



January 2017

Demonetization



Supplements

[illegible]

Indigenous Faith Day! World Disabled Day! Milad-un-Nabi! Christmas! Happy New Year!

Congrats, FES for becoming the winner of mobile for good (2016) in agriculture and environment category for its Composite Landscape Assessment and Restoration Tool (CLART).

December seems to be a killer month. Manoharan continues to be in our thoughts and actions. Rest in Peace: Madhukar Dhas (Dilasa), an unsung hero; Anupam Mishra (Gandhian, the waterman); Viswam (Vikasa).

Amma (Jayalalithaa), Rest in Peace. She has established that welfare of the Poor is the right of the citizens. O Panneerselvam has succeeded her unanimously. Sasikala takes charge as the chief of the party, AIADMK. Dravid Politics are under transition in a significant way. We have to wait and watch. Cho Ramaswamy (of Tughlak fame), Rest in Peace. Fearless Journalist and Genius of our times.

The largest state of the country, UP, along with Punjab, Uttarakhand, Goa, and Manipur, is getting ready for Elections shortly. Meanwhile the ruling Samajwadi Party has survived a big storm in a tea cup in the form of Akhilesh's expulsion and its revoking within 24 hours. Tea cup is becoming bigger and bigger. It is advantage Akhilesh now within SP. BJP seems to be gaining ground. AAP appears to be giving tough fight in Punjab and Goa.

As sustainable development goals, Global Goals 2030 sink, it is becoming clear to us that we as a world should be moving towards holistic living. Living simple. Equitable surpluses. State has to guarantee and ensure minimal but decent living for all its citizens. We need healthy lives – healthy food, water, air, clothes and shelter. All without chemicals and pollution. The fresh water in the world has to be healthy. The soils have to be healthy. The production has to match the demand. The farming has to be natural. Forests, Trees, Plants, Fishes, Crops, Livestock ... have to be natural. Intensity may have to go up. We have to live without stress. Animals have to be stress free. Plants have to be stress free. Then only, we will get toxin free healthy food. The farming needs to be climate change resilient. Thus, we have to move into an evergreen revolution. Ever white. Ever yellow. Ever blue. Ever brown. We need to take ICT, biotechnology etc., for this. The percentage of consumer rupee that reaches the producer has to be higher, significantly higher than the current 20-25%. The ratio between the minimum wage and the highest professional/service fee may have to be limited, may be to some 100-1000. The return on investment has to be close to fair rate of interest rate – may be twice. In any case, not more than ten times. Most of us are self-employed already. They need to be in decent and remunerative self-employment. The work hours have to be less. No child till 18/21 years should be working for a living. The children need to exercise informed choice regarding their future. State needs to invest in its people – for health and education, apart from guaranteed minimal standard of decent living for all. Ecologically fragile and marginalized zones and communities have to be cared for with special focus. Curriculums need to have 'natural' from the stage of play, song and word. Literature needs to be more 'natural'. Facilitating 'natural' should be the preferred engagement. Payback should be 'natural'.

Let us be 'natural'. Let us facilitate 'natural'.

Entire 50 days since 8 November 2016, India breathed 'demonetization'. More than Rs.15 lakh crore of old (Rs.500 and Rs.1000) notes have been deposited in the banks. Some Rs.5 lakh crore new currency has come in. Government and RBI has kept on making rules, some 60+, to deal with the emerging status and progress. Still, we can withdraw only Rs.24000 per week and Rs.4500 in a day from ATMs. We are expecting to see the results (sort of a white paper by the Government) whether it has achieved its stated (ever changing) objectives of reducing the black money in currency form, eliminating counterfeit currency, getting more black money into national white economy, increasing tax income, increasing less cash transactions and increasing digitalization of the economy etc. It is an offence to have (10 and more) banned currency. It is being talked that even the new Rs.2000 notes will be banned soon. Rs.200 notes are expected to come. BHIM has been launched. Mobile payment system has been ushered in and apps are growing; transactions are growing. In all likelihood, the currency will bounce back as a favoured way for small size transactions. Government has to ban use of cash for transactions above certain size. Small currency has to be increased significantly. Digital infrastructure has to be increased and improved across the country. The service charges have to be/become near zero. The families with deaths in the family have to be compensated. Surely, a lot of 'black' continues as new 'black'. There is a danger for increased 'black' with vengeance. In the coming 2-3 months, normalcy is restored, hopefully. We hope all this suffering (especially by the farmers, daily wage earners, petty traders/vendors etc.), increased savings for middle classes, decreased GDP, slump in the market etc. is worth it, and recovers soon. In this context, 'livelihoods' has explored 'Demonetization'.

May like to read Mulk Raj Anand's Classic 'Untouchable'.

The e-links include VCA - 'Pottery'; subsector - 'Columbia Coffee'; e-book – 'Dynamics of Rural Innovation – a Primer for Emerging Professionals'; and v-book – 'Sericulture Success Story'. Livelihoods Management Notes (e-link) are on 'Context of Livelihoods'.

Supplements include 'How to do Social and Resource Mapping?'; 'Rachakonda Region' and 'Stone Cutters'; and 'Pollution'.

Mi.

With the faith and hope that you find this issue useful, we remain.

the 'livelihoods' team

Response

Dear Sir/Madam,

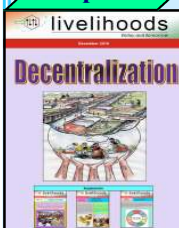
Livelihoods monthly reports is very use full for us. So thank you very much.

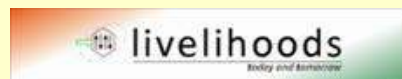
Thanks and with regards,

G. Satyanarayana

ROME organization,

Nagar Kurnool Dist.





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Focus

Demonetization: On 8 November 2016, Prime Minister made a announcement, government is going to demonetize currency of Rs. 500/- and Rs.1000/- to prevent black money, counterfeit notes and terrorism in the country.

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How to do Social Map and Resource Map

http://livelihoods.net.in/sites/default/files/pdf/supplement_how_to_do_social_resource_map.pdf

Kshetram

Rachakonda Region

Sukshetram

Stone Cutters

http://livelihoods.net.in/sites/default/files/pdf/supplement_kshetram_and_sukshetram_jan_2017.pdf

Special Supplement

Pollution

http://livelihoods.net.in/sites/default/files/pdf/special_supplement_pollution_dec_2017.pdf

e-links

VCA

VCA of Pottery

http://livelihoods.net.in/sites/default/files/pdf/value_chain_analysis_of_pottery.pdf

