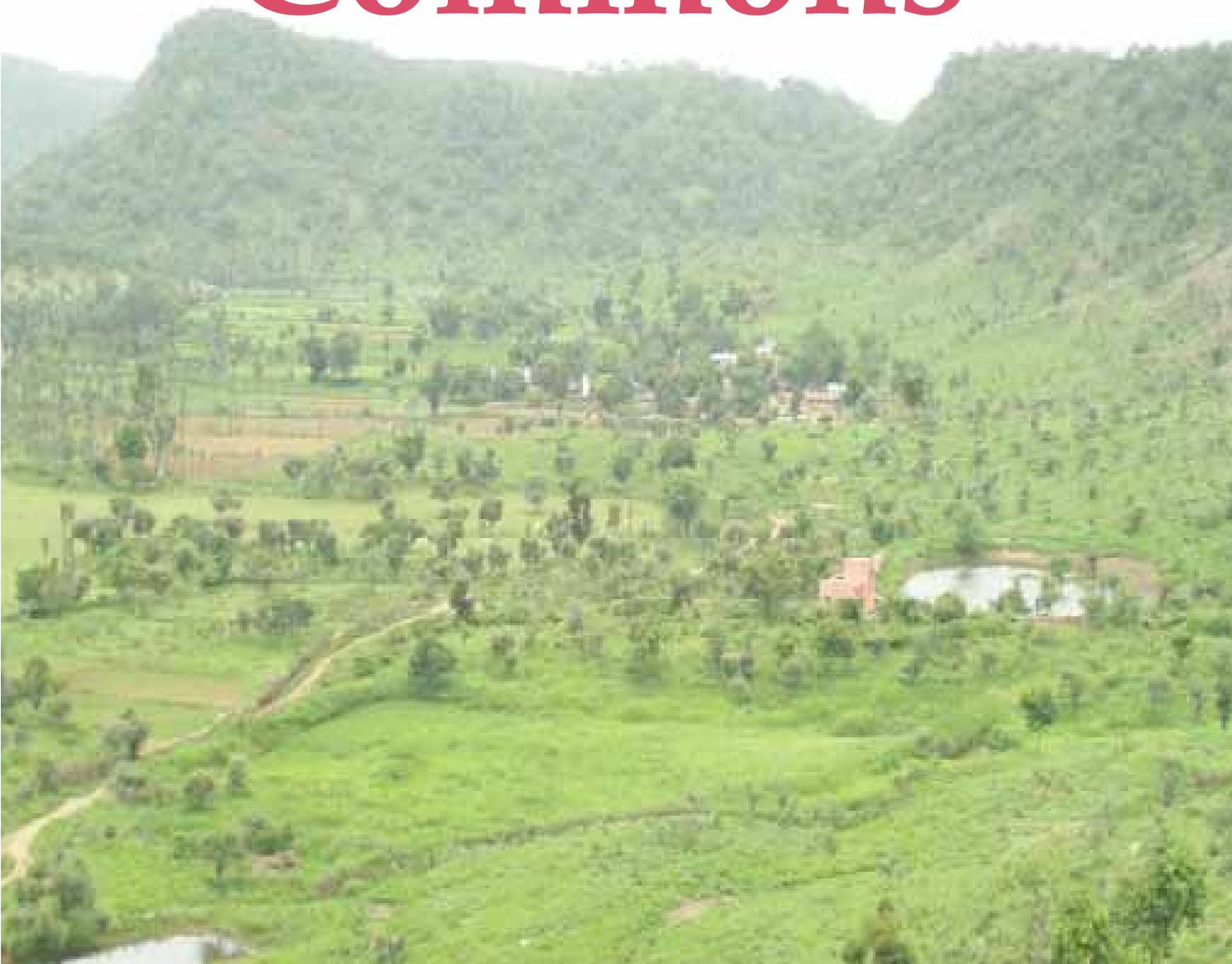


# livelihoods

*today and tomorrow*

February 2011

# Commons



Let Us Argue and Learn!-9

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Budget Season! Middle gets some marginal benefit. Senior Citizens are five years young now. Connectivity – broadband and connecting roads get allocations.

Happy Sivaratri!

Telangana non-cooperation movement!

JPC for 2G scam! Parliament back into action!

Let us love the world and serve. Let us work for increased social justice. Let us think to speak to act.

Entire universe was the common good of the life in the world. All life has rights to it, once upon a time. Gradually, human beings have taken control on most of it limiting access to others. In fact, they started owning other life. Men went about owning women! Groups of human beings went about owning slaves. Gradually, individual acquired properties. Public good has become private patent. But, still the sun is common. The air is common. The blue sky is common. The 'God' is common. In many a place, the coast is common. The hill is common. The forest is common. Theoretically, entire land and, water, the flora and fauna belong to the state. Slowly, universal commons are dwindling. Communal commons are still visible. New collective commons are emerging. Culture continues in the category of commons. The languages!. The unpatented knowledge of the common people! The practices of the people in traditional livelihoods! The open source software! The spectrum that is not sold out (by the state)! The museums! The palaces! The tanks, cascading tanks, the institutions that protect them! The religion, the sects, the pantheons, the spiritual books! The Himalayas, the glaciers, the rivers! The books, the songs, the folk songs, the dance forms, the cassettes – audio and video, the youtubes, the web portals and channels! The poverty, the institutions of the poor, their efforts, their activists, their social capital, the case studies! The civil society! The support structures! Local government, government, judiciary! Philanthropy, Charity! The list goes on!

International Association for the Study of Commons includes Knowledge (indigenous, scientific and modern), Culture, State and people's Institutions, Genetics, Policy framework, Art forms and traditional occupations and State itself.

While commons are disappearing at a fast pace, the poor still depend significantly on the commons, about 30-40%. Some of them are fast encroached and the pace of privatization of commons is the fastest, partly attributable to the tragedy of commons! Some of us are good users of commons but we do not contribute to their management, maintenance and development. Also, it is time we give the ownership back to the communities.

In this context, 'livelihoods' explored 'commons'.

Design principles of institutions fame, Nobel laureate Elinor Ostrom brought commons on to the forefront. Rural Innovation Network shows a way for innovation to reach the market. Enterprising but commonplace specialized street food centres that make and sell 'chat' and related food serve the need of evening snacks all across. Chilika Development Authority 'protects' the ecosystem of Chilika brackish water lagoon. Ramaswamy Elango led 'Gram Swaraj' in action in Kuthambakkam Panchayat as its Sarpanch and now he is taking the same to the entire cluster and in Tamil Nadu. CAPRI's 'Resources, Rights and Cooperation' is an authentic source book on Commons and Collective Action.

With the understanding that oriented and committed human resources are the key to poverty reduction on scale, I remain thinking of ways to getting more of them for being useful.



G Muralidhar

the 'livelihoods' team

**‘livelihoods’ team**

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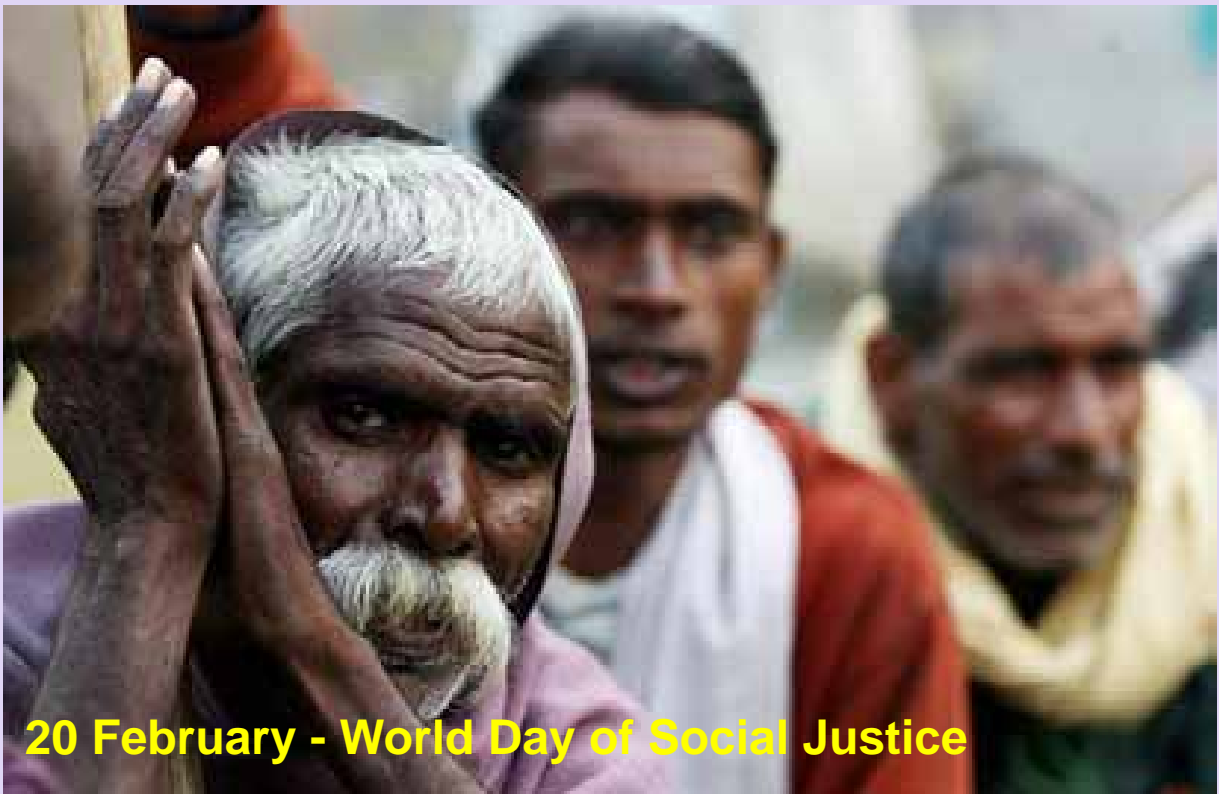
## Response



Thank you for sharing the Livelihoods January 2011 edition. I deeply appreciate the efforts of Akshara Team for bringing out the newsletter regularly with quality information of diverse fields. I found the articles on food security and oil seeds production are very informative and useful. I can understand the time and effort that needs to be invested to get such wealthy articles with supporting data. I wish the Akshara Network all the best in their untiring journey of educating development workers, agencies and academia.

Ramesh Babu

## Social Justice - Still Awaited!!



### 20 February - World Day of Social Justice

80% of the World's people lacking access to social protection.

200 million people are unemployed worldwide, including nearly 80 million youth .

The number of workers in vulnerable employment – some 1.5 billion.

630 million working poor living with their families on \$1.25 a day or less.

World's poor are waiting for long to get good quality education, to have access to basic health services and to have opportunities to get decent employment.

These people are demanding social justice and their due share in the development of the Nations. And we should not ignore that  
**Justice Delayed is Justice Denied.**

**MFI Loan Pricing Data in Public Domain, Andhra Pradesh:** The pricing data for microfinance loans, providing a complete picture of the interest rates, from 82 MFIs in the country is now available in the public domain, according to Micro Finance Institutions Network (MFIN). MFIN sponsored the 'Transparent Pricing Initiative in India' in early 2010 along with Standard Chartered, Citi Foundation and Michael & Susan Dell Foundation. The project coming to fruition is a big step forward in MFIN's ongoing efforts to promote greater transparency in pricing data, according to a MFIN press release issued. Data collected from participating institutions account for approximately 80 per cent of the estimated total Indian market measured by gross loan portfolio and 77 per cent of active borrowers.

**Procurement Prices of Milk to be Hiked, Tamil Nadu:** The State government decided to hike the procurement prices for cow milk and buffalo milk by Rs. 1.36 per litre and Rs. 0.80 per litre respectively. The existing rates are Rs. 16.64 per litre for cow milk and Rs. 25.2 per litre for buffalo milk. After the revision, which would come into effect, the rates would be Rs.18 and Rs.26. The rates were previously revised in January. At that time, the government increased the per litre prices by Rs. 1.1 for cow milk and Rs. 2.2 for buffalo milk.

**Free Education is Part of Right to Life, Supreme Court:** Providing free and compulsory education is intended to allow all children in the age group 6-14 live with dignity, which is a facet of "right to life" under Article 21 of the Constitution, the Supreme Court said. A three-judge Bench of Chief Justice S.H. Kapadia and Justices K.S. Radhakrishnan and Swatanter Kumar was hearing arguments on petitions challenging the validity of the Right to Education Act, under which every

child aged 6-14 shall have free and compulsory education in a neighborhood school till the completion of elementary education.

**Implement New Schemes for Farmers, Karnataka:** The Union Government has launched two new schemes, the Mahila Kisan Sashaktikaran Yojna and Farmers Self Help Groups, to enable farmers to avail themselves of financial assistance extended by the Government and develop skills. These two schemes would help provide assistance to the agriculture sector, allowing technology transfer from laboratories to fields. They would also help farmers become self-reliant. A recent survey by the Centre pointed to nearly 40 per cent of agriculturists shifting to other vocations due to increased cost of cultivation and losses incurred by them. This trend can be reversed with the introduction of such schemes.

**Farmers Facing Threat to Livelihood in Tamil Nadu:** Farmers in a few villages in Chennimalai block of Erode are facing serious threat to their livelihood due to the indiscriminate discharge of untreated effluents from the textile processing units into the agricultural lands. The continuous discharge of untreated effluents polluted the groundwater in Chinnapidariyur, Murugampalayam, and a few other villages in the block to a greater extent. The effluents had affected hundreds of acres of fertile

lands in the villages. "We are witnessing a drastic fall in crop productivity in the recent years," farmers said. Many farmers had already quit their profession and migrated to urban areas in search of jobs. "If the situation continued, all of us would lose our livelihood," farmers pointed out.

