

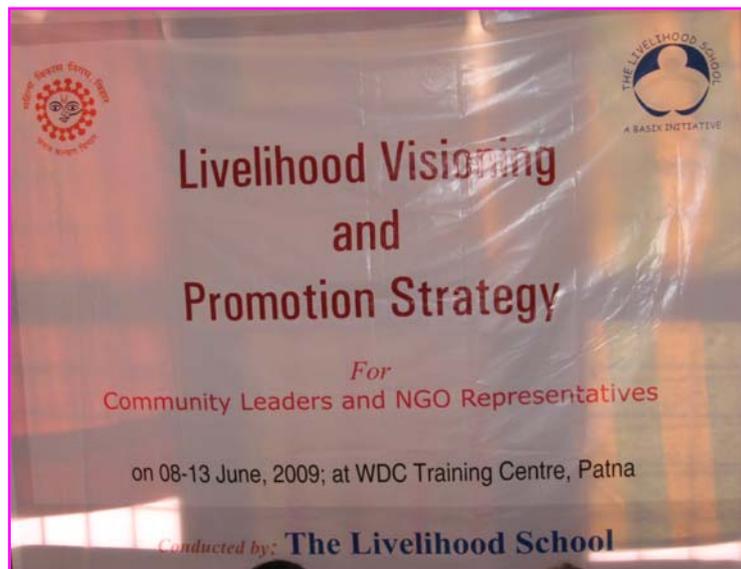
# **Livelihood Visioning and Promotion Strategy: A Report**

**(Phase-1)**

*For*

**Community Leaders and Women Development Corporation Partners**

**Dated: 08-13<sup>th</sup> Jun, 2009**



**The Livelihood School**

**1/20, Second Floor, Vivekananda Path, North S. K. Puri**

**Boring Road, Patna**

**Context:**

The Livelihood School initiated its operations in Bihar with a mandate of strengthening the people's institution promoted by various development agencies on livelihood promotion for impacting livelihoods of the poor, through imparting practice oriented knowledge and skill on livelihood promotion to the people working with them. The Livelihood School collaborates with Andhra Pradesh Mahila Abhivruddhi Society (APMAS) in its venture wherein the latter is entrusted to strengthen People's/Community Institutions and The Livelihood School provides technical support for livelihood promotion.

Women Development Corporation (WDC), Bihar has an agenda of livelihood promotion through people's collectives/institution. While APMAS is partnering with it to provide technical inputs for strengthening the SHGs and Federations promoted by WDC, The Livelihood School was identified to provide technical support for identification of livelihood options in the operational area. The support focuses on strengthening capacities of the institutions to identify livelihood options, design proposals and provide accompaniment support ensuring focus on livelihood promotion and monitoring in terms of quality, pace and direction.

WDC approached The Livelihood School through APMAS to provide livelihood promotion support to the community leaders (selected SHG leaders and Federation leaders) with a purpose to develop a cadre of local livelihood practitioners for area specific approach of livelihood intervention, designed for four blocks of WDC's area of operation such as Maner and Phulwarisharif blocks of Patna district, Mahua of Vaishali and Madanpur of Aurangabad district.

The program has been designed in three phases to be executed over a period of a year:

**Phase 1:** Livelihood visioning and Promotion Strategy

**Phase 2:** Field based support for identification of livelihood intervention opportunities and accompaniment for project formulation

**Phase 3:** Action based accompaniment support for program implementation ensuring focus on livelihood promotion and monitoring in terms of quality, pace and direction.

**Module:**

The Livelihood School designed the integrated module on livelihood promotion on the basis of the need by the community leaders as envisaged during various field visits to operational areas of WDC . Effort was put in designing the module with a careful blending of theory and more of practice. The livelihood knowledge exchange with the community leaders sessions were designed to elicit participation by using tools like sub group discussions and group activities, interactive sessions, analysis of case studies and analyzing examples from Bihar context. Language used in delivery of the sessions was Hindi. A session plan is attached in *Annexure -I*.

