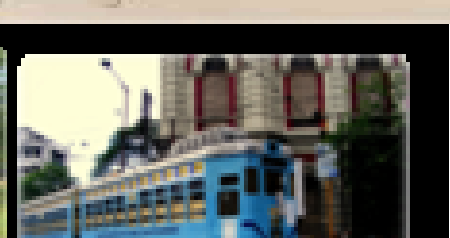
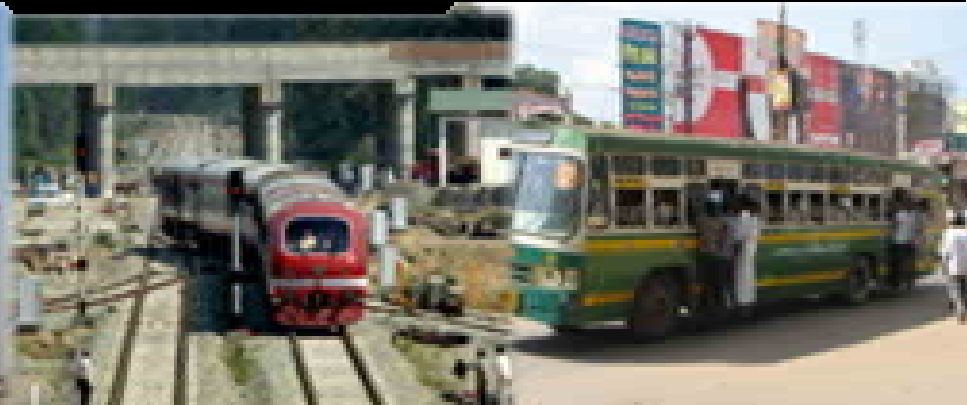




livelihoods

today and tomorrow

August 2009



Livelihoods 'on the move'



Skilling Youth! Integrating Facilitators! - 10

CNG Auto - 18

I Care; You Care... - 22

Drought, Negative Inflation, Rising Prices ... Aam Admi is struggling and coping with trying times! District after district is being declared drought-hit. And now flu!

Amidst all these, 62nd Independence Day Celebrations! India of Gandhi's Dreams where poor do not exist, or at least their voice plays a crucial role in deciding and building the future India is still a long way away. Let us wait and see! The **International Day of the World's Indigenous People** reminds us that we and our lifestyle(s) have pushed the indigenous people deep inside, on to the ridges, or into margins across and have become voiceless, in their native lands. The **International Youth Day** hints us that our determined, dedicated and devoted youth are getting ready to meet the challenges of the day – reducing poverty, living in peace and celebrating diversity. This is the big hope forward for all of us.

The season of festivals has begun in India – Krishnasthmi has come. Ganesh is on its way. Next will be Dusserah and Navaratri. Then it will be Deepavali lights. Ramzan fasts have begun simultaneously. Yes, there are festivals, not festivals with complete life and the festival livelihoods are hit with recession, drought and flu scare.

Three days before the Independence Day, Chidambaram and Pranab have released the far-reaching draft tax code, expected to be passed in Winter Session of Parliament – tax rationalization, decreased taxes to the growing middle class and unincorporated bodies (10% on income up to Rs.1 million), corporate business tax at 25%, no tax for small, thrift and agri-cooperatives and religious trusts, and 15% tax for non-profit organizations.

Mobility is part of life. In fact, it is basic to life. From moving barefoot, on foot, for hunting, to moving on animals, carts, chariots, from carrying goods on the head and back, to carrying on animals, carts and vehicles has begun. From the stage of man-pulled, animal-pulled carts, we have moved to fule-based vehicles. Man is moving on the ground, on the road, on the track, on the water, in the river, on the sea, in the air, in the sky, everywhere. He is building and using suitable vehicles. Some are owned, some are on lease, some are for hire and some are public vehicles. Some have ticket per person and have rate per piece. Some have rate for the vehicle to hire. For some transport meets emergencies, and for some it enhance the livelihoods. For some, it is for pleasure or luxury, for tourism, or pleasure trips. Some are ambulances, fire engines, or dead body carriers. Some are school buses. Innumerable variety and options. Two-wheelers, three-wheelers, four-wheelers, and multiple wheelers! Coal, Diesel and Electric Trains! Helicopters and air planes! Boats, Launches, Ships! Lorries, Tankers, Cars, Auto rickshaws, Scooters, Cycles, Toy trains and vehicles! All these are part of the transport. Some take people and some carry goods! Some work in the related sectors like cold chains, education, health and public services. There are drivers, cleaners, mechanics, makers, sellers, insurers, taxi people, ticketing agents, dhabha-wallahs, mobile food vendors, porters, packers and movers, etc., 'transport' feeds them all.

Some contribute to pollution and some add speed and pace. Some save lives and of course, some take lives. When basic infrastructure is grossly inadequate, when the vehicles multiply day-by-day and when regulation is a mere tokenism, there is/will be a lot of confusion, a lot of waste of time and energy for many of us, the common people to be on the road to live. Public Transport System is weak and meagre. There are no incentives and/or facilities for eco-friendly transport. More than 10% of the expenditure of the people is on the travel and transport. When producers and consumers are far apart, there is also high expenditure in goods transport. At least 100 million people have their living in 'transport' sector, although many of them have are with high risk and low pay. It is in this context, the eighth sector, explored by 'livelihoods', is "transport".

The cartman Ramaswamy is a Bishma of Indian Management! Unions play a significant role in transport sector. They have the ability to bring lives of the people to a grinding halt. An example of fighting fit and passenger friendly unions is 'Progressive Auto and Motor Workers' Union'. KP Rao is a tireless marketer who contributed to the increase percentage share of the producers in the consumer rupee, by bringing the producers and consumers nearer to each other. 'Samman' is an intervention to increase the incomes of the rickshaw pullers from a variety of means, and is adaptable in other sectors too. Alvin Toffler's 'Third Wave' could describe the now sweeping third wave of information, communication and bio-technology, and got us ready to cope with it.

Increased work days per annum in NREGA, far-reaching tax rationalization in the proposed new tax code may bring unimaginable changes in the way we work with/support the poor. In the times of uncertain and changing livelihoods of the poor and not-so-poor, 'livelihoods' campaigns and unravels the change and the processes of change in play for them to see and work for better tomorrow on their own. With the faith that you remain part of these our efforts, I remain.



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the 'livelihoods' team

'livelihoods' team

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Livelihoods 'on the move'

Mobility is fundamental to life. Mobility is vital for development. While mobility has been constant what changed with time is the means of mobility, the variety in the means and more importantly the number of people supporting and making a living through this means. In this context 'livelihoods' this month directed its focus on the sector that is estimated to provide livelihoods to 100 million + people in the country: TRANSPORT.

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Response



We are really happy to go through your e-magazine, which has inspired us a lot for getting information especially about health care. Moreover, we are delighted to know about the ordinary people's action in the field of development. Keep it up.

Malay Dewanji

All India Association of Voluntary Agencies - Delhi

August 12 International Day of World Indigenous People



Indian Society For Sustainable

Agriculture: Elaborating Ministry stand after accepting the Report on the Expert Committee on the Coastal Management Zone (CMZ) Notification from Dr. M S Swaminathan on mid of July. The Ministry has accepted the recommendation of the Committee and CMZ 2008 Notification, 2008 lapses on 22nd of this month. The recommendation is generally about for the better coastal management. The Ministry will have a special protection regime for critically vulnerable coastal areas like Sunderbans and Chilka lake and of new management regimes in Andaman and Nicobar as well as Lakshadweep islands. The fishermen and their families will be protected and this will cover about 10 million people.

Taxing Shock Coming Up for NGOs:

Tax officials are going to carefully scrutinize the returns to find out whether any modern NGO has been earning business-like income in 2008-09. This could include sale of cards or souvenirs, consultancy fees, hire charges, etc. And if they tax officials trace of such income, they will try to see whether the NGO has become 'uncharitable' due to changes in sec. 2 (15) of the Income Tax Act, 1961. If this does happen, then the NGO will be assessed as a business. Its income will be recalculated based on business accounting. And any 'profit' that emerges, will be taxed.

Indian Activist Deep Joshi Chosen for Ramon Magsaysay Award:

Prominent Indian social activist Deep Joshi, who has done pioneering work

for "development of rural communities", was named along with five others for the prestigious Ramon Magsaysay Award for 2009, considered as Asia's equivalent of the Nobel Prize. Joshi is being recognized for "his vision and leadership in bringing professionalism to the NGO movement in India, by effectively combining 'head' and 'heart' in the transformative development of rural communities," the Board of Trustees of the Ramon Magsaysay Award Foundation said in a press statement from its headquarters in Manila. Joshi was the co-founder of Professional Assistance for Development Action (PRADAN) and now works as an independent consultant for the NGO which works for rural poor, promoting self-help groups, developing locally suitable economic activities, mobilising finances and introducing systems to improve livelihoods of rural people.

Parliament Passes Landmark Education Bill:

Parliament passed a landmark education bill that gives children, including the disabled, the fundamental right to free and compulsory education. The Right of Children to Free and Compulsory Education Bill seeks to provide education to children aged between 6 to 14 years. For disabled children, the upper age limit for receiving free education has been relaxed till 18 years. The bill, one of the flagship programmes in the 100-day agenda of the United Progressive Alliance government, also earmarks 25 per cent seats to weaker sections in private schools.

Krishi Gaurav Award for the Farmer of Enabavi, AP:

Enabavi farmer and Grass Root Motivator Sri. Ponnam Mallaiah and his village Enabavi which is in Warangal district of AP have been chosen for Krishi Gaurav Award for the year 2007-08 by Pathanjali Trust, Haridwar. Its because of Ponnam Mallaiah and fellow farmers shifted to organic production 5 years back and in 2006 the village declared itself as 'Organic and GM free'. The village and the farmers like Ponnam Mallaiah achieved this award with the help of local NGO, Centre for Rural Operations Programms Society (CROPS) and its

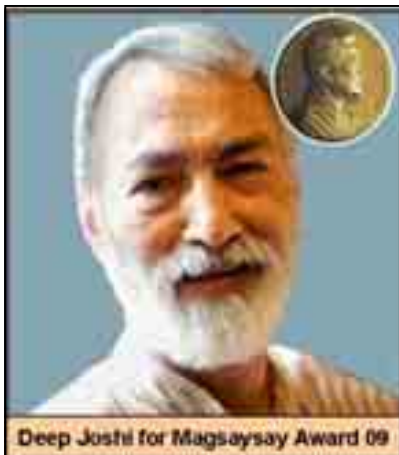
funding organizations like Centre for Sustainable Agriculture (CSA).

Newspaper By Rural Indian Women Wins UN Literacy Award:

A newspaper produced entirely by women in rural India is among the four winners of this year's Literacy Prizes awarded by the United Nations Educational, Scientific and Cultural Organization (UNESCO). Khabar Lahariya, the fortnightly newspaper distributed to more than 20,000 readers in Uttar Pradesh, is entirely created and marketed by newly literate "low caste" women who are trained as journalists in Chitrakoot and Banda districts. The King Sejong Literacy Prize was given to this fortnightly paper, started by Nirantar -- a centre for gender and education based in New Delhi and Uttar Pradesh. The award ceremony will be held at UNESCO Headquarters in Paris on September 8 to coincide with International Literacy Day.

India Publishes National Action Plan on Climate Change:

Prime Minister Manmohan Singh has released India's first National Action Plan on Climate Change (NAPCC) outlining existing and future policies and programs addressing climate mitigation and adaptation. The NAPCC reflects the great importance India attaches to mobilising its national energies in a sustainable manner to meet the challenge of climate change. "Without a careful long-term strategy, climate change may undermine our development efforts, with adverse consequences, across the board, on our people's livelihood, the environment in which they live and work and their personal health and welfare", Manmohan said. The plan identifies eight core "national missions" running until 2017 and directs ministries to submit detailed implementation plans to the Prime Minister's Council on Climate Change by December 2008. The focus of national energies on Eight National Missions which will be pursued as key components of our strategy for sustainable development include National Missions on Solar Energy, on Enhanced Energy Efficiency, on Sustainable Habitat, on Conserving



Water, on Sustaining the Himalayan Ecosystem, on creating a “Green India”, on Sustainable Agriculture and on establishing a Strategic Knowledge Platform for Climate Change.

U.S. Award For Two Indian NGOs: Two Indian non-governmental organisations, Ecosphere, Spiti in Himachal Pradesh and Barefoot College in Rajasthan have been chosen for the 2009 Green Energy and Green Livelihoods awards, for their work towards engaging local communities in sustainable occupations. The awards have been instituted by Sierra Club, a U.S.-based environmental organisation founded in 1892. This is its first collaboration with India. The NGOs will receive Rs. 20 lakh each. In addition, the Gujarat-based organisation Self-Employed Women’s Association will receive a grant of Rs. 10 lakh.

Four Stroke LPG Autos Only: Two stroke and non-LPG (liquefied petroleum gas) four-stroke auto rickshaw will not be allowed to ply in Kolkata from Aug 1, the Calcutta High Court has ordered. The city has around 38000 registered two stroke auto rickshaw running on petrol: 30000 of them are illegal. With six weeks left for deadline, 2000 applications were in for replacing two-stroke engine with LPG four-stroke and 1600 were replaced. The state government has announced fiscal incentives only for replacing two-stroke with four-stroke LPG auto rickshaws. The government is giving Rs12000 to the operators for replacement while the four-stroke LPG auto rickshaw cost Rs.1.35 lakh. The auto owners are mostly do not know where they should find the money to buy the new four-stroke auto.

Silk Export Declines Owing To Meltdown: Central Silk Board (CSB) chairman H. Hanumanthappa said that silk exports from India dropped between Rs. 1,000 and Rs. 1,500 crore from the previous Rs. 3,500 crore owing to the global economic recession. He said that the gap between the annual production and demand for silk in India was almost 8,000 tonnes. India produced 18,000 tonnes of silk annually and the actual demand was 26,000 tones. This was proving beneficial to China, which had



Landmark Troubles– The Bandra-Worli sea link, connecting the suburbs with south Mumbai, has not solved traffic problems. Cars exiting at Worli have to slow down, turn left and negotiate a roundabout. This India’s first eight-lane freeway over the open sea was opened to traffic on June 30

an annual silk production in excess.

