their capacities.

We, concerned for the better world and poor, go forward and make a difference! ☺

## Perspective

G. Muralidhar

# Gender Analysis

10 million girls are missing from Indian population, a study estimates. Thanks to sex selection technology. In states like Punjab there are only 527 girls for every 1000 boys. This is just one manifestation of gender discrimination. It is noticeable. But many forms of discrimination are either willfully not acknowledged or happen unnoticed even by the female. Gender analysis helps in understanding these “subtle” yet significant aspects of gender discrimination.

Persons cannot be discriminated merely on the basis of birth – the place of birth, the time of birth, the caste into which one is born, and the parents to which one is born. This much is readily accepted by people at present. Irrespective of the place or caste or birth, the person must get an equal chance to learn, grow, travel and work as the person likes.

If persons cannot be discriminated merely on the basis of birth, how we discriminate a person who was born as a male or female? Is being a female a decision the person has taken? If she were to have taken the decision voluntarily as in the case of a murderer or terrorist, there could have been a case for discrimination. But this is not true. Persons sex is decided without giving her or him a chance decide, much in the same manner as one cannot decide to be born to a higher caste land lord or to a poor SC household.

However, the discrimination is not easier to recognize unless it is in the violent forms of foeticide, infanticide or dowry deaths. The biological differences in sex are translated by the society into the social differences and relations between men and women which are learned, vary widely among societies and cultures, and change over time. The term ‘gender’ refers to these socially constructed roles and responsibilities for women and men. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity).

‘Gender equity’ means fairness of treatment for women and men, according to their respective needs. This may include equal treatment, or treatment that is different but which is considered equivalent in terms of rights, benefits, obligations and opportunities.

Being social constructs means the following:

- Persons learn these as a part of their socialization.
- It is difficult for persons to realise that they are discriminating against women.
- They change with cultures and with time.
- Persons can un-learn these.

Owing to the difficulty in realizing the discrimination, one needs to use some frameworks to analyse the situation with respect to the gender situation and its effect on discriminating against women or men. Though not expressly discriminated against, the gender could result in disadvantage to certain groups of people, be it women or

men. The discrimination and disadvantages need to be understood and steps taken to reduce these to improve gender equity.

One of the frameworks used in gender analysis is Harvard analytical framework. This is detailed here to help the reader with the gender analysis. This framework as three components.

**The Activity Profile** – which generally answers the questions ‘Who does what?’ but goes further to include when, how, where, how often, etc., and by as many specific roles as necessary, such as elderly women, single men, young boys/girls, etc. In other words, the activity profile provides a contextual data base or a picture of the community in question with a detailed analysis of relevant **productive and reproductive** roles. Productive activities include agriculture, employment, income generation, and other production. In addition to the activities associated with procreation, reproductive activities include activities related to family sustenance like water related, fuel related, food preparation, child care, health related, etc.

**The Access and Control Profile** - which identifies resources and benefits associated with the productive and reproductive roles in question and whether men or women control and benefit them. Resources and benefits should adequately describe the community being analyzed. Besides land, capital, and inputs, these can include less tangible resources such as time, access to education, etc.

**The Influencing Factors** - which identify the surrounding dynamics that affect the gender disaggregation presented in the two preceding profiles. These factors can be past, present or future influences. They can be factors of change (political, economic, cultural, etc.) or constraints or opportunities that especially impact women’s equal participation and benefit.

Many a time gender discrimination is accepted as a matter of fact. Even worse is the fact that women themselves get caught in this belief. Gender analysis framework can be used to analyse the day to day lives to understand the present situation in the realm of gender discrimination. The inputs provided by such an analysis can also be useful to understand the likely impact of development projects on gender and take steps that are appropriate. ☺

# dis 'ABLED' and Livelihoods

There are 70 million disabled in the country. Studies indicate that of this number only about 5 per cent are gainfully employed. The livelihoods of the disabled are in distress. Instead of creating support systems to enable the disabled to undertake any livelihoods activity focus is on figuring out special livelihoods for them. This means their choice in livelihoods is shrinking. Creating supporting environment like disabled-friendly infrastructure and disabled-friendly policies and bringing about a change in the way disabled and their abilities are perceived is needed.



The first sketch that gets drawn in our minds when we refer to disabled is limbless, blind, hapless and hopeless faces. We either show sympathy or apathy towards disabled and at times even worse behaviors like cursing and harassment are not unheard off. The commonly prevailing stereotyped impression in our society is that the disabled are a dependent lot, cannot live on their own, and are incapable of doing anything productive. The impression that a disabled person cannot handle any of the activities that non-disabled can is so strong that this gets amply reflected in the policies, development programs and projects formulated/designed for disabled. The truth however speaks the contrary.

Disabled are able to access and harness the available resources like the rest and perform like the rest. However the often and conveniently forgotten fact is that there is a dearth of resources, more so for the disabled. Imagination rather than reality, lies rather than truth musters more momentum and travels farther. People are caught in this prism of



We need to change/cleanse the lens with which we perceive disability and disabled. We need to get rid of our disability to not see and/or not willing to see and understand the reality.



imagination, lies and half-baked truth with regard to disabled. Unless this prism is diffused and/or dismantled any efforts/interventions to make a difference for the disabled will remain meaningless. We need to change/cleanse the lens with which we perceive disability and disabled. We need to get rid of our disability to not see and/or not willing to see and understand the reality.

The Persons with Disabilities Act of 1995 considers a person as 'Disabled' if she/he is suffering from not less than 40% disability as certified by a medical authority. The Disability Act has categorized disability into seven types –

**Blindness**

**Low vision**

**Leprosy-cured**

**Hearing impairment**

**Locomotor disability**

**Mental retardation**

**Mental illness**

Recently **Dwarfism** has also been recognized as disability.

The estimates on the number of disabled in the country vary. As per 2001 census it is estimated that there are 2.13% disabled in the country. This in absolute numbers means that there are 22 million disabled. On the other hand, National Center for Promotion of Employment for Disabled People (NCPEDP), an NGO working for the rights of disabled argues that the number is much more. According to NCPEDP there are about 5 to 6 per cent disabled in India which means 60 to 70 million population in the country fall under this category.



According to National Sample Survey (NSS) 2004 estimates, disability in rural areas stands higher at 1.85% compared to urban areas at 1.5%. Further, 55% of the disabled are illiterate. Only about 9% have completed higher secondary education. Between the ages of 5 and 18 only 11% disabled in urban areas have availed special schools and this figure is very dismal in rural areas at less than 1%.

The Constitution of India guarantees equal opportunities for all under Articles – 14, 16 and 21 and under Directive Principles of State Policy – 41, 46 and 47. Between 1948 and 1999 many Acts have been passed for the welfare and benefit of the disabled.

1. **Employee State Insurance Act, 1948**
2. **The Mental Health Act, 1987** – This Act relates to the treatment and care of mentally ill persons, to make better provision with respect to their property and affairs
3. **The Rehabilitation Council of India Act, 1992** - The Act was created to provide for the constitution of the Rehabilitation Council of India for regulating training of the Rehabilitation Professional and maintaining of a Central Rehabilitation Register and for matters related to these issues.
4. **The Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995**

The Act is guided by the philosophy of empowering persons with disabilities and their associates. The endeavor of the Act has been to introduce an instrument for promoting equality and participation of persons with disability on the one hand, and eliminating discriminations of all kinds, on the other. The 1995 Act has reserved 3% of poverty eradication funds for the disabled. Also under the Act 3% of seats in all educational institutions and 3% of all job vacancies are reserved for the disabled. Further this Act advocates employment for educated disabled through special employment exchanges. All disabled who are above 2 years old and are poor receive a life long pension from the government.

5. **The National Trust for the Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation and Multiple Disabilities Act, 1999**
6. **Exemptions on Income Tax Act**
7. **The All India Service (Special Disability Leave) Regulations, 1957**

The disability Acts contain several provisions for promoting education among disabled children. Education and/or Trainings give required skills to the disabled to undertake any activity. One of the recommendations is to make regular schools disabled-friendly so both disabled and non-disabled children can study together. Where special education is needed the government or private sector should set up special schools in the areas where disabled children have decent access. However, as per NCPEDP estimates as of today 98% of the disabled children have no access to education. Only 0.1% of the disabled are at the university level and 0.51% at school level. Under District Primary Education Program (DPEP) and Sarva Siksha Abhiyan (SSA) some efforts are underway to identify disabled kids and give them supporting tools. But these efforts are not adequate. Teachers are not appropriately trained to adopt inclusive methods of teaching and therefore disabled kids still face some sort of discrimination or the other. Even special schools for disabled are plagued with problems like lack of trained teachers, shortage of class rooms, shortage of funds etc.

Appropriate livelihood(s) is the key for the empowerment of the disabled. The common belief is that the disabled are incapable of undertaking several activities that non-disabled can and therefore there is a need to come up with livelihoods of different kind for them. However this is not true. A careful observation reveals that disabled people engage in all kinds of work and this is an interesting fact. The disabled customize the work and environment to make up for their disability. Therefore the critical factor is not working for creating special livelihoods but providing training, skills, supporting environment for the disabled to undertake any livelihood activity.

Today several disabled in the country are struggling to find a decent livelihood. This is not because of their disability but constraints like lack of education, skills, training, employer apathy towards disabled, lack of supporting infrastructure/ environment are playing a critical role in hampering their progress. The 3% employment reservation provided by the government is not implemented adequately. The disabled consequently lurk in poverty today. They are denied their opportunity to participate in the progress of the society in



People should be identified based on the nature/type of work. It cannot be the other way round. This is not happening today with disabled. Instead efforts are made to identify work that disabled can do. This approach is wrong. We proved that this approach is followed in NREGA. Disabled should not be seen differently from others. People have different types of skills. Same is the case with disabled too.

**Pavan from Swadhikaar**





Many more organizations should work for the welfare and livelihoods of the disabled. The livelihood activities promoted through SHGs are very small. There is not shared understanding on these issues. To work for disabled should mean working for their livelihoods.

**Krishnamurthy from Commitments**

general and family in particular.

Efforts should be made to make infrastructure disabled-friendly. Public places and buildings should be such that the disabled can navigate with ease. Adequate lighting, appropriate markers, wide doorways, wheelchair-friendly sidewalks, driveways, entrances etc will help. If these models are incorporated in the designing stage itself there will be no additional expenditure. For already existing structures these changes will only mean a small overhead. These modifications will also help pregnant women and children.

Some efforts have been made in the past to mainstream the disabled. An organization called Navaprerana, in Noida, Gaziabad works towards finding employment for the disabled. The organization has established tie-ups with 50 industrial units in the area. Navaprerana builds skills of the disabled on the basis of the employment needs in the region. Two-wheeler manufacturer, Kinetic in coordination with District Leprosy Center of Pune set up an ancillary unit in Ahmednagar. All the machines in this unit are operated by disabled. These efforts are commendable. However this is still only a drop in the ocean. Several such interventions should happen.

Recently Government of India announced disability pension of Rs.400 per person. This is a welcome move but not adequate. Efforts should be made simultaneously to provide trainings, skill-building and livelihoods to the disabled. According to CAG observations made in 2004 only 1% of the disabled registered in special employment exchanges have actually got employment. The World Bank states that the employment rate of disabled in India dropped from 42.7% in 1991 to 37.6% by 2002. These facts are not encouraging.

There is a need to shift from charity mode as far as the disabled are concerned. The policies and programs of the government, interventions by NGOs, civil society organizations, donor organizations for disabled thus far speak the tone of charity. Welfare of disabled reigns high in their agenda; instead focus should be on protecting the rights of the disabled. Awareness should be created among the disabled about all the laws, acts, provisions, schemes, programs that they can avail to improve their quality of life. Disabled should be made part in the process of framing policies and programs for them.

Efforts should be made to dispel the misconceptions about the disabled in the public. Sports competition for disabled is a nice step that has been taken up. Awareness programs to sensitize private organizations about disabled will help.

There is also a need for the disabled to come together and form networks and solidarity groups. Together their voices will be heard. They should create platforms for sharing information, fighting for their rights, influencing policies etc. Disabled meet happened in AP very recently. The outcomes of this meet include -

People's needs are people's rights. How can we then forget that the rights of disabled are existing too. The livelihoods of the disabled are in crisis. Its sad that the government claims its failures as achievements. The benefits intended for disabled are not reaching them. They are drifting to other hands. Intellectually disabled kids are being used in illegal works. Government funds allocation for the disabled should increase.



