



State-NGO Partnership for Livelihood Promotion
Case Study of PRADAN Intervention in Livestock Sub-sector

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Working Paper No 2/2014
November 2014

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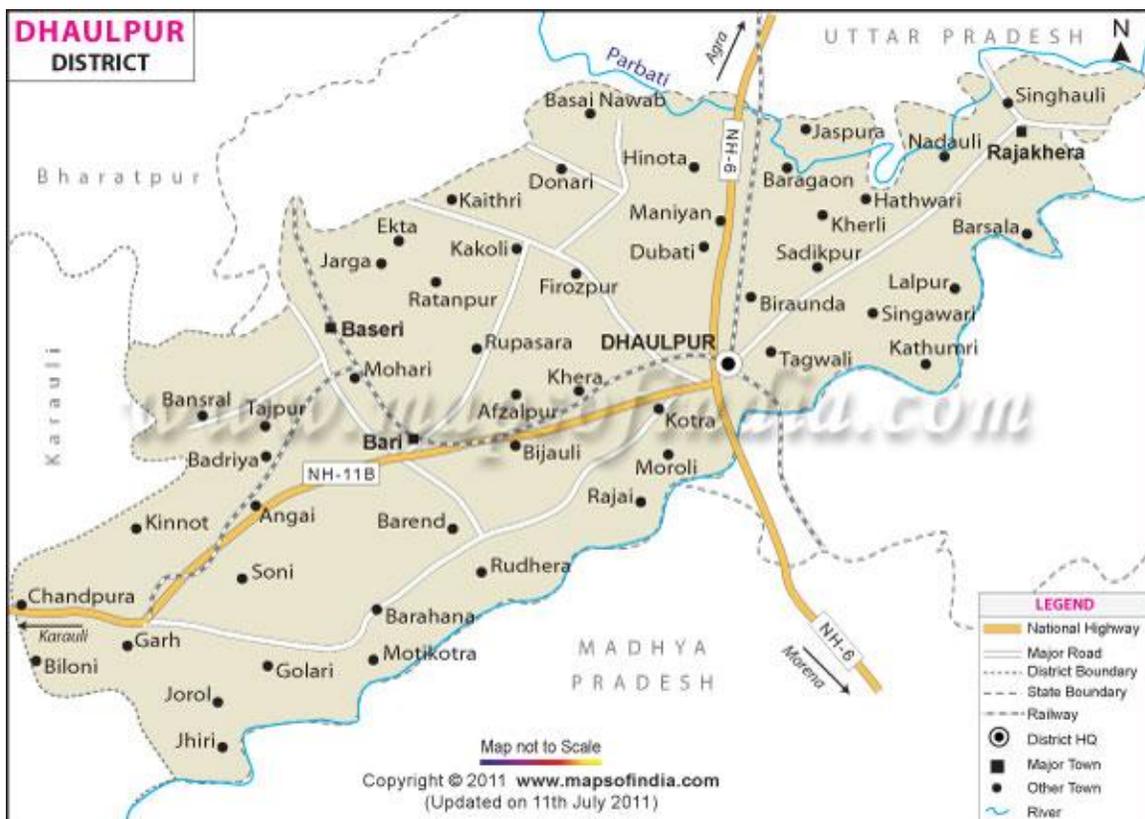
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Abstract

This case study illustrates how well targeted development interventions can expand the capability of communities to live a good life. Inherently therefore development serves a disruptive function as it redefines the way natural resources, labor, and markets are reorganized to create opportunities to raise income, access knowledge, and higher levels of human security for the households. There are four distinguishing features of PRADAN's involvement in the livelihood sector in Dholpur, Rajasthan. First, it adopted the goat sub-sector because it had a high potential of making immediate impact of household income and employment. Second, it identified constraints to the value chain, and offered selective corrections. Third, it made smart use of available government schemes. Finally, it addressed the question of sustainability by a) organizing the goat keepers into a larger area based federation, and b) gradually withdrawing itself from the area by delegating more and more functions to the local leadership.

Introduction

Professional Assistance for Development Action (PRADAN) was founded in 1983 as an India-based non government organisation. PRADAN professionals, divided into 32 teams, have worked with over 300,000 families in 5,000 villages across seven of the poorest states in the country. A majority of the families that PRADAN works with belong to the scheduled tribes and scheduled castes. PRADAN believes that the path to overcoming economic poverty is through enhancing the livelihood capabilities of the poor and giving them access to sustainable income-earning opportunities. In the process, the poor must be enabled to break free from their past, develop an alternative vision of their future and set achievable goals. They must be equipped with the technical, organisational, negotiating, and networking that will facilitate the fulfilment of their goals.



PRADAN has been working in the Dholpur district of Rajasthan since 1999. The town of Dholpur is the district headquarters, which is 60 kms south of Agra on Delhi-Gwalior national highway (NH 3). Dholpur district is made up of three distinct geographical areas - the plain region, the rocky terrain of the Aravali Plateau commonly known as the Daang region and the Chambal Basin. All along the bank of the Chambal river the district is

deeply intersected by ravines; low ranges of hills in the western portion of the district supply quarries of fine-grained and easily worked red sandstone.