Economists Upbeat About India Despite Effects Of Drought: Some 177 out of India’s 626 districts are in the grip of drought, with rice crops the worst hit. Only a thin strip along the western coast has received normal rain during this monsoon season, which runs from June to September. Crops are shriveling as India faces the specter of drought, but economists say they are still upbeat about the country’s economic prospects. Analysts have been buoyed by new data showing industrial production jumped by 7.8 percent in June from a year earlier — its quickest pace in 16 months. India’s official weather map is a mass of red - the color the weather office uses to show “deficient” rains, defined as 20 percent to 59 percent below normal. For India’s 235 million farmers, many of them smallholders eking out a living, a single bad monsoon can spell financial disaster, wiping out livelihoods.

India Leads World In Road Deaths: The World Health Organization has revealed in its first ever Global Status Report on Road Safety that more people die in road accidents in India than anywhere else in the world, including the more populous China. Calling road fatalities an “epidemic”

that will become the world’s fifth biggest killer by 2030, the report said while rich nations had been able to lower their death rates, these were sharply on the rise in the third world. It said 90% of deaths on the world’s roads occur in low and middle-income countries (21.5 and 19.5 per lakh of population, respectively) though they have just 48% of all registered vehicles.

Highlights Of PM’s 2009 Independence Day Speech: A confident Prime Minister Dr. Manmohan Singh sent out a positive Independence Day message that India had self faith, political stability and economic strength to march towards “a golden future.”The Prime Minister calls for a “new era of cooperation and harmony in our national life.” Asserting that people had rejected in the last election sectarian politics and have “chosen a political arrangement which is secular,” the Prime Minister promises to take every one along and to create “an environment of consensus and cooperation in the country.” Spelling out his philosophy and priorities the Prime Minister asserted that his government will pay special attention to minorities. He insisted that caring for minorities is not appeasement. ■

August 7 - World Handloom Day

The handloom sector is the largest rural employment provider next only to agriculture and generating jobs also in semi urban and urban areas of India. India's handloom sector with 3.89 million looms, employs about 12 million people, accounts for 13 per cent of the total cloth production and nearly 16 per cent of the country's total cotton textile exports. In comparison with other traditional rural sectors, handloom weaving is a full-time family profession, involving all the members of the family.

According to surveys conducted by NGOs, the country has more than 38,00,000 handlooms. In north-eastern states, there are more than 15,00,000 domestic handlooms. Handlooms in north India and south India are geared for commercial production for domestic market and also exporting their products abroad.

In Andhra Pradesh alone, there are about 3,20,000 handlooms. About 5,00,000 families directly and 20,00,000 families indirectly are dependent on them. Major handloom centres include Chirala, Mangalagiri, Pedana, Ponduru,



Polavaram, Pochamapalli, Puttapaka, Gadwal, Dharamvaram, Emmiganur, Madhavaram, and Narayanpet. Each centre has its unique identity of producing varieties of handloom products. In all centres of Andhra Pradesh, production is geared for the domestic market only.

The unorganized handloom sector suffers from three main problems - unavailability of timely and adequate credit; lack of technology up-gradation; and absence of marketing support. Though it employs the largest number of people, the handloom sector is considered as a sunset industry, and there is an air of inevitability given the relentless march of mechanization, modernization and sophistication. Still, there are many advocates of handloom for reasons including ideology, philosophy, sheer love for handloom products and economic arguments. However, irrespective of the policies, projects and aspirations arising out of various quarters, the handloom sector is undergoing changes that are impacting the livelihoods of handloom weavers.

The national and state governments do have several schemes pertaining to production inputs, market support and development meant to safeguard the interests of the

weaving community. Even the Handloom Act passed by the Parliament in 1985 aims to shield handloom weavers against powerloom and textile mill operators by reserving certain textile articles for exclusive production by handlooms. But ineffective implementation of these schemes and the changing context of textile industry, increasing competition from the powerloom and mill sectors has been largely responsible for the crisis in the handlooms. But still handloom sector is able to withstand the competition from powerloom and textile sector and is surviving some way or the other.

Lack of information to weavers regarding various policies and schemes is one significant cause for the dwindling fortunes of the weaver community. Even government departments and implementing agencies related to handloom suffer from inadequate information and data resulting in a widening gap between policy formulation and implementation. The formal education system (including research institutes) has not included teaching and imparting skills for this profession into its fold. As a result, any innovation and change has been left to the weaving families. In the recent decades, due to lack of information and fast paced changes, practices in handloom sector became static and apparently redundant.

Some major promotional & developmental programmes were formulated by the office of the Development Commissioner for Handlooms relating to input support; employment generation; modernization and up gradation of technology; market support; welfare measures; and publicity. In all the schemes emphasis has been laid on assisting handloom weavers directly, including up gradation of their skills etc.

By some estimates, there are 32 other sectors that are benefiting from the handloom sector, including transportation, financial services, marketing services, service and maintenance services and hotels. Many handloom centers are well known tourist spots, drawing visitors from far places of India and foreign countries as well. Thus, the tourism industry's fortunes are in part influenced by the handloom sector and its fame.

Handlooms are a part of Indian heritage, they exemplify the richness and diversity of culture and hence the artistry of the weavers. More efforts are needed to bring the handloom sector in to a better situation. Campaigning the situation of the handloom and the weaver to other related sectors; making the exhibition and expo to build the positioning and marketing network; making pro-handloom policies and their effective implementation can help the sector to renovate it self. The living and working condition of handloom sector workers are likely to decline further unless there are specific interventions. Government, Non Government Organizations and Civil Society Organizations should come together to protect the handloom worker from the crisis situation. 7th August being the celebration of World Handloom Day should be leveraged to realize the niche of handloom sector and is the right time to push the efforts towards handloom development harder. ■

'Bullock Cart' Ramaswamy

Professor N.S. Ramaswamy is a man of many missions. To the rural folks, he is 'cart man Ramaswamy', to the management students he is the 'guru in management studies' and to his friends he is simply 'NSR'. 'Padmabhushan' N.S. Ramaswamy is not only known by various names but the octogenarian has many facets which he displayed with finesse in the last six decades in a number of fields from management, environment, animal welfare, rural development and in the re-introduction of moral values in life.

Born in 1926 in Thrissur, Kerala, N.S. Ramaswamy is the son of N.R. Srinivasa Iyer, an IPS Officer. After obtaining his B.Sc. and BE degrees from Madras University, he took up post-graduate education from various foreign universities like Glasgow, Lehigh and Stanford.

During his childhood, he was moved by the horrible treatment that the livestock received when being used as draught animals for ploughing and carting as well as when they were finally disposed off for slaughter. Kindness to animals was further strengthened in this moved tender heart by this grandmother, who taught him to be kind to the animals. It made him dedicate his life's commitment to animal welfare.

N.S. Ramaswamy took management science far beyond the business-industry sector by applying principles of management to sectors such as government, PSUs, infrastructure, utilities and services, education, health, urban and rural development, animal welfare, environment, ecology, family, personal life, political system, etc.

N.S. Ramaswamy is the founder Director of Indian Institute of Management- Bangalore and NITIE-Mumbai. He worked as advisor and consultant for many educational and government institutions like J.B. Institute of Management - Mumbai, UN and FAO, Airport Authority of India, Animal Welfare Board and Parliamentary Committee on Railways. The list could be endless. Apart from honouring him with the prestigious Padma Bhushan, the government recognised him as the national research professor in Management, for his contribution to the field of management study in India and social work. He is one among the few national research professors in the country.

His pioneering work on Animal Energy has been applauded all over the world. N.S. Ramaswamy was the first to calculate the contribution of livestock to development, which is as much as 7% of GNP, and is significant compared to the 14% given by the crop production sector. He thus highlighted the contribution made by the livestock sector to rural development.

Post retirement from full-time academic schedule, N.S. Ramaswamy pioneered work on the importance of upgrading the Draught Animal Power – DAP (the power of draught animal such as bullock, buffaloes, horse, camels, mules, donkey, etc.) used for ploughing and carting all over the world. His passion for animal welfare earned him the name 'Cartman.' Taking a cue from this, N.S. Ramaswamy started



the Centre for Action, Research & Technology for Man, Animal & Nature, Bangalore (CARTMAN). He started CARTMAN in 1981 which was dedicated to fostering the symbiotic relationship between man, animals and nature and for accelerating human progress by applying relevant technology and value based management. He worked extensively to improve bullock carts to reduce strain on animals and campaigned hard to improve the facilities in slaughter houses.

The design of the ubiquitous bullock cart has been modified to make it a profitable enterprise by overcoming its main drawback - the inability to work under slushy conditions and undulating

terrain of rural areas. The modification made the carts more efficient not only in carrying agricultural produce but also as a means of commercial transport. With improved carts, it is believed carting incomes can go up in rural and urban areas. "The potential of these modern carts is staggering. They could be used for carting to factories, seasonal vegetables (in towns and cities) and even given to the landless to earn some money" says N.S. Ramaswamy. In Tamil Nadu, a large number of four-wheel cattle-driven carts are regularly taken away from the farm to do professional carting, he points out. Moreover he said that bullocks used for ploughing and carting save the country 6 million tons of petroleum, valued at Rs. 20,000 crores. By improving bullock carts and taking good care of livestock, 20 million additional jobs can be created and rural earnings would increase by Rs. 30,000 crores. If attention is paid to this sector, it would increase its output tremendously and solve off-season unemployment problems in rural areas.

He was also the first person to write a report on modernisation of slaughter system, the desirability and economics of establishing rural based abattoirs, from which meat can be brought to the cities for consumption, instead of transporting live animals, as at present, which involve terrible losses and unimaginable suffering to animals. He introduced stunning for the first time to reduce suffering of animals.

N.S. Ramaswamy practices what he preaches. He never criticized any event or a policy without suggesting a feasible solution - whether it is the political system or rural development. He gives expression to his ideas through a journal, called CARTMAN (now Heritage CARTMAN). He has bequeathed his entire wealth to his village. N.S. Ramaswamy is now past 80, but still working all the time, since he is deeply involved in everything that he does and he does not get tired. ■

Cycle Rickshaw Project - Sammaan

Sammaan Foundation's intervention with rickshaw pullers stands out in several ways. It tries to convert this unorganised sector contributing to about 30% of urban transport into an organised one. The efforts have resulted in better social protection to the rickshaw pullers, and improved their dignity of labour. The technical improvements in the design of rickshaw reduce burden on the rickshaw puller while increasing passenger comfort. Further using innovative means of financing helped increase the income of the rickshaw pullers and also contribute revenues to the organisation to sustain the intervention in the longer run. Learnings from this intervention can probably help us look at other unorganised sectors in a different light.

On a blazing hot summer afternoon in 1998, Irfan Alam was a passenger in a rickshaw. Feeling extremely thirsty, he asked the rickshaw puller if he was carrying any water. Unfortunately, the rickshaw puller was not carrying any water. For any other person, this could have been a one off incident. But it was not so in the case for Irfan. The incident set him thinking and sowed the seeds of the social entrepreneurship venture, Sammaan Foundation. Irfan started the enterprise by investing Rs.10 lakh of his personal savings in New Delhi, and launched a pilot project with 25 rickshaw pullers in Noida during 2006 to empower the rickshaw pullers socially and economically through trainings, capacity building, education and financial support. Sammaan means respect, and the motive of the Sammaan Foundation is to change the attitude of rickshaw pullers towards their labour – to make them see their job as a dignified job to live with. In his mind, rickshaws need to be taken seriously as a business opportunity.

It became clear that lack of ownership of rickshaws is the main impediment in leading a dignified life by the rickshaw pullers. Estimated 95% of 8 million rickshaw pullers in India are victims of high daily rentals. This situation makes it impossible for the rickshaw pullers to earn enough to own the rickshaw in their lifetime. In addition, they have to bear the cost of any accidental damage to the vehicle. Inability to do so not only leads to harassment - physical, mental and financial - but also compels them to flee from their place of residence. Thus lack of disposable income makes them unable to access basic utilities or provide adequately to their families. Moreover, this vulnerability is due to their lack of access to basic formal banking services such as loans, savings, insurance, etc. Based on this situation, Sammaan and Punjab National Bank launched the Rickshaw project. Under this model, rickshaws are given free of cost to the rickshaw puller while they have to pay a maintenance cost.

The Sammaan rickshaw that was designed by a team of experts from IIT is about 70-75 kilos less than the conventional rickshaw. It has more leg-room, space for luggage and the ride is much comfortable for the passengers. These bright red coloured Sammaan peddle rickshaw gives luxury to its passengers. The value added features in that rickshaw include music, magazine/news papers, first aid, seatbelts and saleable items like cold water, fruit juices, mineral water, soft drinks, snacks and mobile recharge cards. Lower height and radio-headphones are likely to attract the passengers. The wheels are of mopeds and the pedicab, as it is now being called, has cycle-gears,

shock absorbers and power brakes. These features reduce the drudgery of the rickshaw puller and increases the time of work. Besides, there is Rs.1 lakh insurance cover, both for the rickshaw-puller and passengers travelling in it. In addition to improving passenger comfort and reducing the drudgery for the rickshaw puller, the design added new lines of income both to the rickshaw puller and the foundation. The two feet by two feet advertisements painted on the back of rickshaw fetch between Rs.40 and Rs.80 a day for the rickshaw puller. Profits from sales of the merchandise are shared between Sammaan and the driver. "We pay 33 per cent of the revenue to the pullers. We don't charge them any rent. But every week, rickshaw pullers pay Rs 15 to Rs 25 as maintenance charges," Irfan said. The earnings from the rides go to the rickshaw puller, as usual.

SammaanN aims to transform this sector into an organised one and formalize industry mechanisms. The aim of these efforts is to set a standard and develop a system for the industry as a whole. Formalizing the industry processes would benefit the rickshaw pullers by improving their access to banking and insurance facilities, apart from providing them with uniforms and identity cards. This would also reduce the harassment that the rickshaw pullers face from traffic police and the passengers.

