

livelihoods

today and tomorrow

September 2012



VERGHESE KURIEN
Milkman of India
1921-2012

Livelihoods Landscape

Happy Teachers' Day! Happy Ganesh!

Rest in Peace Konda Laxman Babuji!

Welcome back Yuvraj!

Let us see the world and let us know the world! Let there be knowledge for free to all! Let our kind hearts rule us! Let us be useful and helpful! Let this world be a better place for everyone to live now and in future! Let us care our elders! Let us encourage vegetarianism! Let us know that non-violence is the weapon of the strong! Let us smile and make others smile! Let the humanitarian actions spread! Let us work for reducing and facing disasters!

Rest in Peace, Dr Verghese Kurien!

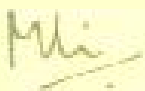
Felt like an orphan missing a mentor! More determined to pursue the paths he has shown at the same time!



In the context of changing livelihoods, 'livelihoods' has focused on 'livelihoods landscape'.

Vegetable vending is a small micro-enterprise activity all around, likely to survive the threat of 'retail' chains and reforms. "I too had a dream" (by Verghese Kurien as told to Gouri Salvi) discusses his journey as he saw. And a what a journey it was! 'Kshetram' discusses the livelihoods of Kashmir valley. 'How to' supplement presents 'How to form and run NGOs'.

People coming together with meta-fishing skills in the individuals, their institutions and the staff in these institutions is the path shown by Dr Kurien. With the faith in the capacity of the people and hope that people continue to-make a difference to themselves on scale, I remain thinking of ways to trigger love, learning, leadership and collectivization around people's livelihoods agenda.



G Muralidhar

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'livelihoods' team

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Cover Story: India has experienced a period of rapid growth in the past few decades. The opening up of the economy, technology and knowledge revolutions have changed the contours of life and livelihoods in the country. Some have been good and others disadvantageous. How much have the livelihoods of the country changed? "*Livelihoods*" explores. 10

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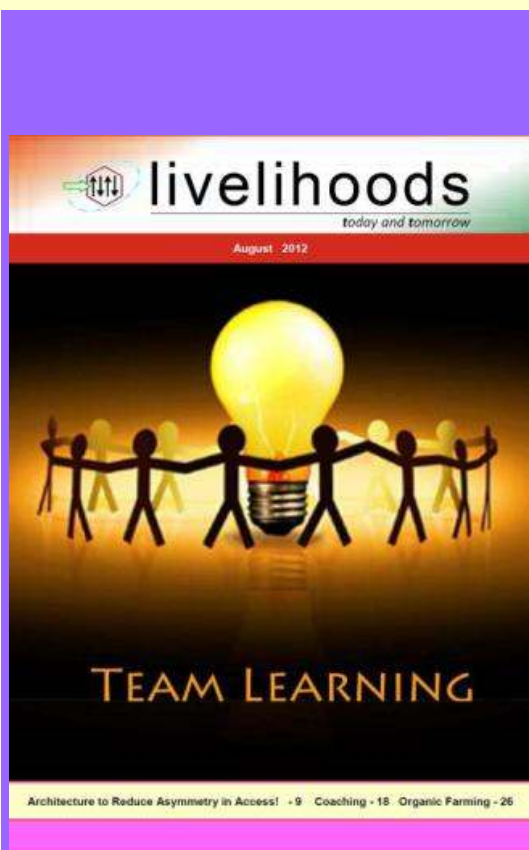
'Yoga'kshemam 35

'How to ' Supplement: Supplement on starting and running NGOs - the legal procedures, accounts, management, etc.

http://aksharakriti.org/magazines/doc_download/95-supplement-how-to-form-and-run-ngo-september-2012

http://www.livelihoods.net.in/digital-library/doc_download/578-supplement-how-to-form-and-run-ngo-september-2012

Response



Dear sir,

I have been reading your monthly livelihood news letter with utmost interest and to update the knowledge on it. I would like to bring one thing to your concern. Few photos in the document seems to be not clear and legible to read, hence it makes the reading and understanding difficult. Hence my humble suggestion is to consult some one technically to solve this issue.

Thank you,

George Viswanathan
Project Manager CREDIT @ PEOPLE FUND

Dear sir,

I find the attachment of livelihood August, 12. This is very informative and useful to me.

With Thanks and Regards,
Santhosh Singh
Bihar



News

State to Get Rs. 252 cr. Under MKSP, Hyderabad:

The Union Rural Development Ministry has sanctioned a project under Mahila Kisan Sashaktikaran Pariyojana (MKSP) (for empowering women farmers) for the State involving an expenditure of Rs. 252 crore. Mahila Kisan Sashaktikaran Pariyojana has been designed as a sub-component of the National Rural Livelihood Mission with an objective to achieve socio-economic and technical empowerment of women farmers.

NRHM to be Expanded to Towns also, says Manmohan, New Delhi:

The government will expand the scope of the NRHM to all towns and cities, by converting it into a National Health Mission (NHM), Prime Minister Manmohan Singh announced. In his Independence Day speech from the ramparts of the Red Fort here, he said the government was also formulating a new scheme for distribution of free medicines through public hospitals and health centres. The NHM would be launched in a couple of years by merging the National Rural Health Mission and the National Urban Health Mission (NUHM), which is likely to be put into place early next year. The NRHM, a flagship scheme of the Congress-led UPA government, was launched in 2005 to provide better health services in remote and rural areas. The Mission is being implemented with the help of 10 lakh health personnel, including 8.5 lakh ASHA workers," Dr. Singh.

75% Subsidy for Drip Irrigation, Tamil Nadu:

Farmers in the district would be able to get 75 per cent subsidy even for 12 acres if they were to go in for drip irrigation. According to a release from P.Sankaralingam, Joint Director of Agriculture, Perambalur is a district which gets only a scanty rainfall of 855 mm. Most of the crops raised in the district are rain-fed and only 22,500 hectares of land are

irrigated using 32,500 wells. Hence, the government has decided to propagate micro irrigation in this district in a big way. While 100 per cent subsidy (maximum of Rs.43,816 per acre) is given to small and marginal farmers,

other farmers would be able to get 75 per cent subsidy to adopt drip irrigation to cultivate crops like long staple cotton, maize, groundnut and sugarcane. The Joint Director said that the farmers could utilise this opportunity and go in for a higher area for earning virtually double the income. In order to get these benefits, they could submit their applications at the Block Extension Centres along with the documents like chitta, adangal and land map, three passport size photographs and a copy of the ration card.

Comprehensive Insurance Cover for Farmers, Chennai:

Beneficiaries of the Chief Minister's Farmers' Security Scheme will be covered under the Chief Minister's Comprehensive Insurance Scheme. This was announced in an official release issued. Chief Minister Jayalalitha sanctioned about Rs. 2.61 crore towards installation of new components in cobalt therapy equipment at cancer wards of government hospitals in Thanjavur, Coimbatore and Tirunelveli. At the proposed super specialty branch for cancer at the Royapettah hospital here, a sum of around Rs. 9.93 crore had been set apart towards the purchase of equipment and recruitment of 83 medical and non-medical staff. The branch would be housed in a building, whose construction at a cost of Rs. 17 crore was nearing completion, the release said.



Sowing of Paddy Picks up, New Delhi:

Sowing of kharif paddy has improved thanks to rain in some parts of the deficient areas, but it is still lower by 11.40 lakh hectares as compared to last year. If compared with last year's sowing — a record food -grains production year — at this time of the year, the area under paddy, pulses, coarse cereals, oilseeds and cotton is still lower. An inter-Ministerial group that reviewed the situation was informed that monsoon deficiency was 15 per cent with parts of Karnataka, Rajasthan, Gujarat and Maharashtra continuing to face drought conditions. Official figures show that kharif acreage is lower by 58.23 lakh hectares. Only sugarcane sowing has crossed last year's level by 2.29 lakh hectares. Rice acreage is lower by 11.40 lakh hectares, coarse cereals have dipped by 23.70 lakh hectares, pulses by 12.07 lakh hectares and oilseeds by 6.66 lakh hectares compared to last year. However, if compared with a normal year (average of last five years) — which officials will like to — then the total acreage is lower by 12.50 lakh hectares with paddy, oilseeds, sugarcane and cotton sowing slightly higher. Even then, sowing of coarse cereals remains behind by 30.01 lakh hectares owing to poor rain in parts of Maharashtra, Karnataka and Rajasthan. Cultivation of pulses is lower by 11.80 lakh hectare at this time last year due to lower sowing in Karnataka, Gujarat and Rajasthan. ❖

Kashmir Valley

Jammu and Kashmir (Article 370 of the Constitution has declared it a special state) is divided into three major regions: Jammu, Kashmir Valley and Ladakh. Kashmir valley, also known as Jhelam valley, is cradled between the Karakoram and the Panjal Hill Ranges. The valley is 132 km long and 32 km wide. Kashmir comprises of 12 districts, namely Anantnag, Baramulla, Budgam, Bandipore, Ganderbal, Kupwara, Kulgam, Pulwama, Shopian and Srinagar. The climate in the region is mostly pleasant barring the winter months when the minimum temperature touches -15°C . The total population of Kashmir valley is 70 lakhs according to the 2011 census. The Muslim community constitutes the majority in the Valley. The region has been a bone of contention between India and Pakistan since 1947. Pakistan wrested control of a part of North Western Kashmir. The Valley has been a hotbed for violence and terrorist activity ever since.

Kashmir's economy is mostly dependent on traditional occupation. Much of the Valley remains unaffected and unaltered by modern day industrial developments and changing times, the indigenous traditional occupations of animal husbandry and horticulture are the backbone of the economy Kashmir. Agriculture is also a commonly practiced livelihood. Rice and maize are the most cultivated crops. Kashmir earns a significant amount through the export of dry fruits such as walnuts, cashew nuts, almonds, apricots, dry apples, etc. Livestock rearing engages about 5% of the population. Sheep husbandry is popular. The famous Pashmina wool is native to the Kashmir region. Given its natural beauty and picturesque landscape, Kashmir could have been a tourist hotspot. However, the lingering security problem is limiting the possibilities of tourism to a few districts.

The Kupwara district is deficient in natural irrigation, yet, about 90 per cent of the population depends on agriculture directly or indirectly. Walnuts are the major horticulture produce in the district. There is a great potential for the development of small scale walnut production units. Rearing livestock is also an important occupation of the people. There are 38 small scale industries which were set-up in 1980-81.

Sopore tehsil is renowned for its apple orchards. The co-operative movement has gained considerable importance in the district. Co-operatives for pashmina, dry fruits and handicrafts have been formed. The Srinagar district is predominantly urban in character. It has developed all the characteristics of a tourist paradise, with tremendous growth in the development of handicraft and cottage industries, hotels, house boats, guest houses and tourist transport.

The state agricultural department is paying attention to develop allied sectors of agriculture. For example, mushroom production units have been set-up in Badgam and Pulwama districts. Saffron production, which has long been practiced in the Valley, is also acquiring an industrial scale. Traditional handicrafts like Gabbas and wooden craft are practiced in Anantnag district. Anantnag is blessed with perennial streams that have enabled commercial fishing activities. Sericulture is also fast picking up in the area.

Despite the presence of a diverse livelihoods portfolio of the people, large number Kashmiris are unemployed. This is due to decline in the demand for traditional products and services combined with a lack of opportunities to pursue new livelihoods. The shadow of violence had cast a spell of weak economic activity in the Valley, warding off potential investors and stalling regular business activity. The situation was dire during the decade of the 90s, but in recent years things have taken a turn for the better. The fact that the state witnessed peaceful elections in 2008 is testimony to the improved security situation. This new phase has seen the introduction of several schemes and initiatives to boost the economic prospects of the region.

Self-employment schemes have been introduced to combat the unemployment problem among youth. Further, small scale units have been opened under the self employment programme. An industrial complex for the manufacture of sports goods has also been constructed in the region. Termed as Paradise on Earth, the valley has also begun to attract more number of tourists over the past decade or so. Though the valley is politically disturbed its peace loving people are effectively managing their life, culture and livelihoods. ❖



Pochampally Handloom Weavers Co-Op Society Ltd.

Pochampally (Nalgonda, AP) is a handloom cluster known for its very unique Ikat design. It has about 5000 weavers who weave the handloom with traditional design called Ikat. With the objective of converting this uniqueness into commercial value, the Textiles Committee launched a cluster initiative under its Cluster Development Programme to facilitate the local associations "Pochampally Handloom Weavers' Co Op. Society Ltd", an autonomous society registered under the Society Act, 1860 in 1955.