**Soaring Food Prices Push 44M into Poverty:** The number of poor people in the developing world has reached 44 million since June due to surging food prices, according to the World Bank. In a Feb.15 news release, World Bank President Robert B. Zoellick said food prices are approaching "dangerous levels," driving millions into poverty and "putting stress on the most vulnerable, who spend more than half of their income on food." The World Bank's latest Food Price Watch report indicates that global wheat prices doubled between June 2010 and January 2011, while maize prices rose 73 percent. The bank's food price index, meanwhile, climbed 15 percent from October 2010 to January 2011, which is 29 percent higher than the level a year ago. To address the situation, the bank is recommending the expansion of nutritional and safety net programs in countries seeing the most dramatic spikes in food prices. It also reiterated the need to avoid food export restrictions, as well as underscored the importance of investing in agriculture and developing less food-intensive bio fuels.

**Innovation Awards To 5 NGOs on Women's Empowerment (International):** EdelGive Foundation marks third year of impacting lives of women across India by presenting awards to five outstanding NGOs for their innovative work in the areas of Health and Well-Being, Education, Livelihoods, Governance and Social and Cultural Rights of women. The five winning NGOs include Jan



Chetna Manch (Health and Well-Being), Foundation to Educate Girls Globally (Education), Prajwala (Economic Security & Livelihoods), The Hunger Project (Governance) and STEPS Women Development Organization (Socio-Cultural Rights). Prize money of Rs 50 Lakh will be awarded to the winners.

### **Need to Converge Various Social Schemes- Says Economic Survey**

**2011:** The government needs to work on how to better converge various social schemes without duplication to effectively address the issues of unemployment and poverty, the Economic Survey 2011 said. Focus must also be given to firming up policy structures for effective implementation of programmes as fund allocation increases, it added. While the government has increased budgetary allocation for anti-poverty and employment generation schemes, the survey said: "Policy structures need to be firming up to facilitate effective implementation of the programmes and for better results in outputs." In this regard, it noted that the government has promoted schemes like the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and National Skill Development Mission with an aim to generate more employment in the country. However, the government now needs to formulate inclusive plans to bridge regional and economic disparities, as well as address the lack of basic health and education across the country, it said.

### **India Needs to Increase GDP by 4-10% to Eliminate Diseases:**

The global burden of non-communicable diseases causes 8 million deaths in the South East Asia region alone posing a serious threat to countries like India which needs to increase its GDP by 4-10 per cent to eliminate these diseases. According to the

World Bank, non-communicable diseases such as cancers, diabetes, cardiovascular diseases and chronic respiratory diseases cause 3 out of 5 deaths in South-East Asia Region, some 8 million people annually. Since these diseases are closely linked to poverty, they pose a serious public health threat to the region and also impede development. For instance in India, eliminating non-communicable diseases would increase the GDP by 4-10 per cent, according to the World Bank.

### **Muslims Left Behind in Gujarat's Growth Story:**

In a study titled "Relative Development of Gujarat and Socio-Religious Differentials", economist Abusaleh Shariff used the NSSO, NCAER's human development data and the Sachar Committee report, among others, to tabulate the status of Gujarat's Muslims. "Estimation of poverty by social group is rare, but the NCAER survey data, and NSSO, allow for such estimates," says Shariff, also chief economist at National Council of Applied Economic research (NCAER). Disturbingly, and surprisingly, says Shariff, Gujarat's levels of hunger are high alongside Orissa and Bihar, with only Jharkhand, Chhattisgarh and Madhya Pradesh having higher hunger levels. Urban poverty among the state's Muslims is eight times more than high-caste Hindus, 50% more than OBCs. Muslims are educationally deprived: despite 75% enrolment of Muslim children in primary school, a mere 26% reach matriculation. This is against 79% enrolment of 'others except SCs/ STs', 41% of who make it to matriculate levels. Concluding that Muslims in Gujarat face high levels of discrimination and deprivation, Shariff adds, "Even on roll-out of NREGA, Gujarat is at the bottom of the pile."

### **Sitaram Jindal Announces Huge Prize for Nobel in India:**

The Aluminium Magnate Sitaram Jindal

has announced five annual prizes of Rs 1 crore each on behalf of Sitaram Jindal Foundation to people working in the categories of rural development and poverty alleviation, health including drugless therapy, education with an emphasis on moral fortification, science, technology and environment, and peace, social harmony and development. A jury comprising reputed names such as Justice J.S Verma, former Chief Justice of India; K. Kasturirangan, former ISRO Chairman; Kiran Karnik, former chairperson of the NASSCOM; Sudershan Agarwal, former Governor of Uttaranchal and Sikkim; and MP journalist H.K. Dua would do the preliminary screening of the nominations put forth by individuals/institutions from all walks of life. The last date for nomination is April 30, and the results will be announced in September-October.

### **Cost of Living in Rural Orissa is One of the Lowest in the Country:**

Cost of living in rural Orissa was one of the lowest in the country even as the state government claimed reduction in poverty by 11.73 between 2004-05 and 2007-08. This was part of the Economic Survey 2010-11 report presented at the state assembly. "The cost of living in urban Orissa also used to be lower than the rest of India in the past. This is, however, no longer the case," the report said. The rural-urban poverty gap remains larger than all India average. While coastal region registered the sharpest decline of poverty according to 61st round of NSS (national sample survey), the extent of poverty in southern and northern regions is still very high and remains a matter of concern, it said. Pointing out that the state witnessed wide range of regional and social disparities in development, the report said that all regions have not developed uniformly. ❖

# Understanding ‘Commons’ - Elinor Ostrom

***Poor people of the world mostly live on Common Property Resources (CPRs). Elinor Ostrom has stood on the side of these poor to challenge the conventional wisdom and to argue that the CPRs can be successfully managed by the users themselves without any government regulation or privatization.***



Elinor Ostrom was born in Los Angeles on 7<sup>th</sup> August, 1933 to Adrian and Leah Awan. After completing her school education at Beverly Hills High School, Elinor took a BA degree in Political Science in 1954 from University of California; Los Angeles (UCLA). It was not so easy for her to reach that stage. As she was born in a poor family, she taught swimming to earn

funds to make her way to college. Even after admitting into the college, she worked at a library, at a dime store and at a book store to meet her education needs.

After her graduation, Ostrom worked as an Assistant Personnel Manager for a law firm in Boston for 3 years. Then she returned to Los Angeles and joined the personnel office at UCLA where she decided to get her Master's degree and enrolled herself for the same. She was awarded an MA degree in 1962 and a PhD in 1965.

In graduate school, Ostrom met fellow political scientist and like-minded individual Vincent Ostrom whom she married later. During her post graduation, Ostrom participated in a research team studying the water industry in Southern California based on some of the initial framing by Vincent Ostrom, Charles Tiebout, and Robert Warren (1961). Several of the graduate students working on this project undertook efforts to analyze the political economy of a group of groundwater basins in Southern California. She was assigned to study the West Basin, which underlay multiple cities along the coast of the Pacific Ocean. Without knowing she was studying a common-pool resource problem, she became very familiar with the kinds of problems that users of a common-pool resource face in trying to manage such a resource.

After Ostrom finished her dissertation while Vincent worked with the think tank Resources for the Future, they relocated to Indiana University, Bloomington in 1965, where Vincent accepted an offer from the political science department. Later Elinor was also invited to the University as a Visiting Assistant Professor to teach Introduction to American Government. The position eventually evolved into a full time, tenured track position.

One of the first projects Ostrom undertook at Indiana University was an examination of an urban resource arguably as valuable as water: the police. After fifteen

years of extensive research on police industry structure and performance, Elinor returned to studying the commons. By that time Elinor and Vincent established an effective research center with a different philosophical foundation during the early 1970s. They have delved deeply into how institutional arrangements affected performance of urban police agencies, irrigation systems, and forest resources. Curious individuals arrived from all corners of the university and beyond, and today the Workshop encompasses fields such as business, anthropology, and biological sciences. In 1981, the Workshop reached an international stage after Ostrom and her husband had the opportunity to spend some time at the Center for Interdisciplinary Research in Bielefeld, Germany.

while the first journey to Bielefeld cemented the Workshop's far-reaching status, Ostrom's second trip in 1988, at the invitation of Nobel-winning economist Reinhard Selten, paved the way for her own groundbreaking work, at least in terms of public recognition. Ostrom had participated in a National Research Council study of common-pool resources, shared goods such as watersheds, irrigation systems, and fishing grounds. Through the project, she had collected a vast number of examples of shared resources from across the globe.

Ostrom desired goal was to compare how different common-pool resources were managed at local levels and to hopefully uncover the rules that defined successful common-property arrangements. Her 'design principles' have become the new ways for institutions for shared/common resources. In 1990, her collected efforts appeared in her book *Governing the Commons*, a work that once again set aside conventional wisdom that either privatization or government control was the best arrangement for managing common property.

On the heels of *Governing the Commons*, Ostrom began examining specific types of common resources in more detail. She cautions against single governmental units at global level to solve the collective action problem of coordinating work against environmental destruction. Partly, this is due to their complexity and partly to the diversity of actors involved. Her proposal is that of a polycentric approach, where key management decisions should be made as close to the scene of events and the actors involved as possible.

In 2009, Ostrom became the first woman to receive the Nobel Prize in Economic Sciences. The Royal Swedish Academy of Sciences said Ostrom's 'research brought this topic from the fringe to the forefront of scientific attention', "by showing how common resources-forests, fisheries, oil fields or grazing lands, can be managed successfully by the people who use them, rather than by governments or private companies". ❖

## Villgro (Rural Innovations Network)

***Villgro, formerly known as Rural Innovations Network, aims to enrich lives by enabling innovations to reach the market. Villgro identifies innovative ideas created in rural India, incubates them, and then helps them to scale as marketable products.***

Many interesting innovations happen at micro level. As 70% of the country's population live in villages, thousands of grass root level innovations are invented to find creative solutions to meet basic needs for food, shelter, sanitation and others. Whether it is a remote village or overcrowded



slums, creative and intelligent entrepreneurs build new technology or systems of management and production to ease their business or better their profits.

Most of these innovations normally don't attract world attention or required encouragement. The creativity is not sufficiently tapped to be scaled up to reach wider market. It is in this light the efforts made by the National Innovations Foundation and its partners are commendable.

One such partner is Villgro, which has special focus on documenting and encouraging innovations that happen in rural areas. It is a non profitable organization established in 2001 as Rural Innovations Network. Villgro has its base at Chennai and identifies grass root level rural innovators and provides them necessary space, technical support and resources to develop it further and for production enhancement. By doing this it aims to provide substantial means to improve income of the rural households. They primarily encourage innovations that make use of locally available material that are in abundance and to process it goods that have high consumer value.

Villgro identifies innovations that are done and exhibited in engineering colleges in Chennai, agriculture universities, research institutions, patent offices, local fairs, exhibitions and banks. When it is identifying innovations it looks at the scalability and marketability of such products apart from technical feasibility. Though it is appreciative of the enthusiasm of the innovators it selects only such innovations that can be produced numbers required by

market.

Once such innovation is identified, next step is to identify all the support required by the innovator to bring it to the market. In its experience it has found that most innovators are not good entrepreneurs, so they seek support in various aspects like getting patents, market study, providing market linkages, technical feasibility test, helping innovators to sell their prototype to business houses. Improvising the innovation which is mostly presented in the crude form is yet another crucial role that Villgro plays. It requires a lot of engineering work. This is the crucial and most challenging aspect.

Villgro formulates and implements diverse programs to help the innovators to further fine-tuning and marketing their innovations. With programs such as Pre-Incubation Program (PIP), Lemelson Recognition and Mentoring Program (L-RAMP), Samruddhi (last mile outlets), Knowledge Management (KM), User center Innovative Design (UCID), Talent Development Program (TDP) etc Villgro brings together designers, fabricators, patent attorneys, market researchers, lab testing agencies, subject matter experts, mentors, social entrepreneurs, government and investors for the innovator to make his ideas into reality.

Villgro offers wide range of services to the incubates starting from seed funding to product design facilitation, field/ lab trial facilitation, pilot marketing services, facilitation of IP and Patenting services etc. Villgro also presents awards to committed innovators in different categories such as Grassroots Innovator, Incubator, Media House, Social Enterprise, Journalist and Lifetime Achievement etc.

Since 2001, Villgro has tapped into the experience and wisdom of rural farmers to successfully create close to 1,500 products for local users. Villgro has impacted more than 3.6 lakh lives so far.

Linking indigenous knowledge of the grassroots to various institutions and providing market opportunities is crucial for sustainable growth in India. Villgro is acting as a vital link between the innovators and the market. With its rigorous four step process of screening, incubating, transferring and marketing the innovations, it is providing timely and feasible help to the innovators to the innovators who does not have the time, money or knowhow to change their ideas into a market ready form. Innovations hold the key for growth in a rapidly changing market situation and Villgro is unlocking the grassroots innovations to play a key role in the growth of the country. ❖



# Let Us Argue and Learn!

Happy Valentine's Day! Happy Sivaratri!

Happy Budget!

Corruption continues to surface!

Egypt is showing the way to the world to fight tyrants, corruption etc.

JPC on 2G Scam! Telangana stirs go on - non-cooperation in action!

World Day of Social Justice (20 February) and World Thinking Day (22 February) went by. International Women's Day, World Consumer Rights Day, International day for the Elimination of Racial Discrimination and World Day for Water are awaiting us in March. Of course, we look forward to Holi too!