Sammaan's success can be gleaned from the following case study. Five years ago, Kumar travelled 150 km to Patna from the outskirts of Jhajha, a small town in Bihar's Jamui district. After a year of labour at construction sites he could not earn enough to send money home. Then someone introduced him to a rickshaw-owner. Things improved a little. The rickshaw-puller still slept on pavements, but he could save a little to send home after paying his vehicle's irritable owner a daily rental of Rs 25. Kumar took the daily abuses from passengers and police in his stride. He had very few options. But that was till last year. "In 2008, the babus of the Sammaan Foundation gave me a new rickshaw. They taught me traffic rules and told me to avoid the main roads. I learnt to ply my vehicle on feeder roads. Passengers rarely abuse me now," Kumar said. He is one of the one lakh rickshaw pullers registered with the Patna-based Sammaan Foundation. Now, Kumar makes between Rs.300 and Rs.800 every month from advertising revenues. This is besides the Rs 4,000-Rs 4,500 he makes from his passengers. "My monthly earnings have gone up by Rs 2,000. I have a bank balance of Rs 500 and the Sammaan Foundation has got me an insurance policy. And somewhere deep down, there is also a feeling that Irfan and his team will help in times of crisis." ■

Skilling Youth! Integrating Facilitators!

It is drought, floods in some pockets not withstanding.

As we live the month, International Day of the World's Indigenous People (9 August) and International Youth Day (12 August) pass by. In a couple of days, World Humanitarian Day (19 August) will also go by. You may note that International Literacy is round the corner (8 September).

The Teachers' Day is on 5 September – let us remember one teacher who has made a difference to our lives. Of course, on 15 August, we commemorate 62nd Anniversary of Indian Independence. Jaya Ho, Vande Maataram! On 14 August, it is Janmashtami, birthday of Krishna, the transporter of joy.

During the month, we have discovered **5Es – Environment/Economy, Employment, Entrepreneurship, Empowerment, and Education**, in addition to existing 5Is – ideas, initiatives, interventions, individuals and institutions for 5Ls – Life, Livelihoods, Leadership, Learning and Love. Further, as in the last few months, Human Resources, Entrepreneurship, Collectives and Marginalized Communities continued to hog the most of the time of our time during the month.

Skilling the youth for their livelihoods has been engaging us for a long time. Recent 'Round Table' on this topic has provoked us to dwell on the issues therein at length. When about 20 million children enter school (subsequently in workforce) every year, less than 20% pass the secondary education (Class X), not even 5% join the undergraduate/higher education, and a fraction (less than 2%) join the organized sector employment. Thus, about 80% have to join the agriculture and allied sectors as owners/labour, or become self-employed artisans or join the casual/semi-skilled/skilled workforce. Even half of them join the traditional sectors, the other half has to be 'rehabilitated' in alternative sectors. While the aspiration profiles of the youth, more or less, remain the same, the capability sets are very diverse. They are not a homogenous set. The differences exist in multiple axes – background (tribal, rural, urban), literacy (less, more), skills (less, more), security (security seeking, entrepreneurial – self-employed, running an enterprise, leading a team), sex, marriage, knowledge, skills and behavioral competencies etc. Many may lack the basic 3R (reading, writing and arithmetic) skills.

Many paradoxes exist – skills needed vs skills available, employers need skilled persons vs skilled persons need jobs, skills without certificate vs certificates without skills, skills in abundance vs skills that support/enhance our competitive edge, placement vs admissions etc.

Industry's ways of dealing with skilled workforce (blue collar) vis-à-vis other human resources (white collar) is under scrutiny and there is a consensual demand for treating everyone as human resource. With increased share of services in GDP, the concepts of service level agreements and full-time equivalents are heard more often and they find their way into industry too. This paves way for increased

outsourcing, large units taking outsourcing from multiple units for increased scale and cost effectiveness, and need for multi-skilling.

The issue is much larger outside the organized sector where 80-90% of the workforce of the year joins. It appears that all skills that can be thought of are in the schedule of wages for minimum wages – if not in the list, it is treated as part of others. With NREGA working, for unskilled, market has to pay at least Rs.120 for any skill. Under the circumstances, how can we absorb with remunerative incomes guaranteed, some 10 million youth every year from now on, after accommodating the existing 200+ million youth on the 'bench'? Tall order! It can be a long wait!

Can we list the vocations and trades which are required for us and/or in which we have competitive edge in the world? While we do so, we need to leverage our diversity. We need to add more diverse vocations and trades. **None of us know the future well.** This would mean offering the youth multiple skills and meta skills so that cope with not-so-certain future and future projections/forecasts. This would also mean better foundation of 3R skills to all. This would mean encouraging and facilitating more youth to pass through the education funnel – say, we move towards at least 50 clearing Class X out of the 100 entering the funnel. And towards all the 50 demonstrating reasonable 3R skills!

This would also mean we, as families and schools, teaching or children dignity of labour early on. This would also mean **increasing skill-schools, occupational/vocational gurukulams.** Many of them need initial funds to begin and for infrastructure and they can be encouraged to be self-reliant in due course. The trainers need to be trained in the new and expanded curriculums that include soft skills, life skills, etc. There should be space for continuing education and career paths should be visible. This would also mean they getting paid well, as well as or better than an unskilled/less skilled educated assistants. Then, it is possible for the youth to take loans, call them professional education loans, and buy the skills education. Some of them need to become self-employed. They need to be prepared for this. Some of them can be entrepreneurial in the skills-domain – they can lead teams/groups, or they can start tiny enterprises that can take on outsourcing work, they can become service providers, they can be collectives of service providers with multiple but interlinked/integrated services. Some of them need to be **dovetailed into viable business models.** Financing these models needs to be facilitated. In addition, there is a need for place to stay, eat and socialize in the environment s/he is familiar with. This offers scope for 'temping' enterprises.

I guess, New Livelihoods Mission that is in the offing and the Skill Development Mission take all this understanding of the current reality in their stride and respond. In all this, **identifying** the people based on their competency and interests, **inducting** them, and **mentoring** them become the key processes forward.

Perspectives

G. Muralidhar

Some BIG questions that come up – are we pushing ‘migration’ into cities? Where are the employers? Are we going to have skills that are required in rural areas? What about the unemployment in the ‘educated’ – for example, Andhra Pradesh alone has more than 400 Engineering Colleges, 800 MBA Colleges? Are they getting absorbed? It is confirmed beyond doubt that employability of the ‘educated’ youth is less than 20%, by any reckoning. Their **skilling and training is beginning only after their ‘education’** – interesting, isn’t it?

With \$2 per capita expenditure a day as poverty line, two-thirds of India is poor. **These poor, their organizations and the organizations that work for them need skilled workforce**, skilled in community mobilization, collectivization, servicing their collectives, analyzing and planning for households, groups and collectives, pooling resources, providing market intelligence, sourcing inputs, pooling the produce and adding value, marketing the pooled produce, extension in managing natural and physical resources, social resources and financial resources, so on and so forth. They also need service providers. They need teachers. They need health workers. They need milk testers. They need book keepers. some 1 for 20/25 – i.e. **30-40 million!** Some **0.5 – 1 million integrators**, working as chief executives (or their deputies) of **community organizations, or the support organizations/units!** Each organization may service 1000-10000 people. We are aware of many organizations of this service outreach have business turnovers in the range of Rs.100-1000 Million, comparable to medium size corporate!

Livelihoods/Development Management Education is required for these integrators/integrating facilitators. We need more L-schools or D-schools or B-schools having L/D in their curriculum. This may not be enough. We may cover some ground in the **distance mode**. National Institute of Rural Development is launching shortly one-year PG Diploma in Sustainable Rural Development, in association with University of Hyderabad. Some 50-200 participants to come out every year! This diploma is expected to become self-supporting in 2-3 years. **We need more of them, programs and centres!** If you allow me to dream, at least 100,000 participants need to be pursuing this every year!

I understand, from association with the design that is in process, the 35-credit one-year diploma, in two semesters, will have seven 4-credit courses –

1. Sustainable Rural Development: Themes and Perspectives
2. Development: Methods and Processes
3. Policies and Programs of Rural Development
4. Resources and Livelihoods

5. Project Planning and Management

6. Stakeholders in Sustainable Rural Development

Appropriate Technologies and Practices in Sustainable Rural Development and 7-credit Project Work in two parts: 3-credit part 1: understanding and analyzing the context of reality and 4-credit part 2: project/intervention. It will have audio-video material, in addition to printed reading material and 4 sets of contact classes, twice in each semester, for 5-6 days each time. Graduates can seek admission and the participants get the diploma only on clearing the minimum grade.

Skilling youth, making the service providers available to the poor and their organizations etc., and increasing the pool of integrating facilitators is the core of social development and/or social business. Social Business, however tiring, trying and frustrating it may be, is a matter of joy. Then, joy needs to be pursued by all. We, who have become conscious, have

to pursue others to pursue joy through this.

We may be a facilitator, leader, mentor, entrepreneur, integrator, manager or a communicator in this pursuit. **Whatever we are, we need to make it our business to pursue meta-fishing, beyond fishing in skilling, in development management education. We need to learn and mentor learning.**

Tirelessly! Persistently! Repeatedly! Again and Again!

As I complete this, Government of India released a draft tax code to be passed in the Winter Session of Parliament. The code proposes far-reaching tax rationalization. Income tax rates, for individuals and unincorporated bodies, are proposed to be revised – 10% tax up to Rs.1 million, 20% up to Rs.2.5 million and 30% thereafter. Effective corporate (business) tax rate to be 25%! This may or may not help in voluntary compliance envisaged. I get a feeling that **this facilitates more people entering the world of entrepreneurship and enterprises.**

The code proposes no income tax for thrift and credit cooperatives, agriculture and allied including dairy, poultry and fisheries cooperatives and other small cooperatives up to Rs.100,000/-. However, it proposes that non-profit organizations have to pay tax of 15% on its gross receipts less permitted outgoings.

Further, the code proposes to replace the charitable purposes with ‘permitted welfare activities’ in the context of non-profit organizations. These include relief of poor, education, medical relief, environment, art and monuments and any other object of general public utility. Any other object of general public utility does not include trade, commerce, business and service provision for fee for the services to trade, commerce and business, irrespective of the use of such income later.

Let us wait for the Winter Session! ■



Livelihoods ‘on the move’

Mobility is fundamental to life. Mobility is vital for development. Mobility of people and their goods and services has been in place from times immemorial. While mobility has been constant what changed with time is the means of mobility, the variety in the means and more importantly the number of people supporting and making a living through this means. In this context ‘livelihoods’ this month directed its focus on the sector that is estimated to provide livelihoods to 100 million + people in the country: TRANSPORT.



Transport is required for sustained growth and modernization. It is significant for diversifying nation's production base, expanding trade and linking together resources and markets into an integrated economy. It is also necessary for connecting villages with towns, market centers and in bringing together remote and developing regions closer to one another. Internationally, transport is now recognized as a key ingredient to achieving the MDGs and for inclusive, sustainable globalization to overcome poverty, promote growth, access challenges in fragile states and for Public Private Partnership.



Contribution of transport sector to GDP and the proportion of Public Expenditure on this sector

Year	Share of Transport in GDP (%)	Share of Transport in Total Expenditure (%)
1999-2000	5.7	3.2
2000-2001	5.8	4.5
2001-2002	5.8	4.8
2002-2003	6.0	4.1
2003-2004	6.2	3.9
2004-2005	6.4	4.2

Source: Central Statistics Office, GOI 2006

Indian transport sector has a smorgasbord of means of transport ranging all the way from human heads to human pulled rickshaws and carts, animal carts, bicycles and various forms of mechanized/sophisticated transport on road, rail, water and air. Railways and roadways comprise the lifelines both in urban and rural India. Indian Railways is one of the largest railway systems in the world, carrying about 18 million passengers and more than 2 million tonnes of freight per day. It continues to be the world's largest utility employer with more than 1.4 million employees. In the sphere of roadways India has 3.34 km of road network, the

second largest in the world. It is estimated that this network carries nearly 65% of the freight and 85% of the passenger traffic in the country. However, national highways comprise only 2% of the total road network but carry nearly 40% of the total traffic. In spite of such vast network still 25% of the villages in the country have no road link and about 60% of the villages have no all-weather road link. In states like Orissa situation stands very bleak with only 15% of the villages connected with all-weather roads.

Unlike road and rail transport, air transport in India caters to the elite needs largely but in times of natural disasters it becomes almost the only lifeline to render relief and rescue efforts in the affected areas. Water transport on the other hand played an important role in ancient Indian transport system but its significance particularly that of inland water transport is declining gradually with the expansion of road and rail transport. The diversification of river water of irrigation, siltation in rivers and failure to modernize has put much of the inland water transport in India to disuse. Transportation of goods and people in organized form is more or less seen only North-East India, West Bengal and Goa. However increase in tourism in various regions seems to be giving boost to some inland water transport. With a long coastline and 11 major ports the shipping industry in



India is quite significant in transporting bulky goods.

Considering the fact that a sizeable chunk (about 12%) of the workforce in India are engaged in diversified transport-based livelihoods it becomes imperative to try to list and make efforts to gain some insights on these livelihoods 'on the move'. The list is by no means exhaustive but may help gain some perspectives on the wide array of livelihoods the transport sector paves way for both directly and indirectly.

List of Livelihoods 'on the move'

Bullock/Camel/Horse driven carts transporting produce/goods/people
Care taker of the cart animals other than the owner
Human driven carts/rickshaws transporting people/goods
Shop (s) catering to making cart parts and shops catering cart repairs
Head loaders/Porters/Hamalis
Auto rickshaw/tempo/mini van owners/drivers
Bus drivers/cleaners/conductors and other personnel
Truck owners/drivers/cleaners and other personnel
Manufacturers of various transport vehicles
Service personnel in mechanic shops for the repair and maintenance of different transport vehicles
Skilled, semi-skilled and unskilled labour in the construction of roadways, railways, runways etc
Various personnel engaged in ship building
Loading and unloading in the docks
Labour engaged in ship breaking
Works at different levels in the Indian Railways
Works at different levels in the Indian Roadways
Works at different levels in the Indian Waterways
Works at different levels in the Indian Airways
Food and other vendors in the trains/buses/stations
Food and other vendors catering on the highway meeting the needs of long distance travelers, for instance Dhabas that come in handy for truck drivers etc
People selling number plates, helmets
People engaged in selling fuel for the vehicles
Toll-gate workers
Road-side pollution check personnel
Travel agencies
Motor Driving Schools
Brokers
Taxi owners/drivers
People working in the workers unions

Improved roads in the villages coupled with increased need to access job/produce/service markets in the semi-urban and urban areas gave way for new and different modes of transport suitable to local needs. For instance 7-seater auto

rickshaws in the villages of Andhra Pradesh are not only transporting people but have created a new wave of employment opportunities for the youth. Financing vehicles at an affordable cost has received a big push in the recent past. This move has created opportunities for many buy and operate taxis, auto rickshaws etc. Manual transport with people carrying



head loads, human pulled rickshaws and carts are seen sparingly in the villages today and are increasingly giving way to auto rickshaws and tempos.

