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Sustainable livelihood for women through public-private partnership model: A case study of ‘Marudha Rangsaaz’

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Abstract: The present study is designed to analyse how the Public-Private Partnership (PPP) model is helping to create sustainable livelihood opportunities for women. It draws an inference from ‘Marudhara Rangsaaz’, a producer company operating in the textile sector in Rajasthan, India. It explains how this woman-based organisation operates in a PPP model to create economic value for women. It also tries to understand the specific role of the Rajasthan Grameen Aajeevika Vikas Parishad (RAJEEVIKA), The Rajasthan Government partner and ‘Rang Sutra’, the private partner, and the women members of ‘Marudhara Rangsaaz’ in the PPP model. The paper adopted a case study research design. The data was collected using in-depth interviews with all stakeholders and analysis of the documents. The findings indicate that in the said PPP model, Government took the role of mobilizer, financier, mentor, and private player, took the responsibility of building up capacity and arranging market links, and the women members worked together to help themselves sustain the project.

Keywords: public-private partnership; livelihood opportunity; self-help group; case study; economic impact

1. Introduction

Conceptually, public-private partnerships (PPP) are one of the central topics in economics, namely, the government’s role in providing goods and services. The origins of PPP are not precise, but what we today call a public-private partnership has been a project delivery method for centuries. In the 1970s and 1980s, the debate on the appropriate boundaries between the public and the private sector was primarily framed in the context of the privatisation question (Megginson and Netter, 2001; Megginson, 2005). Since the 1990s, PPPs, in their different forms, have been implemented widely and have become the primary focus of both policy-making and research (Engel et al., 2014a; Engel et al., 2014b). In the 1990s, liberalisation, deregulation, and privatisation of the public sector and public services occurred to promote efficiency and quality through market mechanisms like competition, supply and demand. Furthermore, the public sector needed to attract private capital to invest in new infrastructure projects due to budget constraints and limited resources. In the 1990s, partnerships with the private sector also comprised international organisations and international politics (Jafarey, 1992; Nayyar, 2017). In 1997, the United Nations also prioritised strengthening the development of partnerships between the United Nations (UN) and the private sector. Consequently, partnerships with the private sector were broadened and deepened, and they are now an integral part of the work of much of the UN-System. International organisations have implemented several partnerships with the private sector to this day. Also, non-state actors are integrated into

international policy design and policy implementation.

Initially, PPPs occurred in national infrastructure sectors, such as telecommunication and electricity, railways, and water distribution. Infrastructure for water and sanitation are the same elements of social protection, and essential social services are one of its key elements. Many national stakeholders did not want a full privatisation of public duties, and because of this, they realised the idea of Public-Private Partnerships. In the case of full privatisation, the performing private company could autonomously decide which services and quality to provide, which consumers to attract and which fees to demand (ADB, 2002a). The public sector could monitor and steer public services in line with public-private partnerships. At the same time, the public sector could benefit from private companies' experience/capacity or capital. On the other hand, the private sector could enter new business fields and profit from public policy support (Fabre and Stephane, 2023).

In recent years, PPPs have significantly shifted from being understood as a risk mitigation exercise for the public and private sectors to a broader notion of structuring agreements that can bring broad development benefits, including incorporating the Sustainable Development Goals (SDGs) (Leigland, 2018; Pratap, 2014). Alongside this evolution came a new generation of more resilient, regenerative PPPs that aim to leave no one behind. There is a shift in the approach from PPPs to People-first PPPs (PfPPPs). In 2015, the United Nations Economic Commission for Europe (UNECE) introduced an innovative concept of the PPP approach, the "People-first Public-Private Partnerships", which is built on the guiding principles that define PPPs as having five outcomes: access and equity, economic effectiveness and fiscal sustainability, replicability, environmental sustainability and resilience, and stakeholder engagement (Rahi and Sharma, 2022).

Public-Private Partnership (PPP) can be defined as an approach where a project is executed with a broader span of contractual relationships between the public and private entities to provide an asset and/or a service. In this partnership arrangement, the public constitutes local communities and agencies tied to the state. In contrast, private actors are independent of the state and operate under a free market economic system. The private actors may come from any background, including Community-Based Organizations (CBOs), Non-Governmental Organizations (NGOs) or business companies. In the PPP model, a private entity assumes a specific role and responsibilities. It takes substantial financial, technical, and operational risks in the project as per the contract with the public entity for the public project/service. The PPP model supplements scarce public resources, creates a more competitive environment, helps to improve efficiencies and reduces costs. The rationale for public sector involvement differs between services and influences the type of involvement required (Paul and Margaret, 2003). The existing body of literature reveals that the PPP approach has been useful in infrastructure building, the information and technology sector, knowledge management, women and youth capacity building, developing high-end technologies, processing and market promotion, and gender mainstreaming in agriculture.

