

**GOVERNMENT OF RAJASTHAN**

**STATE PROJECT MANAGEMENT UNIT-MPOWER**

DEPARTMENT OF RURAL DEVELOPMENT & PANCHYATI RAJ

Near R.T.O Office, Paota "C" Road, Jodhpur

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**Tender Notice**

The Government of Rajasthan is implementing a poverty alleviation project (MITIGATING POVERTY IN WESTERN RAJASTHAN) with financial support from International Fund for Agricultural Development. The Project is being implemented in Baap (Jodhpur), Sankra (Jaisalmer), Baitu (Barmer), Sirohi (Aburoad), Bali (Pali) and Sanchore (Jalore) blocks of Jodhpur Division of Rajasthan. Duration of the project is 6 years.

NGOs participation in implementation of the Project at the grass-root level is vital to the project's success.

The work of the NGOs will focus essentially on community mobilization and formation of SHGs of the poor, assist the groups in identifying suitable economic activities, nurture and support the groups and help them to establish necessary credit ,backward and forward linkages. Further details may be obtained from this office.

The Project Management Unit -MPOWER invites proposals from NGOs those fulfilling the following criteria's:

**Essential criterias:-**

- The NGO should have at least 5 years of relevant experience of implementing livelihood activities with poor in rural areas.
- The NGO should have minimum annual turnover of over Rs.25 lakhs in the past three years [as evidenced in the past three year audited financial statements]
- NGO should be registered, non- political and secular in nature.
- NGO should not be black listed by any government department

**Preferrable criterias:-**

- It should have domain knowledge and experience in Grassroots mobilization, SHG and Microfinance, Livelihoods and Marketing etc
- The NGO should be familiar with the project area conditions or should have experience in working with similar type of people and regions elsewhere in India.
- The NGO should be willing to provide Continuing Guarantee for the project duration.

The proposals should necessarily include copies of the registration of the organization and documents supporting that they have been active in their work in the past five years, and also the audited statement of accounts for the past 3 years and details of the Projects that the applicants have been involved with. NGOs are also required to send their organizational profile and a self certificate stating that they have not been black listed by any Government Department.

Interested NGOs may obtain prescribed bid documents @Rs 500/= and other information's from office from 2<sup>nd</sup> September 2009 to 5<sup>st</sup> October 2009. Pre-bid conference will be held on 24<sup>th</sup> September '2009. Kindly send your bids on or before 5<sup>th</sup> October '2009 by 6.0 pm to the Project Director, MPOWER, State Project Management Unit, Near R.T.O Office, Paota "C" Road, Jodhpur(Rajasthan)-324002, email [mpower.raj@gmail.com](mailto:mpower.raj@gmail.com).

For further details please log on to [www.rdprd.gov.in](http://www.rdprd.gov.in)

Project Director,  
MPOWER

## Format for information

### 1. Kindly mention the experience of NGO to mobilize masses especially for socially and economically alleviating families–

Criteria	Issues			
	I	II	III	IV
No. of years				
Platform (Name of the Project /Dept)				
Physical coverage(no of villages/Households)				
Comm. Contribution (Cash/ Labour /Material)				
Target group				

### 2. Experience of NGO in working (No of years) with women in reference to social and economic development.

Criteria	Issues (Social & Economic)			
	I (Health)	II (Education)	III (drudgery reduction)	IV (Enterprise)
No of years				
CBOs formed (only those >6months old)				
Physical targets /achievement				
Impact or outcomes				
Name of Dept/State				

\*please describe in brief about 3 major impacts/outcomes

### 3. Mention the experience of the organization in working with various agencies livelihood enhancement in desert/remote areas

Institutions	Issues						
	No of years Issues		No of years	Issues	No of years	Issues	No of years Issues
Government Deptts							
Banks							
Nabard							
Indian donors							
Foreign Donors							
Others							

### 4. Details of linkages of SHGs with Formal Financial Institutions under different projects/issues

Criteria	Projects/Issues			
	I	II	III	IV
No. of SHGs formed				
No. of SHGs with bank accounts				
Total savings				
Total Inter-loaning				
Total CCL sanctioned				
Access to conventional bank loans (Total amount)				

**5. Information about proposed staff (3 persons)**

Name	No of years exp. in Rural /Social development	Education qualification	Project/issues handled	Worked in what capacity

**6. Details of past experience of NGO in SHG promotion in different projects, especially with women and poorest**

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**7. Work under taken by the organization targeting women that lead to drudgery reduction and time saving**

Criteria	Forestry	Agriculture	Water	Animal Husbandry	Household works	Others
Drudgery reduction						
Time saving						

**8. System used for grading of SHGs and strategy adopted for their improvement (enclose formats)**

Particular	Projects				
	I	II	III	IV	V
System of grading of SHG					
Strategy to improve SHGs who were not functioning in a proper manner					

**9. Experience of working closely with PRIs on different issues within Rajasthan since last 5 years**

Particular	Focus Issues			
	I	II	III	IV
No of blocks				
No of GPs				
No of trainings				
No of workshops				
Campaigns				
Technical assistance imparted				

**10. Infrastructure developed by NGO accessible for training and use of villagers, its details**

Particular	2004-05	2005-06	2006-07	2007-08
Location				
Capacity of Training center				
No of Issues addressed/year				
No of Trainings/year				

No. of Workshops/year				
No of Participants/year				
Income/year				
Expenditure/year				
Profit earned if any				
Usage of profit				

**12. In what frequency does the board members meet and its regularity (Pl. enclose documentary proof of board meeting held in last 5 years)**

Particulars	2003-04	2004-05	2005-06	2006-07	2007-08
Annual					
Half-yearly					
Urgent					

**13. Financial Management/Turn over (Pl. enclose documentary proof of last 3 years audited balance sheet/income tax return)**

Particular	Turn over	Audit report enclosed(Y/N)	Incomplete (Remarks)
2006-07			
2007-08			
2008-09			

**14. Experience of working with different sections of the society-**

Focus group	Name of Project/Object	Project period	Nature of works carried out	Remarks
Vulnerable				
Poor				
Women				
Disabled				
Youth				
Children				
Aged				
SC/ST				
Landless				

**Signature of authorized Signatory**

**(with seal)**

# **Note on MPOWER**

## **INTRODUCTION**

Mitigating Poverty in Western Rajasthan (MPOWER) is a poverty reduction initiative is supported by IFAD within its framework of the current Country Strategic Opportunities Paper. In line with India's and that of the Government of Rajasthan's efforts in mitigating poverty in the Western Rajasthan, the MPOWER builds on experiences and lessons learnt under ongoing Programmes, and introduces some innovative features. The project is designed to reduce poverty through the development of community institutions and support to various livelihoods activities and setting up of services delivery systems initially.