The society has 921 members comprising 832 men and 89 women. They own a share capital of Rs. 38.40 lakhs and 450 looms are working in the society. The Nalgonda District Cooperative Central Bank sanctioned Rs. 85 lakhs in 2003-04. The entire amount was utilised for purchasing yarn, dyes and chemicals from the National Handloom Development Corporation, Hyderabad .

The society is managed by a Managing Committee which consists of 9 members - President, Vice President, Secretary, Treasurer, and 5 Directors. Bharatha Vasudev is the current President. These members are elected for a term of five years.

Activities:

- * Provides raw material (warp, weft, zari and colours) who are members in Society.
- * Society takes production from weavers. Society will give correct rate for sarees / bedsheets (products) rather than outside market.
- * Society conducts exhibition within the state/outside the state with the products and the profit is distributed among the members.
- * Society gives some money as advance to members who are working under it
- * Products are supplied to APCO and other private shops
- * Running wholesale showroom in Society premises. Many visitors visit the showroom and purchase from it. ❖

Scheme

Mahatma Gandhi Bunkar Beema Yojana

Mahatma Gandhi Bunkar Beema Yojana Scheme was introduced by Government of India in 2003. In Pochampally, Nalgonda district, It is being implementing by the Handloom Weavers Cooperative society since 2004. The scheme is meant for members and weavers working under the handloom cooperative society itself.

LIC provides an insurance cover of up to Rs. 50000/- in case of natural or accidental death of the policy holder. An annual premium amount of Rs. 330/- is paid to the Life Insurance Corporation of India through the Mahatma Gandhi Bunkar Yojana. Government of India contributes Rs. 150/-, Weavers Contribute Rs. 80/-, LIC contributes Rs. 100/-, to the premium. Till date, 433 weaver members have enrolled for the scheme. Of these, 15 member weavers died. Their family members got a benefit of Rs. 50000 per family from the scheme. ❖

Dr Verghese Kurien: Rest in Peace; Poor are Coming Together!

Happy Teachers' Day! Happy Engineers' Day! Happy Ganesh!

Let us harvest and conserve water! Let us be free and let others be free! Let there be peace all around! Let us see the world and let us know the world! Let there be knowledge for free to all! Let our kind hearts rule us! Let us be useful and helpful!

Let this world be a better place for everyone to live now and in future! Let us care our elders! Let us encourage vegetarianism! Let us know that non-violence is the weapon of the strong! Let us smile and make others smile! Let the humanitarian actions spread! Let us work for reducing and facing disasters!

Getting up on a Sunday morning to the message of 'you are orphaned' has been tough. It was 09 September 2012 and Dr Kurien left us to merge in the flows of the Universe for good. Then a sudden reminder – let us get going. For a 'non-believer', Dr Kurien's faith in the capacity of the people is total. His message is more 'democracy'. His way is to build nested self-managed people's institutions. Synergy of these institutions, with wisdom and leadership of internal animators, and professional skills of external facilitators, would sustain this movement and revolution. The ecosystem could be of great help.

Over the last 6 decades, 15 million farmers have come together in Anand Pattern Cooperatives. But, the spirit and logic of collective action has spread in the country. We have millions joining collectives – we have fishermen cooperatives, livestock cooperatives, NTFP collectors' associations, agricultural labour unions, horticulture cooperatives, water users associations, tree growers' collectives, forest samitis, consumers' cooperatives, mothers' committees, education committees, thrift and credit cooperatives, seed collectives, self-help groups and their federal entities, elders groups, disabled groups, solidarity groups, domestic workers unions, so on. Decentralization of governance has been attempted through 73 and 74 amendments to Constitution. Self-reliant mutual help cooperative acts have come into being to support 'free' cooperation. Companies' Act has provided for producer companies that operate with the spirit of cooperation. People's institutions have got into providing microfinance services to their members – savings, credit, insurance, remittance, pension and livelihoods services. Recently, there is a constitutional amendment for ensuring 'freedom' for government control. Government has exempted cooperatives from income tax. Other forms of collectives may also get this benefit soon. However, mutual help is not considered 'legal' sometimes. Priority sector is not extended to all people's institutions. Some acts and provisions (like producer company) are tenuous. This kind of anomalies needs to be corrected.

Yet every one of us seem to agree that the collectivization is still at a nascent stage. This needs to be taken up. While NRLM and NULM are trying to saturate collectivization of the poor and vulnerable women in the entire country in the

coming 10-15 years, MGNREGS is trying to collectivize wage workers. Organizing people around livelihoods activities is still a long way to go. We seem to have agreed that poor can be in multiple institutions, partly because of the multiple needs and multiple activities they pursue and partly because no institution can be a single window institution. To achieve the social and solidarity needs, we need participatory democracy institutions within the village/habitat; we need higher order federal institutions to achieve value-chain and business needs; we need institutions for economies of scale with diversity of risks at district and higher levels; so on. While there are universal needs like water, food, nutrition, health, education etc., there also needs to specific to a community, section, vulnerability and livelihoods activities. The needs of the tribal communities, dalit communities, coastal communities, occupational groups, differently-abled, rain fed farmers, desert area farmers etc., are different. In fact, there is a continuum within them based on age, resource endowment, marginalization, intensity of vulnerability and so on. Thus, multiple institutions for families would be the way. However, it has to begin with one foundation/mother institution. A

Perspectives

G Muralidhar

SHG, a cooperative, a union may serve this purpose.

Thus, the streams of thought and work that continued to dominate the month include livelihoods in general and for the

vulnerable and specific segments of the population in particular.

When half of the population is considered to be smallholders (including leaseholders), the consultation (on 14 September) to enhance their incomes significantly rightly concluded that it is dependent on forming and nurturing their collectives. Other conclusions from the consultations include –

- * We need to understand farming to include agriculture, horticulture, forestry, fisheries, animal husbandry etc. These include lease farmers or share croppers too;
- * There is a need to understand that women are more important partners in farming;
- * Not having minimum support prices that meet the costs and risks adequately for most of the produce is a big gap;
- * Legal framework that is simple and facilitative but robust for these collectives and their federal entities is still wanting;
- * Smallholders have multiple products and multiple needs and how do we cope with this? There is a need to have increased transactions between the members and the collective. Therefore, we need to have a model slightly different from milk cooperatives, sugar cooperatives etc. We need to have a front-end that meets their multiple needs and takes multiple products in the village, consolidated single value-chain units, followed by multi-product retailing units;
- * The work is on both ends – backward linkages (seeds,

inputs and extension) and forward linkages (storage, transport, value-addition, marketing);

- * There are risks at various stages. These need to be addressed. Mutuals can play an important role;
- * Market information, market intelligence is a big need. Further, knowledge management and dissemination in the way the farmers appreciate is also critical. We need multi-media and channels;
- * There is a need to integrate a variety of producers across and consumers across. One producers' collective may meet the needs of another collective;
- * All collectives need to have total tax exemption;
- * Individual producer's default should not be taken to producers' collective and vice-versa;
- * Still, there is space for individual entrepreneurs. This needs to be appreciated;
- * Role of appropriate technology cannot be ignored; laboratories, quality control, e-retailing etc.
- * It is a very long-term work, may be 5-10-15 years;
- * There are a huge number of existing collectives in the country;
- * The critical dimension is achieving the **scale** (it is not enough to have bouquets of work here and there);
- * We need staff to work in these collectives. They are not readily available. We need to build them;
- * We need to look at the large-scale interventions in the country – say oilseeds and oil collectives by NDDB (Operation Goldenflow and Market Intervention Operation). It has invested Rs.1000+ Crore, organized 4-5 million farmers and did everything that is required to do on 'scale' over a long-period of time. The elements in the integrated model on scale included -

Village collectives – seeds, inputs and extension

Capital as Grant and Loan

Working capital loans

Minimum Support Price Operations

Processing units (union of cooperatives) including procurement, storage, transport, refining, etc.

Insurance for crops

Insurance for processing/value-addition

Principle of capture the market first

Effort: capture at least 10% of the produce in the hands of the collectives

Value-addition

Research & Development (R&D)

Market intelligence, information, price and arrival information

Price Stabilization/Fluctuation Fund

Tax exemption to collectives

Partial waiver of other taxes

Packing and packaging

Branding (DHARA et al)

Retail chains (using Amul and other milk brands)

Line of credit from RBI (up to Rs.1000-2000 Crore, at any point of time)

National MIS

National Oil Grid

Imports and their release into the market in the hands of the NDDB

Hindustan Oilseeds Growers' Association for solidarity and advocacy

Established Linkage with Dairy/Animal Husbandry and Oilseeds

Established Linkages between the producers and consumption, say PDS etc.

Established Linkages between the producers of one area with the producer-consumers in the other area

Exposing #2 market

Working on futures and forward marketing

Technology Mission for Productivity Enhancement

Professionals for staff of the collectives

Community paraprofessionals

Produce of the non-members

Business-linked price differential

Then what went wrong with them? What needs to be done? We need to understand the entire experiment before we launch a new 'effort'.

The critical gap seems to be the 'regular engagement' of farmers, rather than 5-6 times in a year. We need to increase the transactions of the farmer with the collective. This is the major work ahead for all if us.

Dr Kurien has laid a robust way of bringing people together given his context and situation. He has done with milk and tried with other commodities. We need to build on that.

Social entrepreneur par excellence, practitioner for sixty years, Dr Kurien has laid some axioms for us to remember in building our pathways –

Be relevant

There are some values universal and permanent. Integrity is one of them. Time discipline is the other.

Market First

Existing First

Knowledge and Skills First

Nothing is perfect while conceptualizing. Keep perfecting.

Think laterally but argue straight

People's skills are the key; learn the craft of spotting the talent/potential and harness it

Persistence, Patient impatience and Impatient patience

Navigation through institutions forms, variations and structures

Institutional net matters more than a single institution

Have faith in the people and their capacities

Be friendly and open to technology, numbers etc.

Ready to respond to opportunities and state's requests.

Work on changing the context and eco-system. It is important to change the rules too. ❖

The past two decades have seen the country swing from economic laggardness to economic vibrancy. Of course, much of this is attributable to the economic reforms that began in the 80s and culminated in the 90s, but other factors such as the technological and knowledge revolutions have catalysed the change.

The economic reforms of 1991 brought about fundamental changes in the way our economy functions. They resulted in a mercurial rise in our economic indicators. Since then, the economy has quadrupled, the size of the middle-class has swelled dramatically, absolute poverty has reduced, technology has become accessible and transportation has become more efficient. Scratch the surface, and a more complex set of sociological and cultural changes unravel.

We are 30% urban today, compared to 17% back then. More number of Indians own cars - and a variety of them, their options are not restricted to a Maruti 800 or an Ambassador, nuclear families and single-parent households are on the rise, multiplexes have cropped up across the country. In short, the way we live, what we eat, how we travel, how we communicate and indeed our livelihoods have undergone a dramatic change.

While the past two decades have witnessed the creation of vast amounts of wealth, it has not resulted in increased parity. In fact, the new globalised, liberalized economy saw the existing divides – economic and social – deepen and the emergence of many more divides – knowledge, technology. Sometimes, one feeds the other. While absolute poverty has decreased (from 45% in 1990s to 29% now) relative poverty is increasing at an alarming rate. According to a DFID report (in 2007), India exists in a three-level continuum – a rich India, that is at par with the well-to-do, Western world; a developing India, with low incomes and barely making ends meet but definitely upwardly mobile; and there is the marginalized India, comprised of urban slum dwellers, small farmers and producers in rural India. The fruits of the “economic boom” have barely touched the last section of the continuum. In the onset of the new economic era, as the country reveled in the new-found riches the most marginalized descended into more poverty and squalor. This section of population carries the weight of centuries old discrimination and inequality on their backs. That discrimination and inequality prevented them from accessing and controlling resources vital to survival in an open economy. The receding role of the state made matters worse.

A large chunk of the rural poor population has migrated out of their traditional livelihoods to ensure their survival. The most striking feature of the rural livelihoods landscape of the past twenty years has been the sharp decline in farm-based livelihoods. With the government promoting rapid industrialization, its focus on agriculture - once the backbone of the economy - has decreased. Today, agriculture is growing at just 2.5% and contributes just 17% to the GDP about half of what it had during the 90s. This at

a time when global food grain prices touched record highs. The agriculture prosperity brought on by the Green Revolution has given way to dismal productivity, declining acreage under cultivation and a collapsed farm sector.

Development efforts and workers have taken note of this scenario, and channelized their energy to pull the bottom of the pyramid into the mainstream. This wave of development has essentially focused on building physical capital (infrastructure such as roads, hospitals, etc.) and social capital (cooperatives, SHGs, etc.).

