

BLOCK 4 CASE STUDIES



UNIT 8 CASE STUDIES

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8.0 OBJECTIVES

After studying this Unit, you should be able to:

- Infer the complex issues of social realities;
- Bring out the role of collective consciousness in nation's development;
- Explain the role of non-State actors in development administration.

8.1 INTRODUCTION

Case studies in development administration are significant to understand complex issues and enable you to explore the phenomena of socio-economic development in our country. In this Unit, you shall come across various organisations that have collectively worked towards improving the conditions and livelihoods of common people. In the process, you shall get to learn about their decision-making skills, ability to mobilise community, and resolve social issues. The case studies showcase inspiring real stories of compassion, courage, and resilience of people.

8.2 COOPERATIVES: THE SUCCESS STORY OF AMUL

With the purpose to eliminate exploitative trade practices and middlemen, Anand Milk Union Limited (AMUL) was instituted in 1946 as the Kaira District Cooperative Milk Producers Union Limited (KDCMPUL). By 1948, the wise counsel of Tribhuvandas K. Patel and Sardar Vallabhbhai Patel enabled the poor dairy farmers to own cooperative societies. Through these cooperative societies, dairy farmers were able to store large quantities of milk without getting spoilt.

Over the years, KDCMPUL along with other district dairy cooperatives merged to become one of the largest state cooperatives 'Gujarat Co-operative Milk Marketing Federation Limited (GCMMF). All milk products are marketed by GCMMF under the iconic brand AMUL. KDCMPUL started with a humble beginning of 247 litres of milk produce with just two village dairy cooperatives, however, currently GCMMF has nation-wide link with over 18,000 village milk cooperative societies. It procures 23 million litres of milk per day from dairy farmers who are part of the dairy cooperative (Amul website). Initially, AMUL started

with the support of 411 dairy farmers (all these 411 dairy farmers were members of the dairy cooperative), whereas now they cater to 3.6 million dairy farmers. You can imagine the massive growth of AMUL.

One of the reasons for the massive growth is, structurally GCMMF operates through democratically elected board members and thus promotes representative leadership. One of the foremost outcomes of representative leadership is, the entire organisation is based on the labour and wisdom of dairy farmers. Further, the organisation functions on the principles of 'value for money' and 'value for many'. While 'value for money' denotes fair and reasonable price to the consumers on its products, 'value for many' indicates prosperity to all dairy farmers associated with AMUL. Unlike western markets that offer 35-40 percent consumer's money to the dairy farmers, AMUL offers 80 percent of consumer's money to its dairy farmers (Deshpande, *et.al*, 2017). GCMMF has registered an annual turnover of Rs. 52,000 crores or USD 7.0 Billion (Amul, 2020).

Yet another success factor is the decentralised three tier structure that comprises the following entities: Village level Dairy Cooperative Society, District Milk Union, and State Milk Federation. The purpose of each tier has been mentioned below:

- (i) Village level dairy cooperative society - Milk collection is done at the society which is affiliated to district milk union. There are a total of 18,600 village societies.
- (ii) District Milk Union – The Union procures and processes the milk. There are 18 District Cooperatives Milk Producers' Unions in Gujarat.
- (iii) State Milk Federation – Milk products are marketed by the Federation.

Through this three-tiered cooperative structure, dairy farmers have become owners and suppliers to the District Milk Union. With AMUL cooperative model, a dairy farmer from Ahmedabad District Milk Producers' Union Limited can sell the milk in Kolkata market without any middlemen. Indeed, it was because of this reason the AMUL brand has been celebrated as a people's movement as it economically liberates dairy farmers from poverty. For empowering millions of dairy farmers, AMUL received the Development Leadership Award in 2015.

The AMUL cooperative model has been looked upon by many Indian states for replication. For perspective, Andhra Pradesh stood fourth in the country's milk production, however, majority of dairy farmers were not able to get fair share due to lack of decentralised cooperative structure. In this regard, with the aim to reviving the cooperative dairy sector in the state, the Andhra Pradesh government had signed a Memorandum of Understanding (MoU) with AMUL in 2020. This initiative intends to boost the livelihoods of dairy farmers, especially, lakhs of women dairy farmers who depend on cooperative sector (Indian Express, 2020).