**M.Srinivas, Vaarthateja magazine coordinator**

- \* Scholarships to disabled on the same lines at SC scholarships
- \* Increase in personal subsidy from Rs.3000 to Rs.10000
- \* Reimbursement of professional fee

According to ILO, one realization that is happening gradually off late in the world is that by generating more employment opportunities for disabled in all sectors the actual expenditure incurred on providing disability benefits can come down. Financial independence creates an environment for empowerment.

Empathy in place of sympathy, development in place of welfare, support systems in place of dependent systems, inclusion in place of exclusion is what the disabled need. This approach will enhance their spiritual capital - self-confidence, determination and the like. Before aspiring for bringing about changes in the lives of disabled we should work towards changing our own perception of disabled. All else will then fall in place. We need to believe in the ability of the disabled. Einstein could never

remember his way back home. Stephen Hawking, the greatest scientist the world has produced after Einstein is completely crippled.

'Jaipur Foot' creator, Dr.Sethi passed away. About 15000 people in a year go for Jaipur foot. Dr. Sethi continues to live even after death.

Disabled among the poor are worse-off. They need education, skills, training and supporting environment to compete. They need livelihoods that will help them become financially independent. For people with severe disabilities the family as a unit should be given livelihoods support. Like others they need life with dignity not dependence.

(Thanks to Pavan from Swadhikaar, Srinivas from Network of Persons with Disability and Krishnamurthy and Jayamma from Commitments for sharing their views on disability and giving us insights into the issues of disabled) ☺

# Interventions in Cotton Textile Supply Chain

In the cotton textile supply, unorganized poor are involved in three phases: in the agriculture of cotton, in weaving cotton and in garment making. This article, with inputs from Dr. Rukmini Rao, presents the key issues involved in all of these three phases.

Cotton farmers, weavers and garment makers constitute invaluable links in the Cotton Textile Supply Chain but the sad truth is that the lives and livelihoods of all the three are in doldrums today. Talk about suicides, cotton farmers and weavers will not escape the list. Indiscriminate use of pesticides, increased cost of inputs, volatile markets have made cotton cultivation a risky proposition for small and marginal farmers. Handloom sector, the popular rural profession in India is today characterised by marginal or no wages for the weavers, erratic supply of yarn, inadequate market linkages, governmental apathy etc. Finally garment industry contributes around 16% of total export earnings but garment workers are getting worse-off especially women. Long working hours and unsafe working environment is common. Garment workers continue to remain unorganized without access to minimum wages, PF, gratuity, maternity benefits and the like.

Interventions in these three significant phases of Cotton Textile Supply Chain - agriculture of cotton, weaving cotton and garment making - is needed.

In the **agriculture of cotton**, the farmers need to shift to pesticide free agriculture (organic farming).

Not only does it reduce the costs, it also has health benefits to the farmers and agricultural labour. They gain in profits also as organic cotton can be sold at premium prices. They need to be organized to take advantage of scale of processing facilities (which become costly for one or two organic farmers) and to follow fair trade practices. Obtaining certification is still a cumbersome process for these farmers.

Though some farmers have switched over to organic farming, they have adopted the practices with some loss of income due to purchase of vermi-compost instead of on farm production. The workload on women increased substantially to make concoctions. This can be addressed to an extent by encouraging the switch over to mechanical grinders.

The other key issues here are the need for package of practices on all the produce/crops (or the entire farming system), timely availability of organic seeds, simple and cost-effective certification, strategic investment support to the farmers, need for part-grant and part-loan support to the farmers. Capacity building of farmers' organizations needs to be taken up to disseminate package of practices and handle the marketing of organic produce. The existing SHGs and their federations/MACS could also be examined for their role as the channel for loans for agriculture.

In the **weaving stage**, several people are involved as 'shed labour', working as labour on other's looms. These are paid wages based on piece rate, from which indiscriminate deductions are made in the name of quality.

Skill building for improved designs and consistent weave are important. As several persons from the non-traditional

weaving communities are moving into weaving, this attains more importance. Organizations of weavers need to be promoted to provide necessary services to the weavers in terms of purchase of raw material, sale of produce and other credit needs. Support for making value-added items and marketing support are needed to improve the lot of the weaving labour. Other issues relate to lack of commensurate wages to the labour weavers, absence of continuous work, credit access to poor weavers, presence of continuous orders, recognizing the work of the women in the weaving process and keeping the child labour away.

On the institutional front, collectivizing the weavers and labour is an uphill task in view of the fact that several existing cooperatives are either non-functional or function as trading agents (front ends) to the master weavers. Bringing several weavers and labourers out of clutches of the middlemen and loom owners at one time is difficult.

Design innovation is one way to improve the returns to the weavers. However, several of the existing designers are from outside the weavers community. Community based design (para) professionals could help bring

about newer and quicker designs that are suitable for weaving. Customer would want a variety and range. This may mean the need for working in more clusters and aggregating the designs/ varieties at appropriate levels. Linking the weavers with organic farmers and introducing organic methods of weaving could improve their income by making 'organic' cloth a USP. Another key issue regarding weaving is the meagre budget allocation by the Central Government. A 'handloom mark' could be promoted to easily distinguish power loom cloth from the handloom one. This would go to ensure market for handloom cloth in the long run.

Another stage at which a lot of poor are involved is the **garment making stage**. Export Garment workers are not organized and with the international restructuring of production worldwide, are extremely vulnerable to loss of jobs, loss of dignity and poor working conditions. The restrictions and competition as a result of WTO on the exports of the garments could further worsen these garment makers. The scientific methods of organization and consequent specialization in one or two activities in the entire garment production ensure that these garment workers stay unemployed if they come out of the factories.

Key issues at this stage include making a dent in a few factories in organizing the garment workers, credit access to women, coalitions to withstand/prevent the pressure from industry to make labour laws flexible and working with 1-2 factories to demonstrate ideal working conditions. ♻️



Push 'Handloom Mark/Craft Mark' for handlooms; Push 'No Handloom Mark' for power looms



## Independent Living is the way to go!

Kumari is HIV infected. From abysmal spirits to a life of hope she traversed through difficult terrains. An interview with Kumari by K. Bharathi brings to the fore, how one can see light in darkness, hope in despair and live with pride.

What's around the corner is unknown – it can be a pleasant surprise or an awkward one. An individual's life travels through many such corners. HIV/AIDS is one such devastating surprise that continues to hold people by its fangs. People lost their life and livelihoods to this monster disease. Health is key to productivity. Increased productivity means increase in income levels which means better quality of life including health. AIDS meted a irrecoverable blow to this flow of life for many.

In India the first AIDS case was detected in 1986 and since then the infection has been reported in all states and union territories. The highest HIV prevalence rates are found in Maharashtra in the west, AP and Karnataka in the south and Manipur and Nagaland in the north-east. As of August 2006, 90% of all nationally reported AIDS cases have been found in 10 of the 38 states and union territories. People living with HIV/AIDS are estimated to be around 2.5 million.

Many organizations, national and international are working to confront this epidemic. Help is given in the form of spreading awareness to control the spread of the disease and erase the stigma attached to it, to provide affordable drugs, to rehabilitate and provide them livelihood etc. This has helped some HIV/AIDS effected individuals see the silver lining of the dark cloud.

One such individual is Mrs. **Gudavarthi Kumari** from Peddapuram, East Godavari district of AP. Kumari decided to swim against the tide and go forward. She is 30 years old and has a 16 year old son. The son studied 9th class after which he stopped.

**Question:** What did you do for living?

**Answer:** My husband used to be a lorry driver and I stayed as housewife.

**Q:** How did your husband die?

**A:** My husband died of AIDS. I got myself examined later and the results came out positive.

**Q:** What were your feelings then?

**A:** At first, I thought I should die. I felt that I cannot live in the society with dignity any more. Many social workers visited me but I did not meet any of them. I did not see any hope.

**Q:** How did you make a living during that time?

**A:** My brothers came to my rescue. They took care of my needs. But I felt terrible to depend on them for long. After 4 years I gradually started to involve in agricultural works. But my health would not permit me to work for longer hours.



During this time I started interacting with the social workers as well. They introduced me to many other people suffering with HIV/AIDS like me. They gave me lot of courage and hope to live and go forward.

**Q:** What are you doing currently?

**A:** NGOs convinced me to join self help groups formed by HIV/AIDS affected people. Its been 5 years since I am a member of one such group. I also started to learn sewing machine. As of now I borrowed twice from the group - Rs.10000 and Rs.5000.

**Q:** Would it not be nice if the Government gives grant for people like you?

**A:** The tendency will be to expend the grant because there is no repayment obligation. If its loan the money will be used judiciously and invested in works that will give returns to repay the loan.

**Q:** How will you use the loan amount?

**A:** At first I set up coin box (phone) but did not get good returns on it. Next time I purchased grinder. I make batter everyday and make idlys and sell them. I earn about Rs.200 per day of which Rs.50 will be my profit. I make about 1500 to 1600 rupees per month. I make a reasonable living. I also take care of my Mother who lives with me.

**Q:** What is your neighbors reaction towards you? Are people willing to eat the breakfast you make?

**A:** If we do not have self-respect others will not respect us either. I want to live with courage, pride and dignity. Others respect me. My breakfast has decent demand.

**Q:** How is your health now?

**A:** I am doing okay. I take all care suggested by the NGOs and the Doctors. I drink boiled water, eat lot of greens and warm rice. I eat inexpensive but vitamin rich food. I keep my home and surroundings clean. I get medicines free of cost and I use them regularly.

**Q:** What are your thoughts about your future?

**A:** I am not sure of my health. I am not sure how long I can get going with my work. That's the reason why I save money. No one should expend the entire money in one day. They should save for tomorrow. I am saving for myself and my son. I send my son to work along with my brother. Because my son is not well educated I need to make sure he learns work so he can take care of himself in future.

***I desire to live independently so long as I live and not depend on others.***

(Names have been changed to protect the identity of the interviewee) ☺

# Backyard Poultry

'livelihoods' looks at backyard poultry as it is considered a highly liquid asset that can come in handy for the poor in times of distress. Though vulnerable, these little birds live on scavenging and need small investments.

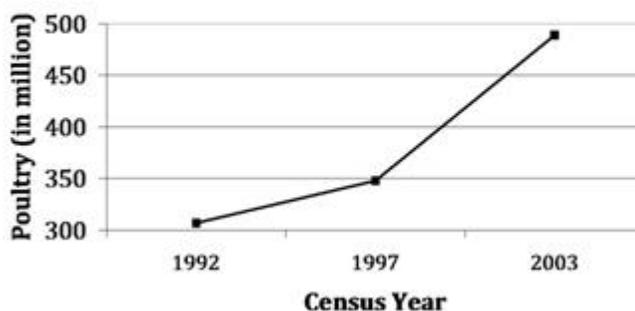
Poultry is one of the fastest growing sectors in India. The poultry sector, with total value of output exceeding Rs.15,000 crore and providing direct and indirect employment to over three million people, produced around 2 MT of chicken-meat and 42.5 billion eggs in 2005. Between the 1970 and 2006, the annual per capita availability of eggs has quadrupled from 10 to 41, while the corresponding increase in chicken meat has been even faster from 146 grams to 1.6 kgs. While India's share of world trade in poultry and poultry products continues to be very small, in the last decade the value of such exports has increased from Rs.11 crore in 1993-94 to Rs. 326 crore in 2005-06. Exports of products, such as live poultry, eggs, hatching eggs, frozen eggs, egg powder and poultry meat, to countries including Bangladesh, Sri Lanka, Middle East, Japan, Denmark, Poland, and USA augurs well for the industry. As a result of the growth, India now stands at the 4th place with respect to egg production and 19th in broiler production. Poultry sector suffered a huge setback due to bird flu in recent times.

The growth in the sector has also result in the growth of employment in the industry. At present, 1.6 million people are employed in the sector. While the majority of 80% of the employed are poultry farmers, the rest 20% are engaged in feed, medicines, tools and instruments and other services related to the industry. An additional 1.6 million persons are engaged in the marketing of poultry products in various stages of the value chain like dressing, selling, cooking, etc.

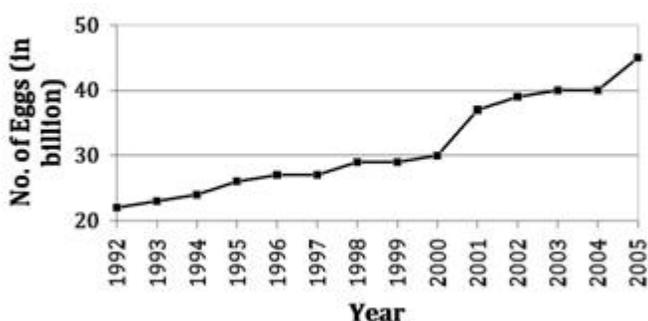
However, the growth is not uniform across India. As shown in the picture below, southern region (consisting of Andhra Pradesh, Karnataka, Kerala and Tamilnadu) contributes about 45% of the egg production, while another 20% of eggs comes from the east and central India.