The opening up of the economy did not mean that the ills of the older system vanished or even faded. Small farmers were still resource poor. They had no access to the variety of seeds and technology that large farmers and commercial agriculture did.

Collapse of the farm sector also affected the food security of the farmer households too. The Green Revolution had ensured national food sufficiency. However, national food sufficiency has not translated into household food security. For agriculturists and policy makers, introduction of modern scientific innovations seemed the way out of poor agriculture productivity and ensuring food sufficiency.

Ideally, a farmer household cultivates commercial crops only after it reaches a threshold of food security. Any talk of cash crops prior to that is detrimental to its own well-being. In the period since the reforms, the Agriculture Department of the Government has encouraged farmers to grow cash crops to improve their economic status. But this policy has taken a toll on the food security of the household: earlier, farmers would retain a part of the produce for their own consumption.

Further, many farmers themselves have shifted out of practicing agriculture to pursue other activities – including wage labour. The inhumane side of this has been the incidence of farmers’ suicides in the country. High costs of cultivation, low returns have driven many a farmer to take loans at high rates from local moneylenders to make ends meet. Unable to bear the burden of repaying these loans, they resorted to suicide. It is estimated that some 3 lakh farmers have taken this dire step in the past ten years. The same is true of handloom weavers. The advent of power looms and other machine-produced clothes have sent the entire handloom into a tizzy. Handloom weavers across the country have found it difficult to cope with this changing scenario. This story rings true numerous artisans in the country. So where have all the erstwhile farmers and artisans shifted? Most have migrated to nearby towns and cities in search of better opportunities. Every year, millions of poor families lock their homes and travel to distant places with meager belongings to eke out a living. The working conditions at the new workplace are unsafe, the terms of work unfair and the wages too low. Unfortunately, regularisation of the norms in the sector has not been on

the agenda of the government or civil society. The workers continue to be at the mercy of their employers. Further, the rampant practice of sub-contracting in the sector gives a blurred picture of who is responsible for exploiting workers.

While those with higher education qualifications moved out of agriculture, youth with minimum education also did not prefer agriculture as a livelihood. Since the 1980s, the Government has encouraged the growth of the Rural Non-farm Sector. Back then, it employed about 18% of the population. By the 2000s this number increased to 27%. Sector-wise employment statistics show that the farm sector's loss has been the construction and manufacturing industries' gain. Together, these two industries employ 63% of the rural poor.

India's labour force (in the organised sector) has swelled by almost half (from 24 million in the early 90s to 46 million today) since the time of the reforms. Initially, jobs remained elusive to the country despite steady growth, the turn of the century brought with it better opportunities. Sectors as manufacturing, textiles, etc. gained precedence. Large numbers of "unskilled" or semi-skilled labourers who were shifting out agriculture and migrating to cities were recruited into these factories. This paved the way for skill training programmes. Large number of unemployed youth in the rural areas would be taken on board to be made "employable". The youth would be trained in a particular skill (tailoring, toy-making, electrical repairs, etc.) and soft skills required for the job. It is estimated that 500 million such jobs would be created by 2020. While this signals a positive shift in employment rates, whether these new livelihoods are helping attain better standards of living needs to be debated.

The big gainers of this boom in jobs in the country have been women. Nearly 15 million women have entered the workforce since 2000. In urban areas, female workers have increased by 5% while in rural areas they have risen by about 3%. While the number of women in the workforce has certainly increased, when examined over a longer period, the increase is only marginal. There are twin aspects with regard to women in the labour force – employment and participation. Much of female labour continues to be informal, more in the nature of participation than regular employment. This phenomenon is particularly noticeable in the farm sector. As more and more rural men migrating out of their villages, women are substituting them on the fields. The number of men engaged in agriculture has decreased to 66% (from 76%) and the involvement of women has gone up to 86%. Further, a significant proportion (8%) of female labourers is subsidiary workers rather than principal workers. A striking feature of women's employment is the number pursuing self-employment activities. 74% women in rural areas and 50% in urban areas are self-employed. The sectors in which women enter are also worth noting from a sociological point of view. There is a tendency to stick to production and

related work. Agricultural labour, plantation and forestry work, laundry, building caretakers, sweeping, tailoring, beedi/agarbatti making, nursing and teaching constitute a majority of the portfolio of women's occupation. Women in professional/managerial activities and directorial posts is dismally low. This is due to the fact that for most women, household responsibilities continue to be the fulcrum of all activities. Increasing women in the workforce and even education have not translated into attitudinal shifts in the perceptions of the role of women in the society. Women are still primarily recognized with their biological roles. Most choose professions that are not adversarial to their responsibilities at home. Thus, we have a situation where women are doubly burdened. To be sure, measures have been taken at the workplace to accommodate the interests of women, they have proven to be too far and few.



The past few decades have seen a great deal of efforts to empower rural women. For the first time, women have been recognized as agents of development and not passive receivers of benefits of schemes. Thus, women have become the new face of the household. The concept of Self-help Groups (SHGs) of women gained ground and has now

become a tried and tested therapy for empowering women and overall development of the community. There are nearly 2.3 million SHGS with a corpus of Rs. 5,000 crores. These numbers speak volumes of the extent the Groups have gone to fulfill the credit needs of the poor. Women's groups have now begun to extend beyond their financial role and are taking up social and village development activities as well. In states like Kerala and Andhra Pradesh, where the movement has been especially strong, women's groups have become a formidable force in the local level politics as well.

The Cooperative movement also received a much needed boost in the past decades. Cooperatives have taken on new forms as producer companies or 'livelihoods collectives'. The Mutually Aided Cooperatives (MACS) Act passed in 1995 in Andhra Pradesh brought about pressing reforms in the manner cooperatives function. It made them independent of Government interference and called for non-partisan management of the cooperatives. The success of the dairy cooperative model called for it to be replicated for other sectors as well. Though experiments have been made, the model has not been as successful. The balance is generally shifting in favour of more collectives built on the expanding self-help movement.

The past few decades have also seen the emergence of microfinance companies. Though in doldrums now they grew rapidly in the decade of the 90s and 2000s. Microfinance Institutions (MFIs) aimed at bringing credit,

insurance and other financial services within the reach of the poor. They took off to a flying start but soon lost steam thanks to unfair lending and loan recovery practices.

A new breed of entrepreneurs – social entrepreneurs came into being. Social entrepreneurs essentially believe that poverty reduction needn't be a process of austerity. These entrepreneurs came up with cost-effective and even profitable approaches to solve pressing issues of society.

The past decades have also been a period of exceptional growth in the fields of technology. *Roti, kapda, makan* to mobile phones. This swing in the promises politicians make to win votes encapsulates the changing definition of "basic necessities". Even until the late 90s, owning a landline connection was a distant dream for a large number of Indians. Then, mobile phones entered the market and were thought to be a luxury. However, soon, with de-regularisation of the telecom sector, more number of players entering the market and mobile phones came within the reach of millions of Indians. A recent survey revealed that Indians have access to more number of phones than toilets. This burgeoning industry gave rise to a number of new livelihoods. In the initial phase (80s-90s) of the communication revolution, millions of STD/PCO centres mushroomed across the country. Similarly, as new technologies as Xerox made in-roads into the country, more and more of the centres started to be set up. When the mobile phone became an affordable commodity, many lamented that it lead to the death of the STD/PCO booth. However, many of these owners were quick to sense the change in the trend and introduced/switched to selling services for the mobile phone – repairs, recharge, etc.

Rural road connectivity has been one of the hallmarks of development in the past three decades. Today, tarred/metal roads connect remotest of habitations with their nearest trade centres/towns/cities. Since Independence, building roads has been on the agenda of the state. It found place in all Five Year Plans and budgets were allocated accordingly. Despite this, the promised roads seemed to vanish into oblivion. Things began to take a turn for the better in 2004, when the then NDA government announced the ambitious and now successful Pradhan Mantri Sadak Grameen Yojana (PMSGY). What the scheme proposed to achieve was what had been gathering dust for years – connecting every habitation in India with a road. Today, the project has led to the creation of a 26,50,000 km long road network crisscrossing about 5 lakh habitations in the country. For long, it was held that roads, or the lack of them, were the bane of rural areas. Transport was a logistical nightmare at best and impossible at worst. Needless to say, this has changed the



way rural producers conduct their business. Many have started going the extra distance to earn more profits. With better roads, four-wheelers have made in-roads into these remote areas and have made goods transport a reality.

Technology is also playing an instrumental role in bridging the knowledge divide. Knowledge dissemination had become increasingly digitalised during this period. With technology mostly being available to the rich, the already resource-poor had been left out of the knowledge era as well. However, low-cost gadgets and efforts to better infrastructure made technology accessible to the poor and lessened the knowledge gap. Recent trends show that more knowledge relevant to the needs of the poor is on the rise and is being delivered to the poor via various modes – internet, mobile phones, etc.

While the past few decades have been positive in certain aspects, it has also jeopardised the livelihoods of the millions of small enterprises. Increasingly, the balance is shifting in favour of large corporate houses entering various sectors. This is evident when the Government proposed to increase FDI in the retail sector this year. It is estimated that this move would put the 40 million tiny players in the retail sector out of work. Of course, the supporters of the policy claim that it would create at least 2 million jobs. But that figure appears minuscule when compared with the number of people who would lose their livelihoods. Further, supporters of opening up the retail sector insist that the entry of the big businesses would bring along better supply chain management that is absent in the retail service sector. This is a misconception. In India, there is "retail democracy". The sector is highly decentralized and self organised. The country has the highest shop density in the world, at 11 outlets for every

1000 people. While the retail chains haven't entirely wiped out small grocery stores, they have certainly snatched a share of their profits. However, the havoc brought about by large, centralized companies delivering services is more evident in the TV sector.

The pace of changes in the livelihoods landscape since the 1980s is astonishing. True, many livelihoods were at peril back then, but the swiftness with which they have declined is alarming.

While the shift to an open economy had been to the disadvantage of the poor, efforts are also being made to assimilate the poor into the this new reality. Social enterprises, the self-help movement, etc. are attempting to bring poor and vulnerable producers on a level-playing field by providing them with the required resources. The challenge however is to cope with the constantly changing market environment. Overcoming these new barriers with weight of historic discrimination and inequality is the challenge. ❖

Vegetable Vending

Gangadevi Anjamma (46) belongs to Bhudan Pochampally, Nalgonda District. She lives with her husband, two sons, one daughter and sister. She has been running a small vegetable vending kiosk for the past six years. To start the business, she took a loan of Rs.10, 000 from money lenders in the village with an interest of Rs. 4 per Rs. 100 per month. She took a shop on rent in the village for the business.

She goes to Choutuppal vegetable market everyday to purchase vegetables. She hires an auto to bring the vegetables from market. She purchases vegetables worth Rs. 5000 value of vegetables on wholesale prices. During festival times, she purchases more.

S.N O	Particulars	Amount in Rs.
1	Capital Amount (Shop rent advance and vegetable)	15,000
	Monthly Expenditure	
1	All vegetables (Tomatoes, potato, brinjal, bitter gourd, ridge gourd, snake gourd, bottle gourd, tindoor, cluster beans, broad beans, okra (ladies finger), drum stick, green chilli, cucumber) Rs. 5000 x 30 days =Rs. 150000	150,000
2	All leafy vegetables (Amaranthus, Spinach, Curry leaves, Sorrel, Coriander, Fenu Greek leaves) Rs. 800 x 30days = Rs.24000	24,000
3	Dry fish (Rs. 1000x15days=Rs.15000)	15,000
4	Shop rent + current bill	2,500
5	Auto charges (300 x 30days = 9000)	9,000
6	Interest on loan	400
	Total monthly expenditure	2,00,900
	Monthly Income	
1	All vegetable (5400x 30 days=16500)	1,62,000
2	All leafy vegetable (1000x30days=30000)	30,000
3	Dry fish (1100x30days=3000)	33,000
	Total monthly Income	2,25,000
1	Total Monthly expenditure	2,00,900
2	Total Monthly Income	2,25,000
	Monthly Profit	24, 100

Anjamma says she is satisfied with the income from this business. Her standard of living has improved considerably—she constructed a pacca house 3 years ago. She feels the only risk is that the vegetables, especially, tomatoes, green vegetables get spoilt quickly. ❖

Dr Verghese Kurien, Milkman of India

The father of the White Revolution, Dr Verghese Kurien expired on 9 September 2012 at the age of 90 at Nadiad in Gujarat. Dr Kurien, who described himself as an employee of the farmers, spent 60 long years in building and sustaining a variety of institutions of the poor.

