



ANNUAL REPORT YEAR 2012-13



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**ED's Note**



## ED's Note

Dear Members,

This January, having completed nine years, AIACA entered into its tenth year of being. Perhaps, it's a time to pause and celebrate its achievements, reflect, and look ahead.

And, there is much to celebrate. From a network of 7 members, the strength has grown to over a hundred. From an organization working on critical policy research issues impacting the sector, our services have grown to include certification, capacity building and marketing. Over 148 organizations have been awarded certification through craftmark since the programme was initiated. AIACA's Enterprise Support Programme has built the capacity of more than forty groups and provided marketing access to members, through its network of buyer linkages, both domestically and internationally. Institutionally, AIACA has progressed from an organization establishing its roots to a more mature, technically competent entity. From projects we have grown to programme management, country wide partnerships and implementation at community level. This year, specifically, also saw the initiation of the Cluster Development Initiative, a unique three year initiative to build sustainable livelihoods through crafts in 3 tribal clusters in the south. Over the coming year we will be taking initial steps towards spreading wings to encompass areas like institutional capacity building, creation of a hybrid entity to ensure focus on specific programmes and compliance with the laws of the land.

It is also encouraging to see the growth story of some of the partners that we have been associated with over the last decade. The larger craft landscape is changing. Marketing efforts to promote crafts via the online and offline spaces are increasing; more young designers are trying to weave fabric and craft into their works. There is increasing sensitivity to environmental and ethical considerations used in craft processes by consumers. Yes, there is no substantial impact by and large on the living wage of individual rural artisans. Challenges and bottlenecks of regular raw material supply, infrastructure, access to finance, and ability to understand and connect to the market continue to dominate. A dent needs to be made in these areas to be able to ensure that livelihoods via crafts are sustainable.

Some of the efforts put in by AIACA in these areas have been captured in the following pages. Please do feel free to share your thoughts/feedback on these and anything else that you think AIACA should be focusing on at [amita@aiacaonline.org](mailto:amita@aiacaonline.org)

Amita Puri  
Executive Director

# **Enterprise Support Program**

## Enterprise Support Program : Holistic enterprise building of craft-based organizations

2012-13 marked the restructuring of the ESP department to include end-to-end interventions to support craft-based organizations. Hence, the Craftmark program and market-access activities were merged with this to ensure that producer organizations are evaluated right from their basic legal structure, production processes, and design and product development activities to marketing programs and growth plans.

As part of this process, the bi-annual Craftmark jury was instituted this year.

**Rationale:** The Craftmark initiative is a pioneering attempt to brand Indian craft products as unique, Indian and handmade. Since its inception in 2006, over 100 artisan-based enterprises such as Fab India and Dastkar have been awarded the Craftmark and it has facilitated sales of over Rs 20 crores to members. Internationally, brand such as West Elm and Ten Thousand Villages endorse the mark.

However, there have also been a large number small-scale and budding craft enterprises within the Craftmark member base that have been unable to adequately meet market demand due to various reasons such as incorrect pricing, wrong product developments, poor quality and poor supply chain management. Therefore, AIACA conceptualized the Craftmark Market Access jury whereby new Craftmark members are assessed by a panel of senior industry experts on various market-related parameters. Based on their recommendations, AIACA then conducts ground-level training programs under its Enterprise Support Program so as to provide guidance in the areas identified.

**Implementation :** The first jury was conducted on November 30th, 2012. 16 craft groups from across India participated covering a broad spectrum of crafts including tie-dye (bandhej) and phetia block printing from Rajasthan, aari embroidery and pashmina weaving from Jammu and Kashmir, muga weaving from Assam and sikki, sojni crafts of Bihar.

Panelists were Purnima Rai, Head Delhi Crafts Council, Mr Jatin Bhatt, Dean, School of Design at Ambedkar University, Sanjay Garg, Founder Raw Mango Design, Kalyani Kunche, Head of Design, Triburg and Adarsh Kumar, Founder AIACA.

The jury recommended 8 workshops covering areas such as product design, business planning and technical improvement.

**Impact :** To date, AIACA has successfully conducted 3 of these workshops, 2 are in the pipe-line. (3 were cancelled due to lack of interest at the producer group end.)