Sub-sector

Columbia Coffee sector study

<http://coffeelands.crs.org/wp-content/uploads/2013/03/CRS-Coffeelands-Colombia-Coffee-Sector-Study.pdf>

e-Book

Dynamics of Rural Innovation - A primer for emerging professionals

[http://213ou636sh0ptphd141fgei1.wpengine.netdna-cdn.com/sed/wp-content/uploads/
publications/54b7d397a31e6_Dynamics%20of%20Rural%20Innovation%20reduced.pdf](http://213ou636sh0ptphd141fgei1.wpengine.netdna-cdn.com/sed/wp-content/uploads/publications/54b7d397a31e6_Dynamics%20of%20Rural%20Innovation%20reduced.pdf)

v-Book

Sericulture Success Story

<https://www.youtube.com/watch?v=k-TdEmxuzY4>

Livelihoods Management Notes

Context of Livelihoods

http://livelihoods.net.in/sites/default/files/pdf/supplement_livelihoods_management_note_jan_2017.pdf

e-course

e-livelihoods learning course Capsule No: 413 - 435

http://livelihoods.net.in/sites/default/files/pdf/e-course_jan_2017.pdf

Empowering women through strengthened livelihoods: Women are on the front line of the agricultural system, providing major inputs to the cultivation, processing and marketing of produce. Failing to address the inequalities and discrimination that face women and girls will make it impossible to end hunger in South Sudan. There is an urgent need to close the gender gap in South Sudan and provide better protection for women and girls, who face continuous distressing levels of sexual and gender-based violence. “Gender relationships in South Sudan are complex but livelihood roles and responsibilities are clearly delineated – and this needs to change. Men and boys are seen as the decision-makers and women only for taking care of the household. It is a terrifying reality that women in South Sudan have little to no rights,” explains Abdal Monium Osman, FAO Head of Programmes in South Sudan.

Gender equality is ‘critical ingredient’ in fight against poverty and hunger – UN agriculture chief: The fight against extreme

poverty, hunger and malnutrition is not possible without gender equality and women empowerment, José Graziano da Silva, the Director-General of the Food and Agriculture Organization (FAO), said in Rome, where he called for more efforts to ensure that rural women, “the backbone of our work in agriculture,” enjoy a level playing field. Speaking at a high-level event co-organized by FAO, the European Commission and the Slovak Presidency of the Council of the European Union in collaboration with the International Fund for Agricultural Development (IFAD), the World Food Programme (WFP) and UN Women., Mr. Graziano da Silva said achieving gender equality is the “critical ingredient” to ending poverty and hunger. “Women are the backbone of our work in agriculture,” and they also comprise 45 per cent of the agricultural labour force in developing countries, including up to 60 per cent in parts of Africa and Asia, said Mr da Silva. ❖

Livelihoods experts interact with SHGs: With institutional building being achieved to an appreciable level, the Deendayal Antyodaya Yojana – National Rural Livelihood Mission (DAY-NRLM) began the second stage to further capacitate the Self Help Groups in taking initiatives towards livelihood promotion. Accordingly a team of Livelihoods experts from National Support Organization (NSO) and National Resource organization (NRO) under the aegis of the National Rural Livelihood Mission (NRLM), interacted with the Self Help Groups of Lampong Sheanghah and Totok Chingnyu village on December 6 and 7 for studying the Livelihoods activities of the members of the SHGs in the villages. A press release said that the study was aimed at knowing the Livelihoods of the SHG and its members for Recce study and initiation of scoping study for future Livelihoods interventions.

Govt approves MoU between Rural Development Ministry & FAO: With the aim to improve effectiveness of rural development programmes, the government today approved the memorandum of understanding (MoU) between Rural Development Ministry and Food and Agriculture Organization (FAO). The Union Cabinet chaired by Prime Minister Narendra Modi approved the MoU. The MoU will support an integrated approach to rural poverty reduction through activities aimed to promote the economic empowerment of rural women, access of rural poor to natural resources and their sustainable use and social protection. It will strengthen the vertical upscaling of the livelihoods of rural populations that are supported by DAY-NRLM help to develop inclusive and sustainable value chains for key crops and skills development for rural youth, Rural Development Ministry said in a statement.

Foodgrain output may scale peak next year, agriculture growth at 5.5%: The agriculture sector is all set to bounce back leaving two years of drought behind and may well pull off record foodgrain output of 270 million tonnes in 2016-17 on good rains, but farmers’ woes may continue due to adverse impact of notes ban and low sales realisation. The farm growth is estimated to rise at over 5 per cent this fiscal, from 1.2 per cent in the previous year, on the back of record kharif food grain production

at 135 million tonnes (mt) and likely bumper output in the ongoing rabi season, helped by good monsoon in most parts of the country. “The agriculture sector has done well during the year. We received good monsoon after facing the drought year. Kharif in general was very good and rabi sowing has been brisk. We are hopeful of bumper production this year,” Agriculture Secretary Shobhana Pattanayak told.

Farmers hit as vegetable prices crash down after demonetization: The government’s decision to scrap high-value currency has sent wholesale vegetable prices crashing to rock-bottom levels, bringing misery to millions of farmers hoping for good returns for their produce after two successive drought years. Onions sold for just Re 1 per kilogram in wholesale markets at Madhya Pradesh’s Neemuch and Mandsaur this week while tomatoes cost less than Rs 2 per kg in Andhra Pradesh and Chandigarh. A kilogram of cauliflower fetched farmers just Rs 3 in Bihar and potatoes cost Rs 3-5 per kilogram in wholesale markets in Uttar Pradesh.

Handlooms fall silent in Varanasi, \$1 trillion hidden economy stalled: In Prime Minister Narendra Modi’s political base of Varanasi, Hinduism’s holiest city, weaver Zainul Abedin stares at the uneven mud floor of his home. Behind him, more than a dozen handlooms lie idle. Abedin is part of the collateral damage of Modi’s Nov. 8 decision to ban high-value currency notes, effectively cancelling 86 percent of cash in circulation. The move was designed to stifle corruption and tax evasion, but many of the hardest-hit are workers in India’s vast and intricate informal economy — the small businesses, shops, drivers and countless other basic industries and services that employ more than 90 percent of Indian workers. Most are poor like Abedin, who earns Rs 250 a day, but collectively they account for almost half the economy. That’s some \$1 trillion, or more than the GDP of Indonesia.

Composite Landscape Assessment and Restoration Tool (CLART): Composite Land Assessment & Restoration Tool wins the Vodafone Mobile For Good Award, 2016 ❖

Tribute



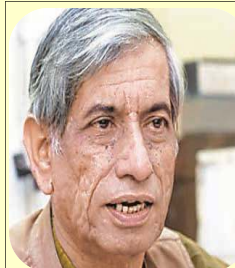
Madhukar Dhas: On 03 December 2016, it was an untimely death for Madhukar Dhas, due to bone marrow cancer. Dhas, was born into shepherds family and had a keen understanding of the struggle of farmers in rural areas. It was in 1995, he was motivated by the need to conserve water and found DILASA organization. The organization aimed at bringing about economic and social change in drought-prone farming belt in Western India, Yavatmal district. A total of 110,000 farmers have benefitted so far, with sustainable initiatives i.e., holistic watershed management, mixed cropping strategies & seed banks. The organization had received the National Rural Innovation Award from NABARD for its work in water channeling. In the drought-prone, suicide-prone region, the organization brought about economic, agricultural and social change among the distressed farming families, by reviving traditional methods of micro-irrigation. Madhukar Dhas, 14 years ago, found local solutions for local problems with a small budget annually of about Rs 13 million, in operational areas, spread over three districts in Maharashtra, covering 240 villages. His untimely death is a huge loss for the society. ❖