Union Budget is just presented. Early reports indicate –

- \* We are Senior Citizens at 60 and very Senior Citizens at 80. Pension to poor very senior citizens is Rs.500 per month from Government of India.
- \* Kerosene, Fertilizers and LPG subsidies will flow to the households directly.
- \* Plan is to set up 'India Microfinance Equity Fund' of Rs.100 Crore with SIDBI and 'Women's SHG's Development Fund' with a corpus of Rs.500 Crore.
- \* The corpus of Rural Infrastructure Development Fund (RIDF) is to be raised to Rs. 18,000 Crore from Rs.16,000 Crore for exclusive investments in warehousing.
- \* Rs.5000 Crore are earmarked for incremental lending to Micro and Small enterprises.
- \* Rs.3000 Crore are allocated for giving to Handloom Weavers' Cooperatives.
- \* RKVY allocation to increase marginally to Rs.7860 Crore.
- \* Proposals to launch *National Mission for Protein Supplements and National Mission for Sustainable Agriculture are on the anvil.*
- \* *Agriculture Credit flow is expected to touch Rs.475000 Crore.*
- \* *17% increase in social sector allocation, amounting to Rs.160,000 Crore (36% of the plan budget)*
- \* *National Food Security Bill is expected*

\* MGNREGS would offer a real wage of Rs.100

\* National Skill Development Council gets more allocation.

\* Education and Health get increased allocation.

The month that went by continued to explore making human resources available at various levels for rolling-out livelihoods agenda in various contexts across the length and breadth of the country. Continuums, Commons, Farming, Weaving, Institutions, Innovations, Wage, Job and Self-employment, Enterprises and Sustainability take our thinking, time, energy and effort.

What needs to be done for the original entrepreneurs of the land, farmers? Huge variety – landed, landless, leased-in, irrigated, dryland, fertile, not-so-fertile, 3-crops, 2-crops, one crop, big, medium, small, marginal, progressive, not-so-progressive, variety of crops, long-duration and short-

duration, horticulture, fruits, vegetable, cereals, perishables, cold storage, storage, transport, local, export, fodder, local value-addition, small animals, large animals, milk, meat, leather, eggs, marine fisheries, inland fisheries, prawns, boat

owners, catamaran owners, seed producers, fishing suppliers, so on and so forth. Minimum support price? direct market?

Can we ask only budgetary support? Can we ask only plan allocation? Can we collectivize? Can we work on the value chain? Can we offer support to reduce risks?

Can we go completely organic? Can we achieve economies of scale? Can this be beginning with the existing universal institutions of poor women? Do we need special purpose vehicles?

Can we relocate the reluctant farming entrepreneurs? Can they be employed? Can they be self-employed? How do we counsel them? How do we nurture them?

Are the savings the way out for the poor? Is the education way out? Do the bank linkages help? Do the MFIs help? Do the skills help? Does the market be friendly to the poor? Do the social entrepreneurs really help the poor?

If a Central Training Authority comes, will that help? Can NIRD rise to the challenge? Do we need more of them? Can we expect other institutes to pitch in?

We know that asking questions is the first step in finding solutions. Let us argue. Spend some of our time in raising questions that matter. That is the way to **build the movement of learning and sharing our learning.** ❖

## Perspectives

G Muralidhar

## Commons

"The President in Washington sends word that he wishes to buy our land. But how can you buy or sell the sky? the land? The idea is strange to us. If we do not own the freshness of the air and the sparkle of the water, how can you buy them?" – Chief of Seattle.

The Chief of Seattle saw the coming of the gradual decline of the commons and the emergence of societies based on private property. In the beginning it was all commons. Later on, commons continued to play a greater role in meeting the needs of people especially of poor. However, these common resources and common property resources are declining gradually causing a great threat to the lives and livelihoods of poor. 'livelihoods' made an attempt to understand the commons from the perspective of poor and explored the ways and means to conserve them..



Civilizations since times immemorial evolved and thrived on the economics of Common Property Resources (CPRs). However the emergence of the concept of private ownership of natural resources saw the gradual decline in the CPRs and this decline is sadly quite rapid in the 21<sup>st</sup> century. "Development" in this century, as perceived by many, can happen only at the cost of losing commons. Unfortunate perception indeed!

Lot of debate continues to exist on what constitutes the commons. To a large extent common property resources get defined based on the context in which they exist. However, broadly speaking, common property resources include all such resources that are meant for common use of the villagers. These resources are accessible to and collectively owned/held/managed by an identifiable community and on which no individual has exclusive property rights. These include all resources like village pastures and grazing grounds, village forest and woodlots, protected and un-classed government forests, waste land, common threshing grounds, watershed drainage, ponds and tanks, rivers, rivulets, water reservoirs, canals and irrigation channels. NSS data classifies CPR products as fuel wood, fodder and others which include manure, fruits, roots and tubers, vegetables, gums and resins, honey and wax, medicinal plants, fish, and leaves and weeds. According to the survey conducted by NSS approximately 58 per cent of total CPR product collections are fuel wood collections. Fodder constitutes 25 per cent of collections and 17 per cent is classified as 'others'.

CPRs play an important role in the rural economy and benefit its population in a number of ways. The fuel wood and shrubs available from them are used for cooking and heating; grass, leaves and shrubs are used as animal fodder, bamboo, small timber and palm leaves for housing and a variety of fruits, vegetables and fish, for sustenance, particularly during the lean seasons. CPRs also contribute significantly to private-property based farming as well as to the household enterprises. These provide irrigation water,



mulch and manure for cultivation, raw materials and common pastures for grazing. Nearly half of the rural households collect some material or the other from CPRs. According to NSS 54<sup>th</sup> survey, the average value of annual collections per household from CPRs works out to Rs.693, which amounts to 3% of the average consumption expenditure of a rural household. Apart from collection of materials, rural population derives benefits from CPRs in many other forms. The rural households use CPRs for grazing their livestock. Many households use water resources like tank, wells and tube wells owned by village panchayat or a community of the village or those provided by the government and government canals, rivers and springs, for irrigating their land. This clearly demonstrates the important resource-supplementing role of CPRs in private-property based farming.

Another interesting dimension to CPRs is its availability and usage variations based on the agro-climatic zones in which they exist. For instance the availability of CPR land is relatively high in arid and semi-arid regions and low among the agriculturally developed areas of the country and is endowed with rich and fertile soil. The CPR dependence in places like Rajasthan is less in terms of collection and more in terms of grazing. The forest-dependent hill economies mostly depend on the commons for fuel wood and other NTFP collections. The landless are by and large the most dependent on CPRs and CPR products across agro-climatic zones. While some commons are conducive for collective proprietorship others are not. For instance steep land where rainfall is scattered may not be suitable for most agricultural purposes but can be good for pasture and forests if combined into large parcels. This requires developing communal property rights to large parcels of such land.

In the pre British India, a very large part of the country's natural resources was freely available to the rural population. These resources were largely under the control of local communities. Gradually, with the extension of state



accounted for as much as 44 per cent of India's geographical area; today is mere 15 per cent or less and it continues to decline at nearly 2 per cent annually. In spite of these disheartening trends, CPRs still play an important role in the life and economy of the rural population. Protecting and managing them through multiple and varied community-owned systems is imperative.

The study of the commons has recently gained in stature and impact globally. The most significant has been the Nobel Prize for Economics that was awarded in 2009 to American academic Elinor Ostrom for her work on economic governance related to common property. Ms Ostrom was honored for her work that demonstrated how common property can be successfully managed by user associations. The Nobel committee noted that Ostrom "has challenged the conventional wisdom that common property is poorly managed and should be either regulated by central authorities or privatized. She observes that resource users frequently develop sophisticated mechanisms for decision-making and rule enforcement to handle conflicts of interest, and she characterizes the rules that promote successful outcomes".

control over these resources and the resultant decay of community management system, CPRs available to the villagers declined substantially over the years. The introduction of land reforms in 1950s considerably reduced the area of common property resources. Consequently the pressure on the remaining commons increased due to reduced area and increase in population growth. Increased pressure in turn led to overexploitation and degradation leading to further decline of the commons. As concern for the protection of natural resources mounted during the 1960s, many developing countries including India nationalized all land and water resources that had not yet been recorded as private property. The institutional arrangements that local users had devised to limit entry and use lost their legal standing. At the same time the national governments lacked monetary resources and personnel to monitor the use of these resources effectively. Thus, resources that had been under a de facto common property regime enforced by local users were converted to a de jure government-property regime, but reverted to a de facto open-access regime. When resources that were previously controlled by local participants have been nationalized, state control has usually proved to be less effective and efficient than control by those directly affected. Therefore, today, in almost all parts of the country, the villagers have a legal right of access only on some specific categories of land and water resources.

Private property is viewed by many as superior to common property in the context of issues related to efficiency, equity and sustainability. It is considered by most economists to be an essential ingredient in economic development due to the incentives associated with diverse kinds of property relationships. According to proponents of private property a farmer who owns his own labor, land and other factor inputs, for example, is likely to see a direct relationship between investments and the level of benefit achieved over the long term.

A farmer who belongs to an agricultural production cooperative, on the other hand, may see only a loose

In addition to the above couple of others trends have negatively affected the commons of late. The assaults on CPRs, both by state and the private sector, have become intense on account of "development imperatives". Secondly, conflict over the appropriation of common resources, particularly those belonging to indigenous communities, has become more frequent, leading to violent confrontation at times. According to the Center for Science and Environment (CSE), CPRs are degrading at an alarming rate thus depriving the local communities of their CPR which contribute substantially to their livelihoods. In 1900's CPRs



Pani Panchayat is a voluntary activity of a group of farmers engaged in the collective management (harvesting and equitable distribution) of surface water and groundwater (wells and percolation tanks). Pani Panchayat is the name first given to a movement by Mr. Vilasrao Salunke for motivating farmers of Naigaon village of the drought-prone Purandhar taluka of Maharashtra in 1974. Land was taken on lease and a recharge pond was developed. A dug well in the discharge zone and a lift irrigation system was set up.

The farmers devised some principles and protocols for water management and demand management including –

- \* Only *community irrigation* schemes
- \* Decoupling the water and land rights; landless people were also given water right (through lease of land to landless people) leading to increased productivities of land, water and people.
- \* Water distribution on per capita basis, for maximum of 2.5 acre land
- \* Ban on water intensive crops like sugarcane and banana.
- \* 20 per cent contribution by community.
- \* No individual wells in the command area.

Restriction on sale of land; wherever land was sold, irrigation right was not passed on to the buyer.

Pani Panchayat principles covered equity, demand management, rights of landless, community participation and sustainability of the resource. Its structure comprised of water user group for each lift irrigation scheme which in turn had a representation in the village level Pani Panchayat; monthly meeting of the committee to review, plan work and resolve conflicts; collection of pani patti etc.

connection between personal contributions and benefits. The more individuals in a society whose work is only loosely connected to their benefits, the more pervasive an attitude of free riding can become. If everyone tends to free ride on the work of others, overall economic productivity will be low. Common property regimes are, therefore, presumed by many economists to be inefficient.

One argument of this school focuses on rent dissipation. This is because no one owns the products of a resource until they are captured. Therefore everyone engages in an unproductive race to capture these products before others do. The second is the high transaction and enforcement costs expected if communal owners were to try to devise rules to reduce the externalities of their mutual overuse. The third is low productivity, because no one has an incentive to work hard in order to increase their private returns. R Smith goes to the extent of saying that 'the only way to avoid the tragedy of the commons in natural resources and wildlife is to end the common property system by creating a system of private property rights'. Many argue that common property resources are remnants of the past and likely to disappear. But recent studies and findings challenge this premise.

Ostrom's work in Nepal and several initiatives in various developing countries have proved that management of commons by the local communities is far more superior and successful in terms of design and operation than agency-managed systems. This requires setting up of some systems, norms and rules, defining some rights and responsibilities based on the local socio-economic,

ecological and cultural set ups. These rules or norms thus defined cannot be rigid frameworks but have sufficient room for adaptation to changing circumstances based on evaluation. Because of the nature of the highly localized commons management systems, Ostrom calls for polycentric approaches to tackle the problem of commons. There can be no one best approach. At the base level there are commons which are not governed by any rules and access to them is free for all. This is what Garret Harding referred to in his famous work – *The Tragedy of the Commons* – 40 years ago. However, several case studies from across the globe suggest that commons can be successfully preserved, governed, managed and promoted with locally evolved rules in place.

Devising property regimes that effectively allow sustainable use of CPR requires rules that limit access to the resource system and other rules that limit the amount, timing, and technology used to withdraw diverse resource units from the resource system. Schlager and Ostrom identify five property rights that are most relevant for the use of commons including access, withdrawal, management, exclusion, and alienation.

- \* Access: The right to enter a defined physical area and enjoy non-subtractive benefits (for example, hike, canoe, sit in the sun).
- \* Withdrawal: The right to obtain resource units or products of a resource system (for example, catch fish, divert water).
- \* Management: The right to regulate internal use



patterns and transform the resource by making improvements.

- \* Exclusion: The right to determine who will have access rights and withdrawal rights, and how those rights may be transferred.
- \* Alienation: The right to sell or lease management and exclusion rights

For managing the commons Ostrom suggests seven categories of rules can that either be made by the community or an external agency for assigning rights and responsibilities to the users of the resource –

- \* First, there are boundary rules about who are the relevant stakeholders - for irrigation systems they could be the land owners in the command area.
- \* Second, there are position rules about the appointment of monitors or guards to ensure compliance.
- \* Third, there are allocation rules which for irrigation could be a fixed percentage of the available water, a fixed time slot for each user or a fixed order of use.
- \* Fourth, there are information rules about public knowledge on resource availability, infractions and so on.
- \* Fifth, there are aggregation rules which are essentially rules about how decisions can be made or disputes resolved.
- \* Sixth, there are fiscal rules about cost sharing or labour

obligations for maintenance.

