



विकास प्रबंधन संस्थान
Development Management Institute



Rajgir Rendezvous 2

Second Foundation Day Symposium **COLLECTIVES *and* COMMONS *for* WELL-BEING**

PROCEEDINGS



13-14 FEBRUARY, 2016, RICC, RAJGIR, BIHAR, INDIA

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The proceedings of the second foundation day symposium on collectives and commons for well-being held during Feb 13-14, 2016 at Rajgir, India, contains the discussion took place during the event. Although every effort has been made to ensure accurate capture of the essence of these discussions, the conference organizers cannot be held accountable for inaccuracies that may have occurred in the proceedings. Thank you.

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DAY 1: FEBRUARY 13, 2016

INAUGURAL SESSION

Introduction

The second foundation day International symposium on “**Collectives and Commons for Well-being**”, organized by Development Management Institute (DMI), Patna, was held in Rajgir, Bihar, India, during February 13-14, 2016. The two day event was attended by a wide variety of stakeholders from India, including senior officials of Government of Bihar and State Rural Livelihood Missions, JEEViKA, academics, practitioners from livelihood promoting organisations, researchers, social entrepreneurs and student from DMI as well as Nalanda University. In all, representatives from different organisations joined together to discuss and debate different themes of the symposium which include pathways to well-being by building a community of collectives and commons by practice of cooperation. The deliberations focused on:

- a) critically examining and assessing the role and contributions of commons and collectives
- b) identifying governance and management challenges and design of mechanisms to overcome.



Prof. G Krishnamurthy, Dean, DMI, welcomed the delegates by expressing hope and aspirations from this collaborative effort to come up with a common platform for collective action towards well-being.

The Inaugural Session started with the lighting of the ceremonial lamp, followed by invocation of famous Rig Veda hymn 'Sangachadwam, samvadadwam samvomanamsi janatam' (R.V. X -192 2)² emphasises the unity of minds to create healthy powerful organisations for prosperity and happiness of all and to promote fellow feeling and righteousness. It means let us progress (proceed or move on) together, and in tune with the symposium theme of collectives and commons for well-being.



DMI: Empowering Grassroots- a short film made by Times Now- was screened.

Prof. K V Raju, Director, DMI, where he articulated the importance, purpose and expected outcomes of the event. On the theme of the symposium, he emphasized on need of perspective change to understand and appreciate the role of collectives and commons for well-being. He called for higher goal of balanced pursuit of growth, goods, favoured distribution of gains, satiation resulting from needs fulfilment in exploring possibilities of establishing a mutual learning forum.



² ॐसंगच्छध्वं संवदध्वं (Om saṃgacchadhwaṃ saṃvadadhwaṃ)

सं वो मनांसि जानताम् (saṃ vo manāṃsi jānatām)

देवा भागं यथा पूर्वे (devā bhāgaṃ yathā pūrve)

सञ्जानाना उपासते ॥ (sañjānānā upāsate)

May you move in harmony, speak in one voice; let your minds be in agreement; just as the ancient gods shared their portion of sacrifice.

समानो मन्त्रः समितिः समानी (samāno mantraḥ samitih samānī)

समानं मनः सहचित्तमेषाम् (samānaṃ manaḥ sahacittameṣām)

समानं मन्त्रमभिमन्त्रये वः (samānaṃ mantramabhimantraye vaḥ)

समानेन वो हविषा जुहोमि ॥ (samānena vo haviṣā juhomi)

May our purpose be the same; may we all be of one mind. In order for such unity to form I offer a common prayer.

समानी व आकूतिः समाना हृदयानि वः। (samanī va ākūtiḥ samānā hrdayāni vaḥ)

समानमस्तु वो मनो यथा वः सुसहासति ॥ (samānamastu vo mano yathā vaḥ susahāsati)

May our intentions and aspirations be alike, so that a common objective unifies us all.

INAUGURAL ADDRESS

Prof. Jaya Indiresan, Social Researcher and the Chief Guest, stated the interconnection of collectives, commons, and well-being in the inaugural address. Collectives and Commons draws from the domain of sociology, political science and economics, while the well-being draws from psychology. She concentrated on the latter part of the theme, the well-being, as it is casually understood and esoteric in nature. The quantification is difficult due to the substantial difference between happiness and satisfaction. She recounted the different indicators of development to understand the well-being. She cited one study of survey from 136 countries, which showed that prosocial spending is consistently associated with greater happiness and well-being. The well-being may be considered as function of environmental factor, dispositioning the self. For example, the public good, in the form of entire city can be called well-being of the people who are residing there in the form of quality services, etc. Thus there is always an interconnection between public and private good. Well-being is subjective perspective of objective position, explained in the concept of marginal. She referred the Maslow's hierarchy of needs to understand the concept of well-being, the Self-actualisation leads to self-satisfaction. She concluded the address by presenting a vote of thanks to all the sector experts and resource persons participating in the event with Om shanti, work together, achieve great, let there be peace. She also shared manuscript of late **Prof. P V Indiresan's** entitled, **Vision 2020-What India Can Be, And How To Make That Happen.**



BOOK RE-LAUNCH

The event marked the occasion of revisiting the deigning principles of the co-operatives and member-controlled farmers' organisations across the globe in general, and India, in particular. Almost two decades ago, **Prof. Tushaar Shah**, currently with International Water Management Institute (IWMI) and formerly Director, Institute of Rural Management Anand (IRMA), conducted studies on farmers' co-operatives



in collaboration with his students at IRMA during 1989-92. The two manuscripts resulted were, “**Making Farmers' Co-operatives Work: Design, Governance and Management**” in 1995 and “**Catalysing Co-operation: Design of Self-governing Organisations**” in 1996, and published by the Sage Publications, India. The ever increasing dominance of the small and marginal farmers, constituting a whopping 85% of total farmers, in Indian farm economy poses a major challenge for their sustainability. Collectivisation of these farmer producers into producer organisations (POs) has emerged as one of the most effective pathways to address the many challenges of improved access to investments, technology and inputs and markets. The two books provided important insights in understanding the design, governance and management principle associated with the cooperative organisation, when many observers and practitioners of farmer cooperatives were grappling with the fundamental question of who needs to do what to create a strong movement of viable, self-sustaining, member-controlled farmer organisations in India. The books became out of print. The DMI took this opportunity to republish in collaboration with the Sage Publishers of India to re-examine the frequently asked question of under what conditions do cooperatives and producer organisations (POs) succeed in our small farmer context. Books were relaunched by **Shri Anup Mukherjee**, IAS (Retd.), Chairman, DMI and **Shri Arvind Chaudhary**, IAS, Secretary, Rural Development, Government of Bihar, and CEO, Bihar Rural Livelihoods Promotion Society (BRLPS).