However one cannot ignore the fact that there are still large numbers of villages in India that have no roads whatsoever and many more have roads that get washed out during rains. Quantity and quality of roads therefore continues to be a gap yet to be bridged. Poor quality roads also mean more expenses for the transporter in terms of fuel and repairs; it also means increased risk in times of heavy rains and floods. On the other hand it is extremely critical to create awareness, enhance capacities and empower the local population in the villages particularly those in the tribal and other remote villages even before access roads are laid. Without meeting these prerequisites road access can result in economic, social and cultural exploitation of the villagers by the mainstream folks.

Village roads providing local connectivity are managed and maintained by local bodies (panchayat). The centrally-sponsored rural roads program (e.g., Pradhan Mantri Gram Sadak Yojana [PMGSY]) is managed by the state rural roads development agency under the guidance of the central National Rural Roads Development Agency. Funding for the PMGSY comes from the central Government. Roads managed by the public works departments are developed, maintained, and managed with funds from the state's budget. Some degree of central support to the states for developing and maintaining their



roads comes from the Central Road Fund and the 12th Finance Commission allocation. However, adequate funding for road maintenance remains a problem. The government of India is planning on investing several billion dollars in improving road network in the coming 5 years. One has to wait and watch.

Much of the wage labour engaged in road construction in India is unskilled or poorly skilled. But India is increasingly moving towards mechanized construction of roads using both in-house and exported machinery. There is a huge need to train people in handling and using this machinery. While training institutes like National Academy of Construction, Hyderabad can play an important role in such trainings, programs like NREGA can make provisions for skill-building of the wage labourers.

The springing up of several BPOs and associated concerns in the urban centers created ample opportunities for call taxis, company cabs and the like. Many unemployed youth in rural areas moved to urban centers to take up the slot of driving. Setting up of new infrastructure like building new airports also expanded the taxi business. Similarly, increase in disposable incomes in the cities and towns have given fresh impetus to car rentals business.

With increase in the number of vehicles purchased each year there is a proportionate increase in the need for service personnel. Jobs in motor vehicle repair and maintenance sector seems to hold some promise. General and brand-based certificate courses offered both in public and private space can help youth to latch on to these opportunities.



The risk associated with transport-based livelihoods particularly transporting goods/people over long distances is quite high. The risks can range from accidents to natural disasters to HIV/AIDS. Apart from increasing the level of awareness it is crucial that the employer provides a social security cover like insurance for all the people servicing the transport vehicle. It is a sad irony that most of the times the vehicle is insured for but not the driver or the cleaner. This lacuna is widely prevalent in the private transport system and needs attention.

Ship breaking or dismantling is an industry that provides thousands of jobs to local and migrant workers but has several risks associated with it. Worldwide between 200 and 600 large ships are broken up and recycled every year. The steel, other scrap material and equipment from the dismantled ship constitute valuable raw materials. Much of this dismantling happens in India, China, Bangladesh



and Pakistan. However there are lot of environmental and health hazards associated with this activity. Ships have lot of toxic substances that are handled with bare hands and with masks and are dumped into the seas. The scope for accidents is quite high when handling sharp and combustible substances in the ships. Most of the low level workers are hired as contract labour and lack any kind of security.

Inland water ways has great untapped potential in India. Though there are 14,500 km of potentially navigable inland waterways, only about .24% is exploited in the organized sector mainly for freight movement. There are no full-fledged inland water transport ports in the country and the infrastructural facilities are dismal leading to higher costs of transport. This sector also stands neglected in the human resource front. Inland Waterways Authority of India (IWAI) being the nodal agency for inland waterways development in the country can gear up to give impetus to this mode of transport and also explore more ways to promote safe and environmentally conscious public-private partnerships.



Currently there are some private operators ferrying people across often loading the vessel with twice or more its capacity leading to accidents.

Indian transport industry was mostly government owned and operated but the past couple of decades have seen many private players proliferate this sector. This can mean better competition, better services and better prices for the traveler. However on the flip side more and more workforce will be joining the rungs of unorganized labour force with poor bargaining power, no social security and often engaged in hazardous occupations endangering their health and safety. Even with the government transport system the trend is to have several low level positions filled on contract basis that is temporary in nature and devoid of any welfare facilities and social security.



Transport sector in India has decent number of workers unions like the Indian National Transport Workers Federation, All India Railwaymen's Federation, National Federation of Indian Railwaymen, All India Road Transport Workers Federation, All India Port & Dock Workers Federation etc. There are several local unions at the regional, state and levels below. Also present are the Auto and Taxi Drivers Unions. Majority of the issues handled by these unions are financial in nature. However in December last year several transport workers unions undertook large rallies on World AIDS Day to spread awareness about the risk of HIV/AIDS. These unions can also take up issues and conduct awareness drives relating to traffic rules, health and environment safety. Issues like making transport system elderly and disabled friendly can also surface in their agenda. Some form of collectivization among the unorganized workforce in the transport sector will help improve their bargaining power, access to social security benefits and safe working environment.

In India the transport sector is the second largest consumer of energy next only to industry. Transport sector also accounts for a large and growing proportion of emissions particularly from the road transport. Efforts are made in various cities and towns to promote CNG-based vehicles and also supply of lead-free gasoline. Improving road conditions is key to enhancing fuel efficiency. In addition to these efforts, there is an urgent need to evolve and promote multimodal transport. Improving inland waterways can help.

Child labour is quite prevalent in the transport sector particularly in repair shops and in cleaning works. It is important for the government and civil society organizations and other players to take note of this and devise ways to rehabilitate them, build their skills and prepare them for being part of the organized workforce.

With India on the growth trajectory, Indian transport system the key element of economic development has already embarked on the path of expansion. The sector requires skilled human resource at different levels. It is important to identify these skill requirements and facilitate trainings to youth so they can take advantage of the upcoming job opportunities. Further, some modes of transport will gradually be phased out in the process of expansion which is already happening in cities like Mumbai. Auto rickshaws are not allowed to run in some congested areas of Mumbai. In such cases having skills in others areas of the transport sector or elsewhere will enable relatively seamless livelihoods shift.

India looks forward to a booming transport system that is multimodal, integrated, disabled, elderly, environment and tourist friendly, providing ample employment opportunities for the youth and a system that can cater to the needs of thousands of its unorganized workforce whose contribution is invaluable at various level and yet goes invisible to a large extent. It is time to recognize and appropriately reward these multitudes of livelihoods 'on the move'. ■

... Necessity Teaches Everything

Learning new skills is very important for any human being particularly in this era of globalization. The skill that we learn today may become irrelevant tomorrow and there is always a need to continuously upgrade our existing skills and learn new skills. Vittal is one person who migrated from a village to the metro of Hyderabad and started living a new life by learning new skills. **G Ravindra** interviews Vittal, an auto owner cum driver.

Q: Where do you come from?

A: I came from a remote village in Sangareddy district of Andhra Pradesh.

Q: Can you tell about your childhood?

A: I was born in a very poor family. My father used to work as a daily wage labour. I am third among the six children of my parents. Because of our poor economic conditions my father did not send any of us to the school.

Q: Why did you come to Hyderabad?

A: In 1971, when I was 6 years old my father died because of ill health. Then our family struggled a lot to survive. Even I wanted to do some work or the other. But I did not know what to do. At that time one of our relatives' came to visit our family from Hyderabad. Then my mother requested him to show me some work in the city and sent me along with him.

Q: What did you do in Hyderabad?

A: My relative had a small kirana shop in Hyderabad. I worked there for some days. Later he gave me some money to start a fruit selling business at Narayanguda. He also taught me some techniques in doing business.

Q: Where do you used to stay?

A: I stayed at my relative's house only. He helped me a lot in the initial days. In the morning hours I used to look after my own business and in the evening hours I worked in my relative's shop.

Q: You started your life in Hyderabad as a fruit seller. Then how did you change your career into auto driving?

A: When I was working in my relative's shop I used to go to a wholesale shop to bring provisions to our shop. That shop owner advised me to learn auto driving and I started learning auto driving. Once started I also got interest in auto driving and shifted to that livelihood.

Q: How did you buy an auto?

A: I took driving license in the year 1989 and started driving a hired auto. For some two years I continued to drive the hired auto. Then I thought of buying my own auto. I was able to save some amount of money on my fruits business and later



on auto driving. But that was not sufficient to buy an auto. Then I approached a financier and with that amount and my savings I bought a new auto.

Q: Have any changes happened in your life after buying auto?

A: Yes. My life has changed a lot. Initially I used to drive my own auto and feed my family. We reduced our expenditure as far as possible and were able to save a good amount of money even after paying back all the debt I had taken for buying auto. In 2001 I bought a

second auto with my savings amount and hired out that auto to another driver. Later I bought another two autos, hired out them for some years and sold. Very recently I again bought two more autos. On the whole now I am the owner of four autos.

Q: How are you managing four autos?

A: I am hiring out 3 autos and another auto I am driving myself. I hire my autos to the drivers who are well known to me at a rate of Rs 120 a day. I don't change the drivers frequently. But if at all I need to change I hire my auto to the driver who is introduced by my old driver.

Q: What about the maintenance of autos?

A: In case of any accident or major repair, I usually get it done. But all minor repairs are taken care by the drivers.

Q: Is there any change in your income?

A: Yes. As an owner I am now earning almost double the income which I used earn when I was working as a driver. I also bought half acre of wet land in my village and gave it to my brother on lease. I am getting some income from that land also.

Q: Are you there in any union as a member?

A: No, so far not. But I am planning to join in any one of the unions.

Q: Is there any thing you want to tell to others?

A: I suffered a lot because of my poverty. Now I am able lead a peaceful and happy life only by learning new skills. I wish every one to develop by proper planning and savings. No one is born with skills. Necessity teaches us every thing. ■

CNG Auto

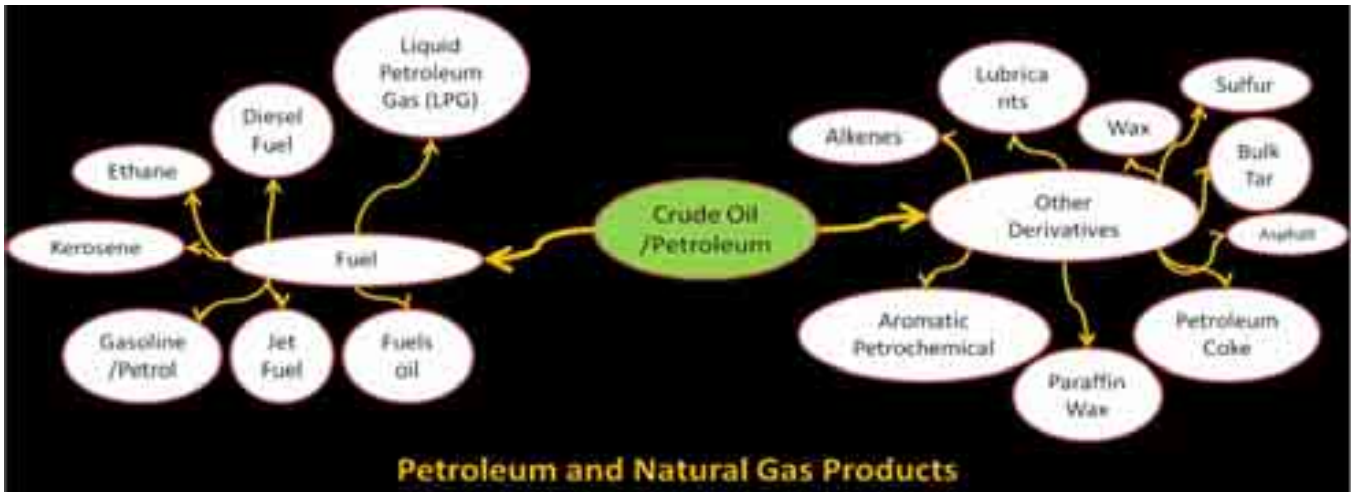
Petroleum and natural gas are the products of heating of ancient organic materials over geological time, and this useful materials derived from crude oil (petroleum) as it is processed in oil refineries. The most common distillation of petroleum are fuels. Fuels includes ethane, diesel fuel, fuel oils, gasoline/petrol, jet fuel, kerosene and Liquid Petroleum Gas (LPG). The other derivatives of petroleum are alkenes (manufactured in to plastic), lubricants (produces light machine oils, motor oils and greases), wax (used in the package of frozen foods), sulfur, bulk tar, asphalt, petroleum coke, paraffin wax and aromatic petrochemicals.

Oil accounts for a large percentage of the world's energy consumption, ranging from a low of 32% for Europe and Asia, up to a high of 53% for the Middle East. Other geographic regions' consumption patterns are as follows: South and Central America (44%), Africa (41%), and North America (40%). 2006 U.S. Energy Information Administration mentioned India is the 6th country (after U.S., China, Japan, Russia and Germany) of the highest consumption of this resource. But the world at large consumes 30 billion barrels of oil per year, and the top oil consumers

largely consist of developed nations.

The petroleum industry is involved in the global processes of exploration and production, refining, distribution and marketing, import, export and conservation of petroleum products and LPG. In India, The Ministry of Petroleum & Natural Gas is entrusted to this responsibilities. The exploration to the public is offered by the ministry by issuing the NELP (New Exploration Licensing Policy) to the private sector. It's a bidding process of the private sector to explore and produce the petroleum at areas that has been published by Government for the oil exploration. The ministry also open refining sector to joint/private sectors as well as marketing of the petroleum products to the Oil Marketing Company. Currently, there are 4 OMCs handling this petroleum marketing sectors namely Indian Oil Corporation Ltd., Hindustan Petroleum Corporation Ltd., Bharat Petroleum Corporation Ltd., and IBP Co. Ltd. The OMC handling the dealership/distributorship to the public.