- \* Seventh, there could be scope rules, for example about what the water can be used for.

For enhancing the performance of the communal property system it is important that the participants

- \* have access to accurate information about the condition of the resource and expected flow of benefits and costs at a low cost
- \* share a common understanding about the potential benefits and risks associated with the continuance of the status quo as contrasted with changes in norms and rules that they could feasibly adopt
- \* share generalized norms of reciprocity and trust that can be used as initial social capital
- \* are relatively stable and plan to live and work in the same area for a long time
- \* use collective-choice rules that fall between the extremes of unanimity or control by a few
- \* can develop relatively accurate and low-cost monitoring and sanctioning arrangements

Despite all the pulls and pressures on CPRs, decent initiatives have been made in India towards the management of various commons. We have pani panchayats, forest management groups, cooperative approaches for wasteland development etc.

CPRs in India are depleting at a fast rate. This is despite the fact that they play a significant role in supplementing the incomes of the poor in the country. Successful models of community-managed commons have emerged across the country but with increased government interference, increasing trends of globalizations and privatization community-managed commons are developing cracks within. Waste lands instead of being developed as CPRs are increasing shifting into the hands of private players in the name of development. Community cohesion is thinning. Once proven systems are now facing the threat of getting dismantled because of lack of readiness on their part to adapt successfully to the changing dynamics. However it is critical to appreciate the fact that CPRs are not only significant for people's livelihoods but also vital for ecological sustenance. Community-managed and governed CPR systems have worked in various settings. They need sufficient room to evolve locally and organically. Polycentric and not monoculture approach to CPR management is the only way forward. It is critical to rebuild the capacities of the communities to hold on to the existing, newly recognized and emerging commons and also maintain the inner flexibility to adapt. With 'commons' back in the limelight, we hope they will get their due place in development. ❖

## Chat Bandar

Suresh Yadav is currently running a Chat Bandar located on the opposite side of Santhosh Vidyanikethan at Pochampally in Nalgonda district of Andhra Pradesh. He migrated with family from Karnataka to Pochampally four years ago. Previously, he used to work at a hotel in Bangalore. He worked in the chat section, during which he received a salary of Rs.2500/- only. It was insufficient for his family maintenance. Moreover, his family faced many economical problems. Thus, he decided to migrate. For doing so, he took suggestions from his well wishers. They suggested him to go to Andhra Pradesh. So, his family migrated to Pochampally in Andhra Pradesh.

Suresh decided to set up a chat bandar in Pochampally. There were already many chat bandars for long time. But there was an exceptionally high demand for them because of the colleges, schools, bus stops, and hospitals around the area. Suresh had lots of experience in chat making. He started his investment with 20 thousand rupees of his savings. He bought a 4 wheeler cart, a kerosene stove, and bowls. With the help of his wife and brother, he started preparing gupchup( Paani puri), samosa, and tamarind water every day in the morning at home. In the initial stages, he faced some problems. He faced tough competition with the other chat bandars. In order to compete well, he increased the number of items in the chat bandar. He kept fresh items like onions, carrots, lemons, coriander leaves, and mint leaves for making chat.

Particulars	Amount Rs.
<b>Fixed Capital:</b> 4 wheeler cart, kerosene stove and bowls	20,000
<b>Monthly Expenditure:</b>	
Maida Flour (4kgs x Rs. 24 x 25days = 2400)	2400
Ravva (3kgs x Rs. 24 x 25days = 1800)	1800
Oil (3kgs x Rs. 65 x 25days= 4875)	4875
Paper plates bundle and spoons packets (3 b x Rs. 15 + 2 spoons p x Rs. 5 x 25days=1375)	1375
Vegetables (carrot, onion, lemons, mint, coriander Rs. 85 x 25 days = 2125)	2125
Pea nuts (1kg x 30 x 25=750) and Tamarind (1/4kg x Rs. 25 x 25 days = 625)	1375
Black salt + lemon salt (1 day x Rs. 25 x 25 days=625)	625
Kerosene(3lts.x Rs.30 x 25 days = 2250)	2250
Electricity bill per month (Rs. 200)	200
<b>Total expenditure</b>	<b>17025</b>
<b>Income:</b>	
Gupchup (for 2Kg flour, 1p x Rs. 5 x 100 p = Rs. 500 x 25 days =12500)	12500
Samosa + cutlet (for 2kg flour, 1 p x Rs.10 x 60 p = Rs. 600 x 25 days =15000)	15000
<b>Total Income for month</b>	<b>27500</b>
Income for month	27500
Expenditure for month	17025
<b>Total profit</b>	<b>10475</b>

Suresh has been preparing quality items since four years. Every day, he gets good income from this business. He said that he receives approximately 100-150 customers every day. His business is almost stable now. But he is facing severe competition from the other chat bandars. He maintains the quality and ambience of his place to compete against the other chat bandars. He works for a high number hours and he treats his customers politely. Due to these reasons, his business is running profitably till today. ❖

# Chilika Development Authority (CDA)

***Chilika is the largest brackish water lagoon with estuarine character that sprawls along the east coast. Chilika Development Authority is the agency promoted by Government of Orissa to protect the ecosystem of the lake that sustains the lives of not only the people around it but also a large variety of flora and fauna.***

Chilika lagoon ecosystem with its rich fishery resources sustains the livelihood for many fisher men who live in and around the Lagoon. The ecological richness of the lake is of great value in preserving the genetic diversity because of the multiplicity of its habitat, flora and fauna. The Zoological Survey of India (ZSI) surveyed the lake between 1985 and 1988 and identified 800 species of fauna, including many rare, endangered, threatened and vulnerable species, but excluding terrestrial insects.

Concerned by the degradation of the lake's ecosystem and



there by livelihoods of significant numbers of people dependent on the lake's resources, the Government of Orissa set up the CDA in 1992. The CDA was set up with a vision to restore and take up overall development of the lake. The organization is register under the Indian Societies Registration Act under the administrative jurisdiction of the Forest and Environment Department.

The governing body of the CDA is headed by the Chief Minister of Orissa and has people's representatives (MP and MLA), representatives of the fishing community, and secretaries of the key departments, experts and eminent scientists as its members. A strong support network was created with 7 state government organizations, 33 NGOs, 3 national government ministries, 6 other organizations, 11 international organizations, 13 research institutions and 55 different categories of community groups. This facilitated synergy between various stake holders and resulted in constructive activities.

The Mission of CDA is to protect the Lake ecosystem with

all its genetic diversity, to formulate the management plan for Integrated Resource Management and wise use of the lake's resources by the community depending on it, to execute multidimensional and multidisciplinary developmental activities either itself or through other agencies, to collaborate with various national and international institutions for development of the lake .

Understanding its uniqueness CDA has taken all efforts to bring the sanctity to the lake. All the activities taken up by CDA are aimed towards restoring the ecosystem and to improve the socio-economic conditions of the communities living around the lake and on its islands. The first and the foremost important activity taken up was to open lake mouth and channel to the sea through the barrier beach at Satapura. This improved the spatial and temporal salinity gradients of the lake to maintain the unique characteristics of an estuarine ecosystem. This intervention was undertaken after detailed scientific studies, including 3-dimensional mathematical modeling and hydraulics studies on a model prototype.

De-siltation of the channel connecting the lake to the sea to restore the natural flows of water and salinity levels was carried out. These actions resulted in a notable increase in the lake's fish yield and a reduction of freshwater weeds. The new mouth reduced the length of the outflow channel by 18 kilometers. It also resulted in favorable increased salinity regime throughout the lake with less fluctuations and improved water clarity.

Other interventions of CDA include Catchments management in a participatory approach, measures to improve the socio-economic conditions of the community by suggesting other livelihoods options like developing eco-tourism, provision of solar streetlight systems to island villages, development of a ferry service to isolated villages, as well as education and environmental awareness activities. CDA has got many awards such as the Ramsar Wetland Conservation Award and Indira Gandhi Paryavaran Puruskar etc. for its outstanding achievements in the field of environmental conservation.

The efforts of CDA have really succeeded in sustaining the biodiversity of the Lake. The improved ecosystem in the lake has started creating better livelihoods to the traditional fisher folks. But the land encroachments, high level of unauthorized commercial oriented fish farming - aquaculture and pisciculture, still remains a threat to the lake and its ecosystem. Therefore many players need to join hands with CDA to bring back the uniqueness of the lake. ❖



## Hard Work Matters!

*Jagan lives at Baghlingampally in Hyderabad. He is running two tea stalls. He was once very poor, but with hard work and dedication, he succeeded to come out of poverty. This is the interview about his life journey.*

**Q: What is your name? How old are you?**

A: My name is Jagan. I'm 28 years old.

**Q: What is your native place?**

A: My native place is Palasa in Srikakulam district of Andhra Pradesh.



**Q: How many people live in your house?**

A: My mother, two sisters, and I live in my house. My father died due to severe health problem a long time ago.

**Q: What are your education qualifications?**

A: I completed my 10<sup>th</sup> grade after my father's death. My family faced

many problems and our economical position was deteriorating. In addition, I was the only one earning an income. So, these conditions forced me to put an end to my education.

**Q: Why did you come to Hyderabad?**

A: I didn't have sufficient job opportunities in my village. I spent most of my idle time with my friends. All of our neighbors used to discuss very negatively about me and my family. I shamefully faced lots of humiliation. I felt very sad, and one day I decided to leave my village for Hyderabad and find some stable work. I will make my mother happy some day.

**Q: When did you come to Hyderabad?**

A: I came to Hyderabad in 2001. I have been living here for 9 years so far.

**Q: How did you first work in Hyderabad?**

A: Hyderabad was new to me, since I had never been to the city before. So I was not aware of where to go and how to get work. I ate whatever little I could manage and slept on the sidewalk for the first three days. I was first compelled to go back to my native place, but I recalled my family situation, so I decided to work and struggle hard. After three days, I joined as a cleaner in a hotel at Himayatnagar of Hyderabad.

**Q: How long did you do cleaning work?**

A: I worked for 8 months at the hotel. I earned Rs 3000/-

per month while working there.

**Q: Why did you leave your first job?**

A: I was acquainted to a few people from Tirupati. They wanted to set up a new hotel in Hyderabad, and were searching for workers. I told them my family background, which they considered. They understood my problems and gave me the opportunity to work there. They told me that they would pay me Rs 4000/- per month. So I set out to work at that new hotel.

**Q: When did you first visit your native place after you moved to Hyderabad?**

A: I paid a visit after 4 years. Even during the period of four years, I sent money home to my mother every month. She constructed a small house and also brought some gold.

**Q: How long did you work in the hotel?**

A: I worked as a cleaner for three years during that period of time. I learned tea making in the process. After that I joined in another shop. There, the owner of the shop promoted me as a tea master. I worked as a tea master for the next three years, so I have a total of six years of working experience in hotels.

**Q: You have been living in Hyderabad for 9 years. Did you set up any work of your own?**

A: I am currently running two tea stalls. One is in Baghlingampally and the other is in Gandhi Nagar. I appointed 8 workers for the two tea stalls. I occasionally visit those stalls. The workers that I appointed are sincere.

**Q: How much money do you earn per month?**

A: I earn Rs 50000/- per month. From this money, I have to pay the salaries and incur other expenses, which comes to around Rs 30000/- per month. After all of the settlements, I get about Rs 20000/- per month as my personal income.

**Q: Now how is your family position?**

A: In 2005 I arranged for my elder sister's marriage. In 2008 I arranged for my younger sister's marriage. I also constructed a house, and bought two acres of land in my village. I've settled quite well. My mother is also happy with my position. We don't have any debts.

**Q: How much money did you save?**

A: I saved Rs 3 lack so far. I kept the money with the people who have helped me in the past. I am going to get married soon. I will use this money for my marriage.

**Q: Being an owner of two tea stalls, what do you feel?**

A: I was previously a worker, and now I am able to provide employment to others. Anyone can come to this position through hard work. I don't feel that I'm an exceptionally great man. ❖

# Fruits

INDIA is the second largest producer of fruits after china. A large variety of fruits are grown in India, which are mango, banana, citrus, guava, grape, pineapple and apple are the major ones. Apart from these, fruits like papaya, sapota, annona, phalsa, jackfruit, ber, pomegranate in tropical and sub-tropical group and peach, pear, almond, walnut, apricot and strawberry in the temperate group are also grown in a sizeable area.



Of temperate fruits, apples, plums, peaches, almonds, apricots and grapes are grown in abundance. While Jammu and Kashmir and Himachal Pradesh lead in the fruit production of the temperate region, others are grown in various parts of peninsular India and Northern Plains. The north eastern region of India holds huge horticulture potential. States like Arunachal Pradesh, Meghalaya, Nagaland and Manipur have favorable soil and climatic conditions and also have great scope for temperate fruit cultivation to augment business management.

**Importance:** Fruits have enormous importance for our health as well as skin. Fruits play a key role in maintaining proper diet whether it is fresh or dried. Fruits contain minerals, vitamins, enzymes that are easily digestible. Fruits are not only a good source of food, they serve as medicine also and treat ailments. Fruits are eaten raw and also consumed as fresh juice. It is an excellent way to retain and balance moisture level in a body. Fruits such as apple, orange, banana are extremely important for our skin. Low level of sodium in fruits plays an important role for

people who avail of salt free diet. Pregnant ladies must eat fresh fruits regularly. Dry fruits like apricots, raisins are a storehouse of calcium, iron and many more necessary minerals for our body. It is also essential for strengthening of bones and blood circulation. Custard apple too is an excellent source of calcium. If you have problem of taking food directly then consume fruits in the form of fresh juice only. One or two fruits a day cleans' the digestive tract and helps easy bowel action.