### **Objectives:**

1. Exploring themselves as the facilitators of livelihood promotion for the community
2. Building an understanding on the concept of livelihoods, livelihood promotion and their dynamics
3. Appreciating tools and techniques to know the profile and the livelihood basket,
4. Understanding market and demand condition of local economy
5. Understanding tools and techniques for identifying intervention points
6. Developing micro and macro level design of Livelihood Promotion strategies
7. Building collaboration with other government and non-government initiatives for linking the poor to value chains

### **Selection of participants:**

The program focus was to build local livelihood promoters/cadre of trained livelihood promoters; therefore the participants had to pass through a rigorous selection process before attending the program. The eligibility criterion was designed to be the following,

- Preferably Graduate and above, but if not available then +2 pass or I.Sc. pass with a knowledge of interventions in field and able to read and write
- Socially, emotionally and intellectually matured
- Commitment to stick to the entire process of the program and deliver thereafter

A three member selection committee board was formed at block level comprising of representatives from the SHPI, technical partner and DPMs/ PMs from WDC which selected the participants based on above criterion. A list of selected participants is mentioned in the *Annexure-2*.

### **The training:**

#### **Day 1: 8<sup>th</sup> June 2009**

The session began with the introduction of the faculty to the participants,

1. Mr. Dhruv J Sengupta, Senior Faculty and Anchor of the program
2. Mr. Braja Sunder Mishra, Regional Faculty Coordinator, East
3. Ms. Mahua Roy Choudhury, Senior Faculty Associate
4. Mr. Nirmal Jyotishi, Extended Faculty member

The participants introduced themselves in respect to their work and area of operation. Expectations of participants were mapped by the Faculties and the design of the module was shared to figure out what and how much their expectations could be met from the program.

The participants were briefed about The Livelihood School and its activities in the country and a special mention about School's intervention jointly with APMAS in Bihar. The participants were briefed about how they could self manage the programme and maintain the discipline (setting the rules of the program) required for the smooth conduct of the programme. The process was appreciated by all of them.

The session on concepts and definition of livelihood and livelihood promotion was conducted using methods like brainstorming and experience sharing with facilitation from the Faculty. Method used was card sorting, where the participants were asked to pen down their understanding in a small card individually and subsequently in a group of two, four and eight and appreciate the multiple viewpoints. Focus of the definition on households was brought out very clearly. The common notion of income generation is different from livelihoods was thoroughly reflected in the process. Further, the importance and role of a livelihood promoter (LP) and livelihood promoting organization (LPO) was explained.

Principles of livelihood promotion was explained through a simple equation of various factors affecting income like production, price, cost, risk and how agriculture based livelihoods holds good to the equation was also explained with concrete examples.

$$\text{Income} = [\text{Production} \times \text{Price} - \text{Cost (Fixed + Variable)}] \text{Risk}$$

Principally, role of livelihood promoter in order to promote livelihoods and raise income of poor households would warrant to intervene with activities which can help increase production, increase price that the households gets back and reduce operational cost (fixed and variable costs). It is important to mention here that production, price and costs are highly factored by risks, which should be taken into consideration when an intervention design is prepared. The various kinds of risks namely production, market and policy risks associated with livelihoods were explained using brain storming and interactive discussion mode to appreciate the risk involved in poor household's livelihoods. The difference between risk, shock, seasonality and trend were also discussed. Therefore, forecasting risks and provisioning for such risks is also an important aspect of livelihood promotion.



A session in progress

Session on evolution of livelihood promotion efforts, in general was discussed in a lecture cum discussion method and some specific initiative on livelihood promotion in the country and Bihar was also discussed. Various approaches to livelihood promotion were discussed in detail.

Towards the end of first day, participants were divided into two groups, each of the group members was assigned to read the case and discuss the case among the group members.

