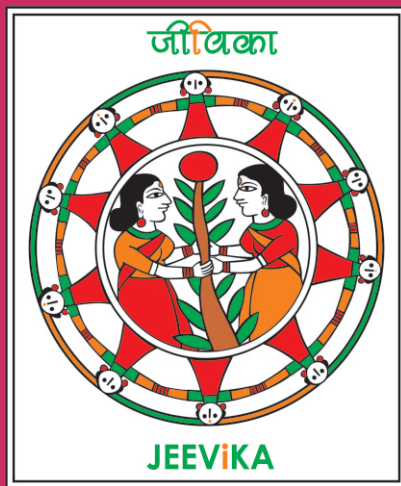




JEEViKA's Newsletter

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Visioning Exercise 2019 : Shaping blueprints for JEEViKA's acceleration and escalation into the next decade with ideas from around the globe



The decade long implementation experience working with Community Institutions by JEEViKA professed an appropriate moment to review not just the project achievements but also discuss the future strategies for the programme – factoring in rich operational experiences and emerging developmental trends. The aspirations and developmental perceptions were elicited through facilitation workshops conducted by senior officials in the Cluster Level Federations. The aspirations were collated and such exercises were conducted at District Project Coordination Units and also at the State Unit.

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A visioning was envisaged to picture what JEEViKA would be doing in the coming decade, to conceptualize it, the stage was being set for 7th November, 2019 to unveil what would become one of the best brainstorming exercises ever undertaken by JEEViKA. The venue was arranged in a manner that would best capture the spirit of the phenomenal work done by JEEViKA in the past decade. At the entrance, JEEViKA's logo was placed with the Vision 2030 letters to depict the symbiosis of JEEViKA with the upcoming visions and ideas.

An exhibition depicting JEEViKA's journey from the very beginning also took place to inform the thought leaders, development sector experts and other participants about JEEViKA's decade long expedition

towards poverty alleviation in Bihar. The exhibition panels exhibited significant milestones achieved and ventures entered by JEEViKA such as its expansion to all 534 blocks of Bihar, creation of community institutions, paving agriculture road map through crop intensification, promotion of agri-producers company, livestock interventions, non-farm interventions, synergizing the youth of Bihar through Jobs and Skills, new enterprise development, as well as the accolades won by JEEViKA in its expedition. The exhibition was aligned with setting the tune of the exercise.

Preparations for the event started way before 7th November, 2019 with the thought leaders and experts arriving a day before the event and discussing what they would present during the sessions. The teams also worked hard behind the scenes to make the exercise a successful one.



On the inaugural day, as a curtain raiser to the vision, the dignitaries lit the lamp and formally inaugurated JEEViKA Vision 2030, and paved way for a marathon brainstorming that took place across 5 sessions throughout the day. The speakers of the inaugural

session addressed the attendees and set the tune of the exercise by sharing their experience with JEEViKA, what they picture ahead and what are the expectations from the exercise.

The vision exercise was divided across Inaugural session, technical sessions and closing session, the details of the sessions are as follows:

- Session-1:** *Interfacing with Community Institutions: Platform for voice of the women paving way to Women Empowerment.*
- Session-2:** *Interfacing with Government: Contours of engagement to unleash potential of the community institutions for participative Governance.*
- Session-3:** *Interfacing with markets and innovations: Achieving symbiosis*
- Session-4:** *Institutional Design of JEEViKA: Improving aerodynamics for higher efficiency and kindling the Entrepreneurial Capabilities of the Women and their Collectives.*

In the Inaugural session, Jeevika's journey and aspirations were discussed. Mr. Balamurugan D., CEO, JEEViKA in his address entailed Jeevika's expedition. He then informed about the "Decadal Work and Growth of JEEViKA" in Bihar. He

explained how the journey of JEEViKA which started operating in a single room within the office premise of Bihar Women Development Corporation in 2007 with operational outreach limited to 59 villages marked its footsteps across 34,115 villages by 2019. He explained the three phase expedition of JEEViKA as Learning, Scaling and Consolidating phases and mentioned about the various milestones.