Jayalalitha J: (24 Feb 1948 - 05 Dec 2016), She served CM of TN, from 1991 – 2016. Born in Melukote village, Mandya district, Mysore, Karnataka, from a lower middle class Iyengar family, completed schooling at Bangalore, secured state 1st rank in 10th standard. Fluent in Tamil, Telugu, Kannada, Malayalam & English. Began career in film industry, 1962, acted in Tamil, Telugu, Kannada & Hindi films. Wrote articles for magazines between 1968 to 1973. 1982, joined All India Anna Dravida Munnetra Kazhagam (AIADMK), founded by M G Ramachandran, became propaganda secretary & won Tiruchedur Assembly constituency election. 1989, elected as first female opposition leader in TN Legislative Assembly. 1991, became first & youngest female CM of TN. Credited for creating 18 populist schemes for providing services to poor. Coasted state exchequer, but benefitted crores of people. In 2014, went to jail in disproportionate assets case; Supreme Court (SC) granted bail, suspended sentence, remembered as strong pro-poor woman leader. ❖



Cho-Ramaswamy: (05 Oct 1934 - 07 Dec 2016) A journalist, actor, director, satirist and a political commentator; brutally frank is no more! Cho-Ramaswamy alias Srinivasa Iyer Ramaswamy 82 passed away at Apollo Hospital, Chennai (05 October, 1934 - 07 December 2016). He was been a member of an amateur theatre troupe & written a number of playwrights. Founder-editor of political magazine “Thuglak”, launched on January 14, 1970, & considered magazine a government critic & a responsible opposition. A powerful playwright & political analyst with in-depth knowledge of situation in TN. He was instrumental in stitching together an alliance between DMK & Moopanar’s TMC to fight the then CM Jayalalitha’s unpopular & corrupt regime, 1996. He went on to be a political advisor, satirist, criticized senior politicians, included former PM Indira Gandhi & former CMs of TN. He was nominated member of Rajya Sabha from 1999 to 2005, one journalist, never compromised on his writings to please anyone! ❖



Anupam Mishra: Indian Gandhian, author, journalist, environmentalist and water conservationist! Anupam Mishra is no more! Born in Wardha, Maharashtra State in 1948, who worked extensively on promoting water conservation, water management and traditional rainwater harvesting techniques, died of cancer on 19 December 2016 at the age of 68. Mishra had advocated conservation of traditional water structures in India as well as abroad, he was awarded 1996 Indira Gandhi Paryavaran Puraskar (IGPP) award instituted by MoEF, Govt. He promoted the use of indigenous of traditional knowledge to solve water problems via preservation, maintenance and regeneration of ponds, water management and rain water harvesting. He is the recipient of Jamnalal Bajaj Award for the year 2011 and he was the editor of the bi-monthly Gandhi Marg, published by the Gandhi Peace Foundation. Anupam will be remembered as a true Gandhian ideologue and an effective communicator of his ideas, who emphasized on India’s ancient and traditional ways of water conservation. ❖



Parimi Vishwanatham: Expired on 18 December 2016. He was a mentor, development worker and founder of VIKASA organization, based in Visakhapatnam, Andhra Pradesh. The organization was established in 1986 and they provided services in the areas of agriculture, farmer’s development, watershed management and horticulture in operational areas of Bheemili, Bapatla, Araku and Dumbiguda. In operational areas of VIKASA, they formed Mutually Aided Cooperative Societies (MACS) with women members. There are 30,000 women who are availing benefits under MACS. The organization is supported by NABARD. He earned a very popular name and was fondly called as “Vikasa Vishwam”. We have lost a motivator, role model and a development worker to many young development workers. ❖

Akkaraipettai Village Organization (VO)

The Akkaraipettai Village Organization (VO), located at Akkaraipettai village in Nagapattinam block/district in Tamil Nadu state, was established on 1.11.2007. It has 17 Elders Self Help Groups (ESHGs) with a total of 270 members under its aegis. The VO was formed by the Elders for Elders Foundation (EfeF).

Office Bearers (OB): The VO has a two member Office Bearers (OB) committee consisting of President - R Valli and Secretary - Visalatchi. The VO gets support from the field assistant (FA), who is appointed by District Level Federation (DLF). The FA participates in the VLFs meeting, and facilitates in their planning, advocacy activities with the support of OB and Executive Members (EC), and is also involved in the process of ESHGs for their bank linkage in respective banks. Besides this, she facilitates ESHGs to avail benefits from the government schemes. The VO conducts its meeting on the 21st of every month at 3.00 pm in the community hall with EC Members. The General Body (GB) meeting is conducted upon need.

Savings & loans: Each SHG pays Rs. 50 for membership in the VO. The VO has seed capital of Rs. 3, 70,000, and under Adopt a Granny scheme, it has Rs. 67,187. The VO supports and facilitates ESHGs to avail loans from the banks. So far in this VO,

the ESHGs have availed loans from three banks viz., Indian Overseas Bank, HDFC Bank and NABARD Financial Services Ltd.

Activities:

- The VO has formed six new ESHGs.
- It has been providing monthly groceries to 38 destitute elders from 2007 onwards, but now only 13 are getting it.
- Health care (palliative care) sub centre is being run by VO and about 456 out-patients have benefited by this centre.
- It has identified 11 bed-ridden patients and they are getting benefits by VO.
- The VO supports to ESHGs for bank linkages and increases elders' livelihood activities.
- The VO supported 80 elder members to avail Old Age Pension (OAP) from the Tamil Nadu government.

Committees: The VO has four committees, which are: 1. Destitute Elder Committee, 2. Advocacy committee, 3. Health Committee and 4. Financial Support Committee. The VO has been facing only in raising funds. Moreover, it is planning to initiate a business plan with elders to increase income. ❖

Mithra Foundation

The Mithra Foundation (MF) is a Non Government Organization (NGO), established on 16th October, 2012 by social workers and promoters. MF's geographical operation areas are in Nalgonda, Adilabad, Rangareddy and Hyderabad districts. It works in the areas of Agriculture, Health, Education, Livelihoods, Environment, Institution Building & Capacity Building, Empowerment of Children, Women, Widows and SC/ ST and other Backward classes in rural areas. N. Ramachandrai is the Chairman for this organization. The MF's vision is to promote an organization with a global outlook by inclusive growth for rural indigenous population with in rural livelihoods. Its wants to provide purposeful life to every villager, facilitate development in every sector, economic strength, education, social respect; and provide innovate new technologies in agriculture.