Jury members and producer groups interact at inaugural Craftmark jury



Additionally, the following were completed in 2012-13:

i) Textile Development Workshop at Craft Producer Groups

**Rationale:** AIACA identified one market category of handloom textiles that face a supply shortage, namely, high-end, complex textiles that are used by premium fashion and apparel designers. In the past few years—whether it has been Wendell Rodricks’ kunbi revival, Rahul Mishra’s collections with khadi and Chanderi, Pero’s work in Bengal or Samant Chauhan’s showcasing of tasar—handlooms have moved beyond their traditional market to premium fashion collections.

Craftmark aims to augment this movement and integrate handlooms into the mainstream fashion industry through annual Textile Collections highlighting special textile traditions from across India. The program seeks to address the supply gap in the high-end apparel industry which needs new, innovative fabrics every season. It will also encourage handloom to compete with other fabric options on its inherent strengths (customization of weave and colours, unique weaving motifs and textures, possibility of small-volume production) rather than as a museum art that needs preservation.

Accordingly, AIACA engaged with 3 textile designers across 7 craft-producing groups to create a range of textiles suitable for apparel construction.

**Implementation :**

AIACA conducted 3 product development workshops, 1 skill-upgradation workshop, 2 sampling exercises and one conceptual sample development collection.



Product Development Workshop at Avani

The details of these are:

Sr. No.	Craft Producer Group	Group Type	State	Craft	Designer	Nature of Project	Products created/ Output
1.	Disha Sansthan	Artisan-owned	Rajasthan	Bandhani	Neha Lad	Sampling exercise	5 samples and 4 final prototypes
2.	Mehmood Ansari	Artisan-owned	M.P	Dobby weaving	Neha Lad	Sampling exercise	20 samples and 3 final prototypes

Sr. No.	Craft Producer Group	Group Type	State	Craft	Designer	Nature of Project	Products created/ Output
3.	Rehwa Society	Non-profit	M.P	Maheshwari weaving	Preeti Bhandari (NID)	Sample Development	
4.	Pokaaran Arts	Non-profit	Rajasthan	Extra weft weaving	Dema Mittal	Product Development Workshop with 5 artisans	15 stoles, 5 garment prototypes
5.	Avani	Non-profit	Uttarakhand	Wild silk and wool weaving	Neha Lad (NID)	Product Development Workshop with 8 artisans	15 prototypes and 5 final textiles
6.	Miri	Artisan-owned	Gujarat	Kutchhi (extra weft) weaving	Neha Lad (NID)	Product Development Workshop with 2 artisans	20 prototypes and 3 final textiles
7.	INTACH J&K	Government	J&K	Aari (crewel) embroidery	Neha Lad + AIACA team	Skill Upgradation Workshop with 8 artisans	5 final prototypes on 4 different fabric options

**Impact :** All products developed have been showcased on Source4Style.com an international textile sourcing platform and 10 queries have been generated to date. The entire Avani collection was purchased by Jeff Oakes Design, a US –based design firm. Pokaraan Arts fabrics are available online on their own e-commerce site and Disha Sansthan was able to command a 33% increase in prices due to design and QC interventions. Products developed constitute 100% of total sales of INTACH J&K and 60% of total sales of Disha Sansthan.

#### ii) Marketing and Supply Chain Interventions

**Rationale:** Programs related to the various needs of individual organisations that they did not have the internal capacity to address were created after detailed discussions with organisation heads and site visits to their artisan clusters.

**Implementation :** A total of 10 programs were implemented involving experts from various fields such as business planning, design, textile technology, photography and web solutions. The details of these programs are as under:



Artisans at proposed Kadam Craft Ashram

Sr. No.	Craft Producer Group	Group Type	State	Craft	Designer	Nature of Project	Output
1.	Kadam Haat	Non-profit	W. Bengal	Assorted	AIACA team	Business Plan for Craft Ashram	Kadam Haat has sent the Business Plan created by AIACA to various foreign funders such as Annenberg Foundation (Germany) and has also been shortlisted for the Mahindra Spark the Rise grant
2.	Chakesangh Women Welfare Society (CWWS)	Non-profit	Nagaland	Nettle weaving	Siewspah D Buhroy	Evaluation of Production Process and Suggested Improvements for Raw Material Extraction (Supply Chain)	The report of consultant has been sent to IIT Delhi for developing a better raw material extraction process
3.	Chakesangh Women Welfare Society (CWWS)	Non-profit	Nagaland	Leadership Training	AIACA team	Building skills of local women leaders	16 women attended AIACA's one-day training program
4.	INTACH J&K	Government	J&K	Aari (crewel) embroidery	Yasir Bhatt and Samir Pandit	Marketing	In co-ordination with AIACA team, orders worth over Rs 250000 have been processed.

Sr. No.	Craft Producer Group	Group Type	State	Craft	Designer	Nature of Project	Output
5.	Pokaaran Arts	Non-profit	Rajasthan	Extra-weft	Bharath Chandr-asekhar	Product photography (for online Marketing)	Entire production process and product range was professionally photographed
6.	Pokaaran Arts	Non-profit	Rajasthan	Extra-weft	Interactive Bees	E-commerce Website Development (marketing)	Website developed showcasing product range: <a href="http://www.pokaaranarts.com">www.pokaaranarts.com</a>
7.	Chitrika	Non-profit	AP	2-shaft handloom weaving	Preeti Bhandari	Stitching training and product design	6 warps of fabric developed and 7 prototype products
8.	Blossoms of the Heaven	Private	J&K	Kani weaving (tapestry)	Nazir	Weaving and skill training	16 girls attended 4-month training program and were taught 4 basic kani designs
9.	Rehwa Society	Non-profit	M.P	Maheshwari weaving	Ayaan Banerjee	Organisational restructuring	A report on 'Transitioning into a New Legal Structure and a Corporate Identity' was prepared for Rehwa

Sr. No.	Craft Producer Group	Group Type	State	Craft	Designer	Nature of Project	Output
10.	INTACH Delhi	Trust	Delhi	Metal Craft of Varanasi	Aditi Prakash	Product development and skill enhancement	15 products were developed with artisans of metal repousse and gulabi meena (pink enamel)

**Impact :** The Business Plan developed for Kadam contributed to the organization securing a grant of Rs 5 lakhs through the Mahindra Spark the Rise Challenge. Exploring new options for sustainable livelihoods: The ESP team conducted two feasibility studies for large organizations looking at investing in livelihood generation for marginalized communities. These studies were conducted at:

**1. Domakonda in the Nizamabad district of Andhra Pradesh for the KEI Group**

The target group was 3000 women in the DOfmakinda block who were from a traditional weaving community but had taken to agriculture but had no fixed income due to the failure of sustainable cotton cultivation in the region. The study, however, concluded that due to the complete extinction of weaving skill among the beneficiaries, it would be prudent to look at less skilled livelihood options such as poultry and dairy for the region as well as weaving.

**2. Annapur district in Madhya Pradesh for the Moser Baer Trust**

The target group was the Baiga tribal community in the villages of Dhurvasin and Kukargoda who are likely to be affected by the Moser Baer thermal project in the region. A multi-disciplinary team surveyed the region to conclude that the traditional bamboo craft of the Baigas could be a viable source of income for them provided appropriate backward and forward linkages are created for them.

Craftmark Commercial Product Catalogues & Market Access  
 The 2012 Catalogue featured products from ESAF, Grameen Vikas, Gramshree Trust, Incredible Kashmiri Crafts, INTACH JnK, Miri, Orissa Artisans, RB Fabrics, Shree Krishna, and UP artisans Sutradhar. The theme of the catalogue was Ideas for Better Living and a range of home products was presented encompassing more than 200 products across 20 crafts including pnja weaving, felting, cutwork, applique, jamdaani and aari embroidery. Additionally, a catalogue with products specific for corporate gifting and 3 catalogues focusing on the tribal crafts of Toda, Lambadi and Wayanad bamboo were developed.



AIACA-The Green Elephant stall at NYIGF 2012



### **Participation in Trade Fairs**

AIACA partnered with its USA sales representative—The Green Elephant—to participate in the New York International Gift Fair (NYIGF), held in New York in August 2012. Implementation: Over 100 products of 12 artisan groups were showcased at the event.