Presences of Aravali ranges affect the topography, demography, resources and livelihoods. Agriculture in Dholpur is primarily rainfed; out of total geographical area of 301 thousand hectares (ha), the gross cropped area is 198 thousand ha. The average annual rainfall is 754 mm, with vast variation across months (671 mm in June –July). 50% of the gross cropped area of 198 thousand hectares is rainfed. However, 80% of ground water is over utilized i.e. extraction is higher than recharge rate³.

Scanty rainfall, scarcity of water (surface as well as groundwater) and the inefficient water management practices constitute the major challenges vis-à-vis crop productivity of the district. Both, crops and animals are prone to quirks of nature. Frequent droughts lead to decline in productivity and reduced performance and even death of animals.

The severe water shortage has retarded the growth of the farm sector. As a result the farmers have diversified into animal husbandry for subsidiary income. Dholpur district has an interesting mix of agriculture and non-farm sector as both contribute equally to the household income. Cattle and buffaloes are a permanent feature of wealthier village households. The dairy farming is thus well-developed and almost all big villages with a population of 5000 and above has got a village dairy for the milk collection by Rajasthan Dairy Cooperative Federation and by private dairies. Goat rearing is common among the landless families in on the plateau area (Dang) and those villages adjoining the ravines in Baseri, Bari and Sarmathura where agriculture activities are almost non-existent. Due their superior capacity to withstand droughts, sedentary feeding habits, together with low unit costs per animal, make goats an ideal choice for low-income households.

Uniqueness of the Case Study

Goat rearing is an add-on to many livelihood projects. PRADAN's single-minded focus to work with over 1000 households makes it one of the largest. Its' success in reducing goat mortality rate through deployment of locally trained paravets has become a model for many others to emulate. After working over a decade in Dholpur, PRADAN is making an exit from the area in 2016 when the baton would be passed to SHG Federations. Such orderly exits are rare and deserved to be studied in detail.

³ Agriculture Contingency Plan for Rajasthan: Dholpur
<http://agricoop.nic.in/Agriculture%20contingency%20Plan/Rajasthan/RAJ27-DHOLPUR-26.7.2012.pdf>

Importance of Goat Rearing

Goat is a multi functional animal and plays a significant role in the economy and nutrition of landless, small and marginal farmers in the country. Goat rearing is an enterprise which has been practiced by a large section of population in rural areas. Goats can efficiently survive on available shrubs and trees in adverse harsh environment in low fertility lands where no other crop can be grown. In pastoral and agricultural subsistence societies in India, goats are kept as a source of additional income and as an insurance against disaster. Goats are also used in ceremonial feastings and for the payment of social dues. In addition to this, goat has religious and ritualistic importance in many societies. The advantages of goat rearing are :

- i) The initial investment needed for goat farming is low.
- ii) Due to small body size and docile nature, housing requirements and managerial problems with goats are less.
- iii) Goats are friendly animals and enjoy being with the people.
- iv) Goats are prolific breeders and achieve sexual maturity at the age of 7-9 months gestation period in goats is short and at the age of 13-15 months it starts giving milk. Twinning is very common and triplets and quadruplets are rare.
- v) In drought prone areas risk of goat farming is very much less as compared to other livestock species.
- vii) Goats are ideal for mixed species grazing. The animal can thrive well on wide variety of thorny bushes, weeds, crop residues, agricultural by-products unsuitable for human consumption.
- viii) Under proper management, goats can improve and maintain grazing land and reduce bush encroachment (biological control) without causing harm to the environment.
- ix) No religious taboo against goat slaughter and meat consumption prevalent in the country.
- xi) The goat meat is more lean (low cholesterol) and relatively good for people who prefer low energy diet especially in summer and sometimes goat meat (chevon) is preferred over mutton because of its "chewability"
- xii) Goat milk is easy to digest than cow milk because of small fat globules and is naturally homogenised. Goat milk is said to play a role in improving appetite and digestive efficiency. Goat milk is non allergic as compared to cow milk and it has anti-fungal and anti bacterial properties and can be used for treating urogenital diseases of fungal origin.

xiv) Goat creates employment to the rural poor besides effectively utilising unpaid family labour. There is ample scope for establishing cottage industries based on goat meat and milk products and value addition to skin and fibre.

Rajasthan has 218.81 lacs Goat as per 2007 livestock census. Five important breeds of goat are located in the state, viz. Sirohi, Marwari, Jhakrana, Barbari and Jamnapari. Dholpur has 1,50,804 goats comprising mainly of non descript species, Jamnapari and Sirohi. Assuming 5 goat heads per household, there are approximately 30,000 households who rear goats in Dholpur. The Rajasthan Goat Breeding Policy, 2011 “.. consciously aims at fostering the development of

Goat by increasing their production in terms of meat & milk in the state to improve upon the economic status of the rural livestock owners.” (Government of Rajasthan 2012). The State Livestock Development Policy (Government of Rajasthan 2011) identified several thrust areas, *inter alia*:

- Ensuring access to market through institutional arrangement and encouraging processing and marketing of livestock products through cooperatives and private sector.
- Improve livestock producers’ access to financial services including institutional credit and insurance to enhance their capacity to invest in livestock and cope up with unforeseen calamities.
- Influence lending institutions to correct lending bias against livestock by de-linking livestock credit from collateral requirements. “