Moreover, the growth of the sector did not necessarily benefit the poor. Originally a small backyard activity in the unorganized sector, the structure of poultry industry has changed totally and it is now dominated by large scale

**Growth of Poultry in India**



**Growth of Egg Production in India**



'confined and intensive' (or industrial) segment. The percentage of native birds in the total poultry population has dropped from 50% about 30 years ago to about 10% now. In contrast, a vast majority of the eggs produced in China are from the backyard poultry.

Despite this change in the industry structure, the meat of family-produced scavenging chickens is much more highly

**Value-chain of Backyard Poultry**

Inputs	Laying stage	Hatching stage	Rearing stage	Marketing stage
<ul style="list-style-type: none"> <li>Hatching Baskets</li> <li>Paddy straw/ husk/ sand</li> <li>Big basket to be cage for the bird</li> <li>Gunny bags</li> <li>Feed</li> <li>A bowl to give water</li> </ul>	<ul style="list-style-type: none"> <li>Feeding and providing water daily</li> <li>Keep the hen in the cage at the time of laying eggs.</li> <li>Collecting and preserving eggs till sale or consumption</li> </ul>	<ul style="list-style-type: none"> <li>Preparing the smaller basket or bowl for laying.</li> <li>Arranging the eggs in bowl.</li> <li>Allow the hen out of the cage once at least in three days.</li> </ul>	<ul style="list-style-type: none"> <li>Protecting the chicks from predators and stealing</li> <li>Protecting them from diseases and virus attacks</li> <li>Keeping them in cage every night</li> <li>Feeding and providing water</li> </ul>	<ul style="list-style-type: none"> <li>Sale to local people/ vendors</li> <li>Sale to people visiting the village for purchase</li> <li>Going to nearby town for sale</li> </ul>

Characteristic	Traditional	Vanaraja	Giriraja
Weight of the bird (in grams)	250-400 (in 6 weeks)	700-850 (in 4 weeks)	1600 (in 8 weeks)
Weight of egg (in grams)	220	42-44	60
Age in days at which it starts laying eggs	220	175-180	150-160
No. of eggs laid	45-60 (in 500 days)	140-150 (in 500 days)	160-180 (per year)
Hatchability %	72-77	82-87	75-80
Other characters	<ul style="list-style-type: none"> <li>• Can protect itself to an extent from predators</li> <li>• Price of both the egg and meat is higher.</li> <li>• Easy to manage.</li> <li>• Low cost in rearing</li> <li>• Is resistance to diseases to some extent.</li> </ul>	<ul style="list-style-type: none"> <li>• Can withstand adverse climatic conditions</li> <li>• Higher egg production.</li> <li>• Relatively lighter in weight - can protect itself from predators to some extent.</li> <li>• Day old chicks need brooding up to 4-6 weeks of age before letting for free range rearing.</li> </ul>	<ul style="list-style-type: none"> <li>• A good scavenger.</li> <li>• But its weight is a drag and it cannot protect itself from the predators.</li> <li>• Resembles country fowl.</li> <li>• Continues to have good feed to weight conversion ratio even after 6 weeks.</li> </ul>

valued (about 50-100% higher) than that of industrially produced birds, because its taste and texture are considered superior.

Though the growth of the sector was propelled by organized industrial sector, poultry continues to be important for the poor. Not only do they proliferate quickly, the investments are minimal as these birds live on scavenging. The returns are quick, and losses, if any, are quickly recovered. This sector plays an important and vital role in providing nutritive food, rich in animal protein to the general public and in supplementing family incomes and generating gainful employment in the rural sector, particularly among the landless, small, marginal farmers and women. Studies indicate that the poor keep backyard poultry for the small, but regular, income that the eggs and meat provide. These also contribute to the food security. Given the advantages, backyard poultry needs to be encouraged.

The investment required and the returns on the activity per year are given in accompanying box.

A clear intervention in the promotion of backyard poultry is breed upgradation. Keeping with this objective, several institutions have released improved varieties of poultry. These include Giriraja (by Bangalore Veterinary University) Vanaraja, Kalinga Brown, Nirbheek, Hitkari and Gramapriya by the Project Directorate on Poultry, Hyderabad, Nandanam by Chennai Veterinary University, Krishna by Jabalpur, etc. Varieties like Kalinga Brown lay up to 272 eggs in 500 days.

Expenditure	
2 birds	600
Hatching baskets	60
Feed	840
Bamboo baskets	300
Jute bags	120
Total Expenditure	1920
Selling price	
of 25 to 28 birds	3510
<b>Net profit</b>	<b>3080</b>

A comparison between traditional breed, giriraja and vanaraja with respect to important characteristics is given in the table.

The next issue relates to the outbreak of diseases. In the wake of such epidemics, the entire flock of the region gets wiped out in less than a week. There are vaccines to the older diseases and the birds need to be vaccinated. Not many poultry farmers see the bird as an investment/asset and hence does not consider it worthy of vaccination. Hence, there is a need for IEC campaigns in this regard. Even where the demand exists, the trained persons to offer the services are absent. Promotion of para-professionals in this arena can go a long way to reduce the mortality among the poultry. The active women of the group could also be trained to provide vaccination service. The delivery of the vaccines for vaccination in time is crucial. Hence, there is a requirement of coordination between government and civil society organizations.

Predation and theft are dominant reasons for missing chicken. This is particularly so in the case of agricultural labour families when the chicks are left alone at the home. A strong social capital can reduce the theft. Another area of concern is the availability of low cost feed. Training on this could be provided to the women, so that they can become self-reliant in this regard.

Backyard poultry are most commonly kept by the underprivileged and these get very little development/research support, regarding both constraints and technological improvements that could be affordable to the resource-poor. Instead, research has focused on intensive production systems.

Finally, the need for collectivizing the poultry farmers is critical for the continued robust growth of this sector. Interventions like NECC and Bromark could be scaled up. By this, they may get a better price for their products. ☺

Value chain analysis is examination of different stages in a good or service till it reaches the customer. In the value chain analysis, backward and forward linkages are studied for appropriate interventions. The idea is to identify gaps and possible

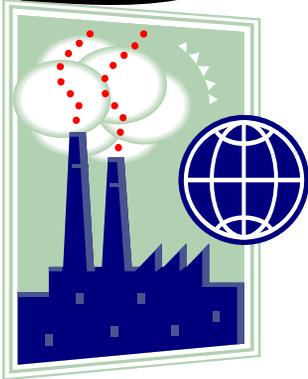
# Physical Capital

This essay looks at the second of the six capitals in the livelihoods framework.

While natural capital is every given by the God and their variations, the physical capital is man made.

Among the man-made items, constructions are easily seen. These include buildings such as houses & community spaces, production facilities, service centres, service delivery connections, etc.

Not only the house, but also the type of the house, influences the livelihoods options of a household. Huts generally increase vulnerability. In the absence of appropriate light and air in some huts, even such simple processing as shade drying of objects may be out of reach for some families. The use to which community buildings can be put to during social mobilization and dialogue with the community is much appreciated in the development sector.



Factories, industries, power plants, milk collection centres, bio-gas plants, vermi-compost pits lined with bricks, shelter for animals, are all examples of production facilities that support various livelihoods. Roads, kerbs and sanitation are also part of this capital. Similarly, the fences play an important part in

using or not using the existing natural resources and in protecting small ruminants from wild animals.

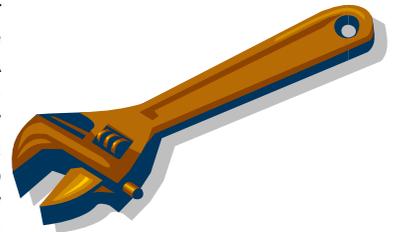
Several service centres exist in the community; though some could be defunct at the time of investigation. These include schools, colleges, dispensaries, hospitals, veterinary dispensaries, temples, churches, post offices, police stations, other government office buildings, laundry shops, repair shops, retail shops, water tanks for water supply, etc. Several of the services that we enjoy require service delivery infrastructure. Examples include electric power, water, cooking gas, telephone, internet, radio, TV, etc.

Apart from the above, we need constructions to use or restrict the natural resources. Sea and wind breakers, dams to stop the rivers, tanks to store rain water run-off, irrigation systems and related channels, are all examples of such constructions. Others in this category are the hydro-electric plants, wind turbines, and mines. Several constructions help us to store our produce (both normal and cold storage) in which several agricultural products are stored also impact livelihoods. The household storage bins also come under this capital.

Another important category in the physical capital is the tools – those used by the artisans and self-employed repair people, as also those used in the large factories. We know that access to good tools can make a lot of difference to artisans; though of course, the skill to use the tools also

plays a big role. Such simple interventions as introduction of a simple drudgery reduction tool can improve the efficiency of women and lead to gender equity. Experience indicated that mere possession of some tools by the workmen awaiting work in the labour addas increases his wage rate. Very simple interventions like the introduction of carborundum stone to regularly sharpen the carpenters' tools in the tribal area helped him service more clients, which in turn had several benefits. The vehicles we use in our daily life can also be considered as tools for productive purposes.

The household items are also man-made. The quicker these items get spoilt at a family, the better it is for the livelihood of the sales person. A household with a LPG based stove is obviously better placed than a household that needs to spend some hours every week getting the wood from the nearby shrubs. The time chart and seasonality among the women belonging to these two households would be entirely different.



The important issue related to the physical capital is its quality, in addition to ownership and availability. The aspects of quality are the quality of structures, supply adhering to certain standards, availability at the right time and season, and regularity of supply/readiness for use.

The issues related to the physical capital that complicate its analysis are the maintenance schedules and costs and the externalities involved in several of the common assets. Due to the externalities involved, the costs of maintenance are not necessarily borne by those who use the services. Hence, these externalities need to be detected, and managed towards internalizing the costs.

An important aspect of the physical capital is that it not only aids livelihoods but also leads to some obstructions – physical and attitudinal/skill-based. When a simple irrigation canal is dug, it can increase the distance between one's home and his field by over 4 km. Similarly, the adoption of motorized boats calls for an increased dependence of the fishermen on skill that is not in abundant supply in their area.

Among the LEAP tools, the transect walk, social map, resource map, traded-in and traded-out, livelihoods analysis, institutional analysis and value-chain analysis help us to assess and understand the existing physical capital. The social map shows us the constructions and infrastructure present in the village and the access to these enjoyed by the disadvantaged communities. The value-adding activities and gaps in the value-chain in terms of technology, services and marketing, also lead us to the physical capital present or absent in the economy. ☺

# Social Capital

Social capital is the third capital in the livelihoods framework. Social capital is more like air, in the sense that it can be felt but not seen. Just as the subtle aspects of the breeze go unnoticed by many, the subtler aspects of the social capital are difficult to recognize and articulate by the community. Some dialogue, familiarity and capacity building of the community could be of help in assessing the existence and use of the social capital.

Broadly, social capital is the support that a person/family receives due to the ties that exist between the families in a community. Understanding the social capital becomes when the supports are visualized and classified. This is a capital as one needs to invest time and energy in forging relationships. These investments can be leveraged later to provide the necessary supports in future.

The first of such support is the result of bonding that exists between the people of a neighbourhood. The neighbourhood plays a critical role in several emergencies, small and big, and stressful situations that a family faces. On a daily basis, there are several exchanges of goods and services between the neighbours to even out some irregularities in consumption. A small glassful of sugar or milk when some guest arrive unannounced; some help in domestic work during severe illness; taking care of children when their mother goes out for errands – are all examples of such small helps without which the life would not have been easier. The role played by the community during fire accidents, death in a household or a missing child is all well known.

This bonding, exhibited strongly among neighbours, also extends to the entire village or area and benefits an individual. Interviews with several migrants revealed that they came to know of the information regarding labour opportunities in cities and sites of migration through their friends and relatives staying in the migrants village. They also stated that the success or failure after migrating depends to a large extent on the support provided by the near and dear at the site of migration towards shelter and food. This bonding creates the required networks that are the backbone of entrepreneurial success in many cases.