The exact time when PPP was employed in India cannot be pinpointed (Datta, 2009; Kundu and Chahar, 2008; Pratap, 2014; Pratap, 2016; Tabassum, 2013). However, many believe that investment by high-net-worth individuals and companies

in the railroad project implemented by the British government in India was the first instance of PPP in India. Later on, private companies like Tata played a phenomenal role in the “Tata Hydroelectric Power Supply Company” in the mid-19s, which helped supply power to several households in Maharashtra. Similarly, private players were invited to ‘Calcutta Electric Supply Corporation’, the public project meant to supply power to Kolkata. In 1991, with the adoption of liberalisation, the door was open for private players to invest in public projects. After these economic reforms, private companies invested heavily in power projects, which were earlier restricted to the Government only (Kudtarka, 2020; Mitra, 2002). In 1995, when private entry was allowed in the construction and development of the National Highway, the highway conditions significantly improved (Garg and Dayal, 2020).

In India, the PPP model exists in different sectors, including agriculture and infrastructure. The PPP model in the agriculture sector has shown that public-private partnerships (PPPs) offer tremendous scope to small farmers to realize the potential market prices and, therefore, better livelihoods. The existing market opportunities do not guarantee a reliable and steady income for poor farmers. The PPP helps address the constraints of farmers by offering a fair price for commodities, risk sharing, capacity building, and timely payment (Hisrich and Peters, 2002; Krishna and Qaim, 2007; Ponnusamy, 2013; Reddy and Rao, 2011). Experiences in PPP have shown that farmers, especially farm women, could reap the benefits of increased production and productivity of farm enterprises from even a small piece of land, apart from their better social recognition and group dynamics. The PPPs also bring accountability to partners. The supplemental efforts of partners would result in the effective delivery of input and extension services. The few successful public-private partnerships and their successful collaborations from different states of India have shown their contributions to gender mainstreaming, food security, poverty reduction and economic growth (Harris et al., 2005). Research studies (Datta, 2009; Saini and Giri, 2022; Taylor, 2002; Tremolet, 2002; Weitz and Francys, 2002; Whittington, 2002) revealed that public-private partnerships can help reduce poverty by supporting economic development for women living in rural communities, helping empower women, and promoting cultural heritage and economic resilience.

In India, after agriculture, the handloom/textile sector is a potential employer of women, particularly in states like Rajasthan and Gujarat. In the recent past, like in agriculture, the PPP has been an emerging phenomenon in the textile sector. Though several studies have documented the impact of the PPP model on women’s empowerment in the agriculture sector, there is a dearth of literature related to the textile sector. The present study is an effort to understand the role of the PPP model in empowering women working in the textile sector.

2. Research context

In developing countries like India, the PPPs proliferated during the 2010s, as there was an increase in foreign direct investment inflows in emerging economies due to the global financial crises in 2009. The increased investment inflows facilitated the recipient government’s co-finance development projects with international cooperation agencies, encouraging governments to contract private companies that

could conduct feasible studies, arrange tender documents and sub-contract service providers, and manage and maintain the investment projects. As such projects boosted the economic growth of developing regions, they were considered pro-poor initiatives (Reddy et al., 2009; Rauniyar and Kanbur, 2010; World Development Report, 2009; Zu, 2013). However, these new waves of PPP projects do not automatically contribute to poverty eradication, especially in remote and marginal rural areas (Mayoux, 2000). The PPP projects often involve large-scale land acquisitions resulting in physical displacement of the rural poor, dispossession of their livelihood sources, or unequal benefit-sharing arrangements. Scholars began to argue that, to avoid negative consequences, PPPs must consider local people's opinions seriously and build consensus about project impacts (Cotula and Vermeulen, 2010; Ma et al., 2023). Such a concern for the poor's participation in PPP projects has increased the involvement of NGOs, CSOs, Local organisations, and other private players. However, to make such projects sustainable, there needs to be a change in how local communities are portrayed as beneficiaries to become future owners of the pro-poor PPP projects. Hence, the poor must partner with the PPPs and not be treated only as beneficiaries.