The production of fruits in India accounts to 10% of world fruit production which is estimated to around 44.04 million tones. Horticultural crops are estimated to contribute to around 25% of the total value of agricultural exports from India. Fruit cultivation and the fruit processing industry are largely decentralized in India After liberalization and pulling out of excise duty on fruit products, a significant rise in the industry has been recorded. India being a home of wide variety of fruits and vegetables holds a unique position in production figures among other countries. Over 90% of India's exports in fresh products go to west Asia and East European markets. The value chain of a fruit subsector includes analysis of nurseries where the saplings are multiplied, cultivation, processing, quality control, marketing and study of support services.

**Nurseries:** There are large number of government and private nurseries engaged in multiplication of planting material of deciduous fruit crops. In addition, the State Agricultural Universities and the Research Institutions multiply planting material of improved cultivars for sale and distribution to the farming communities. The Government of India had supported establishment of a large number of fruit nurseries, both in public and private sectors as planned activities. During the 8<sup>th</sup> Five Year Plan (1992-97) it is estimated that over 55 million nursery plants of different perennial crops, including temperate fruits, have been produced and distributed under the scheme.

There was a target for the establishment of 85 big nurseries, 587 small nurseries, and 37 tissue culture units (20 by the private sector and 17 by the Government) of different fruit crops. Exact number of these nurseries engaged in production of pome and stone fruits is not known. However, the existing nurseries (more than 600), covering both public and private Institutions, are sufficient to meet the requirement of planting material of deciduous fruit crops. India being a home of wide variety of fruits and vegetables holds a unique position in production figures among other countries.



**Production:** Cultivation of fruits in India and in the international scenario, involves the consolidation of wide spectrum of disciplines. As the new technologies and developments have gradually become readily available in the country, the cropping and cultivating systems and production practices have also remained witness to significant metamorphoses.

India with its current production of around 44.04 million of fruit, accounts about 10 % of the world's fruit production. The diverse agro-climatic zones the country makes it possible to grow almost all varieties of fresh fruits and vegetables in India. The fruit production in India has recorded a growth rate of 3.9%, whereas the fruit processing sector has grown at about 20% per annum. However, the growth rates have been extensively higher for frozen fruits & vegetables (121%) and dehydrated fruits & vegetables (24%). There exist over 4000 fruit processing units in India with an aggregate capacity of more than 12 lakh MT (less than 4% of total fruits produced). It is estimated that around 20% of the production of processed fruits is meant for exports, the rest caters to the defense, institutional sectors and household consumption, Mango and mango-based products constitute 50% of exports.

**Processing:** The HPMC in Himachal Pradesh owns two fruit processing plants with a combined capacity of 30,000 tons annually. The plants are equipped with modern machinery for six-fold juice concentration and aroma recovery. The plants have also facilities for aseptic bulk packaging and pasteurization. The HPMC manufactures mainly primary products like fruit pulps, single strength juices and juice concentrates. It covers fruits like apple, pear, peach apricot and plum. The remains of the fruits after juice extraction is used for cattle feed, extraction of pectin etc. On the research side, important cultivars of apple were screened for their suitability for preparation of juice, jam, dehydrated rings, chops, cubes and preserves. Golden Delicious cultivar was found to be the multi-use cultivar to meet the FPO quality requirements. A new process for canning of apples called osmo-canning has

been developed. There are number of big players like Kissan are involving in this process.

**Constraints for exports:** India continues to be absent or at best a marginal player in most of the leading markets for its export of fresh fruits. Indian players have not succeeded in establishing direct linkages with buyers/consumers in importing countries, as a result of which a large proportion of exports are being further processed and re-exported by other countries. Some of the major concerns for promoting the export related.

1. Lack of exportable varieties (high fiber content; inappropriate appearance and textures and large size of stone)
2. Lack of post harvest treatment facilities such as vapor heat treatment
3. Lack of pack houses from farm to port
4. High cost of obtaining certification for exports

The issues can be categorized into "Supply Chain Issues" which are inherent to the domestic supply chain of food products and "Market Access Issues" which comprise a various parameters and factors driven by the requirements of the target countries.

#### a) Supply Chain issues

- \* Uneconomic scale of operation
- \* Lack of consistency in supply and quality
- \* Lack of cost competitiveness due to statutory changes, intermediation and wastages/losses
- \* Inadequate and in appropriate storage and distribution infrastructure
- \* Lack of technical support for the agro industrial sector

#### b) Market access Issues

Non tariff barriers and non tariff barriers can take various forms. Broadly these can be categorized as under.

- \* Import policy barriers

- \* Standards, testing, labeling and certification requirements
- \* Anti dumping & countervailing measures
- \* Export subsidies and domestic support
- \* Government procurement
- \* Short product life cycle
- \* Lack of brand image.

Most exports from India lack scale – for example the largest fresh produce exporter records annual sales of about Rs. 500 million. The low volume translates into lack of economics in operations and makes exports uncompetitive. Hence exporters are not able to establish themselves as long term players in the export market, and rely heavily on opportunistic businesses.

The factors cumulatively translate into low investments in upgrading skill sets, product innovation, quality improvement and brand building.

### c) Technical constraints

The major technology related constraints contributing to low productivity of horticultural crops and inferior quality of produce are:

- \* Vast majority of holding are small and un irrigated
- \* Large tracts of low and unproductive plantations needing replacement/ rejuvenation.
- \* Low productivity of crops due to inferior genetic stocks and poor management
- \* Inadequate supply of quality planting material of improved varieties
- \* High incidence of pests and diseases
- \* Heavy post harvest losses and low utilization in



processing sector

As a result, the productivity per unit area is low, resulting in high cost of production. Further, the quality of produce in many cases is far from satisfactory. The post harvest losses continue to be high. Full advantage has yet to be taken of several frontier areas. e.g biotechnology, protected cultivation, computer aided management of inputs, integrated nutrient management, leaf nutrient standards, bio fertilizers, integrated pest management, etc. There is also need for change both in the content and approach of research which can be taken up in partnership with private sector on aspects like production of hybrids, green house production of fruits, biotechnology, value addition and export. The future growth of horticulture industry will largely depend on new and globally competitive technologies.

**Support services:** Fruit cultivation in India has received additional impetus in the form of various state governments realizing their functionary role in boosting a nationwide commerce. Like for instance, the state government of Haryana has been lending grants for setting up orchards under the National Horticulture Mission. There is ample investment opportunity for the expansion of export market for fruit cultivation in India. A modified acceptance of new products with market development effort has also been witnessed since long, given the fact that there exists a good international demand for certain fruits and vegetable products. For increasing the fruit production of India, several efforts are being taken up by the Government of India .

Although India is a leading fruit producer in the world, the fresh fruit export from India is very small owing to a number of constraints. These constraints relate to production practices, postharvest technologies, issues related to supply chain, market access and non-tariff restrictions and governmental policies. Finding the solutions specific to fruit exports from India, and adopting and implementing these solutions should lead to realization of vision related to the enhancement of exports in the near future. ❖

# Women Entrepreneurs – Problems and Challenges

Women as entrepreneurs have been considered as a dynamic and most potential group, which can positively contribute to the growth of the economy. The number of women as entrepreneurs and in the workforce has risen sharply in the recent years. Research studies have proved that companies, which have had women on the top management team, had better return to equity compared to companies where there were no women on the top. Lot of research has been carried out and many studies conducted on the topic of women entrepreneurs but there is always scope to study, research and write more, because women as entrepreneurs have just recently started to grow and also recognize their potential to equally and better contribute to the economy.

After so many centuries of social stigma faced by women, this phase can just be the beginning of a revolutionary turnaround for the status of women in the society. Therefore problem and challenges are also in the evolution phase where women keep facing new ones every now and then in their business.

**A. Lack of motivational, managerial and behavioral competences:** Primarily women lack the motivation to start up a business, reasons could include factors like culture, brought up, society etc and mostly women who have taken up this activity have restricted themselves to the traditional 3P's that is Papads, Pickles and Powders. Very few have ventured to set up business of the new economy type. The basic reason behind all this is the lack of Achievement and Power motivation. They are predominantly guided by the Affiliation motivation.

The lack of managerial and behavioral competencies also poses a problem during expansion and growth of the business. As per a research study while analyzing competencies of women entrepreneurs, it was observed that though some of the competencies like initiative, self-confidence, information-seeking and problem-solving were found in most cases, some of the competencies like negotiation skills, supervising and controlling, monitoring and commitment to work contracts were found lacking. Also competencies like concern for quality, influencing strategy and efficiency orientation were poorly present in most average and low performers.

**B. Absence of mentoring and Women role models:** Women who start their business require effective mentoring in understanding the changing business model and methods in the new economy. They require women role models to whom they can look up to as a motivation. The various women organizations, government departments and NGO's have been able to effectively provide training and development programs to build entrepreneurial quality in women, but they have not been able to provide individualized, specialized, one to one type of services to those women. Also the fact there are very

few women who have become successful entrepreneurs and Information about these women is less published and circulated expect for those journal and women magazines brought out by women organizations and NGO's. When women see, know and read about other women like them who have been able to make successful careers they definitely get motivated to do so.

**C. Lack of collateral security:** There are numerous schemes and plans offered by banks and financial institutions specially for women entrepreneurs, and to an extent these initiatives of the government have been able to successfully remove them from the shackles of money lenders. But the problem arises when they are not able to provide tangible security, collateral or guarantee for their loans. Most of the time banks and government officials themselves discourage women borrowers on the pretext that they can at any point of time abandon business for their domestic and family obligations and become housewives. These attitudes have resulted in women entrepreneurs relying on their own savings and loans from family and friends or on huge interest from moneylenders. The quantum of such funds are often negligible, leading to failure of the enterprise.

**D. Lack of proper training and knowledge:** There are many training programs offering specialized training for women entrepreneurs, but they are not need based. The training needs at the conception, inception and operation stage of the business are not properly identified and provided for. For example some of the problems at the project conception stage are choice of product, knowledge of funding agencies and schemes, awareness of technology etc. It has been found that women make the choice of the product for their business without conducting any market survey or product feasibility study. At the inception stage they face problems like procuring finance and in fulfilling banking processes for procurement of loan. They lack skills of making project reports and business plans. Similarly at the operation stage they face problems with regards costing, pricing, accounts and record keeping.

**E. Over dependence on intermediaries:** The enterprises run by women are characterized by inefficient arrangements for marketing and sale and absence of economies of large scale production. This makes them to often depend on intermediaries who pocketed a major part of profits. In other cases the chain is too long which leaves very little margin of profit for the women. Avoiding the middlemen will require the women to carry out all those tasks on their own. Further women entrepreneurs find it difficult to capture the markets and make their products popular.

**F. Unable to get competitive prices:** Normally the scale of starting a business and its operation by women is on a small scale. Procuring raw materials at good discount rates



is a problem as she does not make bulk purchases. Secondly her bargaining position is also very weak as her alternatives are not very strong. Sometimes her limited reach or network of suppliers forces her to procure at higher prices when there is shortage of raw material and other inputs.

**G. Family, lifestyle and role conflict:** Research shows that in case of men priorities are clearly defined in terms of their business and family. Their roles do not conflict as their wives take the responsibility of managing the home. Women entrepreneurs on the other hand find themselves trying to strike a balance between the role of an organizer of home and a business person. This situation often induces both stress and guilt. The best example can be given of Sudha Narayan Murthy, wife of the founder of INFOSYS Narayan Murthy. Infosys was established by the combined initiatives of both of them, but in the later years a choice was to be made about the priorities of family and business and then it was Mrs. Sudha Murthy who opted to stay out of business.

It would take another generation for the Indian society to really accept that the man could also give up his first priority to career for the family needs in times of necessity to support his wife take up a stronger career.

**This is possible only when the society gears up and helps -**

**1. Financial security for women:** One of the major hindrances as discussed earlier is the lack of financial power for women to take up any activity on their own. Women can be encouraged to form self-help groups where they can save money and rotate the money among themselves by lending the money to the needy persons in the group. These women groups can slowly get strengthened over period of time and seek financial assistance from banks to take up entrepreneurial activities suitable to the group. This system of micro-credit goes a long way in boosting the confidence of women to take up business on their own.

**2. Role of Government and Public Institutions:** Government has had a keen focus in its planning on girls and women development and empowerment. The Sixth five year plan (1980-85) contained for the first time in India's

planning history a chapter on Women and Development, it conceived of a multipronged strategy, essential for women development relating to employment and economic independence. Since then several policy initiatives have been made by the government like Mahila Samakhya, Swarnajayanti Grama Swarozgar Yojna (SGSY), Development of Women and Children of Rural Areas (DWCRA), Indira Awas Yojna (IAY) and many other policies. Recently the government has enacted the National Policy for the Empowerment of Women: 2001. The goal of the policy is to bring about the advancement, development and empowerment of women. But beyond all this there is still an unseen gap in implementation of these policies, which needs to be taken care of if the goals of developing women entrepreneurs need to be achieved.