Voluntarily, AMUL came forward to develop dairy sector in Jammu and Kashmir (J&K). In fact, AMUL has envisaged guiding, mentoring, and extending technical assistance to Jammu and Kashmir Milk Producers Cooperative Limited (JKMPCL). In the process, AMUL also trained 150 Self Help Groups (SHGs) from Jammu and Kashmir. One of the SHG named 'Umeed' that is entirely owned by women SHG sells the milk under the brand 'Snow Cap' (Times of India, 2019).

AMUL was able to stay resilient, agile, and deliver prompt leadership to all its stakeholders (from farmers to consumers) even during pandemic. For instance, it implemented safe and

healthy handling of milk and milk products during the pandemic and still managed to increase its annual turnover. In 2020, AMUL received the 'Excellence in Crisis: Crisis Superheroes Award' from IMC Ramkrishna Bajaj National Quality Award Trust for its outstanding contribution during the pandemic and subsequent crisis (AMUL Website).

8.3 SELF-HELP GROUPS

8.3.1 Case Study 1

In 2014, Denlang Self Help Group (SHG) was formed with the support of North Eastern Region Community Resource Management Project through Sahei Foundation. It was formed at H Makhao village in Churachandpur district, Manipur. This SHG comprises 15 members vis-à-vis President, Secretary, and Treasurer. The members meet twice in a month and each member contributes Rs. 80 per month. As on 2021, the group's income generating activity included mushroom culture, vegetable cultivation, weaving, and poultry. Based on the resolution passed in SHG meeting, profits of these activities has been credited to the SHG account. In 2014, the SHG was formed with zero balance, however, in 2021, the SHG owns more than Rs. 2.50 lakhs as their corpus fund. These amounts have been utilised as revolving fund by the members with 2 per cent interest. The revolving fund has been utilised for economic upliftment, establishment of small and medium enterprises, and as a financial security during times of risk and uncertainty.

In 2015, a SHG member named Mrs. Nengneivah acquired loan of Rs. 4000/- from the SHG to start a small poultry business. Since her husband didn't have a permanent employment, she wanted to improve her family's financial condition. With the support of her husband in expanding the business, she started expanding her business to piggery which made her become financially more independent than before.

In 2016, a SHG member named Mrs. Lamneikim took Rs. 20,000 to meet the health expenses of her sick child. The child received adequate healthcare and within three months Lamneikim was able to repay the money.

In another instance, Mrs. Nemkhokim worked as a manual labourer in a construction site before joining the SHG. Since the manual labour didn't provide adequate social security to her family, she became a member of the Denlang SHG and took loan in 2015 for procuring raw materials for weaving. She was able to make profit that motivated her to venture into dairy business by 2017. By this time, her husband also supported in the business which enabled her to start ginger plantation. Indeed, Nemkhokim was able to take loans from SHG for her small business ventures and thus became financially independent.

Indeed, Denlang SHG serves as a valuable bank to its poor and needy customers. At an individual level, SHG members utilises the money to start new ventures at a low interest rate (2 percent) which enables them to repay the loan without any hassles. If the SHG wouldn't have existed, the poor women would have to rely on local moneylenders who give loans only at high interest rates. From the above discussion, it can be understood that the SHG complied with the rules and regulations vis-à-vis distribution, allocation, interest, repayment, and disbursement of money to ensure economic empowerment of rural women.

Besides taking care of the financial needs of its members, Denlang SHG serves as a social platform through which members are encouraged to share their problems and help one

another when the need arises. Indeed, the Denlang SHG is an asset to the Makhao village as it extends support to the local institutions, such as, the Church, village authority, and alike (Press Information Bureau, 2021).

8.3.2 Case Study 2

In 2005, Lalithabai, head of the Mahalaxmi SHG stood for the panchayat elections in Karnataka. Apart from her SHG members, she gained support from the local people because of her dedication to community service, such as, mobilising people, interacting with bank officials for obtaining loans, etc. She also negotiated with local government authorities for the supply of drinking water and construction of cement road. Lalithabai was able to spend for her political campaign by taking loan of Rs. 5,000/- from the SHG. In a village of 1,105 households and seven candidates who stood for the local body election, Lalithabai lost by nine votes. Despite losing the elections, she felt that political campaign had made her feel more confident and it had improved her visibility in the social space. For perspective, post her election campaign, the officials consider her quite serious whenever she approaches them with a local problem (CARE, 2006).