Rajasthan District Poverty Initiatives Project (DPIP)

In 2002, PRADAN initiated work on goat sub sector under the District Poverty Initiatives Project (DPIP). The government of Rajasthan, with the assistance of the World Bank, is implementing the DPIP in seven districts of the state, namely Baran, Churu, Dausa, Dholpur, Jhalawar, Rajsamand & Tonk, which are amongst the poorest in the state. The long-term goal of the project is to reduce poverty through asset creation and undertaking income enhancement activities suitable to the area and the participating farmers. The project development objective was to improve the economic opportunities, living standards and the social status of the poor in the selected villages of these districts. The project had three components “The first finances all activities that mobilize, organize, and strengthen the capacities of the poor. This includes the costs of building appropriate capacities among organizations, group formation and operation, training, communications, and learning activities. The second component provides community investment funds to be used to create infrastructure and develop/strengthen and provide services and technologies needed or demanded by the poor. The third component covers project management staff and operational costs, advisory committees, workshops, study

tours, networking and dissemination events, research and technical consultancies, and computerized management information systems. “ (Source: Rajasthan DPIP Website Source: <http://www.worldbank.org/projects/P010505/rajasthan-district-poverty-initiatives-project?lang=en>. Accessed on 8/7/2014). The DPIP was launched on April 25, 2005 and closed on December 31, 2007.

Overall, the Project aimed at improving the levels of economic activity, productivity and income of targeted 1,00,000 BPL families of 7039 villages of seven selected districts (Source <http://dpipraj.gov.in/dpipglance.htm>). The project was implemented through Non Government Organizations (NGO) by forming Common Interest Groups (CIGS) and allowing them to select and implement a sub-project of economic/social benefit. These sub-projects spanned community Infrastructures, land improvements, social services or income generation. The total project cost as per project appraisal document (PAD) is Rs. 643.63 Cr. The project financing comprises of 80% contribution by World Bank, 15% by State Govt. and 5 % by beneficiaries. The World Bank reimbursed the incurred expenditure. The level of beneficiary contribution is sector specific and 10% to 20% of the total sub-project cost.

With a view to provide support to the implementing partners such as Pradan, Rajasthan DPIP also entered into agreements/tie ups with ten specialised institutions including:

NABARD (NABCONS) (Micro- finance & Micro insurance)

Working capital being essential for the survival and growth of micro-enterprises, an agreement for training and providing of working capital to CIGs has been signed with NABARD (NABCONS).

BASIX

In order to provide sustainable market linkages and cater to the micro-finance needs of the CIGs, agreements with leading institutions, BASIX has been signed.

MART - Haat (Development)

MART would provide field- based support to DPMU, NGOs and CIGs for livelihoods promotion, business plans, market linkages and promotion of weekly markets/Haats. MART would also prepare capacity building plan and conduct exercises on entrepreneurship, livelihoods and marketing for DPMU, NGOs, Community Facilitators and CIGs.

DPIP project was built on a partnership between a public authority (Government of Rajasthan) and NGOs (viz. PRADAN) to deliver a package of services that alleviates poverty among the poor. The cost of providing the service and capital investment needed is done on the basis of a contract or MOU and is borne largely by the government. The assets created were transferred to the selected poor households throughout the life of the

project. The general aim of government and NGO collaboration was "shared service delivery" to citizens.

Choice of Area and Goat Sub-Sector

By using tools of participatory rural appraisal such as mapping the livelihood portfolio, skills, and resources of the families in the villages, PRADAN team identified 82 villages in Baseri Tehsil of the District. 40% of ST and 37% of SC households were below the poverty level⁴. It was found that this area was primarily rainfed and only about 20% of the income came from agriculture.⁵

1	Area	3034 Sq Km
2	Population	1206516
3	Sex ratio	845
4	No. of Tehsils	6
5	Names of Tehsil and revenue villages	Dholpur (211), Saipau (133), Bari (179), Baseri (95), Sarmathura (108), Rajakhera (119) – Total 845
6	Landholding	Avg. 1.57 Ha (Skewed land distribution -53% of HH encompass 16% of land, 25% of large farmers own 63% of land)
7	Livelihood	Stone and sand mining, low agriculture productivity, livestock based economy (5 lakh LPD milk production, huge population of goats
8	Major Communities	Major communities are Gurjars, Thakurs, Meenas, Kushwahs, Jatavs, Brahmins, Goswamis, Mallahs, Muslims, Kohlis, and Dhobis etc. In general Thakurs, Brahmins (General), Gurjars (OBCs), and Meena (ST) are well of and dominating communities. The Mallahs, Kushwahs (OBCs about 10 % of total population) are poor and backward communities and spread in clusters across the district. Kohlis, Dhobis, Muslims and Jaatav etc

⁴Table 2.20 in Institute of Development Studies, 2008. Dholpur District Human Development Profile, IDS, Jaipur, 2008 http://statistics.rajasthan.gov.in/Details/DHLPR_RV.pdf. Accessed on 6/7/2014

⁵The PRADAN team implemented mainly two activities under DPIP namely buffalo rearing and goat rearing. The other activities being implemented were rain water harvesting , irrigation and improvement of crop productivity. In this paper, however, we will focus only on goat rearing activities of PRADAN.