The dealership/distributorship helps the distribution of the petroleum product to the people who depend on this resource. With the filling station/petrol pump, not only people



Inputs	Before rendering service	While service	After rendering service
<ul style="list-style-type: none"> ◆ Finance ◆ Auto ◆ Fuel (Gasoline) ◆ Registration Certificate ◆ Driver's License ◆ Insurance ◆ Green Tax Certificate ◆ Road Tax Certificate 	<ul style="list-style-type: none"> ◆ Check the condition of the auto ◆ Clean the auto when ever necessary ◆ Ensure good appearance. 	<ul style="list-style-type: none"> ◆ Polite behaviour with customers ◆ Charge according to meter or with agreed reasonable rates. ◆ Travel as per rules without violation ◆ Taking care of the customers belongings. 	<ul style="list-style-type: none"> ◆ Leave wherever the customers want. ◆ Return the remaining change to customers perfectly.

Income		Expenditure	
Average income per day	600.00	Mileage 18km/kg gas. 1 kg Gas Rs. 35	
		Average consumption 200km/day (required 11 liters per day 11 x 35)	385.00
		Repairs per day	20.00
		Other expenditure per day	10.00
Total Income per day	600.00	Total Expenditure per day	415.00
Profit per day	185.00		

in the urban area but also people in the rural area able to access petroleum products.

There are so many people in India whose livelihoods depend on petroleum and natural gas products. They include the workers in the petroleum and natural gas industry, the workers in the oil marketing and its distributors/dealers, the farmer, the fisherman, transporter, etc. One of the petroleum consumers is auto rickshaw. The auto uses one of the 3 types of petroleum products: petrol, gas and diesel. Auto rickshaws are found every where in the country. They service variety of customers from rural to urban, from rich to poor, from young to old etc.

As an auto driver, the person can get the auto generally in three ways: buy the auto in full price, buy the auto with down payment and partly take a support from financing company and rent the auto. Most of the auto drivers get their auto by buying it with help from finance company or rent it to the auto owners. If the auto driver rents the auto, daily and monthly rates are applicable based on the agreement between the auto driver and the auto owner. Before starting the auto for public transportation, the auto owner has to arrange the registration certificate, insurance, green tax certificate and road tax certificate.

To drive an auto, a person has to obtain a driving license first. Then after buying/ taking an auto on rent the driver has to keep it clean and maintain it well so that the customers feel comfortable to travel in the auto. Then he has to fill the



auto engine with petrol, gas or diesel and start servicing the customers. However, an auto driver has to know the laws and acts related to his occupation. The autos are not allowed to travel through certain areas in the cities. Auto drivers should be aware of all relevant traffic regulations.

'Autos' or 'ricks' as they are popularly known have regulated metered fares. In major cities of India drivers are required to install fare meters in their auto rickshaws. The meters are calibrated according to the city guidelines. In cities such as Delhi, Mumbai, Kolkata, Chennai, Pune, Hyderabad and Bangalore, traffic-regulating authorities have tried to implement schemes in which passengers pay predetermined fares to a central authority before boarding the auto rickshaws. But hiring an auto rickshaw often involves bargaining with the driver. There is also a law prohibits auto rickshaw drivers from charging more than the specified fare, or charging night-fare before midnight.

Some gaps in this livelihood are:

- ♦ Problem with the system of RTA (Road Transportation Authority) which is highly corrupted.
- ♦ Its very difficult for the drivers to pass the test for getting license as they lack knowledge about the computer testing process.
- ♦ Rough behavior of auto drivers with the customers
- ♦ Too many regulations in getting licenses and renewals.
- ♦ Problems with traffic police who book the auto drivers under false cases
- ♦ Inconsistency in the auto fares

There are certain steps that can be taken up by the government and non government organizations to improve the livelihood of auto rickshaw drivers. These include:

- ♦ Improving the performance of RTA and close monitoring to eliminate corruption.
- ♦ Preparing a manual on licensing processes and educating the auto drivers on these processes.
- ♦ Training the auto drivers to inculcate good behavior in them.
- ♦ Training to all auto drivers on traffic rules, road safety and all other laws and acts related to their profession.
- ♦ Increasing the number auto stands in cities so that they do not stop their autos wherever they want.
- ♦ Improving the performance of traffic police and monitoring them closely to avoid corrupt practices.
- ♦ Bringing all the auto drivers into unions and collectives so that they can fight for their rights and entitlements.

CNG autos are more friendly to the environment, and also budget friendly when compared to diesel/ petrol autos. But as of now the infrastructure supporting CNG autos is not as wide spread as petrol/ diesel based autos. This can hamper the expansion of CNG vehicles and therefore needs attention. Apart from incentives like green tax other benefits can be given in various forms to encourage CNG autos ■

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

Progressive Auto and Motor Workers Union

Being part of a union is a great strength in professions like auto driving where every turn is a probable place for harassment. Now a days many people in urban and even in rural areas are opting for auto driving as a livelihood. But this is not an easy ride. These auto drivers are facing lots of problems due to which they have come together and fighting for their rights. Progressive Auto and Motor Workers Union is one such union that is working not only for the rights but also for the welfare of its members.



Migration to cities has lead to increase in number of people making a living there. This in turn has lead to need for many services, as well as newer livelihoods to provide for these services. One such livelihood is Auto-rickshaw driving.

Auto Rickshaws are one of the chief modes of transport in many Asian countries. In India, these vehicles are mainly used as taxis. Since there is heavy congestion on the roads of India, the small size and narrow body of this three wheeled vehicle is perfectly suited to navigate the roads.

There are 4.25 lakh auto rickshaws in Andhra Pradesh and 1.10 lakh of these are in Hyderabad. Auto drivers, sale auto rickshaws and spare parts, auto mechanics are the important livelihoods that are dependent on auto rickshaws. Increase in number of autos has lead to increase in number of auto drivers too. Most of the auto drivers, sellers and mechanics are men. There are very few women working in this field. On an average an auto driver earns around Rs 180 per day. Auto drivers either work for an auto owner, who owns many autos and hires drivers on a daily wage basis or gives a percentage of earning or they drive their own autos, which is a dream of all auto drivers.

But driving auto in cities is not an easy job. Auto drivers are suffering from lots of problems like spiraling diesel costs, harassment from police and other officials, lack of social security etc. To cope with these problems many of the auto drivers have come together and formed unions. The purpose of forming the unions is to give a collective strength to the individual auto drivers, collectively fight for their rights and

welfare.

Auto drivers unions are one of the strongest unions in the cities today, because of their sheer numbers and increased dependency of public on their services. One such union is Progressive Auto and Motor Workers Union at Kachiguda of Hyderabad, which is affiliated to Indian Federation of Trade Unions (IFTU).

The union was started by 25 auto drivers on 10 July 1997, with an objective to uphold their rights and protect themselves from exploitation. Though there are about 17 auto rickshaw unions in Hyderabad, this union was established specifically to protect drivers from exploitation of RTA officials and policemen.

The union has a general body as well as an executive body. For functional purpose the union is divided into three zones, Hyderabad, Cyberabad and Secunderabad. In each zone there is an executive committee with 17 members. For every 15 members there are 3 representatives that come to the 17 member executive committee. Representatives of these zones are part of the executive committee of Greater Hyderabad Metro comprising of 21 members. Important positions in the executive committee are:



President (over all supervisory responsibility)

General Secretary (administrative responsibility)

Working President (coordinating responsibility)

2 Vice Presidents (supplementary supervision and administration)

5 Organizational Secretaries (5members) (responsible whenever and wherever it is required)

1 Treasurer (handle all financial issues)

The executive committee meets once in three months. Agenda of these meetings are to discuss specific problems faced by individual or group of auto drivers when they are on work as well as other constructive activities to build good image about auto drivers. They have evolved guidelines on how auto drivers should behave with the customers too. The general body also called as Mahasabha meets once in 2 years. During this meeting the executive committee members are elected and the activities of the union during those two years and all the financial transactions are presented to the general body by the executive committee.

Any auto driver can become a member of this union by paying an annual membership fee of Rs 25. The members can avail variety of services from the union. The members are provided with an ID card. The union helps the members in getting loans from the finance company to buy autos and also negotiates when the drivers are finding it difficult to repay the loans. They are also supported when either police or RTA people harass them. The union also has activities to improve the living conditions of the auto driver's family.

When Andhra Pradesh state government asked all the auto drivers to shift to digital meters this union has formulated a committee to negotiate with the government regarding the extra financial burden on auto drivers. But still government forced all the auto drivers to shift to digital meters keeping customers in view. Similarly the union has also involved in the negotiations with government with regard to carrying children to the schools in autos.

Along with other unions Progressive Auto and Motor Workers Union fought with the government and was able to get auto stands at some of the major centers of the city. But still there is need for more auto stands. The union is now negotiating with the government to get a place for auto



stands at some busy centers of the city.

There are so many other issues of auto drivers on which the union is working. Major concern of auto drivers is harassment by police who levy a fine of Rs.60 if the auto driver has learning license and Rs 460 if he has a permanent license for any breach of rules, however a police man takes away close to Rs 2000/- under each case. The union feels that most of the time they are booked under false cases.

Another important concern is problem they face in getting permanent license. Though the rates are fixed at Rs 225 for renewal, the clerk charges around Rs 700. Same is the case with the registration of new auto where instead of Rs 1500, they end up paying Rs 5000 and Rs 3000 instead of Rs 825 for old auto.

There are certain traffic rules that concern them like Auto driver cannot stop autos in 100 yard distance from bus stop. If the autos are stopped in no parking areas they are levied a fine of Rs 3500-4000 rupees. If an auto is caught with a passenger carrying drugs even the auto driver is arrested.

Union intends to find solutions to all these concerns of the auto drivers and find all possible measures of enhancing their livelihood. It is already helping drivers in difficult situations by negotiating with police or RTA or even public when ever possible or fight for rights through strikes, submitting memorandum to concerned officials.

The union is also planning to train drivers in developing good behavior with the passenger under any circumstances, train them on road safety, driving rules and regulations and traffic rules and also about personal protection and hygiene. The union has a now membership of 18900 auto drivers out of them only 6000 to 8000 are active members.

Progressive Auto and Motor Workers Union is one example of people's organization where people come together to solve their problems collectively and is progressing with a hope to bring a difference in the lives of its members. ■



I Care; You Care and Let's Care for Each Other

Domestic workers in Saroornagar and L.B. Nagar of Hyderabad city discuss, why they like some of their employers, advantages of domestic work as well as changes that they would like to see in their work

"My employer applied leave and accompanied me when I had to visit a special school to seek admission for my son who is mentally challenged. Both of us husband and wife are not very literate, my employer is my guide for many things like these" shared Manjula a domestic worker over a conversation.

There are many such narratives that domestic workers share about their employer with a sense of gratitude. Accommodating small children accompanying domestic workers at work, interest free credit, reference to employment



for their family members, subsidizing education or health care of children are other things that keep domestic workers bound to their employer. This relationship is not always rosy, but gives a peep into complexity of issues that some one wanting to better the livelihoods of domestic work need to be aware of.

Domestic work is an important livelihood option for many urban poor women and to migrants from nearby villages in search of employment opportunity to come out of poverty back home. Most of the domestic workers take up these jobs to increase the family income; it is significant to note that in many urban poor families their wages are the only income to run the household.

Domestic work is not first choice for many women employed in this sector. They explore other jobs that give them at least eight hours of work and minimum wages. This work is opted as it gives certain amount of flexibility in timings, doesn't need any certified training. Most young mothers, women who can't be away from home for a long time opt for this work as it gives them flexibility like to take breaks to care of the children. They can also limit or increase the working hours based on their capacity.

Workers like Manjula also desire that her co workers enjoy a similar work environment. This desire might take shape of interventions as domestic workers are being mobilized in

many urban areas. There are many such well established collectives that have made negotiations with their employers as well as the government to provide them better facilities. Recently domestic workers collective in Pune, Maharashtra has been successful in getting their government to provide for social security measure like creation a single window welfare board (to be set up in each district) to provide financial assistance, maternity benefits, health insurance, and educational aid for children of domestic workers. Establishing pension fund to which the contributions would be raised from the workers, government and the employers. The law also enables formation of tripartite boards (representing the workers, employers and the government) and the constitution of a grievance redressal mechanism. Similar interventions have happened in places like Bangalore and Delhi, where they have negotiated methods of calculating wages and getting weekly off.

According to a study conducted by Social Alert, "*Invisible Servitude: An in-depth study of domestic workers in the world*" March 2000, there are an estimated 20 million domestic workers in India. Of these, 92 % are women, girls and children. This is likely to be an underestimate but it does give some idea of the extent to which this "sector" provides employment, particularly to rural migrants coming into the city. The ILO also estimates that worldwide, domestic work is the largest employment category for girls under the age of 16. Most often the domestic workers are from marginalized castes. There is no age bar to the women employed in domestic work one can see children as young as 6 years to women as old as 65. They live in urban slums with very poor basic facilities and unhygienic conditions.

Though people doing domestic chores are generally called as domestic workers, there are difference among them determined by nature of work, employer and also caste. People doing domestic work are generally grouped into three, part-timers, full-timers and residents. Part-timers work in flats and independent houses, they have several employers, they work for couple of hours with each of them and are mostly paid on monthly basis. Full-timers work with a single employer for 8 hours or more, they are again paid a monthly wages. The third category of resident workers stay with the employers, they are mostly from nearby villages or from the native place of the employer, these people are paid lump some amount, many times these are young girls who are either sent by parents in return for money, or girls who have come away from home in search of jobs in cities or even being trafficked.

Identity as a worker and respect for the work being done tops the list of changes that these women are seeking. The list also includes change master-servant culture to that of Employer-Employee, weekly offs, paid leaves, salary revision and social security measures. From the employer's side there are concerns about irregularity to work and deterioration in quality of work. This gap between; need of employer and capacity of the worker, need of worker and expectation from the employer has to be bridged.

'Placement agencies' that place domestic workers have mushroomed in big cities in recent years. It is estimated that

there are more than 500 placement agencies in Delhi alone; this trend is catching up in other metros too. The placement agency business is a lucrative one, with employers willing to hand over anything from Rs. 3,000-Rs 10,000 as 'registration fees' for a residential domestic worker.