Shri Arvind Chaudhary welcomed the delegates and the participants by expressing hope and aspirations from this collaborative effort to come up with a common platform for deliberations and discussions on the importance of collectives and commons for the sustainable development. He also recounted his initial experiences in the conceptualization of DMI and contributions of collaborative efforts by multiple individuals from the multiple sources. He wished all the bright future for the DMI.



KEYNOTE ADDRESS

Prof. Tushaar Shah, in his keynote address, reminisced the genesis and conceptualization of the book by collaboration with his students at IRMA. He recalled the earlier skepticism of this collaborative efforts by Shanti George in her critical review in *Economic and Political Weekly* (EPW, October 26, 1996: 2863-2865) after the first publication. The modus operandi of design features were the point of departure from the



other studies and conclusions drawn from there. The point of agreement, however, was that a co-operative should be economically robust and run by those alert to members' interests, that is, the patronage centrality of the members. Citing examples of successful cooperatives, he delineated the fundamental difference between a typical cooperative and Investor-Owned Firm (IOF):

1. **Profit Objective:** Maximization of profit is same for both, however it is the distribution of profit that made the difference. For IOFs, the maximum profit show is from shareholders perspective, however, from the cooperative, then distribute profits among its members.
2. **Domination of Cooperative in the Local Economy:** The cooperative generally controls the local gross domestic product (GDP), by integration and internalization of business, central to the local rural economy. AMUL, for example, systematically and remorselessly eliminated the private players in Gujarat, often by devious strategy.

Prof. Shah raised and address the existential rationale of cooperatives. and why dozens of Amul pattern dairy cooperative unions and scores of large sugar cooperatives in western India had grown and multiplied into viable, self-sustaining and member-controlled cooperatives even without exceptional leadership and despite repressive legal and policy environment. He argued that there was more to building strong farmer cooperatives than charismatic leadership, supportive laws and social capital, and cooperatives can be designed and incubated to be viable, self-sustaining and member-controlled enterprises. Prof. Shah mentioned the absence of local dairy cooperatives in the neighbouring countries of India, like in Sri Lanka, Bangladesh, and Pakistan, where New Zealand dairy dominates.

Prof. Shah explained how good design elements are essential to ensure building, growing and sustaining a vibrant POs. For a sustained member-value creation, POs have to adopt a business model which is at least as good as the competition. Using Herbert

Simon's maxim of design as "transformation of existing conditions into preferred ones"³, he suggested that the design of cooperative enterprises should be about constantly reimagining how thousands of potential members interact with their cooperative in ways that imparts strength and vitality to the latter, and the failure of cooperatives was often rooted in the inability of their promoters to master this interaction. The continued suffering of cooperatives, he stressed, are due to 'external locus of control' or 'intense minority and apathetic majority', in other words, there is need to allow more role from active members the board truly representative of business, and accountable to a board. He recalled the passage of 1995 the Mutually Aided Cooperative Societies Act (MACS) by then Chief Minister of Andhra Pradesh, NT Ramarao following the recommendations of the **Brahma Prakash Committee report**, brought a leeway of new viable, self-sustaining, member-controlled cooperatives to spring up in that state. However, we are yet to witness a single farmer producer organisation of the quality and size of Amul or Bardoli Sugar Cooperative.

He stressed the core logic of founding a Farmer Producer Cooperative (FPC) should ideally arise from a new way of doing a business. For example, when Tribhuvandas Patel and Dr. Kurien began organizing farmers into dairy cooperatives, they were confident that Bombay offered a much more lucrative market for milk than converting milk into ghee at household level, and that the Bombay market could be best exploited by a cooperative of milk producers equipped with a dairy plant to process liquid milk and manufacture milk powder. They did not first organise Amul and then looked for opportunities for value-addition; but the opposite. He opined that if FPCs promise attractive returns to investment, there is no reason why farmers would not provide them capital. For example, Indian farmers owning 2 crore wells and tubewells have, over the past 40 years, invested Rs 2-3 lakh crore in creating private irrigation alone. While forming a FPC, he accentuated on the 'design thinking', which can help the "transformation of existing conditions into preferred ones".

Dr. Avinash Kishore, IFPRI, from the audience asked the managing design principle of 80:20 rule, which **Prof. Shah** explained that the leadership not easily resolved, because it is easy to join a business and part of the business, however, but difficult to build strong business and shed control to the members at large.



Key Takeaways

- To make a FPCs self-sustaining and successfully viable, the design thinking has to be continuously looked into make it preferred ones.
- To make the cooperatives sustainable, it is important that the people have ownership of the enterprise along with support of strong institutions. External

³ Herbert Simon, (1969), "Sciences of the Artificial", Boston: MIT Press, p 55

facilitation is also required for value addition, accessing markets and techno managerial support.

- Producer Company approach is most effective when it comes to linking the producers with the markets and making them more competitive. Every member of the cooperative must have a sense of ownership. Only then can the organisation become more sustainable.
- The need to revisit design of producers' organisations in wake of growing governance and business growth concerns. The Boards of Producers' Organisations should have to increasingly take on the role of 'Transforming Lives' rather than being simply interested in transactional aspect of their businesses.
- Good design elements are essential to ensure building, growing and sustaining a vibrant Producer Organisation and have to adopt a business model which is at least as good as the competition for a sustained member-value creation.