The extent of interdependencies forged (with a robust reciprocity), the extent of good and sad moments shared and a pride in belonging to the community determine the extent of bonding. However, many more factors like the inter-generational conflicts, leadership concentration and acceptance, the political and caste-based divisiveness also influence the bonding. Another feature influencing the bonding is the distance between the home and place of migration. For example, though coming from different states of India, the bonding between the Indian in US could be higher. In contrast, within India, the bonding may be based on a specific state or specific region in a state.

The second important aspect of the support received from the community is the voluntary advice and work. We know of several cases where a graduating student helps the other students in their 10th class for exam preparation. In the past, the experienced elderly women used to provide support during the child birth. The consultations with a range of persons before finalizing a marriage alliance is commonly

seen. In several cases, people have supported the Panchayats in settling disputes and in making plans. The children of the SHG leader are seen helping the SHGs maintain their financial records. In all these cases, we see that persons with generalist or technical expertise support others voluntarily. In many cases, the villagers decide to take turns and stand guard during rainy days to detect breaches in the tank. But for such collective support to the cause, the maintenance of the facilities by some central authorities could be very different.

The quality of the advice coming forward in a community is determined by the number of persons with such skills; the level and diversity of skills; the volunteer spirit in the person proffering advice and the gracefulness with which the recipient considers the advice.

The third support by social capital is in the realms of managing the collectives and enforcing obligations. A strong society is able to make rules relating to the usage and renewal of collective properties. Such society not only settles the disputes between persons amicably, but ensures that the obligations are met. Certainties in human relations result from this support.

The political and economic institutions are also part of social capital. For example, the presence of strong institutions promoting representation (like labour unions) and collective bargaining (like labour cooperatives) can contribute a lot by providing support to their members at the time of distress. The economic institutions like land lease and its terms impact livelihoods forcefully. The role of government in maintaining law and order cannot be underestimated in the present society.

As in the case of the other capitals, the social capital can also hinder the livelihoods of the people. In one case, a household took to rearing pigs as an economic activity after making all necessary inquiries. However, the family had to sell all the pigs it bought due to ridicule by the neighbours. In another case, the villagers preferred the free movement of sheep to cultivation of a second crop by a farmer. A strong social capital, based on inequitable norms, binds the persons to traditional/family based occupations and restricts movement across the economic strata. Such institutions could work to the advantage of only a few. Several cases exist where the extended families have restricted the migration to distant places in search of employment. It has also been postulated that a strong social capital discourages innovation. The presence of a strong social capital that hinders livelihoods of the marginalized could therefore require a much intense campaign and long drawn interventions, than otherwise.

Among the LEAP tools, the social map points to membership of the families in various community institution. The resource map points to common properties existing. Institutional analysis brings out the common property regimes and strength of local institutions. Historical account of the access to government schemes and other benefits indicates the participation in governance. The livelihoods analysis and value chain analysis provide leads to the structures involved in economic activities. ☺

# National Egg Coordination Committee

NECC is a unique institution with no parallel in the world where irrespective of size or location, the farmer, at his farm-gate, gets the official notified price as decided by elected farmer representatives of NECC every day, which is published in local leading dailies. The farmer gets it for his entire production of eggs, with out any quantity and seasonal restrictions. Representing over 25,000 farmer members, NECC has done yeoman service to the poultry industry in India.

Egg is a simple whole meal, and we trace the history of marketing this egg. It took over half-a-century to evolve to where it is at present. Even as late as the early 1980s, egg industry was in an unprecedented crisis. The traders determined the price of egg, but did not take into account the cost of production or the demand and supply situation. Eggs were procured at artificially lowered prices. Once they built up enough stock, prices would be increased. During the high-price season traders did not buy eggs from the farmers. The price of egg was thus manipulated so that eggs could be bought at a low price and sold at a higher price. Obviously, neither the producer nor the consumer benefited by this system, while the traders had the whole of the meal.

In such harsh circumstances for the egg industry, and with no help coming from any quarter, a man came up with the slogan 'My Egg, My Price, My Life'. This man was Dr. B. V. Rao, a poultry farmer himself. A group of farmers motivated by Dr. B.V. Rao traveled across the country, organizing over 300 meetings with groups, individuals, and traders. Their objective - unite poultry farmers from all over India, and take control of their own destiny. Dr. Rao's clarion call "My Egg, My Price, My Life" thus brought farmers onto a united platform, which worked towards the above objective.

National Egg Coordination Committee (NECC) emerged from this platform of farmers. It was formally registered under the Societies Registration Act. On May 14<sup>th</sup> 1982, NECC started declaring egg prices. However, being a voluntary body with no statutory authority, NECC has no statutory authority to enforce its declared price, nor does it compel anybody to contribute to its funds. It is based on a co-operative spirit and a simple conviction, the right to determine their own selling price.

NECC functions through the following democratic structure.

- **The General Body** Comprising of 25,000 members, these are the primary members which include poultry farmers as well as egg traders. Elections to all the committees are held once in 3 years on democratic lines.



- **Local Committees** These are presently functioning in 125 locations. Each Local Committee consists of 5 members elected by the ordinary members belonging to the area covered by it.
- **Zonal Committees** NECC has 24 Zonal Committees at each important poultry producing and consuming centre. Each Zonal Committee consists of 5 members elected by the electoral college consisting of the Chairmen and Vice-Chairmen of the Local Committees in its zone.
- **Executive Committee** This apex body consists of 17 members elected by the founder members, Chairmen and Vice-Chairmen of the Zonal Committees.

NECC took up two strategies to declare and maintain the prices of eggs: (i) Egg promotion campaigns to increase the market size and demand for eggs, and (ii) Market intervention to stabilize egg prices.

NECC undertook an intensive egg promotion campaign for increasing egg consumption through the medium of press, radio and TV. The advertisements aim to increase the frequency of consumption of egg in households consuming eggs, gain entry into households not consuming eggs, and educate the masses about the nutritive value of eggs. NECC still continues with the promotion campaign. These campaigns have created a favourable environment for increased egg consumption and consequent increase in egg production.

Marketing intervention of NECC is much more notable. While demand for eggs changes with religious festivals and climate changes, production cannot be programmed to follow this



market behaviour. Production is fairly uniform throughout the year. As supply remains unchanged, price drops drastically. Eggs, being perishable by nature, cannot be stored at the farms. Farmers are therefore left with no alternative other than making distress sales. This wipes away any surplus generated when the price is high and the profitability of poultry farms starts suffering. To overcome fluctuations of short durations, NECC started Market Invention program for price support operations. NECC promoted AgroCorpex India Limited (ACIL), a marketing company with only poultry farmers as shareholders, to store eggs and move them to different markets to maintain prices.



ACIL, though incorporated in the year 1982, at the instance of farmers in Andhra Pradesh, started its operation in right earnest in April, 1987 at Vijayawada. After completing its gestation period successfully at the behest of the farmers in other centres in a phased manner, ACIL now has

operations at Hyderabad, Ajmer, Ludhiana, Ambala, Delhi, Calcutta, Chennai and Hospet.

Chicken egg, whole, hard-boiled  
Nutritional value per 100 g (3.5 oz)

Energy 150 kcal 650 kJ

<a href="#">Carbohydrates</a>	1.12 g
<a href="#">Fat</a>	10.6 g
<a href="#">Protein</a>	12.6 g
<a href="#">Water</a>	75 g
<a href="#">Vitamin A</a> equiv. 140 µg	16%
<a href="#">Thiamin (Vit. B1)</a> 0.66 mg	51%
<a href="#">Riboflavin (Vit. B2)</a> 0.5 mg	33%
<a href="#">Pantothenic acid</a> (B5) 1.4	28%
<a href="#">Folate</a> (Vit. B9) 44 µg	11%
<a href="#">Calcium</a> 50 mg	5%
<a href="#">Iron</a> 1.2 mg	10%
<a href="#">Magnesium</a> 10 mg	3%
<a href="#">Phosphorus</a> 172 mg	25%
<a href="#">Potassium</a> 126 mg	3%
<a href="#">Zinc</a> 1.0 mg	10%
<a href="#">Chlorine</a>	225 mg
<a href="#">Cholesterol</a>	424 mg



ACIL procure eggs from its farmer members only. As a result, the farmers are assured of marketing of their egg-produce. It is all the more noteworthy that it lifts eggs on its own and also at the instance of NAFED, NECC and BEPA for siphoning off surplus stocks during glut, puts them in cold storages and helps farmers getting over the glut crisis.

ACIL has thus gone a long way in helping farmers to be self-reliant in marketing their eggs, not being compelled to resort to distress sale.

ACIL has scaled the height of its success in ensuring regular procurement of eggs from its farmers and instilling the most sought after confidence among them as regards marketing of their eggs, opening a new chapter in the field of marketing of poultry products.

Due to the efforts of NECC the difference in the farmer's selling rate and the consumer's buying rate is not more than 25% (the lowest in the world.)

Other programs of NECC are market research, rural market development by promoting distribution channels, liaison with government for various policies affecting the sector (for e.g., including eggs in the Noon Meal Programme for school children).

To promote member education and unity, NECC publishes the monthly NECC Review so that farmers in the farthest corner of the country are aware of the latest developments and technological progress being made world-wide.

NECC has also been instrumental, at the instance of poultry farmers, in incorporating Bharat Egg Producer's Association, which encourages export of shell eggs.

The importance of NECC is in the replicable model that it has designed, implemented and perfected. The replicability was later proven when Dr. B. V. Rao initiated Bromark, which is an all India Broiler Farmers' Body registered under the Multi State Cooperative Societies Act in 1994. The objective of the Bromark, like NECC, is to ensure that the gap between producers price and consumer price is reduced.

Thus, NECC not only played a crucial role in promoting the production and consumption of eggs, but has also demonstrated model for intervention in dealing with commodities. 🌱

# SOCIAL Performance Measurement

Organizations that pursue social objectives need to measure their social performance. This helps the organization to keep focused on its vision and mission. It also helps investors, donors and other stake holders impose confidence in the organization and make informed decisions. Social Rating is emerging as an important tool in social performance measurement of the organizations.

Microfinance that began as social movement has now become a global industry. The fact that Microfinance Institutions (MFIs) were listed and rated in the Forbes Magazine speaks for itself. World top 50 MFIs were listed of which ASA of Bangladesh ranked first. Seven Indian MFIs have made it into the list as well and Bandhan made it to the second place, 15 places above Grameen Bank. The other six Indian MFIs listed include – Grameen Koota, SKS, Microcredit Foundation of India, Saadhana Microfinance Society, Sharada's Women's Association for Weaker Sections and Asmitha Microfinance.

Evaluation of MFIs performance is critical. Many tools have been developed to evaluate and report MFIs financial performance. But in the sphere of evaluating social performance the industry has taken a backseat. Financial indicators are many a time specific, measurable, repeatable and time bound unlike social performance indicators. The latter can be a mixed bag. Some of the components cannot be measured or monetized. However evaluating, reporting and analyzing social performance is critical to understand the true impact of the intervention. This requires a simple, low cost and credible social performance measurement tool.

Social performance refers to the extent to which an MFI fulfills its social mission and achieves its social objectives, as well as those of its primary stakeholders.

Social performance measurement refers to the process by which the MFI assesses its social performance relative to its social mission and objectives and to those of key stakeholders.

For long the development sector opined that social performance measurement will lay additional stress on scarce human and financial resources of the organizations and that financial indicators and measurement give more or less the entire picture of the MFIs. Therefore more emphasis was laid on developing financial performance systems. Today the microfinance industry has more or less standardized, globally accepted financial performance indicators and financial performance standards. But MFIs

pursue variety of social objectives most of which are non-monetary in nature. They are involved in providing financial services in under-served areas, to support micro enterprises, to contribute to the empowerment of the poor especially women, and overall to reduce vulnerability and poverty. This makes measurement and standardization of social performance a challenge.

Financial indicators alone cannot give complete picture and in fact can give a skewed perspective of social performance. Without information on social performance, social organizations cannot make strategic decisions impacting social outcomes. Donor-driven microfinance industry is on the decline, instead private investments are on the rise.

Social performance measurement tool should be simple to understand and implement. It should be backed with strong theoretical principles that have good intuitive appeal. Investors and other stakeholders should be able to see value in the tool. It should give them relevant information to make timely and appropriate decisions. The tool should help the MIS of the organization's management. Any social performance measurement tool should be designed to accommodate the double-bottom line nature of microfinance - both financial and social dimensions.