Propelled by the vision of legendary Tribhuvandas Patel, Dr Kurien worked to provide better opportunities to small, marginal dairy farmers. It is not possible to imagine the present-day dairy sector and dairy cooperatives without Dr Kurien's efforts.

Dr Kurien spent 60 years in designing and developing a dairy cooperative in Anand, and numerous institutions to support and sustain this model. Amul is one of the 30 institutions he established. That the Amul design became the desired model for cooperatives cutting across sectors is testament to the brilliance of model. In fact, Dr Kurien himself replicated the model in oil seeds, vegetables, etc.

Born at Kozhikode, Kerala on 26 November 1921, he graduated in Physics from Loyola College in Chennai after which he pursued Mechanical Engineering at Madras University. After a brief stint at the Tata Iron & Steel Industries, he went to Michigan State University (USA), with



Dr Kurien with Tribhuvandas Patel

the help of a scholarship from the Government of India to do his masters in Mechanical Engineering. Prior to leaving for the United States, Dr Kurien had also attended a training programme at the National Dairy Research Institute, Bangalore. He studied dairy in his Masters course as well.

In 1948, Dr Kurien returned to India and joined the Government Dairy Research Institution in Anand as a Dairy Engineer, an assignment he was obligated to serve in lieu of the student scholarship from the Government. He had made up his mind to quit mid-way when he was persuaded by Tribhuvandas Patel or Tribhuvan kaka as he was fondly



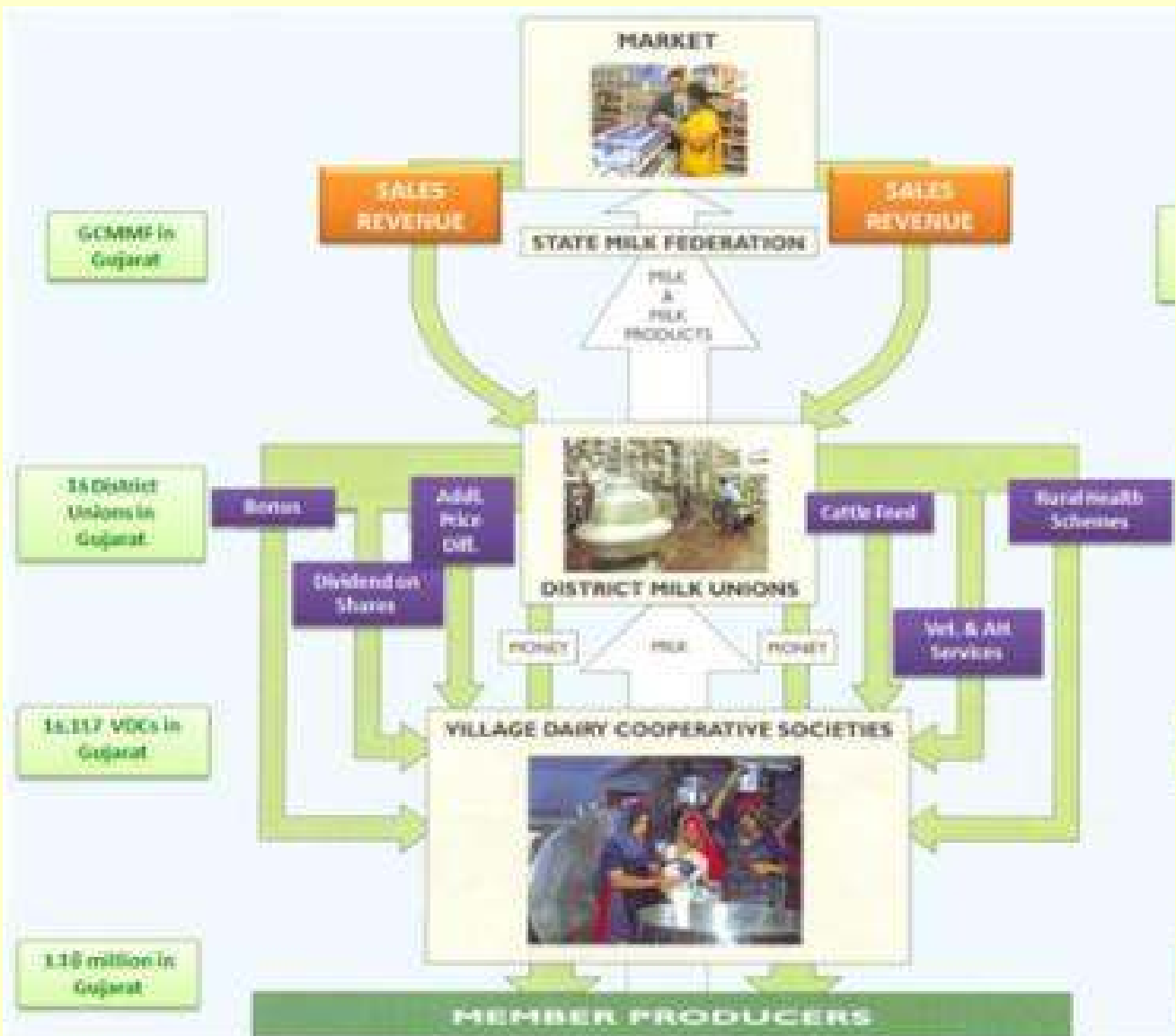


called, to stay back and help seek solutions for the troubles of the local dairy farmers. At that time, Anand was witnessing a tussle between local dairy farmers and Polson, a private dairy company over the unfair pricing mechanism and quality measurement practices of the company. The dairy producers got lesser incomes and most profits were appropriated by middlemen and private dairy company. Moreover, the dairy farmers themselves would be left to consume low quality

milk even though they paid higher prices. At that time, Tribhuvandas kaka, (a dairy farmer himself) established the Kaira District Cooperative Milk Producers Union Limited (KDCMPUL) to fight against the exploitation of the middlemen and the dairy company at Anand.

Dr Kurien ceded to Patel's requests and studied the situation keenly. He realized that the entire dairy sector in the country was in doldrums, and Anand was just a part of it. The country was importing milk and milk powder for domestic uses despite the abundant presence of milch animals. Dr Kurien then made it his mission to find a way out of this issue.

He resigned from his post in the Government and actively involved in the KDCMPUL. Tribhuvandas Patel's organizing skills and Dr Kurien' technical & marketing expertise led to serial victories in dairy sector. Dr Kurien studied the dairy supply chain extensively. Importantly, he looked at how the profits were earned and where they went. His analysis



Breadsreads	Amul Butter, Amul Lite, Delicious Table Margarine
Cheese Range	Amul Pasteurized Processed Cheddar Cheese, Amul Processed Cheese Spread, Amul Pizza (Mozarella) Cheese, Amul Emmental Cheese, Amul Gouda Cheese, Amul Malai Pa- neer (cottage cheese), Utterly Delicious Pizza
Fresh Milk	Amul Gold Full Cream Milk 6% fat, Amul Shakti Standardised Milk 4.5% Fat, Amul Taaza Toned Milk 3% fat, Amul Slim & Trim, Amul Cow Milk
UHT Milk Range	Amul Gold 4.5% fat Milk, Amul Shakti 3% fat Milk, Amul Taaza 1.5% fat Milk, Amul Lite Slim-n-Trim Milk, Amul Fresh Cream
Milk Powders	Amul Full Cream Milk Powder, Amulya Dairy Whitener, Sagar Skimmed Milk Powder, Amulspray Infant Milk Food, Sagar Tea and Coffee Whitener
Milk Drink	Amul Kool Flavoured Milk, Amul Kool Cafe, Amul Kool Koko, Amul Kool Milk Shaake, Amul Kool Chocolate Milk, Nutramul Energy Drink
Health Drink	Stamina Instant Energy Drink
Brown Beverage	Nutramul Malted Milk Food
Curd Products	Amul Masti Dahi (fresh curd), Amul Masti Spiced Butter Milk, Amul Lassi, Amul Flaavyo Yoghurt
Pure Ghee	Amul Pure Ghee, Sagar Pure Ghee
Sweetened Condensed Milk	Amul Mithaimate
Mithai Range	Amul Shrikhand, Amul Mithae Gulabjamuns, Amul Basundi, Avsar Ladoos
Ice-cream	Sundae Range, probiotic, sugarfree and probiotic
Chocolate & Confectionery	Amul Milk Chocolate, Amul Fruit & Nut Chocolate, Amul Chocozoo, Amul Bindass, Amul Fundoo

revealed that the middlemen and the private dairy company were wreaking havoc in the local supply chain which did not allow the producers to earn greater returns.

Dr Kurien facilitated the establishment of the Anand Milk Union Limited (AMUL) to reduce the number of players between the producer and consumer. AMUL started with 2 village cooperative societies of KDCMPUL with a production of 247 liters/day. The Cooperative would collect milk directly from the farmers and pay them according to the quality of the milk. It would also provide support such as feed, fodder, vet care, etc. to ensure the quality of the milk is maintained. In addition, it also provided loans to farmers to purchase buffaloes. Dr Kurien advocated buffalo rearing as they were more common in the country and easier to

maintain.

AMUL's results were immediate. In the first ten months of its existence, the members had each earned Rs.5000 per month on an average.

Milk production and marketing presented much more complicated challenges. For instance, there was always more milk production in the winter months, storing which was proving to be a tedious task. It was often the case that the excess milk would go down the drain. Farmers in the area knew that storing the milk would prove handy in the summer months when milk production would drop. AMUL decided that converting the milk into milk powder was a





way out. Dr Kurien, with the help of H.M. Dayala, a technical manager at AMUL converted the milk into milk powder. This was the first time that buffalo milk (not cow milk) was used to produce milk powder in the world. In one stroke, Dr Kurien solved two problems - the non-availability of milk in the summer months and the low prices in winter months.

Dr Kurien believed a cooperative exists to serve three ends – first, to remove middlemen, second, ensure members' control on milk procurement, processing and marketing and third, a professional management system. It took Dr Kurien decades of perseverance and dedication to instill these practices in AMUL.

The success of AMUL inspired farmers in other districts to form milk cooperatives and become members in AMUL. Today, AMUL consists of 16 District level milk producer's cooperatives and 16,117 Village Dairy Cooperatives with 33 Lakh milk produce members.

The dairy farmers are members of Village Dairy Cooperatives which would then be federated at the district and state levels. The district level federations — District Cooperative Union (DCU) have their processing centres. The State Milk Producers Cooperative Federation (SMPCF) is responsible for marketing the milk and milk products. The SCMPFs are then federated into a national body called the National Dairy Cooperative Federation of India (NDCFI).

The Cooperative would have a Board to manage it. The Board members would elected by the Cooperative members.

Dr Kurien was particular about the Cooperative functioning being highly professional. Dr Kurien established that the role of the Board would be confined to taking important policy decisions and not in the operational matters of the Cooperative. The operational matters would be taken care of by professionals hired by the Cooperative. These professionals were made accountable to the Board. It took





nearly a decade to achieve this division of responsibilities in AMUL. Dr Kurien was also clear that the cooperatives had to be owned and controlled by the members. There was no room for political interference.

Dr Kurien made constant efforts to upgrade the skills of the members and leaders of the cooperative. They were oriented to cooperative management, milk procurement, quality control, processing, marketing, bookkeeping, auditing and staff monitoring. Training were held at regular intervals or when the need arose.

Dr Kurien founded the Gujarat Cooperative for Milk Marketing Federation (GCMMF), the state level federation of dairy cooperatives in Gujarat to market the milk and milk products of AMUL. He focused on direct accessibility of AMUL products to the consumers. This resulted in establishing more than 5 Lakh milk retail shops. The products were sold under the AMUL brand. The quality of the products, affordable prices and of course clever marketing of the products endeared AMUL to millions of consumers.

In 1965, then Prime Minister Lal Bahadur Shastri invited Dr Kurien to replicate the AMUL model across the country. Shastri described Dr Kurien as an extraordinary person and dynamic leader. As a result, National Dairy Development Board (NDDB) was established. Dr Kurien held the post of

Chairman at NDDB for 33 years.

At that time, the country's milk producing capacity was 1,90,000 tons and 2,80,000 milk producers. It increased to 1.13 Crore tons per year (According to 2010-11 Estimation; NDDB) with above 1.2 Crore milk producers. 81,000 dairy cooperatives were established under the guidance of Dr Kurien and NDDB. National Dairy Development Board (NDDB) was established to develop cooperative enterprises which were controlled by the members through democratic self-governance. It believes that development can be achieved by the members' participation in management and decision-making and technological progress. It also aims to provide management education, training, research and consultancy services to the cooperatives and rural development organizations.