		(SCs and minor castes; about 25% of total population) are the poorest and the most socio economically vulnerable castes (Shodhana 2011).
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Most of the agricultural produce in Dholpur was used only for self-consumption. The major source of income was manual labor, which includes work at stone quarries, mines and by felling trees for timber. Though households did keep goats, it accounted for a small part of income. It was recognized that goat rearing could be a major source if the bottlenecks are removed. Thus, livestock promotion was identified as the area, which needed strengthening as a major source of income for the people there.

As per the MOU entered between PRADAN and DPIIP, the Project objectives under the grant were:

- “Development of comprehensive livelihood prototypes suited to the local context, building on the support available under DPIIP for basic infrastructure at the family level,
- Demonstration of some new locally suitable livelihood avenues to build confidence of both the community and DPIIP officials and Banks on the viability of the activity,
- Promotion of necessary institutional mechanisms for providing backup support to the livelihood activities. “
- Advocacy with DPIIP, Bank and related government department for adaptation and scaling of successful demonstrated livelihoods activities.”

PRADAN’s key strategy is for social mobilization followed by formation of Self Help Groups (SHGs), i.e. groups of poor people brought together by some common interests. Since the PRADAN SHG members were engaged in goat rearing, they qualified as a Common Interest Group (CIG) under DPIIP. PRADAN organized 10-15 poor women in the villages into Self Help Groups (SHGs) as an organization strategy. The selection of livelihood option was based on matrix ranking technique. PRADAN professional provided a range of social protection activity (SPA) options suitable for the area like bore well, carpet weaving, poultry, and stone quarrying to the SHG members. The availability of large tracts of fodder land, familiarity with goat keeping and ease of selling favored goat rearing as a comparatively manageable and viable economical option.

Under DPIIP, there was flexibility for the community to decide what activities they wanted to pursue which could help them enhance their income. Under the project, there was provision for ninety percent grant to purchase machinery, equipment, building infrastructure while eighty percent grant were available to individual families to purchase

animals such as buffaloes, goats with a ceiling of number of units that could be inducted per family.

All SHGs are facilitated to undertake saving and lending activities. When the SHGs are six months to one year old and have matured in dealing with savings and lending activity they are linked to bank. PRADAN considers credit input as key to expansion of livelihoods. It develops SHGs as independent community based associations that would be able to leverage credit from banks without its continuous support and supervision. PRADAN only promotes SHGs of women as women show greater responsiveness to regular meetings, savings and inter-lending and record keeping. Of the 64 goat rearing SHGs formed in Dholpur, 27 have been linked to the banks and DPIP has released funds for 56 CIGS. 18 groups have not received any assistance so far from either DPIP or banks. By the end of financial year 2007 (the year when the project ended), all groups were able to get financial support under the project and all groups linked with bank. In addition to this, PRADAN, mobilized funds to fulfill the gaps of DPIP such as local cadre development (paravets and Community resource persons), shelter construction, and training of goat farmers (see Table 2 for details).

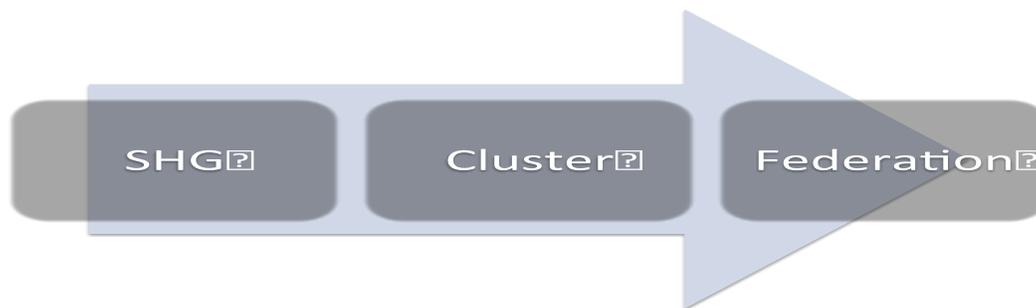
No. of Blocks	2
No. of Villages	65
No. of Families Assisted	804
No. of SHGs formed	286
No. SHGs approved and financially assisted by DPIP	64
Amount of fund released (Rs Lakh)	173.45
Investment made (Rs Lakh)	161.05
No goats inducted by DPIP assisted groups	9,679
No SHGs received goat management trainings	60
No. of Paravets	4

A roving accountant cum record keeper –called *Munshi* – keeps the minutes and account books of all SHGs. Initially PRADAN paid for the *Munshis*, currently *Munshis* are paid by the SHGs and managed by the SAHELI SHG federations.

PRADAN emphasizes building super structure of SHG federation using the SHG as the founding block. The hope is that the SHG federation acts as successor to PRADAN for all local initiatives.

Representatives of 10-15 SHGs form clusters and act as first point for conflict resolution, peer learning, and organizing peer pressure. Each SHG send two members to represent themselves at cluster level meeting held on 7th of every month. More importantly, cluster representatives federate together into a larger Saheli Sangathan. Each cluster can send one representative at the SHG Federation. The SHG Federation provides inputs and insurance services, negotiates with government agencies and banks, and streamline the forward linkage of marketing. Federation employs professionals, paid out of subscription of individual SHGs and earning from service fees.