These agencies also provide specialized services in domestic workers category like persons to cook, child care and elderly care. Employers prefer to deal with these agencies as they need not deal with salary negotiations with the domestic works and most of all when a domestic worker is on leave for more number of days or in cases a domestic worker leaves the job agency provides a replacement. Domestic workers who have been employed by such agencies share it to be a good option for them too as the agency provides social security measure to them and there is always a job for some one who wants to work, there is no more insecurity feeling about availability of job.

Agencies get a regular supply of workers by sending 'agents' out to recruit girls from impoverished villages in states like Jharkhand, Madhya Pradesh, Orissa and West Bengal. Since they make a commission of a thousand or more rupees per recruit, they are anxious to find girls and lure them.

A forum where both sides can put down their concerns and reach an agreement is another option. Such efforts are also being made in residential complexes. Standardization of quality of work and gradation of work, fixing minimum wages based on task, process of pay revision are things that could be sorted out if this forum can be made functional.

In case of domestic workers the worker identity are limited

given the "personal nature of the employer-employee relationship", and "the worker's extreme dependence on the employer" (ILO, 2004: 43). Till date in most part of India and the world, domestic worker is officially not a worker. Therefore terms of work, wages or rights are not worked out as a result domestic work is informal, unregulated with no clear payment structure, contract or any social security measures that goes with employment. If a dispute arise with the employer or the agency one cannot have recourse to the labour laws or labour courts.

Domestic workers are also unable to easily switch to the new systems of operating on contracts. Once on contract they also need to bind themselves for more professionalism in their work and have to sort out issues of frequent uninformed absenteeism, not maintain said time and hours of work, quality of work and whether or not to take benefits like interest free loans, support for children's education and illness.

With an increase in need for people to help urban families in house hold chores, this sector has greater potential for providing employment. With more proactive initiatives from State to protect rights of domestic workers, change in attitude of people towards household chores coupled with empowerment and skill building of domestic workers, this sector could grow as one of the desired employment choice for many urban poor people. In this context working for a good employer is an important social capital, especially for a domestic worker who is poorest in a poor household. ■

- Rekha Srinivasan



Transportation - 'A Need for Development'

India has a long way to go to achieve inclusive growth. Despite a couple of billionaires, lakhs of rich people and more than five crore middle class becoming the face of India's success story, there is a gap between social security and India's growth. This becomes clear when one considers the plight of over the billion people who are also a part of India. If at all, the link between social security and 'shining' growth is weak and shoddy. To rectify the situation and promote inclusive growth, the need of the time is to (a) pursue infrastructure development like roads, electricity, etc., and (b) improve health and education for every section of population in the country.

Promotion of infrastructure can contribute to inclusive growth in several ways. Employment for the needy and poor is created in a big way when infrastructure development is taken up. In addition, the connectivity offered by roads and railroads to the rural areas opens up doors for opportunities to over 75% of the Indians staying there. Improved infrastructure also reduces the suffering of the poor, which is a result of deficient access to basic needs like education, safe drinking water, food security, health care, other forms of communication etc.

The improvement in transportation will help more than the 40 crore of Indians surviving on less than a daily income of Rs.20. The entrepreneurial opportunities that emerge from improved transportation start a virtuous cycle and benefit all.

The transportation network in India is choking as a result of high population density (17% of the world population staying in 2% of the world geographic area). The country's road network consists of national highways, state highways, major districts roads, other districts roads, and village roads. Though the national highways comprise only 2% of the total length of roads they account for about 40% of the traffic according to the economic survey 2008-09. Out of the total length of the national highways about 30% in length is single lane/intermediate lane, about 53% is two lanes and the remaining 17% is four lanes or more standard. Thus, the condition of the national highways itself calls for improvement. Further, the distribution of the remaining traffic is also highly skewed and is concentrated on district and city roads. This leaves the villages and remote areas virtually unconnected though they are theoretically connected by the road network. Thus, in addition to improving the roadways and railways, transportation facilities on them also need to be improved.

The following example illustrates the extent of loss by the poor as a result of the roads being in a pathetic condition

and transportation being only a word. Most of the people in a village situated about 130 km from Vishakhapatnam belong to tribal community and depend on agriculture, NTFP and livestock for their livelihood. They are unable to sell their produce at a better price and fall prey to the middle men/traders. The nearest market is about 20 km from that village and is not accessible due lack of proper road and absence of transportation facilities. They sell honey at Rs.80 per litre to the middle men or buyers who visit this place. On the other hand, the price of the same product per the same unit in the nearest market is a whopping Rs.200. In other words, these tribals are losing 150% of their current earnings.

The significance of better transportation facility lies in the fact that it is an aid in delivering other basic services efficiently and effectively in time and increasing the income. The transportation facility in the remote places and villages will



bring prosperity by increasing livelihood options of the villagers and helping them in realising better prices for goods they produced. In view of the importance of good transportation system for livelihoods improvement, we must focus on better roadways connecting even the remote Indian villages and ensure availability of required transportation services, both from public and private service providers. In addition, connectivity brought about by transportation facilities is a sine qua non for various other reforms and infrastructure development, which are on the top of the agenda of several governments now. Transportation also impacts the quality of the availability of services and implementation of the reforms, as the presence of transportation greatly increases the effectiveness of controlling and monitoring the implementation of plans/projects. ■

- Nilendu Mukharjee

A Settled Tribal Village - Still Settling!

Chaitanyapuram is a village situated in the foot hills of the forest ranges in Venkateswara National Park Area located in Chittoor District of Andhra Pradesh. Its home to 'Yanadi' tribal community. This village was set up in the 1990s for a peaceful settlement of the 'Yanadi' tribals who were hitherto scattered across the state.

Presently it has about 250 families who depend on a single acre of land provided by the government for their permanent livelihoods in agriculture as a substitute for their dependence on forest based resources.



Yanadi community belongs to the scheduled tribal category as per government policies. They are the majority community in Chaitanyapuram village. They practice high standards in agriculture in their lands. Their level of cropping and management is of a high quality and the yield are also high. The crops planted includes paddy, sunflower, banana, jasmine and mango. They harvest three crops per year in paddy and banana. The majority of population depend on agriculture and agriculture labor for their livelihoods. A few families depend on the forest for their livelihood and some families also take up casual labour in nearby urban towns of Tirupati and Renigunta.

Chaitanyapuram faces some negligence because its almost a standalone colony for scheduled tribals in that area. It lacks several infrastructural facilities like improper street lights, erratic power, unhygienic schools and drainage facilities. This lack of basic infrastructures makes these villages more vulnerable to many problems affecting their daily livelihoods.

Children are the worst affected as they have no option to study when night fall as the erratic power makes them vulnerable to lose intent in studies. There are many children who work along with their parents in the agricultural fields for earning additional income to their families.

Lack of health facilities and no availability of doctors exposes the children to health risks and they are prone to various diseases. These conditions coupled with apathy of government authorities in taking up any developmental activities in this area makes it quite frustrating.

The local NGOs and community based village organization have not made any impact either. In fact, there is no major NGO working for the development of the people in this area.

The Government allocated land to the tribals for cultivation but not for the permanent ownership of the tribal communities. The land has very good water resources and a dependable bore well irrigation. Of late, these lands have become a bone of contention between ST Communities and the government authorities. Lots of dharnas and road rokos have occurred for the permanent ownership rights for these tribal reserved land.

The local administration put up the sign as "Construction of Balaji Reservoir" in these lands for providing water supply for the surrounding villages. Therefore, these lands must be taken back by the Government. So far, no visit has been made or planning done for the construction of the reservoir.

The tribal communities have been running pillar to post to know the reality behind this activity. Several families did not sow in their lands due to the confusion and unreliability of the land which they have processed for the last 15 days.

The Yanadis are yet to receive communication from the Government on the status on their lands and we hope the wait will not be indefinite and the outcome will be positive to the interest of the community. ■ - S Ganesh

National Urban Transport Policy

India is rapidly urbanizing. For urban areas to be able to support the required level of economic activity, they must provide for the easy and sustainable flow of goods and people. Unfortunately, such flow of goods and people has been facing several problems. Accessing jobs, education, recreation and similar activities is becoming increasingly time consuming. Billions of man hours are lost with people “stuck in traffic”. The cost of travel, especially for the poor, has increased considerably. Keeping these problems in view Government of India has formulated a National Urban Transport Policy with a vision of making our cities the most livable in the World and enable them to become the ‘engines of economic growth’.

India's urban population is currently around 30% of its total population. Experience across the world has been that as economies grow, rapid urbanization takes this proportion to over 60% before it begins to stabilize. As such, it is projected that India's urban population would grow to about 473 million in 2021 and 820 million in 2051, as against only 285 million in 2001. Hence our cities need to gear up not only to meet the transport needs of the current population but also provide for the needs of those yet to join the urban population.

In this context, the Government of India has launched the National Urban Renewal Mission (NURM) that inter-alia seeks to bring about comprehensive improvements in urban infrastructure, committing substantial funds for this purpose and requiring a series of reforms that would make the investments sustainable. The policy mentioned that launching of the NURM has provided a timely platform for providing significant financial support from the Central Government for investments in urban transport infrastructure. As such, this offers an opportunity for a meaningful national policy that would guide Central financial assistance towards improving urban mobility.

The policy realized the problems that are now associated with urban transport such as loss of man hours by people stuck in the traffic, non-motorized modes of transport becoming extremely risky, increased cost of travel especially for the poor which is making access to livelihoods extremely difficult for them, increasing rate of accidents and increased use of personal vehicles which is leading to increased air pollution etc and the policy acknowledged that unless these problems are remedied, poor mobility can become a major dampener to economic growth and cause the quality of life to deteriorate.

Hence this policy has set a vision to make our cities the most livable in the world and enable them to become the engines of economic growth and also to evolve our cities into an urban form that is best suited to the unique geography of their locations and is best placed to support the main social and economic activities that take place in the city.

The objective of this policy is to ensure safe, affordable, quick, comfortable, reliable and sustainable access for the growing number of city residents to jobs, education, recreation and such other needs within our cities.

This objective is sought to be achieved by: Incorporating urban transportation as an important parameter at the urban planning stage rather than being a consequential

requirement; Encouraging integrated land use and transport planning in all cities so that travel distances are minimized and access to livelihoods, education, and other social needs, especially for the marginal segments of the urban population is improved; Improving access of business to markets and the various factors of production; Bringing about a more equitable allocation of road space with people, rather than vehicles, as its main focus; Encourage greater use of public transport and non-motorized modes by offering Central financial assistance for this purpose; Establishing effective regulatory and enforcement mechanisms that allow a level playing field for all operators of transport services and enhanced safety for the transport system users; Establishing institutional mechanisms for enhanced coordination in the planning and management of transport systems; Introducing Intelligent Transport Systems for traffic management; Addressing concerns of road safety and trauma response and Reducing pollution levels through changes in traveling practices, better enforcement, stricter norms, technological improvements, etc.

The policy also suggested the governments to build capacity (institutional and manpower) to plan for sustainable urban transport and establishing knowledge management system that would service the needs of all urban transport professionals, such as planners, researchers, teachers, students etc; to promote the use of cleaner technologies; to raise finances, through innovative mechanisms that tap land as a resource, for investments in urban transport infrastructure; to associate the private sector in activities where their strengths can be beneficially tapped; and also to take up pilot projects that demonstrate the potential of possible best practices in sustainable urban transport.

The policy mentioned that the Central Government would give priority to the construction of cycle tracks and pedestrian paths in all cities, under the (NURM), to enhance safety and thereby enhance use of non-motorized modes which are less costly and eco-friendly.

The crisis in rural economy is pushing many people to migrate to urban centers and the urban population is increasing day by day. Our cities even now are not able to meet the transport needs of the people and making the world a hell to the city dwellers. The situation becomes further worse in the future unless we start some action now to correct the situation. The National Urban Transport Policy is a right step towards making our cities a comfortable place to live in. ■

Structuring The Non-profit Core

A particular method of organisation design has evolved among the NGOs that serves the sector well and has the potential to contribute to better impact. But under the influence of current grantee practices, this method of organising the work is coming under stress. Hence, there is a need for finding alternatives to sustain the method of organisation.

Organisations belonging to a sector generally tend to adopt a particular organisation structure. This is also true of non-profit organisations implementing projects at the grassroots level. The organisation structure found in a dominant majority of these non-profits is characterised by the presence of (a) a delivery channel that implements the minimum core and (b) a supporting sub-structure of several idea champions/functional specialists adding to the minimum core and contributing to a better impact. The metaphor of a tree can explain the organisation better. The core minimum is the main root and trunk – these two support the several branches, leaves, flowers and fruits above. Thus, the tree can probably sustain in a bare minimum manner with just the main root and the trunk. The other roots suck water and nutrients from all around and supply to the main root/trunk to be passed on to the beneficiaries, i.e., the branches, leaves, flowers and fruits. In other words, these other roots contribute to better stability of the tree and to its better foliage, i.e., to a better outcome. The method of organisation is not unique to NGOs, and is also found in the sales organisation. The sales armies meet the customers (or retailers/wholesalers) and are the interface between the organisation and the customers. Emergence of a new brand could mean one more brand manager, who tries to influence the sales persons and asks them to push the brand he looks after.

This structure has evolved out of the aspects considered and method adopted during planning stage. There are two ways to begin a plan. The first approach begins with the task goal. Achievement of a set of task goals leads to the achievement of mission. Having identified the task goals, the human resources required are planned for, recruited, inducted and put on the job of achieving the task goals. This approach is adopted where the processes are more or less standard and human resources to handle these processes are available in the market. But this condition is not satisfied in the case of non-profits where the problems handled and solutions to these problems are diverse, and where suitable human resources for all the tasks are difficult to find. Therefore, the non-profits adopt the second approach, which starts with existing human resources. The task goals leading to the mission are divided into the required minimum core and those leading to higher impact. After ascertaining the interests of the remaining human resources available, they are motivated to take on the tasks that lead to higher impact. In general, these tasks leading to higher impact are in the nature of experiments/pilots. As new people with diverse skills and interests join the organisation, their interests are channelled to those activities that lead to higher impact. In other words, while the top management knows the broad canvass of the tasks needed to achieve the mission, it plans for achievement of only the minimum required and adds the other tasks as and when persons with the required skills are available.