*The learning of the day was to:*

- *Understand The Livelihood School and its role in the training programs*
- *Derive the definition of livelihoods*
- *Understand the difference between income generation and livelihood promotion*

- *Learn principals of livelihood with an equation and their role in promoting livelihoods*
- *Track as early as 1920's and walk through the decadal livelihood interventions being made thereafter; understand mention of livelihood promotion*

Participants were divided into two groups and were asked to read two cases MEADOW and PRADAN. A feedback session was designed within the training program, where the participants formed the steering committee and gave comments on the content and the methodology to the Faculties. Feedback on logistics arrangements were also highlighted in the steering committee. The steering committee's role was appreciated by the participants. Issues highlighted by the steering committee were shared with WDC staff, which was conveyed to the WDC Patna office.

## Day 2: 9<sup>th</sup> June 2009

Second day started with recapitulation of the first day's discussion, by two participants being facilitated by the faculty

Role of livelihood promoting organizations were discussed through two case studies from the resource book given to the participants the previous day. Participants were divided into two groups and given 30mins time to those who have not read both the cases. MYRADA's MEADOW in Bangalore promoted by MYRADA; lift irrigation intervention in Chhotanagpur Plateau by PRADAN (in Jharkhand, Orissa and Chhattisgarh). Then they discussed the cases in their group and reported on five different aspects.



Participants in a group discussion

- What was the intervention (as mentioned in the case)?
- What was the specific intervention point?
- What was the strategy adopted by the organization?
- Who were targeted in the intervention?
- Was it a livelihood intervention?
- What was the impact on the poor households in the area?

Both the cases were analyzed in the plenary for the strategies employed. Level of discussion by both the group was high and intellectual in nature.

The Livelihood Framework which is a modification of Porter's Diamond for analyzing choices before an organization was developed participatory, using the case data in detail. The internal (people and organization) and external context in which a livelihood intervention takes shape was explained. The interplay of factor conditions, demand conditions, industry conditions and

institutional conditions in any livelihood promotion initiative was discussed. Asset, Awareness, Ability and Access aspects of available resources were explained through different examples.

The need for a systematic approach to identification of livelihood promotion opportunity and activity within the sub-sector was highlighted in a funnel that filters and enables an organization to zero in its resources and efforts for optimum benefit.

The livelihood portfolio of households that serves as the base for livelihood enhancement efforts needs to be mapped for any intervention to succeed. The same was explained using a practitioner's tool which the participants can use in the field while designing an intervention in an area.

The need to look at the market and simple tools was explained in the session on Understanding Demand Conditions. Reading and analyzing the market condition is necessary of any livelihood promotion intervention in an area. Linking market with the local economy was discussed in details.

Factor conditions were explained through a range of PRA tools. Various resources like natural, physical, social, financial were discussed for their characteristics and the role they play in any livelihood intervention.

Understanding factor and demand conditions were further expanded taking agriculture and allied industry as the major resource for promoting livelihoods.

The triangulation tools were discussed for assessing various livelihood opportunities. Five elements such as favorable factor conditions, favorable demand conditions, suitability to poor, employment generating potential and competency of the organization are assessed on a five point scale to weigh which activity should be taken up.



Participants in small group discussion

*Learning of the day was to:*

- *Analyzing both the cases with livelihood promotion issues helped the participants to understand the concepts of livelihood*
- *Understanding on livelihood framework was appreciated*
- *Live Case Studies on livelihood interventions helped in developing a critical understanding on internal and external context and the dynamics involved in it*
- *Understanding components of framework (both internal and external) like portfolio, organization, factors(resources), market increased and*
- *Tools to collect data on each of the context were highly appreciated.*

### Day 3: 10<sup>th</sup> June 2009

The day started with recap of the second day. Some clarifications on understanding external and internal contexts were further given by the faculties as required by the some of the participants.

Exploring external environment (3-E), a powerful tool to understand and assess the external environment was discussed giving illustrations from for - agriculture based livelihood promotion intervention. The process involved

- Frame questions set for the four conditions
- Identify key informants
- Ask key informants the questions and to score with 1-5 as parameter
- Collate the score



A field visit discussion with SHG in progress

The lowest score means bottlenecks for Livelihood promoter to work upon. The exercise helped the participants to pinpoint the activities and the intervention points.