Based on this idea, the Deendayal Antyodaya Yojana—National Rural Livelihood Mission (DAY—NRLM) flagship anti-poverty programme from the Government of India (GoI) is designed. This mission believes that the poor have a strong desire and innate capabilities to escape poverty. This is a program for the poor, by the poor and of the poor. Under this programme, rural women are organised into groups and given access to credit and multiple forms of livelihood support. They are entrepreneurial, but the challenge is to unleash their innate capabilities to generate meaningful livelihoods and enable them to escape poverty. The first step in this process is motivating them to form their own institutions. Their true potential is realised when they are provided sufficient capacities to manage the external environment and easy access to finance. Creating enabling conditions for them to expand their skills and assets and convert them into meaningful livelihoods. Budgetary limitations, inherent inefficiencies in Government, and huge public need open the door for private partners to pitch in. However, when the government partners with private players for poverty eradication programs, it must carefully plan the contract. The contract should fix the objectives, standards, mutual roles and responsibilities, compensation, and liabilities. Risk-sharing between both partners should be balanced well to achieve a successful partnership. Furthermore, appropriate financial incentives/rewards promote the partner's good performance.

3. Methodology

The present study was designed to understand how PPPs can work to provide a sustainable livelihood for women living in marginalised conditions in the context of the textile sector. Though some studies have been conducted to document the impact of the PPP model on women's livelihood in the farming sector, there is a dearth of literature concerning the textile sector. Case studies are appropriate for under-researched phenomena (Korsgaard and Anderson, 2011). Case studies can be of different types, such as explanation, description and exploration (Yin, 2014). The present study falls under the category of descriptive case study research, as the purpose

of the research is to ‘describe’ the phenomena of public-private partnership related to the livelihood sustainability of women in detail in the context of the textile sector. Research questions constitute the bedrock of a case study research design (Creswell, 2014; Yin, 2014).

The present study is based on a single case study, “Marudhara Rangsaaz”, a producer company working in Bandheji craft in Rajasthan, India. A single case study is justifiable when the case under investigation is the quintessential example of a particular phenomenon under investigation (Yin, 2014). A purposive sampling technique was adopted; the researchers interviewed 100 respondents, including Bandheji Sakhis, artisans, the board of directors, administrative staff, ‘Rang Sutra’ personnel, and RAJEEVIKA officials. As the case study research design tries to study a case in all its dimensions, both qualitative and quantitative data collection methods are used. Using multiple data collection methods helps in data triangulation, an essential feature of case study research design (Priya, 2021). The qualitative data was collected through interviews and field visits. The quantitative data was collected using a dichotomous survey scale designed based on the themes derived from the qualitative data. Secondary data was collected from the ‘Marudhara Rangsaaz’ written documents. Qualitative data was interpreted using thematic analysis (Creswell, 2014; Patoju and Swain, 2023; Swain et al., 2022). The thematic analysis involves identifying and reporting patterns in a data set, which are then interpreted for their inherent meaning (Braun and Clarke, 2006; Liebenberg et al., 2020; Xu and Zammit, 2020). First, the interviews were transcribed, and then the keywords were identified. Based on the keywords, first-order codes were selected, and by clubbing the codes, the themes were developed, and by clubbing the second-order themes, the broader dimensions were derived.

4. Background of the case

Jaipur, Rajasthan, is famous for its textile work and is one of the leading manufacturers and exporters of textiles. The famous textile products of Jaipur include bandhani, kurtas, safas, skirts, sarees and other dress materials. These products are known for their patterns, prints, colours, and designs, beautifully enhanced with various art forms. Among all products, the ‘tie and dye’ products, popularly known as Bandheji products, are world famous and are exported to almost all parts of the world. Bandheji is an art used to dye a textile by tying and dyeing the portions of the fabric, mainly silk and cotton. A fascinating range of dyed and block printing fabrics is the quality of Rajasthan’s textiles. Like all other states, Rajasthan also has its own special design, techniques, and colour scheme. Tie and dye such as Bandhani, Bandheji, Batik, Lehariya, Shikari, Ekdali, Mothra, and Cheent are well known. For Bandheji work, Jaipur is the most popular. Bandheji is the art of tying a small knot on the cloth with a thread and then dyeing it with the desired colours. After dyeing, the ties are opened up, and a small circle is formed around the fabric and can be seen as a white splash. This process is known as tie and dye and is used in Chuneri and Bandheji. Other works, such as embellished fabrics with embroidery using thread, gold brocade or mirror work, and block printing with vegetable dyes, are also very famous. The Jaipur cottage industries are the heartland of “Hand block printing”, and the work done by traditional

artisans is very popular.