Aims and Objectives: To promote and strengthen institutions for imparting knowledge, skills and attitudes of practical importance for the economic and social empowerment of vulnerable groups of the society. And, design and implement projects to foster linkages between institutions for various village level young institutions. And, educate people for effective participation in community development and welfare programs. Moreover, Improve the social circumstances with equal opportunities to all genders, Dalits, tribals and other backward classes in all the initiatives taken up by the Government and other agencies.

MF Activities:

Holistic Development of Farmers: The Foundation had formed 42 farmer clubs with the help of NABARD in 42 villages of Motukur and Shaligouraram and Ramannapet mandals of Nalgonda district with an aim to provide agricultural inputs, linkages with line departments, bank loans and sustainable growth in farmers' lives. An exposure visit to agricultural mechanism was organized on 24-02-2012 with 50 members from 12 farmers clubs (FC). Regular source of income and consistency in their activities is the key to sustainability of Farmers Clubs.

Health Programmes: It had selected 18 villages in two mandals of Adilabad district to distribute homeopathy medicines, where health awareness is too low, and facilities provided by the Government and ITDA are too minimal. People in these villages are very prone to seasonal disease due to lack of awareness, non hygienic conditions, and illiteracy.

Promotion of Cultural Activities: It had taken an initiative to promote cultural activities and sports competitions for children in school. It approached Zilla Praja Parishad High school (ZPPHS), Kotamarthy village, Motkur mandal, Nalgonda district.

Other Programmes: MF has been helping villagers to gain land pattas, encouraging youth clubs and facilitating irrigation and drip irrigation for agriculture lands in the villages. Each farmer can serve 200 families with fresh vegetables at affordable prices, leading to better health at lower costs. There is a need to develop local markets and provide employment to rural youth. Farmers need to learn savings and ways of increasing profit. ❖

Demonetization

Demonetization is not new to Indians! But the way it has been implemented by the present government has taken everyone by surprise. On November 08, 2016, 8.30 PM, our esteemed Prime Minister (PM) addressed the Nation and made an announcement on Demonetization of Rs. 500/- and Rs. 1000/- notes to curb black money, counterfeit notes and terrorism funding in the country. Demonetized currency notes are about 86% of the total currency in our country. India had earlier demonetized its currency notes in 1946 and 1978. In 1946, before Indian independence, the British Government had demonetized Rs. 1000/- and Rs. 10,000/- notes. And then in 1978, the then PM Morarji Desai from Janta Party had demonetized Rs. 1000/- , Rs. 5000/- and Rs. 10,000/- currency notes. During that period, a very few elite families had high value currency notes; thus it did not affect the larger population, particularly the poor people. In 2014, partial Demonetization of currency Rs.500/- was done. The currency printed prior to 2005. The current, unexpected demonetization decision and scarcity of new currency had a huge impact on daily wage labourers, farmers, workers, migrant labourers, elders, disabled persons and small entrepreneurs' lives and livelihoods across the country. In our country, nearly 95% of the market transactions involve cash. Even after a month of demonetization, crores of poor people are still struggling with cash crunch and are unable to meet day today needs with limited currency. In this context "livelihoods" strives to understand "Demonetization" and its impact.

Demonetization has led to chaos. Over 85% of India's financial transactions are cash-based, with only a minuscule population of urban salaried class of India moving to a cashless way of life. As a society, we are far from being a cashless society. It is very unfair to our rural and urban poor citizens who do not even have bank accounts and haven't even seen debit cards let alone use them, unlike the urban

salaried class who are in the midst of cab aggregators, payment gateways, e-wallets and mobile apps, and therefore have no problems without hard cash. Demonetization has hit small businesses, small farmers, traders, daily wage workers the hardest. These are the group of people who do not have bank accounts. There is another group, the senior citizens, who prefer to keep emergency funds at home instead of making multiple trips to the ATM. The most vulnerable groups are those people who earn a few hundred rupees a month and save even less, and have no bank accounts in which to put these measly sums.

This authorities have failed to take into account the problems of the vast majority of the Indians, and did not take the plight of these people into account before taking such a massive step. Demonetization has affected the wallets of 125 crore population, right from small traders, to sex workers, casual farm workers, to daily wage labourers, dealers, who prefer to receive cash as they only receive small remunerations for their day's



labour; their lives and livelihoods have been impacted adversely. It is important to understand that the bottom half of the population ends up spending almost their entire earnings on consumption. The rural workers, daily wagers, weekly wage earners or fortnightly wage earners, earn less than Rs. 1,350/- per week and even the bottom half among the urban population earns less at most Rs. 1,970/- per week. The woes of the commoners seem unending.

The key issues faced by the common man have been that manual labourers and daily wage workers are unemployed as their employers lack money to pay them in cash and online payment is not viable. The worst hit is those who are not on plastic money. The Government, in strongly pushing for digitalization, may have good intentions, but in case of medical emergencies, and also other urgent expenditure what will the people do. With sudden news of demonetization, private hospitals and chemists are neither accepting old notes nor extending credit. The demonetization has affected the marriage season too, where-in families who were holding money for marriage ceremonies are one of the worst sufferers. The average Indian marriage costs 10 lakhs and above. The government after demonetization allowed for a restricted sanction of 2.5 lakh for a marriage, which coupled with online transactions has brought some timely relief to those who are in the digital sphere.

The move by the government has also brought the budget of every common person to crash. Farmers and rural folks are facing a great deal of hardships, as many of them do not have bank accounts or own a debit or a credit card. The whole concept of internet banking is far exclusive for this rural population, who handle liquid cash and small change. There have been instances of looting and flaring tempers and ransacking of fair price shops and banks in a few states (Madhya Pradesh, Assam and UP), where in the local public who were highly inconvenienced and had no cash with which they could buy daily necessities resorted to illegal things desperation. In our country, more than a quarter of a billion people do not have access to the formal banking sector. For example, the cases of domestic maids who cook, clean in several houses, whose husbands are daily wage labours, start to spend the entire day from morning till evening at queues in banks, they lose out on daily wages. The milkmen cannot deliver milk anymore, because they can't pay for it. The case of laundrymen, who iron the housing societies' clothes, going from house to house asking for Rs.100/- notes is a regular sight, as they cannot afford to stand in line for the whole day either.

The impact of demonetization is so severe that people have been standing outside ATMs to realize the extent of Indian resilience. The desperation is so bad that people who are queuing in front of ATMs are coming stocked with food, juices, etc., to do so until they get some of their hard earned cash. On the other hand, there is also free exchange of information, gossip, rumours of shortages of essential items, etc..Friends and families are taking turns to stand up in queue, and with flared tempers, fights are breaking out between people in the queues. By standing in the queue, some people have collapsed and some have died. Office-goers have been forced to skip work to get hold of their salary. The demonetization drive has induced panic in local markets, as the number of transactions has dropped by more than 50%.The deep deflation, where in the amount of money in circulation will drop dramatically, while supply of



goods will remain stable, will to drop in prices of goods. A cashless society, in a poor country like ours, is a dream that has turned out to be a nightmare.