Evolution of Saheli SHG Federation



Box 1: PRADAN's Stepwise Approach to Goat Sub-Sector Intervention

1. Entry

Village identification by Decentralized Project Team (DPT)

Needs Assessment using PRA and ranking matrix

Understanding constraints to livelihood sustenance and creation

2. Action Planning

Strategic interventions for addressing diagnosed problems are developed

Financial resources and manpower mobilized

3. Intervention

SHGs formed by Community Resource Persons (CRPs)

SHGs monitored for the first six months

Grants accessed from DPIIP and other funders

Credit linkages established with banks

Goats purchased by the families with the technical support from PRADAN team

Goat shelters inspected by PRADAN Livestock Assistant/Field Executive

Pasu Sakhis trained and Placed

Community managed risk fund

4. Closure and/or Exit

Federation of SHGs created and linked with external agencies e.g. local government departments, schemes of state government, resource agencies, corporate sector for providing inputs such as vaccines, feed etc

Federation leaders trained on governance, structure, management and operation, leadership, and sent for exposure visits

SHGs handheld for selling live goats to traders and institutional purchasers

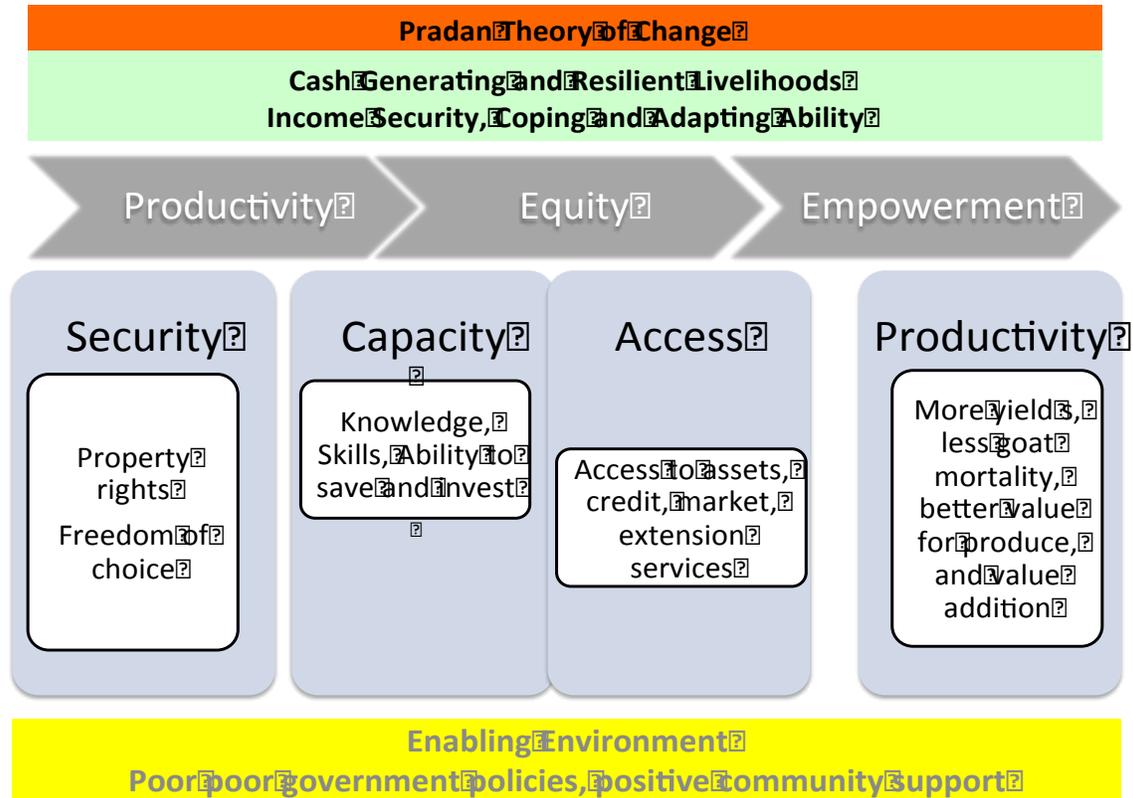
Assess the planed change efforts by tracking project's progress in implementing the change and documenting its impact on the organization

The emphasis of DPIIP and PRADAN remains on developing individual and small group assets and skill training to the participating families. There has been less emphasis on forward linkages to realize better rates for live goats in the market. To expand and sustain large-scale activity for poor people in areas where the economy is under developed, requires investment in institutional mechanisms to run them and development of manpower that is able to provide support services on sustainable basis. PRADAN also has not explored moving communities to move people along the value chain, so that processing of live meat and other products can be organized locally. It is only since 2001, with support from SRTT, PRADAN is building the capacity of SHG members to negotiate with private traders, strengthen leadership capability of the SHG Federation, and foster a sense of greater confidence among SHG members.

PRADAN Dholpur and Theory of Change

PRADAN did not develop any theory of change at the outset of planning initiatives in Dholpur. From the observed trajectory of PRADAN's interventions in Dholpur, we propose to draw a Theory of Change, which explains its methodology of planning, participation and evaluation to promote social change. The long term changes that

PRADAN wishes to bring about is depicted in the Pathway of Change, revealing the complex web of activity that is required to bring about the change. An important element of the Theory of Change is articulation of assumption that connection between outcomes and the expectations about how and why proposed interventions will succeed.