BOOK SUMMARY

Book summary session was chaired by **Shri Sanjay Sinha**, VP, HT Media (Bihar and Jharkhand) and **Shri Apoorva Oza**, CEO, Aga Khan Foundation, the two former students of Prof Tushar Shah at Institute of Rural Management Anand (IRMA).



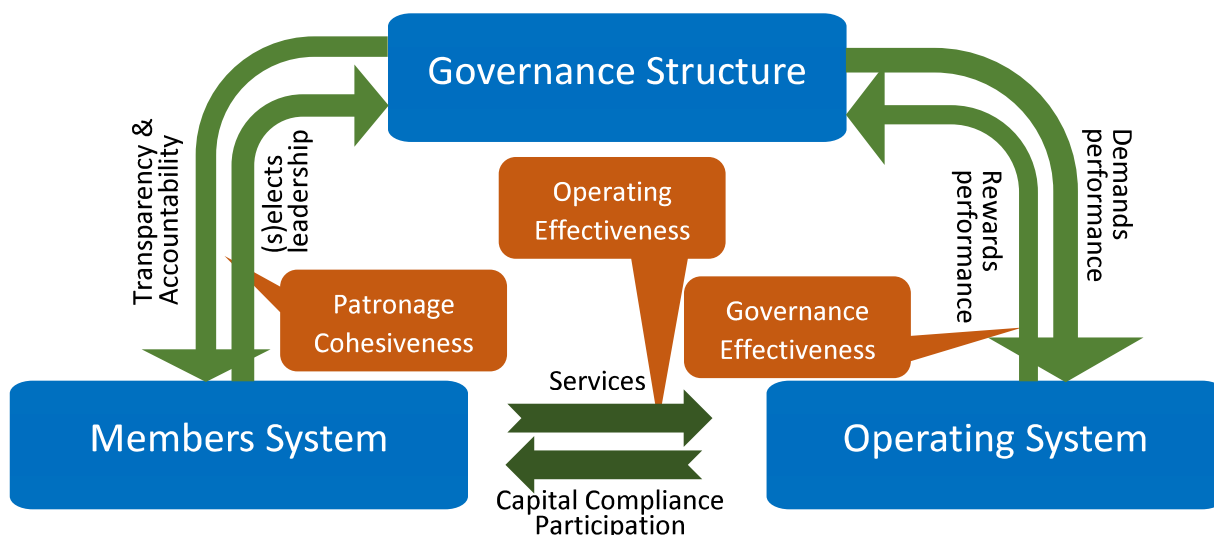
Prof. E N Reddy, DMI, and other two DMI PDM participants of 2015-17, **Mr. Manjit Singh** and **Ms. Sonali Anand** presented the summary of the book, *Catalysing Co-Operation:*



Design of Self-governing Organisations. The empirical evidence, through comparative investigation by him and his research students, was gathered across section of cooperatives operating in different domain during 1989-92. The book explored the causes of failure of vast majority of cooperatives and explicated a model to develop strong, successful self-governing member-based organisations. The book illustrated at central behavioural tendencies of a strong cooperative enterprise imagined as a system

of three components -member users, governance structure and operating system (Figure 1).

Figure1: Design Principle in Cooperative or Producers' Organisation



It then explored what future outcomes should design thinking about such a system focus upon to create functional organizing rules. In essence, these rules helped them to:

1. Ensure high propensity of the cooperative's governance structure to cohere around patronage interests of members (**patronage cohesiveness**);
2. Ensure a high level of tenacity of the governance process in holding the operating system accountable in its pursuit of members patronage interests (**governance effectiveness**); and
3. Exert constant pressure upon and provide unrelenting support to the Operating System to respond creatively to patronage priorities of members and also ensure that members remain faithful to the cooperative and its operative norms (**operating effectiveness**).

The high performing cooperatives of western India and early dairy cooperatives in Gujarat satisfy these design principles, and in contrast, organisations like Primary Agricultural Co-operative Society (PACS), lift irrigation cooperatives, cane supply unions of north India and dairy cooperatives outside Gujarat violate one or more principles. Robustly designed cooperative would definitely succeed with an enabling macro-policy and legal environment .However, cooperatives with fragile design would require exceptional leadership and highly favourable socio-economic conditions to survive and grow. The book also outlined some measures to reform them, including privatization, if necessary. The book Catalysing Cooperation is a valuable addition to

the existing limited body of knowledge available for building a vibrant, self-sustaining and self-governing member based organisations.



Prof. Sridhar Telidevara, and other two DMI PDM participants **Ms. Sakshi Saurabh** (2014-16) and **Ms. Monalisa** (2015-17) presented the summary of the book, *Making Farmers' Co-Operatives Work: Design, Governance and Management*. The book has mainly focused on the study of the central tendencies rather than the extremes represented by outstanding successes. The central argument that is reflected in the book is that the success of a co-operative, either at the village level or at the federal level, depends upon how effectively it serves purposes central to its user members. How effectively the co-operative does this depends on how well it gets designed to do so. Cooperatives should strive for salience and salient cooperatives are considered to be those institutions that are central to the lives of their members, to the business in which they compete and to the economy of their domain. With the presence of salience in the cooperative the legitimacy of the cooperative and the power of decision makers enhances, it increases the goodwill and the membership of a salient cooperative become a source of well-being. Thus, co-operatives that seek salience would become Self-reliant decision making units (SDUs). The book contends that rules, norms are easily institutionalized but not the culture, values and traditions. It argues that the co-operatives remain leader based unless the strategy crafting, integrity building, and culture building are institutionalized into their culture and value systems. The design potential for performance is determined by five components, governance structure, critical linkages, patronage system, microenvironment and operating system. The evidence is gathered by undertaking primary case research of over 100 cooperatives. The study covers cooperatives from various sectors like dairy cooperative societies, primary agricultural cooperative societies etc. and the analysis is pretty exhaustive. The study provides rich analysis of the how the salient cooperatives differ from the insalient cooperatives and the difference predominantly is dependent on the complex interplay of governance structures that are in place and the operating system. The internal locus of control, high patronage cohesiveness and the competitive advantages distinctly characterize the salient cooperatives.