With regard to informal credit market in rural India, the scenario remains still unclear as to how demonetization will change this sector. Nearly 40% of the loans taken by agricultural households are from informal sources; as moneylenders advance 26% of the credit (Data of NSSO, December 2016). In case of marginal land-holding households, the numbers are more skewed with just 15% of the credit coming from formal sources i.e., banks and co-operatives. The note ban is a severe blow to the rural commercial capital (cash and wealth with the rural elite like moneylenders, traders and input dealers), who evaded the tax net till now, may be forced to reduce their cash transactions and will change entrenched rural relations. On the agriculture front, farmers have been severely hit, as the local input dealers are selling fertilizers and seeds to farmers on credit on the condition that the harvest is pledged to him. The demonetization has already started showing adverse impact on the farming community, and according to SFAC, for the 2017 kharif season, the challenge for the farmers would be the limited amount of cash flowing into the rural economy, which will take time to be restored. There has been huge compression in informal loans, which would continue till next season too.

Rural India, has been severely hit by lack of cash in circulation. The Regional Rural Banks (RRBs) with 25 crore accounts across the country received just about Rs.8,000/- crore of fresh currency from November 10 to November 30, which is a little less than Rs. 350/- per account holder. Also, it has been noted that there is a skewed distribution of cash between India and Bharat as public sector banks, who are also sponsors of RRBs, are favoring the urban sector till now. For instances, a place like Bundelkhand, one of the poorest regions in central India, has already started crumbling as there is shortage of cash in banks; a parallel black economy, an illegal cash-barter system and deepening of feudal repression have



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intensified the woes of this largely agricultural belt, as the region is already reeling under the impact of three consecutive droughts and then a flash flood this past monsoon. It is just not about the farmers, but everyone associated with agricultural trading stands to lose out on a large portion of their income. The people are complaining of poorly stocked homes, failing health machinery and apprehensions of a famine like situation. The farmers have neither been able to sell their kharif produce smoothly nor do they have enough resources to sow wheat on time. The farmers are left with no coping mechanisms.



Real estate sector has been also been hit really badly by demonetization, as it has come as a reality check for the realty market in the national capital region with registration of properties dipping by almost 30 percent, while kindling hopes of cheaper flats among prospective buyers. Transactions in the sector usually involve a significant amount of cash exchange aimed at avoiding tax by under-reporting the value of the deal. Prices have tumbled, as the hidden money is moving out of the market. With government scrapping 86 percent of the available currency notes, the registration of flats, plots and shops have gone down by almost 30 percent. Not only this, several thousands of empty Jan-Dhan accounts have been flooded with cash in the last 10 days, and these are the accounts of women and after the government's demonetization move, more and

more women are coming forward to deposit money in their dormant bank accounts.

In Gurgaon, 10,000 - 12,000 daily wage workers have already left as the demonetization has impacted over one lakh construction workers in the city. Majority of the seasonal workers are struggling to make ends meet due to absence of work and cash. As Gurgaon is a hub of the real estate industry, wherein 40,000-50,000 workers migrate there every season, the construction work in the unorganized sector has come to an standstill. The construction workers have thinned down since demonetization. The cost of the economy during the 50 day period till December 30 as per the CIME has estimated at 1.28 lakh crore, as when people may deposit old currency notes in banks. However, this

does not include many indirect costs, such as those from disturbing the supply chain. It is also said that the highest immediate cost of Rs. 61,500/- crore would be borne by the enterprise sector. This covers all businesses that produce goods and services, and are involved in the entire supply chain of these; farmers, input suppliers, transporters, retailers, manufacturers, stock-keepers, distributors, malls and other retail outlets. The study also says that the entire supply chain of goods and services will suffer a massive liquidity shock, as a large part of this chain is cash-based. The projected cost to the government and Reserve Bank is around 16,800 crore, with at least four kinds of costs in this regard. First, they have to print new currency notes; next, the cost of transporting the new notes to all bank branches, post offices and ATMs; then, pay the highway toll agencies, which have been asked to keep their stretches toll-free; lastly, its own costs in terms of human resources and corresponding overheads to manage this mammoth operation, these all can provide

500

1000

NOTES CEASE TO BE LEGAL TENDER

HERE IS WHAT YOU CAN DO:

<p>Deposit old notes of Rs 500 or Rs 1000 in bank or post office accounts from 10th November till 30th December 2016 without any limit. There will be a limit on withdrawal of Rs 10,000 per day and Rs 20,000 per week. This limit will be increased in the coming days.</p>	<p>Exchange old notes of Rs 500 or Rs 1000 at any bank, head post office or sub post office while showing ID proof. The limit for this is Rs 4000 upto 24th November</p>	
<p>No restriction of any kind on non-cash payments by cheques, demand drafts, debit or credit cards and electronic fund transfer.</p>	<p>Check out RBI notification for more details</p>	<p>On 9th November and in some places on 10th November also, ATMs will not work. In the first few days, there will be a limit of Rs 2000 per day per card. This will be raised to Rs 4000 later.</p>

opportunity for institutional capital to step in with agility. The easing-off of difficulties doesn't seem to be in sight to the commoners any time soon. Poor people are facing difficulty by standing in queues for a day, which means loss of a day's earning for the poor. The public is highly inconvenienced, as they do not have cash with which to buy daily necessities.

As the government on 8 November 2016, demonetized 14 lakh crore old Rs. 500/- notes (7.85 lakh crore) and Rs. 1000/- (6.33 lakh crore) currency notes which were in circulation. After completion of around 41 days of declaration of demonetization, people have deposited nearly 13 lakh crore demonetized currency in banks out of 15.4 lakh crore demonetized currency. The deposited amount is higher than the government assessment, and almost 80% of demonetized money has been deposited in banks; it maybe that in coming days, most of the old currency will be deposited into banks. Government is hoping that demonetization may facilitate the country's journey towards cashless economy, where most of the transactions to be done by cards, wallets, net banking, cheques, Point of Sale Terminals (POS) instead of currency notes. This move would disable mobilization of black money, and also would bring in more people under the umbrella of tax net; thereby, increase government's revenue through taxes. This would ensure reduction in the time and cost of human resources



**INDIA IS GOING DIGITAL,
Thanks to Demonetization**

for the government to track money transactions, and also would reduce the expenditure of currency printing, replacing, transporting and securing. Central government had announced to supply two POS machines or credit card swipe machines to each village in the country. Nearly 12 lakh people may get livelihood opportunities through POS machines in around six lakh villages. Furthermore, the government may go for giving incentives for cashless transactions, and in future, the government may impose more charges on ATM withdrawals to force people to take to cashless transactions.