PRADAN's Pathways approach is based on a global theory of change that addresses the underlying causes of poverty and women's marginalisation. In the context of Dholpur, we identify five common and closely inter-related domains of change that must be impacted to achieve the Pathways goal:

- **Security:** Enhancing household security means protecting them from threats of severe droughts and loss of livelihood, dignity and freedom. Collective action by women is a guarantee to mutual security, and leveraging their influence on banks, government agencies, and private traders.
- **Capacity.** Women need the knowledge, skills, self-confidence and conviction required to succeed in agriculture, business and their roles as individuals and members of their households and communities.
- **Access.** Women need access to and control over productive assets and services including livestock, water, fodder, tools, inputs and both financial and extension services.

- **Productivity.** Poor people need the opportunity, knowledge and skills required to enhance the productivity of their livestock through reduction in animal mortality and faster live weight gain.
- **Enabling Environment.** Household resilience and women's empowerment are dependent on formal policies that shape access to natural resources and credit and informal cultural norms and expectations that determine gender roles.

While the Pathways theory change defines *what* needs to happen to achieve PRADAN's goal, its' strategy outlines *how* these changes will be promoted. The goat livelihood program applies a push strategy pairing efforts to build the capacity, skills and knowledge of women SHG members, and efforts to government, bank, and community resources and behaviors. Combined, these efforts aim to improve the productivity of women farmers and women's equitable participation in sustainable livelihood systems. Specific intervention areas identified include:

- Building and strengthening peoples organisations
- Promoting access to productive assets and knowledge for managing those assets
- Facilitating improved market access and income generation
- Strengthening livestock extension services

Overcoming Ruling Constraints

Further scenario analysis revealed four major gaps hindering goat-based livelihoods, namely:

1. Lack of superior goat breeds
2. High mortality of goats, particularly during monsoon
3. SHG members had no prior experience of selling goats in distant markets
4. Lack of livelihood support services: Professional support services were not easily available
5. Lack of adequate funds: Banks were hesitant to provide loans for procuring goats because of their high levels of mortality

Strategic Response

1. PRADAN inducted good breeds (Jamnapari, Sirohi, and Barbari) purchased from form nearby towns of Mathura, Bharatpur, Karoli and Ajmer. Since 2008, the SHGs have opted for a local breed, which is more adapted to vegetation, extreme climate and terrain of Dholpur.

2. High mortality of goats is a function of lack of right veterinary intervention on time, non availability of vaccination, absence of practice to separate pregnant does from rams, unscientific methods of feeding, and poor upkeep of shelter (floor beds are not cleaned regularly).

PRADAN devised a three-pronged strategy to counter high mortality among goats. First it utilized the services Community Resource Persons (CRPs) to convey the importance of basic veterinary care. CRP is a local woman experienced in-group dynamics and specially trained by PRADAN. Over a three-day period lasting approximately nine hours, CRPs convey to the SHG members the benefits and good practices of SHGs, and teach them to recognize threats to goats' health.

Further, a cadre of "Pasu Sakhis" was created to provide 24 x 7 doorstep veterinary care. Matured SHGs, chose a woman among themselves for a three day specialized training to become a "Pasu Sakhi" capable of attending to the first aid needs of goats, and periodically administering prescribed dosages of vaccination. Each member pays a prescribed fee to the Pasu Sakhi for her services and medicine.

The third layer of support comes from Livestock Assistants (LSA). A LSA, who is on the payroll of PRADAN supports 15 Pasu Sakhis over phone, and regularly visits to attend to emergency cases. The Pasu Sakhis and Livestock Assistants have played a pivotal part in reducing goat mortality from 15% in 2002 to 5-7% in 2014. The LSA periodically build knowledge of producers regarding feed, fodder and disease preventions.

3. A crucial determinant of livestock rearing is herd size. PRADAN worked out that the optimum herd size was 15 does and 1 buck per household. Accordingly, plans for balance feed using concentrates purchased from the market and grass, legume and foliage available on village pasture were drawn up. Attempts to raise tree fodder on – farm though plantation of Neem (*Indica melia*) and Babul (*Acacia nilotica*) did not meet desired success due to lack of interest among farmers to tender saplings.

4. Market access was initially thought not critical because livestock traders have well developed channels for marketing of livestock in Delhi and Agra market. PRADAN periodically conveyed the prevailing market prices for live goats and also provided weighing machines to all SHGs so that they can protect against short changed by unscrupulous traders. Exposure trips to Delhi, Ajmer and Agra livestock markets taught many ways of how to strike a hard bargain.

5. Lack of credit linkage: Attempts to credit link with banks has suffered as bankers consider goat rearing to be a highly risky business. The district lead bank Punjab National Bank is averse to lending for SHGs for goat rearing. Apart from DPIP, PRADAN has borrowed from Kalinjam Development Financial Services (KDFS), a subsidiary of DhanFoundation, Madurai to meet the financial needs of SHG members as no commercial bank in the Dholpur came forward to finance SHGs.