Sanjay Sinha recounted his first brush with the vibrancy of successful cooperative in Anand, Gujarat. He emphasized the importance of market linkages to synergise, with the rich experience with Amul and Unilver. The monopolization of successful cooperative is due to the value for money from the consumer perspective. Cooperative can act as negotiating principle of bargaining power between production and final consumer. He calls to care for the local economy for Sudha dairy to make it successful.



Apoorva Oza complimented for reprinting the book. He cites the three main examples of cooperatives:

1. Coercive cooperative, Oppressive in Nature
2. Cooperative through bribery, deigned to die
3. Leader induced cooperative, Dependency/Luck

He drawn attention to the *house-to-hold syndrome*, while counting on the dos and don'ts for the success and failure of member-based cooperatives. Flexibility is generally missing in the design principle. The question is how to create good craftsman of member-based organisations. He recommended three books to read,

1. **Crafting Institutions for Self-governing Irrigation Systems** by Elinor Ostrom. Using a prime example of a self-governing irrigation system, Elinor Ostrom argues that the rules governing how water users interact among themselves and with irrigation managers are important to a project's success. She describes the workings of several self-organized irrigation enterprises-many of which have functioned for hundreds of years-in which suppliers and consumers have together developed "rules-in-use" that guide the operation of their systems and their individual duties toward them. She explains how such institutions have resulted in an increased willingness of water users to invest labor and resources in the upkeep of irrigation systems-a good indication, she asserts, that they see the benefits of such enterprises as outweighing the costs. From her analysis Professor Ostrom has compiled a series of "design principles" that can be usefully applied by individuals and communities seeking to craft self-governing institutions -both for irrigation systems and for other common enterprises. These principles provide a fascinating alternative to both "privatization" and bureaucratic management, and offer hope that historically proven community empowerment can guide the crafting of new institutions of self-governance.
2. **More Human: Designing a World Where People Come First** by Steve Hilton, Jason Bade, Scott Bade. The authors asserts that to solve problems we need to work bottom up from the human scale, rather than top down from abstract ideas. One of the most important things people are looking for in their lives is kindness,

something that is simply not captured by any of the systems governments use today. He urges us to fight the commodification of policy-making and make things work on a specific, human level.

3. He also recommended a film on ecological destruction and the appropriation of the Commons in India, made by **Amar Kanwar** & produced by Foundation for Ecological Security (FES) -**The Many Faces of Madness**.

DISCUSSION SESSION 1- Collectives for Well-being

The session was moderated by **Mr. GV Krishnagopal** (Chief Executive Officer Access Livelihoods Consulting India Limited), **Mr. Shailendra Kumar** (Executive Director- Strategic Initiatives, School of Inspired Leadership) and **Dr. Dinesh Awasthi** (The Entrepreneurship Development Institute of India, EDI).



The session began with the introductory presentation by **Prof. Piyush Kumar Singh**, DMI, on rationale and importance collective for well-



being, where he introduced the theme of cooperation, its role and contribution in development and various challenges associated with. Defining the fundamental question of rational behaviour of cooperation, through various notions of rationality i.e. instrumental, procedural, and expressive, he emphasized on the importance of context, causality and true interest for cooperative building. He also explained the importance of values, principles and design of cooperatives, and described the various

issues and challenges associated with cooperatives i.e. free rider problem, horizon problem, portfolio problem, control issue and influence cost issues in cooperatives. He further delineated the differences between cooperatives and producer companies in the current form.

Prof. Amrita Dhiman, DMI, presented a paper of **Prof. Amar K. J. R. Nayak**, “*Logic, Language and Values of Co-operation versus Competition in the Context of Recreating Sustainable Community Systems*”. The paper highlighted the contradictions in the connotation of perfect market competition vis-à-vis perfect community co-operation. While the logic of co-operation seemed to be the key to sustainable community systems, the world is increasingly transforming to adopt the language, logic and values



of market-based competition that exhibits more and more signs of unsustainability. The distinction in terms of design variables of size, scope, technology, ownership and management has also been specified between small community organisations and large industrial corporations. Hence, the approaches in policy and governance be different for competitive market economy settings from that of co-operative social economy settings.

Shri. M V Ashok, the Chief General Manager (CGM), NABARD, discussed the role of producers' organisations (POs) and role of NABARD in supporting through different funds programme. The NABARD supports POs by



1. Improving Capital base through share Capital contribution and improving borrowing powers
2. Supporting Credit through Long term, Composite Loan (Term Loan + Working Capital)
3. Credit Plus by Hand holding support, Capacity building, and Market intervention
4. Development of POs through formation/promotion and incubation/nurturing

NABARD support to farmers' are available through myriad of funds, like Farmers Technology Transfer Fund, Producers Organisations Development Fund (PODF), "Producers Organization Development and Upliftment Corpus (PRODUCE) Fund" of Rs.200 cr. To build, promote and nurture 2000 FPOs in 2 years, Watershed Development Fund, Tribal Development Fund. He also shared the NABARD's Farmers Club Programme, which was started in 1995 as Vikas Vounteer Vahini by a group of 20 Progressive Farmers. NABARD supports formation of Farmers Clubs by giving Rs.10000 per year for 3 years, and helping banks to identify good farmers and help in recovery of loans. He called for empowering "Small Producers" by promoting Collective Action to ensure sustainable agricultural growth, and thereby facilitating Net Income increase through Development of Farmers' Enterprise & Agricultural Value Chain.