Half a day field visit to Sadikpur village of Maner block was organized to test the tools and generate data. Participants were divided into small groups and asked to conduct the field survey using tools and techniques discussed in the classroom. This exercise helped the participants to understand the complexities of livelihood intervention.

*Learning of the day was to:*

- *Participants learnt the exploring external environment (3E) tool*
- *Collecting data from the field using tools and techniques were highly appreciated.*
- *Analyzing the data collected from the field by the groups and conclude the sub-sector and the point of intervention necessary for livelihood promotion*

### Day 4: 11<sup>th</sup> June 2009

The day started with recap of the previous day. Sharing of experience from field was presented by the participants in groups. Each group had shared their findings and could relate with translating theory into practice. The participants could develop connect with the tools and techniques in line with the classroom sessions.

Creativity and innovation as the beginning of any livelihood intervention was highlighted in the first theory session of the day. Tools to generate ideas and innovations were explained. Attribute analysis was used to assess various ideas.

Livelihood Project Cycle Management was discussed in detail with power point presentations and relating a particular intervention in the case studies discussed earlier during the training program. The step to develop Livelihood Promotion (LP) Map was discussed, wherein areas as mentioned below was discussed.

- Defining the subcomponents of the Livelihood intervention plan
- Identify the specific activities and mile stones
- Determine the proper sequence of the activities
- Construct a network diagram
- Estimate the time required for each activity
- Determine optimum process time
- Monitoring and Evaluation Systems

Drawing Livelihood promotion Map, which includes the nine questions that help one design a Livelihood Promotion Map, was explained with examples. The questions were;

1. Which activity (ies) support the livelihoods of the people?
2. What are the bottlenecks/constraints in each of the activities/problems that the intervention will address?
3. Which strategy (ies) will be employed to address each bottleneck/constraint?
4. What changes are expected in the 'livelihood system' of the targeted households, including household income, risk and vulnerabilities, individually and as a group?
5. Who will be the prime actor/s for different strategies of the intervention?
6. Who will have the ownership of the livelihood activity or the enterprise(s)?
7. Who will manage the livelihood activity?
8. What is the scale of the intervention?
9. Where will the livelihood activity and/or intervention draw its funding from?

Participants were divided into three groups to work on the – idea generation based on the field data, bring out the bottlenecks found in the field. (i) The first group worked on the need for vegetable growing, (ii) the other worked on the sanitary napkin production unit looking at the serious health hazards of women in the area and (iii) the third group planned for livestock based livelihood promotion.

Defining sub-components of LP Map:

- Community Organization Plan

- Production Management and Technology Plan
- Systems and HR Plan
- Financial Management Plan
- Marketing Plan
- Monitoring Plan

Participants from each group were asked to prepare a LP Map for a livelihood promotion intervention for the target population of Sadikpur village (the field work village). They were given feedbacks after first round of work and asked to refine it and present it the next day.

*Learning of the day was to:*

- *Participants learnt the creativity and innovation;*
- *Elements of livelihood project design – project idea statement*
- *Nature of intervention and framing of LP Map*
- *Design of the intervention – sub component of LP Map*
- *Practiced formulating a design of LP Map in groups*

### Day 5: 12<sup>th</sup> June 2009

The day started with the recap of the fourth day and some clarification on the LP Map process. After clarification of the doubts, the session started with a session on aggregation. Methodology used was reading out a case-let titled “*Pathar Kisne Rakha?*” and interactive discussion to bring out points on board to make the session lively.

Since aggregation is the most used strategy, the concept of aggregation and various levels at which it takes place were discussed. The dilemma and hazards in aggregation were brought out through the discussion on the caselet that talked of collective procurement of *Kalmegh (bhuin neem)* by SHGs. The need for ensuring equity and possible conflicts in decisions regarding resource use were explained through a game. Positive discrimination for the poorest of poor was emphasized and appreciated by the participants. So, it was more on inclusive forest based livelihood promotion where marginalized would get a due share with a system of conflict management by people’s institutions, initially backed by livelihood promoting organization. The discussion helped the participants gel more into the session with examples.