8.3.3 Case Study 3

During the national lockdown, majority of people from unorganised sector lost their jobs that they were susceptible to hunger. People in the unorganised sector include daily wage labourers, homeless, poor and stranded workers. To overcome this problem, community kitchens were established across India with the objective to serving cheap and nutritious food. And free food was provided to those who could not afford. The community kitchens were assigned to the SHG networks that had its strong linkage with the local self-governments across 75 districts. In some places, community kitchens were also called as Didi's cafes. A total of 10,000 community kitchens were established across Indian states, to name a few, Bihar, Jharkhand, Kerala, Madhya Pradesh, and Odisha. These kitchens served two meals a day, approximately to 70,000 vulnerable and the needy population.

In association with the local governments, SHG Kudumbashree in Kerala served ghee rice and chicken curry to the needy populace. In addition, they prepared food and packed them to the rural communities who were home quarantined and who could not access nutritious food. In Tripura, the community kitchen contracts were given to the SHGs by the state government who had prior experience in mass catering. In Arunachal Pradesh, SHG women members served breakfast, lunch, tea and refreshments to police personnel who were on pandemic duty. Besides, they also distributed free stitched masks, rice, and vegetables etc.

In Odisha and Chhattisgarh, SHG women distributed eggs along with the 'Take home ration'. Through this initiative, they were able to reach out to pregnant women, lactating mothers, children under five years, and vulnerable population. It also enabled access to clean sanitary pads for adolescent girls.

In Odisha, over 70 lakh women members of the Mission Shakti SHGs came together to provide basic needs, such as, dry ration, groceries, and cooked food. Under Mission Shakti, nearly 45,000 needy people were fed through community kitchens. Mission Shakti is a self-help mission of the Odisha state government that was launched in 2001. It intends to empower women by enabling them to access credits and market linkage. So far, six lakh women SHGs have been formed in Odisha under Mission Shakti. In Jharkhand, Mukhya Mantri Didi Kitchen (MMDK) was started to feed the needy, differently abled, poor

households of the rural areas. In 2020, there were about 4185 community kitchens run by the village panchayats. Women SHGs were roped in to prepare and serve food.

Under the National Rural Livelihood Mission – Aajeevika Grameen Express Yojana (AGEY), various initiatives were launched to combat the pandemic. To name a few of the ideas put forth by the SHGs, ‘Ready to Eat’, ‘Take Home Ration’, doorstep delivery of groceries and fresh vegetables, ‘Vegetables on Wheels’, and ‘floating supermarkets’ etc. (Press Information Bureau, 2020)

Since these women SHGs have been well organised ever since its inception, they were able to handle risks and uncertainties that came along with the pandemic.

8.4 COMMUNITY BASED ORGANISATIONS (CBO)

8.4.1 Case Study 1

Bhawri and Kesar Devi from Ajmer district who have never been to school, got trained to handle complex dental services such as root canal operation. A team of dentists from Italy when they visited Barefoot College, Tilonia (a Community Based Organisation in Rajasthan) aspired to create awareness about dental hygiene among the rural population. In the process, they looked for village women to get trained in basic dental procedures.

The basic objective of this hands-on training was to simplify the dental procedures to enable even illiterate women to learn the basics. The team targeted those rural illiterate women who would not get scared about the sight of blood. Both Bhawri and Kesar were selected based on the criteria and got trained in dentistry at the Barefoot College. For instance, they learned to clean teeth, fill cavities, and on extracting tooth. On an average, they could treat at least 120 patients from neighbourhood villages. Also, they create awareness among children at night schools about dental hygiene (Dey, 2011).