Impact: To date orders over USD 5000 have been processed and there are further orders in the pipeline.

AIACA also participated in the Indian Handicrafts and Gift Fair (IHGF), Dastkar Nature, Bazaar and Basant Bazaar, the Nomad's Bazaar. Sales of Rs 2 lakhs were generated through these events

Export Promotion: Direct orders of Rs 60 lakhs were processed while it is believed to have facilitated sales of over Rs 15 crore for organisations who confirmed orders post receiving the Craftmark certification. Products were exported to USA, UK, Netherlands, Italy, Japan and Australia.

**Policy Research and Advocacy**



## **Policy Research and Advocacy (Summary of Project 2012-13)**

The PRA – Policy Research and Advocacy team supports policy platforms and keeps the stakeholders informed about the policy changes (through CPC – Craft Policy Connect) and need for the changes – through regulatory framework coordination, legislative advocacy, in-depth research and writing, and community outreach.

The year has come with various challenges in this field and we were able to contribute resources that will further bring essential information to the attention of the stakeholders and policymakers. Previously researches have focused around various recommendations on Environment, OHS (Occupational Health and Safety) and Social Security in the Handloom and Handicraft Sector.

During the year 2012 – 2013, the Policy Research and Advocacy tried to build a common cluster and state level platforms with involvement of various stakeholders and beneficiaries to identify, collate and compile the range of issues for the National Consultation around recommending a better guidelines and conditions to establish M/SMEs and Artisans friendly environment. Presently, most of the PRA activities are supported under EU supported ‘Sustainable Textile for Sustainable Development’ project.

“Sustainable Production and consumption may be a matter of choice some days back, but it is now essence of the sector.”

### **SUSTEX: EU Supported Project**

The project aims to promote the production and consumption of eco friendly textiles by improving the working and living condition of the artisans. This project is trying to achieve it through various grass-root interventions like pilot project implementations, research, trainings, dissemination, outreach etc. which will help in identifying key challenges faced in the sector. The SWITCH- Asia Project – SUSTEX promotes sustainable production practices in 16 craft clusters & 30 textile parks across India, and creating a demand for eco-friendly textiles and improving the quality of life among artisans in the textile industry. The project has also extended its benefits to over 500 textile related M/SMEs in Rajasthan and sharing technological learning for replications. The Project is further extended for another six months (till July 2013) for the completion of Dissemination Activities and Establishing of Model Textile Park which was states as the first outcome of the Project. There were some Policy Advocacy components due, to establish some of the recommendations collated from various workshop and consultations.

### **Activities and Strategies**

Team PRA had prepared an Advocacy Map under the EU Programme, to identify the issues from the various clusters it has been involved and to extract the feedback from the artisans and the SMEs. The issues identified across the various initiatives held earlier reflected a need for a proper and an effective multi-stakeholder consultation, which not only lays a participatory platform for a healthy discussion, but shall also help in discussing the problems and deducing the probable solutions. The team has extended its previous dissemination activities which were focused on SCP – Sustainable Consumption and Production. Previous year a lot

of workshop and dissemination activities were initiated around occupational health and safety with various regional NGO coordinators. The exercise has led the team towards conducting some cluster level and state level consultation to understand and record issues and concerns of various Artisans and M/SMEs.

## TOT - Training of Trainers

Building capacities of the partners has always been the prime concern for the team and correctly translating the activities of dissemination in the clusters with Artisans and SMEs is a challenge to tackle. The team has facilitated a ToT to train and conceptualization of strategies to be adopted in the field for the activities of SCP and its replication strategies, representative NGO cluster coordinators from 08 states have attended this ToT and planned the action for cluster level workshops. Training for Trainers Workshop was conducted for our 7 NGO partners functioning in capacity of Cluster Coordinators to orient them towards the project's focal areas, and to train them to conduct the Cluster Level Dissemination Workshops at the next level. The Training workshop saw an enthusiastic participation of about 16 NGO representatives and expert resource persons.



### **Dastkar Nature Bazaar, New Delhi, 8th November**

A Dissemination workshop was organized at the Dastkar Nature Bazaar, to orient the artisans and the SMEs on the issues of Environmental Sustainability, Occupational Health and Safety, and on improving the Access to Markets. The workshop saw an attendance of 33 participants.