The house was then divided into smaller groups of three to work on evolving a community organization plan. Production and productivity enhancement plan was explained further and the groups were asked to incorporate the plan into activities within the groups. Similarly marketing plan was discussed and the groups were asked



Presentation of group discussion

to prepare the plan. The group presented their group work at the end of the day and received critical feedback from the Faculties.

The participants were asked to work during night in groups to incorporate the productivity enhancement plan, marketing plan and rework community organization plan, which needs to be shared next day.

*Learning of the day was to:*

- *Participants learnt the need for an aggregation;*
- *Elements of community organization plan*
- *Productivity enhancement plan and marketing plan*

### **Day 6: 13<sup>th</sup> June 2009**

The day started with the recap of the previous day. Presentation by the groups immediately followed. Three groups presented their group findings. Critical inputs were provided to the groups by the Faculties.

Session on human resources and financial resources were discussed with relevant examples. The groups were asked to incorporate the human resources management and the financials along with the monitoring systems in their presentations. A time slot of one hour as group discussion and incorporating the changes were slotted. A competition was announced that the group which comes out as the best presenter would be selected by the Faculties and a gift will be handed over by the Project Director to the group.



Project Director, WDC handing over gift to group

Towards the end of the program the participants presented their group work with lot of energy. Out of three groups the one with the sanitary napkin project won the competition and a gift was given by PD herself. Before ending the training program a feedback was recorded from the participants and the analysis is mentioned below;

Besides the specific feedback mentioned on each day, there were some course assessment given by the participants. By and large training content, methodology and study materials were found quite satisfactory. As regards three major learning the participants took home from the training were:

- *Understanding of livelihood, livelihood equation and livelihood framework*
- *Tools for identification of the sub-sector to work and the points of intervention within the sub-sector*
- *Livelihood promotion map and steps to develop a livelihood proposal*

Project Director, WDC, Patna shared her views on the training program. She requested the participants to make use of learning from the training program and implement them in their work front while facilitate the SHG groups to take up livelihood promotion activities. Participants were confident to work out the livelihood promotion proposal in collaboration with the federation and the Faculties. Participants shared their views that, the training has helped them to work in a systematic manner and help federation and the SHG groups, select the activity carefully based on the need of the community.



Project Director, WDC addressing the participants

It seems tools for identification of points of intervention and livelihood framework have been in the forefront and similarly the importance of understanding the livelihood promotion map and convergence has also been realized by them. On the suggestion for making the training more useful, the participants had their observations which have been noted by the faculty members. Demand for learning more about livelihood promotion and using local examples were flagged off by the participants.

The participants generously made their observation about the quality of faculty. A feedback form was circulated to elicit comments and remarks of the participants on training methodology, content, session delivery and appropriateness of the tools in the field. The participants rated the program very highly and 96% of the participants rated the training methodology to be excellent, 88% rated the content to be very good and 67% rated the appropriateness in the field to be very good. Further, 50% of the participants requested for refresher training after six months after application of the lessons and tools learnt in the field whereas 30% were of the view that more materials on livelihood promotion in Hindi version need to be circulated.

The faculty team is very complacent with the observation; rather they would try their bit to address the issues that have been raised on more inputs on learning and exposure to models.

The Faculties in their concluding remarks appreciated the participants that in spite of the logistics arrangements, they have demonstrated very high level of enthusiasm to learn and discuss the issues of critical nature. The program came to an end with distribution of certificate of participation.