Dr Kurien started Operation Flood program in 1970 to help the dairy producers' development and gain ownership of their cooperative's assets.

The Operation Flood programme was implemented in three phases. The 1st phase started with selling milk powder and butter oil in Delhi, Mumbai, Chennai and Kolkata. The 2nd phase focused on forming village cooperatives and enhancing the milk powder production. Lastly, the 3rd phase focused on increasing infrastructure facilities for cooperatives and services extension like providing





veterinary facilities and artificial insemination services and also concentrated on members' education.

The success of Operation Flood provided impetus for Dr Kurién to try out the cooperative model in other commodities. This materialised in the form of Operation Golden Flow for oils and oilseeds in 1981. The Operation established the Dhara Food and Oil Company to market edible oils in the country. Oils from various sources – groundnuts, cottonseed, et al. are marketed by the company. Dhara was the first to introduce oil aseptic packs in the country. In fact, Hindustan Packaging was set up to meet the need of aseptic packaging in the country. Dr Kurién also experimented with fruits and vegetables. Safal

became the brand associated with this commodity. In 1987, he introduced the model to salt farmers in Kharghoda (in Kutch), Gujarat. Dr Kurién also tried to replicate the model for electricity consumption, by creating Electricity Consumers' Cooperatives in Gujarat.

Though none of these attained the benchmark set by Amul, Dr Kurién's efforts to bring considerable change—streamlining the supply chain, and R&D in these sectors are laudable. In all his endeavours, Dr Kurién did not stop at collectivizing the producers or farmers, he went that extra mile to better productivity, be it through extensive R&D or sound support systems. Some of the innovative products that emerged from the R&D labs of NDDDB include a variety of unique flavours in Amul products – ice creams, yoghurts, defatted dal, milk powder to withstand harsh conditions supplied especially to the Indian Army, etc.

NDDDB also manages the Sabarmati Ashram Goushala (SAGB,) established by Mahatma Gandhi in 1915 for free. NDDDB has strived to enhance animal and agriculture productivity through advanced genetic technology and reproductive technology. Recognizing the importance of the livestock for the poor NDDDB took up the management of SAGB in 1973. SAGB has been working in producing highest quality of frozen semen and frozen embryos for the last four decades. NDDDB is running Buffalo breeding center

With wife Molly and daughter Nirmala



Excerpts from Dr Kurien's speech "Markets in Motion"

"Probably the easy, but nonetheless wrong, answer is that Amul has been advertised well. Certainly it has helped that those responsible for keeping the Amul name in the public eye have used considerable imagination and, if I do say so, 'The taste of India' is nothing short of brilliant. However, there is much more to it.

A successful consumer product is the object of thousands, even tens of thousands of transactions every day. In these transactions, the brand name serves in lieu of a contract. It is the assurance to the buyer that her specifications will be met. It is the seller's assurance that quality is being provided at a fair price.

If Amul has become a successful brand - if, in the trade lingo, it enjoys brand equity - then it is because we have honoured our contract with consumers for close to fifty years. If we had failed to do so, then Amul would have been consigned to the dustbin of history, along with thousands of other brands.

The tough part of the use of a brand as a contract is that every day is a renewal; if, just once, the brand fails to meet the customer's expectations or, more exactly, if it fails to delight the customer, then the contract loses its value. If Amul's sales continue to rise, it is because that contract has been honoured, again and again. I would like to think that the granddaughters of some of our first customers are now 'contracting' with us to buy their butter, cheese, baby food, chocolates and other fine Amul products. It is also a fact that when we first thought of exporting to West Asia and even to the United States, it was because of the loyalty of Amul customers who, even when far from home, still craved our 'taste of India'.

What goes into the 'contract' that is a brand name? First is quality.

No brand survives long if its quality does not equal or exceed what the buyer expects. There simply can be no compromise. That's the essence of the contract. In the case of a food product, this means that the brand must always represent the highest hygienic, bacteriological and organoleptic standards. It must taste good, and it must be good.

Second, the contract requires value for money. If our customer buys an Amul product, she gets what she pays for, and more. We have always taken pride in the fact that while we earn a good income for our owners - the dairy farmers of Gujarat - we don't do it at the cost of exploiting the consumer. Even when adverse conditions have reduced supplies of products like butter, we have resisted the common practice of raising prices, charging what the market would bear. Rather, we have kept prices fair and done our best to ensure that retailers do not gain at the consumers' expense."

at Nakerakallu, Andhra Pradesh. The National Milk Grid was formed to link the producers in 700 towns and cities so as to balance shortages and surpluses across the country.

Dr Kurien considered professional management an important pillar of a cooperative. In fact, he saw the lack of professionalism plagued the entire development fraternity.

To fill this dearth, Dr Kurien established the Shiksha Dairy Institution at Anand Agriculture University to mould professional managers for dairy cooperatives. Later, he established the Institute of Rural Management, Anand (IRMA) in 1979 to groom rural development professionals. He was Chairman at IRMA till 2006. He designed a 2-year Post-Graduate Program in Rural Management (PRM). It imparts management training, support and research facilities to its students. It also provides its services to the several cooperatives, non-government organizations, government & development agencies, international organizations and funding agencies. IRMA has been revising its curriculum with inputs from the development organizations. Dr Kurien has encouraged and supported similar initiatives by XIMB and the Kalinga School of Rural

Management.

Governments across the world have appreciated Dr Kurien's work. The Soviet Union and Pakistan had even invited him to replicate the model in their countries.

He supported the Mutually Aided Cooperative Act (MACS Act) which called for independent functioning of cooperatives.

Film director Shyam Benegal made "MANTHAN" on AMUL in 1976. It presents the dairy cooperatives' impact on traditional social-economic structures of rural Gujarat. The 5,00,000 milk producers belong to GCMMF financed this film by contributing Rs.2 per each member.

Dr Kurien turned the country from a milk importing country to a milk exporting country. Dr Kurien was at the helm of an astonishing number of institutions and initiatives across the country. His commitment to make a difference in the lives of millions of farmers drove him to leave no stone unturned. He recognised the technological, market and knowledge disadvantages of the producers and strove to fill the gaps. He received several national and international awards for his extraordinary and priceless contribution to the dairy sector.

He received the Padmasri (1965), Padmabushan(1966), Krishi Ranta (1986) and Padma Vibhushan (1999). He received international awards like Ramon Magsaysay Award for Community Leadership, Wateler Piece Prize (1986), World Food Prize (1989), International Person of the Year (1993). Dr Kurien has also been on the Boards of numerous organizations and even served as the Chancellor of Allahabad University. He had the uncanny ability of being straightforward in all his his dealings, including those with the Government and bureaucracy. Dr Kurien enjoyed the backing of Prime Ministers who gave him the freehand to run his institutions. All this goodwill in the highest echelons of Government allowed him to ward of political interference in his institutions.

Yet another legacy that Dr Kurien leaves behind is the Amul advertisements that have acquired a cult status in the country. Dr Kurien was convinced that a good product with

good advertising would sell itself and wanted the advertisements to capture the iconic status of Amul.

The passing away of Dr Kurien has certainly left a vacuum in the cooperative sector. But it is time to reiterate his values of cooperation and democracy as a way out of poverty. His model has been the trigger for the growing self-help and collectivisation movement in the country. Collectives in various forms have emerged across the country, but they all rest on same principles of cooperation and democracy. One of his greatest contributions would be the philosophy of collectivization which was time and again vindicated by the successes of the model in various sectors. A few failures in the movement didn't render it totally ineffective. In his own words, "if cooperatives failed the only solution is to re-build the cooperative in a better way" just as more democracy is established to resurrect a failed democracy. ❖

8 September International Literacy day



Communication Logistics

A Courier is a means of communicating messages, money, documents and parcels across distances. Couriers are not a recent phenomenon. They have existed in different forms throughout history. In ancient times, birds such as pigeons were used to send messages. Then, some people were employed specifically to deliver messages. They would travel on foot, or ride a horse to deliver messages and carry information on market from one part of the region to another. At that time, the courier services were mostly used by kings, business people and the rich. Every village or hamlet had its own messengers to send and receive information. These couriers were primarily communicating information. Later, people started to send money,

areas.

The post department also offered services such as telegram and telephone services until the advent of modern telecommunication. Post offices delivered letters, money orders, applications and documents across the country and other countries at a reasonable price. The articles would be transported through buses, rails to the towns or big villages in the country. From there, post masters delivered logistics to the people in remote places. Items meant to be delivered in other countries would be sent via sea transport or air transport.

The technological changes particularly mobile, net banking and internet intervention drastically impacted the postal

Particulars	India	Global
Road Transportation		
Avg. truck Speed (in kmph)	30 - 40	60 - 80
Four Lane road Length (in kms)	7,000	34,000
National Highway Length (in kms)	66,590	1,900,000
Avg. distance travelled by a truck per day (in kms)	200	400
Air Transportation		
Airport waiting Time - Exports (in hrs)	50	12
Airport waiting Time - Imports (in hrs)	182	24
ATF as a % of Op. Cost	35 - 40%	20 - 25%
Ports & Sea Transportation		
Turnaround time at ports (in hrs)	84	7
Annual container handling capacity	8.4 mm TEUs	60 mm TEUs
Container handled per ship, per hr (Max.)	15	25 - 30

Source: Cygnus Business Consulting & Research

documents, and parcels to distant places. Parcel/goods delivery became a major service in the courier system. It evolved from sending messages to communicating logistics.

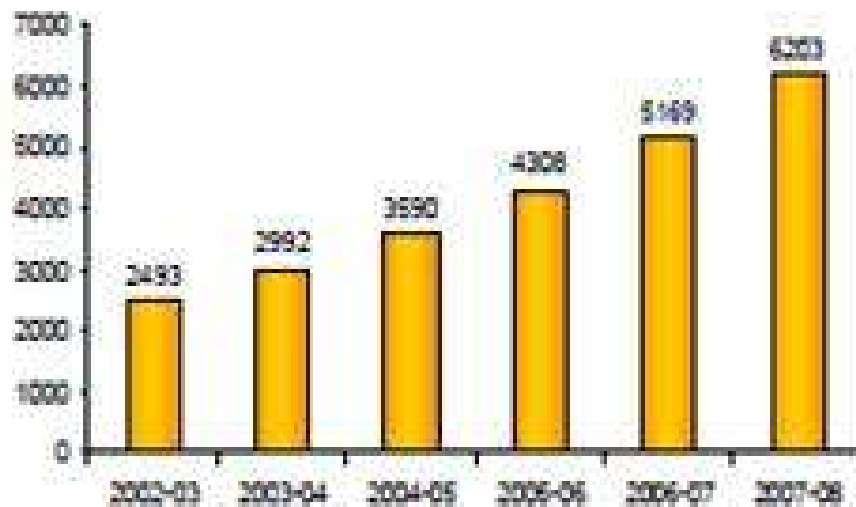
Industrialization brought changes in courier system. Towns and cities gradually became important. Transport and communication developed according to the changes in the society. Towns became centers for industries. Transactions between the people increased manifold. People started to migrate to towns and the need for connectivity between villages and towns increased. The scope of courier services widened— documents, parcels and money began to be sent across regions. The need for a robust delivery system emerged. This need led to the establishment of postal service.

There are 1,54,886 post offices (as on 31 March 2011) in India of which 90% of the post offices are situated in rural

service system. The demand for delivering letters, money orders and telegrams reduced. Communication logistics began to be used for purely tangible items. The larger economic policies of the country gave greater leverage to private entities in the logistics sector. The very nature of the courier system transformed. Larger players in the system had an infrastructural and technological edge over the smaller players and even the government. State-run post services were caught unaware of the technology revolution and couldn't adapt to the rapidly changing scenario.

Nearly 2000 courier companies operate across the country which deliver letters, brochures, invoices, cheques, legal papers and books. There are international, national, intra-state and even intra-city services. Some intra-city services employ courier persons to carry documents and other items from one part of the city to another. In fact, in urban areas, restaurants and supermarkets even deliver food and groceries at the doorstep. Courier services have also

Projected future market for express industry in India (in Rs. crore)



become more specialized. There are some which deliver only money, others deliver only books or clothes, etc. With the increase in the pace of life, there is also a demand for express services. Express services enable the delivery of parcels within a few hours or days.

Modern courier services take utmost care when it comes to packing and on-time delivery. They often provide a tracking facility by which customers can know about the delivery status of the parcel. Courier services also use mobile and e-mail facilities to keep their customers in the know of the delivery of the items. Further, customer feedback is taken on a regular basis and is considered seriously.