The textile industry is a source of livelihood in Jaipur for many people. In Rajasthan, nearly 1.02 crore people live Below Poverty Line (BPL), and to uplift them, the Central Government and State Government have various schemes in place. Among them, the schemes aimed at creating livelihood opportunities by building on people's existing skills and resources are the most prominent ones. Both state and central governments have various schemes to provide livelihood support. Among all these, RAJVEEVIKA was a flagship intervention of the Rajasthan government.

4.1. RAJEEVIKA society

RAJEEVIKA is an autonomous society established by the Government of Rajasthan under the administrative control of the Department of Rural Development in October 2010. The society is registered under the Society Registration Act of 1956 and is mandated to implement all rural livelihood programs associated with SHG-based institutional architecture in Rajasthan (Joshi and Rao, 2018; Joshi, 2019). It facilitates forming and strengthening various community institutions like SHGs, Producer Organisations, Community Development Organizations, and Federations of SHGs. It aims to create financially sustainable and effective institutional platforms for the rural poor with special emphasis on women and marginalised groups, enabling them to increase household income through sustainable livelihood enhancements and improved access to financial and selected public services. It also builds their capabilities to deal with the rapidly changing external socio-economic and political world. Its approach is the development of livelihood opportunities for the poor through the promotion of micro and small enterprises in the farm and non-farm sectors.

4.2. Rang Sutra

'Rang Sutra' is a private organisation that bridges rural artisans and global consumers to create sustainable livelihood and revive India's rich craft heritage. They work with artisan co-operatives from rural villages to source textiles that are then turned into finished garments and sold to wholesale buyers and retailers. 'Rang Sutra' provides its artisans with skills training, design input, working capital and quality control. 'Rang Sutra' builds capacity and finds new market linkages for sinking SHGs and other collective institutions. RAJEEVIKA approached 'Rang Sutra' to provide training and establish new market linkages for women SHGs.

4.3. 'Marudhara Rangsaaz': The artisan producer company

Since its inception, RAJEEVIKA has been working on building the SHG institution. It started forming self-help groups at the village level. They work on various livelihood interventions based on farm and non-farm activities. Under non-farm livelihood activities, they worked in 16 blocks of five districts to leverage the skills of the rural communities and increase household income. The non-farm interventions were the Micro Enterprise Consultant project, the Promotion of Bandheji, and leather clusters. Out of these three interventions, the promotion of the Bandheji craft was unique as the Bandheji craft is related to the cultural identity of Rajasthan, and many women are engaged in this work. Under this, only one cluster, which comes

under the Churur district, was promoted. The Bandheji work was promoted in Lasar village of Churur district, where RAJEEVIKA worked on institutional building through SHGs. In this village, the SHG mostly works in the textile industry. They mainly work on the Bandheji design, one of the most popular designs. In 2017, RAJEEVIKA helped SHGs to register their producer company, “Marudhara Rangsaaz”. RAJEEVIKA initially gave a grant of 20 lakhs as capital for ‘Marudhara Rangsaaz’ in 4 instalments, 5 lakhs for each instalment. RAJEEVIKA also sent their management employees to train the ‘Marudhara Rangsaaz’ staff to make them self-sufficient.

Process of value creation

The art of Bandhani involves dyeing the fabric, which is tightly tied with a thread, in several places to produce different patterns. This is generally performed on cotton and silk fabric. The quality of Bandheji products depends on the fabric; if the fabric is of good quality, then the design looks more beautiful, and the price goes high for such products. So, the enterprise gives utmost importance to getting the best quality fabric. The enterprise purchases fabric and other raw materials like thread, mutanimitti, carving tools, block printing ink, etc., from the wholesale markets of Jaipur, Bikaner and Churur. Once the raw material arrives in the office, a quality check is done, and the fabric is cut into pieces. After this, various design patterns are created by the women artisans specially trained in ‘Rang Sutra’. This work is done in the office. Once the patterns are made, the fabric is distributed to the ‘Marudhara Rangsaaz’ women called Bandheji Sakhi for Bandish (tie) work. They can work either in the Rang Saaz office or at home. Then again, the fabric returns to the office, where the quality of Bandheji Sakhi’s work is checked. Then, the fabric is sent to the headquarters of Jaipur for dyeing, after which it returns to the office. Artisans check the quality of the dye along with the Chief Executive Officer (CEO). Next, Bandheji Sakhi removes the thread from the fabric, irons it, and stretches it if required. Then, the product is segregated. The products include Kurta, Chunri, Skirts, Sarees, Stole, and Safa of Bandheji print. After product segregation, the finishing work is done by the artisans. Finally, products are packed and sent to the textile shops, retailers, wholesalers, and /or ‘Rang Sutra’ as per the prior order. **Figure 1** presents the value creation process.