**3. Support of Universities, NGO's etc:** The educated individual can do a lot in training the women groups in taking up entrepreneurial activity. Universities can integrate their curriculum on technology management and Entrepreneurship with the idea of developing women entrepreneurs. Groups of students can work on projects giving entrepreneurship training to women especially rural areas. Faculty can work in coordination with NGO's and government organization in conducting research on the theme of women entrepreneurs and write articles, provide consultancy to these women entrepreneurs. Universities need to extend their support in designing programs which would train them on issues like transfer of technology, skill training, market demand forces, marketing skills etc

**4. Role of Corporate and Private Sectors:** Apart from the Government the private corporate house and business organizations can play an important role in this entire process of developing women entrepreneurs. Because they are the power house of economic activity today, and they are better placed geographically to ensure the progress of women entrepreneurs in all regions of the country. The private business organizations can take it up as an act of corporate social responsibility. If they can wisely manage the process these women run enterprises could become centers of business outsourcing for them at cheaper prices. The TATAs are a very good example, the TELCO division runs a program called the 'TELCO Grihini Udyog' where the women in that area and specifically the wives of Telco employees are encouraged to set up small business units which manufacture small spare parts which are used by Telco. Similarly HLL has also used the rural women to act as their distribution outlets of their products like soaps, washing powders, shampoos etc in remote areas. This has helped HLL to do away with the middlemen and their commission and also the cost of setting up their own outlets at these places.

**5. Role of Educated women:** Women belonging to the cream of the field of entrepreneurship and women at the peak of success in their respective careers can greatly contribute in this process. They can in fact act as mentors or role models for women who are at the infancy stage of setting up their business. Every educated woman can take

it up as a moral responsibility to support the women entrepreneurs they come across in their daily lives, either in the boutiques, beauty parlors, or at the fast food centers etc, in any manner feasible to her. The support could be just a motivational guidance, information related to the business, some counseling etc. Women entrepreneurs can set up associations whose main objective could be to support and help budding women entrepreneurs.

**6. Initiatives for women empowerment:** There are numerous policies of the government which target at women empowerment. Some of them are Jawahar Gram Samridhi Yojana (JGSY), Indira Awas Yojana (IAY), National Social Assistance Program (NSAP) etc have targeted at the social upliftment of women. Especially the Swarnajayanthi Grama Swarozgar Yojna (SGSY) and Development of Women and Children in Rural Areas (DWACRA), are intended to enable women find themselves in socio-economic programs and improve the delivery of services like credit and skill training. These programs have made great success in states like Andhra Pradesh, where women under these schemes were able to improve their lifestyle and also put an end to some of the social evils like alcohol, dowry system etc in their respective villages.

Government should ensure that such programs are carried out with real commitment from the officials and the change in the government does not hamper the spirit of such programs. The need is also to spread awareness of such policies and the benefit derived by women from such programs.

**7. Special extended services by Banks:** Banks today have various lending schemes for the benefit of women entrepreneurs. Apart from that banks should extend services like special women cells which exclusively cater to the needs like providing latest updated information about technology, markets, fund and portfolio management, and also provide counseling and guidance. NABARD, Andhra Bank, Canara Bank, Bank of Maharashtra is some such banks which have such cells. Banks should develop schemes, which enable women entrepreneurs to access loans with some flexibility regarding the collateral security and surety aspects. They need to accelerate the process of lending qualitatively and quantitatively to women borrowers who are setting up business of their own.

**8. Nurturing spirit of Entrepreneurship from childhood:** Schools, Colleges and Universities should conduct career fairs, counseling and programs which would give the girl child a wider orientation to taking up entrepreneurship as a



way of livelihood. Right from the beginning attitudes of girls should be trained and tuned to take up business. Qualities like risk taking, decision-making, assertiveness, courage etc should be inculcated among them. Most often it is noticed that women do have courage to do business, but beyond a point they lack that kill attitude or the do or die attitude, which is very necessary to survive and grow in today's business environment.

**9. Harness the power of Information and Communication technology:** NGO's and other governmental institutions should conduct training programs to women entrepreneurs in using the latest information technology in their business operations. Enabling them to use Internet will put the entire world of information at their fingertip. Accessibility to the latest information in business is the secret for success in today's business. This will reduce the dependency of women on the external agents for support and in true sense make her empowered. IT companies can take it as one of their corporate social responsibilities to conduct a special drive in teaching basics of computers to women entrepreneurs.

**10. Mentor-Mentee programs:** NGOs, which are concerned with activities like developing women entrepreneurs (eg; ALEAP- Association for Lady Entrepreneurs of Andhra Pradesh), should devise a mentor-mentee program where budding women entrepreneurs are enrolled as members and are assigned as mentees to successful entrepreneurs who will act as mentors. In this program the mentee will be guided and encouraged to think critically develop new business ideas and seek guidance wherever they find a blockage in their path from their mentors.

Women in India are considered as a personification of SAKTHI and are worshipped as goddess. The paradox is that in India again one will find the highest rate of crime against women and prevailing of many social evils like female infanticide, sathi, dowry system and dowry deaths etc. But women are today out performing men in every field. Education has been the only cause, which has given this strength and confidence to women. As emphasized earlier women entrepreneurs can do lot to their families and to the nation, hence special orientation toward this career should start at the schools and colleges. Women have time and again proved that they are an indispensable force of the country. They do not wish to be treated like a goddess locked in the temple. They wish to move shoulder to shoulder with the men in every aspect. The first step in this regard will be that women need to build that confidence and motivation in them first.

A shocking reality is that the developing countries like India, Pakistan, Bangladesh and Srilanka have had women as Prime Minister in the past as compared to advanced and modern countries like America or Japan. Therefore the climate and culture will never come in the way if women take a committed and courageous decision about her career. ❖

Dr. Jayasree

# Gandhian Engineering

'More for Less for More' is the mantra of Gandhain Engineering. Dr. Raghunath Anant Mashelkar, Chairman of National Innovation Fund and President of Global Research Alliance, has coined this concept of Gandhian Engineering by which he means the design and development of products and services with more performance, from less material, less cost, less time, less environmental pollution and for benefit of not just a privileged few but for more and more people on this planet; in fact all four billion people, whose income levels are less than two dollars a day.

Embracing Mahatma Gandhi's ideal of "doing more, for less, for more," this growing movement of Gandhian Engineering aims to democratize technology by developing ultra-low-cost products for the world's poorest citizens while still creating a profit for companies.

When it came to products and services, "high price – high performance" was reserved for the rich. Low price – low performance was, of course, for the resource-poor. To change this price-performance envelope and to say that we will build "low price – high performance" for the resource poor, we should embrace Gandhin engineering is what Mashelkar believes.

According to him, Gandhian Engineering is based on Gandhi's tenets: "Earth provides enough to satisfy every man's need but not every man's greed" i.e. getting more from less and "I would prize every innovation of science made for the benefit of all" i.e. for more and more.

For Mashelkar Innovation is about doing things differently, making a big difference, making impossible possible. He quotes Gandhi as an example. Gandhi took on the might of the British Empire by mobilizing millions of people. Seemed impossible but he did it. His strategy fulfilled all the criteria of innovation. He did things differently, made a big difference and achieved what everyone considered was

impossible. What were his weapons? Ahimsa and Swadeshi!

Gandhian Engineering gives new meaning to Gandhi's philosophies, including Ahimsa, which is innovation through non-violence; Swadeshi, or self-reliance; and acting in a selfless, compassionate, but unconventional manner to create a better world for all, not just a few.

Mashelkar quotes many Indian examples of Gandhian Engineering to explain the concept more clearly. One such example is Tata's Nano Car. All of us have seen the whole family of 4 or 5 riding a two wheeler drenching in rain. We did not see anything beyond that. When Ratan Tata saw it, he saw something no one else saw. He said "This is not on. I want to change this." That is how the one lakh car was born. This is what innovation, Mashelkar says, more for less.

Mashelkar points to Varaprasad Reddy of Shantha Biotech, who created India's first recombinant hepatitis B vaccine, which the company was able to supply to Unicef in 2002 at a cost of just 40 cents per dose. At the time, imported vaccines cost \$18 per dose. Today, according to Mashelkar, 50 percent of the hepatitis B immunization programs around the world use the Shantha vaccine.

Creating literacy programs also embraces the concept of Gandhian engineering. There are about 200 million people in India who cannot read. Faqir Chand Kohli, the former chairman of the Indian software company TCS, has created a computer-based literacy program that teaches people to recognize words rather than letters. "For 100 rupees, or just \$2," Mashelkar says, "someone can learn to read in just six to eight weeks." If we can recognize about 550 to 600 words, then we can read a newspaper. They used this to create an incredible solution. Today an illiterate lady from Medak district, who became literate through this program, is confident enough to look at her child's progress report and







refuses to sign it if the child is not doing well. This is Gandhian Engineering in action.

Corporate so far worked hard to get more (productivity) from less resource (human, physical, financial capital) for more (profit, share holder value). But now they must also embrace Gandhian Engineering by getting more (performance) for less (cost) for more and more (people).

Mashelkar urges that they need to make space in their minds for this transformation. When you develop a product for the rich, the poor will not be able to buy it. When you develop a good product for the poor, even the rich will start using it. They will come in their Mercedes and take it home.

The whole world has to get tuned to Gandhian Engineering. The time is right for this. People are getting more and more sensitive to such things. This must lead to life style changes as well. By the way, that does not mean becoming more frugal.

Mahelkar suggests that the concept of Gandhian

Engineering needs to be integrated into every sphere of life and he believes that is the only way to cope up with the development needs in the context of rapidly decreasing natural resources.

“An inventor is one who does not know that it cannot be done; an innovator is one who sees what everyone else sees but thinks what no one else thinks,” Mashelkar says. Innovation leaders grow a small idea into a fantastic opportunity. They convert problems into opportunities. They have hindsight, foresight, and insight. They set Quantum goals. They invest considerable mindshare in future growth and the next big change. They drive discontinuity and encourage risk. They find opportunities where others see nothing.

India today needs these kinds of innovation leaders and the challenge for Indian innovators is to look at the stars with their feet firmly on the ground. For Mashelkar, It is not impossible to meet this challenge if they can combine their innovation and passion with little compassion. ❖

# Sustaining Commons

Poor people across the globe are predominantly dependent on the common property resources like forests, lake, ponds, grazing land etc for their survival. These resources not only provide them with means of livelihood but also fulfill basic requirement of food, water and fuel. The poorer a household is the dependency on these resources is that much higher. In today's ecological and socio - political context where access to these resources for the poor are shrinking, **Sustaining Commons looks like the only way of Sustaining Our Future.** This was the very topic of discussion in 13th Biennial Conference of the International Association for the Study of the Commons (IASC) held at Hyderabad from 10<sup>th</sup> to 14<sup>th</sup> of January 2011. The conference brought together Practitioners, scholars and decision makers came together to enrich the collective understanding on common property resources and identify areas and measures to inform policy and programmatic action as well as guide future research.

The conference was designed uniquely, besides paper presentations; the Conference featured two keynote speeches every day, four parallel policy fora, panel discussions, pre-conference workshops, practitioner exchange programs, field visits, poster and video sessions. There were 14 one-day and 2 multi-day field visits to gather a glimpse of grassroots activity in environment and development in the region.

The Conference provided a unique opportunity to resurface discussion and debate on Commons and bring experience and evidence from across the world to show that Commons are not a relic of the past, but play a strategic role in maintaining ecological health, reducing poverty, and improving collective action. The Conference looked at physical common resources such as Forests, Grazing Resources, Protected Areas, Water Resources, Fisheries, Coastal Commons, Lagoon Commons, Irrigation Systems, Livestock and Commons and New Commons such as Information Commons, Cultural Commons, Genetic Resources, Patents, Climate, etc. The issue was discussed under eleven panel series around seven sub-themes that included The Commons, Poverty and Social Exclusion; Governance of the Commons: Decentralisation, Property Rights, Legal Framework, Structure and Organization; The Commons: Theory, Analytics and Data; Globalisation, Commercialisation and the Commons; Managing the Global Commons: Climate Change and other Challenges; Managing Complex Commons (Lagoons, Protected Areas, Wetlands, Mountain Areas, Rangelands, Coastal Commons); New Commons (Digital Commons, Genetic Commons, Patents, Music, Literature, etc.)

The Conference not only examined the inter-linkages between poverty and commons, but also provide forum to understand, revise and synthesise analytical tools while appreciating methodological challenges. On one hand, the

discussions were on traditional and direct livelihood significance that commons hold for dependent communities, while on the other hand it conference explored newer emerging global issues such as publishing, patenting, digital commons, knowledge commons and climate change.

For the benefit of our readers we are sharing abstract of papers presented under the subthemes "The Commons, Poverty and Social Exclusion". The subtheme covered questions such as:

What are the current challenges to Commons both from the perspective of ecological functions and rights of local communities over such resources?

To what extent are frameworks like the ecosystem approach able to highlight links between the various functions and services provided by Commons (resources)? How critical are such functions, services and interdependencies with other production systems, in providing a safety net to the poor?

What is the interrelationship between the ecological services /products, the dependent communities in shaping the institutional processes for management of Commons and how do they fare in providing safety net to the poor?

Analyse the status of socially marginalized groups with respect to their access to benefits from Commons. Discuss social exclusion in general, and gender, caste and untouchability-based exclusion and discrimination in particular, since these are seen as causative factors for the deprivation of such groups.

Estimating the value of benefits from Commons, with specific emphasis on the benefits to the poor. The authors may also discuss the importance of access to Commons in terms of dignity, empowerment, equity, participation, inclusion etc for the poor and marginalized sections.

Presentations under this subtheme were broadly grouped into three: Poverty & Social Exclusion (Pastoralism), Poverty and Social Exclusion (Equity and Access) and Poverty and Social Exclusion (Gender).