To break the vicious cycle of poverty trap, **Dr. Dinesh Awasthi**, Entrepreneurial Development Institute (EDI), suggested the group entrepreneurship to promote microenterprise collectives, which should be owned, controlled by poor themselves, but managed professionally.



Dr. Debashish Kundu, Ph.D Scholar, Aligarh Muslim University & Regional Head, Manappuram Finance Limited, presented the paper entitled, “*Microfinance Delivery Institutions (MFIs) In India - Governance and Management Challenges*”, which discussed the importance of microfinance for reducing poverty. Based on an exploratory research based on secondary data and information obtained from existing literature of Microfinance, it highlighted the importance of group based professionally assisted microfinance delivery channels like Self Help Groups (SHGs) and Joint Liability Groups (JLGs), their collective and collaborative strengths in reaching the unserved & underserved masses and the challenges they face in terms of raising capital, reducing transaction costs and capacity building. It further went on to emphasise that leveraging technology , entering into strategic partnership with third parties having common interests , capacity building and designing products as per changing needs of customer would address the challenges effectively . The role of Government and Regulatory Bodies would be crucial so that innovative practices and experiments are encouraged while keeping vigil on new developments.



Dr. Raghu Kumar S., Centre for Management Development, Thiruvananthapuram, Kerala, presented a paper, “*Initiating a Sustainable Livelihood Activity by Using Locally Available Resources- A Case Study from Kolli Hills, Namakkal District, Tamil Nadu*”. Similar to the National rural Livelihoods Mission (NRLM) projects, the rural development and Panchayat Raj department of Government of Tamil Nadu is implementing the project “Puthu Vazhvu”, targeting the poor tribal households, the most vulnerable sections including the physically challenged and the marginalised communities in the Kolli Hills. The Kolli Hills Coffee and Pepper Producers’ Federation has been formed under the Puthu Vazhvu Thittam with the tribal women were given access to technology and marketing skills. About 1200 women farmers who possess small lands will cultivate coffee and pepper, which are major plantations in the area can market their produce to the federation at a remunerative price by eliminating the middle men. In the Gram panchayats of Kolli Hills block, the SHGs formed under Puthu Vazhvu Thittam (PVT) have initiated successful economic activity by utilizing the major plantation of the area - coffee and pepper. In future, the SHG group plans to purchase a vehicle for procuring raw materials and distribution of the products. They also plan to open a filter coffee shop at Semmedu, the central place of Kolli Hills which is a tourist destination. **Shri P S Sodhi** from the audience recommended to use traditional Coffee



makers to reduce the carbon footprint and sustain environment.

Dr. Rakesh Tiwary, Assistant Professor, A.N. Sinha Institute of Social Studies (ANSISS), Patna, presented a paper, Collective Action in Water Management, which are an act of



physical & technical activity as well as a group activity. Collective efforts are embedded in most of water use systems as it requires multiple tasks to be performed at multiple levels - water extraction, resource mobilisation, allocation, and conflict management. These require a coordinated system of rules, norms, customs and laws which shape the recurrent behaviour of actors. It makes water use systems as much a product of human organisation

as it is a natural commodity. Thus it will be very helpful to view water management units as organisational entities, units in which a collectivity of individuals establish actual patterns of behaviour. Collective actions particularly express itself in localised community based water use systems away from centralised action of state apparatus. This collective action shapes up as deliberate action taken by a group (either directly or on its behalf through an organisation) in pursuit of members perceived shared interests. Collective action, which is sustained over time, usually includes rules and decision-making structures. In the case of natural resource management, this might include rules on using a resource, developing a structure of water rights - formal or informal - as well as processes for adherence, sanctioning, and dispute resolution. In Indian contexts various regional studies have been carried out to decipher the collective actions involved in water management. Presentation here showcased two such local water management systems studied by the author - (i) Shared Well irrigation in Punjab & (ii) Multiple use of tanks in West Bengal. He also cited Bihar as a history of collective action around water management, for example the traditional irrigation system called Ahar & Pyne system of South Bihar. Study of role of collective action in revival of these irrigation systems should be carried out.

Dr. Sanat Mishra, Scientist, Directorate of Planning, Monitoring & Evaluation, OUAT, Bhubaneswar, presented a paper entitled, Determinants of Market-Led Initiatives (MLIs) by Farmer Groups of Odisha. MLIs are set of interventions specifically designed to garner more profit and in the process bringing out better efficiency in production and delivery of goods and services. Shifting the focus from production-related programmes to more market-oriented interventions through renewed attention on institutions of collective action, such as farmer groups, would act as an efficient mechanism for enhancing marketing performance.



DISCUSSION SESSION 2- Commons for Well-being

The moderator for this session were, **Dr. R. Prabhakar** (ATREE), **Prof. Pankaj Jain** (Founder, Gyanshala), and **Shri Eklavya Prasad** (Megh Pyne Abhiyan).

The session was began with a brief introduction on the



concept, scope and status of Commons by **Prof. Surya Bhushan**, DMI. He described the ever increasing importance of the commons in the current and future context. The selective ignorance by the mainstream free market economists, where market fails to price goods efficiently, especially in case of goods which are non-rival in consumption and having non-excludable benefits had been discussed: the privatisation narrative, of Hardin's Tragedy of Commons, is a deceptive dichotomy, which promotes the notion that there are only two forms of governance and management - "public" (i.e., government working through legislatures and bureaucracies) or "private" (i.e., business working through markets). When corporations seize control of our public lands, build shopping malls on urban spaces used for public assembly, patent the human genome or buy up lands that indigenous peoples have used for generations, these acts are not mere instances of "privatization", rather a revolution of the rich against the poor, called "Enclosure". These are heist of people's customary entitlements and moral claims, often achieved in collusion with government, and can destroy a community's culture and identity. He also raised the issue of increasing challenges in handling the commons due to the continuous emergence of new technologies, laws, communities, sudden change (disasters) posing new threats to enclosures, and (competing) demands to develop new capabilities for collective action for the new communities. The Ostrom's design principle of governance can be an important tool to handle the complexity of commons. The key takeaways: Trust and Reciprocity are very key to explaining levels of cooperation, Social Dilemmas such as overharvesting—communication and common understandings are essential for people to cooperate, need robust and flexible institutional infrastructures, local matters, rules matter, no one size fits all, participation counts, communication and

dialogue is essential and **Endogenous Development** can provide Monitoring and sanctioning of Commons.