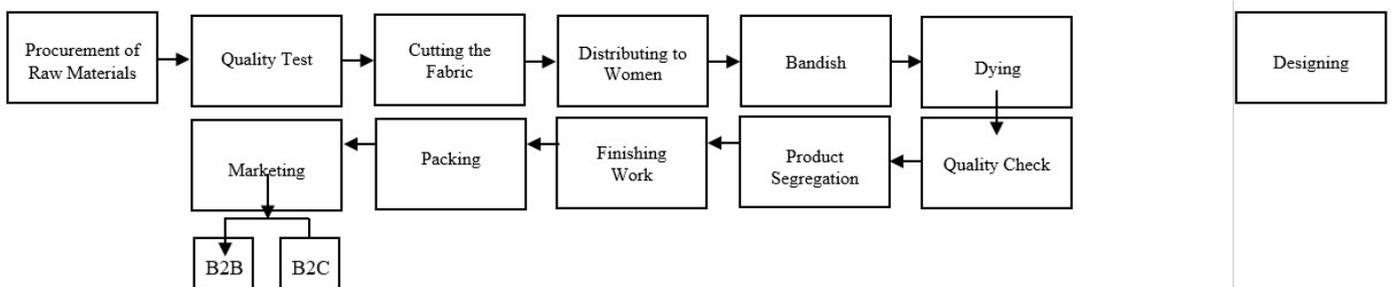


Figure 1. Process of value creation.

4.4. The PPP model

Public-Private Partnership describes a range of possible relationships among public and private entities in the context of infrastructure and other services. An enterprise working on the PPP model may include all stages of the project’s lifecycle,

starting from ideation, design, and construction of infrastructure, delivery of services, and maintenance. The present enterprise model involves three major partners: RAJEEVIKA, the autonomous society of the Rajasthan Government; 'Rang Sutra', a private organisation working in the field of capacity building of rural artisans; and SHG groups, who are the members of artisan-based producer company 'Marudhara Rangsaaz'.

'Marudhara Rangsaaz' made products based on prior orders from various places in the Churur district. However, their business was not prospering because they lacked professional skills and updated knowledge of the textile sector. Owing to this, their product's quality, variety, and design were falling short of market expectations. During the production phase, due to a lack of professionalism, the wastage of raw materials was increased, increasing the cost of production. All this resulted in reducing their market share and profit percentage. Recognising these shortcomings, RAJEEVIKA thought of arranging expert help for these women to build their capacity and establish market linkages. The government does not have specialised arms to care for such needs, but specialised private organisations provide such services. Therefore, they thought of involving private organisations in this. They called many private organisations working in this field for discussion for giving capacity-building training to the artisans and helping them market their products. After several rounds of discussion, they finally signed a contract with 'Rang Sutra' as it quoted low and agreed to provide both services. The revenue model for 'Rang Sutra' is a transaction-based revenue model. 'Rang Sutra' gives capacity-building training, takes the products to market, sells them, and makes a profit. 'Rang Sutra' shares five per cent of its profit with RAJEEVIKA and pays the remuneration to the women artisans at the market price. RAJEEVIKA hired 'Rang Sutra' for a two-year contract to provide mentoring services to these women. 'Rang Sutra' agreed to train the artisans, teach new designs and patterns, arrange new market links, and provide handholding support to the SHG women.

Until 2022, RAJEEVIKA controlled the organisation's management through 10 directors appointed from and by the Bandheji Sakhi members. These directors meet four times a year. They do not draw any salary; they only get a sitting allowance 200 for each board meeting. The Block Development Officer (BDO), a government official, has been appointed as the Chief Executive Officer (CEO) of 'Marudhara Rangsaaz'. Three salaried employees were appointed to manage finance, other regular administrative work, and inventory. RAJVEEKA employed five skilled artisans regularly, who draw designs on the fabric and control quality at various stages of the work. Initially, they got a piece rate wage of 150–500 rupees per piece, depending on the type of work, but it has increased to nearly Rs 1000 per piece. In addition, they have 470 women artisans, such as the Bandheji Sakhi, who do Bandish, tie and dye. They are paid based on the piece; they get 4 rupees per piece. Their daily income has increased from Rs 80 to Rs 300 a day. The average annual turnover of the enterprises was Rs 1,200,000–1,400,000 rupees in 2017, which is around Rs 3,600,000 rupees by 2024. The company adopted a B2B and B2C sales strategy. They sell their product to retailers in the Churur district and make order-based products for textile persons from other districts of Rajasthan. They participate in various exhibitions organised by other State Governments. They also produce for 'Rang Sutra' on an order basis. In addition

to all these, RAJEEVIKA also tries to find markets for these artisans and get new orders for their products.