Abstract of papers presented under the theme **Poverty & Social Exclusion (Pastoralism)**

## Unequal Rights on Common Lands

By - Pandharipande, Kaustubh

For several centuries now, nomadic communities in India, pastoral and non pastoral have depended on the commons for a livelihood and for survival. Under British rule, many of these groups were designated criminal because of their inability to pay revenue to the crown and their "commons" were designated as waste lands as they yielded no taxes. The modern nation state despite proclaiming to be a democracy fails to include the needs and concerns of these

communities when planning for the use of the commons and has often reinforced the notion of nomadic communities being habitual legal offenders by the rules and legislations it prescribes. For communities like the Pardhis and Phase Pardhis for whom hunting was the primary occupation the Wildlife Protection Act of 1972 meant the loss of an entire livelihood system. For nomadic herders, Protected Areas and Sanctuaries denied access to grazing lands which sustained their animals. Since then the State has tried to be more inclusive but mere legal prescriptions and ensuring the claim to traditional usufruct rights are not sufficient for ensuring democratic and equal rights to the use of the commons. Even the Panchayati Raj system can exclude as the commons that nomadic groups depend are away from their home villages. Commons are also diverted to other uses; SEZ's, industries, bio fuel plantations, within which these communities have no space. For ecological sustainability of these lands and the future of communities who depend on them a more inclusive approach wherein the communities themselves are involved in the design and the future use of the commons both spatially and temporally is urgently needed. This paper looks at how nomadic communities of South Central India traditionally view and use the commons as well as their plans for their future.

### **From Local Commons to Forest Users' Group In Access to Pastures: From the Perspective of Mobile Sheep Herders in Nepal**

By -Kazuyuki Watanabe

Mobile pastoralists include nomads and transhumant herders and present challenges for common property management. The mobility of pastoralists often extends beyond the boundaries of village forests. In Nepal, transhumant sheep herders move seasonally from their permanent village and high alpine meadows (4700m) to sub-tropical forests (650m). So, they must seek their pastures by means for paying grazing charge, negotiation, and establish social relationships with local people who have right to access to village local commons.

In middle of 1990, however management of village commons has been changed. Government of Nepal changed their forest policy by pressure of international agencies because discourse that "forest degradation was going on by restriction of local user" were spread among international societies. New policy, included participant of local users and system of 'forest users groups', established national wide. The villagers of migration routes of sheep herders also organized new 'forest users groups' in order to protect their local commons. However conflicts over boundaries of forests were occurred frequently. The sheep herders were sometime forced to involve in such conflicts. This paper aims to report changing relationships of the sheep herders and their owners of pastures.

First, from observation of my fieldworks from 1995 to 2009, use and access of pastures along migration route of the sheep herders are clarified, including case of the summer pastures, midlands villages, and winter pastures. Then, second, tracing some changes after introduction of forest

users groups from 1996 to 1998, and third, point out recent changes of access of pastures from 1998 to 2009. Changes of forest management brought some troubles for the sheep herders. National system of forest users' group incorporated local users but not for mobile pastoralists. So, the sheep herders must keep their use right of pastures by themselves. Also, increasing of grazing charge is remarkable. Ironies of forest conservation are seen. While numbers of sheep and the herders are decreasing and so the pressure to pastures also declined, the price of grazing charge become so expensive. And dividing boundaries of the forests and establishment new forest users group are also considered to influence the price of grazing charge became so high.

### **Lead Role of Women in Local Forest Governance Guarantee Gender Equity in Costs and Benefits**

#### **from Forests? A Study of Four Case Studies from Vidarbha Region in Maharashtra**

By - Deepshikha Mehra

Joint Forest Management (JFM) program in India, introduced in 1990, identified women as important stakeholders but subsequently their participation in decision-making was found to be nominal. Most of the JFM Committees (JFMCS) were headed by men and women held membership positions that had no powers. Successive revisions, evolutions and changes in JFM opened opportunities for women to head the JFMCS and thus provided more power to women in decision-making than before. However, has this resulted in better gender equity? The paper explores whether women-headed JFMCS have been able to ensure better participation of women than those headed by men and does this reflect in equity in gender-based distribution of costs and benefits from forests.

A comparison across four case studies from Vidarbha region in Maharashtra state is done, where two women headed JFMCS and two headed by men were studied using methods like household survey, group discussions and researchers' observation. The case studies bring out the fact that participation of women, gender-equity in cost and benefits from forests and health of a forest institution are linked. A forest institution worked efficiently where active participation of women was found. It also reflected in higher benefits and lower costs to women from forests as compared to women in villages where forest institutions were inefficient. However, it was found that mere policy support for lead role of women in forest protection institutions does not lead to either overall active participation of women in forest governance or to gender-equity in distribution of costs and benefits from forest. Building leadership capacities in women and awareness in communities is very important before women are handed lead positions as they still have to face cultural constrains and hostilities. Positive, rigorous, and constant intervention of gender supportive NGOs as well as the forest department is very essential in facilitating an effective role of women in forest management. ❖

# Common Guidelines for Watersheds

The last one and half decade witnessed the implementation of watershed programs on a massive scale in the country. But the programs have been implemented in a fragmented manner by different departments and organizations with rigid guidelines without well design and people's participation. An initiative has been taken up by Government of India to formulate "Common Guidelines for Watershed Development Projects" in order to have a unified perspective. These guidelines are therefore applicable to all watershed development projects in all Departments / Ministries of Government of India concerned with Watershed Development projects. The new guidelines designed by modifying all previous guidelines including **Hariyali guidelines**. New watershed projects will be implemented in accordance with Common Guidelines with effect from 1st April 2008.

These Guidelines broadly indicate a fresh framework for the next generation watershed programmes. The key features of this new unified approach can be broadly outlined as follows:

**I. Delegating Powers to States:** States will now be empowered to sanction and oversee the implementation of watershed projects within their areas of jurisdiction and within the parameters set out in these guidelines.

**II. Dedicated Institutions:** There would be dedicated implementing agencies with multi-disciplinary professional teams at the national, state and district level for managing the watershed programs.

**III. Financial Assistance to Dedicated Institutions:** Additional financial assistance would be provided for strengthening of institutions at district, state and national level to ensure professionalism in management of watershed projects.

**IV. Duration of the Program:** With the expanded scope and expectations under this approach, the project duration has been enhanced in the range of 4 years to 7 years depending upon nature of activities spread over 3 distinct phases viz., preparatory phase, works phase and consolidation phase.

**V. Livelihood Orientation:** Productivity enhancement and livelihoods shall be given priority along with conservation measures. Resource development and usage will be planned to promote farming and allied activities to promote local livelihoods while ensuring resource conservation and regeneration.

**VI. Cluster Approach:** The new approach envisages a broader vision of geo-hydrological units normally of average size of 1,000 to 5,000 hectares comprising of clusters of micro-watersheds.

**VII. Scientific Planning:** Special efforts need to be made to utilize the information technology and remote sensing inputs in planning, monitoring and evaluation of the program.

**VIII. Capacity Building:** Capacity Building and training of all functionaries and stakeholders involved in the watershed program implementation would be carried out on war footing with definite action plan and requisite professionalism and competence.

**IX. Multi Tier Approach:** There would be a multi tier ridge to valley sequenced approach, which should be adopted towards the implementation of the Watershed Development Projects.

## The guiding principles

**The common guidelines for Watershed development projects are based on the following principles:**

**I. Equity and Gender Sensitivity:** a) enhanced livelihood opportunities for the poor and enhancing role of women in decision-making processes and their representation in the institutional arrangements.

**II Decentralization:** Project management would improve with decentralization, delegation and professionalism. Establishing suitable institutional arrangements within the overall framework of the Panchayati Raj Institutions.

**III Facilitating Agencies:** Social mobilization, community organization, building capacities of communities in planning and implementation, ensuring equity arrangements etc need intensive facilitation.

**IV. Centrality of Community Participation:** Involvement of primary stakeholders is at the centre of planning, budgeting, implementation, and management of watershed projects. Community organizations may be closely associated with and accountable to Gram Sabhas in project activities.

**V. Capacity Building and Technology Inputs:** Considerable stress would be given on capacity building as a crucial component for achieving the desired results.

**VI. Monitoring, Evaluation and Learning:** A participatory, outcome and impact-oriented and user-focused Monitoring, Evaluation and Learning system would be put in place to obtain feedback and undertake improvements in planning, project design and implementation.

**VII. Organizational Restructuring:** Establishing appropriate technical and professional support structures at national, state, district and project levels.

The new guidelines have been designed in very purposeful way. There are number of good features in the guidelines which are promising good results. ❖

## Out of Poverty

## Hard Work Helps!

Anjaneyulu is from the village Jalalpuram in Nalgonda District of Andhra Pradesh. He has a wife and two sons. His parents are weavers. They depend on the weaving for their livelihoods in the village. From the beginning, he was poorly educated. He quit his education and left the village for Hyderabad.

**Name: Anjaneyulu**

**Age: 33 years**

**Education: 10th Class**

**Occupation: Mechanic**

In Hyderabad he worked in a grocery shop for a few days, but he wasn't satisfied with the job. With the help of a friend, he joined in a bike repair center as an assistant in Vanastalipuram.

There, they didn't pay him anything. They only provided him with food; regardless of that, he worked there for three years out of his own interest. From second year onwards he got some amount for his work. During this period, he put in lots of hard work and developed his skills as a mechanic.

He thought that he wants to establish Bike Service Centre in Vanasthalipuram. He was also able to develop good

relations with his customers during when he was working service centre. Many of his well-wishers suggested him to start a new shop.

Subsequently, he followed their advice and started a new shop near the Ganesh temple in Vanastalipuram with his friends' help.

He invested Rs 30000/- as initial capital for his business. In those amount he took Rs 10000/- from his friends and rest of the amount he adjusted from his savings.

He received good recognition in the field. He treated his customers very politely and performed well. Many customers starting visiting his shop, and his business started improving over time. So he decided to expand his business and thus took a bigger shop for rent.

Gradually his business developed. His income increased and he cleared his parents old debts in the village. Now he is creating employment for 15 people, doesn't have any debts, and bought some assets. He also has a house and a car. He settled quite well. ❖

## Irresponsibility Costs Dearly!

## Broken Lives

Ramu belongs to the village Kakumanu in Guntur District. He is 45 years old and lives with his wife, daughter and his parents. His two sisters got married a long time ago. Once upon a time, his family was quite rich. They possessed 25 acres of land, and his dad was a big farmer. While Ramu was studying, he used to take lots of money from his father, lived in the city, and neglected his studies a lot. He spent his money lavishly.

They spent excessive money on ceremonies and family

**Name: Ramu**

**Age: 45 years**

**Education: Nil**

**Occupation: Weaver**

functions since they felt that it was necessary to live with great dignity in the society. Ramu never felt responsible for his family. He never had helped his father in cultivation work. One year, a big cyclone

struck the area, and all his crops were damaged. They incurred great losses.

After such a big loss, his father started taking debts from money lenders. Family burdens increased with reduced income and higher expenditures. Whenever his father discussed about debts with Ramu, he used to reply, "I will get a good job then I will clear the debts." He convinced his father to write promissory notes to moneylender to take money on interest. Ramu spent almost all the money for getting a government job, but did not manage to get one at

the end. When they received their income which came from selling the crops, Ramu once again gave reasons and took most of the money. Ramu got married and their debt increased with the expenditure incurred during his marriage.

Ramu's father finally lost confidence on his son. Money lenders started to ask for their money back, but they didn't have any source of money left by then to repay them with. Finally, his father disposed 17 acres of their land and cleared all the debts.

Ramu joined a small private company, but the management removed him due to his poor performance. Ramu went back to his village, where his wife quarreled with him because of him being a lazy person. She felt that he didn't care about his responsibilities towards his family. She waited for a while with a hope for revival in the situation; but at last she went to her father's house with her daughter.

Ramu took more loans in village for his expenses. The remaining land was also disposed to clear the fresh debt which was taken by him. From that point onwards, he lost his confidence, and finally became psychic patient. At last, his parents lost everything, and now they depend on two buffaloes for their income. Ramu is still depending on his parents. Due to Ramu's irresponsibility and laziness, the entire family lost almost everything. ❖

## Engineering Rural Development - Elango

In a nation where collective finger pointing at politicians, grieving at the slowness of democracy and deriding India itself are fashionable, Rangaswamy Elango, an Engineer who chose to return to his village and serve as a politician, is an object lesson. He believed in Gram Swaraj and transformed the face of his village on the principles of cooperation and collective action.



Elango was born on Nov 12, 1960 in Kuthambakkam village of Tamil Nadu. As a student, Elango was very good and so entered the A C College of Technology, Chennai to study Chemical Engineering.

Being a Dalit, he faced severe humiliations from many and to face those humiliations, he formed youth clubs, stuck wall posters with reformist messages, organized study groups, gave special tuitions and tried a number of other heart-achingly inadequate activities.

The first technical graduate from Kuthambakkam was grabbed from the campus in 1982 by Oil India and posted in an exploration site in Orissa. For most young men in India to be on such a promising career belt is dream come true but Elango found himself tethered to his village. A brief holiday revealed his youth club members were drifting away. He quit his job and joined the Council of Scientific and Industrial Research [CSIR] in Chennai. Commutes to his village began again. His youth club revived. In a while Elango was married to a young lady Sumathy who was a chemistry graduate. Two baby girls arrived in quick succession. By then Elango had visualized a long term road map. He and Sumathy had many conversations and agreed on a plan. They would make a home in Chennai, he would take care of the children and she would do her Masters in chemistry. Then she would find a job and provide for the family and he would return full time to the village.

