



# Project Completion Report

**Engendering Rural Livelihoods: Supporting Gender Responsive Implementation and Monitoring of the Mahila Kisan Sashaktikaran Pariyojana (MKSP)**

Submitted by ANANDI  
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## TABLE OF CONTENTS

<b>Executive Summary</b> .....	<b>3</b>
<b>I. Background and Project Objectives</b> .....	Error! Bookmark not defined.
<b>II. Situation Analysis</b> .....	<b>8</b>
<b>III. Target Population:</b> .....	<b>9</b>
<b>IV. Overall programme performance in terms of activities conducted and outputs achieved (reporting on log frame indicators)</b> .....	Error! Bookmark not defined.
<b>V. Strategies &amp; Key Aspects of the project</b> .....	Error! Bookmark not defined.
A. MKSP Programme Implementors adopt, implement and monitor Gender Action Plans in their programme in select sites. ....	15
B. Developing Knowledge Products .....	19
<b>VI. Case Studies &amp; Success Stories</b> .....	Error! Bookmark not defined.
A. Building a Perspective on Gender and Livelihoods Amongst Implementors .....	21
B. Conscientization and Collective Action at the Grassroots .....	23
<b>VII. Challenges:</b> .....	Error! Bookmark not defined.
<b>VIII. Suggested Strategies for Upscaling</b> .....	<b>30</b>
<b>ANNEXURE 1: Reports of State and National-Level Workshops and Review Meetings</b> .....	<b>33</b>
<b>I. National Level Meetings</b> .....	<b>33</b>
A. Workshop on Developing a Roadmap for Gender-Responsive Strategies and Indicators for National Rural Livelihoods Mission (NRLM) and Mahila Kisan Sashaktikaran Pariyojana .....	33
B. Engendering Livelihoods: Sharing from the Pilots in Bihar and Madhya Pradesh .....	34
<b>II. State-Level Meetings</b> .....	<b>34</b>
A. State Level Inception Workshops in Bihar and Madhya Pradesh: Developing a Road Map for Gender Responsive Implementation and Monitoring of NRLM.....	34
B. Review Meetings .....	35
<b>III. District Level Training, Accompaniment and Review</b> .....	<b>37</b>
<b>IV. Training Workshops</b> .....	<b>38</b>
A. Training of Trainers Workshops .....	38
B. Gender Training of Staff.....	38
<b>V. Developing Training Material</b> .....	<b>39</b>
A. Manual .....	39
B. Audio Visual Film.....	39
<b>ANNEXURE 2: Minutes of Meetings with Stakeholders</b> .....	<b>40</b>
<b>ANNEXURE 3: Select Indicators for Women’s Empowerment and Livelihood</b> .....	<b>53</b>
<b>ANNEXURE 4: Proposed Logical Framework for Upscaling the Project in JEEViKA Bihar</b> .....	<b>55</b>

## List of Tables

TABLE 1: TARGETED COVERAGE OF THE PILOT IN BIHAR .....	9
TABLE 2: TARGETED COVERAGE OF THE PILOT IN MADHYA PRADESH .....	9
TABLE 3: BLOCK-WISE COVERAGE OF THE PILOT .....	10
TABLE 4: PERCENTAGE OF WOMEN WHO REPORTED NOT HAVING THEIR ENTITLEMENTS IN BIHAR (JANUARY 2015).....	25

## EXECUTIVE SUMMARY

Background: UN Women entered into a partnership with ANANDI to strengthen gender perspectives in the National Rural Livelihoods Mission (NRLM) and to gear the NRLM towards gender equality and women's empowerment. Two State Rural Livelihood Missions of Madhya Pradesh (MPSRLM) and Bihar (JEEViKA BRLPS) were identified, and pilots were initiated under this program in select districts. ANANDI and UN Women believe that there exists a unique opportunity within NRLM to promote women's empowerment by addressing structural inequalities and inequities through collectives and strengthening women's institutions, voice and agency. In order to do so, the program has to make efforts to address women's positive self-image and identity, dignity and bodily integrity, build assets (including use, control and ownership of resources, knowledge and technical capacities), recognize, reduce and redistribute women's work.

As a government program that works exclusively and intensively with on the livelihoods of rural women, the NRLM -MKSP is a unique entry-point to the empowerment of women, especially rural women farmers. The Mission is built on the belief that mobilizing, building and sustaining specialized institutions of the poor (such as livelihoods or producers cooperatives) is the "most important prerequisite and core investment for large scale poverty reduction". Working primarily through Self Help Groups comprising of 10-20 women each, it aims at 'building, supporting and sustaining livelihoods of the poor' by enhancing and diversifying livelihoods, building and strengthening specialized institutions of the poor, and increasing access to knowledge, technology, skills, markets, financial and capital services. The NRLM departs from an income- or economic- understanding of poverty to recognizing poverty as multi-dimensional, acknowledging women's intersectional vulnerabilities based on caste, class, ability, ethnicity and occupation.

Target Population: The project engages with implementers of the NRLM at the national, state and district levels, as well as women members of Self Help Groups. Based in 6 districts of Madhya Pradesh and 2 districts in Bihar, which are identified as the MKSP intensive areas, the project engaged with 28 block level, 12 district level, and 6 state-level implementers of the MPSRLM and 8 block-level, 5 district-level, and 3 state-level implementers of JEEViKA Bihar through workshops, review, reflection and planning meetings. At the national level, the project engaged with the CEO and Directors of the NMMU and Additional Secretaries of the Ministry of Rural Development. It covered 9320 women members of SHGs in both states through training workshops and by supporting them in action. It built capacities of 16 CRPs in Bihar and 8 CRPs in Madhya Pradesh, as well as 9 Master Trainers from Mahila Samakhya Bihar.

### Strategies and Key Aspects:

- ✓ *Building an Institutional Mandate to Adopt a Women's Rights Perspective:* The pilot works towards supporting the gender-responsive implementation of the National Rural Livelihoods Mission. The project advocated towards the adoption, implementation and monitoring of Gender Action Plans in the Mission at select sites. ANANDI also advocated towards applying the women's rights lens to the Mission's institutional arrangements and human resources deployment.
- ✓ *Developing a Roadmap and Strategy for Implementation of Gender Action Plans:* The project worked with the National and State Rural Livelihoods Missions and their

Project Implementation Agencies towards developing indicators and strategies for gender-responsive implementation through national- and state-level workshops.

- ✓ *Activating Institutions of Women to Challenge Inequalities and Claim Rights:* JEEViKA BRLPS and MPSRLM work through a three-tier structure of women's collectives – SHGs at the neighbourhood level, and their federations at the village and cluster levels form the building blocks of the programme. The Participatory Action Learning Systems (PALS) training sessions on gender and livelihoods designed by ANANDI are examples of guided facilitation where space for critical reflection and lateral learning is created in forums for women farmers, such as those provided by the three-tier SHG structure. Through the training modules and action following them, the pilot fosters collective solidarity and the emergence of women leaders.
- ✓ *Content Development for Participatory Monitoring and Action Learning:* The tools for this project were primarily developed to engender and deepen the understanding of the goals of the women farmer focused projects being delivered by the National Rural Livelihoods Mission. They are examples of guided facilitation where space for critical reflection and lateral learning is created in forums for women farmers. Through the training modules and action following them, the pilot seeks to emphasise that collective solidarity and the emergence of women leaders will lead to a cadre of women who are committed to gender quality as a goal. In both states, four PALS modules were conducted in groups of 3 SHGs (called a 'Gender Unit').
- ✓ *Training Facilitation:* In Bihar, the training was facilitated by Master Trainers from the Mahila Samakhya District Resource Group; whereas in Madhya Pradesh, the Project Facilitation Teams of selected pilot blocks is trained by ANANDI to facilitate training.
- ✓ *Converging Local Resources:* In a move towards converging local resources and building capacities for implementation and supporting action, partnerships were forged between JEEViKA Bihar and Mahila Samakhya to leverage upon the latter's pool of feminist trainers in building and accompanying a local cadre of Community Resource Persons.
- ✓ *Community Resource Persons:* The project also created a pool of community resource persons at the grassroots, supported by the SRLMs.
- ✓ *Training and Accompaniment of Implementers:* ANANDI team members regularly visited the pilot districts for accompanying the trainers through training, giving them feedback on content and strategy, conducting review and reflection meetings. The team also frequently gave inputs on administrative and budgetary concerns related to the pilot. Additionally, the ANANDI team also undertook training workshops for gender training of staff of the SRLMs in both states taking on concepts of gender, human rights, constitutional rights and social and occupational identity.
- ✓ *Developing Knowledge Products:* A training module on women's livelihood rights including six modules on gender discrimination, identity, women's rights and entitlements, their incomes and expenditure, mobility and decision-making as emerging from the pilot has been developed. An Audio-Visual Film on the Engendering Livelihoods pilot in Bihar and Madhya Pradesh has been made. The film includes voices of women from SHGs in the districts of Mandla, Madhya Pradesh and

Gaya, Bihar, Community Resource Persons from the same districts, as well as district-, state- and national-level implementers of the NRLM.

### Challenges:

- ❖ The biggest challenge faced was in the lack of an institutional mandate for gender mainstreaming, backed by adequate human resources or budgetary allocations for the same.
- ❖ It has also been challenging to make gender responsive implementation the focus of the pilot. Rather, much of the focus has been on implementing the PALS tools, seeing them as a magic wand. Gender mainstreaming is a much more long-term process including many institutional commitments and investments in training, human resources, budgets, monitoring and evaluation, strategic planning and so on. In such a large government programme, making the women's rights perspective central to the implementation remains a challenge.
- ❖ The lack of institutional Memorandum of Understanding between MPSRLM/JEEViKA and other feminist organizations that can support their gender mainstreaming efforts is leading to their reliance only on this technical partnership to build capacities as well as mandate within the program for adoption of a women's empowerment approach for gender equality outcomes.

### Proposed Strategies for Upscaling:

- ✓ NRLM must adopt strategies for gender mainstreaming in order to explicitly address women's empowerment through gender-responsive planning, budgeting, implementation, monitoring and evaluation. Monitoring and evaluation formats should be audited, and gender and livelihood indicators with a women's empowerment lens (developed by ANANDI and UN Women) be integrated into the MIS.
- ✓ An intensive review of all ongoing thematic training modules should be undertaken from a gender lens.
- ✓ Forums envisioned by the NRLM within the three-tier structure of community-based institutions such as the Social Action Committees may be activated and strengthened to foster collective solidarity and support gender action plans that evolve from the grassroots.
- ✓ This will require intensive handholding by women's rights experts drawn from the grassroots, women's organizations and government programs focusing on gender mainstreaming. An institutional mechanism requires to be developed within NRLM at block, district, state and national level which will bring in gender resources to build capacities of not only the programs but also of the village level collectives/institutions of women on an ongoing basis.
- ✓ Capacity building of staff and cadre at all levels of the Mission may be undertaken with regular inputs to develop internal capacities on gender, human rights and women's empowerment conceptually, crosscutting the Mission's thematic verticals.
- ✓ It is suggested that the Mission partner with other large programmes with expertise on working with marginalized women with an empowerment approach and have built women's collectives and institutions such as Tejaswini, Mahila Samakhya, MAVIM, MSSRF as locally relevant to support women's mobilization and action.

- ✓ The UN Women-ANANDI pilot shows the immense opportunity as well as a need to take the strategy and vision of gender equality implicitly stated in the program to all levels.

## I. BACKGROUND AND PROJECT OBJECTIVES

As a government programme that works exclusively and intensively with on the livelihoods of rural women, the NRLM is a unique entry-point to the empowerment of women, especially rural women farmers. The Mission is built on the belief that mobilizing, building and sustaining specialized institutions of the poor (such as livelihoods or producers cooperatives) is the “most important prerequisite and core investment for large scale poverty reduction”. Working primarily through Self Help Groups comprising of 10-20 women each, it aims at ‘building, supporting and sustaining livelihoods of the poor’ by enhancing and diversifying livelihoods, building and strengthening specialized institutions of the poor, and increasing access to knowledge, technology, skills, markets, financial and capital services. The NRLM departs from an income- or economic- understanding of poverty to recognizing poverty as multi-dimensional, acknowledging women’s intersectional vulnerabilities based on caste, class, ability, ethnicity and occupation.

UN Women Multi Country Office for Bhutan, India, Maldives and Sri Lanka works with the Ministry of Rural Development, Government of India towards effective implementation and monitoring of flagship programs with a women’s rights perspective. UN Women entered into a partnership with ANANDI to strengthen gender perspectives in the NRLM and to gear the NRLM towards gender equality and women’s empowerment. Two State Rural Livelihood Missions of Madhya Pradesh (MPSRLM) and Bihar (JEEViKA BRLPS) were identified, and pilots were initiated under this program in select districts.

ANANDI and UN Women believe that there exists a unique opportunity within NRLM to promote women’s empowerment by addressing structural inequalities and inequities through collectives and strengthening women’s institutions, women’s voice and agency. In order to do so, the program has to make efforts to address women’s positive self-image and identity, dignity and bodily integrity, build assets (including use, control and ownership of resources), recognize, reduce and redistribute women’s work.

The Ministry of Rural Development set up the National Mission Management Unit (NMMU) with thematic verticals in Social Mobilisation (SD/SM) and Institution Building (IB/CB), Social Inclusion (SI), Financial Inclusion, Livelihoods Promotion, Capacity Development to provide technical assistance to the States for rolling out NRLM activities. UN Women’s intervention supports the NRLM, a programme that works exclusively with rural women in (i) enabling them to appreciate that the mere participation of women in the NRLM does not automatically translate women’s empowerment outcomes into action; and (ii) building their capacity to understand and address issues of gender and livelihoods faced by rural women farmers.

As an extension of UN Women’s work on rural women’s economic empowerment within the right-based and gender equality framework, a project was taken up to develop and enhance the capacities of the Mahila Kisan Sashaktikaran Pariyojana (MKSP)’s Project Implementation Agencies (PIA) towards gender-responsive implementation in the two states of Madhya Pradesh (MP) and Bihar. A training module on gender equality in agriculture was developed with inputs from representative members from PIAs in the two states; following which the first round of training of rural women farmers who were members of SHGs was conducted in 2012. Through the course of the project, partnering PIAs formulated Gender Action Plans and integrated them into their MKSP projects. A revised proposal to reassess the needs of the SRLMs in the two states was made in 2013.