## **Project Area**

The MPOWER is regional in scope with special emphasis on relatively poor and backward Blocks, within the drought-prone, food insecure districts of Western Rajasthan, namely Jodhpur, Jaisalmer, Barmer, Pali, Sirohi and Jalore. The project area is characterised by low population density, high ratio of population dependent upon agriculture and livestock sectors, unreliable rainfall patterns, limited or no potential for irrigation, fast depleting ground water and frequent occurrence of drought. The project area will include all villages (1045) and 245 village panchayats in these six Blocks.

## **Target Groups and Targeting**

The target group consists of all BPL households in the project area, as determined by the GOR (100% saturation is the goal).

## **Project Strategy and Approach**

The project has been designed with enabling measures to achieve effective targeting and to ensure that the empowerment process is inclusive of the poorest, regardless of the fact that they are included in the BPL list or not. The project approach emphasises creating ownership through effective participation and awareness creation, diversifying risks and enhancing productivity, ensuring good governance, involving NGOs at grassroots as well as the private sector for market linkages, mainstreaming gender, conducting performance monitoring and public recognition of achievements by the village communities. The project will enlist the support of the local governance structures as well as develop synergies and inter-linkages with on-going government programmes so that the interests of the non-beneficiaries are also accommodated.

## **Innovative Features:**

This Project has some unique innovative features: (i) It attempt to make markets work for the poor by securing better access and better producer prices (ii) It seeks to let markets signal and provide the incentives for people to adopt new technologies and better management regimes (iii) By growing SHGs into Marketing Groups and making them into micro entrepreneurs, the project transforms a mechanism of social empowerment into one for economic empowerment (iv) it seeks to make equity a concern of the village elite also (not

only that of the project) (v) it uses project resources to provide the incentives as well as the follow up to leverage govt. funds through dovetailing and convergence of govt. schemes, especially NREGA.funds. This results in substantial augmentation of project resources.

### **Project Goal, Objectives and Components**

The overall goal of the Project is: mitigation of poverty of the target group households through improved livelihoods, strengthened capacity, sustainable enterprises and natural resource management and increased access to physical and financial markets. The project objectives are to (i) secure and enhance the present livelihood and coping strategies by mitigating risks; (ii) promote income and employment enhancing opportunities by building capacities, providing financial services and establishing partnerships with private sector for securing better market access; and (iii) promote inclusion by empowering and organizing the target households into SHGs, Marketing Groups/ Producer Companies, and VDCs.

In order to realize the stated objectives, the MPOWER will have three components: (i) Strengthening of Grassroots Institutions; (ii) Livelihoods Support; and (iii) Project Management. The project will be implemented over a period of six years.

### **Project Components**

1. The project will have three components: (i) Strengthening of Grassroots Institutions; (ii) Livelihoods Support; and (iii) Project Management. The proposed project will be implemented over a period of six years. Capacity building and gender mainstreaming will be integral parts of all activities.

#### **Component 1: Strengthening Grassroots Institutions**

2. This component has two sub-components: (i) mobilisation and capacity building with a view to promoting inclusion (gender, social, economic, financial and developmental) by empowering and organizing the target groups into SHGs, MGs, VDCs so as to enable them to articulate and effectively represent their interests, secure entitlements available to them and capitalize on opportunities that can lead to improvement of their influence and status in society; and (ii) community infrastructure development to support the mobilization process, mitigate the effects of drought, stabilize current livelihoods strategies and enhance productivity. Planned activities will include (i) NGO recruitment process and recruitment under competitive bidding, (ii) training of NGO field staff in PRA, wealth ranking, livelihoods options, visioning and LFA, social audit, cross-learning; (iii) identification and selection of target group and organizing them in to SHGs and training; and (iv) support facilities such as motor cycles, office furniture, computers, internet facilities and their staff salaries and other operating expenditures of the Facilitating NGOs. It is envisaged that in all 9 NGOs will be operating under the project. The project will provide support for community-initiated CID activities including construction of bulk milk coolers and technical support services from the resource NGOs and Institutes to cater to the requirement of the partner NGOs.

#### **(a) Mobilisation and Capacity Building**

3. The objectives of this sub-component are to: (i) Organize the poor into groups and empower them to articulate, plan for, demand and obtain the entitlements (services and facilities) available to them, (ii) Build up their capacities to execute and manage acquired resources efficiently and sustainably, (iii) Engage the local governance and developmental structures – Gram Panchayats, Panchayat Samiti, Zilla Parishad, line departments at the Block, District and State levels - in supporting efforts of the project by prioritising target villages and ensuring convergence of government. Schemes, and (iv) Secure the cooperation of the non target groups in the project area by mobilising them to identify community wide needs and facilitating the obtaining of resources from government agencies.

4. Competent and reputed NGOs with preference given to local parties will be engaged to motivate, mobilize and organize the target group. The principle functionaries of the NGO at village and cluster level will include a village Facilitator (VF) who will be a woman; a Community Business Facilitator (CBF) who could be either a man or a women; a Team Leader (TL) and an Accountant at the cluster level. There will be one CBF for 2 or 3 Gram Panchayats (GPs) which will on an average have a total 10 or 12 villages. Each CBF will be taken on contract for a period of 30 months renewable thereafter by mutual consent. The CBF will organize both the target group as well as also engage with the wider community. Heading the effort at the Block level on behalf of the NGO will be the Block Manager (BM).

5. Since conditions differ substantially between the “desert district” – Barmer, Jaisalmer, Jodhpur – and the other 3 districts of the Project – Jalore, Sirohi, Abu Road – in terms of the size of the GPs, the intervening distances between the village and the local environment and conditions, the size of the Cluster in each of these two zones will differ. Each Cluster in the desert districts will consist on an average of 10 GPs which would have around 50-54 villages; in the other zone, each Cluster will consist of 12 GPs on an average having about 30 villages. Furthermore, given the vast geographical expanse of some of the selected Blocks as well as the size of the target group households in various Blocks, it is necessary to have 2 NGOs service the Baitu Block (Barmer District) and 3 for the Sanchore Block (Jalore District). The other Blocks would have one NGO each thus making a total of 9 NGOs who could participate in the Project.