In case the parcel/items are lost or damaged while being transported, the courier services offer to compensate for the items. However, they take precautionary measures—such as fool-proof packing prior to transporting them. Some even refuse to deliver certain delicate or precious items.

Hundreds of companies are in this courier business. Big companies like DTDC, DTH, Professional, ANL service, Cargo service etc. are engaging in courier services delivery.

The courier companies have established branches and sub-branches in the cities, small and big towns, block headquarters across the country. In some places these companies established franchises for taking order and enabling delivery. Some companies also enter into agreements with many Xerox centers, stationary and other shops to increase the accessibility of courier services to the consumers. Branch offices or partners collect documents/ letters/cheques/ and other items and note detailed address

of the receiver and sender along with their mobile number. They also note the contents of the parcel being sent.

For heavier/perishable items, the courier services offers pick-up and storage facilities. The courier service gives a receipt to the customer which contains the details of the order – cost, order number, expected date of delivery, sender and receiver's address. They also maintain an extensive database which captures details about every order.

The parcels are segregated as per their destination and sent along with the identification number and detailed address. After sending the item for delivery, the courier service sends a SMS to the customers. Many courier companies have their own vehicles to deliver the items. For example Inter World Cargo Private Limited has its own planes for courier services.

Upon reaching the destination, the parcels are kept at a warehouse. From the warehouse, the items parcels are delivered to the receivers by the local employees of the courier service. In some cases, the recipient collects the parcel from the courier office. This is especially true of persons living in remote areas.

There are two methods of payment. Senders can pay at the time of giving order or the receiver has to pay upon receiving the parcel. Once the parcel is delivered, the courier service confirms the same with the customer through a SMS.

Online shopping also contributes a lot in the growth of courier service. Many online shops like [www. flipkart.com](http://www.flipkart.com), [www. shoppers.org](http://www.shoppers.org), www.onlishopinglist

www.homeshop18.com etc provide online shopping facility to the consumers. These websites sell various items like books, electronic and electrical items and other items. Online shopping is fast picking up in the country. These websites enter into partnerships with courier services or themselves have an elaborate logistics system.

Packers and movers are also a significant part of the courier service. These companies offer services of packing items and transporting them across regions. They primarily cater to the needs of those shifting from one place to another. These companies also help in unpacking at the new location.

Courier service has been influenced by economic growth, attitudinal changes and infrastructure development. The critical part in courier service is safe delivery of the parcel on time. The courier company charges on the basis of the type of item, quantity, distance, time period and other clearance issues.

Presently, the courier industry is said to be worth Rs. 41,000 Crore (2010 Estimation). 61% of the service depends on road transport, 31% on rail and remaining 8% is on water ways and air way. The roads are of poor quality. It affects the delivery of the parcels. It is taking lot of time to reach the destination point. Further, in the railways, there are no weather-proof sheds for storage. Majority of the warehouses do not have waterproof facilities, racking facilities and security system. The sector employs millions of people, with the express courier service alone accounting for about a million.

A Courier is a means of communicating messages, money, documents and parcels across distances. Couriers are not

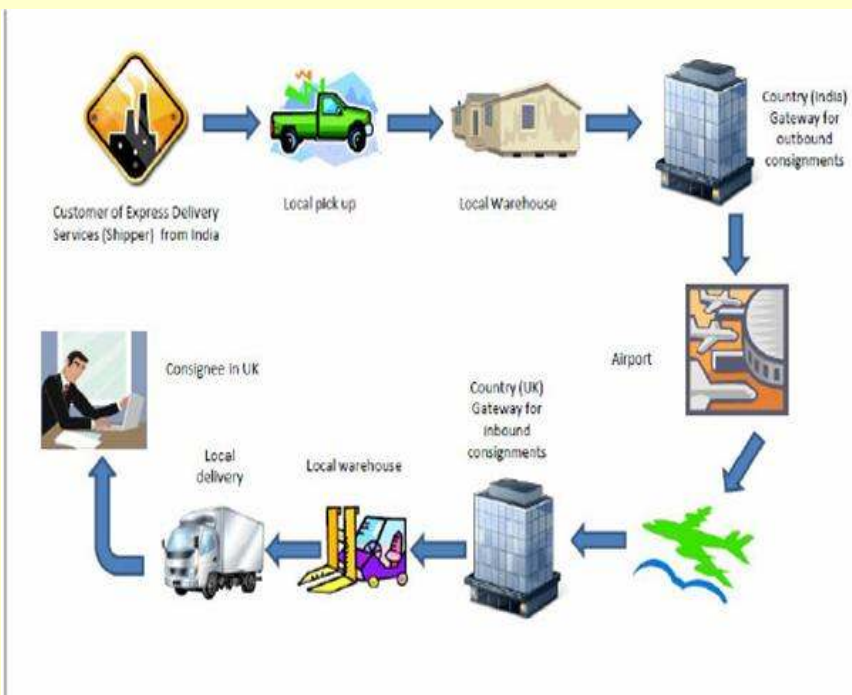
a recent phenomenon. They have existed in different forms throughout history. In ancient times, birds such as pigeons were used to send messages. Then, some people were employed specifically to deliver messages. They would travel on foot, or ride a horse to deliver messages and carry information on market from one part of the region to another. At that time, the courier services were mostly used by kings, business people and the rich. Every village or hamlet had its own messengers to send and receive information. These couriers were primarily communicating information. Later, people started to send money, documents, and parcels to distant places. Parcel/goods delivery became a major service in the courier system. It evolved from sending messages to communicating logistics.

Industrialization brought changes in courier system. Towns and cities gradually became important. Transport and communication developed according to the changes in the society. Towns became centers for industries. Transactions between the people increased manifold. People started to migrate to towns and the need for connectivity between villages and towns increased. The scope of courier services widened— documents, parcels and money began to be sent across regions. The need for a robust delivery system emerged. This need led to the establishment of postal service.

There are 1,54,886 post offices (as on 31 March 2011) in India of which 90% of the post offices are situated in rural areas.

The post department also offered services such as telegram and telephone services until the advent of modern telecommunication. Post offices delivered letters, money orders, applications and documents across the country and other countries at a reasonable price. The articles would be transported through buses, rails to the towns or big villages in the country. From there, post masters delivered logistics to the people in remote places. Items meant to be delivered in other countries would be sent via sea transport or air transport.

The technological changes particularly mobile, net banking and internet intervention drastically impacted the postal service system. The demand for delivering letters, money orders and telegrams reduced. Communication logistics began to be used for purely tangible items. The larger economic policies of the country gave greater leverage to private entities in the



logistics sector. The very nature of the courier system transformed. Larger players in the system had an infrastructural and technological edge over the smaller players and even the government. State-run post services were caught unaware of the technology revolution and couldn't adapt to the rapidly changing scenario.

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I Do My Job Carefully

What is your name ? What do you do?

My name is Ashok. I work as a driver in SKR Construction in Suryapet, Nalgonda (in Andhra Pradesh). I have been working there for the last 6 years.

Where are you living presently?

I live at Habsiguda in Hyderabad. My owner provides me food and accommodation facility.

What is your monthly Salary?

My monthly salary is Rs.7000.

What is your native place?

My native place is Lingampally, Nuthankal mandal, Nalgonda district.

I have no relatives there. My parents died when I was 12 years old. My mother died due to cancer, my father died was a toddy addict and succumbed to illness. I have a brother who is working as a RMP doctor at Buranapuram village and a sister who is married. I go to their villages for festivals and other occasions. My grandmother took care of us and I went to agriculture works to others in holidays. My owners and friends also are encouraging to me in education. I am preparing with friend's study material. I feel sad when I remember my parents and my village.

We have 2 acres of land and house, which my brother looks after.

I am unmarried, though I wish my parents were around to see me get married.

What is your education qualification?

I completed Graduation in B.A (Bachelor of Arts) from Raja Ram Memorial College in Suryapet. The college is affiliated to Osmania University. I worked at a law firm while I was studying intermediate. I was inspired by my boss to pursue a course in law. However, due to financial constraints I couldn't realize that dream and settled to study B.A.

Tell us more about your work

I am a personal driver to my employer. I drive him to Suryapet from Hyderabad everyday. Sometimes, he goes to other towns in the district on work. Apart from this, I even drive when he goes out with his family. I also run small errands for his family. My employer treats me like family. Sometimes when I do not have much work then I

take rest and read competitive books.

Where did you learn to drive a car?

I saw an advertisement of a driving school in the newspaper. It said they would teach driving for free. I contacted the driving agency immediately and enrolled myself for the course. The driving school was located in Nandigama, The course was for 40 days and I received a certificate and also secured a driving license.

What other work experience do you have?

I worked for two years as an assistant at a law firm in intermediate in Suryapet. During graduation, I worked as a compounder in Sri Adithya hospital in Suryapet.

Later, I worked two years as driver to the principal of SV College at Suryapet.

How did you join in SKR Constructions?

My friend recommended me for this job. My boss observed my driving for two days before hiring me.

Have you ever met with an accident on the job?

I drive carefully but others also should follow rules. I have not been in any major accidents but I met with one small accident when a two wheeler hit my car and left a few scratches.

Do you save regularly?

I deposit money in my bank account and I took one Life Insurance Corporation (LIC) policy. I do not spend much money. Sometimes, I give gifts to my sister.

Q: Do you face problems in your life?

A: I had a difficult childhood. It was not normal. We did not get to play or engage in any extracurricular activities as we had to start working at an early age.

Q: What is your future plan?

A. I am preparing for competitive examinations. I have appeared for the Group-IV examination and am awaiting the results. ❖



Monitoring

Monitoring is an important process to measure the performance of the activities designed to accomplish certain goals and to control the activities as per set plan to reach the impact and results of a project efficiently and effectively on time. Presented below is a quantitative monitoring tool that checks on beneficiary identification, interaction with stakeholders, Implementation Support, Support to Institutions, Support to Convergence, Backward and Forward Linkages, etc. ❖

Total No. of Families Visited	Vision Indicators	Interventions	Families Visited/ interacted	Average Progress Rating (0-4)	Amount spent. Rs.
Present Livelihoods - skills, tools, capital, linkages ¹		1. 2. 3.			
Supplementary/ Complementary Livelihoods		1. 2.			
Jobs		1. 2.			
Self-employment, enterprise		1. 2.			
Group/Collective Livelihoods		1. 2.			
INCOME(Average for all families)					
SHG – savings, avg ¹					
SHG-credit, avg					
SHG-repayment, avg					
Assets (value, average)					
Savings including in SHG (average)					
Debt (average)					
Expenditure		1. 2.			
Risk cover – life					
Risk cover – health					
Risk cover – livestock					
Risk cover – enterprise					
Entitlements – PDS					
Entitlements - pension					
Organizational supported Collective Membership					
Institutional Linkages		1. 2.			
Convergence with other schemes		1. 2.			
Food Security					
Child Nutrition					
Health					
Education					
Others-1:					
Others-2:					
Organizational supported SHGs			#G:		
- Grade: A - Avg Savings - Avg Loans - Avg Linkage - Collective action	#G ² :				
Other SHGs with beneficiaries families			#G:		
Organization supported Collectives	#:		#F ³ :		
Organization Turnover	Rs.				
Family Support and CB services					
1. Psychosocial					
2. Legal					
3. Parenting skill					
4. Campaign					
Emergency support					
Overall Score					
				Avg. Rating:	Avg. %

Minimum Wages Act-1948

The minimum wage, according to the International Labor Office convention 95, is the minimum wage payable to the workers for sustenance of their families for the work done or to be done or the services rendered or to be rendered under the agreements.

In India, the Minimum Wages Act-1948 was the result of a prolonged battle for by the working class of India in the pre-Independence period.

The Minimum Wages Act provides legislative protection for workers to get a minimum wage. It also provides benefits in case of sickness, maternity and accidents in workplace. As per the Act, the wage is fixed according to minimum time rate, minimum wage rate, guaranteed time rate and over time rate. It also considers the occupation, locality, type of work and age groups in fixing wage.

The aim of the Act is to prevent exploitation of labour in scheduled industries and regular enhancement of their wages every 5 years. This Act is generally implemented by the State Governments through their respective Labour & Employment Departments.

The workers are categorized according to their skills:

- 1)Unskilled,
- 2)Semi-Skilled,
- 3)Skilled and
- 4)Highly Skilled Workers

Apart from this workers are also classified as contract labourers and casual labourers or daily wage labourers. In practice most of the labour disputes occur on this classification and whether wages notified under The MW Act-1948 are applicable or not. Most employers make matters complicated by putting workers who are actually

working on a permanent basis in the casual labourers category. This results in the workers being denied their legitimate rights under the MW Act. The MW Act is supported by The Industrial Disputes Act, The Factories Act, The Standing Orders Act, The Prohibition of Contract Labour Act, The Trade Union Act and The Workmen's Compensation Act etc.