## *Broadening the Scope from Engendering the MKSP to Engendering the Rural Livelihoods Program:*

Following the needs assessment conducted in 2013, the MKSP programme anchor as well as PIAs communicated that they would like to locate the program within the overall livelihood program of the Agencies rather than limiting it to project staff of MKSP. Based on their previous experiences, they felt that the strategy of developing a special cadre of CRPs who could be trained to take up modules on gender at the village and SHG level. In their opinion, the most effective way would be to take this up through a campaign mode by engaging several groups of resource people with tools at the grassroots level forums of SHGs and village organisations (VO).

The inputs on any of the selected areas by the program for the gender campaigns would be two fold. One, it would reach out to all women at the SHG level through a participatory exercise and another that would be done at the village level to build a broader legitimacy for women's leadership/ concerns in the community addressing both men and women. The module was therefore restructured using the lens of entitlements, expanding the canvas from beyond farming alone to the rights of women as farmers and citizens, outlining these rights as their fundamental human rights, while throwing light upon elements of violence and livelihoods.

## II. SITUATION ANALYSIS

When ANANDI made the first round of visits and interactions with various stakeholders in 2013-14 the assessment pointed out that:

- The plan has not actually rolled out on the ground.
- There was no institutional mechanism either at the state or national level to monitor and steer the capacity building process on a sustained basis.
- The Training of Trainers (TOT) participants were drawn from a spread out and diverse locations across districts. This became a challenge when it came to organising following up meetings/reflections.
- The District teams and the block level field teams within the states were not involved in the process and hence there was no integration of the Gender Action Plans in the MKSP roll out.
- The Livelihood Managers at the state level did not see their roles in adopting the Gender Action Plans and they suggested that the Social Inclusion vertical should be the anchor for this process.
- There was perception that the Gender Action Plans were geared towards claiming women's landownership
- Working with only a small set of women farmers was completely inadequate to address the institutional support required to engender a large-scale national program on livelihood.

Under a revised plan of action devised by ANANDI in 2013, field visits were carried out in the two states. The emerging ideas for the next phase therefore included a shift in the definition of all rural women being women farmers; sensitisation training of all the Livelihood Mission program implementation staff; and developing a special cadre of CRP's who could be trained to take up modules on gender at the village and SHG level; developing a set of tools and training modules that could be taken up through a campaign mode by

engaging several groups of resource people with tools at the grassroots level forums of SHGs and VOs. Thus a significant change that occurred for the phase II was that of broadening the scope for “Engendering MKSP project” to setting out “Sustainable Processes for Engendering Rural Livelihood Program”.

However there were several challenges as well that came to the fore such as:

- Resistance to the idea of committing institutional processes that would provide long term support to strengthening voice and agency of women farmers
- No agreed upon mandates between UN WOMEN, SRLM and NRLM for gender mainstreaming.

### III. TARGET POPULATION

Total Population covered: The project engages with implementers or the NRLM at the national, state and district levels, as well as women members of SHGs. The target number of women members in 8 districts in the states of Bihar and Madhya Pradesh is 10938.

At the field level, the project worked in Muzaffarpur and Gaya districts of Bihar and Mandla, Dindori, Alirajpur, Sheopur, Barwani and Jhabua districts of Madhya Pradesh. It targets a total of 97 VOs in the two states.

*Table 1: Targeted Coverage of the Pilot in Bihar*

<b>District</b>	<b>Block</b>	<b>No. of VOs</b>	<b>No. of SHGs</b>
Muzaffarpur	Kurhani	19	208
Muzaffarpur	Saraiyya	18	262
Gaya	Wazirganj	10	126
<b>Total</b>	<b>3</b>	<b>47</b>	<b>596</b>

*Table 2: Targeted Coverage of the Pilot in Madhya Pradesh*

<b>District</b>	<b>Block</b>	<b>No. of VOs</b>	<b>No. of SHGs</b>
Mandla	Niwas	9	74
Dindori	Samnapur	5	36
Barwani	Barwani	6	52
Sheopur	Karhal	10	128
Alirajpur	Alirajpur	10	70
Jhabua	Jhabua	10	62
<b>Total</b>	<b>6</b>	<b>50</b>	<b>397</b>

Total No. of Women covered: The project engaged with 28 block level, 12 district level and 6 state-level implementers of the MPSRLM and 8 block-level, 5 district-level and 3 state-level implementers of JEEViKA Bihar through workshops, review, reflection and planning meetings. It also engaged with 3 consecutive CEOs of JEEViKA Bihar and the CEO and Deputy CEO of MPSRLM. At the national level, the project engaged with the CEO and Directors of the NMMU and Additional Secretaries of the MoRD.

It covered 9320 women members of SHGs in both states through training workshops and by supporting them in action. It built capacities of 16 CRPs in Bihar and 8 CRPs in Madhya Pradesh, as well as 9 Master Trainers from Mahila Samakhya Bihar.

*Table 3: Block-wise Coverage of the Pilot*

State	District	Block	No. of Participants	Number of Modules
Madhya Pradesh	Mandla	Niwas	605	4
Madhya Pradesh	Dindori	Samnapur	410	2
Madhya Pradesh	Barwani	Barwani	366	2
Madhya Pradesh	Sheopur	Karhal	1150	2
Madhya Pradesh	Alirajpur	Alirajpur	468	2
Madhya Pradesh	Jhabua	Jhabua	262	1
Bihar	Muzaffarpur	Kurhani	2189	4
Bihar	Muzaffarpur	Saraiyya	2678	4
Bihar	Gaya	Wazirganj	1192	4
Total			9320	

#### IV. OVERALL PROGRAMME PERFORMANCE IN TERMS OF ACTIVITIES CONDUCTED AND OUTPUTS ACHIEVED (REPORTING ON LOG FRAME INDICATORS)

S.N	Proposed Outputs of the project	Objectively verifiable Indicators	Proposed activities for the project period	Achievement of activities in terms of numbers
1.	Strategy for implementing Gender Action Plans developed by PIAs and SRLMs	<ul style="list-style-type: none"> <li>• Gender Action Plan document</li> <li>• Resources allocated for the pilot by PIA and SRLMs</li> <li>• Modules and PALS kits made available</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with SRLM, PIAs, Gender Working Group members for sharing the gender action plans</li> <li>• Organizing workshops and review and reflection meetings at regular intervals to support implementation of gender action plans</li> <li>• Organizing inception workshops in MP and Bihar at state level with Gender Trainers. PIAs and coordinators to develop roadmap and strategy for implementation of MKSP gender action plans.</li> <li>• Demonstration and documentation of PALS as a methodology to</li> </ul>	<ul style="list-style-type: none"> <li>• 19 meetings conducted with key stakeholders at the national and state levels of NRLM, Mahila Samakhya, PRADAN, ASA, CARD, Maharashtra SRLM.</li> <li>• Organizing workshops and review and reflection meetings at regular intervals to support implementation of gender action plans: <ul style="list-style-type: none"> <li>○ State-level: 4</li> <li>○ District-level: 23</li> </ul> </li> <li>• Organizing inception workshops in MP and Bihar at state level with Gender Trainers. PIAs and coordinators to develop roadmap and strategy for implementation of MKSP gender action plans: 2</li> <li>• Number of women trained: 8558 women have attended PALS training sessions in 2 states since July.</li> <li>• Number of SHGs covered by the pilot: 931</li> <li>• Training toolkit for 6 modules developed in Hindi and English. 250 copies in Hindi and 250 copies in English have been published.</li> </ul>

			<p>critically bring voices of community women in strategy building</p> <ul style="list-style-type: none"> <li>• Developing modules and PALS tool kits to support implementation of Gender Action Plans</li> <li>• Undertaking field demonstration of gender tools and capacity building of gender trainers on challenges identified in the review meetings.</li> <li>• Undertaking field demonstration of Women Farmers Field School</li> </ul>	
2.	State and district level resource groups on Gender and Livelihoods established and operationalized to support implementation of Gender Action Plans	<ul style="list-style-type: none"> <li>• Number of resource persons/organizations/relevant state agencies join resource group</li> <li>• Regular meetings of resource groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identifying local resource person/organizations/ other relevant state agencies that can contribute to GAP and be members of proposed state and district gender and livelihoods resource groups.</li> <li>▪ Developing terms of reference for the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of organization engaged with: Mahila Samakhya (Bihar), PRADAN, CARD, ASA, NREGA (MP), Tejaswini (MP), SERP (Andhra Pradesh), Maharashtra SRLM and Jharkhand SRLM</li> <li>▪ Number of individuals engaged with for gender and livelihoods resource groups at the national and state levels: 21</li> <li>▪ Number of individuals engaged with for gender and livelihoods resource groups at the district level: 12</li> </ul>

			<p>members of the gender and livelihoods resource groups</p> <ul style="list-style-type: none"> <li>▪ Facilitating quarterly/six-monthly gender resource groups meetings at state and district level</li> </ul>	
3.	Gender responsive indicators developed and integrated in programme monitoring frameworks in the pilot sites	<ul style="list-style-type: none"> <li>• Indicators and results framework developed on issues/areas identified</li> <li>• Monitoring framework documents with integrated indicators</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developing gender responsive indicators for MKSP technical protocol and results framework with SRLMs and PIAs</li> <li>▪ Organizing a one-day meeting in Delhi to finalize indicators with SRLMs and PIAs for MKSP Gender Action Plans</li> <li>▪ Use of PALS methodology to create evidence in “before and after” assessment tools which will simultaneously contribute to developing indicators at workshops.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of TOR’s signed for resource persons for the pilot: 3</li> <li>▪ Number of participants at the national level meeting to finalize indicators on 6<sup>th</sup> May: 25</li> <li>▪ Number of participants at the national level sharing meeting on 10<sup>th</sup> December: 40</li> <li>▪ Number of participants at the State-level Inception Workshop, Bihar: 35</li> <li>▪ Number of participants at the State-Level Inception Workshop, Madhya Pradesh</li> <li>▪ Number of participants at the Training of Trainers Workshop in Bhopal, Madhya Pradesh from 19<sup>th</sup> to 23<sup>rd</sup> August: 40</li> <li>▪ Gender Training Workshop at Muzaffarpur, Bihar on 18<sup>th</sup> and 19<sup>th</sup> September, 2014</li> </ul>

4.	<p>Knowledge product capturing processes and stories of change in MLSP from gender equality perspective developed, and as evidence and resource for MoRD for upscaling.</p>	<ul style="list-style-type: none"> <li>• Written commitment by ministry</li> <li>• Gender toolkit and resource material made available</li> <li>• PIAs report/ presentations in national review workshops of MKSP/NRLM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developing formats for process documentation of GAP in MKSP with PIAs</li> <li>▪ Attending and reporting in MKSP review meetings</li> <li>▪ Attending relevant meetings on invitation, providing feedback on policy documents</li> <li>▪ Facilitating documentation of stories/data at PIA level</li> <li>▪ Engaging in advocacy with MoRD to upscale and integrate gender action plans in NRLM</li> <li>▪ Building evidence for gender responsive implementation through capturing change process</li> </ul>	<ul style="list-style-type: none"> <li>▪ A training module on women’s livelihood rights including six modules on gender discrimination, identity, women’s rights and entitlements, their incomes and expenditure, mobility and decision-making as emerging from the pilot has been developed. This module will be published in Hindi and English.</li> <li>▪ An Audio-Visual Film on the Engendering Livelihoods pilot in Bihar and Madhya Pradesh has been made. The film includes voices of women from SHGs in the districts of Mandla, Madhya Pradesh and Gaya, Bihar, Community Resource Persons from the same districts, as well as district-, state- and national-level implementers of the NRLM.</li> <li>▪ A workshop session by Prashant, an external resource person for PFT members of the MPSRLM engaged in the pilot on documentation of case studies: 19<sup>th</sup> January, 2015</li> <li>▪ The pilots initiated by the two states of Bihar and MP were mentioned in NRLM’s internal review meeting minutes in September 2014.</li> </ul>
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## V. STRATEGIES AND KEY ASPECTS OF THE PROJECT

### A. MKSP Programme Implementers adopt, implement and monitor Gender Action Plans in their programme in select sites.

#### *A.1. Building an Institutional Mandate to Adopt a Women's Rights Perspective*

The pilot works towards supporting the gender-responsive implementation of the NRLM. This involves making perspectives on gender equality and women's empowerment central to the strategies, implementation, monitoring and evaluation of the Mission. ANANDI engaged with SRLMs towards this goal.

Within the programme objectives and mission of the NRLM, the 'poor household' is seen as an unproblematized whole wherein, "to reduce poverty by enabling the **poor households** to access gainful self-employment and skilled wage employment opportunities, resulting in appreciable improvement in their livelihoods on a sustainable basis, through building strong grassroots institutions of the poor (emphasis added)". Programmatically, even though it works exclusively with women's groups and their federations, the primary unit that it considers is the household – not the woman. However, it has been repeatedly demonstrated that household wellbeing may not necessarily translate into individual wellbeing. ANANDI engaged with senior-level management of the Mission towards a non-essentialized view of women as poor, instead shifting the focus to addressing specific needs of women and members of institutions that are context-driven and arising from the grassroots.

Secondly, ANANDI also advocated towards applying the women's rights lens to the Mission's institutional arrangements and human resources deployment. Gender mainstreaming efforts are faced with the challenge of on the one hand creating specialized units to address gender; and on the other of identifying champions of women's rights across all divisions/departments and engendering work done within every vertical.

Over the course of this pilot, the SRLMs put in gender anchors in the team for ongoing monitoring and implementation, apart from the existing senior managers of Social Inclusion (in Bihar) and Institution building (in MP). During the course of the year, the Bihar gender anchor left after a few months, while the MP gender anchor continues to anchor the pilot and support its upscaling.

- ✓ We see this as an outcome of the recommendations made by ANANDI in the previous phase to appoint dedicated human resources.

ANANDI continually made efforts to call for programme review meetings and briefings with the CEOs of the two State Missions and NMMU Directors, which helped to push the envelope for building institutional commitment to the process. The partnership with UN Women is now recorded at the Ministry of Rural Development's programme review meeting held in September 2014. This is a formal indication of acknowledging the role of UN Women as a technical partner in NRLM.

Regular program review meetings and briefings with the Chief Executive Officers (CEO) of the two missions, NMMU Directors, Secretaries and Additional Secretaries at the Ministry of Rural Development has helped towards building institutional commitment to the process.

The project also worked towards building a commitment to women's livelihood rights with state, district and block level implementers of the project. Regular review and reflection

meetings were conducted at the district and state levels wherein implementers began to identify gender gaps and work towards gender responsiveness in programme implementation.

- ✓ Concurrent events such as presentations of the program at the Asia Livelihood Summit, documenting the framework and indicators in the Engendering NRLM publication by UN Women and MKSP review helped to foreground the perspective within the NRLM.