## Training schedule

<b>Regional Centre</b>	<b>Eastern India Regional Centre (EIRC), Kolkata</b>					
<b>Name of Program</b>	<b>Integrated Module on Livelihood Promotion</b>					
<b>Dates of Program</b>	<b>8th to 13th June 2009</b>					
<b>Venue</b>	<b>WDC training centre, Patna</b>					
<b>Duration of module</b>	<b>5 days</b>					
<b>Faculty</b>	<b>Dhruv Sengupta (DS)[Anchor], Dr Braja Sundar Mishra (BSM), Mahua Roy Choudhury (MRC), Nirmalendu Jyotishi (NJ)</b>					
<b>Topic/Subject</b>	<b>Methodology / Session plan</b>	<b>Start</b>	<b>Session time</b>	<b>Close</b>	<b>Facilitator</b>	<b>Session Learning Objectives</b>
<b>Day 1: 8th June</b>						
Introduction by WDC, Personal introductions, Expectations, Module Design	Interactive session	10:00	0:30	10:30	DS and WDC team	Ice Breaking among the participants; Participants express what they expect from the program and understand what expectations are likely to be met
Concept and definition of livelihoods and livelihood promotion? Is it any different from 'income generation program'?	Brain-storming, interactive discussion	10:30	1:10	11:40	BSM	Appreciate key aspects of livelihoods and differentiate between livelihoods and livelihood promotion. Participants understand the relevance of their works with livelihood promotion.
<b>Tea Break</b>		11:40	0:20	12:00		
What are the different ways of promoting livelihoods? What are the choices that need to be made?	Interactive discussion	12:00	1:00	13:00	DS	Practice brainstorming on different ways of promoting livelihoods, using livelihood equation.
<b>LUNCH BREAK</b>						
What are the risks that the poor need to be protected against? How do we measure the extent of risk? Production and market risks in a livelihood promotion	Interactive discussion; exercise	14:00	1:00	15:00	BSM	Appreciate various forms and sources of risk; quantifying risk
<b>Tea Break</b>		15:00	0:20	15:20		
What has been the history of livelihood promotion?	Lecture	15:20	1:10	16:30	DS	Appreciate the history of livelihood promotion thought
Group forming and case allocation for next day's case discussion; and day's Feedback		16:30	0:30	17:00	MRC	Facilitate next day's case discussion
<b>Day 2: 9th June</b>						
Recapitulating Day 1		9:00	0:30	9:30	DS	
What is the role of a livelihood promoting organization? What are the problems faced by organizations in playing this role?	Case discussion and analysis	9:30	1:30	11:00	BSM	Appreciate aspects of organizations that have a bearing on effectiveness of livelihood promotion intervention
<b>Tea Break</b>		11:00	0:15	11:15		

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What are the factors that influence choice of interventions?	Interactive discussion and consolidation	11:15	1:30	12:45	DS	Appreciate the aspects that need to be considered in making intervention choices
Is there a sequence in applying the learning? Where do we begin?	Lecture	12:45	0:15	13:00	MRC	Appreciate a 'practical' and 'desirable' order in applying the 'contexts' in order to choose an LP intervention
<b>LUNCH BREAK</b>		13:00	1:00	14:00		
Portfolio Mapping-Structured information collection about the livelihoods of households and their strategies. Area profile - including tools to collect information.	Interactive session; exercise	14:00	1:10	15:10	MRC	Appreciate methodologies for generating household and area profile data relevant for livelihood promotion
<b>Tea Break</b>		15:10	0:15	15:25		
How do we analyze market & market places? What are the specialties of a market for village produce?	Interactive session; exercise	15:25	1:10	16:35	BSM	To understand the relevance of market in livelihood Promotion To introduce method of analysing the local place, to understand key concepts in marketing
On what basis do we choose activities that are likely to be effective in promoting / strengthening large number of livelihoods?	Interactive session; exercise	16:35	0:45	17:20	DS	Appreciate a methodology for focussed brainstorming
<b>Day 3: 10th June</b>						
<b>Recapitulating Day 2</b>		9:00	0:30	9:30	DS	
How do we pinpoint an activity and intervention point? And field visit briefing.	Interactive session; exercise; Formulation of Questions	9:30	2:30	12:00	DS	Appreciate a methodology for decision making
<b>LUNCH BREAK</b>		12:00	1:00	13:00		
Field visit to a village of Maner/ Mahua block. Use tools to generate data.		13:00	5:00	18:00	Faculty Team	To understand the complexities of livelihood intervention in a context and appreciate the use of tools as a systematic way of approaching livelihood promotion
<b>Day 4: 11th June</b>						
Experiences and learning from the field visit and presentation by the participants		9:00	2:00	11:00	Faculty Team	Data sharing
<b>Tea Break</b>		11:00	0:20	11:20		
Creativity and Innovation in Livelihood Promotion - What are the useful methods of idea generation for conceiving livelihood intervention?	Exercise and Discussion	11:20	1:00	12:20	MRC	To appreciate the significance of innovation in the livelihood promotion process, and to appreciate a tool for idea generation