Demonetization has affected and impacted the lives and livelihoods of daily wage labourers, farmers and small entrepreneurs in the informal sector. Being the largest cash-based economy in the world, crores of people have lost work days across the country. Due to cash scarcity and inaccessibility of cashless transactions, people's purchasing power has declined when compared to pre-demonetization, leading to decline in production growth and cost cuttings. Demonetization has also facilitated increase of cashless transactions through cards, wallets, net banking and POS. Supermarkets and other large-scale enterprises and businesses have increased sales due to the availability and accessibility of cashless transactions. Demonetization is a way forward to reduce black money, increase accountability and transparency. The governance will improve if cashless transactions penetrate into the remotest of the areas. However, to achieve complete digitalization and cashless transactions for improved accountability, it is important that mechanisms be put in place. Dedication of political leadership and their consistent honest efforts are required for achieving the government's noble dream for its own countrymen. However, it is not the initiative and its intent that is under question, but the implementation that has been cause for worry. ❖

Common Person

Develop Agriculture and Dairy

Can you introduce yourself?

My name is Balaraju, 27 years old, unmarried, belong to BC community. I completed my MA & B.Ed. My native Gantlavelli village, Farooqnagar mandal, Rangareddy district, Telangana state.

What are you doing at present?

Presently, I am engaged in agriculture and dairy activities; also cultivate paddy & vegetables in our family's own agriculture land of 1.5 acres. Due to good monsoon this year, I earned Rs. 20,000 to Rs. 30,000/- deducting investment on agriculture. I had also been a Coordinator for Saksharatha Bharat in the village for three years, and I was on gratice.

Can you tell us about your family?

I live with my mother and brother. My brother is an agriculture labourer in our village. My mother is a house wife, but supports us in our agriculture works by selling vegetables in our village; she earns around Rs. 150 to 200 per day. My father expired three years ago.

Why did you come into agriculture?

After my father's demise, there was no one to support to me. Thus, I could not establish my business as no one was willing to provide support to me. One of my neighbour's even questioned me as to how I will repay back if I take a loan from him.



Therefore, I decided to earn my own money through agriculture activities and take care of my family. I was also elected at the same time as a Saksharatha Bharath coordinator in my village. The entire election process was done through the Village Development Authority (VDA). The job was a part-time one, and I used to work in the evening hours and the session period was from 6.30 pm to 9.30 pm. Before this job I worked as a Vidya Volunteer in Madhurapur Zilla Parishat High School. It was 3 km from the village. As a Vidya Volunteer, I struggled very hard to teach the children. Apart from the above activities, I did dairy and agriculture activities and earned Rs. 2500/- per month, but this was not sufficient to run my family.

Do you have any problems?

Yes, my brother is an alcoholic and last year, he faced health problems; so I took care of my brother and also his medication. My mother is old, and the house is very small and it leaks during the rainy season and it becomes difficult to stay. I want to build a new house and get married.

Did you avail any benefits from the Government?

Yes, I have availed ration, aadhar and election card.

What are your future goals?

I want to build a new house, and develop our agriculture and dairy systems. ❖

Vulnerable Person (CS)

Support from My Daughters

Can you introduce yourself?

My name is Yadamma, 70 years old, native of Sripuram colony, Moosarambagh, Hyderabad, Telangana. I am illiterate & my husband expired 20 years ago.

Can you tell us about your family?

I have two daughters, married, I stay with my younger daughter's family; her husband is working as a contract employee in Greater Hyderabad Municipal Corporation (GHMC). My elder daughter stays in Malkajgiri, a daily wage labour, son-in-law runs a small business.

What are you doing at present?

I have been working as a sweeper in the Dilsukhnagar bus stand for the last two years. I sweep the floors in bus stand premises and maintain it neatly. The duty is in 2 shifts viz. morning shift is 6:00 am to 2:00 pm and evening shift is from 2:00 pm to 10:00pm. Every day, four sanitation workers perform this duty. Depending upon the situation, we alternate between shift duties, with two members working in each shift. We dispose of waste and dump it in a garbage can. The bus stand is very spacious, so we clean the premises 10-12 times in a shift. Especially during festive season, the bus stand gets very dirty as the commuters' rush is very high. At times the garbage is



massive, and it becomes difficult during those peak hours. I have been suffering from body pains since one year. Our work is monitored by the contractor; he checks our work and observes us in the bus stand premises. I earn Rs.7000/- per month..

Why are you doing this job?

I do not want to ask money from my daughters; thus, I took to this job and earn for myself. I even want to use my own hard-earned money for performing my death rituals.

What are you doing with the money?

I share my earnings with my daughters because they support me and take care of me. I am saving a little for my funeral as I don't want to be a burden even in my death.

Do you face any problems?

Yes, I am facing health problems such as body pains.

Did you get any benefits from the government?

Yes, I have availed aadhar card, ration card, election card and availing old age pension of Rs.1000/- every month.

What are your future goals?

I need support from my daughters' family in my last days, to perform last rites. ❖

Aspiring To Be A Police Officer

Can you introduce yourself?

My name is Rangu Ravi Kumar, and I am 25 years old. My native place is Eturnagaram village, mandal, Warangal district, Telangana. I completed my Bachelor of Commerce (B.Com) in computers (2012 batch) from Government Degree College in Eturnagaram, under Kakatiya University.



officers; entering Sthrinidhi details, livelihood services information, members' enterprises details, insurance details of members and livestock, bank linkage information, VOs and SHGs details under IB category, finance and budget details, etc., in their particular formats regularly; and giving printed reports to APM before meetings.

What did you do earlier?

I worked as a computer operator in an e-seva centre for two years in Eturnagaram. They used to pay Rs.3000/- per month.

Did you participate in any training programme?

Yes, I received training on how to fill information of MS in particular format, such as insurance details, livestock details, SC/ST details, Sthrinidhi details in their formats in excel formats/word formats in Hanmakonda town, Warangal district. All trainings were one day training programmes.

Do you face any problems?

Yes, sometimes I cannot send information on time because of a variety of issues such as internet problems, and due to CCs not giving full details on time.

Did you get benefits from government?

Yes, I have availed aadhar card, ration card, election card.

What is your future goal?

I want to become a police officer. ❖

Support for Farmers Club

Can you introduce yourself?

My name is Survi Lingaswamy, 41 years old, native of Neernemula village, Ramannapet mandal, Yadadri-Bhuvanagiri district, Telangana state. My family consists of my wife, three sons and mother. We belong to toddy tapper community; therefore, apart from doing agriculture work, I also do toddy tapping work. I have 4 acres 5 guntas of land. My family members support in agriculture work.



Each executive member saves Rs. 100/- per month, and the total of Rs. 1000 /- is saved in Telangana Grameena Bank in Ramannapet; so far, we have saved about Rs. 50,000/- By the support of Mithra Foundation (MF), our FG got a lorry load of paddy seeds from Mulkanoor Cooperative Society (MCS). It was distributed to villagers (700 per bag). We brought good quality fertilizers & pesticides from Government fertilizer store and distributed to villagers.

Did you do any field visits?

I visited MCS agriculture intervention and activities. Attended meeting on agriculture issues organised by NABARD.

Did you face any problems?

We have problem from monkeys which keep attacking our agriculture fields.

Did you receive any training?

Yes, I have received a training on leadership by MF.

Did you avail any benefits from the government?