## *A.2. Developing a Roadmap and Strategy for Implementation of Gender Action Plans*

### **(i) Workshops for Developing a Roadmap for Implementation**

The project worked with the National and State Rural Livelihoods Missions and their Project Implementation Agencies towards developing indicators and strategies for gender-responsive implementation.

The initial workshop conducted on 6<sup>th</sup> May, 2014 built upon the gender and livelihoods framework<sup>1</sup> developed by UN Women with significant inputs from ANANDI to develop a gender-responsive monitoring framework within the NRLM.

Subsequently, State-Level Inception Workshops were conducted in Patna, Bihar and Bhopal, Madhya Pradesh where the states finalized their work plans towards this pilot and initiated a dialogue to integrate the indicators into their framework.

- ✓ One of the important aspects of gender mainstreaming is that programmes build in budgets around gender action plans. Ownership and accountability increases when teams work out outputs and indicators that they want to see as an outcome of their efforts. The commitment further increases when they have to raise their own resources. This is the principle that was adopted in the second phase of the project and the state units had to raise resources for the gender action plans to build ownership and accountability.

At the Workshop in Bihar, the SRLM in Bihar took a step towards establishing a Gender Resource Group in the state. The Terms of Reference of the collaboration between Mahila Samakhya and Jeevika were discussed in detail. The Workshop in Madhya Pradesh marked a shift in ANANDI and UN Women's involvement with the SRLM in Madhya Pradesh. Prior to this workshop, the implementing agencies for the pilot were MPSRLM PIA's, PRADAN, ASA and CARD; and the MPSRLM had itself committed to gender-responsive implementation and rollout of the pilot in six districts through the workshop. The MPSRLM expected to formulate a time-bound plan including a schedule and specific outcomes delineating the roles of both the SRLM and the PIAs, along with the need to generate specific examples to showcase at a national level.

### **(ii) Activating Institutions of Women to Challenge Inequalities and Claim their Rights**

The NRLM is mandated to create strong and dynamic institutions of the poor, through which it builds social capital and collective bargaining power. JEEVIKA BRLPS and MPSRLM work through a three-tier structure of women's collectives – SHG's at the neighbourhood level, and

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<sup>1</sup> Please see Annexure 1

their federations at the village and cluster levels form the building blocks of the programme. Once these groups are formed, there is an ease of access to credit to those who had little or no access to formal credit institutions. It is envisaged that such borrowing by groups enables them to pool their resources and take up collective livelihood activities that would benefit all the members of the group.

While their present SHG model adopted by them is focused around microcredit and select livelihood activities; the process of empowerment through collectivization also requires systematic and critical reflection facilitated by skilled animators. The training sessions on gender and livelihoods designed by ANANDI are examples of guided facilitation where space for critical reflection and lateral learning is created in forums for women farmers. Through the training modules and action following them, the pilot fosters collective solidarity and the emergence of women leaders.

In both states, four PALS modules were conducted in groups of 3 SHGs (called a 'Gender Unit'). In Bihar, Master Trainers from the Mahila Samakhya District Resource Group facilitated the training; whereas in Madhya Pradesh, the Project Facilitation Teams of selected pilot blocks is trained by ANANDI to facilitate training.

The processes anchored in the training modules have been designed to trigger a process of critical reflection and action – one that will facilitate a collective process of challenging poverty and discrimination and asserting one's rights as a citizen. Through PALS modules, women discuss gender discrimination in the life cycle, their identity (whether social, political or occupational) and their contribution to the household. In this manner, the modules hope to trigger a positive self-image amongst women and allow them to articulate their identity.

The modules work towards providing women relevant information through a facilitated process of sharing – the module on rights and entitlements allows women to share their experiences of claiming their rights and the challenges they face. It often creates a sense that one is not alone in their struggle for their rights – and enables women to strategize collectively to achieve them. It assumes that inside a group, women have relevant information and knowledge amongst themselves that can be built upon. When women in their own local contexts share their knowledge through training, a local resource pool is built amongst themselves. They also facilitate the recognition and valuing of women's contribution both within care and reproduction work, as well as unpaid work within subsistence activities. It also hopes to support women in the process of negotiating redistribution of work in the household following introspection and reflection on gender division of labour. Through the modules, many women have started to articulate their roles in care work as well as subsistence activities.

- ✓ The training modules were intensively implemented over the period of June 2014 to April 2015, wherein 84.9% of all SHG members engaged in training. They have triggered action in every Village Organization selected for the pilot in the state.
- ✓ Strategies of implementation varied in both states:
  - In Bihar, skilled and experienced facilitators from Mahila Samakhya accompanied by CRPs undertook an intensive and continuous process of action and reflection over a period of ten months where they engaged with women in the same Panchayat on a bi-weekly basis, and women in the same VO on a monthly basis. They enriched the pre-existing SHG space by transforming it into a platform for women to share and act collectively, making the personal

political on a large scale and bringing to public forums, issues ranging from alcoholism and domestic violence, to health, iron deficiencies, food security, caste-based discrimination, sexual harassment, decision making within the household.

- In Madhya Pradesh, the Project Facilitation Teams of the MPSRLM conducted the training themselves seeing it as a part of the work of the Mission. Capacity building of the team was conducted

### **(iii) Converging Local Resources and Building Local Capacities for Implementation**

In order to support gender action plans initiated at the grassroots and build a mandate towards gender-responsive implementation of the NRLM, ANANDI saw the need to build capacities of the district, block and cluster level implementers.

Partnerships were forged between JEEViKA Bihar and Mahila Samakhya to leverage upon the latter's pool of feminist trainers in building and accompanying a local cadre of Community Resource Persons. In MP, to support the scaling up of the pilot in MP, Project Facilitation Team members from select districts were involved in a Training of Trainers workshop to conduct PALS modules on gender and livelihoods with SHGs in their districts. Gender Training workshops were conducted in Bihar and Madhya Pradesh with support from the state-level implementers in both states.

This strategy has led to formation of a pool of local master trainers who can support each other and because they are local they would be able to work on possibilities and challenges from the local cultural context.

### **(iv) Building a Pool of Community Resource Persons (CRPS)**

The Mission identifies, engages with and builds capacities of women leaders (or CRPs) at the grassroots as peer educators for a range of activities including CRPs to mobilize women into SHGs, as skilled livelihoods resource persons, agricultural extension workers, livestock and poultry experts, or, through this pilot, to support women and women's collectives challenge gender discrimination and claim their rights and entitlements.

At the very outset, the two states decided to develop a pool of resource persons within the institutions to take ahead the work on gender mainstreaming. These resource persons were identified by the PIAs and SRLMs to leverage the investments made so far on gender issues, complement the strengths of the individual programs to empower the women participants of these programs and thereby engender the livelihood program from grassroots.



*Community Resource Person Rekha Devi in Gaya*

## **(v) Providing Training and Accompaniment for Implementers at the Grassroots**

The project built capacities of project staff, Master Trainers and CRPs to support the intervention with SHGs and VOs. ANANDI team members regularly visit the pilot districts for accompanying the trainers through training, giving them feedback on content and strategy, conducting review and reflection meetings. The team also frequently gave inputs on administrative and budgetary concerns related to the pilot.

Additionally, the ANANDI team also undertook training workshops for gender training of staff of the SRLMs in both states taking on concepts of gender, human rights, constitutional rights and social and occupational identity. It became apparent that a short training program was not adequate to build facilitation or training skills, since the content was not didactic. Regular inputs through reflections and trainings would enable the teams to develop internal capacities. As trainers shared their experiences and challenges, the leadership in the SRLM Bihar also saw the complex challenges /questions that sharing women's lived experience of discrimination brought forth.

### *A3. Creating Formats and Protocols to Monitor Gender Action Plans*

At a Workshop involving government officials (including the CEO, NRLM and other state and national level implementers of the Mission), technical experts and representatives of MKSP's partner programme implementation agencies, a set of gender-responsive indicators building upon UN Women and ANANDI's gender and livelihoods framework was developed. At the workshop, the CEO committed to integrate these into the process- and outcome-based indicators, strategies and plans of the NRLM.

Through the course of the pilot, reporting formats to capture the richness of women's articulation of their issues were also developed. These formats were evolved over the course of the project period, with significant inputs from Master Trainers, CRPs and Block and District level implementers of the Mission. They were designed specifically to capture the issues arising from the grassroots as well as to inform the agenda at the SHG and VO levels.

After inputs from implementers at a Sharing Meeting on 10<sup>th</sup> December and the Bihar State Level Review Meeting on 6<sup>th</sup> December, the project also endeavoured towards integrating protocols for following up and monitoring action arising out of the PALS training at the grassroots. Towards this end, the agenda points and issues emerging from PALS were recorded at the VO level in the minutes book. In Gaya district, a separate book for the Social Action Committees at the VO level was introduced to keep track of the plans and integrating women's issues into the agenda of the SHG.

## B. Developing Knowledge Products

### *B.1. Content Development: Participatory Monitoring and Action Learning*

The tools for this project were primarily developed to engender and deepen the understanding of the goals of the women farmer focused projects being delivered by the NRLM. They are examples of guided facilitation where space for critical reflection and lateral learning is created in forums for women farmers. Through the training modules and action following them, the pilot fosters collective solidarity and the emergence of women leaders. UN Women Fund for Gender Equality project. PALS aims to empower people particularly the very poor, as individuals and communities, to collect, analyse and use information to improve

and gain more control over their lives. It is a continually evolving methodology based on diagram tools and participatory processes some of which are new and some of which are based on well known participatory processes. The tools are based on the conceptual framework of the Participatory Action Learning Systems developed by Dr. Linda Mayoux and ANANDI amongst several other CSOs from across the world. The tools developed for the project have been adapted from some of the existing tools that ANANDI has used extensively in the livelihoods projects implemented in Gujarat as well as piloted some in the course of our engagement with the PRADAN-Jagori-

All PALS processes are guided by the principles of Empowering and Equity. This starts by clarifying

- The vision that people have
- Builds on what they have already achieved
- Identifies challenges to further progress
- Identifies concrete strategies to move on the road towards their vision



*Participant using training module ' Mere Haq Mere Pechaan Patra'*

As communities become familiar with the techniques they become adept at using these methods the communities have demonstrated that the PALS tools can be developed for monitoring and evaluation. This progressive involvement of communities allows for high quality participation. By 'high quality' participation one means participation that is characterized by bringing out analysis, critical thinking of the communities. PALS therefore is not a poor substitute for tools based on literacy but is in fact an integral part of empowering communities to critically analyse their conditions and communicate their priorities and needs in clear visual ways.

For this project, the tools were developed on the conceptual understanding of engendering livelihoods and the needs emerging from the visits made in the earlier phase. One of the challenges/ constraints was the average time available. On an average, 2-3 hours were available for one session. In that time, not only are the trainers expected to cover content in a participatory process, but also arrive at the end of the session with some doable action plans.

**The broad objectives of the tools are:**

- To provide inputs on gender and livelihoods, expanding the content of the Mission to focus on women's identity, rights and entitlements in addition to a gendered analysis of their livelihood options, incomes and expenditures.

- Strengthening institutional mechanisms (including SHGs, VOs and Social Action Committees) to address gender and livelihoods using the tools provided.

**The objectives of the revised module designed specifically for the NRLM are as follows:**

- Build a conceptual understanding linking gender discrimination, livelihoods and entitlements especially social security schemes
- Initiate a dialogue on the forms of gender discrimination in the community
- Provide information on the entitlements, process and grievance redressal mechanisms on PDS, ICDS, MGNREGS, social security and financial inclusion.
- Provide a tool for action for the women farmers to act collectively on realizing their rights linked to food security, health, MGNREGS.
- To engage all women farmers/ members of the MKSP program (SHGs) and not only the leaders in this exercise
- Demonstrate the strength of collective action and strengthen the village level organisations of women.



### *B. 2. Developing Training Material:*

#### **Manual**

A training module on women's livelihood rights including six modules on gender discrimination, identity, women's rights and entitlements, their incomes and expenditure, mobility and decision-making as emerging from the pilot has been

developed. This module will be published in Hindi and English.

#### *Participants using training modules*

Engendering Livelihoods pilot in Bihar and Madhya Pradesh has been made. The film includes voices of women from SHGs in the districts of Mandla, Madhya Pradesh and Gaya, Bihar, Community Resource Persons from the same districts, as well as district-, state- and national-level implementers of the NRLM.

#### **Audio Visual Film**

An Audio-Visual Film on the

## **VI. CASE STUDIES AND SUCCESS STORIES**

### *A. Building a Perspective on Gender and Livelihoods among Implementers*

The project worked towards developing commitment and ownership of gender equality amongst implementers – whether senior level management or field-level staff. It did so through advocating for and conducting training for staff on gender and livelihoods, as well as

through regular review, reflection and one-on-one meetings and engagement to develop a commitment.

Deeply patriarchal notions of the status of women in society perpetrates through the staff of the organization. Some of the views that the ANANDI-UN Women team encountered from the staff through the course of the pilot were:

*A senior-level official said, “A lot of the issues that are being discussed in these trainings are family matters. Women have traditional roles, which we should not change, such as cooking food. We shouldn’t change such roles of women.”*

*A field-level official observed, “Women are tied to the family. Their beauty comes from their dedication to the service of their family, as mothers and wives. How can we see them as separate from the household?”*

*Another senior-level official said, “There are no extreme forms of violence practiced against women anymore. It ended after the 70’s. We should only focus on domestic violence.”*

ANANDI and UN Women’s engagement with the implementers of the pilot on gender has also triggered a process of reflection amongst them. They have now begun to identify gender gaps and work towards gender-responsiveness in their programme implementation.

#### *A1. Recognizing Women’s Empowerment as Critical to Livelihoods:*

Senior management of the SRLMs expressed the need for integrating women’s empowerment:

- ✓ *The CEO of the MPSRLM, Mr. LM Belwal towards the end of the project year said, “MPSRLM is all about women’s empowerment. It’s not possible to think of enhancing the livelihoods of the rural poor without participative planning and creating an environment for the poor to access schemes, whether central or state. It is a total package involving men, women and unemployed youth, whether women or men.”*
- ✓ *At the “Engendering Livelihoods: Sharing from the Pilots in Bihar and Madhya Pradesh”, Archana Tiwari, the State Project Manager JEEViKa said, “Even before this pilot, women would bring up their issues. However, these were isolated incidents. The difference I see now is that these issues are now coming into the open. The village organization has to be made responsible. Assets have to be in women’s names. It is not merely financial interventions or isolated motivation that will solve women’s problems. Their issues have to be taken up and followed-up at the village level if it has to be addressed sustainably.”*

#### *A2. Shifts in the Articulation of Gender and Livelihoods at District and Block Levels*

By being involved in the project, implementers at the district and block levels have also begun to reflect upon their work critically and articulate women’s rights:

- ✓ *Bimal Tigga, the Social Development Manager from Gaya, Muzaffarpur said, “I was attending a training session in Tarma. A woman’s son came three times over an hour to ask her to come home and serve food to her husband. The third time, she snapped at him and said ‘Ask your father to take the food himself!’ I was surprised that women who get beaten up by their husbands for attending the meetings are now able to demand time*

from them to sit through the meetings. I used to think that gender meant working with women. Now, some men also understand that we are not only talking about working with women. For instance, if women ask where their name is on their entitlements, they are carrying these discussions into their homes. Soon, the men will also see that women's names have to be present."