6. Insurance of livestock has also posed great difficulty. The two public sector general companies namely National Insurance and United Insurance has suitable insurance products for goat farmers. Unfortunately, high premium, hassles in settlement, and general reluctance on the part of field personnel has stalled insurance coverage of

animals. PRADAN initiated an insurance mutual, which after two years of operation did not find favor with the farmers.

7. Promotion of producers organization: Initially, PRADAN had thought of creating a producers cooperative that will provide vet care to the animal, organize input linkages and undertake goat marketing. Unfortunately, the idea has not materialized. Saheli SHG Federation, which represents the interest of milk sellers, and farmers, is expected to work for goat rearers as well.

PRADAN's overall achievement in Dholpur goat project is summarised below.

Table 3: PRADAN's Goat Project in Baseri block, Dholpur District Achievements at a Glance 2002-2014				
	2002	2007	2012	2014
# Revenue villages covered	17	65	82	82
# SHGs covered under goat rearing activity	22	64	185	302
# BPL Households served	182	612	845	1460
# goats inducted under DPIP	4224	9679	0	0
# goats inducted under bank credit linkage	844	1935	4472	4348
# Pasu Sakhi trained	0	6	10	17
Adult Goat mortality %	10-15%	10-15%	8-9%	5-7%
No. of persons participated in exposure visits	212	614	230	57
No. of animals covered under Insurance mutual (coverage 8 villages)	4224	9679	416	810
No. of claims settled from insurance fund	126	292	12	3
Value of goats sold by members Rs. million	2.54	8.71	16.8	25.89
Source: Sanjay K. Sharma, Team Leader, PRADAN, Dholpur				

Key Success Factors

The concept of 'Critical Success Factors' (CSFs) was first introduced by Rockart (1982). Rockart defined CSFs as 'those few key areas of activity in which favorable results are absolutely necessary for a particular manager to reach his or her own goals'. The critical

factors shape the success of projects. In this particular project, we include the following factors:

- **Rigorous Stakeholder identification/engagement:** This was an integral part of the social mobilization process because of the expected stakeholder involvement and community participation. This activity was essential for project buy-in and support at all levels from the government and community. The PRADAN leadership ensured that only poor households with strong interest in goat farming, and willing to subject themselves to SHG discipline are selected and nurtured.
- **Innovation of CRPs and Pasu Sakhis:** PRADAN's strategy of using smart and articulate village leaders to conduct community mobilization was effective in promoting the project's objectives and creating buy-in, which led to high acceptance of PRADAN among community members. The strategy was carried out using proper community entry processes, household micro planning and respecting and observing gender and power protocols. The strategy reduced costs, resulting in savings on mobilizer allowance and transport costs. CRPs were engaged for a period of 4–5 days, and they did not have to be transported from one point to another because the distances were short.
- **Standardization of Business Processes:** The curriculum, pedagogy, teaching material and duration of training of CRPs and Pasu Sakhis were documented leading to ease of delivery, cost savings, and harmonization. User-friendly, relevant, and focused IEC materials boosted community response to program activities. In 2010, a standardized, pictorial, user-friendly goat care manual was developed, and samples were distributed to the Pasu Sakhis. This helped in replication and scaling up of the PRADAN's model of training delivery. The use of *Munshis* also helped in ensuring regularity of SHG meetings, documentation, and escalation of issues for corrective action.
- **Selection of right economic activity:** Goats are ideally suited to the Dholpur's natural and cultural environment. Moreover, they are easy to rear, and low on maintenance. Goat rearing is a caste neutral occupation in Rajasthan, which enhances its value to women of higher castes who otherwise suffer from many occupational prohibitions. No doubt, goats are called moving ATMs as they can be quickly disposed for cash to meet emergency requirements.
- **Partnership between DPIP and PRADAN:** There emerged a number of favorable factors, which helped in cementing the relationship between the two parties. The principal factors were sharing of specific plan/vision, open communication and trust, transparency in procurement, willingness to compromise and collaborate, respect for each others' domain expertise, clear roles and responsibilities, and availability of expert advice and review to guide

course correction. The results show that ‘high degrees of commitment’ and ‘shared vision between the Rajasthan Government, PRADAN and community are the most important factors for success in livelihood projects.

Lessons Learnt

On hindsight, PRADAN’s intervention would have benefited from following considerations:

- **Greater Focus on Forward and Backward Linkages:** DPIP did not provide for costs of building backward linkages, especially salaries of paravets, or for building the federation of SHGs. This has been done by PRADAN at its own cost, which is most welcome. There was no emphasis on forward linkages with goat markets. Efforts should have been made to create a robust alternate sales channel to clear surplus goats ready for the market. PRADAN would require professional help to conduct market research to spot opportunities for expanding institutional and retail sales, and value addition through processing of meat products. Without concerted institutionalized sales, farmers would find a slump in price due to excessive supply of goats from Dholpur.
- **Question of Institutional Sustainability:** PRADAN relies on grant in aid support to undertake its’ current operation in Dholpur. A small commission on goat marketing could have provided a stream of revenue to pay for some of the activities of PRADAN and its’ successor organizations. Credit linkage remains an unsolved problematic for SHGs and a major constraint in scaling up goat based livelihoods. PRADAN may consider First Loss Guarantee Deposit to SAHELI SHG federation, which as Business Correspondent to any scheduled bank can lend for goat rearing to SHG members.
- **PRADAN’s Exit from Dholpur in 2016:** PRADAN plans to withdraw from the district after handing over responsibilities for all functions to SAHELI federations. This begs the question whether the federation is ready, willing, and able to succeed the impending vacuum resulting from PRADAN’s withdrawal. From a purely functional point of view two outstanding problems remain. The first set relates to their failure in covering marketing risks that member-producers face with regard to inability to access working capital, lack of insurance cover, and under developed channels for sales of large volume of goats. The second set of problems goat producers face is with regard to discharging managerial tasks by SHG federation. The federation is dominated by milk sellers and farmers, it is uncertain that the problems of goat rearers would receive due attention of the Federation. Goat rearers might need a separate federation to exclusive focus on their needs and aspirations. PRADAN’s presence will remain crucial to continuously build the internal technical and managerial capabilities of SAHELI