6. The project will adopt “cluster approach” for development and within the cluster, a village as a unit of planning. At the village level, the Facilitating NGO will appoint a woman Village Facilitator (VF) wherever there are 50 BPL families or more. The VF will organize women into SHGs, training them and facilitating the undertaking of various mobilisation, planning and operational measures. She will be assisted by the CBF. Her employment period has been envisaged at 5-years. The total number of VFs that will be financed by the project on a cumulative basis ranges from 136 in the first year, to a high of 737 in the 5<sup>th</sup> year and declining gradually. . The total number of CBFs that will be financed by the program on a cumulative basis ranges from 19 in the first year of implementation to a high of 102 in the 4<sup>th</sup>

year. The CBF will be the person responsible for the GPs assigned to him/her and the VF will report to the CBF.

7. The SHGs formed by the VFs with the support of the CBF, in their 3rd year of operation will be encouraged to organize themselves into marketing groups depending upon their fulfilling certain criteria. On an average, it is envisaged that there will be 6 SHGs formed in a village and 24 SHGs at the GP level. The CBFs (together with the VFs) will be responsible for training these SHGs linking them to banks, MFIs and financial service providers, and providing accompaniment and capacity building services to women groups in order to make them viable and self sustaining. S/he will also provide support to the marketing groups when organized.

8. One accountant will also be appointed at the Cluster level by the NGO to support 4 to 5 CBFs and 240-280 SHGs. The task of the Cluster Accountant will be to undertake financial, record keeping and documentation operations as well as provide support to the CBFs and the SHGs under her/his jurisdiction by way of capacity building, training, supervision and monitoring. This latter function shall be the main role of the Cluster Accountant. The total number of Cluster Accountants that will be financed on a cumulative basis ranges from 6 in the first year of implementation to high of 23 in the 4<sup>th</sup> year of implementation and remaining constant thereafter up to end of project period.

9. Each cluster will be headed by a Team Leader (TL) who will be responsible for, on average, 10 GPs in the “desert districts” where s/he will supervise and support around 5 CBFs. In the other districts, s/he will be responsible for on average 12 GPs with around 4 CBFs.

10. Initially, interventions will be focussed on capacity building, mobilization, linkage building, plan formulation and finalization. Investments in infrastructure and income generating activities at the village level will be undertaken only towards the end of the first year or in the second year. A wealth ranking exercise will be conducted at village level so as to identify the poorest for purposes of targeting as well as for inclusion in the Target Group. Women will be organized into SHGs preferably on affinity basis for ensuring better performance and group cohesiveness. Thereafter, a Needs and Livelihood Assessment (NLA) will be carried out with each of their families in order to identify potential, resource and capacity gaps and those livelihood opportunities best suited to their circumstances. This exercise will result in a household specific Family Advancement Plan (FAP) which will be validated by the SHG of which the woman of the household is a member.

11. At the village level, the community will be organized into a Village Development Committee (VDC), with adequate representation of the target group SHGs, at least 50% and a Needs and Resource Mapping (NERM) will be undertaken so as to identify and prioritise community-wide needs. This will be followed by a Visioning and Scoping exercise involving the VDC from which a Village Development Action Plan (VDAC) will be formulated and

approved by the Village/ Ward Gram Sabha. At the GP level, the DAPs of the constituent villages will be integrated and formulated into a Gram Panchayat Development Action Plan (GPDAP), which the general Gram Sabha will consider and approve. This approved plan will then be forwarded by the GP to the respective Panchayat Samiti/ Block functionaries. The GP, VDCs, SHGs which are supported and facilitated by the FNGO, will be responsible for implementation of the approved GPDAP, its oversight and maintenance of created assets as well as the respective FAPs.

12. As the Capacity Building holds the key to creating empowered SHGs, marketing groups /producer companies, and VDCs, villagers will be given exposure to successful community-based silvipasture and livestock management practices and hands-on training in raising and managing silvipasture plantation. NGO personnel will be provided with a wide spectrum of focused trainings in the area of PRA, wealth ranking, needs and livelihood analysis, Visioning / Objective Oriented Project Planning), Project management, Participatory Impact Monitoring, Social Audit etc. For facilitating “cross learning”, provision for exposure visits and peer group visits between villages and blocks will be encouraged. Awards for effectively functioning SHGs, VDCs as well as GPs at Cluster level and Block level will be instituted.

13. In regard to the target group, the CBFs will first conduct, with the help of the VF, a community-based wealth ranking exercise so as to identify the poorest amongst the BPL target group. The purpose of this exercise is to prioritise these families as primary target group of the Community Infrastructure Development. This will be followed up by a Livelihoods Assessment and Portfolio Planning Exercise as well as a Resource Mapping Exercise for each of the beneficiary families besides the prioritised ones. The purpose is to help each family design a viable livelihood plan and determine what kind of support and resources they will need to realize it.

14. Simultaneously, the CBFs (with the assistance of the VFs) will organize the beneficiaries into a Village Development Committee (VDC) at village level which will consist of one representative each from the SHGs as well as respected and trusted members of the target group (men or women) who will be consensually nominated at a common meeting by the target group, a ward member of the Gram Panchayat of that village (or Sarpanch if from that village) and a member of the facilitating NGO. At least 60% of the membership of the VDC would be women. The CBF will act as the secretary to the VDC for the period of 12 to 18 months after which he will hand over the charge to a person appointed by the VDC. Thereafter, he will assist the target group to articulate and prioritise their needs on a gendered basis (men and women separately) by conducting a Visioning and Scoping Exercise. These needs will be aggregated and discussed in a community wide meeting of the beneficiaries where these plans will be integrated and selected with priority being given to the needs articulated by the poorest women. Articulated needs can be individual as well as community related. Beneficiary selection will also be done in such a common forum.

15. The role of the VDC will be to (i) ratify the DAP as well as the selected beneficiaries (with priority given to the poorest identified by the wealth ranking exercise which will also include those poor who are not presently included in the target group list but are eligible for the same as outlined below) who will avail of facilities and benefits provided by the project as well as those in the target group who can benefit from ongoing schemes of the Government; (ii) ensure that those items in the DAP (which are not supported by the Project) are included for respective villages; (iii) be responsible for the follow up, execution and monitoring of the activities supported by the project as well as of Government schemes being implemented through the GP; and (iv) ensure that common asset created from the project as well as from government schemes are maintained.

16. In order to ensure transparency, accountability as well as to track performance, Participatory Impact Monitoring ) as well as Social Audit will be conducted on a quarterly basis. The target group together with their respective VDCs as well as the Village Gram Sabhas and their respective VDCs will meet and take stock of progress of implementation of the respective DAPs. The CBF will facilitate these stock takings and reviews assisted by the BF and supported by the Team Leader (TL), when required. On the statutory dates when the Gram Sabha at the Gram Panchayat level is convoked, overall stock taking in regard to the progress of the GP-DAP will be undertaken.