- ✓ Rekha Pandey, the District Manager (Community Institution Building) in Sheopur, Madhya Pradesh said, "We never had a discussion on women's rights before this project. They used to discuss their financial problems, but never brought up their other issues. Even if they did, it was only about asking for financial support. But social change does not come automatically with economic change. Now, women are bringing their issues to the SHGs. They are building trust amongst each other to discuss their rights, even issues like domestic violence which they used to accept in silence. Now they are raising their voice against it. They have also started to demand services such as veterinary doctors in the village.
- ✓ Ashish Dubey, the District Manager (Community Institution Building) in Barwani, Madhya Pradesh related his experience of supporting women, "There was a large Krishi Mela (Farmer's Mela) in our district. This happened around the time we were conducting training in the village. We were, at the time, discussing how women may assert their rights as farmers. The women insisted on participating in the Mela, and turned up there in large numbers. The organizers were stumped. They said, "This is a meeting for farmers. Why have you brought so many women?!" The women responded saying that it is not only the 'safabandhne wale purush' who are farmers; they are farmers, they do all the work on the fields and that they need to be recognized as such. This was a big success and was even reported in the local newspapers."



### [B. Conscientisation and Collective Action at Grassroots](#)

Through the four PALS modules, women discuss gender discrimination in the life cycle, their identity (whether social, political or occupational) and their contribution to the household. In this manner, the modules hope to trigger a positive self-image amongst women and allow them to articulate their identity. Through the training modules and action following them,

the pilot fosters collective solidarity and the emergence of women leaders.

#### [Participants sharing stories of collective action against gender discrimination](#)

- ✓ In Bihar, the training modules triggered action in every one of 49 VOs where they have been implemented, on issues ranging from witch branding, domestic violence, alcoholism, entitlements and social protection including

access to the public distribution system, employment guarantee, widow and old-age pensions, children's education, midday meals and better primary health care.

- ✓ In Madhya Pradesh, collective action was visible in Mandla district where the modules were conducted intensively and action was supported by the implementers of the MPSRLM on domestic violence, land rights and women's rights over commons. In other districts where PALS training was not as intensively conducted, women undertook collective action to demand resources from local self-governments, access rights and entitlements and support women and children who faced domestic violence and adverse medical issues.

If one looks at the genesis of these groups within the women's movement, one would find that they were first conceptualized as 'women's solidarity groups' where women were organized into collectives with the aim to '*build collective bargaining power by lateral sharing and networking*<sup>2</sup>'. They were meant to transform the unequal realities of women's lives, give them voice, and enable agency and claims to their rights by leveraging upon their collective strength.

### *B1. Breaking Silences: Addressing Discrimination and Violence*

Right from the first training module in Bihar, the overwhelming issue across pilot villages has been of violence: whether domestic, community-based or by alcoholism. Women have come to see the training space as one where it is safe for them to make their experiences of violence public, elicit support and organize against it. The groups confronted several gender-based discriminatory practices including discrimination against the girl child. Four VO's in Gaya organized 'Beti Mahotsavs' or celebrations on the birth of a girl child. These were done in homes of women members who recently gave birth to girls. In villages where the birth of a girl child is associated with shame and embarrassment, this was a strategy planned by the Master Trainers and CRPs together with women to counter the discrimination against both girl children and against mothers who give birth to girl children. Women also became conscious of discriminatory practices between girl and boy children in food, work and play, and started to work against them.

*In Kurhani, Bihar, most of the women in Hari Om VO are upper-caste women for whom even leaving their homes without permission has been a challenge. During the training session on gender discrimination, most women shared the experience of violence they face in their homes. They resolved to support any woman who faces violence after that day. The very next week, when one woman was being beaten by her husband, all the women went at once to her home and negotiated with her husband to stop him from beating her. Lakshmi Devi, one of the women in the group said, "My family told me to stay at home – they said it doesn't concern me. But of course it concerns me – If my sister is being hurt, how can I stay silent?" While these women have been in the SHG for close to three years now, they had never before come together in this manner to support each other. They now say "It doesn't matter whose house it is in, we will not tolerate violence. We have been stopped until now, we will not be stopped any longer."*

*Pramila Devi, Sayal Devi and Ruby Devi are amongst many women in all three pilot blocks who share a similar story – They are either single women (widowed, deserted, separated or divorced women), childless women or women with only girl children. They face violence, assault and threats of being thrown out of their homes and villages by their families or communities. They*

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<sup>2</sup>Dand and Nandi, Empowering SHG's

are all accused of similar things – of possessing supernatural powers (*daakan, daayan, devichadihai, mosamat*, there are many ways of describing it, none flattering). They have all been supported by the SHG forums in situations of crisis following the training sessions. Some of them have been repatriated and have sought justice from local dispute resolution mechanisms, as well as through negotiation with families by fellow SHG and VO members with support from the Master Trainers and CRPs.

## B2. Resource Rights for Women

A major component of women’s livelihood rights constitute their right to use, own and control livelihood resources. The NRLM works towards improving the quality and productivity of these resources through capacity building of women as members of resourceful households. Some programmes under the NRLM such as Kudumbashree in Kerala have also exhibited models wherein women collectively use, access and own resources towards productive ends. The PALS modules make a move towards addressing the gender asset gap in productive resources with JEEViKA BRLPS. It encourages women to evolve their own agendas contextually, allowing them to identify crucial asset gaps and evolve their own strategies to address them.

Within the gender and livelihoods framework, assets includes human capital (new knowledge, recognition of existing knowledge and skills for better livelihood outcomes), natural capital (increase in quality and quantity of natural resources such as land, water, forests/trees, livestock available for use individually and collectively) and financial capital (increase in household income from access to social protection entitlements in cash and kind). The PALS training modules facilitate sharing of information regarding women’s rights and entitlements, incomes and expenditure valuing women’s own knowledge. They also enable women to initiate individual and collective action to access assets and entitlements.

**Table 4: Percentage of women who reported not having their entitlements in Bihar (January 2015)**

Block	Saraiyya	Gaya	Kurhani	Total	
Vos	18	10	19	47	
Total Members in SHG's	3076	1597	2458	7131	
Participation in Module 2-Mere Hakk-Pehchaan patra	2678	1192	2189	6059	
Voter Card	10.08	26.51	12.06	19.29	
Ration Card	41.44	47.65	20.97	36.69	
RSBY	67.21	95.13	46.96	69.77	
Job Card	89.09	94.21	90.22	61.78	
Jaccha-Baccha card	(% who report having JB Card)	25.72	12.08	30.2	22.67
Bank Passbook	33.38	66.69	54.82	51.63	
Jameen Patta	95.51	95.47	85.52	92.17	
KCC	98.3	99.83	96.39	98.17	
BPL	86.93	77.6	27.04	63.86	
Caste certificate	98.84	99.33	97.81	98.66	

Data reported by women in these villages differs greatly from the state's data. There are three possible reasons for this, identified by the CRPs, Master Trainers and the implementers at the district and state levels: One, women don't know for sure whether the entitlements are in their names; two, the documents are not held by members of the household, but the Sarpanch, Mukhiya, PDS Dealer or other such



*Participants discussing access to entitlements and social protection*



interested parties; and three, these entitlements while present on paper have not actually been delivered to women. All three

possibilities point to a gap in information, service delivery and women's access to their rights, entitlements and social protection.

Sharing this data with at the village level *Chamribai Mohpani with entitlements* resulted in VOs mobilizing for ration cards, widow and old-age pensions and Job Cards with the Block Development Officer; mobilizing against fair price shop dealers, Rozgar Sevaks, leaders of local self-governance institutions, primary health care centres and schools to demand service delivery; and complaining to and seeking support from the police in their efforts. Women have also faced a backlash from these institutions, for challenging their power and organizing against them.

- ✓ *Data regarding land ownership in the pilot blocks in Wazirganj, Gaya revealed that only 54 out of 1597 (3.3%) participants had their names on the land title. In fact, most women didn't even know whose names were on the land titles of the land they tilled. They often assumed that it was on their fathers-in-law or grandfathers-in-law's names. At the reflection meeting, the trainers showed the women a copy of a land title and told them the process of including their names in the title.*
- ✓ *In a training session on rights and entitlements at Kurhani, Muzaffarpur, women discovered that none of them have job cards across three Panchayats. Women from all 3 Panchayats went together to the block office in December to apply. Their applications were accepted and job cards forwarded to the Mukhiya (elected local self-governance leader at the village level). However, the Mukhiya refused to give the job cards to the women. His objections, as reported by the women, were - "Women who wear lipstick, eat meat and fish and go to Turki (the next block) – these women will lift loads on their heads?" Having said so, he (mis)informed them that in order to obtain the job cards they have to lift loads outside his office to prove that they are capable of the heavy lifting that*

MGNREGA job sites entail. Some women immediately accepted and went there in a large group to do so. However, his assistant, seeing the large number of women there said he would go to bring his register for their signatures – and didn't come back. The women eventually left without their job cards in hand.

- ✓ Mantibai and Chanchal are both Mahadalit women from Saraiyya, Bihar. During the discussion on social identity, they shared that electricity lines had recently been laid in their village. However, the lines did not extend to the Mahadalit homes. This was because of opposition from an upper-caste farmer who refused to let the line go through his land. The group was initially reluctant to intervene, but soon, some women took the responsibility to speak to the man to resolve the problem.
- ✓ In Tori Raiyat, a village in Mandla, in a training session in October, women raised the issue of their right to breed fish in a pond in the village. They then applied for a license with the Panchayat, and after a lot of lobbying, the Panchayat granted the license. They borrowed a loan from the SHG and started to breed fish in that pond. However, they have faced much opposition from the community for doing so. They have been socially ostracised by a consensus of the community, not invited to any events including a recent wedding. Even their husbands are not supportive – one of the women was forced to leave the SHG because of violence and pressure from the community. Earlier in June, when it was time to take the fish out of the pond, the situation escalated. The matter was taken to the Sub-District Magistrate, and the MPSRLM team (including the DPM) are arbitrating the legal end of the matter. However, the issue of social ostracization is yet to be dealt with in the village. The leader of the SHG said, “We have been shunned from everyone, nobody



talks to us anymore. But we are doing it to show ourselves and other women in the village that it is possible for women to stand up for ourselves. We are proving this point and giving strength to those who have no voice.”

### B3. Building Agency, Voice and Participation

SHG's have long been acknowledged as spaces where women are mobilized for participation in programs. In its present form within JEEViKA BRLPS, they are local forums exclusively for women. They create a space for women to meet regularly outside of their homes in a public forum towards an end (often, at regular time-intervals for

microcredit-based activities). Once these groups are established, this forum is also used for various livelihood activities. Women who were previously not allowed to step outside of their home for their own interests now participate in this forum and make relationships with others around these activities.

Through training with SHGs and triggering collective action, the modules work towards building collective solidarity by encouraging women to be more visibly engaged in social and public spaces of their choice.

- ✓ *Purnima Devi is a member of an SHG in Tarma village. She says, “Through the training module, I learnt about my rights and entitlements. We received information about the process of getting our ration cards made (to access fair price shops under the public distribution system). We got together as a group, hired four vehicles and went to demand our rights. After reaching the block office, we asked someone where the Gram Sevak (Village Development Officer) sits. Nobody bothered to give us any information. Instead they asked us who sent us! I said, “Nobody sent us! We came here as a group to ask why we don’t have access to our entitlements.” Some of us didn’t get our cards, but it doesn’t matter – Now we have seen what the Gram Sevak, Block Development Officer, Tehsildar (Revenue Administrative Officer) and other government officials look like. We had never even seen them earlier!”*

Purnima Devi is amongst hundreds of women who have made their presence felt in public administrative offices through the pilot – whether to apply for their entitlements, complain about service delivery or follow-up on their applications. While not all of them have been successful in their endeavours, it is not merely success that matters. The process by which women are mobilizing along with their SHGs and VOs, planning and strategizing, and claiming their rights is remarkable.

#### *B4. Does the Well Come to You: Supporting Women in Collective Action*

As issues started to emerge, women began to critically reflect and articulate their situations, and agendas evolve from the bottom-up. However, none of this happened smoothly, without a backlash from the community. One such instance was discussed earlier in the social ostracising of SHG members when they demanded a license for using the village pond for fishing. In both states, women’s collective solidarity was fostered and their action was supported both technically (by providing knowledge and information and networking with administrative offices at block and district levels), but also morally and emotionally.

- ✓ In the initial months of the pilot, the Master Trainers and CRPs in Bihar frequently got asked, “We are telling you all this, but what are you doing about it?” Women who shared their issues of domestic violence and alcoholism asked, “My husband beats me, and nobody comes to help me – why should I help someone if they are not willing to help me?” Single women who shared their experiences of violence, or lack of access to social protection asked, “What are you doing about my widow pension? When will I get it?” The Master Trainers and CRPs had the same answer – *You have to help yourself.* Sumitra Devi, a Master Trainer from Mahila Samakhya explained it thus to the women in a training session – *“If you are thirsty, do you go to the well, or does the well come to you?”* They went back to the villages repeatedly and held reflection meetings with VO leaders, SHG leaders and women who were willing to support other women. They convinced women to go to the well (metaphorically speaking), and draw water from it. Women started to articulate their problems, gain courage from the group, and, with the knowledge that there was someone behind them they started to take action. They managed to turn problems into issues. Their visibility and solidarity in the community grew louder, and women who aren’t even a part of the groups began to approach them for justice.

- ✓ In three villages of Haathitara Mal, Haathitara Raiyyat and Gwara, men are now engaging with the trainers as a result of the women's involvement in the training. This engagement first began as jibes against the trainers and women from the SHG – “Now what will you teach the women? Will you ask them to beat us?” This was the backlash of women negotiating with the family and the community for their land rights. But over six months, this backlash softened with efforts of the women and the engagement of the PFT members; and men are engaging with the women and the trainers.