Yes, I have availed ration, aadhar, election and MGNREGS cards.

What are your future plans?

To link government subsidies to our FC. Also provide quality education to my children. ❖

What are you doing?

Presently, I am serving as the Secretary in Mithra Foundation Farmers Group (FG) in Neernemula village. It was established on 14.01.2012. Our Office Bearers (OB) are: President -Shekar Reddy, Vice President-Narsimha, Secretary-Lingaswamy, Joint Secretary-Laxminarayana, Treasurer-Erramma, and we also have five executive members.

Can you tell us about your responsibilities at FG?

My responsibilities in the VLF include conducting the meetings with OB members once a month; facilitating the smooth functioning of meetings, facilitating the members and villagers with support of Kalajatha cultural programs on awareness agriculture methods.

What are the achievements of your FG?

Aspiring To Be Best Trainer

Can you tell us about yourself?

My name is Raj Kumar, 29 years old, native of Samastipur. I completed MBA with specialization in Agri-Business from Rajendra Prasad Agriculture University, PUSA.

Where are you presently working and since how long?

Currently working as Block Project Manager (BPM) with Bihar Livelihood Promotion Society (BLPS) since 06.12.2013.

Can you elaborate on your previous work experience?

Earlier, worked in Axis Bank Limited as an Assistant Manager, and had looked after the Agriculture-Credit wing in Burdwan.

How did you get the job?

I had applied for post, qualified after written exam, Group Discussion (GD) and interview. Later, inducted by undergoing training for six days and was assigned for immersion for one month in Bandra Block of Muzaffarpur, Bihar. We had to undergo theme based residential and non-residential training.

Can you tell us Roles and responsibilities?

BRPLS is an autonomous body under the Department of Rural Development, Government of Bihar, and is spearheading the World Bank aided BRPLS, locally known as JEEVika. My role involves steer planning, implementation, monitoring and follow up of project activities, along with management of manpower and physical resources at the Block Project Implementation Unit (BPIU). I am nurturing block level federations and executing partnership activities of the project, managing Initial Capitalization Fund, community level training and cross learning activities within block. I am also overall in-charge of finance and administrative functions of BPIU and responsible for up keeping of MIS.

Who monitors, provides support and reviews your work?

I report to DPM & District Project Coordination Unit supports BPIU on various themes & reviews our works on monthly basis.

What are your achievements in your current job?

I have done well in completing my targets in microfinance especially Bank Credit Linkage to SHGs and got appreciation letter from our seniors. I have also experience with CBOs' capacity building, selected as Resource person for Case writing and teaching. I have developed a case on "cadre management", and have done innovative works in Livelihoods and recognize by the organization and got extra responsibility of District Livelihood Manager. I Improved the reporting system at field level and created a better environment for learning of our staff member. I got grading 'A' (highest) for FY 15-16 in Performance appraisal process.

What are your experiences?

Appreciation letter from seniors on achieving targets in Micro Finance (MF). Selected as resource person case writing and teaching. Developed the case on cadre management. Worked on innovation livelihoods (agriculture & allied) recognized by organization. Given addition responsibility as district livelihoods manager. Graded 'A' for FY 15-16 in performance appraisal process.

What are the challenges and issues?

Working with local political bodies is tough, illiteracy & attitude are big challenges. Implementation of new ideas and livelihood promotion tools, Liaisoning work with PRIs, government departments, CSOs and with external agencies are challenges. Issues are adaptation policy in CBOs owned by rural populations, repayment of loans, ensuring government benefits, traditional agricultural practices, breed replacement of milch animals etc..

How did you overcome the problems?

Regular discussions with the community, finding solutions to problems. Training community members mobilization and facilitation to overcome problems. Convergence of plans with departmental staff to overcome problems.

What is your vision?

Aspiring to be the best trainer and motivator. ❖

Marginal Livelihoods (CS)

Potter Community

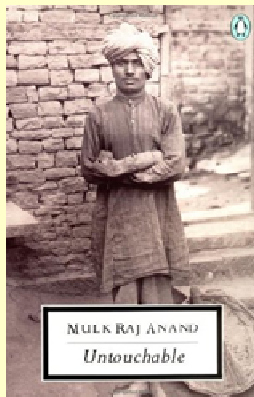
The Potter community (Kummari) is one among the rural artisan livelihoods in India, and are found all across the country. It is one of the earliest skills, and is one of the most tangible and iconic elements of regional art. Pottery is the art of forming clay into objects into a required shape and heating them to high temperatures in a kiln which removes all the water from the clay, which induces, reactions that lead to permanent changes increasing their strength and hardening and setting their shape. 50 families of potter community living in Tangadapalli village, Choutuppal mandal in Yadadri-Bhuvanagiri district, Telangana. They formed a cooperative society named 'Shalivahana Cooperative Society'. Potters depend upon the availability of clay, weather and seasons. They make different types of earthen pots for different occasions; right from birth of a child to death. For different festive seasons, they make different types of earthen pots, lamps, vessels and so on based on the needs.

Traders come from Hyderabad and surrounding towns to take their products. The major market is in Hyderabad. In summer and marriages seasons. In recent decades, the demand for earthen items has fallen due to inroads made by plastic and steel products; thus, they are getting marginalized. Adding to this, there is no support from the government, most of the younger generation is not interested to continue with this occupation. Due to shortage of original clay mud, poor wages, no demand for their products, and unable to take up new designs suitable to emerging markets. The children of these community not interested in this skill based artisan work. The capital investment has increased as clay and firewood prices have gone up; moreover, during rainy seasons, the furnaces are in poor condition, and thus collapse. Market for potters community has shrunk. Government should focus on potter cooperatives, provide financial support, train them on new designs, provide market linkages; establish exhibitions & promote the purchase of pots. ❖

Untouchable

Author: Mulk Raj Anand

The novel 'Untouchable' was written in 1935 by Mulk Raj Anand, an Indian writer, humanist and recipient of the civilian honour - Padma Bhushan. This book was Anand's first novel, and was the result of the conflict between tradition and modernity, and revolves around the argument for eradicating the caste system. Humanism is the key concept of the book. It is inspired by his aunt's experience when she had a meal with a Muslim woman, and was therefore, treated as an outcast by his family.

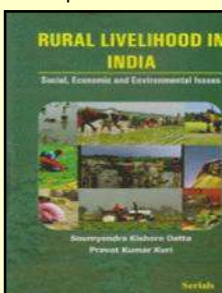


him even when he vaguely thinks of retaliation. He explains how when Bakha accidentally touches a man and "pollutes", a crowd gathers around to beat him, and even at that drastic situation how Bakha's father and brother, who represent the forces of tradition, orthodoxy and conservatism, show no resentment against oppression and injustice, whereas Bakha stands for social change, for transition from the old to new. Mulk Raj Anand considers that the caste system can only prevail with the job one carries and the easy way to remove it is to upgrade the work environment and bring dignity to each work. His idea of humanism is that a man is a man, be it a sweeper, a prince or a coolie. ❖

The story revolves around the life of an 18 year old Bakha, who lives in the pre-independence era as a Bhangi (one who cleans toilets). Bakha is an enthusiastic person, with a heart full of dreams which vary from dressing like a 'Tommie' (Englishmen) in 'fashun', and playing Hockey. The novel presents us not only with the problem of untouchability but also exposes injustices, inhuman treatment, degradation of people, humiliation and cruelty through incidents in Bakha's life.