Though innovated to contribute towards better impact and leverage new contacts developed in the course of implementation of projects, the method of organisation is not without its own problems. Maintaining constant contact with the target communities for is one of the most important works of the persons engaged to deliver the minimum core. In other words, these people are involved in providing the required external interface with the communities in the area of operation of the NGO. The nature of the activities involved in maintaining this interface is the same as that of the activities taken up by the top management in maintaining the external interface with outsider world. These activities cannot be defined and recorded, but take a lot of time. Unless this interface between the NGO and the target communities is well oiled by the people implementing minimum core, other activities of the NGO cannot be smoothly taken up. This fact is not well appreciated by the specialists who come to join the NGO. As a result, these specialists thrust the pilot activities that they bring on the people handling the minimum core and thus over load the delivery channel. Thus, this work is resented by the core. Further, many a time, the people handling the minimum core think that the minimum core is the only activity of the NGO and is sufficient to achieve the mission. Being in that impression, they do not understand how the work of the new comers fits into the mission and feel that the new comers are intruding into their domain.

Being the dominant method of organising the activities, the funding requirements also need to be tailored to this organisation structure. As NGO cannot get project funds and wait for the persons with required competencies or interests to execute the project, NGO may not have required funds to support these add-on tasks when an appropriate person joins it. This hampers the development of models and prototypes. The success of this approach depends on the ability of the NGO to (a) get some non-earmarked funds (and build some corpus out of such funds), (b) raise money for pilots at short notice, or (c) source fellowships to the person joining it new. The first option is fast disappearing as donors are not providing non-earmarked funds. As grantee practice procedures become complicated, the second option is difficult. In the third case, the idea needs to be developed into proposal quickly so that funds are available for implementing the pilot. Some of the large organisations that have accumulated some corpus and those organisations that engage in activities generating financial surpluses may have flexibility in this regard, small organisations lose out.

It is now well recognised that the main role of non-profits is to develop models. But as the funding requirements are not suiting the organisational structure required to pursue this role, the new non-profits emerging with newer ideas are unable to actively engage in trying out these models. Hence, the funding agencies need to take this into account and tailor the grantee practice to suit the requirements of this organisational structure, particularly when considering support to the start-ups and organisations not having an accumulated corpus. Individual donors considering endowments with large foundations should also consider making such endowments with relatively well established NGOs that do not have corpus. This would enable development of models. ■

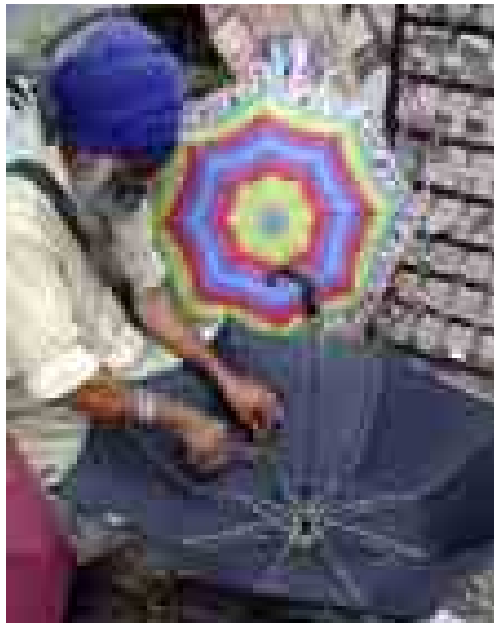
Zooming In– Rural Auto

Shining Livelihoods



Zooming Out-Umbrella Repairer

Declining Livelihoods



Marketing Expert K.P. Rao

While listing important persons who have contributed significantly towards marketing of NTFP and agricultural produce, K.P.Rao's name will take an important place. Mr Rao has contributed his knowledge of the market and marketing skills in tilting the profit margin towards the tribal and farmers.

Katikaneni Prabhakara Rao was born to Shri. Rangarao and Smt Dhamayanthi Devi, on 5th December 1941, at Velamaguda village, Nalgonda district. He had his schooling till graduation at Nalgonda itself and pursued LLB at Hyderabad. As a law student he happened to meet, Shri Jalagam Vengalarao, then chairman of State Panchayath raj parishath who later became Chief Minister of Andhra Pradesh who inspired him to work on panchayat Parishath and joined in January 1963. He received special training on Panchayath raj at Central Institute for Training and Research in Panchayath raj, New Delhi under All India Panchayat Parishad in 1964. He was one among the 22 trainees selected from 12 states. He was inspired by speeches of Babu Jagjeevanram and JP Narayan. This motivated him to work for the weaker sections of the society at a very young age of 24.

In a short time he was selected as instructor (in the rank of BDO) to train the Panchayath raj functionaries. In recognition of his sincerity, hard work and commitment, he was posted as instructor at Panchayath raj training centre at Bodhan, Nizamabad District covering Karimnagar and Adilabad districts where he has trained over 5000 panchayath raj functionaries along with other two team members. He also worked as Superintendent and Business Manager at Hyderabad from 1966 to 1976. He has coordinated 3 member committee constituted by government of Andhra Pradesh headed by shri N. Yathi rajarao MLA, Chairman Panchayat parishat and Prof Muthalib and Dr. S.P Rangarao, Public Administration Department, Osmania University to study the problems of educational institutions under panchayath raj bodies in eight districts. While continuing service he did MA (Public Administration) and Post Graduation Diploma in Personal Management, Industrial relations and Labour welfare and dispensed with idea practicing law and decided to work for the poor.

In the year 1976, he joined in Girijan Cooperative Corporation as a Divisional Manager at Adilabad and served in this tribal district for seven years working for the welfare of the tribal people particularly in marketing of the tribal produce. Later he worked in various other positions at GCC at various places. During 13 years of service in GCC he extensively travelled covering all most all the tribal blocks of the state in all ITDA areas for propagation and proper collection and marketing of tribal produce and prompt supply of essential commodities in the remote, inertial and inaccessible tribal areas. With his intensive work poor tribal people received enhanced prices for their produce, improved their knowledge base resulting maximum tapping of available potential of various forest products in the tribal districts.

Considering Rao's valuable contribution and service in GCC he was selected as General Manager, Tribal Cooperative

Marketing Development Federation of India (TRIFED) under Ministry of Welfare, Government of India in 1988. From 1988 to December 2000 he held different positions such as General Manager, Delhi, General Manager-Zonal Manager, South zone (Hyderabad), General Manager-Zonal Manager east and north east zone at Calcutta covering West Bengal, Orissa, Bihar, Assam, Meghalaya, Nagaland, Arunachal Pradesh, Sikkim, Manipur and Mizoram, Senior General Manager, Calcutta, Delhi, executive director, Delhi, and Additional Managing Director at Delhi.



During this period Rao extensively travelled entire country particularly covering the tribal populated states and integrated marketing of NTFPs between TRIFED and all the tribal development corporations and forest corporations of the country. During this period there was a marked improvement in collection of forest produce in different states and Gumkaraya, Niger seeds, Lac exports have increased tremendously.

Rao was a Director on the boards of MECOFED Meghalaya, GCC Vizag, Asian Gums and Chemicals Limited, Hyderabad. He has also served as Chairman, Neem Development Committee constituted by ministry of Agriculture, Government of India. He was one of the members in the 5 members committee constituted by Ministry of Welfare on Development of Non Timber Forest Produce. From 1994 to 1996, Rao has closely monitored establishment of Grain banks in the remote, interior and inaccessible areas of Madhya Pradesh, Gujarat, Andhra Pradesh, Bihar, Maharastra states which is first of its kind under Ministry of Social Justice and Empowerment, Government of India.

After superannuation at 60, because of his rich experience, he has been selected as State Project Advisor (Marketing) of Society for Elimination of Rural Poverty, AP. He has personally initiated and put efforts to identify most important NTFP item i.e. Lac collected from Plant called "Butia Monuspherma" which was not tapped till now in Andhra pradesh. In his 47 years of long service he visited many countries for business promotions and trade negotiations. Rao had received Gold Medal from Government of Karnataka, AIHRA award from Ambassdor, Jordan and Rastriya Vikas Siromany award from Delhi Telugu Academy, Silver Jubilee award of Delhi Telugu Sangam.

Rao feels that God has given this opportunity to work for the poorest of the poor in the society which is very much satisfying in his long 47 years of service. He says he is very much thankful for the opportunity to work in great projects like Indira Kranthi Patham and to work with/under the guidance of great tribal and rural development specialists in the country in his long service. ■

Books

Book Summary

Name: **The third Wave**

Publisher: **Mass Market Paperback**

Author: **Alvin Toffler**

The Third Wave is a book written by the sociologist and futurologist Alvin Toffler in 1980. It is sequel to the Future Shock, published in 1970, and the second in a trilogy that was completed with Power shift: Knowledge, Wealth, and Violence at the Edge of the 21st Century in 1990.

The book contends that the world has not swerved into lunacy, in fact, beneath the clatter and jangle of seemingly senseless events there lays a startling and potentially hopeful pattern. And this book is about that pattern and that hope.

It divides the story of the evolution of human civilization into three major phases: the agricultural revolution, the industrial revolution and the information age. Each civilization phase is denoted as a wave in the book and each phase is defined by its own ideology that is impacted by variance in technology, social patterns, information patterns and Power patterns. The strategic change in these variables brought new wave in the society pushing back the old one.

As classified by Toffler, key features of the First Wave Civilization were: The land was the basis of economy, life, culture, family structure, and politics. The main components of the Second Wave society are nuclear family, factory-type education system and the corporation. Toffler writes: "The Second Wave Society is industrial and based on mass production, mass distribution, mass consumption, mass education, mass media, mass recreation, mass entertainment, and weapons of mass destruction. You combine those things with standardization, centralization, concentration, and synchronization,

and you wind up with a style of organization we call bureaucracy."

The Third Wave, is the post-industrial society, which has already started thundering the globe. Since late 1950s most countries are moving away from a Second Wave Society into what Toffler would call a Third Wave Society otherwise called Information Age. The third wave, while it is powerfully driven by information technology, it has co-drivers as well, among them social demands worldwide for greater freedom and individuation. Just as manufacturing took birth out of the agricultural era, similarly information is out come of manufacturing era. The huge companies and military organizations needed to track what they had, what they were doing, and what they were spending.

However, there can be no fixed time for a wave or civilization to survive before it is replaced with the ways of life inconceivable to those who came before the agricultural revolution took thousands of years to play it out, while the rise of industrial revolution took a mere three hundred years.

Today history is even more accelerative, and it is likely that the Third Wave will sweep across history and complete itself in a few decades. This new civilization, as it challenges the old, will topple bureaucracies, reduce the role of nation-state and give rise to semi-autonomous economies in a post-imperialist world, heal the breach between producer and consumer giving rise to 'persumer' economy.

The basic thesis holds that human progress, despite the many horrors of history our species has survived and spread over the entire planet. Many predictions that Toffler made around 30 years before have gain reality and many have yet to be seen. We do not want to think that the Third Wave civilization we are entering now is going to be the last one on the Earth. Our children and the children of our children have the same right to live and enjoy their lives as we do now. We are the ones who have to make sure through the knowledge and self-developing tools that the human history will not stop today and the shift into another era will be completed. ■

- Vara Prasad Chaganti

New Books

Name: **Making India Work**

Publisher: **Penguin**

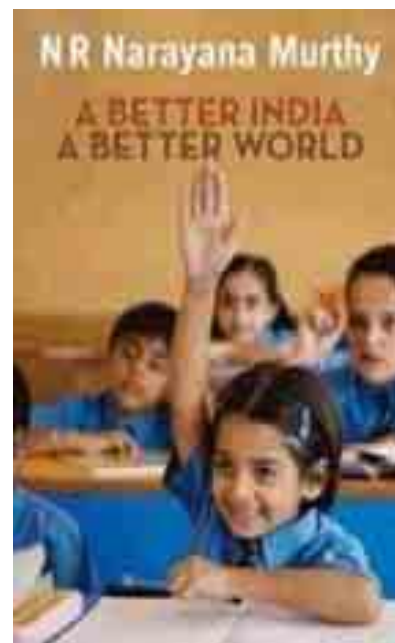
Author: **William Nanda Bissell**



Name: **A Better India: A Better World**

Publisher: **Penguin**

Author: **N.R. Narayana Murthy**



Resources

Courses at ATI

Advanced Training Institute for Electronics and Process Instrumentation, Ramanthapur, Hyderabad is premier Institute engaged in Development of Trained manpower, to cater to the training needs of Industries / Organization in the field of Electronics and Instrumentation. The training labs are equipped with state of art equipments in PLC, Industrial Electronics, and Microcontroller, measuring Instrument, Process Instruments, Thermal Optical Instruments, Medical Electronics, Consumer Electronics, Electrical and Information Technology at par with any premiere institute in the country including hostel facilities for outstation candidates. The institute conducts both long term and short term courses in line with the modern Engineering fields. Its indomitable commitment to quality of training is reflected in its excellent Training Programmes and placement record.

Admissions: Applications are invited for admission to Higher National Technician Certificate course in Industrial Electronics, Medical Electronics, Process Instrumentation and Consumer Electronics of 48 weeks duration for the session 2009 – 2010 commencing from **05th October, 2009 to 03rd September, 2010. Higher National Technician Certificate (HNTC) is recognized qualification for the purpose of recruitment to subordinate posts and services under the Central / State Government and Public Sector units.**

Sl. No.	Course Name	Duration (Weeks)	No. of seats	Eligibility
1.	Higher National Technician Certificate (Industrial Electronics)	48	32	NCVT Certificate in Electronic Mechanic or equivalent with experience in Industrial Electronics OR Diploma in Electronics & Communication Engineering OR Electrical & Electronics Engineering OR B.Sc. (Physics & Maths) / Electronics) OR Equivalent.
2.	Higher National Technician Certificate (Medical Electronics)	48	32	NCVT Certificate in Medical Electronics with 1 year experience of HNTC Certificate from NCVT in Industrial Electronics OR Consumer Electronics OR Diploma in Electronics & Communication Engineering OR Electrical & Electronics Engineering OR Instrumentation or equivalent or B.Sc. (Physics / Electronics / Instrumentation) OR Equivalent.
3.	Higher National Technician Certificate (Process Instrumentation)	48	32	NCVT National Apprenticeship Certificate inInstrumentM e -chanic preferably with experience OR Diploma in Engg. (Electrical /Electronics / Chemical / Instrumentation) OR B.Sc.(Physics & Maths) / Electronics / Instrumentation) OR Equivalent.
4.	Higher National Technician Certificate (Consumer Electronics)	48	32	NCVT Certificate in R & TV / Electronic Mechanic / I.T. and ESM OR Any other sister trade of Electronics OR HNTC Certificate from NCVT in any trade OR Diploma in Electronics & Communication Engineering / Electrical & Electronics Engineering / Computer Engineering / Instrumentation OR B.Sc. (Physics / Electronics / Computer / Instrumentation) OR Equivalent.