## VII. CHALLENGES

- ❖ The biggest challenge faced was in the lack of an institutional mandate for gender mainstreaming, backed by adequate human resources or budgetary allocations for the same.
- ❖ After two years of advocacy, both SRLMs appointed gender anchors – Assistant State Project Manager (Gender and Social Inclusion) in Madhya Pradesh and a Gender Consultant in Bihar. However, it is important to make more human resource commitment, and also train all staff to see gender within their work. There was not sufficient ownership of the project in either state. In Bihar, the state-level implementers did much of the coordination of the pilot, while Mahila Samakhya Master Trainers and CRPs conducted the training. This led to the district and block level staff viewing the pilot as a parallel one, not taking charge of the planning or review process, not owning or supporting action by SHG members emerging from the training. In fact, intervention was required even for reaching training material at the village level. In Madhya Pradesh, the district teams and Project Managers took ownership of the process, but they did not receive much support from the state level team.
- ❖ Following the state-level Inception meeting in Madhya Pradesh, the scale of the pilot in the state was much unexpectedly higher due to the enthusiasm of the District-level implementers. The work plan evolved at the Workshop included six districts. However, this enthusiasm was not matched either by the state or the district to provide experienced gender trainers or even match the criteria set at the workshop for building a pool of trainers. Their capacity for conducting training, reflection and action with SHG members and CRPs was limited.
- ❖ Additionally, since the project at the field level is reliant upon the project staff, a lack of an institutional mandate resulted in the pilot being very low on the priority list of the implementers.
- ❖ The lack of institutional MoU between MPSRLM/JEEViKA and other feminist organizations that can support their gender mainstreaming efforts is leading to their reliance only on this technical partnership to build capacities as well as mandate within the program for adoption of a women's empowerment approach for gender equality outcomes. This will prove to be a bigger challenge if this project is to be up-scaled.
- ❖ As issues emerged from the grassroots through the course of the project, the front line staff required to be equipped to support women's action, whether through

convergence with other state organizations or through strong institutions of women that could take up action at the local level.

- ❖ It has also been challenging to make gender responsive implementation the focus of the pilot. Rather, much of the focus has been on implementing the PALS tools, seeing them as a magic wand. Gender mainstreaming is a much more long-term process including many institutional commitments and investments in training, human resources, budgets, monitoring and evaluation, strategic planning and so on. In such a large government programme, making the women's rights perspective central to the implementation remains a challenge.
- ❖ The MPSRLM teams lagged behind due to three elections over the project period. There has been continuous change in Bihar programme leadership and this requires continuously rebuilding the mandate for gender mainstreaming.

## VIII. SUGGESTED STRATEGIES FOR UPSCALING

This section suggests strategies to upscale the lessons of the pilot within the NRLM. The two states of Bihar and Madhya Pradesh have indicated willingness and put up proposals within their Annual Action Plans (2015-16) to support this process.

### A. Gender-Responsive Planning, Budgeting, Implementation, Monitoring and Evaluation

The NRLM concerns itself with the household, and not the woman farmer in the household. While the Mission has successfully mobilized poor and marginalized women, it requires building in of measures that explicitly address women's empowerment at the community level. Outcomes are being measured at the household level i.e. by measuring improvement in farm productivity, agricultural outputs. The implicit assumption being that households are neutral, labour on the farm is shared equally within the household as is the incomes accrued from the program. The nature of changes in intra-household decision-making, control over labour and incomes between men and women require monitoring and support for sustainable gender-just outcomes. To this end, monitoring and evaluation formats should be evaluated, and gender and livelihood indicators with a women's empowerment lens (developed by ANANDI and UN Women) be integrated into the MIS.

It is also suggested that at the state and national levels, intensive review of all ongoing thematic training modules should be undertaken from a gender lens in order to introduce gender specific modules and ensure that all JEEVIKA training activities follow principles of gender equality and women's empowerment. Hence, specific modules from the Gender and Livelihoods toolkit will be introduced in the training of cadres of other verticals of JEEVIKA.

### B. Strengthening Institutions of Women to Foster Solidarity and Support Action:

The case studies presented above point to the enormous need and opportunity for women to collectivise and bring about changes in governance to ensure delivery of entitlements, to challenge patriarchy at the home and in other community institutions. The ongoing pilot is an important example of an effective large-scale gender sensitisation program. The implementation of training modules has shown to facilitate discourse, action and reflection on gender discrimination, women's rights and entitlements, their social, political and occupational identities and women's incomes and expenditures at the SHG level. It has enabled collectives raise issues and act collectively with the support of the facilitators on a

wide range of local issues. The pilot has demonstrated that gender action programmes can be implemented by the programme and that gender trainings are an effective means of enabling women to organise and demand their entitlements and rights. The pilot also provides evidence for programme resources being channelled to strengthen women farmers' voice and agency, and changes their perception of self.

The results of the pilot have shown that SRLMs can lead to transform gender relations and strengthen of women's agency when supported through institutionalization and adequate resource mobilization for dedicated gender action plans. The women's empowerment framework promotes formation of women's collectives as an effective means to channelize women's energies towards a transformative agenda. But the program becomes prescriptive when translated on the ground, with insistence of membership through only savings and credit based SHGs, which cannot be assumed to solidarity collectives. The activity, not the principles of organising, has become principal means of recognising SHG's. The Pilot demonstrates a method to activate and strengthen forums envisioned by the NRLM such as the Social Action Committees and to facilitate collective action to address gender inequity and discrimination by mobilizing women at the grassroots.

### [C. Women's Field Training Schools](#)

In order to strengthen the stakes of the current pilot states, their districts may become a site for Field Training Schools where women from other districts as well as other states may come for three to four days of exposure cum classroom training. This would require investments in standardising the curriculum to focuses on gender analysis, feminist critique of social, economic, political and cultural barriers to gender equality and a focus on collective organising and action as key strategies.

### [D. Capacity Building of Staff and Cadres](#)

Through the pilot period, it became apparent that implementers at all levels of the Mission need capacity building and regular inputs to develop internal capacities on gender, human rights and women's empowerment conceptually and strategically, crosscutting the Mission's thematic verticals. It is suggested that training and reflection workshops be conducted with all existing staff at the state, district and block levels. It is also suggested that it be made a component of all workshops, including orientation, review and planning workshops of the Missions.

### [E. Partnerships for Upscaling](#)

Upscaling will require intensive handholding by women's rights experts drawn from the grassroots, women's organizations and government programs focusing on gender mainstreaming. An institutional mechanism requires to be developed within NRLM at block, district, state and national level which will bring in gender resources to build capacities of not only the programs but also of the village level collectives/ institutions of women on an ongoing basis.

It is suggested that the NRLM and SRLMs upscale through partnering with other large programmes, which have built women's collectives and institutions such as the Tejaswini, Mahila Samakhya Bihar, MAVIM, MSSRF and so on to support women's empowerment. Over the last three decades there are large number of women's organisations that have expertise with marginalized women with an empowerment approach. Partnering these organisations to take up livelihoods on scale in their areas of operation, will not only assist in upscaling the

program but also bring in synergy of resources. It is also suggested that partnerships be forged between the SRLM's three-tier structure with other governmental organizations to support women's action at the block, district and state levels. These institutions may include the police, revenue administration, courts, local self-governance institutions, primary health care centres, hospitals, Anganwadis, schools and ASHA workers.

Additionally, there is a need to identify more local resource persons for gender training combined with regular reflection with senior feminist activists. Upscaling will require more gender trainers, and as the women's institutions mature the gender training inputs will have to match up with the women's pace of seeking change. For this, regular Training of Trainers and refresher trainings will be required to ensure that the training exercises do not become simply 'tools' and 'exercises' to tick off a reporting sheet but they continue to maintain the edge required to challenge patriarchy at all levels and in all forms.

#### F. Upscaling to Other States

The possibility of sharing the lessons learnt and strategies that worked in Bihar and Madhya Pradesh to other State Rural Livelihoods Missions may be explored. Both UNWOMEN and ANANDI may explore which State Missions would be willing to organise a sharing workshop. Some of the state trainers and women leaders could be invited to such workshops to give an overview. The strategies outlined in the report can be applied in the new states.

Some amount of customisation would be needed to accommodate the stage the respective states are in but the key strategies would be

- Getting three way written agreements on the technical role of UNWOMEN and ANANDI
- Regular meetings with the state and district teams
- Making financial and programmatic agreements to take ahead Gender Action Plans
- Identifying and partnering with state-level and local feminist groups that can support the process
- Training of Master Trainers
- Training of Staff and Cadre at all levels of the Mission
- Regular Review and Reflection meetings of District and State level staff

## ANNEXURE 1: REPORTS OF STATE AND NATIONAL-LEVEL WORKSHOPS AND REVIEW MEETINGS

### I. NATIONAL LEVEL MEETINGS

#### A. Workshop on Developing a Roadmap for Gender-Responsive Strategies and Indicators for National Rural Livelihoods Mission (NRLM) and Mahila Kisan Sashaktikaran Pariyojana (MKSP)

Objectives of the Meeting:

- ✓ To discuss roadmap and strategies for gender-responsive implementation and monitoring of NRLM/MKSP
- ✓ To finalise indicators to be monitored in pilots in Bihar and Madhya Pradesh (MP) with inputs from government officials, technical experts and programme implementation agencies (PIAs)

The workshop, conducted on 6<sup>th</sup> May 2014 built upon the gender and livelihoods framework<sup>3</sup> developed by UN Women with significant inputs from ANANDI to develop a gender-responsive monitoring framework within the NRLM.

JEEVIKA BRLPS and PRADAN, ASA and CARD are MKSP PIAs of the NRLM in Madhya Pradesh shared their current gender strategies, experiences of working on gender within the Mission, and the overall gender indicators already being monitored institutionally and programmatically by their organizations. The need for this workshop was felt after UN Women and ANANDI's initial interactions with the Bihar and Madhya Pradesh State Rural Livelihoods Schemes.

Experts, Ms. Sarada Muraleedharan, Joint Secretary, Ministry of Panchayati Raj, Government of India, Ms. Suneeta Dhar, Director, JAGORI and Ms. Geetika Hora, Consultant, World Bank provided inputs on what ought to be tracked within a women's empowerment framework. Along with programmatic indicators, including those tracking content of training and training of CRPs, it would be important to track changes in social norms. They also insisted that any gender transformative goal would necessarily invoke resistance, particularly in the form of violence against women. These indicators have to be scalable, and built into the pilot.

At the end of the workshop, Mr. T. Vijay Kumar, CEO NRLM committed to making women's empowerment a priority agenda for the NRLM. For this, he said that the UN Women-ANANDI partnership was crucial. He said that the indicators developed for this programmes, including process- and outcome-based indicators would eventually be built into the strategies and plans of the NRLM.

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<sup>3</sup> Please see Annexure 1

## [B. Engendering Livelihoods: Sharing from the Pilots in Bihar and Madhya Pradesh](#)

### Objectives of the Meeting:

- ✓ To enable sharing of strategies, experiences, learning, and the vision of the way forward between the State Rural Livelihoods Missions and the National Rural Livelihoods Mission.
- ✓ To gather inputs from other program strategies for building grassroots dialogues and facilitation of action on gender equality.
- ✓ To discuss strategies and recommendations for upscaling and intensifying the process in the states.

The workshop was conducted on 10<sup>th</sup> December 2014 in New Delhi. The participants included Community Resource Persons, Master Trainers, field-level implementers from Bihar and Madhya Pradesh Rural Livelihoods Missions and State Project Managers from both states. From the National Mission Management Unit (NMMU) of the NRLM, Ms. Nita Kejriwal and Mr. Alok De who are both directors were also present. Key interventions were made by Ms. Madhu Khetan (PRADAN), Ms. Suneeta Dhar (Jagori), Ms. Santosh Sharma (Mahila Samakhya), Ms. P. Jamuna (SERP), Mr. Varun Singh (World Bank) and Ms. Geetika Hora (World Bank). Concluding remarks were made by Ms. Patricia Barandun (Deputy Representative, UN Women).

All field-level implementers present at the meeting from CRPs to SPMs spoke about their learning from the pilot. Through implementing the module, they see the need for ‘a gender lens’ within their work. There was agreement on the need for systematic follow-up of issues emerging from training. The state representatives of SRLMs in both states spoke about the need for strengthening institutional follow up mechanisms within their work. Ms. P. Jamuna from SERP’s presentation on their mechanism to address issues emerging such as violence provided a direction towards this. Ms. Nita Kejriwal, Director NRLM encouraged UN Women and ANANDI to support the two states in formulating a proposal and budgets towards institutionalizing support. She committed to supporting the same from the centre.

## II. STATE LEVEL MEETINGS

### [A. State Level Inception Workshops in Bihar and Madhya Pradesh: Developing a Road Map for Gender Responsive Implementation and Monitoring of NRLM](#)

As part of the technical assistance being provided by UN Women to the Ministry of Rural Development (MoRD) on the National Rural Livelihoods Mission (NRLM), State Level inception Workshops were organized in Bihar and Madhya Pradesh on “Developing a Road Map for Gender Responsive Implementation and Monitoring of NRLM”, specifically the Mahila Kisan Swashaktikaran Pariyojana (MKSP). This workshop was jointly being organised by UN Women and ANANDI (Area Networking and Development Initiatives- the technical resource agency) jointly with JEEViKA BRLPS in Bihar and MPSRLM in Madhya Pradesh.

In both states, four PALS modules were conducted in groups of 3 SHGs (called a ‘Gender Unit’). In Bihar, the training is facilitated by Master Trainers from the Mahila Samakhya

District Resource Group; whereas in Madhya Pradesh, the Project Facilitation Teams of selected pilot blocks is trained by ANANDI to facilitate training.

### Objectives of the Meeting

- ✓ To finalize the scale, scope and desired outcomes of the pilot in the state.
- ✓ To discuss the roll out strategy with implementation partners.

#### *A1. State-Level Inception Workshop, Bihar: 9<sup>th</sup> and 10<sup>th</sup> June, 2014*

The District and Block Project Managers (DPMs and BPMs) gave a description of the geographical scale of the areas in which the engendering SRLM pilot is being planned for implementation. Wazirganj block of Gaya district and Kurhani and Saraiyya blocks of Muzaffarpur district were selected for this pilot.

Training Modules for Gender Responsive Livelihoods: It emerged from the workshop that the tool ‘Mera Haq, Mera Pehchaan’ would be better implemented if it is separated into two components, one on entitlements and the other on identity. Based on this input, the two tools ‘Mere Haq, Mere Pehchaan Patra’ and ‘Meri Pehchaan Mahila Kisaan’ were developed. Formats for reporting and documentation were finalized for CRPs as well as trainers. These are meant for documenting meetings on training modules, reflections and review.