‘Rang Sutra’ provides training to the ‘Marudhara Rangsaaz’ artisans. ‘Rang Sutra’ sent some of their expert artisans to ‘Marudhara Rangsaaz’ to provide training on making Bandheji chunri, Kurtis, stoles, skirts, and sarees. ‘Rang Sutra’ plays the role of trainer and promoter in ‘Marudhara Rangsaaz’. ‘Rang Sutra’ was with ‘Marudhara Rangsaaz’ until the artisans and Bandheji Sakhi became professional in their work. ‘Rang Sutra’ helps them identify new market links and purchase ‘Marudhara Rangsaaz’ products on an order basis. After the contract period, the ‘Rang Sutra’ role is reduced to that of a trader.

In this PPP model, the public sector retains a significant role by being the main enabler of the project, and the private partner provides the design, capacity building and marketing. The finance part is taken care of by the public partner. RAJVEEKA gave the initial capital, employees’ salaries, and wages to Bandheji workers and artisans. The capacity-building part was taken care of by the Private partner. ‘Rang Sutra’ organised training programs for the artisans and Bandheji workers to customise and optimise their skills. The public sector was responsible for the administration of the organisation. RAJEEVIKA also conduct training programs for the executive members of the producer company on how to deal with finance accounting and documentation and impart other administrative skills. The public and private partners equally took care of the marketing part. ‘Rang Sutra’ helps them find new market links and is also a trader for the company’s products. RAJVEEKA played the role of a promoter and provided various Government platforms to sell and promote the company’s products. In addition, RAJVEEKA tries to get new market links for the company. If we break down the core activities of ‘Marudhara Rangsaaz’, the activities getting support from RAJEEVIKA include SHG formation, bringing women together and making groups to carry out economic activities, helping in capital formation by providing bank linkage, providing administrative support to carry out economic activities and also helping the SHGs to do need assessment to carry out further activities. ‘Ranga Sutra’ supports ‘Marudhara Rangsaaz’ by providing capacity building to women, organising training programmes for product designs and maintaining the quality of products, and providing market linkages. The following image depicts the RAJEEVIKA and ‘Ranga Sutra’ involvement in ‘Marudhara Rang saaz’. **Figure 2** explains the activities undertaken by RAJEEVIKA and ‘Rang Sutra’.

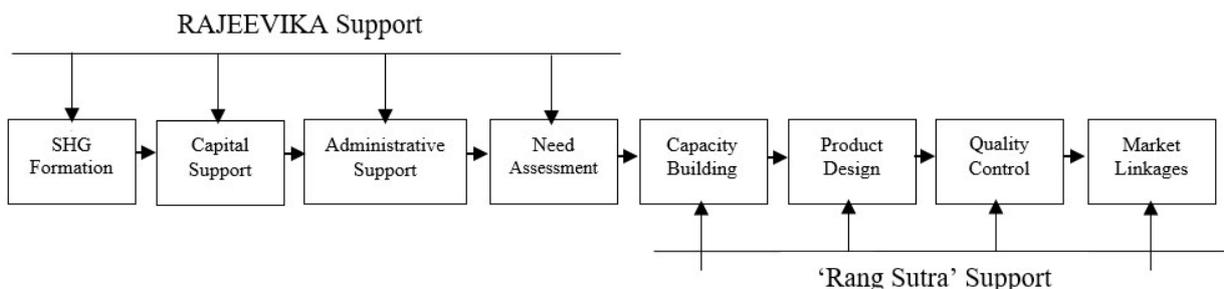


Figure 2. Public-private partnership model of ‘Marudhara Rangsaaz’.

5. Results

After collecting the qualitative data, the themes were derived. Initially, the codes were identified from the transcripts. Then, similar codes were grouped to make the second-order themes; the second-order themes were clubbed to get the broader dimensions. The derived dimensions are social drivers, enabling conditions, and outcomes. **Table 1** shows the data structure. After getting the themes, a dichotomous survey scale was designed to get the quantitative data for cross-validating the themes. The quantitative data is graphically presented in **Figure 3**.

Table 1. Data structure.

First Order Codes	Second Order Themes	Dimensions
Making traditional clothes	Culture-based	Social Driver
Formation of SHG	Community driven	
Low-income group, unemployed women		
Flexible time	Work flexibility	Enabling Condition
Work at own place		
Need assessment	Capacity building	
Skill enhancement		
Training programmes on stitching and Bandish work		
Fair wage	Decent work	Outcome
Workplace safety		
Continuity		
Problem-solving	Self-efficacy	Outcome
Self-confidence		
Opening savings accounts in financial institutions	Financial inclusion	
Formal credit enhancement	Wealth creation	
Buying new household equipment		
Creating new household infrastructure		
Making part of decision-making in the family	Economic participation	
Financial contribution to family needs		
Children education		

Source: Primary data.