and ensure that conflicts among various interest groups are handled in a matured way.

Conclusion

Rajasthan DPIP represented a new way of incorporating community needs through micro planning into project execution. With the help of NGOs, it made sincere attempts to listen to the people, and provide them what they needed most. This is a welcome departure from top-down, know-all approach, which has plagued poverty alleviation programs in the past. DPIP showed allowed flexibility to the NGOs in their project planning, financing and implementation.

PRADAN made impressive breakthrough on re-energizing the goat subsector, particular on the production and management of goats. It applied very creative and novel approach to build a goat cluster where none existed, and to extend veterinary service at doorstep of member producers using local paravets, and community mobilisers. However, it was less successful on fostering credit linkages with mainstream banks, design appropriate insurance products for farmers to protect them against catastrophic losses, and forward market linkages for off take of live goats, milk and meat products. There was an opportunity to synergize the efforts of NABARD (NABCONS) for microfinance and micro insurance, and MART for systematic development of goat market channels. The withdrawal of Basix from Dholpur after the microfinance crisis in Andhra Pradesh⁶ in 2010 negatively affected availability of microfinance to PRADAN sponsored SHGs.

Case 1: Life Story of Asha Thakur of Ghironiya Village

Asha Thakur's life took a big turn the day PRADAN Dholpur's Team Leader Sanjay Sharma drove his motor cycle for a greet and meet the villagers of Ghironiya in September 2003. Ghironiya falls under Jhiri Panchayat of Baseri block of Dholpur district. Being on the top of Daang plateau of Aravali range, the terrain is undulated, and very few outsiders dare to visit any of the 60 odd households for a public meeting. Sanjay extolled the virtues of goat keeping and how with scientific management and balanced feed, the goats can virtually turn into income generating machines. As a Thakur women, she was more attached to coarse grains grown on rainfed undulating terrains of her Ghroniya village. But she did realize that given the abundance of fodder in the area, goats could be quite a good source of milk, meat and cash on sale. Since PRADAN was willing offer 15 does and a buck at 95% cost, she was sold to the idea. She quickly mobilized 10 other Thakur women into Bhero Baba Pasudhan Basat Samiti. After few days of training by a Sanjay and another PRADAN staff, she understood the

⁶ In the wake of series of suicides, Andhra Pradesh government in October 2010 severely restricted microfinance lending and collection, leading to huge defaults and severely straining some of the large microfinance institutions including Basix.

importance of regular saving. After another six months, she and three other women accompanied to buy 165 does and 15 bucks from Karoli.

In September 2004, Asha (41) was selected by her SHG for a 3 day Pasu Sakhi training. Experts from Goat Trust, Lucknow taught her what vaccination should be used and what medicines should be administered to relieve common ailments found in goats.

Slowly over the years, Asha has built herd, which stands 100 strong. Every six months, she along with other members of SHG, sells her goats for cash to a village trader. In the last twelve months, she has sold 25 goats for a sum of Rs. 80,000.

Today she is more than convinced that goats are the best source of livelihood for her area. With a twitch in her eyes, she says “ I am willing to sell my land and leave my husband, but I can never abandon my goats”.

Asha is a much sought after role model and regular speaker in meeting of goat rearers. She has travelled many cities addressing livelihood conferences, and encouraging people to take up livestock rearing as a profession.

When told that PRADAN will withdraw from Dholpur in 2016, she feels sad. She say, ”We have just learnt to crawl, why is PRADAN in haste?”

Case 2: Ramawati Jatav

Few outsiders would dare to go to Gunaich for fear of kidnapping by Chambal bandits. It took many months of interaction by PRADAN team in 2008 to convince the village women to pool their savings for lending among themselves. The women were afraid that PRADAN officials would take away the money on some pretext. Once the women began to trust their own abilities, they were ready to explore new means to strengthen their traditional livelihoods. Goats were natural choice since Chambal ravines are rich in herbs and fodder suitable to the local goat breeds. First, PRADAN provided training in goat keeping to Ramawati before approving a loan of Rs. 30,000 to buy 11 goats. After three years, the number of herd size has reached 40, valued around Rs. 90,000. Her husband, who used to migrate to Agra in search of jobs, now stay puts in the village to tender to the animals. “This is a more dignified way of living than rotting in shanties. Never knew goats can change our lives in such a positive way”.

Contributed by Sanjay K. Sharma, Team Leader, PRADAN, Dholpur

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