In a step towards establishing a Gender Resource Group for JEEViKA in the state, the terms of reference of the collaboration between Mahila Samakhya and Jeevika were discussed in detail. Through the workshop, the role of Mahila Samakhya trainers, the tasks they will undertake, the number of days they will commit to this pilot and the terms and conditions of their work were finalized.

#### *A2. State-Level Inception Workshop, Madhya Pradesh: 3<sup>rd</sup> and 4<sup>th</sup> July, 2014*

This workshop marked a shift in ANANDI and UN Women’s involvement with the State Rural Livelihoods Mission in Madhya Pradesh. Prior to this workshop, the implementing agencies for the pilot were MPSRLM PIA’s, PRADAN, ASA and CARD; whereas the MPSRLM itself committed to gender-responsive implementation and rollout of the pilot in six districts through the workshop.

The MPSRLM expected to formulate a time-bound plan including a schedule and specific outcomes delineating the roles of both the SRLM and the PIAs, along with the need to generate specific examples to showcase at a national level. District Project Managers were concerned about documenting and measuring process and gender outcomes, and about how to capture stories of individual women who have successfully fought for their rights, as well as how to upscale these examples. A Training of Trainers Workshop for staff of MPSRLM was also planned in August.

### B. Review Meetings

Regular review of the pilots at the state-level was conducted in both states. Through these meetings, each block/district team shared their progress and experiences from the pilot. Participants included trainers, CRPs, field level implementation staff, district and state-level project managers as well as CEOs and Deputy CEOs of the Mission.

## *B1. State-Level Review Meetings in Bihar*

(i) 6<sup>th</sup> and 7<sup>th</sup> August, 2014

On 6<sup>th</sup> August, the incumbent CEO was briefed about the UN Women-ANANDI pilot. The possibility of formalizing the programme through an MoU between UN Women and Jeevika, Bihar was explored. Future areas of technical support on gender were also explored. A commitment was made to continue the pilot with a focus on converging with existing Jeevika priorities. A commitment was made to continue the pilot with a focus on converging with existing Jeevika priorities.

On 7<sup>th</sup> August, following inputs from field-level implementation staff as well as Master Trainers from Mahila Samakhya and CRPs, the protocol and responsibilities of JEEViKA staff in follow-up of cases raised through training sessions was discussed. The meeting also clarified the schedule of follow-up for the Trainers' team in each block; including a cycle of gender-unit level training and VO level reflection.

(ii) 6<sup>th</sup> December, 2014

The meeting agenda was to discuss the experiences of the second PALS module on rights and entitlements implemented from August to November in Bihar. Data emerging from PALS module on rights and entitlements is stark. Large numbers of women are reporting not having job cards and ration cards. Three possible reasons for this were explored: women didn't know whether they had it or not; if it was issued in their name, it wasn't in their possession; and these cards have genuinely not been issued to them. In all three cases, such a situation has to be addressed. Participation in every block was discussed. Average of 80% participation in every block was observed for Module 1 and 2. The reasons for high participation in this module and emerging action plans were also discussed.

JEEViKA committed to a 2 day residential training programme of all CRPs to build their capacity on institutional follow-up. This training would also involve visits to key institutions such as police station, government hospitals and SDM offices.

## *B2. State-Level Review Meetings in Madhya Pradesh*

(i) 19<sup>th</sup> and 20<sup>th</sup> January, 2015

This review meeting focused on consolidating the learnings and experiences from the implementation of PALS modules from September – December; capture outcomes of the process from each pilot area of the state and develop a roadmap of gender mainstreaming in rural women's livelihoods. Based on the experiences and inputs shared, a decision was taken to revisit the criteria of identification and training of CRPs in all districts. The MPSRLM committed to undertake refresher trainings for PFT staff in pilot areas. Prashant Dubey gave inputs on case study writing to all participants.

(ii) 13<sup>th</sup> April, 2015

Progress on the pilot was stalled in the state because of MPSRLM's involvement in local self-government elections. The review meeting was focused on developing detailed proposals for completing the modules within the next quarter, as well as each pilot area's plan for

upscaling. The CEO committed to creating a cadre of CRPs exclusively for gender-responsive work at the grassroots, a dedicated PFT member to anchor gender at the district level as well as gender training of the entire staff.

### III. DISTRICT LEVEL TRAINING, ACCOMPANIMENT AND REVIEW

Training and Accompaniment Support: Accompaniment support, including support for facilitation, reflection and documentation of training was provided for all Master Trainers and CRPs in 3 blocks of Gaya and Muzaffarpur. The ANANDI team provided feedback for content, methodology, logistics and documentation based on participation in field level trainings conducted by trainers/ CRP's.

The ANANDI team also gave inputs in the form of refresher training and workshops as well as through providing inputs in the form of strategy and content, information and so on.

Review Meetings: Field visits were clubbed with the review meetings at district and block level. In these meetings, inputs into strategic planning of the district and block teams were provided and feedback regarding the progress of the pilot was exchanged. Plans to integrate learnings from state-level and field-level visits and meetings were made at these review meetings. The meetings were useful to get a glimpse of the positive actions emerging at the field level as well as to sort out the administrative hiccups.

#### A. Bihar

- 6 training and accompaniment visits were conducted in Gaya, Bihar in the months of August, November, December, January, February and April. Review meetings with the SD manager, Cluster Coordinator and Area Coordinator were conducted on each visit
- 4 training and accompaniment visits were conducted in Muzaffarpur, Bihar in the months of August, November, February and April. Review meetings were conducted with Block Project Managers, SD manager, Cluster Coordinator and Area Coordinator on every visit. In the visits in Two training and accompaniment visits were conducted in Barwani, Madhya Pradesh in the months of September and April.
- Four training and accompaniment visits were conducted in Mandla, Madhya Pradesh with MPSRLM in the months of October, December, January and April. One training and accompaniment visit was conducted in the same district with the PIA CARD. Review meetings with the PFT team were conducted during every visit.
- Three training and accompaniment visits were conducted in Alirajpur, Madhya Pradesh in the months of September, January and April. Review meetings were conducted at every visit with the PFT teams.
- One training and accompaniment visit was conducted in Sheopur, Madhya Pradesh in the month of November. A review meeting was also conducted in this visit.
- Two training and accompaniment visits were conducted in Dindori, Madhya Pradesh in the months of October and April. Review meetings with the Gender Resource person, the PFT team and the District Manager were also conducted during these visits.
- One training and accompaniment visit was conducted in Jhabua, Madhya Pradesh. A review meeting with the PFT team and the District Manager was also conducted during these visits.

- Progress in most districts was stalled from December – April in most districts due to MPSRLM’s involvement in local self-government elections.

#### IV. TRAINING WORKSHOPS

##### A. Training of Trainers Workshops

###### *A1. Training of Trainers Workshop, Bhopal*

The training workshop took place from the 19<sup>th</sup> to 23<sup>rd</sup> of August at Kalchuri Bhavan in Bhopal, Madhya Pradesh facilitated by the MP SRLM office. The ANANDI and UN Women training team included Ms. Neeta Hardikar, Ms. Sumitra Thacker and Ms. Sejal Dand, Directors of ANANDI, Gujarat and Sita MV and Jeevika Shiv, Program Managers of ANANDI Gujarat as well as Ms. Subhalakshmi Nandi, UN Women. The training workshop was attended by a total of 38 participants. The training was designed for the trainers identified by the MPSRLM district staff and the 3 PIAS. The participants were a mixed group from across levels. 19 were members of the Project Facilitation Team of MPSRLM at the different districts including PFTS and cluster coordinators and 6-8 leaders called Village level Resource persons or Community Resource persons (VLRP- CRPs). The five day training workshop covered the concepts of gender, human rights, constitutional rights and social and occupational identity. The participants were specifically trained as facilitators of PALS modules in the field.

###### *A2. Training Input on the Module ‘Meri Pehchaan Mahila Kisaan’ in Muzaffarpur, Bihar*

A training input on the module ‘Meri Pehchaan Mahila Kisaan’ was conducted on 10<sup>th</sup> October, 2014. The training workshop was attended by 18 participants including 6 Master Trainers from the Muzaffarpur District Resource Group, Mahila Samakhya and 12 CRPs from JEEViKA BRLPS. The training workshop covered the concepts of human rights and occupational identities as well as a demonstration of the module.

##### B. Gender Training of Staff

###### *B1. Gender Training Workshop, Muzaffarpur Bihar*

Gender training was conducted for District and Block level program managers of Muzaffarpur where the pilot is being conducted on request of SRLM Bihar. The training was conceptualized and conducted by Ms. Sejal Dand, ANANDI in collaboration with Ms. Archana Tiwari (State Project Manager JEEViKA BRLPS) and Ms. Adishakti (Gender Consultant, JEEViKA BRLPS).

###### *B2. Gender Training Workshop, Alirajpur, Madhya Pradesh*

A session on engendering NRLM was conducted with the entire staff of Alirajpur MPSRLM on 13<sup>th</sup> March, 2015. The training was conducted by Nemchand Jadav, ASPM Gender. They had put up banners of all modules in the training even before ANANDI participation was confirmed. The session taken by Ms. Sita Mamidipudi from ANANDI covered NRLM’s institutional understanding of poverty and structure to address it. Through the concept of ‘cooperative conflict’, the ANANDI trainer raised the question of whether the programme works with women or their families. The staff responded that their ultimate goal is to work with families through working with women. The session was wrapped up by Mr. Jadav who

spoke about how patriarchy is entrenched within every institution and that this question has to be probed within this context.

## V. DEVELOPING TRAINING MATERIAL

### A. Manual

A training module on women's livelihood rights including six modules on gender discrimination, identity, women's rights and entitlements, their incomes and expenditure, mobility and decision-making as emerging from the pilot has been developed. This module will be published in Hindi and English.

### B. Audio Visual Film

An Audio-Visual Film on the Engendering Livelihoods pilot in Bihar and Madhya Pradesh has been made. The film includes voices of women from SHGs in the districts of Mandla, Madhya Pradesh and Gaya, Bihar, Community Resource Persons from the same districts, as well as district-, state- and national-level implementers of the NRLM.

## ANNEXURE 2: MINUTES OF MEETINGS WITH KEY STAKEHOLDERS

Date	Institutions	Event	Key Highlights
February 2014	JEEVIKA, Bihar Mahila Samakhya Bihar	Facilitating contract between MS and JEEVIKA Bihar	<ul style="list-style-type: none"> <li>Contractual agreements were put in place between Bihar SRLM and Mahila Samakhya in February, 2014.</li> </ul>
2 <sup>nd</sup> April, 2014			<ul style="list-style-type: none"> <li>Meeting with Alok De, NMMU MKSP to plan for National Consultation on roll out of the pilot</li> </ul>
10 <sup>th</sup> and 11 <sup>th</sup> April, 2014		Meeting with JEEVIKA Bihar	<ul style="list-style-type: none"> <li>Planning of the Inception Workshop in Bihar</li> </ul>
April, 2014	MPSRLM	Meeting with Dep. CEO and State Project Manager (IB/CB)	<ul style="list-style-type: none"> <li>A presentation was made by Ms. Subhalakshmi Nandi (UN Women) and Ms. Neeta Hardikar on the scope of the pilot.</li> <li>MPSRLM committed to following up on communications and initiating the pilot in select districts, which would be decided upon in the State Inception Workshop.</li> </ul>
30 <sup>th</sup> July to 7 <sup>th</sup> August, 2014	JEEVIKA, Bihar	Training Accompaniment in Bihar	<ul style="list-style-type: none"> <li>Accompaniment and support was provided for all the Master Trainers and CRPs in 3 blocks of Gaya and Muzaffarpur.</li> <li>2 training sessions in the 3 blocks were facilitated and documented for the modules 'Kamal Kamli' and 3 for the module 'Mere Haq, mere Pehchaan Patr'.</li> <li>1 VO level meeting was facilitated and documented for the module 'Kamal Kamli'.</li> <li>Review meetings were conducted in all the blocks with all the Master Trainers, CRPs, nodal Cluster Coordinators and Area Coordinators.</li> <li>Review meetings were also conducted with Block Project Managers in all three blocks.</li> <li>Reporting formats were reviewed further after they were filled up during the accompaniment phase, the trainers recognised the usefulness of documentation.</li> <li>The meetings were useful to get a glimpse of the positive actions emerging at the field level as well as to sort out the administrative</li> </ul>

			hiccups.
6 <sup>th</sup> August, 2014	JEEViKA, Bihar	Meeting with CEO, JEEViKA Bihar	<ul style="list-style-type: none"> <li>The CEO was briefed about the UN Women-ANANDI pilot. The possibility of formalizing the programme through an MoU between UN Women and Jeevika, Bihar was explored. Future areas of technical support on gender were also explored.</li> <li>A commitment was made to continue the pilot with a focus on converging with existing Jeevika priorities.</li> </ul>
20 <sup>th</sup> August, 2014	MPSRLM, Madhya Pradesh	Meeting with CEO, Dep CEO and DPMs MPSRLM	<ul style="list-style-type: none"> <li>State-level review meeting</li> </ul>
22 <sup>nd</sup> , 23 <sup>rd</sup> August, 2014	MPSRLM, Madhya	Meeting with CEO, Dep CEO and DPMs MPSRLM	<ul style="list-style-type: none"> <li>Planning meeting between UN Women, ANANDI and MPSRLM.</li> <li>Six pilot districts were finalized in this meeting: Mandla, Dindori, Barwani, Alirajpur, Sheopur and Jhabua. The roll-out plans for these districts were also finalized.</li> <li>UN Women and ANANDI made a commitment to providing expert support, accompaniment and handholding.</li> <li>The CEO asserted that the directive for a formal MoU has to come from the NRLM.</li> </ul>
September, 2014	<b><u>MPSRLM, Madhya Pradesh</u></b>	<b><u>Training and Accompaniment in Barwani, Madhya Pradesh (Neeta and Roshni)</u></b>	<ul style="list-style-type: none"> <li>Facilitation support was provided to the trainers on team in Rajpur block Barwani. Post training reflection among co trainers was introduced.</li> <li>Training report formats were discussed along with the reports to understand the need for capturing women's voices in report instead of analysing the situation broadly</li> <li>Reflection meeting with, master trainers, District trainer, DPM along with the Samta Sakhi helped reinforce facilitation skills.</li> </ul> <p>In MP, after the TOT, the trainers have conducted similar training for trainers and CRP's. Due to the large number of holidays in the month and their other</p>

			project start up's, the field level trainings are expected to start in end of October in the remaining districts.
September, 2014	MPSRLM, Madhya Pradesh	Training and Accompaniment in Alirajpur and Jhabua, Madhya Pradesh (Neeta and Jeevika)	
29 <sup>th</sup> October, 2014	MPSRLM, Madhya Pradesh	Training and Accompaniment in Dindori, Madhya Pradesh (Neeta and Archana Singh)	<ul style="list-style-type: none"> <li>• The first module was completed in 5 villages and 36 SHGs in the district.</li> <li>• The consultants and ANANDI team visited the villages of Saleghori and Paudi to accompany PFT member trainers.</li> <li>• A reflection meeting was conducted with the SRLM Samnapur PFT team, in which the team leader, PFT members, CRPs from Saleghori Maal and the Resource persons for Mandla and Dindori, Archana Singh and Rolly Shivhare were present.</li> <li>• Feedback to trainers included: Use of simpler language, strategies to include women who were left out of training, and to compulsorily summarize the training and formulate an action plan.</li> </ul>
30 <sup>th</sup> and 31 <sup>st</sup> October, 2014	MPSRLM, Madhya Pradesh	Training and Accompaniment in Mandla, Madhya Pradesh (Neeta and Rolly Shivhare)	<ul style="list-style-type: none"> <li>• The module 'Kamal Kamli' (dubbed by the PFT members as Munna Munni ka Khel) was conducted in 7 out of 10 villages by October, 2014.</li> <li>• The module 'Mere Haq Mere Pehchaan Patra' was just started in Mandla by 2 villages.</li> </ul>
19 <sup>th</sup> and 20 <sup>th</sup> November, 2014	MPSRLM, Madhya Pradesh	Training and Accompaniment in Sheopur, Madhya Pradesh (Jeevika and Sejal Dave)	<ul style="list-style-type: none"> <li>• In Sheopur District the Gender pilot is being implemented in ten villages of Bargaon Cluster and there are four master trainers who are working together in this cluster.</li> </ul> <p>Observations of the gender pilot by the staff of the pilot:</p> <ul style="list-style-type: none"> <li>• The pilot project is promoting women's lead in dealing issues that they face, initially we used to talk about it but now we have incorporated it into our work agenda through systematic interventions. The trainers felt</li> </ul>