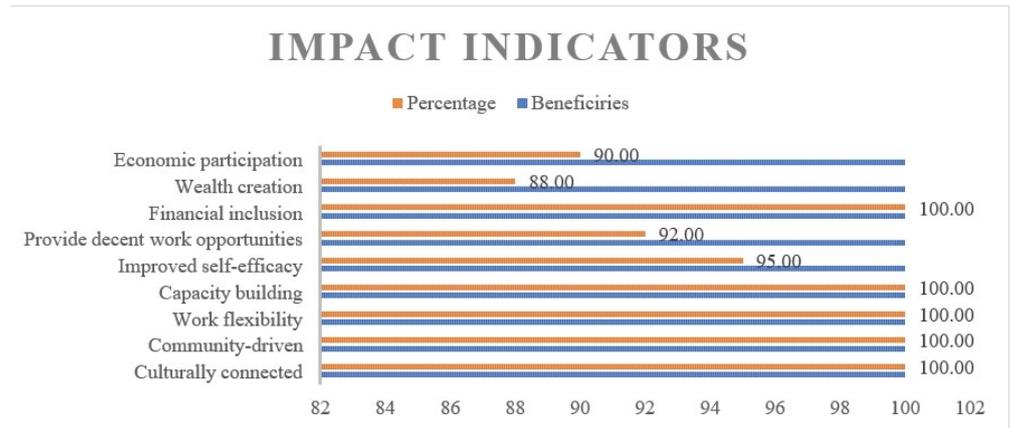


Figure 3. Impact indicators.

5.1. Social driver

The second-order themes, culture-based and community-driven, are clubbed as the dimension of the social drivers. The data found that women feel more connected with the Bandheji work as it has cultural roots. The knowledge and skills related to Bandheji’s work have been passed on through generations. ‘Marudhara Rangsaaz’ capitalized on this traditional skill to provide livelihood to rural women. In addition, the formation process of ‘Marudhara Rangsaaz’ is Community-driven. At first, RAJEEVIKA formulated the women collectives (SHGs) and then brought the SHG groups under one roof to formulate the producer company called “Marudhara Rangsaaz”. The board of directors of “Marudhara Rangsaaz” and the Bandheji Sakhi’s all are the members of the SHGs.

5.2. Enabling condition

To make women economically stable, it is essential to provide a support structure. The study revealed three important elements that enable women to carry out economic activity hassle-free. They are work flexibility, capacity building, and decent work. Even if women get economically engaged, they are not free from household work. So, any livelihood option engaging women should have flexible work hours and a flexible workplace. Women in the study area reported that balancing their household work and economic activities is important. Keeping this in view, ‘Marudhara Rangsaaz’ has kept it flexible for the Bandheji Sakhi to choose their place of work. ‘Marudhara Rangsaaz’ has left it to the women working as the Bandheji Sakhi to either do the work in the office or at home at their convenience. They collect the material from the office, work at home per their continent time, and bring the finished products back to the office.

In ‘Marudhara Rangsaaz’, jobs are created at different levels. The directors are selected from the Bandheji Sakhis, who are artisans doing design and quality control work; Bandheji Sakhi, who do the tying, dying, and product segregation work; and the administrative staff. Directors get the sitting allowances, whereas the artisans and Bandheji Sakhis get piece-wise rewards, and the administrative staff get regular salaries. So, people working in the enterprise get remuneration according to their work. The women interviewed reported that their voices are heard and that they feel respected in their workplace. They feel comfortable and safe and are paid per piece per the market rate. ‘Marudhara Rangsaaz’ has created different types of jobs,

including designers cum quality checkers, Bandheji Sakhi, and administrative staff. The pay is decided on the value of work done by the craft women.

Due to low market share, women involved in the production process at different levels were not getting sustainable economic engagements. Women in the study area reported that after getting the training, they could finish better, their confidence in their work capability increased, and they were better skilled in making designs and carrying out Bandheji work. So, they get continuous work and their earning per day increase.