Mr. Arvind Chaudhary, Principal Secretary, RDD, welcomed the dignitaries, mentors of JEEViKA and its community members present on the occasion. He recalled the time of JEEViKA's incubation and message of the then Chief Secretary Sri G. S Kang that “poor should not be treated poorly”. JEEViKA then incorporated the best minds from the best institutions at whatever cost to let the poor break the shackles of poverty. JEEViKA started its journey merely as a pilot project and was termed as High-Risk Project by World Bank as the Bank had not invested in Bihar for last twenty years. With the efforts of the community and support of teams from Andhra Pradesh, JEEViKA successfully set its maiden journey. He also highlighted the special initiative undertaken by the State Government recently to include the ultra-poor households through Satat Jeevikoparjan Yojna.

Taking the session forward, Mr. Santosh Mathew, Country Lead (SPFP), Gates Foundation lauded Jeevika didi's achievement and said that what has been achieved is the best that could have been made out of women collectives. Bringing change in the social, political and economic life of the rural poor and the ethos with which Jeevika's management team has worked have been the cohesive force for success. With digitization and economic empowerment of women's groups, we have succeeded a great deal in financial literacy and linkages.

Shri Anup Mukherjee, Chairman, DMI said that what Jeevika has achieved today is unbelievable, what Jeevika through its women collectives has achieved in the social arena is beyond comparison. In another decadal journey small steps will be needed to complete the journey. He said it is with the help of Jeevika's staff who have worked relentlessly that Jeevika has a strong base and reached its culmination.



The first session “**Interfacing with Community Institutions: Platform for voice of the women paving way to Women Empowerment**” had eminent speakers such as Mr. T Vijay Kumar (Advisor, Govt. of Andhra Pradesh), Mr. Sandeep Poundrik (Advisor, NDMA), Ms. Nita Kejrewal (JS-MoRD) Ms. Sunita Devi (Sangam CLF), Ms. Rohini Mukherjee (Naandi Foundation), Ms. Sanchita Mitra (Sewa Bharat). The Key takeaways of the session were:

1. Provision of new laws/acts to legalize the entity of Self-Help Groups.
2. Regularization of audits and internal control in the community institutions.
3. Clear and standard rules of engagement with the government for the community institutions.
4. Livelihood promotion should be aligned with the Climate change
5. Capacity building of manpower to support CLF and CBOs quality
6. Financial management system and Institutionalized Social and Financial Audit System (Audit CRPs)
7. Livelihood Promotion accompanied with the aspect to environment safeguard, gender, and women entrepreneurship

The second parallel session “Interfacing with markets and innovations: Achieving symbiosis” had invited speakers such as Mr. Parmesh Shah (Global Lead, Rural Livelihoods and Jobs, The World Bank), Mr. Shiv Kumar (CEO, ITC-Agro), Ms. Tinni Shawhney (Director, Aga Khan Rural Support Program), Ms. Kiran Devi (Aranyak Agri Producer Company)

and Mr. Alkesh Wadhvani (BMGF). The session focused on discussions that could create wider market reach for Jeevika and expand its portfolio of products putting its existing resources and tools to best use along with adaptation of new techniques, and stepping up the digital interventions/

- Development of portfolios to reduce risks for the farmers. i.e multiple crop cultivation so that if one of it is not functional other is.
- Anticipation of risks and equip the people to mitigate risks. For example, crop insurance and construction of warehouses.
- Agile experimentation instead of pilot projects where in new ideas can be taken up immediately when some ideas fail. Therefore, data analysis and innovation is needed.
- Scaling up of Jeevika's Producer Company's to other cash crops like banana and patwa.
- To tap the private sector and branding of Jeevika's products. The need has come up to shift to platform approach.
- Management of development program for the community and staff of Jeevika.
- Market and data need to be studied and analyzed.
- Transformation in digitization. Jeevika to appoint Chief Digital Officer to be appointed for managing and working with data.
- Jeevika as an institution cannot achieve everything therefore, special purpose vehicle to be promoted which would be autonomous but owned by Jeevika.