17. In addition to the tasks mentioned above, the CBFs will help (i) build up the capacities of the VDC in with respect to monitoring of beneficiaries in regard to compliance with financial and quality standard as well as own contribution, and (ii) support the GP in the realization of its development plans by networking with the local representative bodies as well government authorities within his area of jurisdiction to facilitate convergence of the relevant government schemes.

18. The Team Leader will: (i) provide guidance, support and oversight to the work of the CBFs, the VFs and the Accountants, (ii) ensure that participatory, social, technical, financial and managing practices required of by the program in regard to targeting, transparency, accountability, quality and sustainability are complied with, and (iii) network and liase with local governance bodies, government agencies with the view to facilitating convergence of ongoing government schemes as well as speedy sanction and disbursement of both project and government funds to implement the sanctioned developmental plans of the VDCs and the GPs. The Accountant will have a dual function and be responsible for the accounts of the Cluster Unit and also provide support by way of capacity building, training, supervision and monitoring to the CBFs and the SHGs under her jurisdiction. This latter function will be the main role of the Accountant.

19. Capacity Building. Given that the success of the programme depends upon the extent that CBOs are empowered and effectively mainstreamed into the local, governance and development structure, a high degree of skills, competence and knowledge is required of the NGO functionaries. This is particularly true when organizing villages from habitation level upwards to the village and GP levels in a manner that is inclusive of the interest of the vulnerable groups, especially when the majority of the villagers will not be directly benefiting from the project.

20. Accordingly, NGO personnel will be provided with a wide spectrum of focused trainings to enhance knowledge and skills. Trainings will be given in the area of PRA, wealth ranking, need and livelihood analysis, Visioning / Objectives Oriented Project Planning , project management, Participatory Impact Monitoring and Social Audit. With a view to equip personnel to organize women into SHGs as well s to facilitate their capacity building with a view to their eventually becoming successful marketing and credit delivery groups, trainings will be given in the areas of SHG methodology, financial literacy, Insurance, market linkage building, gender sensitivity, livelihoods and infrastructure planning and ways of dealing with adolescent girls. In addition, to facilitate cross learning and catalyse a healthy spirit of competition, exposure visits will be organized between blocks.

21. Undertaking Needs and Resource Mapping as well as (and particularly so), a Visioning and Scoping Exercise (VSE) which results in unearthing and prioritising the real needs of the target group as well as including them into the Gram Panchayat Development Plans (GP DAPs), while at the same time ensuring that serious conflicts and opposition do not arise, requires a relatively high degree of sensitivity and skill. Acquiring this set of skills is crucial to the success of the program and hence it is necessary that the best institutions in this field be approached to provide training and facilitation.

22. Adequate provision has been made for exposure and training for the target group in the area of raising, establishing, maintaining and managing silvipasture plantation. Training will also be given in the processing of fodder as well as its proper storage and in regard to best practices for livestock management. Exposure visits shall be undertaken to places where these aspects have been successfully established in both resource institutions as well as farmers fields. Furthermore, hands-on training will also be provided in the village itself in regard to the various techniques and cultural practices required to raise and manage nurseries as well as silvipasture plantations. Further details in regard to training of villages are given in Working Paper 2: Strengthening Grassroots Institutions.

23. Villagers will be given exposure to successful community based silvipasture and livestock management practices and hands-on training in raising and managing silvipasture plantation. SHGs will be exposed to successful experiences within and outside the state. Block level Melas (Fairs/ Gatherings) in each of the districts will be conducted at central location where all target villages in the block/GPs will be invited to share their experience,

successes and difficulties, solution and innovations applied to problems and challenges. This platform will also provide opportunities to introduce villagers to new developments and innovations, best practices as well as facilitate establishment of personal, institutional and commercial relationships between various actors.

24. Exit Strategy: It is expected that the services of the CBF will be discontinued once the project is completed. However, if the marketing groups and other enterprises promoted by the project are successful, it is likely that they will be absorbed. The VDCs are specific- purpose, informal bodies and once their purpose has been fulfilled, they are not expected to continue post project. However, the social capital generated through project engagement will help the community in better addressing common issues, securing necessary resources from within and from the government, solving conflicts and creating more space and opportunities for women and the marginalized.

#### **(b) Community Infrastructure Development**

25. The specific objectives of this sub-component are to (ii) secure and enhance the present livelihood and coping strategies of villagers by mitigating the impacts of drought and attenuating risk through (a) undertaking measures that harvest, capture, collect, deliver and distribute water for drinking, agriculture and livestock purposes (b) establish silvipasture plantations as well a fodder processing and storage facilities so that livestock are provided with nutritious feed over a longer period of time and (c) undertake land and water conservation and productivity promoting measures ( farm bunds, farm ponds, soil amelioration, horticulture, open dug wells, drip irrigation, etc) that increase soil moisture regimes, increase production and permit diversification of cropping patterns and (d) other infrastructure measures that would add value to current economic activities.

26. The core approach of this sub-component, in particular, is convergence. All applicable and relevant on-going schemes of the Government are expected to be dovetailed and implemented in this project. Given that allocated resources are very limited in comparison with what Government will provide for infrastructure development (land and water resources development, afforestation, etc), the project funding will be for , “gap filling and complementary financing”. Where gaps or slippages that would compromise the quality, impact or targeting in regard to beneficiaries occur, IFAD funds will complement the effort. By way of convergence, from NREGA (which is an assured and substantial source of funding) on an annual basis, it is conservatively estimated that a sum of INR 172 million) per Block per year will be available and it can be expected to flow in by way of convergence. .

27. The CID sub-component will be open to target group and non-target group as well. But priority will be given to the poor. In the event additional funds are available, after meeting the needs of the target group, an amount not exceeding more than 20% of the total amount allocated for CID purposes may be used to meet the common needs (community assets) of

the non target group. In terms of approach and targeting, priority will be accorded as follows: (i) Individual Household needs of SHG members; (ii) Common needs of SHGs/ livelihood groups, and (iii) Common Needs of community. In order to secure a sense of ownership, beneficiaries are expected to contribute at least 10% of costs of the investment they benefit from, by way of labour; in exceptional cases, their contribution may be reduced to 5%.