Eligibility Criteria:

Candidates can submit the applications to the Director, ATI-EPI, Ramanthapur, Hyderabad-13, A.P. in the prescribed format given in this advertisement (Annexure) or download the application form from the Website of ATI [www.http://atiepihyderabad.gov.in](http://atiepihyderabad.gov.in) . The duly filled application form along with the required enclosures and Rs.75/- by way of Demand Draft / Indian Postal Order drawn in favour of D.D.O., ATI-EPI, Hyderabad, should reach us on or before 7th September, 2009. For more information: <http://atiepihyderabad.gov.in/lt0910.pdf> ■

The Frogs In The Pit

Positive outlook and optimism makes a positive difference . This holds good much more for those working with the community. In difficult times the community seeks positive spirit from the development worker and the later can not afford to let them down. Constant motivation through appropriate communication by using encouraging words will really help the community to motivate themselves in all times. The story of the frogs tells about how the communication and the choice of words can impact the thinking and confidence in others.

A group of frogs were traveling through the woods, and two of them fell into a deep pit. When the other frogs saw how deep the pit was, they told the two frogs that they were as good as dead. The two frogs ignored the comments and tried to jump up out of the pit with all their might. The other frogs kept telling them to stop, that they were as good as dead. Finally, one of the frogs took heed to what the other frogs were saying and gave up. He fell down and died.

The other frog continued to jump as hard as he could. Once again, the crowd of frogs yelled at him to stop the pain and just die. He jumped even harder and finally made it out. When he got out, the other frogs said, "Did you not hear us?" The frog explained to them that he was deaf. He thought they were encouraging him the entire time.



This story teaches two lessons:

There is power of life and death in the tongue. An encouraging word to someone who is down can lift them up and help them make it through the day. A destructive word to someone who is down can be what it takes to kill them. Be careful of what you say. Speak life to those who cross your path. The power of words... it is sometimes hard to understand that an encouraging word can go such a long way. Anyone can speak words that tend to rob another of the spirit to continue in difficult times. Special is the individual who will take the time to encourage another. ■

International Classification of Nonprofit Organizations

Resource: *Global Civil Society—An Overview by The Johns Hopkins Comparative Nonprofit Sector Project*

Major groups and Subgroups

GROUP 1: CULTURE AND RECREATION

- 1 100 Culture and Arts
- 1 200 Sports
- 1 300 Other Recreation and Social Clubs

GROUP 2: EDUCATION AND RESEARCH

- 2 100 Primary and Secondary Education
- 2 200 Higher Education
- 2 300 Other Education
- 2 400 Research

GROUP 3: HEALTH

- 3 100 Hospitals and Rehabilitation
- 3 200 Nursing Homes
- 3 300 Mental Health and Crisis Intervention
- 3 400 Other Health Services

GROUP 4: SOCIAL SERVICES

- 4 100 Social Services
- 4 200 Emergency and Relief
- 4 300 Income Support and Maintenance

GROUP 5: ENVIRONMENT

- 5 100 Environment

5 200 Animal Protection

GROUP 6: DEVELOPMENT AND HOUSING

- 6 100 Economic, Social and Community Development
- 6 200 Housing
- 6 300 Employment and Training

GROUP 7: LAW, ADVOCACY AND POLITICS

- 7 100 Civic and Advocacy Organizations
- 7 200 Law and Legal Services
- 7 300 Political Organizations

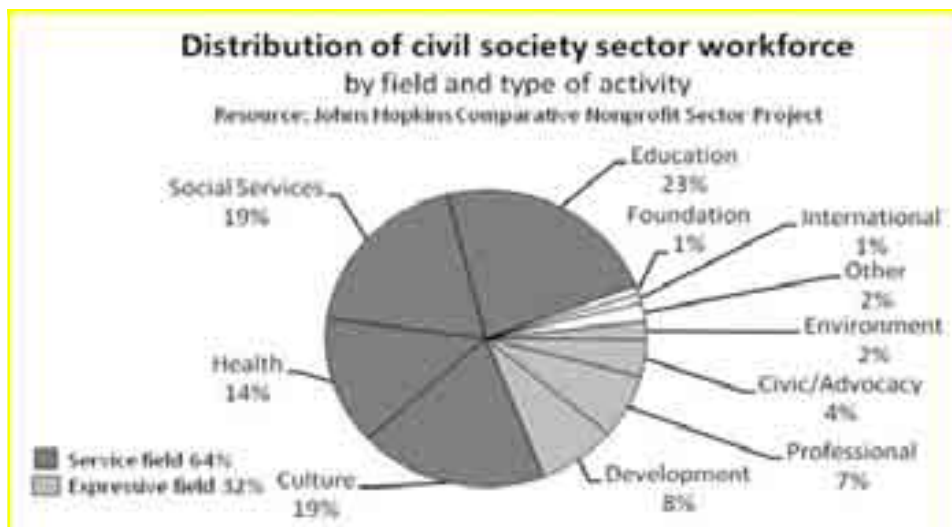
GROUP 8: PHILANTHROPIC INTERMEDIARIES AND VOLUNTARISM PROMOTION

GROUP 9: INTERNATIONAL

GROUP 10: RELIGION

GROUP 11: BUSINESS AND PROFESSIONAL ASSOCIATIONS, UNIONS

GROUP 12: [NOT ELSEWHERE CLASSIFIED]



Out of Poverty

‘Guide’ For Better

Kommi Pamuleti belongs to Ahobilam village of Allagadda mandal of Kurnool district in Andhra Pradesh. He studied up to 7th standard. He belongs to a Primitive Tribal Group called Chenchu and his family is traditionally engaged in the livelihood of Non-timber forest produce (NTFP) collection. After growing up Pamuleti also started doing his family occupation.

In due course, he got expertise in the collection of honey which is a very risky profession as the collector has to climb the hills and collect honey from the combs that are hanging to the cliffs. There is also a risk of bee bites. Generally the honey collectors go to the forest in a group to collect honey and before going they offer prayers at near by temples. This is because they are not sure whether they will come back alive or not. Hence they pray god to protect them from the risks and give them good income. All the NTFP collectors can not do honey collection. Only people who are not averse to risk will take up this profession. Pamuleti is also one of those people and used to collect honey and other forest produce to feed his family.

But taking so much risk did not reward him properly. He struggled a lot to feed his family as the income he gets from NTFP collection is very less. The middlemen who buys NTFP from the tribals used to deceive them in weighing and

they also don't pay remunerative prices to the hard earned produce. As his family grew he thought of shifting to other livelihood. With lots of efforts he was able to find a job as a forest watcher which pays him a monthly salary of Rs 2400.

As Ahobilam is a famous pilgrimage with nine temples of Lord Narasimha many people used to come from all over the state and even from other states like Tamilnadu, Karnataka etc. As a forest watcher Pamuleti got an opportunity to meet many visitors and he learnt languages like Tamil, English and Hindi from the tourists.

Pamuleti's new skill of speaking different languages showed him another livelihood opportunity. He became a guide for the tourists who come to that place. He learnt about the history of that place and also the history of the temple from the elders so that he can explain to the tourists that come from various states. He accompanies tourists to the nine temples and earn about Rs 500 per trip. In a month now he is able to earn about Rs 5000 by working as a guide to the tourists for at least 10 days in a month.

He also constructed a good house with the money he saved and also with the support of the ST corporation. Now he is leading a happy and peaceful life with his wife and two children. ■

Broken Lives

Negligence Proves Costly

Ramarao belongs to Narayanapuram village of Dachepalli mandal of Guntur district in Andhra Pradesh. He used to work as a lorry broker at a lorry office in Narayanapuram. He acts as an intermediary and facilitates agreements between the lorry owners and the people who want to transport some goods to other places. He used to earn a minimum of Rs 4000 a month in the form of commissions. With that money he was able to lead a happy life with wife and two children.

In fact, he was not the only broker in that lorry office. There are four other brokers who were working in that same office. All the five brokers used to work together and share the brokerage income among them equally. Even if Ramarao did not work for some time for some reason the other brokers used to give his share of money keeping in view his family conditions. Ramarao took it as lenience and started absenting from the work frequently. But the fellow brokers did not take it seriously and Ramarao became very lazy to work. The lorry office owner observed Ramarao's absenteeism and asked Ramarao to leave his office.

Ramarao went to many other lorry offices for a job but nobody accepted him as they all know his behaviour. Then Ramarao went to Guntur and requested one of his relatives in Guntur to show him a job. By seeing Ramarao's family

condition that relative sent him to a lorry office owner whom he knows very well. Ramarao got a job in that lorry office again as a broker. However, Ramarao did not learn any thing from his past experience and started repeating the same story as he did in Narayanapuram. Ramarao always escaped from his responsibilities and by observing this his new master also removed him from his job. This time his relative also refused to support him and Ramarao's family condition became critical. It became difficult for them to get even two meals a day.

Ramarao went door to door to all offices and found no job. So he searched for any alternate to feed his family. Then his house owner suggested him to do some fruits or vegetables business in the Guntur market. Ramarao went to the market for some days and observed the business there. He decided to do business of raw banana selling. His house owner supported him financially to start the business. But Ramarao understands that doing business is not so easy job. He has to work all day to earn a meager amount of about Rs 100 at the end of the day. This is not at all sufficient to lead good quality of life in a city like Guntur. Ramarao is now struggling hard to feed his family and is now regretting the mistakes he made in the past. ■

It is official. This is a drought year. 161 districts declared drought districts. The number will mount. In Andhra Pradesh, more 80% mandals (blocks) are in drought. Weatherman confirms rainfall, below normal (87%). They may revise this down further.

The first batch of 48 students of one-year post graduate diploma in rural development management in NIRD graduated out. I believe they are going to make a difference, significant difference, to rural poor! The second batch is getting ready to begin their classes. These constitute a fraction of our need. We need them in thousands per year. We need to scale up, scale deep and scale spread to achieve these numbers. Many more players – development institutes, trainers, development projects/departments/missions, donors, corporate bodies, universities, management education institutes, IITs and IIM etc. – all of them, need to work towards this.

This month was spent broadly on – marginalized communities and non-timber forest produce collectors continued to dominate our thinking space. Food Vendors, Social Entrepreneurs, NRM workers, Managers in Collectives, Livelihoods/Development Management Educators and Students, Children in schools and out-of-schools, Facilitators of Skills to young men and women, and explorers of India have engaged us through the month. Drought, deserts, prices and flu are on top of our minds. Going forward to find ways and materializing them for helping the poor to visualize the complete 'elephant' and dig deeper, so that they take their decisions and actions, has been our constant companion during all our waking hours.

The network of Social Entrepreneurs, SIANet, for solidarity, learning and support, has been launched on 1 August. I am sure, this network will facilitate and scale the concept - entrepreneurs for entrepreneurs – and mentor more of them in due course.

My 'fasting' practice and my struggle with 'silence' continue. It is time now to begin the struggle for 'thought' silence, may be for a few minutes a week. I still need to respond to silent and gentle reminder of reducing stamina.

Yogic practice appreciates that the joy of life is in the deep, mature and spiritual relationships and partnerships we have. The crux of the evolution of these relationships is in the emotional connection, communication and focus, and some of the elements include:

- Being completely absorbed – presence, focus, feeling of complete merger
- Being deeply connected, aligned in energy flows and in sync
- Deep intimacy with care, respect, and true acceptance
- Extraordinary communication and heightened empathy, listening to both verbally and non-verbally and being

sensitive in every little way

- Uninhibited transparency, being emotionally naked and feeling unselfconscious
- Surrendering to be truly seen, relinquishing and ultimately penetrating each other's souls
- Exploring, discovering deep inside and unleashing one's sense of humour and laughter

Reaching transforming, healing, blissful and timeless state of awe and ecstasy.

If we integrate some of these elements at least in some of our relationships, we will be on our way towards lasting joy in life for us as an individual and for the people involved with us!

If we think of adding some of the 90/10 principle of Stephen Covey, to the above elements, the joy multiplies:

- 10% of life is made up of what happens to us; 90% of life is decided by how we react
- Don't let the past - negative result, action, word, thought etc., ruin the present and future

Love life, all life - it is precious than anything else.

In the confluence of the souls, and through the gentle flows of universe, **this month of Krishna** reinforces the need to focus on to build the tension in the strings, before we release the arrows.

Can we do this? **Yes, if we pursue Atma Yoga.** The focus is on the penultimate act - building the creative tension in the strings of the relationship bows of the souls of the universe. Seeing the eye of the 'bird' and releasing the arrow with enough momentum to last the duration of the flight and strike the eye, is the simple act that follows. This 'atma' yoga calls for seeking yoga in actions, thoughts and words, feelings and spirit, in the context of this flow. This happens with mastery through discipline, concentration and patient practice, after guru deeksha after passing the test of commitment, dedication and devotion towards pursuing the 'eye'.

Krishna guarantees absolute bliss to the atma yogi, the soul, if s/he immerses in relentless yogic pursuit through the 'liberation' in the direction of flows of the universe and serving all 'life'. Krishna confirms – whoever has identified the 'eye', the life of all life, thinks, discusses and works for it free from attachment, free from enmity to all creatures, reach the 'eye'. Knowing the will of the universe of souls, aided by guru, and surrendering to it will hasten this.

Join us in the world of yoga – celebrating the creative tension in all dimensions of our being in the flows of the souls of the universe. You will not regret it. ■

G Muralidhar



The India of My Dreams:

“I shall work for an India in which the poorest shall feel that it is their country, in whose making they have an effective voice; an India in which there shall be no high class or low class of people; an India in which all communities shall live in perfect harmony. There can be no room in such an India for the curse of untouchability or the curse of intoxicating drinks and drugs. Women will enjoy as the same rights as men. We shall be at peace with all the rest of the world. This is the India of my dreams.”

- Mahatma Gandhi