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What are the elements of a livelihood intervention project? <i>Setting Objectives - Project Idea Statement</i>	Exercise in small groups, Consolidation and lecture	12:20	1:10	13:30	DS	To appreciate the uniqueness of a livelihood intervention project, map its various components, and understand the process of sequencing
<b>LUNCH BREAK</b>		13:30	1:00	14:30		
Nature of Intervention- <i>Framing of LP Map</i>	Interactive discussion and group exercise	14:30	0:45	15:15	NJ	Conceptualize the idea of project sequencing in the context of a livelihood intervention
Intervention Design- <i>Detailing Sub Components of LP Map</i>		15:15	0:45	16:00		
<b>Day 5: 12th June</b>						
<b>Recapitulating Day: 4</b>		9:00	0:30	9:30	DS	
What are the advantages of aggregation and how can this be best achieved?	Discussion on a caselet on collective procurement and trade of Kalmegh/Bhuin Neem by SHGs, interactive discussion and consolidation	9:30	1:00	10:30	DS	To appreciate the need for aggregation in a livelihood intervention and to understand a process for achieving the same
<b>Tea Break</b>		10:30	0:15	10:45		
Evolving a <i>community organization Plan</i>	Group work and consolidation	10:45	1:30	12:15	MRC	Help participants develop a plan for organising community towards aggregation
How do we manage production and productivity enhancement?	Case discussion, consolidation of learning	12:15	0:45	13:00	DS	Understanding existing production system and its inter-linkages in the livelihood system, Streamlining Production System, Introduction of new technology
Developing Production Plan	Group exercise	13:00	0:30	13:30	DS	Help participants prepare a production plan for a livelihood intervention
<b>LUNCH BREAK</b>		13:30	1:00	14:30		
How do we manage human resources in a livelihood intervention project?	Interactive sessions and consolidation	14:30	0:45	15:15	NJ	To understand the various issues in HR management in a livelihood intervention project
Developing HR Plan	Group exercise	15:15	0:30	15:45	MRC	Help participants prepare a HR plan for a livelihood intervention
<b>Tea Break</b>		15:45	0:15	16:00		
Understanding market and marketing	Case discussion, film show and consolidation through lecture	16:00	0:45	16:45	DS	To appreciate the conception of markets; types and locations of markets and relevance of market in livelihood promotion
Developing Marketing Plan	Group exercise	16:45	0:30	17:15	DS	Help participants prepare a marketing plan for a livelihood intervention
<b>Day 6: 13th June</b>						

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<b>Recapitulating Day 5</b>		9:00	0:30	9:30	DS	
Understanding financial situation of a HH and collective enterprise	Case discussion	9:30	1:00	10:30	MRC	Understanding basic financial concepts and are able to read financial statement
Understanding cash flow to estimate working capital requirement	Case discussion	10:30	1:00	11:30	NJ	Understanding the concepts of cash flows and working capital in the context of a livelihood enterprise
<b>Tea Break</b>		11:30	0:15	11:45		
Assessing financial feasibility of an SHG and HH livelihood enterprise; Developing Financial Plan	Case discussion	11:45	1:00	12:45	DS	Understanding principles of costing and break even point
<b>LUNCH BREAK</b>		12:45	1:00	13:45		
What are the opportunities for and benefits of collaboration? How to make collaboration happen?	Interactive discussion	13:45	0:30	14:15	DS	Appreciating the fact that people have multiple needs and interact with multiple agencies and they also expect and strive for maximizing the benefits of the alliance
Module synthesis and ways forward	Interactive discussion	14:15	0:45	15:00	DS	Participants are able to relate learning to their field situation and come up with livelihood promotion ideas for their target population
Was the program useful?	Discussion	15:00	0:30	15:30	DS	