Initiatives in developing social performance measurement framework are taken up in private, NGO and microfinance sectors. For instance private sector came up with Balanced Scorecard, AccountAbility 1000 and the Global Reporting Initiative. The NGOs have SROI (Social Return on Investment). In the microfinance sector tools like the Social Performance Indicators Initiative and Six Aspects of Outreach were developed.

One concept/tool that's picking up pace in social performance measurement is Social Rating. Developed by M-CRIL (Micro-Credit Ratings International Limited), the tool is expected to address the long gap felt in the microfinance sector.

Social Rating is an assessment of the likelihood of an MFI achieving social mission, in line with accepted social values.

The tool is expected to contribute to greater transparency about MFI's achievements. It assists investors and donors in making effective use of microfinance resources to achieve social/ethical as well as financial goals.

Social Rating covers context information about the MFI, the steps involved in translating social mission into practice and compliance with principles of social responsibility. The key dimensions include -

**Context:** profile of operating environment (secondary data), MFI profile, services and client data

**Social Performance Management [SPM]:** mission definition and whether management systems (including targeting, incentives and reporting) are strategically aligned to MFI's stated social objectives

**Social Responsibility [SR]:** to clients (client protection – code of conduct and systems to comply); includes (where applicable) Gender Approach, Member Governance, and Non-Financial Services; other dimensions of SR (to community, staff, environment) may be included

**Social Goal Outreach [SGO]:** depth and width: distribution of clients in underdeveloped areas, depth ratio (based on portfolio data); direct client level information profiling poverty, household income levels and quality of life indicators (recently joined clients – no impact yet); hired (non-family) employment in credit supported enterprises (for 'indirect' outreach)

**Social Goal Services [SGS]:** range of services; client feedback on client protection issues (awareness and experience), client satisfaction; drop-out rates and reasons for drop-out.

**Social Goal Change [SGC]:** any evidence on outcomes or impact from available reports (including indicators relevant to MFI's social objectives, as well as those contributing to the MDGs)

M-CRIL conducted Social Rating of the BWDA (Bullock-cart Worker's Development Association) in Tamil Nadu. The social rating grade given to BWDA was beta plus. The rating

was done in 2004 and the validity was for a period of one year.

The social rating output of BWDA read that the organization has good adherence to its social mission to empower poor and vulnerable households economically and socially' as reflected in outreach to disadvantaged groups and a substantial number of poor members of its Self Help Groups. A moderately supportive approach to client empowerment has resulted in strong group systems but limited financial awareness among group members. The SHG model gives group members the flexibility of directly accessing their group savings for credit, with some scope for bank linkage. BWDA offers standard products, which could be more adaptive to diverse needs and different clientele. BWDA can improve adherence to mission among junior staff; product development and communication with clients need attention.

Many governments are undertaking large-scale poverty reduction projects. In AP the government is making plans to rope in more and more corporate and NRIs into development efforts. Charity is declining and development business is on the talking tables. Corporate Social Responsibility is becoming the order of the day. Studies reveal that the development efforts undertaken since Independence have not yielded expected results. Social performance measurement is becoming imperative.

Though social performance measurement concept picked up momentum in microfinance industry its relevance pervades the entire development sector or for that matter any organization that pursues social objectives. Financial indicators will not give complete picture. People slip back into poverty.

The way development sector is evolving indicates that professionalism is inescapable. Concepts and tools among others helped streamline the corporate sector. The requirement of social concepts and social tools is high in development sector. Social performance measurement is not an easy task because many social outcomes are not quantifiable. But measuring social performance is vital. Social Rating can be one way forward. ☺

### M-CRIL's Microfinance Rating Symbols

Grade	Social Rating Description
α+++ (alpha triple plus)	Strongest adherence to social development values and mission with highly effective application
α++ (alpha double plus)	Very strong adherence to social development values and mission with highly effective application
α+ (alpha single plus)	Very strong adherence to social development values and mission with effective application
α (alpha)	Very strong adherence to social development values and mission with effective application
α - (alpha minus)	Very strong adherence to social development values and mission with fairly effective application
β+ (beta plus)	Good adherence to social development values and mission; reasonable application
β (beta)	Moderate adherence to social development values and mission; moderate application
β - (beta minus)	Low adherence to social development values and mission
γ+ (gamma plus)	Weak adherence to social development values and mission
γ (gamma)	No social development values or mission; very weak adherence to social mission

## National Policy for Farmers 2007

The focus of the government policy has shifted from 'agriculture' to 'farmer'. This marks a sea change in the view compared even to the last policy in this area in 2000. The movement is from a technical perspective to a humanistic (and thus, holistic) perspective. Thus, this is the first policy to deal directly with farmers, as against the policies on agriculture in the past that dealt with the farmers in an oblique fashion, mostly by implication.

Agricultural growth rate is declining and productivity and production of agriculture are stagnating. Both are a result of declining profitability in agriculture, which is partially due to fluctuating world prices of agricultural commodities and the efforts to keep the domestic prices low to protect consumers' interest. This situation has led to low income to the farmers.

To revive agriculture in the given background, socio-economic well-being of the farmers should be the prime consideration, rather than only production and growth. To achieve this, agricultural progress should be assessed in terms of improvement in the income of farm families, who should be able to meet their consumption needs and also invest in their farm related activities. As the farm households have multiple sources of incomes, the income can be augmented by increasing jobs in farm sector, rural non-farm sector and by developing clusters around towns/ market centres.

There is a need to promote security: community-centred food, water and energy security systems; nutrition security for every child, woman and man; bio-security of crops, farm animals, fish and forest trees; and social security for farmers.

All increases in the income and security of farm households need to be sustainable. For this, stability of major farming systems and ecological conservation would be required. This could be achieved by (a) creating an economic stake in conservation, (b) consolidating structural changes started but left undone, (c) training agricultural and home science graduates to be entrepreneurs, and (d) attracting and retaining youth in farming and processing of products for higher value addition.

For sustainable impact, the actors across a broad spectrum need to be supported. The definition of a 'farmer' now includes all persons actively engaged in the activity of growing crops and producing other primary agricultural commodities. This definition includes all operational holders, cultivators, agricultural labourers, sharecroppers, tenants, persons engaged in shifting cultivation, poultry and livestock rearers, fishers, beekeepers, gardeners, pastoralists, non-corporate planters and planting labourers, as well as persons engaged in various farming related occupations such as sericulture, vermiculture, agro-forestry and NTFP collection.

To increase the farmers' income substantially, asset reforms are need to improve possession and access to assets like land, water, livestock, fisheries, bio-resources, and animal genetic resources. Similarly, support needs to be extended to services based on science and technology, agricultural bio-security, agro-meteorology, climate change, inputs and services, credit and insurance, cooperatives and extension, training and knowledge connectivity.

Apart from focusing on social security, several steps would be taken to improve the price realization by the farmers. These include:

- Strengthening Market Intervention to respond speedily to exigencies especially in the case of sensitive crops in the rain-fed areas.
- Promotion of community food grains banks to help in the marketing of underutilised crops and thereby generate an economic stake in the conservation of agro-biodiversity.
- Enlarging the food security basket by storing and selling millets through the Public Distribution Systems (PDS).
- Developing a single national market by relaxing internal restrictions.
- Extending support to farmers' associations and SHGs to export on competitive terms by spreading awareness of the opportunities available for external agricultural trade and for value addition.
- Strengthening the agri-export zones to become places where farmers will get the best possible price for their produce.

The food processing industry can provide long-term economic sustainability to the farmers by adding value to their produce, improving post-harvest management, linking the farmers to the market and promoting demand driven farming. Efforts would be made to integrate the farmers' production with processing and other value chain activities.

Some farmers require special attention/ provisions. These are the tribal farmers, pastoralists, small plantation farmers, island farmers, urban farmers and organic farmers. Organic farming, green farming and protected (greenhouse) agriculture need to be supported. However, caution is required with regard to the genetically modified agriculture.

The proliferation of small farms and resultant low income of the farm households requires attention. Hence, methods of achieving economies of scale by these farmers would be popularised. These methods would include cooperative farming and service cooperatives, group farming by SHGs, small holders' estates, contract farming, farmers' companies.

The cooperatives have an important role to play in banking, input supply, marketing, agro-processing and other agribusinesses to protect farmers from the vagaries of existing imperfections in the supply of inputs, production, value addition and marketing. For this to happen, cooperatives should function as economic enterprises and not as an extended arm of the state. They require an entrepreneurial approach, competitive edge through suitable enterprise focus and strategic alliances with private and public sector units. ☺

# How to Lead a Self-Managing Team

Considerable research was done to know what kind of role an external leader can play in improving the functioning of the teams. The CBOs promoted by development projects are more like the self-managed teams, as they need to ultimately become self-sustaining institutions. The CBOs deliver services and make representations on behalf of their members. Hence, development workers can learn from the research that went into self-managed teams. Ms. Druskat of University of New Hampshire researched on the subject. Here is a summary of her article that appeared in Sloan Management Review in 2004.

Several organizations use the structure of self-managed teams to improve efficiency and effectiveness. Other terms used to describe such teams are: empowered, self-directed or autonomous teams. Though termed self-managing teams, these teams also require a specific kind of leadership. Even a team that is autonomous in terms of its activities and decision making must still continually receive direction from higher levels in the organization. And it also must report to that hierarchy through a person who is ultimately held accountable for the group's performance.

Managers are expected to manage these teams, as external leaders. The role of manager in such cases is highly ambiguous by nature. In general, self-managed teams tend to have well-defined job functions and are responsible for monitoring and managing their own performance. These teams gather and synthesize information, make important decisions, and take collective responsibility for meeting their goals. But, in reality, the buck stops at the external leaders. In essence, the job of external leader exists squarely in the middle of a managerial no-man's land. Unfortunately, such lack of consensus generally remains today as was the case during the initial days of its use. This ambiguity needs to be cleared as studies indicated that the success of self-managed team depends on the external leader.

Although the essence of a self-managing team is autonomy, the quality of its link to the organization is pivotal to success. The success of the interventions would depend on managers, who are good at relating, scouting, persuading, and empowering.

**RELATING** External leaders much continually move back and forth between the team and the broader organization to build relationships. There are three behaviours in the area.

*Being socially and politically aware:* Leader needs to build a broader consensus, anticipate the impact of his decisions on others, and an understanding of the broader organization.

*Building team trust:* The leader will have to try to build a positive relationship with the team, so that he is accepted into the team.

*Caring for team members:* Caring during personal problems of the team member is an opportunity to build relationships.

**SCOUTING** This area also has three behaviours.

*Seeking information:* The leaders use the information to influence the team members decision making, especially when the team members fail to take into account the broader organizational reality. The leader helps the teams gain valuable political insights and build social capital.

*Diagnosing member behaviour:* External leaders are not present when something critical occurs within a specific group. Hence, they must often gain insight after the fact. To

do so, they frequently need to add to their incomplete information by analyzing and making sense of verbal and non-verbal cues from team members.

*Investigating problems systematically:* The leaders collect information from both the team and external constituent. They identify the issues By collecting firsthand information from the team members, superior leaders were able to fully understand their group's perspective.

## PERSUADING

*Obtaining external support:* Teams often need support from the broader organization, and leaders need to perform this advocacy role.

*Influencing the team:* The leaders influence the teams to move towards decisions that best meet the needs of the organization, after establishing trust of their teams.

## EMPOWERING

*Delegating authority:* Leaders use their discretion and delegate more responsibility to the team and empowers them. Good leaders invest in building the capacities of the team before they delegate the authority, but the direction towards the delegation is always clear.

*Exercising flexibility regarding team decisions:* The leader will have to be flexible in considering the team's decisions. A major responsibility of external leaders is to prevent serious mistakes. But even in such cases where the group needs to be reined in, superior leaders did so only after considering the proposal as open-mindedly as possible.

*Coaching:* Coaching involves a number of activities, including working one-on-one with employees, giving feedback to the team and demonstrating certain behaviours (such as effective meeting facilitation) for others to model. Superior leaders tend to be active in educating and coaching others. In particular, superior leaders focused on strengthening a team's confidence, its ability to manage itself and its contributions from individual members. A common coaching behaviour was for leaders to work with people who had just taken on roles of greater responsibility.