			<p>this tool and the gender pilot helped them bring the groups together and would help immensely with reaching the goal of CIB of VO formation and strengthening.</p> <ul style="list-style-type: none"> <li>• The tools are very effective when we use it in the field, with that, there has been increased participation in the activity; it relates well with the real life experiences when used with the SHG members, provides space for discussion/act as agenda building/helps in linking with other tools and issues.</li> <li>• Our own perception of tribal society as being egalitarian society got changed and we learnt that how much they differentiate between girls and boys</li> </ul>
20 <sup>th</sup> October, 2014	NRLM	Meeting with Alok De, NMMU	<ul style="list-style-type: none"> <li>• Indicators</li> <li>• Key projects that the NRLM is planning to take forward in the future</li> </ul>
10 <sup>th</sup> November, 2014	NRLM	Meeting with Alok De, NMMU	<ul style="list-style-type: none"> <li>• Data on MKSP for the paper</li> </ul>
10 <sup>th</sup> to 15 <sup>th</sup> November, 2014	JEEViKA, Bihar	Training and accompaniment in Gaya and Muzaffarpur, Bihar	<ul style="list-style-type: none"> <li>• Block offices of Sarriaya and Kurhani were visited on 11<sup>th</sup> Nov and 13<sup>th</sup> Nov respectively for discussions with BPM.</li> <li>• Administrative issues raised: Kurhani CRPs raised the issue that they were not being paid 50 rupees TA as the Sarriaya CRPs. The AC said he would raise the issue with the Kurhani BPM to make sure there would be no discrepancy.</li> <li>• Need for accompaniment: Shakuntala mentioned that there is a need for regular accompaniment and handholding as women plan and take action. This would build confidence of the women to act on their needs/ issues.</li> <li>• Muzaffarpur training visits: 11<sup>th</sup> November- Repar village, Rampur Bisnath Panchayat &amp; Sakul Basra</li> <li>• 13<sup>th</sup> November: Meeting with SRLM-Archana, where the dates for state</li> </ul>

			<p>level review meeting and participation in the national level sharing meeting was confirmed.</p> <ul style="list-style-type: none"> <li>• 14<sup>th</sup> November, 2014 and 15<sup>th</sup> November, 2014: review meeting with Gaya trainers team, Block Project Manager and Area Coordinator</li> <li>• Trainers' experiences were discussed in review meetings of both districts.</li> <li>• A review of the PALS module 'Mere Haq Mere Pehchaan Patra' was undertaken in both districts.</li> <li>• The BPM of Wazirganj, Gaya committed to doing a VO level analysis to see how many job cards have not been given</li> </ul>
13 <sup>th</sup> November, 2014	Mahila Samakhya, Bihar	Meeting with Mahila Samakhya SPD Kirti Singh	<ul style="list-style-type: none"> <li>• MS Bihar has a new State Program Director who has joined in September, 2014. When we spoke to her on the phone, she said she was not aware of the ongoing engagement of MS with Jeevika. A meeting is scheduled to brief her on the project and the process so far. The SPD was concerned about the impact of Jeevika's interventions on the MS program.</li> <li>• We summarized that the current project offers two opportunities: 1.) In house resource in form of the nine MTs from District Resource Groups who can now offer these gender and livelihoods training to other federations within MS; 2.) Possibility of expanding the scope of the pilot in Bihar in collaboration with Jeevika.</li> <li>• She expressed interest in participating in the in the State Level Review meetings and also internally engaging with the MS team that is implementing the program.</li> </ul>
13 <sup>th</sup> November, 2014	JEEVIKA, Bihar	Meeting with state-level Anchors Archana and Valerie	
21 <sup>st</sup> November	NMMU	Meeting with CEO, NRLM and Director, NRLM	<ul style="list-style-type: none"> <li>• Planning for National Level Sharing Meeting</li> </ul>
December 11 <sup>th</sup> , 2014		Presentation in Asia Livelihoods Summit on the project with NRLM	<ul style="list-style-type: none"> <li>• Presentation on the policy brief <i>Empowering Women in Agriculture: Closing the Gender Gap in the Mahila Kisan Sashaktikaran Pariyojana</i></li> </ul>

		CEO	<ul style="list-style-type: none"> <li>• Sharing of the pilots in the two states</li> </ul>
December 12 <sup>th</sup> , 2014		Meeting with P. Jamuna, SERP	
December 17 <sup>th</sup> to 19 <sup>th</sup> , 2014	JEEViKA, Bihar	Field visit, recce and research for film, Gaya, Bihar	<ul style="list-style-type: none"> <li>• We attended a training session on Mere Haq Meri Pehchaan Patra by Anju, Master Trainer from Mahila Samakhya.</li> <li>• After this, we visited two villages where women's groups had mobilized to access entitlements.</li> <li>• In Tarma village, women went together in large numbers to the block office to collect their ration cards.</li> <li>• In Rasalpur village, women blocked the main road leading to their village in protest until they were heard by the block office later in the afternoon.</li> </ul>
23 <sup>rd</sup> and 24 <sup>th</sup> December, 2014	JEEViKA, Bihar	Meeting with CEO, JEEViKA and SPM, SD on proposal for next phase	<ul style="list-style-type: none"> <li>• Developing a proposal for upscaling of the pilot in Bihar</li> </ul>
9 <sup>th</sup> and 10 <sup>th</sup> January, 2015		Field visit to SERP, Andhra Pradesh	<ul style="list-style-type: none"> <li>• Review of best practices in SERP, Andhra Pradesh</li> </ul>
21 <sup>st</sup> and 22 <sup>nd</sup> January, 2015	MPSRLM, Madhya Pradesh	Meeting with CEO and ASPM (Gender and Social Inclusion) MPSRLM on proposal for next phase	<ul style="list-style-type: none"> <li>• Developing a proposal for upscaling of the pilot in Bihar</li> </ul>
21 <sup>st</sup> to 27 <sup>th</sup> February 2015	JEEViKA, Bihar	Training and Accompaniment in Gaya and Muzaffarpur, Bihar	<ul style="list-style-type: none"> <li>• Training accompaniment of PALS modules on incomes and expenditure was conducted in all 3 project blocks of Bihar</li> <li>• Feedback was given to Master Trainers to focus on incomes as well as expenditures; and to work towards collective gender action plans (not only at the household level)</li> </ul>
22 <sup>nd</sup> February,	JEEViKA, Bihar	Meeting with Valleri Sharma, YP on proposal	<p><b>Agenda</b></p> <ul style="list-style-type: none"> <li>• Preliminary discussion on JEEViKA-BRLPS' proposal and budget for</li> </ul>

2015		and budget for next phase of the pilot	<p>institutionalizing gender action plans and the next phase of the pilot.</p> <ul style="list-style-type: none"> <li>• Roles and responsibilities of Master Trainers, CRPs and SACs in the next phase of the pilot.</li> </ul> <p><b>Discussion</b></p> <ul style="list-style-type: none"> <li>• In the initially proposed budget, the pilot was meant to intensely focus on 60 VOs in the existing 3 blocks of the state. This scale was increased in this meeting.</li> <li>• Assuming that the pilot will be scaled up to 419 VOs to saturate 3 blocks of Kurhani, Saraiyya and Wazirganj, we proposed that 3 teams of CRPs will ideally work in 10 VOs; and they will be accompanied and mentored by 1 MT for 10 VOs. The ideal number of CRPs per VO and ratio of Master Trainers to CRPs was discussed.</li> <li>• Since the focus of the new phase of the pilot is in both trainings through PALS modules, and in institutionalizing mechanisms to follow up gender action plans emerging from participatory processes, an intensified focus on strengthening the existing Social Action Committees supported by CRPs and Master Trainers was proposed.</li> <li>• The role of the Master Trainers will be to build capacities, accompaniment, mentorship of CRP's and Social Action Committee members in: <ol style="list-style-type: none"> <li>1. Gender and Livelihoods PALS training.</li> <li>2. Formulating Gender Action Plans at the village and cluster levels.</li> <li>3. Facilitating follow-up of gender action plans at village and cluster levels.</li> <li>4. Supporting institutionalization of gender justice centres at Panchayat and cluster levels.</li> </ol> </li> <li>• The role of the CRPs is: <ol style="list-style-type: none"> <li>1. To facilitate PALS training</li> <li>2. To formulate and follow-up gender action plans</li> <li>3. Accompany VO and cluster SAC members</li> </ol> </li> <li>• Accordingly, the deliverables of the Master Trainers and CRPs were</li> </ul>
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			discussed in terms of 240 days annually (20 days in a month).
12 <sup>th</sup> March, 2015	MPSRLM, Madhya Pradesh	Field visit to Barwani, Madhya Pradesh	<ul style="list-style-type: none"> <li>• A meeting was conducted in Barwani district office to discuss the progress of the pilot</li> <li>• The district had not conducted any trainings since October, 2014 due to elections. They were also experiencing slow progress due to PFTs' commitments to their other project targets.</li> <li>• Data and reports for all sessions conducted so far was collected</li> </ul>
14 <sup>th</sup> March, 2015	MPSRLM, Madhya Pradesh	Training and Accompaniment in Alirajpur, Madhya Pradesh	<ul style="list-style-type: none"> <li>• Training accompaniment was undertaken in Nanpur and Alirajpur clusters.</li> <li>• The villages were predominantly tribal villages with new groups between 1 year and 1 ½ years of age.</li> <li>• The women in Alirajpur cluster reported that they are yet to receive their new job cards. An action plan was made to approach the Sarpanch, and if that fails, the block office for redressal.</li> <li>• In Nanpur, the women narrated their struggle for a road leading towards the Anganwadi and school. This struggle ensued the training session on rights and entitlements in October. The road has recently been built.</li> </ul>
18 <sup>th</sup> March, 2015	MPSRLM, Madhya Pradesh	Planning and training accompaniment in Dindori, Madhya Pradesh	<ul style="list-style-type: none"> <li>• The last module implemented in Dindori district was Kamal Kamli in October, 2014. No PALS training has been conducted since then.</li> <li>• A meeting between PFT team, DM Dindori, Archana Singh and Sita Mamidipudi was conducted to finalize the plan for April – May to complete the remaining modules. The PFT team also committed to training newly identified CRPs on 30<sup>th</sup> and 31<sup>st</sup> March. The DM committed to conducting gender training of all staff in the second week of April.</li> <li>• A field visit to Paudi village, Dindori district was conducted. It was found that the women in the village had little or no recollection of the PALS training. They said that it was an 'Adarshgaon,' the village has 2 – 3 trainings every month and that they don't remember all of them.</li> <li>• A decision was taken to start with a recap of the module in all villages before proceeding to the next module.</li> </ul>

19 <sup>th</sup> and 20 <sup>th</sup> March	MPSRLM, Madhya Pradesh	Training, accompaniment and review meeting in Mandla, Madhya Pradesh	<ul style="list-style-type: none"> <li>• Attended training of PALS module ‘Dana Kothi Khali Kyun’ by Prashant Rai in Jangaliya village, Niwas cluster. Feedback given included more focus on sharing of women’s experiences within the session.</li> <li>• Attended training of PALS module ‘Kamal Kamli’ by Pooja Sharma in Kusumi village. Feedback given included ensuring that women formulate gender action plans before they leave the session.</li> <li>• Conducted review meeting of the pilot with all 3 PFT trainers in Niwas cluster. Discussion included issues and action plans emerging from each module. Feedback given was to focus on collective plans as well as individual plans.</li> </ul>
29 <sup>th</sup> and 30 <sup>th</sup> March	MPSRLM, Madhya Pradesh	Training of CRPs in Dindori, Madhya Pradesh	<ul style="list-style-type: none"> <li>• Resource Person Archana Singh supported the MPSRLM staff in training of CRPs for the pilot.</li> </ul>
12 <sup>th</sup> to 18 <sup>th</sup> April, 2015	JEEVIKA Bihar	<ul style="list-style-type: none"> <li>• Reflection and Sharing Meetings in Muzaffarour and Gaya, District Bihar</li> <li>• Documentation Visits to Saraiyya, Kurhani and Wazirganj Blocks</li> </ul> <p>Meeting with State Project Manager, JEEVIKA Bihar</p>	<p><b><u>Muzaffarpur: 13th April, 2015</u></b>  <b><u>Gaya: 16th April, 2015</u></b></p> <ul style="list-style-type: none"> <li>• The ANANDI Team met with all the Mahila Samakhya Master Trainers and the JEEVIKA CRPs, along with the Block Project Manager, Cluster Coordinators and Area Coordinators of the pilot.</li> <li>• In this meeting, the agenda was to discuss the action taken according to gender action plans formulated at the end of PALS training sessions.</li> <li>• The PALS modules were found to have triggered action in every VO where they have been implemented.</li> <li>• Skilled and experienced facilitators accompanied by CRPs undertook an intensive and continuous process of action and reflection over a period of ten months where they engaged with women in the same Panchayat on a bi-weekly basis, and women in the same VO on a monthly basis.</li> </ul> <p><b><u>Documentation Visit to Saraiyya: 13<sup>th</sup> April, 2015</u></b></p> <p>The ANANDI team visited leaders and members of Suraj VO in Rampur Balli village in Saraiyya Muzaffarpur. In a focus group discussion, the VO leaders</p>