28. In terms of needs satisfaction, funding will be provided for the following items with priority given to drinking water provisioning: (i) Household centred water-harvesting structures together with delivery and distribution system for human and livestock drinking purposes (tankas, roof water collection systems, open dug wells, watering holes/ troughs, water tanks and stands etc.); (ii) Efficient water delivery and distribution systems for protective irrigation purposes (micro and commercial drip systems, sprinklers, etc); (iii) Various mechanical and vegetative measures for water harvesting and soil conservation (khadins, nadis, check weirs, underground weirs, farm bunds, etc) on beneficiary private lands and common property drainage channels; (iv) Silviculture plantations on private cultivable wastelands as well as common lands leased to SHGs or user groups of the target group (v) Processing Units, Fodder Storage, Grain Banks, Storage Units; (vi) Productivity and value enhancing Technologies, Drudgery reduction; (vii) Dairy, small livestock related infrastructure and other livelihood assets (sheds equipment, machinery, etc) that result in value addition and greater value capture by the producers (viii) Any other infrastructure and assets that are deemed necessary by the target group beneficiaries, which enhance “quality of life”, stabilize and increase incomes; (ix) Technical Support services.

29. The SHG and the community will work out a management plan which would include individuals responsible for managing the created asset ways of recovering costs of operations and maintenance, rules regarding access and sharing of benefits, a conflict resolution mechanism, protection and enforcement arrangements as well as nature of penalties for defaulters. This is, with the view to ensuring that investments do not become infructuous and fail to deliver the expected quantum of benefits over its life cycle.

### **Component 2: Livelihoods Support**

30. The purpose of the Livelihoods Support component is to support the provision of sustainable livelihood options for the target group by providing opportunities of increasing cash income through a coordinated set of actions that initially build on the available resources, minimize the risks that the beneficiaries face in their lives and after the institutions have been developed, increase the incomes through the development of marketing organization and linkages for produce and improve productivity through transfer of technology and creating institutional environment for savings, group lending and credit for micro-enterprises. This Component consists of two sub-components: (i) Income Generation, Marketing and Employment Creation, and (ii) Development Financial Services.

**(i) Income Generation, Marketing and Employment Creation**

31. This sub-component include the following activities: (i) Encouragement to SHGs to take up enterprise activities; (ii) Establishment of marketing groups to improve farm-gate prices and develop appropriate linkages with the private sector. This will be especially targeted at all SHG members, but participation by all women in the communities would be encouraged (iii) Improvement in agricultural production to meet food needs and enhance nutrition. This will be primarily targeted at SHG members although all community members would be encouraged to participate in the demonstrations; (iv) Intensification of livestock, especially small stock production through breed improvement, better health care and animal husbandry. This would be targeted at the SHG members; (v) Expansion of employment opportunities through skills training mostly on a demand-driven basis and also for selected industries experiencing growth, such as construction, tourism, handicrafts and transportation. This will be especially targeted at youth from the poorest households that will, in all probability, not be able to participate in the SHGs (vi) Development of off-farm IGAs that have local level demand and that will address local level production constraints and simultaneously reduce labour requirements of women. This will be directed at women SHG members; and (vii) Development of partnerships between local entrepreneurs and the poor households to expand economic opportunities for the poor. It is anticipated that most such activities will be in area of bio-fuels development, village level tourism, home-based handicrafts, the latter mostly for women that are home bound by custom and tradition. The project will finance 10 such proposals on a pilot basis. Eligible entities will include private companies, NGOs and local entrepreneurs.

32. The component objectives will be met by financing the following interventions: (i) Income Generating Activities and Relevant Technical Support; (ii) Increasing Employment Opportunities; (iii) Establishment of marketing groups; and (iv) Pilots to promote local level partnerships between local entrepreneurs and the target group households.

33. **Income Generating Activities** and Relevant Technical Support. The project will support the income generating activities (IGAs) both off-farm and on-the farm. However, in order to keep the marketing costs within manageable limits and also to minimize the business risk of the marketing groups, the SHGs communities will be encouraged to choose one item that they wish to sell t from the area, which will then form the primary focus point for increasing the cash income of the members.

34. However, given the small size of holdings and the market trends, it is anticipated that, most of the investment will be on the farm with the focus on intensification of crop production for meeting family needs and some land put on for fodder production for meeting cash needs. These activities include small ruminants - goats for milk and meat, sheep for wool and milche animals, cows and buffaloes etc for milk production.

35. Given the relatively low population density, it is expected that the activities undertaken will have a local demand and the beneficiaries will accordingly be encouraged to undertake

activities that will either contribute to improved agricultural or livestock productivity or adoption of technologies that save women's labour. These include: milling, rams and bucks of selected breeds for cross-breeding, seed multiplication, transportation to meet local needs, etc. All income generating activities will be financed by a mix of bank loans and grants. .

36. Selected frontline extension staff will undergo six months intensive training. After they have satisfactorily graduated, they will be provided tool kits to practice their trade. As distances are large, the project will support the training of two people from each village identified by the communities as Community Animal Health Workers (CAHW) and Community Extension Agents (CEA) as frontline extension staff. These frontline extension staff will demonstrate the technologies and provide advice to the beneficiaries as and when needed. Project provides for the development of the demonstration plots, which will be established in every village. It is anticipated that the demonstrations will include maintenance and care of improved breeds, appropriate animal husbandry and animal health care and stall-fed dairy production. Crop demonstration will include back yard vegetable gardens, crop rotation to ensure soil and water conservation, composting, Integrated Pest Management (IPM), and other relevant good agricultural practices.

37. On a pilot basis, a Farmer Field School (FFS) approach will be followed for providing health care and vet services to small ruminants involving some 7500 women. The project will support technology demonstration trials at the rate of one per village. Any additional technical support will be provided by the district level staff of the Department of Animal Husbandry, Agriculture or Forestry, depending on the circumstances and the activity undertaken by the SHG members. The project will pay for the travelling allowance /Daily Allowance of the Technical Departments providing technical support. In addition, the marketing groups will receive support from the private companies that have established linkages by way of input supplies as well as technical support in product quality/grading packaging etc.

38. The Rajasthan Cooperative Dairy Federation (RCDF) provides assistance for dairy development. These include supply of Murrah buffaloes, subsidized provision of bulk coolers, veterinary care for the milch animals, maintenance of the chilling plants and subsidized provision of fodder in the event of drought. RCDF would also provide milk van routes along which it would collect milk on a regular basis and ensure expeditious payment for procured milk. Where appropriate, the project will draw linkages with the Cooperative Milk Unions located at Jodhpur, Barmer, Pali and Jalore to ensure appropriate linkages for milk marketing.