## Conclusion

Specifically, the superior leaders develop strong relationships both inside the team and across the organization. The four functions – relating, scouting, persuading and empowering – are important for the leader of any group but particularly so for those in charge of self-managing teams. An important thing to remember about team autonomy is that self-management is not an either-or-condition. Instead, it is a continuum, and external leaders should also be constantly guiding and developing their teams so that they become increasingly independent. ☺

## Job rich Hospitality Sector

'Athidhi Devo Bhava' should be a way of life is what our philosophies profess. Hospitality service is an age old sector. In earlier times, people travelling for work (trade etc) or pleasure to distant lands (villages) rested in choultries and ate in the village homes. The hospitality of the host was naturally personable. Times changed; contexts changed; professionalism kicked in to all sectors. Travel increased by manifold. International travel has become more a rule than an exception. India opened up and more people are coming in for trade, tourism etc. According to

**Shining Livelihoods** World Tourism and Travel Council India is ranked 5<sup>th</sup> among the top ten global destinations. With increase in average standards of living people are seeking travel for leisure. Government of India is investing in tourism like never before. According to the Union Tourism Ministry there can be 80 per cent increase in hotel rooms in the next couple of years.

It is estimated that total direct employment in the tourism sector is around 20 million. Indian government adopted a multi-pronged approach for tourism promotion. It is investing in development of integrated tourism circuits and rural destinations, special capacity building in the unorganized hospitality sector and new marketing strategy. A nation wide campaign was conducted in 2004-05, for creating awareness about the effects of tourism and preservation of our rich

heritage & culture, cleanliness and warm hospitality. More than 6500 taxi drivers, restaurant owners and guides were trained under the program.

India's first institute on Tourism and Hospitality management set up in AP, National Institute of Tourism & Hospitality Management offers several Diploma and Certificate courses sought after in the hospitality sector. For those who are 12<sup>th</sup> passed, courses like tour operators, events management, adventure tourism, food & beverage etc. are available. The institute also offers certificate courses like front office operations, eco-tourism, pilgrimage tourism, housekeeping operations, tourism marketing, tourism laws, destination management etc.

The need for skilled and semi-skilled professionals is huge and on the rise in the hospitality sector. Tourism is expected to generate 1.24 crore jobs by 2014. There is lot of workforce migrating out of rural India to make a better living. This workforce needs to be accommodated. They need awareness of and access to employable skills. For instance training can be given in travel software like AMADEUS and SABRE. Emphasis should be laid on acquiring soft skills like communication skills.

**Hospitality sector offers a decent hope!** ☺

## Agricultural Labour in abyss

India still lives in villages. Indian villages are home to 65% of the population of the country. Many are engaged in producing food for the country. Agriculture and agricultural wage labour are their significant livelihoods. The size of agricultural wage labour in India is considerable and huge and is growing. As per the Eleventh Plan approach paper 60% of India's labour force is in agriculture. Agricultural labour market is overcrowded.

**Declining Livelihoods** Globalization, privatization and other rapidly changing contexts are disintegrating the livelihoods of small and marginal farmers and turning them into agricultural labour. High cost of inputs, low productivity, volatile markets have pushed small farming into abyss. With increase in population the number of people depending on agriculture increased in geometric proportion whereas the land available for cultivation increased only in arithmetic proportion. Mechanization has reduced the number of work days for agricultural labour. Their real wages are falling. The decline is sharpest in the state of Maharashtra. Climate changes are showing their ugly face too. Erratic rainfall, unusual floods are playing havoc.

Governments talk about Minimum Wages in the range of 120 to 250. But the reality in some places is simply pathetic. In Mahaboobnagar district of AP, the wage agricultural labour gets after a hard day's work is one bottle of toddy and Rs.15.

The rich-poor divide in India is widening like never before. The agricultural wage labour can be placed in the lower rungs of the poor sections. The National Labour Commission conceded that agricultural workers get employment for less than 6 months in a year. 40% of the workers are migrants working 12 hours a day, with no adequate housing and other minimum facilities.

The implementation of NREGA has given some relief by creating 100 days of employment. Illiteracy among agricultural labour is huge. According to NSS estimates 56% of male and over 80% of female agricultural labour are illiterate. They are exploited by moneylenders/landlords. Lack of education and alternative skills restricts their mobility to alternative livelihoods.

The National Policy for Farmers 2007 widened the definition of the farmer. Under this policy farmer includes all persons actively engaged in the activity of growing crops and producing other primary agricultural commodities. This includes agricultural labourers as well. The policy advocates focus on overall socio-economic wellbeing of the farmer and not on production and growth.

Food producers are starving! This is a shame. The excess labour force need to get trained/skilled to get absorbed in upcoming sectors like service sector. Else their future and that of the country will be in doldrums.

# Management Worker In Development

A journey from IIM-A business school into the thick of development sector – the journey of Shri Pramod Kulkarni into the lives of farmers, SHGs and street children helps give insights into the thoughts of this development worker who touched and continues to touch lives not only in his home state Karnataka but also in Delhi, Madhya Pradesh, Maharashtra and Andhra Pradesh.

Pramod Kulkarni did his Masters in Statistics from Baroda and then went on to study Post Graduate Diploma in Management in IIM Ahmedabad. After passing out from IIM-A he took up a job in TI Cycles as systems analyst. This job did not excite Pramod. He desired to help people and switched to development sector. In an interview to Business India, Pramod said, "I only knew I wanted to help people. I said so on the first day at IIM."



Pramod says it is difficult to precisely say what made him choose development sector but presumes that his childhood influences including a nationalist grand mother, kind father and a very patient mother played a role. IIM-A gave him security stamp and he plunged into development sector. At that time except for a bunch of feelings to help the poor Pramod says he did not have a clear way forward.

Pramod Kulkarni made a debut into development sector by joining PRADAN in 1984 and went on to stay with them for a decade. During this period he worked with partner NGOs – SAMUHA, MYRADA, IDS in the areas of school outreach, agriculture-forestry-husbandry and sheep & dairy development.

In 1990 Pramod decided that the time was ripe for him to take up his own project. Thus, Prerana came into being with focus on developing irrigation facilities for small farmers. Between 1990 and 1998, 250 lift irrigation schemes covering some 600 families were installed. The farmers in Raichur district on the banks of the river Krishna did not know about lift irrigation, while those about 150 km away practiced it. Prerana helped transfer such best practices from one community to another. Prerana could make the lift irrigation as bankable projects.

During this period Prerana was able to mobilize about Rs.50 lakhs from Government and Rs.50 lakhs as bank loans. Prerana, also contributed Rs.20 lakhs as loans to farmers.

Work was undertaken in revitalizing 4 lift irrigation schemes in Mahaboob Nagar district in AP. This gave insights into why schemes go defunct and how to organize farmers, cost of revitalization etc.

Prerana worked with local NGOs in Karnataka in organizing farmers as tank users' societies for managing the tanks which were under the management of minor irrigation department. The societies were involved in developing an integrated tank development plan.

Prerana is also involved in promoting SHGs and awareness of women; non-formal education schools for child labourers; building relationships through street plays, picnics and sports focus on building relationships; resettling and rehabilitating

displaced families; and involving professionals in rural development. Prerana undertook fellowship program for those interested in social work. 10 potential fellows were identified and support was given in the form of funds, training, hand holding, linkages with other institutions etc.

Prerana is a partner in implementing "Reaching and Educating Children At Risk" (REACH INDIA). This is a project funded by American Institute for Research (AIR). This project is taken up in North Karnataka to mainstream school children and help retain vulnerable children "in School".

In 1998 he increased his time with Sathi (Society to Assist The children in difficult situation) [www.sathiindia.org](http://www.sathiindia.org), a project he started earlier. Children run away or are pushed out from home and are living on platforms and fall prey to addictions, sexual abuse and get involved in petty thefts and odd jobs for survival. Pramod says, "A child on the platform never grows up, he just ages." The purpose of Sathi is to rescue them, provide them shelter and care, convince them and parents, and reintegrate the child back in the family. The efforts of Sathi do not stop here. A follow up is done to ensure the well being of these children. Children who are reluctant to go back home are enrolled in "home orientation camps" where they receive love, guidance and care. Children addicted to substance abuse are sent to de-addiction camps.

Till 2000, Sathi was present only in Karnataka. Now its operations have spread to Delhi, Madhya Pradesh, Maharashtra and Andhra Pradesh. So far, 14,000 stray children including 500 girls have received help through Sathi and almost 340 children every month are rescued and reunited with their parents. Sathi also works in the area of rehabilitation of girls who are trafficked. About 150 girls are so far home placed. The organization also runs 10 Bridge schools for 200 girl children. So far 600 children have been enrolled.

In 2000, Pramod started a project called Vidya Poshak - <http://www.vidyaposhak.org/> for finding financial aid for meritorious students. Apart from this free text books and skill enhancement trainings are given to the student beneficiaries. In all, about 2,500 students have been provided some Rs. 1.5 crore in funding till now, some with help from the IIM alumni network.

Pramod continues to be the guiding force for Prerana and Sathi. He presents an interesting blend of working through people's institutions on one hand and working directly with people (children) on the other. ☺

# Books

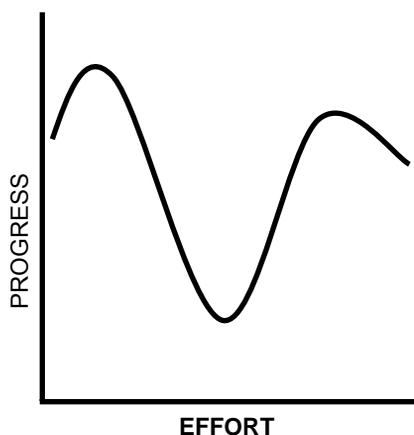
## Book Summary

### **The Dip: A Little Book That Teaches You When to Quit (and When to Stick)**

by Seth Godin

'Winners never quit and quitters never win'. Seth Godin revisits this traditional wisdom in his new 'little' book, 'The dip'. He tells the reader that winners know when, what and why to quit. Quitting can be deployed as a strategy to become the 'best in the world'. 'Best in the world', defined in a very pragmatic and interesting sense.

The central idea of the book is the presence of a 'dip' in anything worth doing. 'The dip' (a trough in an inverted bell curve representing effort and

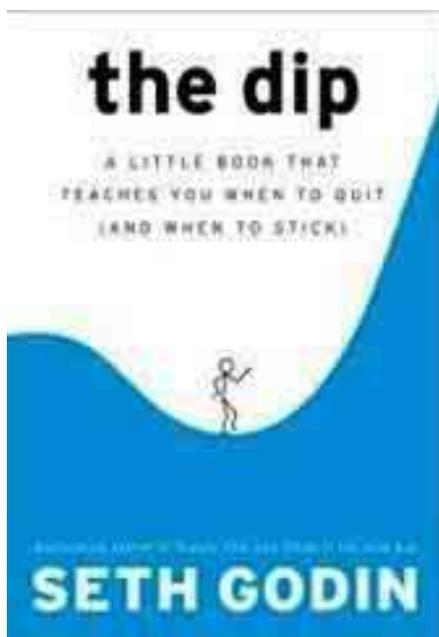


progress), he says is what poses the challenge, creates scarcity for those who get on the other side and thus distinguishes the 'best' from those that are not. Not every dip, however, is worth scaling. There are curves that one should watch out for - 'cul de sacs' (dead ends where no effort gets returns) and 'the cliffs' (which are curves that just keep climbing and then drop off abruptly in just one crash) are such .

A set of questions towards the end of the book sums up the essence of the book and prompts you to revisit many situations when you have decided either way (to quit or stick). The few

interesting pencil sketches used in the book are interesting and witty.

One could check the author's blog <http://sethgodin.typepad.com/> which is quite interesting and is among one of the most visited blogs in the world.



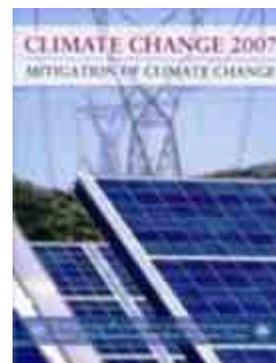
The book is available online for US\$7.7.

## New Books

Name: **Climate Change 2007 - Mitigation of Climate Change**

Authors: **IPCC (Intergovernmental Panel on Climate Change)**

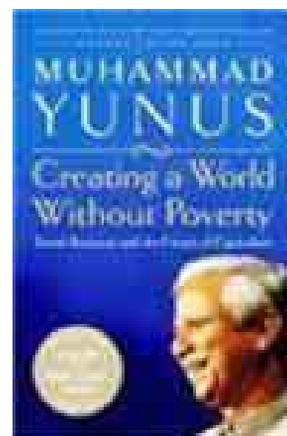
Pub: **Cambridge University Press**



Name: **Creating a World Without Poverty: Social Business and the Future of Capitalism**

Authors: **Muhammad Yunus and Karl Weber**

Pub: **Perseus Book Group**



### Lesser Known Trainings

India is a young nation today. 2/3rds of the population are below the age of 30. But India is greying too. The UN defines a country as 'ageing' where the proportion of people over 60 reaches seven per cent. India exceeded this and is likely to reach 12.6 percent by 2025. Thanks to improved longevity of life. Joint family system is disintegrating, thanks to industrialization and urbanization. The elderly lost their natural homes. Time is ripe to plan for old age care. We cannot wait till India's 12.6 per cent ripe.