### **Cluster Level Workshops**

The project facilitated cluster level workshop around the basic SCP concepts and collated the issues and concerns from around 09 clusters in 05 states. Approx. 1000 Artisans and M/SMEs have participated in the cluster level workshops focused on Dissemination of learning & knowledge material. These workshops were facilitated during Nov-Dec 2012 and the information were disseminated to NGO's/SMEs/Entrepreneurs on the four major issues of Occupational Health and Safety, Environment, Sustainability, Social Security and Market Linkages.



Guwahati, Assam, 20th November: A 'Cluster Level Dissemination Workshop' was organized in collaboration with Rashtriya Gramin Vikas Nidhi (RGVN), on 20th of November at Guwahati. The workshop was attended by 71 participants, mostly associated with the weaving industry from Suwalkuchi, Boko, Chaigaon, Sipajhar and greater Guwahati areas. The participants came from cooperatives, NGOs, SHGs, Producers' Company, SMEs and household enterprises.

### **Bhagalpur, Bihar, 22nd November:**

A Cluster Level Dissemination workshop for M/SMEs was organized at Bhagalpur 'Silk City', Bihar, to raise awareness and envisage feedback on the key issues with regards to Environment, OH&S, Access to Credit, Access to Government Schemes, Access to Market and Social Security. The workshop saw an active participation from the Weavers, Government, Financial Institutions and the Media.



### **Varanasi, Uttar Pradesh, 26th November:**

A Cluster Level Dissemination workshop for M/SMEs was organized at Varanasi to raise awareness and envisage feedback on the key issues with regards to Environment, OH&S, Access to Credit, Access to Government Schemes, Access to Market and Social Security, and also to explore the possibilities for further collaboration, given the richness of the area (Eastern Uttar Pradesh) in handicrafts and handlooms. The workshop saw an active participation from the Weavers, Artisans from numerous craft spheres and the Government, Financial Institutions and the Media.



### **Ajrakhpur, Bhuj, Gujarat, 27th November:**

A Cluster Level Dissemination workshop was organized with artisans of Ajrakhpur was organized on 27th November, 2012 to understand the issues of artisans in a policy level framework. Amongst the various issues discussed were the water conservation and sanitation, access to markets, and the need for capacity building of the artisans



### **Ajrakhpur and Dhamadaka, Bhuj, Gujarat, 14th December:**

KHAMIR is a local partner organization of AIACA. In order to understand the issues of artisans in a policy level framework, a workshop with artisans of Ajrakhpur was organized on 14th December, 2012. The Dhamadka is the largest and old cluster of Block printing artisans of Kachchh.







## Publication:

**TSTP – Toolkit for Sustainable Production:** A toolkit on sustainable textile production is ready which is largely based on the learning and experience of sustainable production practices. KAARAK Enterprise Development Services Private Limited (KAARAK) was given the assignment to collate learning and experiences of sustainable production of all textile parks including JITPPL.

KAARAK is developing the toolkit, which is an instrument to promote sustainable production practices amongst textile producers through the use of technical, economic and environmental data from the textile production chain. The principle audiences of this tool kit are micro, small and medium enterprises (M/SMEs) involved in the textile production existing in clusters or individually throughout India. The toolkit will especially be helpful to enterprises that have either applied for or are willing to apply for Government of India's Scheme for Integrated Textile Parks (SITP).

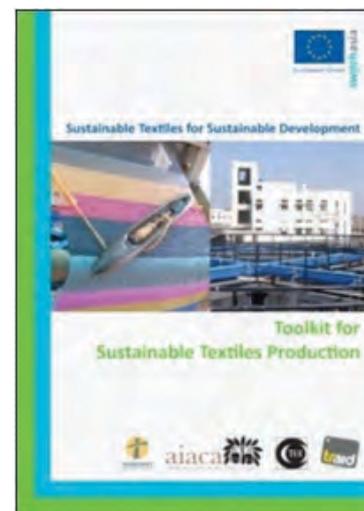
The toolkit covers three major areas of sustainable production- effluent treatment, occupational health and safety practices and sustainable raw materials. The toolkit in its final section highlights the importance of adopting sustainable raw materials by textile units, focusing specifically on organic cotton and natural dyes. Information on different categories, price segments as well as conditions for procurement of sustainable raw materials has been provided under this section. The TSTP will be physically disseminated to over 2500 M/SMEs which are a part of the textile parks under SITP.  
(<http://www.aiacaonline.org/pdf/AIACA-TSTP-Research.pdf> )