39. Adaptive trials of Tropical Sugar Beet especially in the Sanchore Block will be carried with a view to establishing the viability and feasibility of growing such crops in the project area since the sugar beet can not only tolerate saline soils but also brackish water to an extent. This should be done on an experimental basis with private sector collaboration (Syngenta which is based in Pune and which has indicated willingness to explore such a collaboration). The advantage of this crop is that, if successful, it can be used for production of bio-ethanol

and the by-product is a very nutritious cattle feed. Being a short duration crop it is better suited to the short growing periods experienced in western Rajasthan. Thus, not only could it be a stable source of income to the target group farmers, but it would also provide valuable feed to livestock, which is the backbone of the local economy in this region.

40. Validating and disseminating information on the various economic uses that *Prosopis Juliflora* which is endemic to the region can be put to as well as promoting widespread adoption of viable and economically feasible technologies, in collaboration with CAZRI and the private sector. CAZRI has developed and tested a number of technologies that allow processing of *prosopis juliflora* pods (PJ) for purposes of animal feed. In addition, since the pods contain as much as 12% sugar (as informed by CAZRI), it is a promising candidate for bio-ethanol purposes. More interestingly, CAZRI claims that it has an exotic species wherein the sugar content in the pods goes up to as much as 22-24%! This is far higher than is available either in sugar cane or TSB. project will engage with CAZRI to further explore these possibilities and assist in grounding them into commercially viable ventures with private sector participation, where found feasible. If successful, it would have significant economic implication for the region.

41. The International Centre for Agricultural Research in the Dry Areas (ICARDA) as international institution for technical support has accumulated a wide experience in community-based rangeland management schemes and development of livestock farming systems including the development of appropriate technological packages for arid and semi-arid countries; i.e. promotion of spineless *Opuntia ficus* for animal feed. Under the project, this will be taken up on trial basis by involving the target group and Animal Husbandry department.

42. **Increasing Employment Opportunities.** This sub-component is targeted at the youths of such households to give some economic impetus to the members of such indigent households. It is a part of the survival strategies of the poor households in Western Rajasthan that they migrate for employment. The Government schemes also provide some relief to the poor. These include the National Rural Employment Programme under which BPL households are guaranteed employment for a minimum period of 100 Similarly, the drought relief programme assists the affected households. Such measures are based on providing relief rather than lifting poor households out of poverty.

43. The creation of employment opportunities will be explored both from the demand side as well as from the supply side. The demand side employment provision will rely on linkages established by the PSPT with the Marwar Chamber of Commerce and Industry (MCCI) members as well as other businesses in the project area. The PSPT staff will maintain close contact with the companies looking to recruit additional staff and in the event some needs are identified, the project will identify and train suitable candidates from the types of households noted above and train them for employment to meet the needs of the companies. In addition,

on the supply side, the project will train youth through vocational training in the transportation, tourism and constructions sectors (welding, mechanical and electrical repairs (both for construction and transportation industries), carpentry, domestic wiring etc). In addition, local level employment is expected to increase as the MGs gradually expand their operations. Project costs provide for training some 5 youths per village, benefiting some 5,120 youths from the poorest households in the communities reached by the project.

44. **Establishment of Marketing Groups.** Marketing Groups (MGs) will be formed to improve farm -gate prices and developing appropriate linkages with the private sector. The objective is to support the development of short value chains that link producers represented by their marketing groups to larger buyers. The establishment of these linkages would be the responsibility of a project sub-unit, called the Private Sector Promotion Team – PSPT, located in the MCCI. The PSPT will directly contact all MCCI members as well non MCCI members, especially agro-industrial and handicraft units, to familiarize them with the objectives of the project and link interested companies with the marketing groups formed by the project. **The CBFs will be responsible for forming the MGs, ensure that they have adequate financial resources, which will be provided through a combination of equity contribution, matching grants and working capital loans from banks.. It is anticipated that each MG will have approximately INR 300,000 in own funds and about five to seven times of that amount in loans/lines of credit to finance their operations.**

45. The private companies involved in business that will be sourcing their products from the MGs will be expected to arrange for quality input supplies and purchase the products at the agreed upon price. Companies that are likely candidates for such partnerships would generally be in agro-processing, wool processing and handicrafts. As there are no large companies in sheep and goat marketing, MGs undertaking sheep and goat marketing will eventually need to come together to develop their own structure (in the shape of producer companies) starting with MGs at the Gram Panchayat (GP) level gradually building up to a larger organization at the Block level. In order to help the target group gaining first hand experience in trading of small ruminants, the project will provide technical and financial support for setting up of a pilot market group in Sankra and Sanchore and Balli. It is anticipated that some 125 marketing groups will be formed (one between two Gram Panchayat)

46. **Pilots to Promote Local Level Partnerships** The Marwar region is well known for its business acumen. While many major industrial houses in India have originated from the region, there are many other village level entrepreneurs wishing to expand their operations, but are handicapped by lack of funds. Because of their potential direct impact on the village level economy (both with provision of employment and because of the partnership with the poor), the project will attempt to support such entrepreneurs provided they select their partners from the target households and undertake to employ beneficiaries from the target group.

47. The modalities of such partnerships will vary with the enterprise, but in principle the idea is to link target group households with established businesses that have the marketing links and are willing to work with the target group. While the entrepreneurs will contribute their existing assets and know-how/managerial skills to the partnerships, the capital for expansion will be provided by the project in two forms; (a) the training given to the members who would form part of the partnership; and (b) the savings from the target groups that will be matched by the project to a maximum of INR 1.0 million per enterprise. In addition, the project will link these enterprises to the banks to meet any additional needs.

48. All such ventures with the private sector will be carefully studied. A business plan will be prepared by the Business or Marketing Experts (M/BE) located in the BPMU. As part of the due diligence, the credentials and reputation of the entrepreneur will be especially evaluated. The proposal will be discussed with the potential beneficiaries and the business plan prepared only after the beneficiaries are truly from the target group and only if they agree with the partnership. The business plans after due approval the PMU marketing staff will liaise with the bank to develop a comprehensive financing package. The project will deposit the funds in the accounts of the beneficiaries, matching their contributions on a one-to-one basis for further credit support by banks. Since there are many risks in such a component, project will initially support 10 such enterprises on a pilot basis. It is anticipated that most such enterprises will be in the handicrafts and the village level tourism sector.