We need more people trained in old age care. These people need to understand the old age specific needs, issues, concerns and problems. An attempt is made to list some of the lesser known courses / trainings offered in the realm of elderly care.

National Institute of Social Defence (NISD) is an autonomous body under the Ministry of Social Justice and Empowerment, Government of India. The Institute is focused on developing and facilitating comprehensive, effective and specialized interventions in the areas of Social Defence.

Under the aegis of NISD, project NICE (National Initiative on Care for Elderly) is developed to enhance delivery of care to the elderly in de-institutionalized settings. The project is involved in identifying the specific needs of the elderly, capacity building of service providers and cadre of professional caregivers and creating enabling social environment and attitude.

The project offers One-Year Post Graduate Diploma course in integrated Geriatric Care at New Delhi. The course aims to develop a cadre of skilled personnel at Managerial and Supervisory level to meet the demand for providing skill

based, field oriented, trained personnel in Age Care in NGO's Sector (National as well as International). Government / Corporate Sectors, Academic Institutions, etc. The course covers subjects like Gerontology, Public Policy and Planning, Clinical geriatrics, Geriatric Management, Psychology and Counseling, Research Methodology.

The eligibility criteria for the above course is Bachelor's Degree with 55% marks with preference to candidates having degree in Sociology, Social Work, Social Welfare, Anthropology, Psychology, Nursing, Home Science and related fields and/or having work experience in Age Care Organizations and/or holding certificate in the field of Old Age Care. The age limit is between 21 and 45. Selection will be made through Common Aptitude Test (CAT) followed by Group Discussion and Interview.

Also offered under the project is a Six-Month Certificate course in Geriatric Care at Bhubaneswar, New Delhi, Kolkata and Agartala. The eligibility for taking this course includes a minimum of matriculation or equivalent pass after a period of ten years of study and a minimum age of 18 years. Selection will be made based on CAT, Group Discussion and Interview performance. ☺

There are about 70 million disabled in India. Rehabilitation of disabled is gaining strength world-wide. There is a thrust from UN and International mandate. Disability rehabilitation is perceived as a right of the disabled rather than a charity service. National Institute for the Mentally Handicapped (NIMH) trains and builds disability rehabilitation professionals. Established in 1984, NIMH so far trained 11,857 professionals in 11 different programs.

NIMH is offering MDRA (Master in Disability Rehabilitation Administration) which is designed to build theoretical and practical knowledge base of individuals in disability rehabilitation administration. Stress is also laid on technical and human components to develop necessary leadership qualities and values the trainees. Upon the successful completion of the course it is mandatory for every rehabilitation professional to obtain a certificate of "Registered Professional" from the Rehabilitation Council of India to work in the field of disability rehabilitation in India.

The curriculum comprises lectures, paper presentations, internships, observations, practical exercises particularly in finance, analyzing its reports and preparation of budget. The program involves 20 theory papers and practical, and field

placements which are classified into core and support courses.

The course covers 5 broad areas - Disability Rehabilitation, Organization Behavior in Disability Rehabilitation, Project Management in Disability Rehabilitation, Financial Management and Social Area in Disability Rehabilitation. There will be project work in 4th semester.

The candidates should have bachelor's degree or equivalent in disability rehabilitation or Masters in some specific fields like social work, psychology, rehabilitation social work, business management etc. There will be written test in the areas of disability and rehabilitation, management and logic and reasoning/general mental ability. This will be followed by group discussion and interview. ☺

# Hare and Tortoise

Slow and steady wins the race; but fast and consistent is much better. Individual strengths pave way for opportunities; teamwork rules.

Once upon a time, there lived a hare. He was proud that he could run fast and beat several of the animals in his surroundings. He always used to ridicule the tortoise, a poor fellow who could not carry his bulk with agility and hence could not win others.

To make fun of the tortoise, the hare once invited the tortoise for a race. Never to say no, the friendly tortoise agreed. Both of them started the race on the appointed time. The hare shot ahead briskly for some time. After running for a while, the hare saw that the tortoise was far behind. "Poor guy! He will not be able to catch up with me even if I have a nap," thought the hare. He sat under a tree to relax before continuing with the race. Under the tree, he soon fell asleep.

The slow tortoise, unmindful of the sleeping hare, continued to walk. By the time, the hare woke up, it was very late. He ran as fast as he could, only to find the smiling and friendly tortoise at the goal post. Alas! The fastest buddy in the surroundings lost! The tortoise emerged as the undisputed champ!!

The moral: Slow and steady wins the race.

The story till now is familiar to all of us. But, the story does not end here.

With a crushed ego, the hare wanted to take a revenge. The hare analyzed the reasons for his defeat and found that his lackadaisical attitude and resting in between resulted in his defeat. If he had not taken things for granted, there was no way that the tortoise could have beaten him. Having realized this, the hare once again challenged the tortoise to a race. The tortoise readily agreed again, not knowing the learnings of the hare.

They raced again. This time, the hare implemented his learning; shun his attitude of superiority and did not rest till he reached the goal post. A long, long time after wards, the tortoise came lumbering around, only to find the hare already at the goal post. The hare won by several minutes.

Moral: Fast and consistent will always beat the slow and steady. If you have two people in your organization, one slow methodical and reliable, and the other fast and still reliable in what he does, the fast and reliable chap will consistently climb the organizational ladder faster than the slow and methodical person.

Thus, it is good to be slow and steady. But it is better to be fast and reliable.

The story does not even end here!

The tortoise analyzed his failure. He realized that there was no way he could beat the hare in a race in its present format, i.e., on the ground. The structure of the race had to change for him to win - he could win easily if the race was in water. Having realized this, the tortoise challenged the hare for a race once more, but this time, on a slightly different track. The hare agreed.

They started off. In keeping with his self-made commitment, the hare took off and ran at top speed until he came to a broad river. The finishing line was a couple of kilometers on the other side of the river. The hare sat there wondering what to do. In the meantime, the tortoise trundled along, got into the river, swam to the opposite side, continued walking and finished the race.

The moral: First recognize your core competence, then change the playing field and rules of the game to suit your core competence. In an organization, if you are a good speaker, make sure you create opportunities to give presentations to enable the senior management to notice you. If your strength is analysis, make sure you do some sort of research and send the report to the top.

Working to your strengths will not only get you noticed, but will also create opportunities for growth and advancement.

The story has still not ended.

The hare and the tortoise, by this time, had become pretty good friends. They did some thinking together. Both realized that the last race could have been run much better. So they decided to do the last race again, but to run as a team this time.

They started off, and this time, the hare carried the tortoise on its back till the river bank. There, the tortoise took over and swam across with the hare on his back. On the opposite bank, the hare again carried the tortoise and they reached the finishing line together. They both felt a greater sense of satisfaction than they had felt earlier.

The moral: It is good to be individually brilliant and to have strong core competencies; but unless you are able to work in a team and harness each other's core competencies, you will always perform below par because there will be situations at which you will do poorly and some one else does well. Team work is mainly about situational leadership, letting the person with the relevant core competency for a situation take leadership. Pooling resources and working as a team will always beat individual performers.

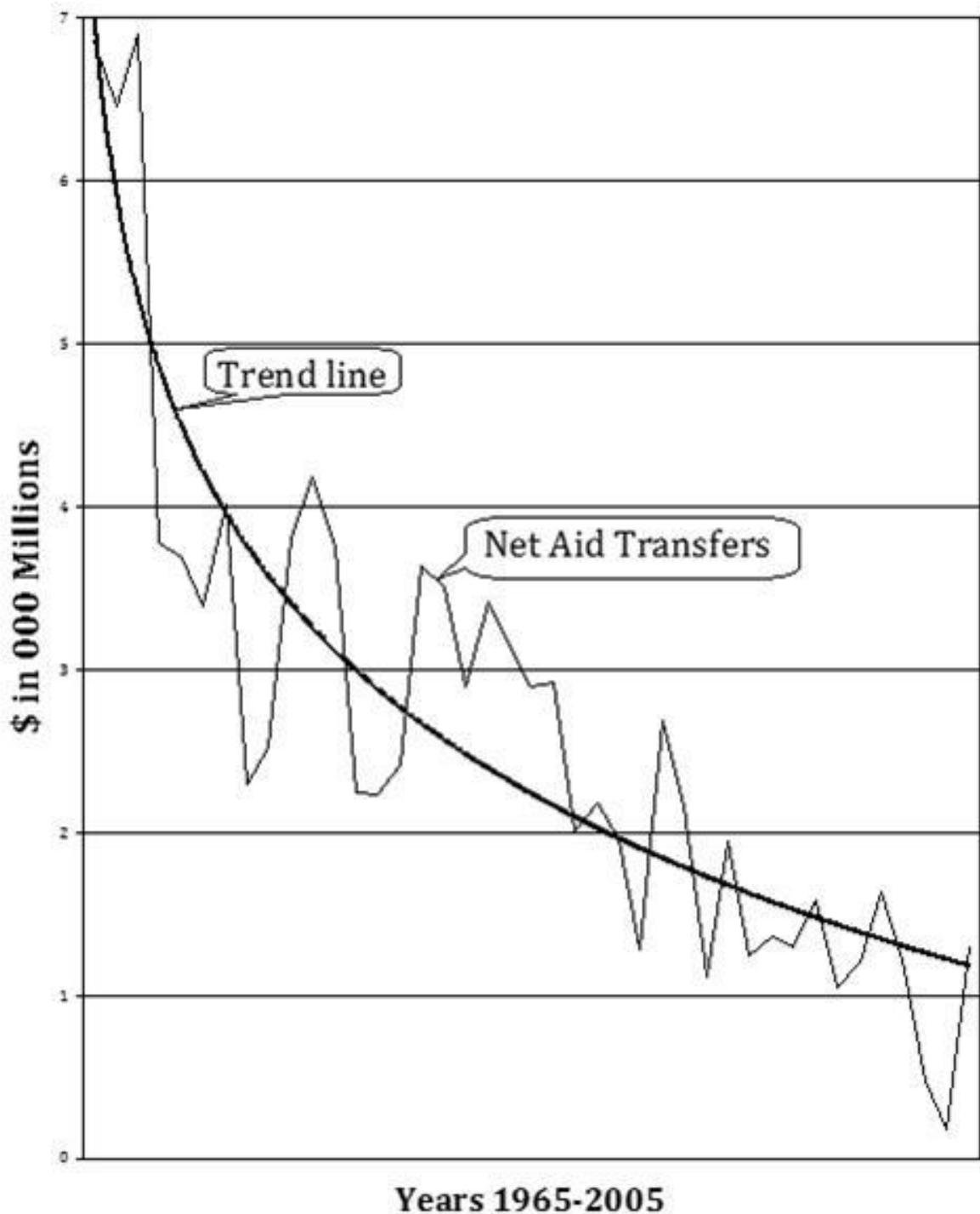
There are more lessons to learn from this story. Note that neither the hare nor the tortoise have given up after failures. The hare decided to work harder and put in more effort after each failure. The tortoise changed his strategy because he was already working as hard as he could. In life, when faced with failure, sometimes it is appropriate to work harder and put in more effort. Sometimes it is appropriate to change strategy and try something different. And sometimes, it is appropriate to do both.

The hare and tortoise story also offers another important lesson. When we stop competing against a rival but compete against the situation, we perform far better. Thus, the race for the hare was not against tortoise. Rather, it was against the time clocked earlier. 🌀

# Net Aid Transfers

Net aid transfers to India are declining. In the wake of increase in the number of NGOs, the funds tapped per NGO has declined.

Source: David Roodman, "An Index of Donor Performance," Working Paper 67, Center for Global Development, August 2005. Net aid transfer includes transfers by all bilateral donors, both directly and through multi-lateral agencies. The following graph shows the net aid transfers received by India during the period 1965 to 2005.



## Out of Poverty

## Padma's path out of poverty

Bojja Padma and Ramulu live in Nadigadda village of Vinukonda mandal. They have a daughter who also lives with them. To make a living, this couple watched the crops of the farmers in that village and also watered them. To take care of this Padma and Ramulu lived outside the village in the farms for 5 months in a year. For this service they received some quantity of rice per acre as remuneration.