8.4.2 Case Study 2

In 2012, Shiksha Vikas Manch (SVM), a CBO was formed in Majurpaharai village in Bilaspur district, Chhattisgarh. SVM works with village facilitators to create awareness about school education, especially, girls’ education, retention of children in schools, quality education, provision for nutritious mid-day meal and sanitation facilities. The members of SVM belong to the age group between 25-50 with mostly women who were concerned about access to quality school education. The CBO has no unanimous leader, rather, the members respond collectively to community issues and persuade the community members to keep in line with educational development of children. One of the members asserts that “It is our duty to convince parents to send their children to school regularly in proper uniform. We tell them we will stop their subsidised ration if they don't let their children attend school. We also monitor the quality of the mid-day meal” (www.Samarthan.org). In addition, women’s concerns have also been taken up, say for example, a bathing platform was constructed by the community near the village pond by mobilising fund amount of Rs. 1.15 lakh.

Another noteworthy contribution of SVM was the creation of ‘Bal panchayat’ in selected villages to encourage students to take part in school administration. For instance, student members of ‘Bal panchayat’ were made responsible for enrolment of children, attendance, sanitation and hygiene within the school premises. The student members collectively resolve

the issues that might threaten their education. In case if they were not able to resolve, they take up the matter to the school administrators and School Management Committee (www.samarthan.org).

8.5 NOT-FOR-PROFIT TRUSTS: JANAAGRAHA

Janaagraha Centre for Citizenship and Democracy, a not-for profit organisation was founded in 2001. The organisation has been registered under the Indian Trusts Act, 1882. One of the missions of Janaagraha is to enhance the quality of life in urban India. To achieve its mission, Janaagraha collaborate with citizens and intend to create active neighbourhoods vis-a-vis Civic Learning, Civic Participation and Advocacy and Reforms. For perspective, under the Bala Janaagraha, the organisation is engaged with more than 200,000 school students across 500 schools covering 25 cities (Janaagraha Website). Students form teams and adopt a street nearby to their school. Upon selecting the street, students take perspectives of the residents, shopkeepers, traffic police through a survey. While defining the problem and by interacting with concerned stakeholders, students evolve a model solution for transforming the street. Thereafter, they make a presentation about their model solution before authorities, such as, City Commissioner, Mayor, Member of Legislative Assembly (MLA) and alike.

Through this initiative, the students were able to develop their thinking and reasoning skills. Indeed, the students participated in the project aspires to be a change maker. One of the school students who participated in the project stated: “we felt good that we were part of action and part of building our city...we felt that a lot needs to be done to keep our city healthy and functioning and taking part in the civic project gave us a completely new perspective about how our government works” (Janaagraha Website).

Janaagraha has also made stride in social change network that it has received the Google Global Impact Award in 2013. For instance, its web link www.ichangemycity.com connects citizens with the local government and neighbourhood communities (The Hindu, 2013). In 2020, the Ministry of Housing and Urban Affairs acknowledged Janaagraha as a dynamic partner in the Swachh Bharat Mission - Urban (SBM-U). Earlier, Janaagraha had signed a Memorandum of Understanding (MoU) with the Ministry to realise the goals of clean India. For perspective, Swachhata App, Swachh.city and similar social media platforms were developed by one of the divisions of Janaagraha vis-a-vis I Change My City (The Hindu, 2020). In fact, the updated version of Swachhata App supported and addressed the citizens grievances related to coronavirus pandemic.

In addition, Janaagraha celebrates the relevance of decentralisation in urban governance context through City Governance Awards. In its second edition held in 2021, Odisha was awarded as the Best Civic Agency while Indore was awarded the Best Municipality award for its integrated Solid Waste Management (SWM) (The Hindu, 2021).

ACTIVITY

View the below video to learn about how AMUL was able to increase its profit during the lockdown. Write down your observations as this will be helpful for TEE.

How AMUL beat its competition and made 39,200 crores during lockdown? Business case study <https://www.youtube.com/watch?v=nnwqtZiYMxQ>

8.6 CONCLUSION

Ever since ‘Development Administration’ had been the buzzword, both state and non-state actors have tried to engage, educate, and empower people in various socio-economic activities. The organisations of the non-State actors have paved way for active collaboration with the State actors in enhancing people’s capabilities. In fact, over the decades, the people’s organisations, voluntary associations etc., have become important instruments of development administration. The case studies that we have discussed have not only enabled people to rise not only socially and economically but also inspired common people to help and lead each other during uncertain times.

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