#### **(ii) Development Financial Services**

49. The financial service delivery approach to be adopted under the project will converge with the natural resource management and livelihoods approach of the project. The project would mobilise the women and build SHGs as the first step towards developing both social and economic development of the participating households. The development financial services component will contribute to the livelihood enhancement/ diversification of the households. The five steps involved in it are: (i) conducting participatory appraisal of resources, constraints, indicators of poverty and wealth ranking leading to mobilisation of SHGs; (ii) developing a rural financial service independently managed by the SHGs which place savings mobilisation at core of their efforts with easy access to small credit, accountability through peer pressure; (iii) promoting SHG-Bank linkage to enhance financial resource availability to SHGs; (iv) developing the marketing groups for provision of marketing support and linkages of these groups with banks; and (v) developing monitoring and evaluation system which focuses on stakeholder-driven monitoring of self improvement.

50. Since local traditions restrict women's effective participation in decision making bodies it is necessary to follow a twin-track approach to provide women with a separate platform in which they develop their skills and confidence in addition to ensuring that they are better integrated into village institutions. Women's leadership and organisational skills is to be built through the dynamics of working in groups such as self help groups (SHGs) and marketing

groups (MGs). The key role played by women in productive activities such as livestock raising, agriculture, and handicrafts will be leveraged by improving women's access to productive assets (livestock, water, land, common property resources), financial services, marketing, training, information, knowledge and technology.

51. There is overall keenness to form exclusive women SHGs because women are good at savings and managing debts. The project will work to move beyond mere savings and credit and income generating activities and advance women's agenda and their interests. Moving women up the value chain of production will be a key strategy for which marketing groups will be set up by the project and women will also be trained in value addition where feasible.

52. **Organising Self help groups.** NGOs will employ Village Facilitators, Community Business Facilitators, Team Leaders and accountants for promotion of self help groups and marketing groups. Each VF will manage up to 10 SHGs on an average and each CBF will manage on an average 60 SHGs. One Team Leader and one accountant will be engaged for managing and supporting up to 5 CBF/35 VF and 300 SHG. The VFs, CBFs and TL will be comprehensively trained in social mobilisation, SHG standards, MIS system, assessing performance of SHGs and cost coverage, livelihood enhancement, micro finance, financial literacy, book keeping etc.

53. Once the capacity of field functionaries is built, the SHGs will be established. These SHGs will form affinity groups of households of target groups and other left out poor. The project will provide corpus fund to the groups based on the savings. The ratio of savings to matching grant will be up to 1:4 subject to a maximum of INR. 10000 based on an assessment of the group along with bank loan. This will be given in two equal instalments as an incentive to the groups as well as augment their loan funds.

54. The VF and CBFs will train all the SHG members comprehensively. Looking to the distances and issues of mobility of women, each group meeting in the initial two years will be used to deliver half an hour to one hour module of training on various topics. Apart from the regular modules on SHG functioning, the households will also receive training on financial literacy and financial products.

55. **Marketing groups.** Marketing groups (MGs) will be set up by the third year of formation of SHGs. The CBFs with the support of VFs will mobilise the MGs. While representatives of SHGs will initially form the MGs, the SHG members will be the primary members of the marketing group when in due course they are registered as producer companies. The marketing groups will have strategic partnership with the private sector. Credit demand will start emerging from the groups based on the experience gained in implementing demonstrations and training received and also development community livelihood infrastructure by the project. With the project intervention, the members are

expected to make investments especially agriculture, livestock, processing, small businesses.

56. **Co ordination with banks.** A Micro finance Specialist will be placed at PMU level to net work with bankers to ensure smooth flow of bank finance to the SHGs and other enterprises. The project will enter into a memorandum of understanding with two to three banks that have a wide branch network in each project. If any MFIs are keen to extend their services to the project participants, the project will facilitate their entry into the project area through specific MOU. The MOU will spell out clearly the expectations of the project from the banks, the support that will be provided from the project – engagement of VFs, CBFs, trainings for bank staff, any other required need. The project will build the confidence of bankers in lending to the groups and other enterprises by investing in capacity building of the business facilitators, the groups and enabling establishment of sound systems for monitoring. The bank finance will flow to SHGs, marketing groups as well as private entrepreneurs (tourism and transport) who engage the poor trained by the project.

57. **Seed capital.** The Government of Rajasthan has made a specific request that seed capital assistance should be made available on the pattern of SGSY. Given the vulnerability of the households, the provision of seed capital has merit; however, the operational modalities need to ensure that only well performing groups attract such assistance. The eligible SHGs can access loans and seed money support, after they have been capacitated for three years and have demonstrated capacity to absorb and manage higher volume of funds. The seed money from the project will be provided to the groups on the pattern of back end adjustment of seed money under SGSY. The SHGs' eligibility will be rated on the basis of performance indicators and the viability of their business plans. Thus the initial two bank linkages will be made on the basis of the normal linkage programme; up to 30 percent of the groups in the third linkage are expected to move to enterprise/larger income generation assistance stage, qualifying for seed capital support.

58. **Product development.** The project will support financial product development based on participatory market research. Based on the findings and consultations with various stake holders the likely products – savings, loan and insurance- to be developed, products to be adopted right away and institutional mechanisms needed will be finalised.. The marketing and enterprise activities would require new credit products based on non-physical collateral and collateral substitutes. A study to design new credit products and refine existing ones would be funded. The project will fund a study for development of remittance products. The nature, flow and amount of remittances, usage of formal and informal channels, and possibilities for building the asset base of the households out of remittances will be studied in depth. Channels for greater availability and access to remittances in interior villages, scope for layering savings and insurance products with remittances, solutions that minimise transaction cost will be tested and scaled up by the project.

59. **Innovations.** A pilot to test out a livestock risk mitigation product that mitigates risk of both mortality as well as ill health will be tried as a partnership between health care provider, insurance company and banks. A public sector insurer, a public sector bank and an NGO with a good experience of livestock sector have expressed initial interest in such a pilot which not only provides financial compensation against the death of the animal, but also maintains sustained high productivity through continuous health care and upgrades the quality of livestock through artificial insemination services. As an attempt to intensify and universalise health insurance, a partnership between a public sector insurance company and the FNGOs will be forged. A public sector insurer has expressed interest in utilizing NGO personnel appointed under the project as agents/facilitators for distribution of social insurance products. Some models of using ICT for expanding banking access in remote areas with a franchisee network will also be tested for eventual upscaling. A MFI cooperative and an NGO MFI have expressed interest in different models of IT enabled franchise concept. **Formal banks also have an interest in experimenting with Biometric card reader based remote franchise models, which would be explored further and operationalised.**

60. **Gender.** The project personnel engaged by NGOs, the project staff in the PMU and members of different committees will be sensitised to issues relating to gender equity. The VFs and CBFs will be trained in gender related issues and means of addressing the same. The VFs will be trained in dealing with special problems of adolescent girls. Under the gender mainstreaming activities, apart from drudgery reduction measures, providing intensive training to adolescent girls in all the five blocks has been targeted. Further the VF will be trained to form separate groups of adolescent girls and deal with their issues constructively. Sensitisation events will be used to influence the attitude and mind sets of men towards women and female children. These events will also focus on domestic violence and means of dealing with the same. Legal support cells are also proposed that will provide advice and take up women's issues relating to denial of rights and entitlements for redressing through legal means.