The Act is also violated by the employers on the pretext that the workers have not completed statutory 240 days of continuous work. Protesting against this often leads to the workers being dismissed or suspended.

The Minimum Wage is the floor; it can be enhanced through mutual agreements by workers and employers but can not be reduced. This wage should support the worker and their family members to cater to their minimum needs in the given national conditions and economical situations. The minimum wage should be fixed by the government by consulting the workers representatives and employers and should be protected legally.

The role of the Labour Departments in protecting the workers rights is charged with complicity with the employers.

Non-implementation of the Minimum Wage Act-1948 by any employer is punishable under Indian Penal Code and relevant labour laws of the concerned State and Central Governments.

The MW Act elucidates the wage rates and accessible benefits of the workers in the organised sector. But more than 90% of poor fall in the unorganized sector. There is a growing demand that the workers in the unorganized also be given similar protection. The workers are not getting proper wages and they are unable in appreciating workers rights. The trade unions are demanding to revise the Act. ❖

21 September World Peace Day



I Want Continue My Studies

Kankati Jyoshna, 32yrs is a Livelihoods coordinator in the Indo-German Watershed Development project. She shared her experience of working as a Livelihoods Coordinator with *livelihoods*.

What is your education qualification?

I completed my graduation from the Open University.

Since when have you been working as a livelihoods coordinator?

I have been working as Livelihoods Coordinator in Indo-German Water Development Programme (IGWDP) in an organisation called Navajyothi since October 2007.

Earlier, I worked as a Community Resource Person (CRP) in Velugu and also as a District Resource person (DRP) in Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) in Medak district.

Tell about the Watershed Development Project?

The Indo-German Watershed Development Programme (IGWDP) is an integrated programme for rehabilitation of watersheds for the regeneration of natural resources. The programme is implemented by the Village Watershed Committees (VWC- a body nominated by villagers), in association with Non-Governmental Organizations (NGOs).

The objectives of the Indo German Watershed Development are to develop micro-watersheds in a comprehensive manner, so as to create adequate and sustainable livelihood opportunities for the inhabitants of that area. To form village groups into mobilizing their degraded environment through participatory self-help initiatives. Facilitate the arising and unfolding of a people's movement for sustainable economic development along watershed lines.

The Indo German Watershed Development Programme-Andhra Pradesh (IGWDP-AP) was initiated to address the issues concerning the rehabilitation of degraded watersheds in the districts of Karimnagar, Medak, Warangal and Adilabad in Telangana region of Andhra Pradesh.

Navajyothi has been implementing IGWDP in Mailaram, Yellaypally (Chelkalapally, Kothapally, Kasarampaaly hamlets of the Yellaipally), Kammarlapally, Choudaram, Gangapur, Guralagundi (Guralagundi hamlet of the Guralagondi), Gopulapur (Matindla hamlet of the Gopulapur) villages (seven villages) since 2000 in Chinnakodur mandal, Medak district..

First, we formed Village Watershed Development Committee (VWDC) with 9-15 villagers. The Committee consists of representatives of farmers groups, labour groups, education groups and Gram Panchayat.

What do you do as Livelihoods Coordinator?

We regularly keep in touch with the community and facilitate the formation of new groups, collect loan installments, conduct monthly meetings, orient the community on loans and livelihoods, participate in Village Watershed Development Committee (VWDC) meetings.

The Project provides financial support to the groups. From a household, both wife and husband should join these groups. In case of single women, we take in some other member in the family. We have been formed 49 livelihood groups with 490 members in 10 villages.

The loans are given only for starting dairy units. An individual can avail a loan up to Rs. 40,000.

Why do you give loans only for dairy units?

Earlier, we had given loans for other purposes as well, but they were often misused. Sometimes, members spent loans on starting new businesses, but most didn't work out, except dairy. Therefore, we decided to give loans only for dairy units.

Did you take any training before joining?

Earlier, I had participated in the orientation programme on this project. The programme dealt with the roles and responsibilities of a livelihoods coordinator. Poverty Learning Foundation (PLF) gives trainings frequently to us on social subjects.

How do the members avail loans?

After joining the group, each member can avail loans. To be eligible for a loan, the members have grow a certain amount of fodder for the animals. Then, loans are given on a priority basis. Each member gives 6% of the loan amount to the VWDC.

They have to do insurance on animals and we give animal health support like health checkups with veterinary doctor every 6 months once.

Did you give any training to beneficiaries?

A: We gave orientation on functioning in groups. In monthly meetings, we discuss with them about dairy maintenance. We even took some members for exposure visits Nizamabad, Chittoor and Bangalore. They learnt about animal feed, animal health, increasing milk production, accounting and related issues.

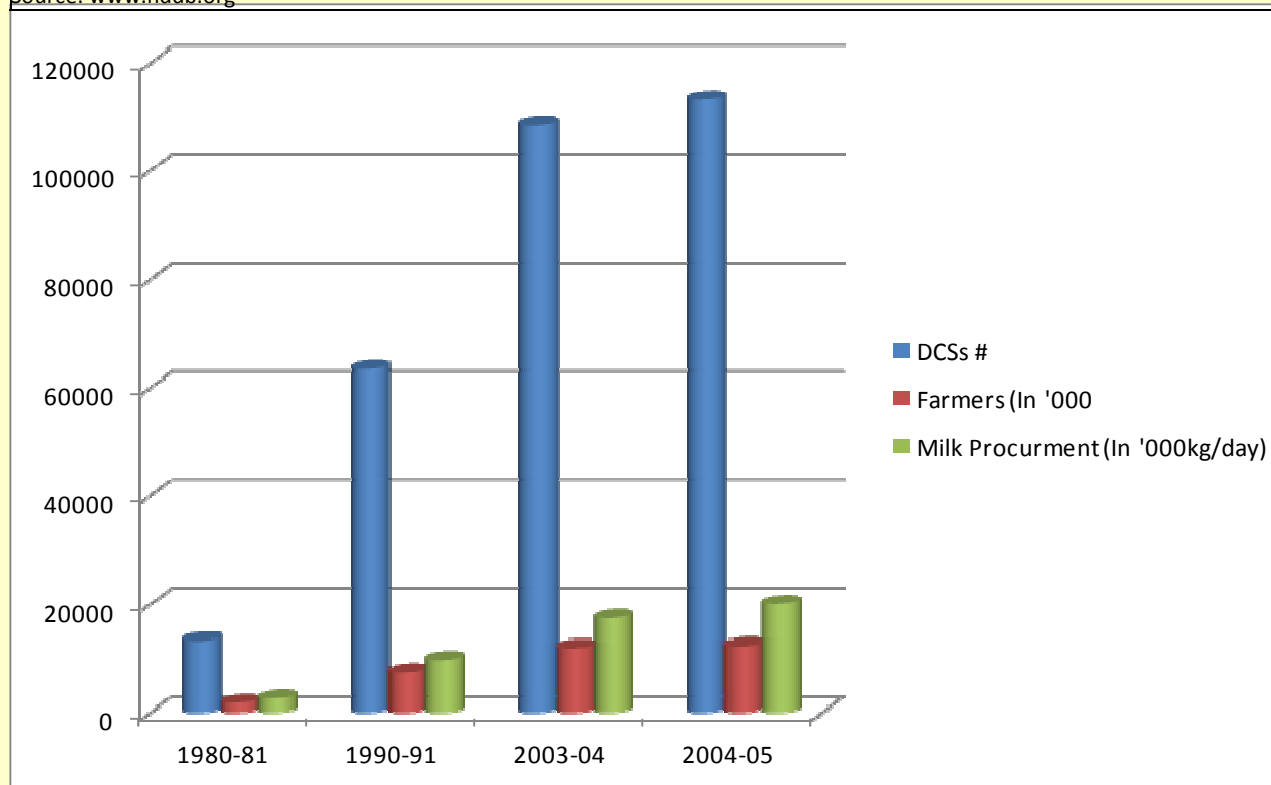
What do you wish to do in the future?

I hope to continue doing good work in this field and also improve my education qualification. ❖

Milk Production in India From 1950-2010

Milk Production in India From 1950-2010			
Year	Production in Million Tonnes	Yearly Growth %	Per Capita Availability (Grams/Day)
1951	17	124
1961	20	5.26	124
1971	22	3.77	112
1981	31.6	8.54	128
1991	53.9	3.33	176
2001	80.6	2.94	220
2002	84.8	5.21	235
2003	86.2	1.65	230
2004	88.1	2.21	231
2005	92.5	4.75	233
2006	97.1	5	241
2007	100	3	245
2008	106.8	3	249
2009	110	3	252
2010	115	4.54	255

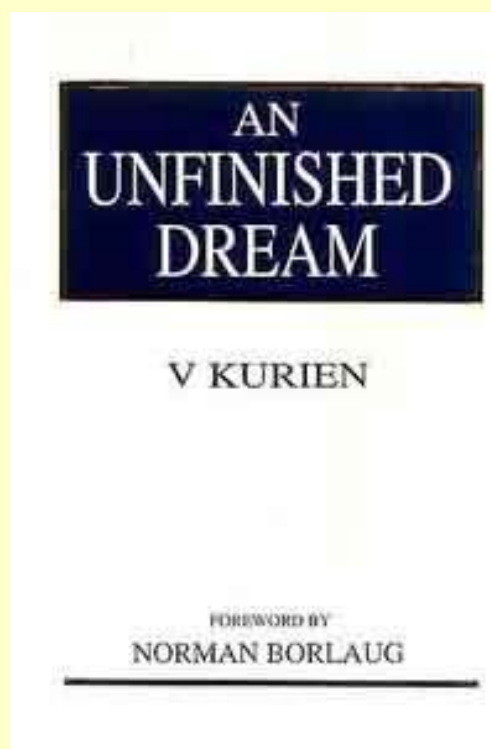
Source: www.nddb.org



Books



Name of the Book: I Too Had a Dream
Authors: Verghese Kurien * As Told to Gouri Salvi



Name of the Book: An Unfinished Dream
Authors: Verghese Kurien

Resources

Committee for the Promotion and Advancement of Cooperatives (COPAC):

COPAC is a committee made up of the cooperative movement and the United Nations and its agencies. Members work together on equal terms to promote and coordinate sustainable cooperative development by promoting and raising awareness on cooperatives, holding policy dialogues and advocating policies that enable cooperative success, working together on technical cooperation activities and sharing knowledge and information. COPAC is the Coordinating Committee which is responsible for planning and implementing the United Nations International Year of Cooperatives 2012.

www.copac.coop

National Cooperative Dairy Federation of India (NCDFI):

NCDFI based at Anand (Gujarat), is the apex organisation for the cooperative dairy sector. It's members include federal dairy cooperatives of states and union territories. Primary objective of NCDFI is to facilitate the working of dairy cooperatives through coordination, networking and advocacy.

www.indiadairy.coop ❖

Utilizing Opportunities Makes Progress

Out of Poverty

Vaarala Ramulu belongs to Mohinikunta village, Musthabad mandal and Karimnagar district. Ramulu does not have any assets like land, livestock or deposits. He runs a small grocery shop in his village where he lives with his wife and younger son. His elder son is married and lives separately in the village with his family. Ramulu neglected his family for a long time and his wife was unable to take care of the family due to poor health. So, at 62, Ramulu was forced to run a grocery shop for family survival. His younger son completed B.Ed in Karimnagar and is looking for a job.

In 2010, Ramulu found about Elders' SHGs from members of an organization called Navajyothi. Ramulu thought the groups would be beneficial and decided to form one. He gathered 15 old age persons in his area and formed an elder's group. They named the group as Renuka Elders Group. Ramulu was selected as President of the group. The members have been saving Rs. 30 per month

Name: V. Ramulu
Village : Mohinikunta
Mandal: Mustabad
District : Karimnagar

for the last two years.

Ramulu took a loan of Rs. 5000 from his group. With the loan, plus a little borrowed from the village President and some savings of his own, Ramulu started the grocery shop. His younger son is supporting to him in business. Ramulu repaid the loan amount and took another loan of Rs.10000 for his son's education.

Ramulu has taken loan more than four times from his Renuka group for kirana items, education, health and buffalo. Earlier he took loan from money lenders on Rs 3-4 per Rs.100 per month interest for his wife's medical expenses. He has managed to pay off the old debts also. Recently, Ramulu borrowed a loan to purchase a buffalo.