Saddled with efficiency inhibiting practices among dairy cooperatives, **Prof. Sridhar Telidevara**, DMI, presented a paper on the technical efficiency analysis of the



Mulukanoor Women Cooperative Union using the non-parametric data envelopment analysis (DEA). The paper used directional distance function to incorporate both desirable and non-desirable outputs in the model. The key preliminary findings were: the inefficiencies decrease with increasing member centrality as per their contribution. When the proportion of non-contributors to

the society is lower, the inefficiencies are also lower indicating that member cohesiveness is higher. This is key to the design mechanism Prof. Shah talked in his keynote address.

In his paper on **Coercing Commons to Collapse**, **Prof. R K Anil**, Team Leader, State Rural Livelihoods Mission (SRLM), Chattisgarh and Visiting Faculty at DMI, lamented on the disconnect among policy-plan-implementation of large scale rural development interventions through, Women's SHGs based rural livelihoods programme, Rural wage employment programme for the unskilled and a Watershed based natural resources management programme. The programme is being implemented by a mix of generalist bureaucrats and under-equipped development professionals. There is no inbuilt mechanism to visualize long-term implications of such a large nationwide rural development program, and suggest real time corrective measures. Process monitoring doesn't serve the purpose as it doesn't have the capacity to decide whether the process of change envisaged itself is right or wrong from the standpoint of sustainable wellbeing of the affected community. Hence there is a need for independent oversight from outside the implementing agency. This could be a multi-disciplinary team of specialists/academicians from related domains of sociology, anthropology, social psychology, and rural management to oversee the program, visualize the consequences,



and share their concerns/warnings with policy makers and implementers.

Shri Siddharth Patil, Advanced Center for Water Resources Development and Management (ACWADAM), tried to understand and strategically develop village-based solutions of drinking water security in the flood-prone regions of the River System in Northern Bihar through "Aquifers as Commons". He discussed the approach to the drinking water problems of North Bihar needs to be targeted at two levels, at the resource level and at

the treatment level. Such an approach is possible only if the resource is considered a “commons”, a fact once accepted by the community, paves the way for a systematic system of responses and processes that can overcome the challenges in water supply sustainability in flood affected Bihar. Viable solutions evolve as a consequence of a community based effort in dealing with water. Understanding the resource - groundwater, in this case - becomes imperative and the study has to be from village level upwards. The exact conditions in each village will be unique and the responses to those conditions cannot be generalised at any other scale.

The paper by **Bitra Sada Siva**, Programme Leader, DHAN Foundation, got accepted for the discussion at the symposium, however, he could not make it. His paper, ‘Revitalising Traditional Irrigation Commons and their Collective Action for Ensuring Water & Food Secure Future by Promoting Local Management’, explained the successful restoration and maintenance of irrigation tanks by DHAN Foundation, a Non-Governmental Development Organisation by promoting Tank Associations (Water Users Associations) with an identity name “Vayalagam” in South India. This has been made possible due to the awareness created among the people especially underprivileged farming community, by ensuring their participation and contribution during the selection and execution of works implementation time, promotion of nested institutions among the beneficiaries and making aware them regarding the future maintenance of the tanks.

Another paper, ‘The Political Ecology of Rivers and Mountain Streams of Catanduanes Island (Luzon, Philippines)’, by **Jimmy T. Masagca**, Catanduanes State University, Philippines, who also could not come to the symposium had been accepted. The study used the concepts of political ecology and Moscovici’s social representations to characterize the sustainability of rivers and mountain streams of Catanduanes Island in Luzon, Philippines (Lat 13.67° N, Long 124.12° E). It highlighted the island’s remarkably productive freshwater systems (FWS) and coastal wetlands of the immediate past, which are increasingly confronting a series of threats due to various developmental economic activities and social and ecological processes exacerbated by the phenomenon of climate change. Threats on the rivers and mountain streams resource degradation are in turn driven by the local government efforts and the state university’s perspectives to transform these rivers and mountain streams resources of the island province often affected by typhoons into economically viable agricultural and aquacultural production ventures through the various programs on water, food, environment and climate change in collaboration with the country’s agriculture department and the fisheries and aquatic resources bureau. The fisheries and aquaculture livelihoods and activities of the local people [users or actors] connected to the aquatic agricultural systems are initially described within the lens of political ecology and social representations, but as the analysis turned out to be very difficult due to the absence of a framework, thus Ostrom’s Social Ecological Framework within the subsystem of Actors or the Users is suggested here.

Poster Presentation and Interactions by PDM Participants from Development Immersion

The session ends with various poster presentation by the DMI participants (2015-17) on their Development Immersion Module experience of a month in Karimnagar District of Telangana, India.

In the village Bheemdavarapally, **Mr. Purushottam Kumar** found that people prefer to send their children to fee paying private schools rather than free government schools but are the children getting better quality of education in those private schools. **Mr. Abhilash Singh** observed the gross underutilization of tied funds in the same village Panchayat, which leads to under-provision of public services as well as handling common property resources of the village.

Ms. Shreya Prasad did socio-economic study, using Focused Group Discussion (FGD), KII, household survey, meeting with Gram Panchayat, ASO, Self-help-groups (SHGs), to understand the livelihoods, water issues, land holding, resources distribution among different castes of the village Mutharam. Whereas another fellow participant, **Ms. Sonali Anand** observed the huge potential of promoting rural tourism through the ancient temples visit in the village as well as devising a marketing strategy of projecting the beauty of rural life and their livelihoods, including agriculture, traditional food and festival, wild life, home stay etc.