**LCTS – Low Cost Technological Solution Study:** the action research on the models of low cost & efficient technologies was focused on delivery of the following solutions for sustainable textile production activities in India:

- i. Low cost environmentally sustainable production practices with provisions for occupational health and safety of the artisans; and
  - ii. Technical solutions for setting up low cost effluent treatment plants.
- The Low Cost Technological Solutions manual is published during this financial year and made available to around 100+ M/SMEs.

**Action Research/ Demo:** Complete models for low cost technologies for sustainable textiles. The project was successful in setting-up three Effluent treatment plants of different capacities and technological specifications at three different locations. This contributes to the Specific objective of the project i.e. of promoting sustainable production and consumption of textiles from Rajasthan which are both environmentally friendly and positively impact on poor workers and their communities). Information about all the 3 ETPs is provided below with all the details as case studies were made available to the M/SMEs.

- i. Medium Capacity (50 KLD ): An advance Reverse Osmosis (RO) & Ultra filtration (UF) technology based SETP at Balotra, Barmer Rajasthan for an SME called M/s MGL Prints, with a capacity of treating 50 KLD of effluent.



ii. Low Capacity (10 KLD): An advance fabrication and portability based RO & UF technology based SETP at Bikaner, Rajasthan for an MSME (Vasundhara Gramothan Samiti) with a capacity of 10 KLD.

iii. Micro ETP (2.5 KLD): An innovative carbonization and Filtration process based Primary Treatment Plant for Natural Dyeing unit at KHAMIR Crafts Resource Centre (CRC), Bhuj, Gujarat. This CRC is a resource centre for the Artisans & SMEs of Ajarakhpur, with a capacity treating 2.5 KLD of effluent.

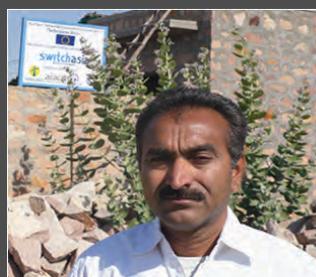


Different qualities of water from pre to post testing

**The technologies of ETPs are also compiled in the TSTP.**



Rajiben among the five weavers inaugurated ETP



#### ETP Beneficiary Speaks...

*“With the treatment of Effluent from the printing process we are now able to treat and reuse about 30,000 to 40,000 litres of water per day which was previously released untreated in the nearby ‘Luni’ river. We are now able to save the said amount of water and decreased the procurement of fresh water from distant place.”*

– Gulab Singh, M/s MGL Prints,  
Balotra, Barmer, Rajasthan.

#### **ROM – Result Oriented Monitoring and its outcome.**

During the financial year EU has informed the team about conducting ROM to ascertain the progress and further extension process. Some extracts from the reports are... “It definitely responds to its target groups' needs, as already confirmed by its achievements and the quality of its cooperation with not only the project's consortium members but also with a wide array of Civil Society Organizations (CSOs).”



It was also specified in the report that “The project has already brought a tangible positive impact on its target groups of the community of business operators and of civil society stakeholders (households still involved in traditional textile techniques, target groups of the partner NGOs, etc), by directly addressing acute needs and problems, and thanks to its dynamism and outreach. No unplanned negative impacts have occurred so far but it would be of interest for the project to look at the potential longer term risks induced by the transfer of traditional ("cottage") technologies of textile (wooden bloc) printing into a highly integrated JITP on the sustainability of these traditional techniques, since these techniques constitute the core appeal for the growing market demand, in the country and worldwide.”