**List of Participants**

SL	Name	Position	Block	Federation /NGO/Address
1	Shobha Kumari	Village representative	Maner	Village & PO: Bagapur, Maner, Patna
2	Prakash Ranjan	Village representative	Maner	Village & PO: Bagapur, Via: Danapur Cantt. Patna
3	Yogendra Kumar	Supervisor, IDF, Patna	Maner	Village, Mohanpur, Panchayat: Nagar, Maner, Patna
4	Devendra Kumar Singh	Village representative	Maner	Village: Hathi Tola, PO: Maner, Patna
5	Nageshwar Prasad Singh	Village representative	Maner	Village: Molnipur, PO; Sadikpur, Maner, Patna
6	Rana Tej Pratap Singh	Project Coordinator, DORD	Madanpur	DORD, Jail Press Colony Road, Shastri Nagar, Madnpur
7	Rakesh Kumar	Village representative	Madanpur	Village: Bagopur, PO: Umga, PS, Madanpur, Aurangabad
8	Binod Kumar	village representative	Madanpur	Village: Bangre, PO: Umga, PS, Madanpur, Aurangabad
9	Vishnudeo Prasad	Village representative	Madanpur	Village: Sijauli, PO: Umga, PS, Madanpur, Aurangabad
10	Rampravesh Kumar	Village representative	Madanpur	Village: Sijauli, PO: Umga Purandi, PS: Madanpur, Aurangabad
11	Awadesh Kumar	Supervisor	Mahua	Khushhali Swam Sidha Swavlambi Sahakari Samiti, Village: Maksudpur, PO: Nilkanthpur, PS: Mahua, Vaishali
12	Meenu Kumari	President of Federation	Mahua	Khushhali Swam Sidha Swavlambi Sahakari Samiti, Village: Maksudpur, PO: Nilkanthpur, PS: Mahua, Vaishali
13	Ruby Thakur	Supervisor	Mahua	Khushhali Swam Sidha Swavlambi Sahakari Samiti, Village: Maksudpur, PO: Nilkanthpur, PS: Mahua, Vaishali
14	Sangeeta Kumari	Member of Federation	Mahua	Khushhali Swam Sidha Swavlambi Sahakari Samiti, Village: Maksudpur, PO: Nilkanthpur, PS: Mahua, Vaishali

Livelihood visioning and promotion strategy: a report

SL	Name	Position	Block	Federation /NGO/Address
15	Suneeta Kumari	Supervisor	Mahua	Khushhali Swam Sidha Swavlambi Sahakari Samiti, Village: Maksudpur, PO: Nilkanthpur, PS: Mahua, Vaishali
16	Md. Khalid Hussain	FDE	Phulwarisharif	Nai Disha Nari Shakti Mahila Sahakarita Samiti Ltd. C/O; F.Alam, Near Samanpura, New Masjid, Sampura Raja Bazar, Patna
17	Sunita Devi	Board of Directors	Phulwarisharif	Nai Disha Nari Shakti Mahila Sahakarita Samiti Ltd., Phulwarisharif, Patna
18	Putul Devi	Board of Director	Phulwarisharif	Village: Nirpur, PO: Nirpura, Phulwarisharif, Patna
19	Sunil Kumar	BRP of CRDCM	Phulwarisharif	CRDCM, Akta Nagar, Ward No:6, Bhabhua, Kaimur, Phulwarisharif, Patna