Apart from watching and watering fields which make up their primary occupation, the couple also extracted fibre out of 'Jammu' grass (grass that grows on the banks of streams) and sell it. They also prepared anti-venom from local herbs and treat people affected by snake bites. Along with all these occupations, for 3 months in a year Padma and Ramulu migrate to Karnataka for work. In spite of practicing multiple livelihoods the going got difficult for this family.

*4 years ago things changed for Padma for good!*

Few women in Nadigadda village got together and formed Self Help Groups. Through these groups they started making savings and borrowed loans from the banks. This approach interested Padma and she decided to try it out. Padma gathered women from 20 households in the village. She discussed with the women about savings and loans and the associated advantages. Padma suggested that each member should make a saving of Rs.30 per month.

Padma's efforts materialized. Two Self Help Groups were formed. She became leader of one of the groups.

After a year of savings into the groups, the village was visited by a community coordinator of DRDA (District Rural Development Authority), M. Subbarao. The community coordinator gathered all the groups and advised them to form a VO (Village Organization). Thus the VO came into existence and Padma was chosen as the Secretary of the

Organization.

The Village Organization of Nadigadda, recognized landless poor in the village and under Land Purchase Scheme distributed 16 acres of land through the DRDA. Under this scheme Padma was one of the beneficiaries. She got one acre of land. In addition to this one acre Padma and Ramulu took another acre of land on lease. Today they grow paddy in these two acres of land. Their net earnings are about Rs.15000 per annum. Currently the family is living in the village and their daughter is going to school.

All the houses in Nadigadda village have thatched roofs. Fortunately, this village was chosen as Indira Model village and under Indira Awaas Yojana houses were granted. Padma is now planning to build her house.

Padma is today a very active member in the village. She plays a key role and makes sure that all the Self Help Groups function well. She has become a role model in that village.

Padma got elected as member of Mandal Samakhya. Her journey did not stop here. She climbed the next step in the ladder. Recognizing her hard work, dedication and sincerity Mandal Samakhya sent her as a member of Zilla Samakhya.

Under the recently introduced scheme called TFI (Total Financial Inclusion) bank has chosen Nadigadda village and sanctioned loans. Padma took advantage of this opportunity as well. She took Rs.42000 as loan from the bank. With this money Padma purchased buffaloes and took up dairying. This move helped her stabilize economically. Her gradual growth gave her strength and confidence.

Padma's journey is commendable. From watching fields she rose to being a leader of people's institutions and an agricultural and dairy farmer. 🌱

## Broken Lives

## Venkatarao's health crisis

Venkatarao is a lorry driver. His wife is Pullamma. They have 4 children, 2 girls and 2 boys. Venkatarao is on job as lorry driver for 15 days in a month. The remaining 15 days he stays at home and works in the fields. Pullamma is an agricultural labourer. The couple make about Rs.3000 a month between them and run the family. They also pay their kids education expenses. Life was going on more or less undisturbed.

But fate struck Venkatarao like many other lorry drivers in India today. Venkatarao fell prey to his senses. He is now infected with AIDS. He now falls sick often. Venkatarao learnt that he has AIDS only after one year.

Venkatarao's family is now in distress. The entire family

burden shifted on to Pullamma. Venkatarao is no longer able to work as lorry driver. His health would not permit long journeys. Therefore he stays back at home and does petty jobs. His earnings are barely enough to meet his medical expenditure. Loss of income forced the couple to withdraw two of their elder children from school. These kids now go for agricultural works. The younger two are still continuing their school.

Pullamma is however determined to give good medicines to her husband and continue the younger ones in school so they can make a better living as they grow. This is her desire, this is her hope. For many in India poverty is just around the corner. When it strikes and takes them into its fold is a matter of time. This is a sad reality we live with. 🌱

# 'Yoga'kshemam

Happy New Year 2008! Best Wishes for a satisfying and exciting life ahead to all of you!

During the month, I have been to 'National Conference on farming' organized by Consortium of Indian Farmers' Associations' for a while at Hyderabad. A TV channel has asked us about the crisis in farming. Then, our livelihoods

We have grown from a mere 5 crore families in farming with a mere 15% labour to about 15 crore families with almost half as labour, in 60 years.

team went to Ongole and then to Guntur as part of the Livelihoods Orientation Campaigns. All of them have pointed out the looming crisis at large on all the traditional livelihoods and occupations.

Yes, there is a crisis. A much larger crisis we ever imagined. The skewed resource distribution; the skewed skill distribution; the skewed information availability; growing middle and rich classes; widening gulf between the rich and the poor; reducing charity; business orientation in public services; increasing allocations to some programs like Employment Guarantee, Oldage Pensions, Public Distribution System, Subsidy for low-interest loans, etc.; dying and drying traditional occupations; some paradoxes – unemployment and underemployment co-existing with employers not getting candidates for jobs, money of the poor in banks is more than the loans they receive, large unutilized infrastructure and investments for new infrastructure, demand for the products and services we can not give and no market for the products and services we can give; rapidly changing climate – ecological, social, economic and cultural; globalization and liberalization; changing (accelerating) pace of life and decision-making; low capacities of the facilitating civil society to teach the poor meta-fishing skills (beyond fishing skills), rather than fishing skills and offering fish.

We have, for example, grown from a mere 5 crore families in farming with a mere 15% labour to about 15 crore families with almost half as labour, in 60 years. The well-being of 10-11 crore families depends on how well the remaining 4-5 crore families get absorbed in the lucrative and decent non-farm livelihoods quickly. That would mean a whopping 5\*2=10 Crore jobs just to rehabilitate farmers and farm workers. The crisis situation is more pronounced with other traditional livelihoods. Growing middle class wants products and services and these people have to produce/provide these products/services.

Fortunately, the parents do not want their children to continue in these livelihoods. The youth are reluctant to continue. If educated, the reluctance is higher. Unfortunately, the quality of our education is pathetic. A recent employability survey reveals that a mere 1% of our graduates and post-graduates are employable. This is slightly better for professional graduates. Our own experience in recruiting candidates reveals this amply. About

10000+ graduates/post graduates when assessed on four simple counts – writing 50-100 words in mother tongue about one self; reading a passage (in mother tongue) and responding to direct questions; translating a simple 2-3 sentences; and simple arithmetic problem – most of them could not score a minimum grade. Surprising but that is the reality we are living with.

Thus, we are constrained by competent human resources in general and in livelihoods domain in particular. We need to build livelihoods workers at the community level and at higher levels. We need them to be part of the people's institutions. We need them to provide services to poor for a reasonable fee. We need them to launch and manage enterprises that pool, process and market the produce and services of the poor and vice-versa. We also need the community leaders with commitment and competence.

Then, the livelihoods we are talking about are of the community. The community should be taking the decisions. Before that they need to be privy to the integrated 'livelihoods' knowledge (within the community and outside). This integration, deeper analysis together with community and facilitation for evolving choices for the people, matters and livelihoods workers are required for this. Then the livelihoods workers are required to assist them in implementing their decisions.

Therefore, Livelihoods Orientation has to become a state, national, and global campaign to reach out to the poor and the people who work with and/or for the poor. Even the non-poor and the people who have the capacity to work with the poor have to be reached out.

We need to remember, 'Daridra Narayana' will not remain forever. S/he is bound to come out sooner or later. Then, s/he will put her third foot on the heads of all those persons who have not supported although they are in a position to support (that is, most of us).

Narayana elaborates to the confused (or is he feigning confusion?) Arjuna - one is considered the best yogi who regards every being like oneself, and who can feel the pain and pleasures of others as one's own. And he goes on to emphasize - the yogi-devotee - who lovingly contemplates on the people with supreme faith, whose mind is ever absorbed in them, who develops the plan of action to serve them and who facilitates/ensures implementation of those plans - is the best of all the yogis.

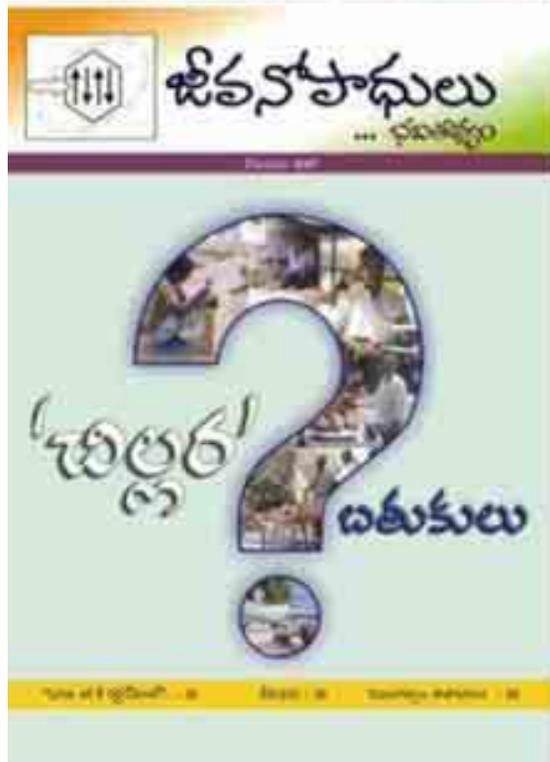
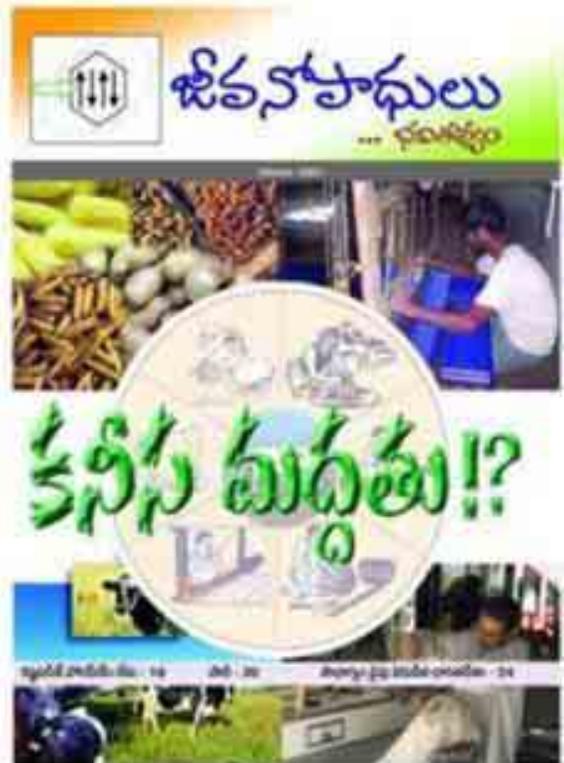
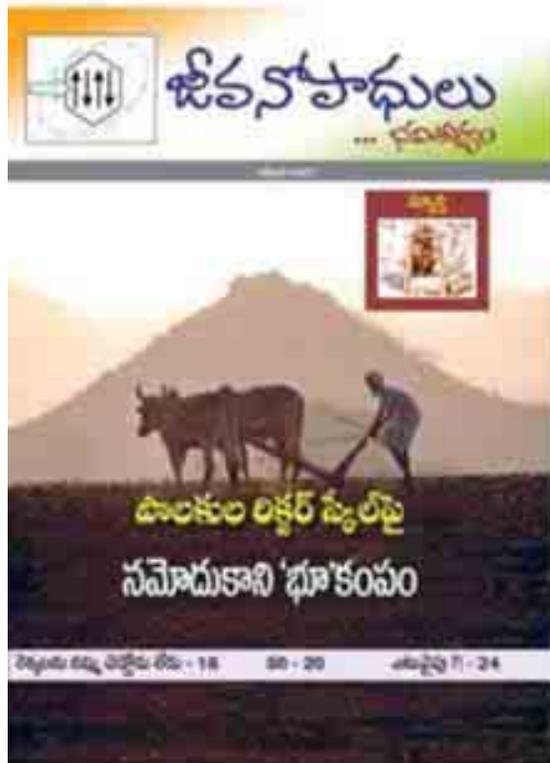
Further, he points out that a person is said to have attained yogic perfection when he or she has no attachment to the fruits of work, at the same time on track without losing focus on the intent/vision/mission.

Thus, to practice yoga, one needs to know and remain committed to loving, with inner purity, without fear, to seek and to give. Importantly, our path has to practice to seek appreciation of the reality and its projected future and develop plans for action together with the communities. As we progress on this path, we contribute more effectively to our own salvation.

Come with us into the world of yoga – the practice of action with knowledge and wisdom. For our learning, security, and prosperity. ☺

**G Muralidhar**

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