## **State Level Consultation & Dissemination Workshop.**

With the prime objective to evolve a common platform to enable experience sharing and developing a consensus on the need of the promoting sustainability in the production and consumption patterns in the Indian textile industry. The Consultation/Conference was an effort to strike a concordance between the developmental and the conservation paradigms and to cohesively strategize for the ‘sustainable textiles for sustainable development’. The activity was well appreciated and the desired objective of having understanding between the various stakeholders was developed. Around 300+ M/SMEs representatives and Government counterpart from various aligned department had attended this conference and launched two knowledge product viz. ‘TSTP – Toolkit for Sustainable Textile Production; and ‘LCTS – Low Cost Technological Solution Study’. The team has facilitated these two State Level Workshop in Uttar Pradesh (Varanashi) and Rajasthan (Jaipur) for the identification of issues, gaps, and also suggesting recommendations through facilitating multi-stakeholder participatory dialogue platform; Mutual Confidence Building amongst the stakeholders, better networking, better information access, and strengthened networking.

## **Consumer promotion in India**

During 2012-13, the project again participated in a fair called Nature Bazaar, which showcases and sells artisan products (largely natural), with the objective of promoting sustainable consumption & production practices in the craft sector. Since this event enjoys a large footfall in the national capital, widespread awareness and promotion of eco-friendly products (with reduced negative impact on the environment and health and safety of artisans) was achieved among consumers/buyers. The following specific activities were conducted to spread awareness and engage with the visitors and textile producers who had participated in the event:

- i. **Information Dissemination:** The project team took up a stall at the Nature Bazaar to disseminate the information gathered through the project amongst interested participants and groups. It included providing a brief summary of the project, dissemination of printed research material and web links of research material available online. About 300 people has visited the stall and showed interest in the sustainable production activities.
- ii. **Workshop:** A Workshop was conducted for the producers with a view to inform and educate participants about the benefits of different eco-friendly products and practices in the craft sector. Around 32M/SME participants attended the workshop. During the workshop, processes involved in Block Printing and Weaving were discussed as well as how the use of Natural Fibre and Dyes and Environment Compliances helps in promoting business and is a justification to get premium on the cost of product.



iii. Films/documentaries: The documentary films produced under the project covering health and safety issues of artisans and their livelihood concerns on were shown at the Central Court during the Nature Bazaar. The films drew a lot of attention and the copies were distributed to the producers and the consumers who attended the workshop.

iv. Banners, paper bags and advertisements: Post cards& bookmarks based on three themes ( viz. Natural Dyes, Natural Fibre – Organic Cotton and Effluent Treatment Plants, ) were developed to communicate the message of sustainability to the consumers. About 600 postcards were picked in during the Nature Bazaar event. Banners and paper shopping bags with appropriate messaging on sustainability were used to sensitise consumers on the importance of making responsible choices.

# Cluster Development Program

## Cluster Development Program (2012-13)

The AIACA-RBS Cluster Development Program aims at a very specific and targeted approach towards socio-economic sustainability while preserving and enhancing the tribal craft production. The interventions are developed based on the feasibility study conducted to establish the gaps in the value chain and supply chain. The objective of the Cluster Development Program is to build and strengthen their existing value chains: Aggregate artisans into collectives, develop the skill and capacity of artisans, introduce new design techniques for expanding production efficiency and outreach, train the cluster on entrepreneurial and business functions to make them self-reliant, establish market linkages, build the vendor pool and create a knowledge database for tracking performance and identify new potential areas. To achieve the objectives, AIACA adopted a module-based approach:

1. Business Planning and Implementation;
2. Cluster Development Workshops & Trainings;
3. Machinery and Tools Procurement & Systems Development, and
4. Governance



Bamboo Craft  
Wayanad, Kerala



Toda Embroidery  
Nilgiris, Tamilnadu



Lambadi Embroidery  
Sittilingi, Tamilnadu

During 2012-13, AIACA selected three tribal clusters based in Southern India i.e. Poragi and Shalom in Tamilnadu and Uravu in Kerala. Poragi is working with the Lambadi tribe in Sittilingi, Shalom is working with the Todas of Nilgiri hills of Ooty whereas Uravu is working with the Kurichyas, Kurumas, Paniyas, Adiyars, Kadans, Kattunaikkans, Ooralis of Kalpetta Block in Wayanad, Kerala. The main objective of the RBS project is to develop three self-sufficient tribal clusters that are equipped with tools and techniques to preserve the craft forms and develop the potential to scale their operations to achieve sustainability.