Mr. Swarn Saurabh identified the depleting of ground water level due to variation in hydrology cycle yearly and the interventions made by people living there, including Government and NGOs in the Errabale village. **Mr. Amber Sinha** saw the huge potential and prospects of developing microenterprises in the village.



Mr. Manjit Singh captured the status of Financial Inclusion and impact analysis of Self Help Groups (SHGs) in Kothapally Village, while **Mr. Amit Kumar** identified the

interesting case of water management by interlinking



all 5 Wells that comes under Gram Panchayat in this drought prone village.

Ms. Monalisa questioned the concept of *Adarsh Gram* (Model Village) as declared by the Government of India to Gangadevipally village, where the status of girls' education is in low priority with prevalence of early motherhood after the marriage. **Ms. Manvitha Reddy** observed some serious concern of women's health affected by the early adolescent pregnancy in this model village.

CULTURAL EVENING



Shri Suman Kumar, Manager DMI, introduced and welcomed the cultural evening guests. The programme began with the dance of Goddess Sarswati and Lord Shiva, followed by the skit on the participatory approach to the development at village.

DAY 2: FEBRUARY 14, 2016

DISCUSSION SESSION 3- Commons for Well-being (Contd.)

In continuation of previous session 2 with same moderators, this first session of day two symposium, began with a deliberation by **Dr. Prabhakar** about knowledge commons, open source, crowd source, need innovative method to aggregate info, OLA, UBER example cited, break market monopoly, has sparked debates on changing labour market dynamics and spurred a new wave of micro entrepreneurship not seen before, The three wheeler market is getting disrupted, too., for Bihar he recommended to create repository of data sources to leapfrog Bihar development.



Shri Pradeep Mahapatra, Team leader, UDYAMA, shared his experiences of community forestry. **Ms. Saswati Ghosh** spoke on the inherent problem of market economy in exclusion of poor.

Shri Eklavya Prasad called for constructing a congenial social environment through sustainable technological innovations and adaptation of conventional wisdom in order to ensure a shared, sustainable and effective management of water.

Prof. Pankaj Jain emphasized the importance of knowledge commons. He also suggested DMI to take initiative in identifying and worth exploring the empirical question of what has been done by earlier predecessors and what are the grounds untouched, and in the process what we are not aware of and can be done?

ESSAY PRESENTATIONS



Shri Ram Durkari, FPM, IIM Kozikode, presented essay on importance of Information Communication Technology (ICT) on the small and micro-enterprises. He discussed about tacit and explicit knowledge. **Shri Satyam**, FPM, IIM Lucknow, in his essay detailed on the marketing potential of Rural *Haat* in the outskirts of Lucknow, Uttar Pradesh, India. **Ms. Aditi Verma**, GB Pant Nagar, emphasized the power of youth for the change in her essay. She quotes Garrison Kanin, ‘**Youth is the gift of nature, but age is a work of art**’.

A short film, *Many Faces of Madness*, by Amar Kanwar and produced by Foundation for Ecological Security (FES) screened on the pressing problems of commons of the ecological restoration and conservation of land and water resources in ecologically fragile, degraded and marginalised regions of the country like India. As the evidences across the globe shows, the Government, not being good trustee of the Common Property Resources (CPRs), there is need to work through concentrated and collective efforts of local communities as future has to be inclusive.

DISCUSSION SESSION 4- Pursuit of Well-Being

The penultimate session of the symposium on the pursuit of well-being was chaired by **Shri P S Sodhi** (MBE, Centre for Environment Education, CEE), **Dr. Nandita Ray** (IAS (Retd.), APMAS), **Dr. Nimruji Prasad** (Faculty, IIM Kolkata), and **Ms. Nidhi Prabha Tiwari** (Entrepreneur).



Prof. Jaya Kritika Ojha, DMI, introduced the third session on well-being by raising the fundamental question of *well-being* or *being-well*! She elaborated the different aspects of well-being and so the diverse interpretations in the form of subjective to responsible well-beings. Subjective well-being encompasses three different aspects: cognitive evaluations of one's life, positive emotions (joy, pride), and negative ones (pain, anger, worry). In the end she ends with *Om Sarve Bhavantu Sukhinah* - mantra from Upanishad, in Sanskrit with meaning May All become Happy.



Shri Prabhjot Sodhi, National Coordinator, UNDP-GEF Small Grants Program, CEE New Delhi, raised awareness on low carbon lifestyle to have sustainable well-being. With action on the ground by doing some subtle changes in lifestyle, for example, switch to CFLs, use a table lamp while studying, install a solar water heater, Use paper only when required, do not use fresh paper for rough work, carpool to work, which can increase the hand print.



Ms. Kamalika Chakarvarty, Fellow from IIM Kolkata, presented a paper titled, 'Where Silence Speaks- Insights from Third World NGOs', which unpacks the conflation between the silence and purported passivity of Third World NGOs (TNGOs). Explaining the invisibility of their voices in the critical and post-development perspectives, it located the inquiry in the context of the action of these TNGOs. The paper used phronetic inquiry along with Ashis Nandy's notion of



‘silent coping’ as the conceptual framework. The paper also used Walter Mignolo’s discussion on ‘texts in circulation’ to explain the purported passivity of TNGOs in the texts under global circulation. Selective appropriation of artifacts and texts from the global circulation and creation of alternate stake structures at the local level support the realization of such action-spaces. Further, such local artefacts and texts do not travel into texts circulating globally thereby rendering TNGOs invisible and silent in the reading of global texts, leading to TNGOs being framed as passive.

Shri Manish Kumar Pandey, TERI (manish.pandey@teri.res.in), presented a paper, Solar lighting for rural households: A case of innovative model in Bihar, India. The study evaluated a Solar Home System program operational in one of the rural districts, Purnia, North East of Bihar, and presents the analysis of technical, financial, and institutional aspects and the program impacts. The study revealed that financial innovations, adopting standard processes, building local technical expertise, sensitization and training of all

stakeholders are the key factors for enhancing the operational sustainability of rural renewable energy program in the region.