Ramulu encourages fellow ESHG members to take loans for constructive purposes. With his initiation, 20 elder's groups have been formed in the village. ❖

Bartering Health for Wealth

Broken Lives

Rama is 23 years old. She belongs to East Godavari district in Andhra Pradesh. Rama studied only up to intermediate. When she was 18, she married against her family's wishes. Her husband used to work as a driver in a cab agency in their town. After marrying him, Rama's family cut all ties with her.

Within a year of their marriage, Rama gave birth to a son. Since her husband's income was not sufficient to meet their expenses, Rama started to work at a small snacks shop in the town. Still, their income fell short of their expenditure. Not knowing how to cope with the financial troubles in the town, Rama and her husband decided it was better to move to Hyderabad and start afresh.

In Hyderabad, Rama and her husband found a small room in slum to live in. Rama acclimatised to the new area in no time. The neighbours were friendly. Her husband found a job as a driver in the city.

One day, a surrogate agent had come visiting the slum. (A surrogate agent is someone who looks for women willing to

be surrogate mothers). Rama spoke with the surrogate agent and found out more about surrogate pregnancies. Rama was lured by the monetary gains in the whole deal. That evening, she spoke to her husband about this. He too was taken in by the amount of money involved and encouraged Rama to go ahead with the idea. Rama lent her womb for Rs. 1.6 lakhs.

Name: Rama
District: East Godavari

Her husband seized the money and refused Rama any right over it. With half the amount, he purchased a seven seater auto on an EMI basis. He started to drive the auto in the city, ferrying passengers from one part to another. For a while, they were going steady. But they spent the remaining half of the money in routine household expenses in a span of three months.

Now, Rama's husband wasn't earning enough to pay the EMI for the auto and also run the household. This brought them back to square one. To get out of these troubles, Rama once again approached the surrogate agent for another client. This was her third pregnancy at the tender age of 23. ❖

Contrasts

Selling Flower Pots

Shining Livelihoods



Wooden Toy Making

Declining Livelihoods



Story

The Miller, His Son and the Donkey

One day, a long time ago, an old Miller and his Son were on their way to the market with an Ass which they hoped to sell. They drove the Ass very slowly; for they thought they would have a better chance to sell it if they kept him in good condition. As they walked along the highway some travellers laughed loudly at them.

“What foolishness,” cried one, “to walk when they might as well ride? The most stupid of the three is not the one you would expect it to be.”

The Miller did not like to be laughed at, so he told his son to climb up and ride.

They had gone a little farther along the road, when three merchants passed by.

“Oho, what have we here?” they cried. “Respect old age, young man! Get down and let the old man ride.”

Though the Miller was not tired, he made the boy get down and climbed up himself to ride, just to please the Merchants.

At the next turnstile they overtook some women carrying to the market baskets loaded with vegetables and other things to sell.

“Look at the old fool,” exclaimed one of them. “Perched on the Ass, while that poor boy has to walk.”

The Miller felt a bit vexed, but to be agreeable he told the Boy to climb up behind him.

They had no sooner started out again than a loud shout went up from another company of people on the road

“What a crime,” cried one, “to load up a poor dumb beast like that! They look more able to carry the poor creature, than he to carry them.”

“They must be on their way to sell the poor thing’s hide” said another.

The Miller and his Son quickly scrambled down and a short time later, the market place was thrown into an uproar as the two came along carrying the Ass slung from a pole. A large crowd of people ran out to get a closer look at the strange sight.

The Ass did not dislike being carried, but so many people came up to point at him and laugh and shout, that he began to kick and bray and then, just as they were crossing a bridge, the ropes that held him gave way, and down he tumbled into the river.

The poor Miller along with his son now set out sadly for home. By trying to please everybody, he had pleased nobody and had lost his Ass besides. If you try to please all, you please none. ❖

‘Yoga’kshemam

Happy Teachers' Day! Happy Engineers' Day!

Happy Ganesh!

Rest in Peace Konda Laxman Bapuji!

Welcome back, Yuvraj!

Felt like an orphan at once on one hand, and felt more determined on the other hand. Of the farmers, by the farmers and for the farmers, Dr Verghese Kurien, 26 November 1921 – 09 September 2012, rest in peace! I am still humbled, intrigued yet inspired by your subtle ways of mentoring young persons. 2 years of your inspiration in IRMA and 3 years of working with you in Dairy Board and Brains Trust in the early days of my work made all the difference in life. I do not know for sure whether you have realized this. Then again, another 2 years with Tree Growers later when you were around, your inspiring presence has been felt acutely.

As 'corruption' appears to be the way for 'success', you persisted with INTEGRITY. As 'compromise' appears to be the driver today, you persisted with straight talk.

Master of L1, L2 and L3 [L1: *Life, Living and Livelihoods*; L2: *Linkages*; L3: *Leadership, Learning and Love*], Kurien made a difference to the lives of the poor on a large scale in the aspects that make a crucial difference to them. He went on to influence I1, I2 and I3 [I1: *insights*; I2: *ideas, innovations, initiatives and interventions*; I3: *individuals and institutions*] for over six decades. So much for his competencies - tenacity, patient impatience, self-control and concern with impact!

G Muralidhar

Surely, he got the initiation from Tribhuvan Kaka in the beginning and Shastriji later. Surely, he got the support of his friends and relatives – Dalaya, Ravi Mathai, HM Patel et al, apart from Ms. Molly Kurien. Surely, he got able lieutenants – Jhala, Aneja, Ms. Patel, Shailendra, Punjarath, Chothani etc., in Dairy Board, Kamaladevi, Haldipur, Tushar in IRMA, Bakshi, Vyas etc., in Amul and GCMMF. Surely, he could draw attention of the powers of the day. Surely, Michael Halse and Tom Carter could write good conceptual notes for him. But, he could start almost from the scratch to build the national/global institutional architecture with multiple nested institutions in milk, oilseeds, fruits and vegetables, trees and commons, salt, electricity and so on.

Of about 50 million dairy farmers, some 13 million farmers could be collectivized in 130,000 cooperatives and 175 unions (Anand Pattern). Some 2-3 million could also be collectivized outside Anand Pattern. India became self-reliant in milk, producing more than 125 Million Tons per annum (or 290 gms/day per capita availability) from a mere 20 Million Tons per annum in 60s. Milk cooperatives could get a 6.5% share of this milk from about 30% of the farmers. Another 5 million other farmers could be collectivized around other commodities.

In the process, he could work with a variety of institutional forms – cooperative – first, second, third and fourth tiers, company - private limited and public limited, society, trust, government corporation, institution under Parliament, informal associations and panels, multi-state cooperative, etc. But, he remained a paid servant/representative of the farmers till the very end! He was the founder chairman of Gujarat Cooperative Milk Marketing Federation since 1973 for 33 years. GCMMF and AMUL have achieved business turnovers

exceeding Rs.10,000 Crore/year now. He was the founder chairman of National Cooperative Dairy Federation of India for over 30 years. He received numerous awards including Padma Vibhushan and World Food Prize. He was also appointed Chancellor of Allahabad University in 2006. Bharat Ratna has evaded him though. Milkman of India, Father of White Revolution and People's Chairman remain his popular titles.

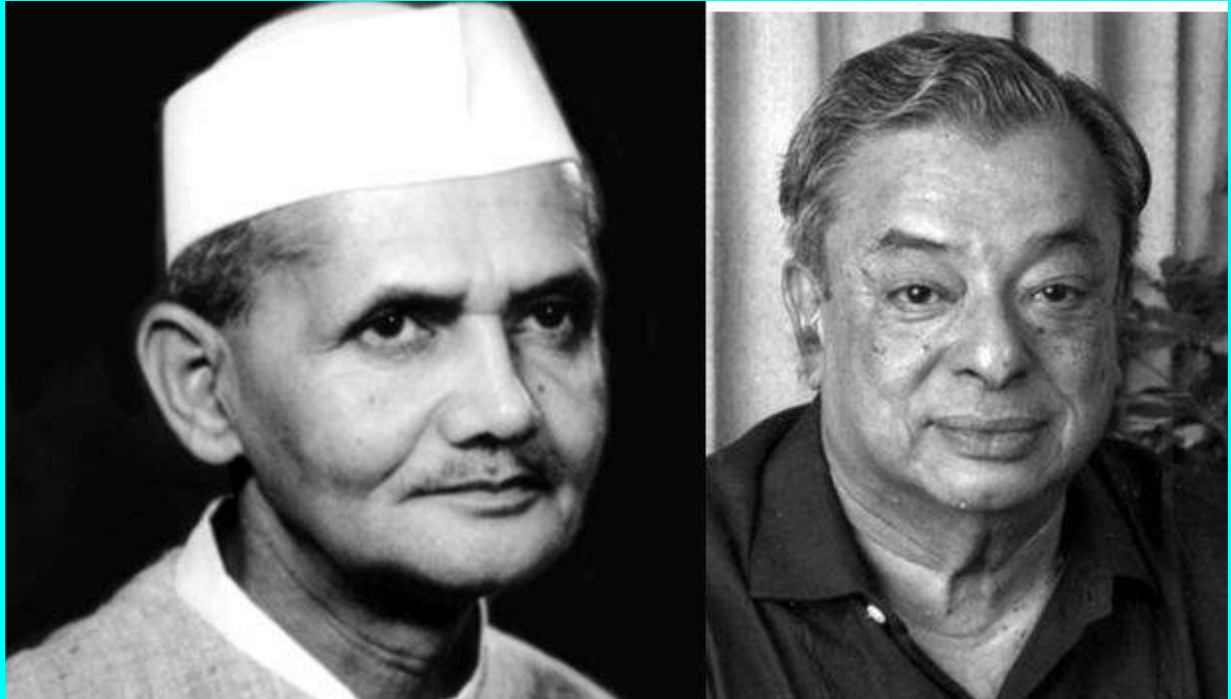
I had the privilege of working with him and being mentored by him and his lieutenant Dr RP Aneja during 1989-92, early in my development work, as part of the core team on Market Intervention Operation in edible oilseeds and oils in NDDDB and in Brains-trust in IRMA. My dear friend, who succumbed to cancer earlier in the year, Manoharan have been the co-mentees. Also, I had the privilege of working in and knowing many of these institutions facilitated/inspired by him starting with Amul and IRMA. These include Dairy Board, NTGCF, FES, HPCL, IDMC, Tribhuvandas Foundation, Milk Cooperatives, Union and Federations across the country, NCDFI, Operation Flood, Mother Dairies, Technology Mission on Dairy Development, Operation Goldenflow, Oilseeds cooperatives, unions and federations across the country, HOGA, Bhavnagar Vegetable Products, DHARA Vegetable Oil Company, Technology Mission on Oilseeds, Cooperative Initiative Panel, Indian Immunologicals, Sabarmati Ashram Gaushala, Bidaj Farm, Neem Biocide Plant, Anandalaya, Vidya Dairy, Sugam Dairy, Sabarmati Salt Farmers, DaCunha Associates, Indian Dairy Association, so on. The famous brands we know include – AMUL, Amulya, Amulspray, Vijaya, Nandini, Aavin, DHARA, Lokdhara, Mother Dairy, SAFAL, etc.

He instilled in us the faith in the capacity of people and therefore hope in livelihoods enhancement, poverty reduction and people's prosperity. This hope would be greatly facilitated through collectivization and sustained collective action and on scale. Institutions, internal animation and external facilitation would ensure this. Working on the ecosystem and convergence for rights, entitlements and services could not be ignored. Building on the existing first and market first are the mantras he asked us to meditate on. Providing fish, giving fishing skills and teaching meta-fishing all in quick succession are important for people's prosperity. He has asked us to be human and humane. He showed us the way of love. He demonstrated and drilled in us the faith in cooperation and provided us with the spirit and the logic cooperation to go ahead and go on. He taught us - Integration, Systems Orientation, Going lateral, Unlearning and learning, Shared vision, Integrity, Discipline, Rigor, Homework, Direct articulation and to the point as quickly as possible but strategic, Listening to the unheard, Patient impatience, Spotting the talent, Mentoring etc. He mentored us in 'anyway' – " *give the world your best anyway*".

As we appreciate 'anyway', we seek joy in celebrating co-existence. With spirit, experience, knowledge and action in being useful with your true and full potential to all 'life; we melt into the flows of the universe. This is [trikaranasahayogam](#).

Can we be there? **Yes, if we pursue Atma Yoga.** If we pursue relentless 'anyway'! Krishna confirms – keep going and universe takes the free soul along.

Join us in the world of yoga – for celebration of love – towards nijakarmayogasiddhi. You will not regret it. ❖



They Replicated AMUL



livelihoods

India and Karnataka