			<p>discussed their experiences of being a part of training, supporting each other through making and following up on gender action plan. The team also did Case Study documentation of a woman who had been branded a witch, and was supported by the VO, the CRPs and the Master Trainers.</p> <p><b><u>Documentation Visit to Kurhani: 14<sup>th</sup> and 15<sup>th</sup> April, 2015</u></b></p> <p>The ANANDI team visited 4 Village Organizations in Halrpur Balra and Bangda Bansidha Panchayats. In focus group discussions, leaders and members of the VOs discussed their experiences of being a part of training, supporting each other through making and following up on gender action plan.</p> <ul style="list-style-type: none"> <li>• Case studies were documented of action on rights and entitlements as well as violence in each VO.</li> </ul> <p><b><u>Documentation Visit to Wazirganj: 16<sup>th</sup> and 17<sup>th</sup> April, 2015</u></b></p> <p>The ANANDI team visited 5 Village Organizations in Rasalpur, Tarma, Mahugain and Kinar Paharpur Panchayats. In focus group discussions, leaders and members of the VOs discussed their experiences of being a part of training, supporting each other through making and following up on gender action plan.</p> <ul style="list-style-type: none"> <li>• Case study documentation of action on rights, entitlements, girl child discrimination and violence was undertaken in each VO.</li> </ul>
<b><u>14th to 16th June, 2015</u></b>	MPSRLM, Madhya Pradesh	<b><u>Training Accompaniment in Dindori district, Madhya Pradesh</u></b>	<ul style="list-style-type: none"> <li>• The second module was completed in 5 villages for 428 women. The third module was completed in 3 villages for 225 women.</li> <li>• The ANANDI team visited the villages of Saleghori Mal and Newsa to accompany PFT member trainers.</li> <li>• A reflection meeting was conducted with SRLM Samnapur PFT team, in which the team leader, PFT members, District Manager and the ANANDI team members were present.</li> </ul>

			<ul style="list-style-type: none"> <li>• Feedback to trainers included: Making and following-up on gender action plans, consistent engagement with the VOs, to be more inclusive of women in training sessions, to encourage solidarity amongst VO members.</li> </ul>
<b><u>17th June, 2015</u></b>	MPSRLM, Madhya Pradesh	<b><u>Progress Update Meeting with District Project Manager, Mandla:</u></b>	<ul style="list-style-type: none"> <li>• A meeting was held with the DPM, Mandla to discuss the progress of the pilot in the district. Four modules have been completed in 8 villages. Two modules are yet to be completed in 3 remaining villages. The DPM expressed his plan to upscale the pilot to the entire block in the next financial year. He has forwarded the same to the state office.</li> <li>• The DPM sought support from the ANANDI-UN Women team in training of CRPs, staff and Social Action Members in the next phase. He also requested handholding and accompaniment support for the same.</li> </ul>
<b><u>29th to 30th June, 2015</u></b>	MPSRLM, Madhya Pradesh	<b><u>Training Accompaniment in Sheopur district, Madhya Pradesh</u></b>	<ul style="list-style-type: none"> <li>• In spite of planning, no training had taken place in the months of April – June.</li> <li>• The ANANDI team visited Ameth and Ranipura-Seseipura villages in Karhal block to document the action taken by women following PALS training sessions. PFT Trainers, PFT coordinators and the nodal District Manager for the pilot accompanied the team.</li> <li>• Case study documentation of action in Ameth and Ranipura-Seseipura was undertaken.</li> <li>• A reflection meeting was conducted with the SRLM Karhal team, in which the PFT trainers, PFT coordinators and the District Manager were present. The agenda of this meeting was to discuss the existing activities of the SRLM in the pilot villages, the experiences and challenges of the team in executing the pilot and action taken in every VO.</li> <li>• Feedback to trainers included: Regular and consistent gender and livelihoods training, making and following up on gender action plans and to be more inclusive of women in training sessions, encouraging solidarity.</li> </ul>

			<ul style="list-style-type: none"> <li>The ANANDI team also assisted the District Manager and PFT coordinators to plan for the way forward in the following year. The team gave inputs on strategies to upscale the pilot, including Elected Women Representatives, training of CRPs, Social Action Committee Members as well as gender training of staff. The team also encouraged the district team's idea of training EWMs and networking with them formally through the VOs.</li> </ul>
<b>29th June, 2015</b>	MPSRLM, Madhya Pradesh	<b><u>Progress Update Meeting with District Project Manager, Sheopur</u></b>	<ul style="list-style-type: none"> <li>A meeting was held with the DPM, Sheopur and the District Manager (IB/CB, Social Inclusion and Gender) on 29th June. The DPM was briefed about the rationale and progress of the pilot in the state.</li> <li>The DPM informed the team about his interest in upscaling the pilot in the block in the next phase. He requested the team to assist the DM in planning both strategy and budget for the same.</li> </ul>
<b>4<sup>th</sup> July, 2015</b>	MPSRLM, Madhya Pradesh	<b><u>Meeting with CEO, SPM (IB/CB), ASPM (Gender and Social Inclusion), Training Coordinator of the MPSRLM</u></b>	<p>The objectives of the meeting were as follows: (1) to understand the progress of the ongoing programme on 'strengthening gender responsiveness of the National Rural Livelihoods Mission (NRLM)' and (2) discuss the action plan for 2015-16.</p> <p>The decisions taken regarding implementation of the programme on 'Strengthening Gender Responsiveness of NRLM' in 2015-16 were as follows:</p> <ul style="list-style-type: none"> <li>Budget for Programme on 'Strengthening Gender Responsiveness of NRLM' to be integrated in the Annual Budget of MPSRLM (2015-16) for implementation starting August 2015. This will include capacity building of MPSRLM staff and capacity building of Community Resource Persons</li> <li>Management Information System (MIS) based reporting structure to be developed for the gender programme and integrated into the existing MIS of MPSRLM.</li> <li>UN Women and ANANDI to support MPSRLM in the implementation of the programme on strengthening gender responsiveness of NRLM</li> </ul>

			An Inception Meeting will take place on 3 August 2015 (tentative date).
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Related work with UN Women/ NRLM

- Planning & participating in Unpaid work collective meeting
- Engendering NRLM
- Presentation of the PALS modules in Maharashtra SRLM

### ANNEXURE 3: SELECR INDICATORS FOR WOMEN'S EMPOWERMENT AND LIVELIHOOD

S. No	Thematic Area	Indicators
<b>A.</b>	<b>Level of the women and groups</b>	
1	<b>Positive self-image and Identity</b>	<ul style="list-style-type: none"> <li>✓ Awareness of gender discrimination and forms of violence against women (among women/community and service providers)</li> <li>✓ Women's recognition as workers/ farmers: by self and state</li> </ul>
2	<b>Building Institutions of women to sustain change</b>	<ul style="list-style-type: none"> <li>✓ Women's collectives and networks – neighbourhood upwards, based on solidarity/</li> <li>✓ Build linkages and networks across schemes/departments,</li> </ul>
3.	<b>Building Assets: Use, Control and Ownership of Resources</b>	<ul style="list-style-type: none"> <li>✓ Human Capital: Knowledge and skills ( New and recognition of the existing skills, knowledge for better outcomes for livelihoods),</li> <li>✓ Natural Capital: Increase in the quality and quantity of natural resources-land, water, forests/ trees, livestock available for use individually or through collectives. Ensure women's rights to resources through law are realised.</li> <li>✓ Financial: Increase in household income from access to social protection entitlements in cash and kind (NREGA wages, PDS entitlement, single women pension, IGMSY, DBT's for education etc)</li> </ul>
4.	<b>Redistributing Work: Gendered Division of Labour and Unpaid Work</b>	<ul style="list-style-type: none"> <li>✓ Increased investments in technology by households in reducing women's labour/ drudgery.</li> <li>✓ Increased reporting in workforce participation of women</li> <li>✓ Increased participation of men and adults in care work-</li> </ul>
5.	<b>Agency: Participation and decision making Voice and</b>	<ul style="list-style-type: none"> <li>✓ Women applying skills and/ or technology learnt</li> <li>✓ Women's visibility and engagement in public spaces (panchayats/gram sabhas) and institutions increase household income</li> </ul>
6.	<b>Dignity and Bodily Integrity</b>	<ul style="list-style-type: none"> <li>✓ Increased mobility to access social and public spaces of their choice</li> </ul>

<b><u>B</u></b>	<b>Institutional level indicators</b>	
	<b>Institutionalising gender mainstreaming into the organisation</b>	<ul style="list-style-type: none"> <li>✓ Gender Training of Staff</li> <li>✓ Sexual Harassment Policy</li> <li>✓ Monitoring Indicators of Program</li> <li>✓ Sex Disaggregated Staff Data</li> <li>✓ Inclusion of SC/ST and single women in the program</li> </ul>

ANNEXURE 4: PROPOSED LOGICAL FRAMEWORK FOR UPSCALING THE PROJECT IN JEEVIKA BIHAR

Results	Indicators	Means of Verification	Risks and Assumptions
<b>Impact:</b> Women farmers realize their right to livelihoods			
<p><b>Outcome 1</b> Jeevika Mission adopts a comprehensive policy and programmatic framework on gender mainstreaming in rural livelihoods for empowerment of women farmers</p>	<ul style="list-style-type: none"> <li>• Gender Action Plan documents for all verticals of Jeevika</li> <li>• Resources allocated by MORD and Government of Bihar for implementation of the Gender Action Plan in the three Blocks in Bihar</li> <li>• Modules and PALS kits made available for all verticals in Jeevika</li> </ul>	<ul style="list-style-type: none"> <li>• Gender Action Plan document</li> <li>• Approval by MORD and Jeevika on committing resources</li> <li>• Meeting Minutes and correspondence</li> <li>• Vertical specific Modules and PALS kits</li> </ul>	<p>Limited involvement of ground staff from across verticals of Jeevika in the implementation of the Gender Action Plan</p>
<p><b>Output 1.1</b> Implementation of Gender Action Plans by Jeevika</p>	<ul style="list-style-type: none"> <li>• Formation of a core group of Master Trainers and CRP's in each pilot block.</li> <li>• Training workshops conducted</li> <li>• Activation of Social Action Committees</li> <li>• Increased capacities of collectives to take up issues of violations of women's rights and challenge discrimination.</li> <li>• Women seeking greater accountability from institutions such as Panchayats, banks, Police vis a vis their rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy document</li> <li>• Workshop reports</li> <li>• Meeting minutes</li> <li>• Number of cases reported in social action committees, cluster level federations.</li> <li>• Training reports from CRP's.</li> </ul>	<p>Lack of commitment by Jeevika and its verticals and delays in initiation of the Gender Action Plan</p>

	<ul style="list-style-type: none"> <li>• Number of trainings women participated in at the SHG level.</li> <li>• Number of social issues discussed</li> <li>• Number of women who initiated claims to their entitlements.</li> </ul>		
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**Activities:**

*Conducting Gender mainstreaming trainings for Jeevika staff and strengthening gender responsiveness of existing implementation and training manuals across all verticals:*

- Organizing training of Jeevika staff at state level led by the Bihar State Resource Group on Gender and Livelihoods for developing roadmap and strategy for implementation of Gender Action Plans across verticals.
- Undertaking a comprehensive review of all existing training modules and implementation guidelines to strengthen overall gender responsiveness of Jeevika.
- Organizing review and reflection meetings between Jeevika and the Bihar Resource Group on Gender and Livelihoods on progress made in the implementation of the Gender Action Plans.

*Creating and strengthening a federation of Gender Community Resource Persons (CRPs)/ Nyaya Sakhis through Social Action Committees at the District-Cluster-Village Organisation levels:*

- Organizing workshops and review and reflection meetings at the Block and District levels and at regular intervals to support implementation of Gender Action Plans.
- Demonstration and documentation of PALS as a methodology to engender implementing agencies towards gender mainstreaming
- Undertaking field demonstration of gender tools and capacity building of gender trainers on challenges identified in the review meetings
- Organizing inception workshop between JEEVIKA staff at state level and the Bihar State Resource Group on Gender and Livelihoods to develop roadmap and strategy for intensification of Gender Action Plans.
- Selecting a pool of Gender CRPs at the district level and implementing Training of trainers on Gender Action Plans in collaboration with the Bihar Resource Group on Gender and Livelihoods.
- Organizing and monitoring trainings of cluster and VO level Gender CRP's and grassroots cadres of JEEVIKA by the trained pool of Gender CRPs.
- Selecting Social Action Committee members at the village and cluster levels and implementing Training of Trainers on Gender Action Plans in collaboration with the Bihar Resource Group on Gender and Livelihoods.
- Organizing workshops and review and reflection meetings at the District levels and at regular intervals to support implementation of Gender Action Plans.
- Demonstration and documentation of PALS as a methodology to engender implementing agencies towards gender mainstreaming
- Facilitating Gender and Livelihoods training of SHG members through PALS modules by Gender CRP's.

<p><b>Output 1.2</b> State Resource Group on Gender and Livelihoods established and operationalized to support implementation of Gender Action Plans</p>	<ul style="list-style-type: none"> <li>• Number of resource persons/organizations/ relevant state agencies join resource group.</li> <li>• Regular Meetings of resource groups</li> </ul>	<ul style="list-style-type: none"> <li>• Formal document pertaining to constitution of the group.</li> <li>• Financial support from MORD and Jeevika for constitution and operations of the resource group.</li> <li>• Meeting minutes</li> </ul>	<p>Lack of initiative by the resource persons/organizations, etc. to join the group. Lack of financial support to the Gender Resource Groups</p>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>▪ Identifying local resource persons/ organizations/ other relevant state agencies that can contribute to conceptualization, implementation, monitoring and review of Gender Action Plans and be members of the proposed State Gender and Livelihoods Resource Groups.</li> <li>▪ Developing terms of reference for the members of gender and livelihoods resource groups.</li> <li>▪ Facilitating quarterly / six monthly gender resource group meetings at state &amp; district level.</li> </ul>			