In 1994, Sumathy got a job in the Oil and Natural Gas Commission [ONGC] and Elango promptly quit his. He returned to his village, contested in Panchayat elections and won. But despite his long term commitment to the village and work with harmonising it, he found the margin of victory disappointing. But he understood the powers at his disposal. He rolled up his sleeves. His objectives were two: create jobs and bring in hope.

At that time, there was a factory in the outskirts of his village that polished granite slabs. It had a huge disposal problem with its random off cuts. It was willing to pay for it to be carried away. Engineer, President Elango was delighted. He employed local labour, and built a drain which had smooth granite mosaic walls. The 'colony'

drained fast down the slick 2 km long works. Of the budgeted Rs.15 Lakh for this project Elango had spent just Rs. 4Lakh, half of which went in wages for local people. But, the specification was to build the drain with rubble stones from a nearby hill. He had violated 'prescribed norms'. In other words, he had deprived transporters their ferrying opportunity and contractors their civil works one. Vested interests worked overtime. Elango was suspended from office under Section 205 of the Tamil Nadu Panchayat Act [TNPA]. He was devastated and thought of going back. But his wife encouraged him to continue and gave him Mahatma Gandhi's Autobiography 'My Experiments with Truth' which has become his guide for future. He protested against his suspension in Gandhian way and Government had to revoke his suspension.

There has been no looking back since then. Elango was re-elected with a huge majority at the end of five years. The graft mafia ran away. Officials backed his approach of cutting out contractors and employing locals instead. As he created jobs, liquor menace receded. He had always paid above the market average, currently Rs.70 per day; and most revolutionarily, precisely the same for women.

He mastered the Tamil Nadu Panchayat Act and availed of every scheme for the village. He has been an efficient conduit between his people and available opportunities. He encouraged his people to use one of the Tamil Nadu governments' housing scheme called Samathuvapurams and these houses at his village are about 40% larger, better designed and comparatively constructed at a very low cost using local material and labour. So it is with all activities in Kuthambakkam. Extensive water management works, processing of agricultural produce, collective businesses run by women, all emphasize local involvement.

Influenced by JC Kumarappa, Elango has been evolving an economic theory of village clusters (network growth economy model) . In simple terms about seven or eight villages form a free trade zone. They identify and produce goods and services without overlap. They consume each other's produce. And the money stays back and gets invested in human development. He also has an appropriate technology development centre in the village. He has contributed to his village development in many other ways as well such as promoting SHGs, constructing rain water harvesting structures and also by generating employment through cottage industries.

Now, Elango is leading the effort to educate and sensitize more Sarpanches to take collective action-based village development and Gram Swaraj.

Rangaswamy Elango and his village Kuthambakkam offers hope to India. One can confidently assume that India can bring out all its poor from poverty and can be a developed nation only if we had a few more Elangos. ❖

## Books

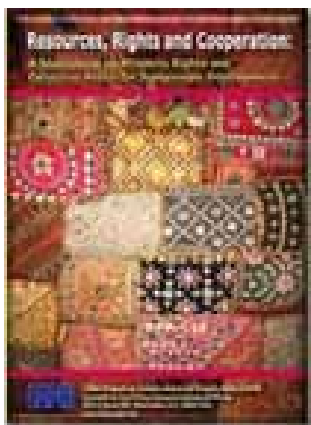
### Book Summary

Name of the book: **Resources, Rights and Cooperation**

(A Sourcebook on Property Rights and Collective Action for Sustainable Development)

Author: **The CGIAR Program on Collective Action and Property Rights (CAPRI)**

Publisher: **The CGIAR Program on Collective Action and Property Rights (CAPRI)**



This first CAPRI (Collective Action and Property Rights) sourcebook is a fitting celebration of the 15th anniversary of CAPRI. The sourcebook is based directly on the experiences and lessons of CAPRI research from around the world. Its content is based on sound underlying research, but the presentation is simple, straight forward, and accessible.

The objective of the book is to build capacity of research and development organizations to recognize the importance and relevance of CAPRI concepts and to apply the lessons and methods from CAPRI research to their work with communities, policymakers, and other stakeholders. It is our hope that it will serve not only as a relevant and practical guide for development practitioners, trainers, and policymakers, but will also be used in universities and other institutions of higher learning.

A sourcebook is a collection of short readings that present the key results and, most importantly, implications for action from over 15 years of research on property rights and collective action for poverty alleviation and sustainable development by CAPRI members, partners, and associated organizations. The sourcebook is designed to provide both a general orientation to the issues as well as

practical insights on how to address specific, real-world problems.

The sourcebook is divided into eight sections, each addressing an important aspect of property rights and collective action on which CAPRI has generated a significant body of research. 1. Fundamentals of collective Action and property Rights in mitigation risk. 2. Rights to Resources and collective Action for Agriculture. 3. Property Rights and collective Action for Natural Resource Management. 4. Changing Market Relations. 5. The Role of collective Action and property Rights in mitigating Risk. 6. Decentralization. 7. Gender, collective action and property rights. 8. Strengthening property rights and action.

The pieces in each section were specially selected to cover different aspects of each topic and to complement each other in terms of the range of experiences available from different regions and contexts.

In its entirety, the sourcebook is a comprehensive synthesis of key concepts, insights, and lessons from Asia, Africa, and Latin America. It is important to note, however, that the articles are also explicitly designed to stand alone so that they can be used individually or re-combined with pieces from the same or other sections, depending on the needs of the user. ❖

### New Book

Name of the book: **Poverty Eradication and Development through Innovations**

Author: **Babita Agarwal**

Publisher: **New Century Publications**



### Resources

PRIA International Academy of Lifelong Learning (PIALL) (earlier PRIA Continuing Education) is the academic wing within Participatory Research Institute of India (PRIA) conducting educational programmes of human and social development. It offers various certificate courses related to rural development in distance mode. The courses at PIALL include International Perspectives in Participatory Research, Occupational Health and Safety, Understanding Gender in Society, Panchayat Raj Institutions in India etc. These courses will be commenced from 1st April, 2011.

More details related to these courses can be obtained through <http://www.priaeducation.org/courses.php>.

## Put Down Stress

A professor began his class by holding up a glass with some water in it. He held it up for all to see & asked the students.

"How much do you think this glass weighs?"

'50gms!' ..... '100gms!' ..... '125gms' ...the students answered.

"I really don't know unless I weigh it," said the professor, "but, my question is: What would happen if I held it up like this for a few minutes?"

'Nothing'... the students said.

'Ok what would happen if I held it up like this for an hour?' the professor asked.

'Your arm would begin to ache' said one of the students.

"You're right, now what would happen if I held it for a day?"

"Your arm could go numb, you might have severe muscle stress & paralysis & have to go to hospital for sure!"... ventured another student & all the students laughed.

"Very good. But during all this, did the weight of the glass change?" asked the professor.



'No'... was the answer.

"Then what caused the arm ache & the muscle stress?" The students were puzzled.

"What should I do now to come out of pain?" asked professor again.

"Put the glass down!" said one of the students... "Exactly!" said the professor.

Life's problems are something like this. Hold it for a few minutes in your head & they seem OK.

Think of them for a long time & they begin to ache. Hold it even longer & they begin to paralyze you. You will not be able to do anything.

It's important to think of the challenges or problems in your life or work,

**But EVEN MORE IMPORTANT** is to **'PUT THEM DOWN'** at the end of every day before You go to sleep. That way, you are not stressed, you wake up every day fresh & strong & can handle any issue, any challenge that comes your way! ❖



## Contribution of Agriculture to GDP

INDIA			
Year	1980-81	1990-91	2000-01
<b>Components</b>	<b>In Millions</b>		
<b>Agricultural Growth</b>	3.60%	2.50%	2%
<b>Total work force in agriculture</b>	148	185.3	234.1
<b>Contribution to GDP from agriculture</b>	50%	32%	20%
<b>GDP Growth</b>	3%-4%	4%-5.5%	6%-7%
<b>Total Population</b>	683.3	846.4	1028.7
<b>Rural Population</b>	523.9	628.9	742.6

The growth rate of agriculture and its contribution to the GDP has taken a decreasing trend since last three decades whereas the total population of agricultural labours and cultivators has been increased during the period in the country.

Sectors Contributing to GDP	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
1	2	3	4	5	6	7
<b>I. Agriculture, forestry &amp; fishing</b>	<b>18.9</b>	<b>18.1</b>	<b>17.2</b>	<b>16.4</b>	<b>15.7</b>	<b>14.6</b>
Agriculture	15.9	15.3	14.5	13.9	13.2	
Forestry & logging	2.1	2.0	1.8	1.7	1.7	
Fishing	0.9	0.9	0.8	0.8	0.8	
<b>II. Industry</b>	<b>28.0</b>	<b>27.9</b>	<b>28.7</b>	<b>28.8</b>	<b>28.0</b>	<b>28.5</b>
Mining & quarrying	2.9	2.6	2.6	2.5	2.4	2.4
Manufacturing	15.3	15.3	16.0	16.2	15.6	16.1
Electricity, Gas & Water supply	2.1	2.0	2.0	2.0	2.0	2.0
Construction	7.7	8.0	8.0	8.1	8.0	7.9
<b>III. Services</b>	<b>53.1</b>	<b>53.9</b>	<b>54.2</b>	<b>54.8</b>	<b>56.4</b>	<b>56.9</b>
<b>Gross Domestic Product at factor cost</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

The increase in the GDP growth over the decade shows the contribution from other sectors like services and manufacturing. It has been observed from various sources that agricultural labour are increasing with respect to the cultivators in recent times. The percentage of rural population to the total population also has declining trend since last three decades. This may be due to urbanization of rural places or migration for livelihoods. Central government is thinking on increasing the agricultural growth to 4% which is important for food security for the increasing population and inputs for the industry to escalate the growth of economy in a controlled and sustainable manner. ❖

## Selling Vegetables



Shining Livelihoods

## Sharpening Stones



Declining Livelihoods

## 'Yoga'kshemam

Happy Valentine's Day! Happy Sivaratri!

Happy World Cup!

Happy Budget!

Some action around! Egypt sends its Mubarak out! More countries to follow suit!

Corruption continues to surface!

JPC on 2G Scam! Telangana stirs go on - non-cooperation in action!

Vineel Krishna kidnapped and released!

Vijay Mahajan is on Shodh Yatra across the country for ABCD - Atmashuddhi, Basics, Connecting, Demonstrating that Difference can be made.

World Wetlands Day (2 February), World Cancer Day (4 February), World day of the Sick (11 February), World Day of Social Justice (20 February), International Mother Language Day (21 February) and World Thinking Day (22 February) went by. International Women's Day, World Consumer Rights Day, International day for the Elimination of Racial Discrimination, World Day for Water, World Theatre Day and International Day of Achievers are awaiting us in March.

Institutional architecture for the livelihoods of the poor, employment and enterprises of and for poor, livelihoods for destitute, disabled and elderly, perspective way forward for projects/programs/missions of livelihoods in the country, knowledge human resources at various levels for all of these and support structures that make them available and knowledge management and learning channels and platforms continued to dominate our thinking and working space, as always, in this month also.

Endorsement that we live in various continuums and knowledge is the key commons is redefining our ways of work and the way we look at access.

Livelihoods agenda across the country has to be a national movement and the signs are visible.

Patience is running out for the common man. S/he cannot tolerate vulgar display of wealth and silence on corruption for long. Knowledge workers would lead the way.

Catching up some rest, sleep and draining has become further difficult. While abundant multiple energies and flows across layers and balance is the need, I am not anywhere towards it, right now.

This is accentuated by continuing transition and reflection.

Relentless pursuit does not see the drops and stars in the eyes. Unfettered it continues as we are designed to flow relentlessly. Because flow is life! So be it!

During the month, there is an endorsement – faith is a matter of faith. There is no other way. Relationships are matters of faith and they sustain life. Let the small things do not come in the way of great relationships all of us can have.

The second endorsement in the month is that we live to be useful. We are useful when we learn, when we are happy, when we have stamina and fit, and when we have excitement and adrenalin flows. Keep walking.

The third endorsement is that we need to seek out unless rejected totally. When sought, all of us rise to the occasion.

The fourth endorsement is that we need to learn to keep small things small. If we do not, we miss important and precious things in life. It is possible that we may miss the life itself.

The fifth endorsement is that woman is strong; she lives long; her emotional stamina is high; her creativity is high; her competitive spirit is high; her ability to care is high; her ability to remember is high; and her ability to fight back is high. She is the winner. She is the driver. She is the controller without appearing as one.

In the Book 'The Dark Side of Creativity: Original Thinkers Can be More Dishonest', Francesca Gino and Dan Arieli talk about creativity as a common aspiration for individuals, organizations, and societies. However, they conclude that creative (rather than intelligent) individuals who work in more creative positions are also more morally flexible.

In the confluence of the souls, and through the flows of universe, we are in the 'yogasivam' seeking [sivataandavayogalayam](#) to explore, surrender and lose in the dance of the master.

Can we be there? **Yes, if we pursue Atma Yoga.** Relentlessly! With simple pursuit! For being lost in the dance of usefulness!

Krshna confirms that any free soul that practices and pursues this dance of being useful with single-minded concentration and devotion, his flute's music let you dance towards fully lost in the viswaviswam. He cannot but play the flute.

Join us in the world of yoga – for becoming the universal 'flow' of the innermost and define our flowing being - towards sivataandavayogayasiddhi. You will not regret it.

**G Muralidhar**



**A Confident Tribal Woman Operating Automatic Machine and Computers As Secretary of Milk Producer Company**