The third session viz ***“interfacing with Government: Contours of engagement to unleash potential of the community institutions for Participatory Governance”***. The eminent speakers in this session were Mr. SM Vijayanand (Retd. IAS), Ms. Shakuntala Devi, Mr. Srinivas chirovolu (Director, LBSNAA) and Mr. Anjani Kumar (BMGF). The aim of this session was to discover and brainstorm ideas that would give better space to the community

The key takeaway of the team from the panel discussion were:

- Equal partnership with GP with CBOs to leverage Rs.1 Lakh crores investment at GP level.
- Power relationships need to be understood on the basis of mutual respect.



- Addition of 2 capitals to the existing 5 capitals(Human, Finance, Social, Natural, Manufactured)
 - Civic Capital: to access all entitlements and rights
 - Political Capital: to have a say in the resource allocation and decision making.
- Relation of CBOs with GP on the above capitals is critical. Lot of services (Govt.) to gram panchayats can be provided by SHGs.
- Entry route of community into decision making can be best facilitated by MGNREGS and GPDP. SHGs need to actively participate in MGNREGA planning, GPDP and other interventions.
- Micro level planning beyond credit is very critical.
- Bal Sabha / Panchayats as sub-systems of SHG movement need to be conceptualized and promoted.
- Elderly SHGs should also be looked into.
- PwD groups as per the 2016 Act need to be focused on for inclusion of the vulnerable sections.

Lead Story : Workshop on JEEViKA Vision 2030

- The field of palliative care also needs to be explored.
- Auditing and Gram Panchayat accounting/accounts can be looked up in future as a livelihood activity at local level.

The fourth session was again an engaging one with the theme of “Institutional Design of Jeevika: Improving aerodynamics for higher efficiency and kindling the Entrepreneurial Capabilities of the women and their collectives”. The eminent speakers for this session were Mr. Anup Mukherjee (Ex-Chief Secretary, GoB), Ms. Noorjahan Khatoon, Mr. Apoorva Oza, Mr. Ved Mitra Arya and Ms. Gaytri Acharya. The major takeaways brought forward through the session were:

- Agriculture sector is growing at a rate of 3% and it is vital to think how it can fulfil the aspirations of one crore *didis* associated with JEEViKA. Other sectors are required to be tapped. Efforts need to be made **to harness solar energy for livelihoods options and focus on other renewable sources of energy for livelihood.** Accordingly, the community has to be capacitated to provide these services in the other states to scale livelihood activities.



- Instead of exploring the market outside we need to **strengthen the captive market.** Community's product should be accepted internally by the women of other districts. The districts of 2nd and 3rd phase need to be strengthened to be at par with the community of 1st phase districts.
- **Cluster approach for product development through GIS mapping need to be introduced. Product life cycle and marketing strategy need to be developed.**
- JEEViKA started in 2012 in 55 blocks with agendas like

SHG, VO and CLF formation, bank linkages and SRI promotion. Now these pilots have become large scale intervention. The core mandate has expanded and is adding continuously. JEEViKA has reached a level where it started to believe its own legend. As an organization JEEViKA now need to scale up the activities they are best in.

- JEEViKA needs to analyse what they are good in and excel in it but also draw a line on certain activities. **Roles need to be delegated to CLFs and they need to be strengthened to take the responsibility independently. JEEViKA at the management level need**

A side panel “Enhancing livelihoods through agriculture and agri-allied activities” was also organized, this session was chaired by **Mr. T. Vijay Kumar, Advisor, Government, of Andhra Pradesh** and other panel members were **Mr. Arvind Kumar Chaudhary, Secretary Rural Development, Government of Bihar, Mr. N. Sravanna Kumar, Secretary, Department of Agriculture, Government of Bihar, Mr. Nand Kishor, Director, Department of Horticulture, Government of Bihar and Mr. Debaraj Behera, Consultant, World Bank.**

Mr. T. Vijay Kumar was of the opinion that, today challenges in agriculture sector are higher as cultivation costs have gone up due to excessive use of chemical based inputs viz – Fertilizers, pesticides etc., climate change, ecosystem degradation, market uncertainty and rural to urban migration etc. ZBNF (Zero budget Natural farming) has been proven to safeguard this challenges.