The author explains how the pulls of modernity were strong upon Bakha, but how he could not break traditions, and the war raging inside his mind. The book narrates how the untouchable boy becomes a representative of a society passing through transition, and how he refuses his traditional place in the society. The author shows the way for changing the existing order of exploitation and injustice through the protagonist, but the severity of centuries, which is ingrained in him, paralyses

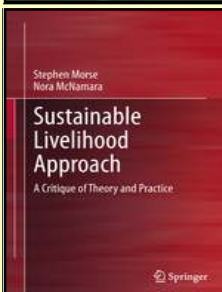
Latest



Book Name: **Rural Livelihood In India**

Author : Soumyendra Kishore Datta and Pravat Kumar Kuri

Publisher: Serials Publications Pvt. Ltd.



Book Name: **Sustainable Livelihoods Approach**

Editors: Morse, Stephen, McNamara, Nora

Publisher: Springer

The Right Person

Once there was a wise King. He had two sons. He appointed eminent scholars to teach them all arts. After a few years of teachings, the King fell ill badly. So, he wanted to select his next King for his Kingdom. He wanted to test his sons' abilities.

He called both of them and gave a room to each of them. He said, "You must fill this room completely with anything you wish. It can be anything! But there should be no space left behind and you should not seek the advice from anyone!"

The next day the king visited the elder's son room. The room was completely filled with hay. The king sighed on the foolishness of the elder son.

Then he went to the younger son's room. But it was kept closed. The King knocked at the door of the room. The second son asked his father to get in and closed the door again. There were darkness everywhere and The King shouted at his second son angrily.

But the second son lighted a candle and said, I have filled this room with light!"

Now the King felt very happy and hugged his son proudly. He understood that the younger son would be the right person to rule The Kingdom after The King. ❖

Source: <http://www.english-for-students.com/The-Right-Person.html>

‘Yoga’kshemam

World Disabled Day! Milad-un-Nabi!

Merry Christmas! Happy New Year!

Manoharan has been/is in thoughts.

Henry Mintzberg's 'Simply Managing' focuses on what managers do and what managers can do better. It informs us that managing and leading co-exist. It confirms that management is a practice, an integrated art, science and craft, learned through experience and rooted in the context. Manager has to help bring out the best in others, so that they can know better, decide better and act better. Key imports from the book include -

- Managing is a job with a perpetual pre-occupation.
- Significant activities seem to be interspersed with the mundane in no particular pattern. Therefore, the manager must be prepared to shift moods quickly and frequently.
- To some extent, managers have to tolerate interruptions.
- Managers become conditioned by their workload.
- Manager is worried about what s/he might do and what s/he must do.
- Managers become proficient at their superficiality.
- The pressures of managers do not encourage development of reflective planners.
- Managers depend more on informal information rather than the formal.
- Talk is the technology of leadership and management.
- Most organizations tend to remain local to the team.
- Successful managers create some of their own obligations and take advantage of others' obligations.
- Global networking is coming at the expense of local conversing.
- Managing is a calculated chaos and controlled disorder.
- Managing takes place in three planes – information, people and action – through communicating and controlling, leading and doing. Manager's portfolio includes framing, scheduling and communicating in four layers – self, in the team, in the larger team and outside.
- Framing establishes the context. Scheduling brings the frame to life.
- Flow of information and driving behavior in the team are in information plane.
- This would mean Manager is the nerve centre, information processor, monitor, disseminator, and spokes person.
- Controlling is to ensure people accomplish their work. Decision making includes designing, delegating, authorizing, allocating resources and deeming (target setting).
- Managing people is leading individuals, teams and units/organizations. Leading includes helping to energize individuals; to develop individuals; to build and maintain

teams; and to establish and strengthen culture.

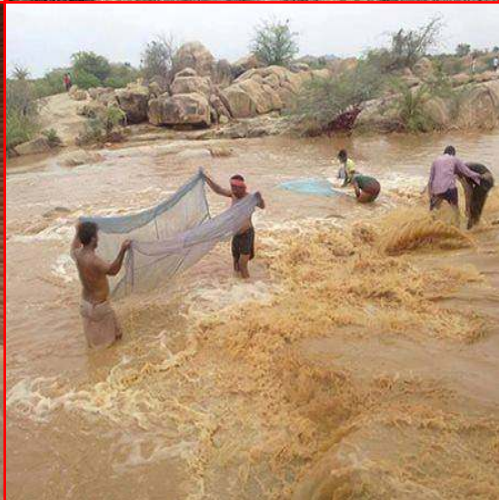
- Managers are external linkers as much as they are internal leaders. Linking includes networking, representing, conveying and convincing, transmitting, buffering (the flow of influence). They need to be managing the edges - the boundaries.
- Two aspects of doing are proactive work, and reactive disturbance handling. Doing includes engaging in projects/tasks, tangible experience, handling disturbances.
- Dealing with outside world includes building coalitions around specific issues and using these coalitions to conduct negotiations with various players.
- Manager has to practice a well-rounded job – no to too much of anything – thinking, doing; leading, linking, communicating, action, controlling etc.
- Effective managers exercise a dynamic balance across these. Management has to be learnt on the job.
- There is a continuum of managing – total managing to no managing – maximal, participative, shared, distributed, supportive, minimal.
- Managerial Effectiveness is seen on seven threads – energetic (personal); reflective; analytic; worldly (life experience, sophisticated, practical); collaborative; proactive; integrative (social) – balanced dynamically.
 - A key purpose of managing is to strive for synthesis continuously.
- Managers think in order to act and act in order to think to discover what works. They think while they act.
- There are no perfect managers. It is better to choose the devil we know; it is better to listen to the managed; and it may be better to choose an insider or an outside insider.
- There are no effective managers in all contexts. We have managerial effectiveness and a manager contributes to its maximization. Many a time, effectiveness can be judged but may not be measured. We need to measure what we can and rest needs to be judged.
- Managers are not created in classrooms. Managing is learned on the job, enhanced by a variety of experiences and challenges. Learning programs can help in sharpening the lessons from experience and practice. Managing is self-learned and can be facilitated by classrooms and mentors.
- Effective Managing is being engaged to be engaging and being connected to be connecting. Each one of us is managing life, if not anything.

This is saadhakayogam.

Can we be there? Yes, if we pursue Atma Yoga. If we are willing! Krsna confirms that Universe is the instrument of the dedicated practitioner..

Join us in the world of yoga –for flowing in the flow –towards krsnaaadhanayogasiddhi. You will not regret it. ❖

G Muralidhar



livelihoods
Body and Burden