5.3. Outcome

The 'Rang Sutra' intervention helped the company get more market linkages. 'Marudhara Rangsaaz' presently has different market linkages. They get direct orders from various companies like Fab India, Rang Surta and other retailers in various districts of Rajasthan. In addition, they connect with trade dealers and distributors like 'India Mart'. They also get other platforms like exhibitions and trade fairs organized by the State Government to sell and promote their product. Before forming the Artisan producer organisation, though the women had basic knowledge and skills about the craft, they did not know how to capitalize on it. The capacity-building training programmes organized by 'Rang Sutra' helped the women to optimize, customise, and utilize their existing skills. With the training, they could produce better-finished products with contemporary designs, enhancing overall product quality. The Bandheji Sakhi's reported that their income increased from Rs 80 to Rs 300 per day after they joined 'Marudhara Rangsaaz'. The artisans reported that their income has increased from Rs 500 to Rs 1000 per piece. Initially, the company had only two rooms in the Lasar village of Churur for carrying out their activities. With the expansion of business activity, they have their office in the Churur district itself. In 2022, RAJEEVIKA exited from the company. Now, the company is completely run by the members themselves. After completion of the contract, 'Rang Sutra' is still associated with the company as a trader.

6. Discussion

The present research study sheds light on how the PPP model can contribute to social sector development. The PPP model has been successful in infrastructure, telecom, health, education, and even agriculture to an extent (Cui et al., 2018; Saini and Giri, 2022). However, applying the PPP model to non-farm livelihood generation projects is relatively new. When we talk about non-farm activities, the textile sector has a major potential in the Indian context as it employs a large number of people in rural areas (Datta and Sarkar., 2020; Swain and Patoju, 2022). Even if the knowledge of handicrafts and textile crafts passes through generations, the artisans could not capture the surging market demand for such products (Yadav et al., 2022). With unpolished skills, lack of professionalism, ignorance about contemporary designs, and lack of market accessibility, they still have a minimal market share and operate at a limited scope (Aakko and Koskennurmi, 2013; Bhandari, 2017; Hu et al., 2023). In such conditions, the State has to play an important role in promoting and strengthening these artisans (Fine, 2000; Peacock, 1991). To create a virtuous circle for the marginalised communities, it is essential to identify their skill, knowledge, and other

resources; collectivise them to create an institutional architect; build up their capacity; provide capital support; teach them administrative and financial skills; professionalism; and arrange market links (Beckert, 2011; Blaug, 1976; Dekker, 2015; Frey, 2000; Galbraith, 1973).

The realisation of such a dream is not possible only with the Government's involvement, as the Government alone cannot create the whole ecosystem and support structure (Mohanty, 2011; Rao et. al., 1987; Sengupta, 2008; Studenski, 1939; Vithal, 1979). Hence, involving private players in this process is very much required. Profit motives guide private players, so any PPP model in the social sector must be carefully planned to optimise the gain of private players and the community. The Government has to play the role of both a protector and promoter as and when required to make such an effort successful (Ahluwalia, 2016). It is a herculean task for the government to identify where and how to engage the private player in the project cycle (Nayyar, 2017). Forceful exit can defeat the whole purpose of such initiatives; hence, making a thoughtful exit plan is paramount to the Government.

It has been found that sustainability is a major concern for such livelihood generation projects (Mishra et. al., 2021). As long as a support system is in place, it continues. Once the support system is removed, the enterprises struggle to exist. One important reason may be a lack of commitment and a feeling of ownership. Community-driven enterprises built on capitalizing on intergenerational skills are more sustainable as the community is acquainted with such skills and is involved in the decision-making process (Olmedo, 2022; Pradhan and Samanta, 2023; Sengupta and Sahay, 2018; Torri and Martinez, 2014; Tripathy, 2022). They feel more at ease and comfortable to work in this sector. Any such livelihood generation initiative usually targets women because it is seen that women spend their income on the welfare of the family and further wealth creation. Providing a safe, flexible, secure, and dignified working condition is essential when planning any economic engagement for women (Datta and Gailey, 2012; Shuvam and Mohanty, 2023).

7. Conclusion

Public-Private Partnerships are nascent in the social sector but still have to go a long way. However, such a model is the need of the hour for developing and under-developing countries when we talk about social sector development. In such countries, poverty alleviation programs target livelihood generation through skill-building and enterprising. To realise these dreams, various services, including finance, expertise knowledge, continuous monitoring, mentoring and so on, are required, which the Government cannot provide alone. For this, specialised private players need to pitch in. However, as private players, mostly guided by the profit motive, they may withdraw support or minimise their role as promoters and/or traders after reaching a certain point. When this happens, even though marginalised groups' livelihood is protected and they get a sustainable income through such arrangements, they fail to achieve the optimum growth they could have attended. In such a crisis situation, the Government has to be a protector to take them to the next height.

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