Shri Sarat C Patra of Reliance foundation shared his foundation’s experience of Budelguma in improving the livelihood and the well-being.

Shri Nisheeth Mehta, the CEO of Bhavnagar based Micro-sign, shared his experiments and experiences of HR practices related with differently abled, which can optimize the work place.

Ms. Sakshi Saurabh, DMI PDM participant (2014-16), shared her experience of the Crisis Intervention Centre (CIC) project at the Delhi commission for women (DCW) in the context of women protection. Under the Stricture-Conduct-Performance (SCP) paradigm, she tried to explain the problems of information asymmetry in selecting the right kind of person for counselling the rape victims. This was a classic case of Principal-Agent problem, with all sorts of adverse selection (hidden information) and moral hazards (hidden action) associated with the counsellors.



Stressing on the need to provide linkages between the collectives and commons for the well-being, **Dr. Nandita Ray** shared her own experience of protection and regeneration of geographical area to the community for all manner of resources such as the recharge of its water bodies, forest produce, fodder, fuel and the survival of its wildlife with Timbaktu Collective and Timbaktu Kutumbam Foundation in Telangana. The manner in which this symbiotic relationship works, is therefore, in her view, very important and useful to have a more holistic picture of.



Ms. Nidhi Prabha Tiwari spoke on the need to influence the issue of development in the political discourse on commons.



1. Many notions of well-being, but not sure about any right things to do. *Edir*⁴ is an example in Africa of community well-being. Discourse need to accommodate more on them.
2. Something become nothing, language needed to articulate the idea on geo-politics

Dr. Nimruji Prasad had high expectation from the research potential of the symposium and recommended the DMI to bridge the gap between Theory and Practice, which may bring a new articulation and narrative to the development discourse.



⁴ In Ethiopia, Africa, an *Edir* is a traditional community organisation whose members assist each other during the mourning process. Members make monthly financial contributions forming the *Edir's* fund. They are entitled to receive a certain sum of money from this fund to help cover funeral and other expenses associated with deaths. Additionally, *Edir* members comfort the mourners: female members take turns doing housework, such as preparing food for the mourning family, while male members usually take the responsibility to arrange the funeral and erect a temporary tent to shelter guests who come to visit the mourning family. *Edir* members are required to stay with the mourning family and comfort them for three full days. (Source: Wikipedia)

WAY FORWARD

The last session was on the way forward. The deliberation and reflection on the pursuit of well-being through collectives and commons was seen as an important challenge.

Shri Eklavya Prasad on twin suggestions to way forward.

1. Need to do landscaping of collective and commons with the backdrop of drought and floods
2. Develop repository of resource persons for collectives and commons from Bihar and India to create an opportunity to integrate and interact.



Dr. Prabhakar, discussed the three important immediate issue at hand for the DMI and Bihar.



1. Predominantly an agrarian economy, Bihar should focus more on optimizing the sectors *per se* to improve and sustain the livelihood.
2. The issue of outmigration in the form of labourers needs to be addressed by identifying the push and pull factors associated with.
3. It is important to develop knowledge commons by handling issue open and crowd source data warehouse.

Prof. Jaya Indiresan mentioned about the Provision of Urban Amenities to Rural Areas (PURA) as a strategy for rural development to stop migration. She stressed for providing the quality services available all the time for rural areas. Optimal size identification needed for quality services, and rural development must be financially viable rather than charity.

Prof. K V Raju elaborated on the purpose and relevance of DMI and had to find its own rationale for its existence as expectation and opportunities are brimming high. He stressed on the issue of context specific development approach. Development *per se* being a complex divergent problem has no one specific solution, and anything on the replication of successful development approaches may be futile. Solution has to be within the context, and the destruction has to be creative. It is, rather, a step process and step change. It is exploratory, and identify the trigger of the development. Data not used properly is another issue he highlighted. He also spoke on the transforming education, which deals with learning to be and rethinking education. Shedding EGO of your and yourself to learn from others is the *mantra*. He also discussed the concept of Endogenous Development, as global problem is not global, rather aggregation of local, and so the solution has to be contextual and channelized.

Mr. Anup Mukherjee, the Chairman, DMI, had summed up whole event as a sequel to



the previous first foundation day symposium of GOOD SOCIETY to WELL-BEING. He emphasized on the need for identification of multidimensional indicator for development. He cited the **TED TALKS** by **Richard Wilkinson**, a British social epidemiologist, which argues that societies with more equal distribution of incomes have better health, fewer social problems such as violence, drug abuse, teenage births, mental illness, obesity, and others, and are more cohesive than ones in which the gap between the rich and poor

is greater. In essence, reducing inequality leads to well-being. He also mentioned the challenges of seven resolves of current Nitish Government, which came as a result of the survey conducted with the people of Bihar. The resolves are, Economic Solution and Youth Empowerment, Women Empowerment through Reserved Employment, Continuous Electricity to all Household, Tapped Water to all Household, Metalled Lane and Drainage to all Household, Toilet Construction and Respect of Household, Further Education to Increase Opportunity. Talking about cooperation, the induction of young professionals for the development on the ground is a welcome step, however, it also poses a vertical challenge for the bureaucracy. He also stressed on increasing agricultural productivity, as it has a larger impacts on reducing poverty than the overall gross domestic product.

He asked the participants to identify short term, medium and long term goals, and said, the effective goals does not means right things to do only (equity part), but also doing things right (efficiency part). Well-being should be looked in from all aspects of sustainable development.

VALEDICTORY

Prof. G V Krishnamurthy, Dean, DMI, thanked everyone in the end for the success of the event. The feedback on improving time management of the sessions has been duly acknowledged. **Shri Anup Mukherjee** thanked all the speakers and participants for meaningful deliberations and reiterated the need to collectively work towards sustained growth through good governance measures, and also solicited participants to identify five key issues, good and bad in the symposium as constructive feedback.