61. **Exit strategy.** The position of the VFs and CBFs is very critical to the success of the project since she will ensure quality of SHGs and MGs. They will be employed by the NGO in the initial years; once the marketing company emerges strongly the CBFs could be hired by the company (by the fifth/ sixth year of initiating work in a Gram Panchayat) and will continue to nurture and provide services to the groups since the continued well being of the groups is critical to the strength of the marketing company. She will also work as CBF for the bank for monitoring the groups, enabling lending and recovery of bank loans to SHGs and MGs. The VFs will be in a position to charge a service fee from the SHGs and also generate incomes from the banks and insurance companies by the end of the project period.

### **Component 3: Project Management Unit**

62. The scope of the component is (a) the establishment of the State Nodal Office at its headquarters in Jaipur; (b) the establishment of a Project Management Unit at Jodhpur and

six Block Project Management Units (BPMUs) one each in Bap (Jodhpur), Pokharan (Jaisalmer), Baitu (Barmer), Balli (Pali), Sanchore (Jalore) and Abu Road (Sirohi); (c) capacity building of the executing and the implementing agencies at Block levels in the form of orientation training and study tours; and (d) establishment of Monitoring and Evaluation system i at the PMU and Block Levels and facilities for installation of MIS software and its maintenance, development, hoisting and maintenance of an exclusive project website, undertaking baseline surveys, RIMS surveys, MTR surveys and project completion surveys and also conducting special studies on carbon sequestration and climate change to be carried out by CAZRI and establishment of a Partnership Committee under a retired senior civil servant. The project will provide required office facilities, computers and other support and also adequate provisions for vehicle hiring and office operating costs to PMU and BPMUs.

63. The Department of Rural Development (DoRD) under the Principal Secretary, RDPR, Government of Rajasthan will be the nodal agency responsible for the project implementation, supervision and monitoring and evaluation. As the government has decided to set up the PMU in Jodhpur, at the state headquarters, a special cell will be created in Jaipur in the Department of Rural Development under the Secretary Rural Development. The cell will have a Nodal Officer, an Accountant, a Computer Programmer/Assistant and facilities for office operating and also facilities for vehicle hiring or vehicle operations. The Nodal Officer will report to the Secretary, Rural Development Department directly. This office will also be responsible for submitting withdrawal applications to IFAD through Government of India.

64. A fully-equipped and staffed Project Management Unit (PMU) will be established within the Department of Rural Development and Panchayati Raj (RDPR) but based at Jodhpur. The PMU will include Project Coordinator, M&E Specialist, Gender Specialist, Capacity Building Specialist, Rural Finance Specialist, Accounts Officer, and other administrative staff. The PMU will be supported by a Private Sector Promotion Team that will be housed within the Marwar Chamber of Commerce and Industry (MCCI). The team will be under the oversight and supervision of the PMU but will receive technical and professional support from the MCCI. Proposed organisation chart for the project is given in [Appendix B](#)

65. In the respective Project Block Project Management Units will be established and these will have full time staff comprising the Block Managers, M&E specialists/Computer operator or Programmer, Marketing specialists, Livelihoods specialist and Accountants, etc. Each BPMU will be provided with facilities for hiring of vehicles for undertaking field visits and computer and internet facilities and office operating expenses and office rentals.

66. All PMU and BPMU staff will be competitively recruited and will be appointed on contracts, renewable every year subject to satisfactory performance. The selection of experts and staff for the PMU and Block PMUs so also the staff with the respective NGOs will aim to achieve an appropriate gender balance. Development of gender policy and building gender

perspective and sensitivity of the project management unit, NGOs and community institutions through trainings and workshops will be key to promoting gender mainstreaming in the project

67. **Monitoring and Learning:** The M&E system for the Project will be developed in the context of IFAD's Results and Impact Management System (RIMS) and indicators that are generally required by the GoR.

68. **Risks:** The following risks, for which appropriate mitigation strategies are proposed, could pose serious threats to Project: (i) credit not being supplied on a timely and adequate basis; (ii) the marketing groups are unable to engage with the markets on terms that increase producer prices; (iii) the requisite impact in terms of undertaking drought mitigation measures are not realised; (iv) Government schemes that are expected to be implemented through convergence are not realised; and (v) elite capture of CBOs as well as project benefits that will render the project less effective than desired.

69. **Financing Plan.** Total estimated cost of the project is USD 95.54 million and it will be financed by IFAD loan of USD30.3 million, SRTT USD3.2 million, GoR USD21.4 million, banks USD 37.4 million and beneficiaries USD2.64 million and IFAD grant amount of USD0.6 million. IFAD grant will be used for financing the following activities: beneficiary training, technology field trails on *Opuntia ficus* for animal production, cultivation trails of tropical sugar beet in Sanchoe Block, pilot plant for animal feed production using *prosopis juliflora* pods in Balli or Sirohi, setting up of pilot market support for BPL, gender policy studies and workshop and also advocacy and legal support to women, conducting carbon credit and climate change studies etc

70. **Exit Strategy.** The focus of the project is to develop sustainable institutions that work for the benefit of the target group and can operate without project assistance following the end of the project. There are three elements to this approach: (i) the establishment of cohesive SHGs which are capacitated to operate and access services and technical support without the assistance; (ii) the establishment of MGs, VDCs to provide livelihood, skill development and extension services to the households; and (iii) the formation and development of financially viable MGs during the project period able to provide marketing services to the SHGs. Project assistance will be phased so that it is completed before the end of the project period with no new SHG, MGs established after PY5. Limiting the support period for each group and VDC will avoid creating dependencies by ensuring that these local institutions build up sustainable structures. This exit strategy also helps to allocate scarce financial and human resources efficiently. Project activities will have no adverse long-term impact on the government's finances.

71. **Benefits and Beneficiaries:** Altogether, a total of 1040 villages in 245 Gram Panchayats will be covered during project period. The overall number of beneficiary households is estimated at 86,880 households or roughly 432,660 people. Other households will also benefit from project provided extension support, CID interventions and marketing.

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