At the end of the days and the concluding sessions, Mr. Arvind Kumar Chaudhary said that it is an honour to move ahead with all the ideas that have come up in the enriching sessions. **JEEViKA team will be working to convert the ideas of the workshop into actionable points and will come up with a booklet. He also emphasized on the need of an Advisory committee for different groups and requirement of incubation centres. To achieve the objectives by 2030, JEEViKA's administrative and implementation structure need to be revisited with high level of professional input.**

The JEEViKA Vision 2030 concluded with a vote of thanks by CEO, BRLPS, Mr. Balamurugan D.

Bill Gates interacts with Jeevika Didis

Bill Gates, Founder and Co-Chairperson, BMGF interacted with Jeevika didis and staff on 17th November at an event in Patna which drew the participation of the Honorable Chief Minister of Bihar, officials from Bill and Melinda Gates foundation, Care India and Jeevika. Jeevika portrayed its interventions pertaining to health, nutrition, sanitation and the Pashu Sakhi model. Pashu Sakhis of Jeevika also interacted with the dignitaries and portrayed the work they do in the villages. Jeevika had put up a kiosk at the gathering displaying its work, the efforts of Jeevika were lauded by the dignitaries at the event.



Writeshop organized by Jeevika

A two day writeshop was organized by Jeevika at the Gyan Bhawan Premises to document the proceedings of the workshop organized on 26th and 27th November, 2019 to document the proceedings of the Visioning Exercise held on 7th November, 2019.

Five teams were formed to document all the sessions of the visioning exercise and draft the plan of action and proposals based on the key takeaways of the visioning exercise.



Workshops and Events

In Other News

Jeevika participates across the state on Alcohol Prohibition Day.

Jeevika didis gathered all across the various events organized in the state on the occasion of Alcohol prohibition Day. The Jeevika didis shared their experiences and struggles that they faced in the due course of collective actions taken before a total ban on consumption of alcohol was declared by the state government. Jeevika didis who made a significant contribution in the prohibition were felicitated on the occasion.



Transforming Lives

Black Rice Ends Worries

Mina Devi is a resident of Kajiyani village, which is 8 kms away from the block headquarters at Kalwahi of Madhubani district. A member of Lakshmi SHG, Mina had resolved from the very beginning about doing things differently. After being inspired by Scientist Dr. U.D Singh she started cultivating black rice. She was at first resistant to cultivate it because she wasn't aware about any benefits and was skeptic that it would spoil the soil health of her plot because the practice of black paddy cultivation is different from regular paddy. She planted paddy on 25 Cottas of land using organic method. She could harvest around 150 kilograms of rice and sold it at a premium price to earn profits. She says that she could have harvested more rice but during the sapling stage, wild boards trespassed into her farm and destroyed a lot of the saplings, she has resolved that in the coming year she'll cultivate black rice on a larger plot. She also says that she would tell the villagers about the nutritious benefits of black rice and urge them to buy or cultivate it.



Garment's Business and will to the Rescue

Sahni Khatoon- Sahni Khatoon had joined Jeevika in 2014. A mother of 5 children, she lives with her husband. Both worked as labourers to feed their family. With all that they could save, they bared the expenses of marrying their 2 daughters. They were able to meet both the ends when disease struck after Sahni's husband was diagnosed with a cardiac disease. After running here and there, she came in contact with Jeevika's SHG's. She joined SHG and started savings, after few months she took a loan to start a small garment business with her husband. After running it for a year, she took additional loans. She rented a shop. In few months she repaid all her loans. Her shop is running well. She says that if it were not for the easy financing and support of Jeevika, she wouldn't have been able to bear the expenses of husband's medicine and make both the ends of her family meet.



December

CALENDAR OF EVENTS

December 01-15 : Bihar Saras 2019

December 24 : Launch of Mobile Vaani

COMING UP IN THE NEXT EDITION

- Bihar Saras 2019

**JEEVIKA**

Rural Development Department, Govt. of Bihar

Bihar Rural Livelihoods Promotion SocietyVidhyut Bhawan-II, Bailey Road, Patna - 800021; Ph.: +91-612-250 4980
Fax: +91-612 250 4960, Website : www.brllp.in; e-mail: info@brllp.in