AIACA initiated the baseline study along with the value chain study and gap analysis on the basis of the data received from the groups. On the basis of that, AIACA make the intervention and the production planning for the group. In order to support and fulfill the overall project objectives, project coordinators were hired based on the need assessment of the groups. The project coordinators' role and responsibilities have been aligned to the targets through contracts and the work progress is ascertained through monitoring procedures. As a means of achieving the specified goal of production, AIACA setup three production units in the three cluster respectively. The sewing machines and other tailoring materials required for the unit setup has been procured for Shalom and Porgai. For Uravu, AIACA procured the essential equipment after having a detail discussion of the requirement with the group.



## **Business Planning**

As the success and sustainability of any business rely on the proper business planning, AIACA hired a consultant to develop and train the cluster on business modeling for the entire three clusters. Through an initial visit to the three clusters and obtaining an idea of the present scenarios the consultant prepared a business plan template and shared it with the groups so that they are able to implement the business plan. A visit was also done to all the three clusters i.e. Sittilingi, Nilgiris and Wayand along with the consultant in order to conduct the business plan workshop with the group heads and projects coordinators. All the aspects of the business establishment were discussed. Along with the business plan workshop, costing and pricing of the products was thoroughly discussed and as a result of that costing and pricing plan sheet was prepared for the groups.

## **Product Development Workshops**

Product development workshops also conducted in the three clusters. As a part of the product development workshop design development and stitching workshop has been done in the clusters. Shalom, Ooty: The design and stitching workshops were conducted at Shalom, Ooty. A total of 15 new product prototypes were developed during the workshop and their costing was also done. These prototypes have also been showcased at the Dastkar Fair at Delhi for assessing their market potential. Overall, the Toda women were very regular during the workshops and showed interest in learning more. The stitching training was also done keeping in view the present skills and needs of the group, and an enthusiastic response showed by the women artisans. Porgai, Sittilingi: The design and stitching workshops were conducted at Porgai, Sittilingi. The design workshop, which was conducted by designer Anitha Reddy, has been a successful one with more than 20 prototypes being prepared. A total of 20 Porgai women participated in the 15-day workshop. The month-long stitching workshop was also conducted at Porgai in which 3 Porgai women and one local participated. Overall, the workshop went well as they were trained on various aspects of cutting and tailoring on different fabrics available with Porgai.

Uravu, Kalpetta, Wayanad: The design workshop has been conducted at Uravu, Wayanad. The intervention on product modification was carry out in which 5 products were modified. After completed the activity successfully AIACA move forward to develop 5 new product prototypes according to the set plan. The designer, Rajiv Jassal's work has been appreciated by both the staff and artisans of Uravu and expectations are quite high for the new prototypes being developed. The modified product prototypes have been showcased at Dastkar, Delhi to assess their market response. In the second phase of stitching training the lambadi and toda tailoring women showed remarkable improvement in terms of their stitching skills, speed and quality. The second phase was an assessment of their present skills and further developing their quality and speed and introducing new products. During the training new products were tried for stitching and aspects like tracing, cutting, measurement taking was also stressed. The training went on for 10 days each of the two clusters.



## Capacity Building

Further to strengthen the operations, AIACA conducted capacity building workshop in the three clusters. The training was a part of capacity enhancement and streamlining process in the groups. The following modules were covered during the training:

- Role of SHGs and its members
- Benefits and importance of working as a group
- Understanding the Value Chain and the involved processes
- Role of RBS and AIACA in cluster development under the current project
- Quality parameters in embroidery, stitching and finishing
- Inventory management and control
- Team building and group motivation
- Understanding the business plan, costing and pricing exercise
- Market potential of the craft product in domestic and international markets.

## Marketing

As a part of the marketing activity AIACA represent all the three groups in Dastkar Nature Bazar in Delhi and Nomads Fair in Hyderabad. Apart from that to enhance the visibility of the products AIACA developed three individual brochures for the three groups respectively. AIACA also initiated the website development activity for Porgai and Shalom.



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## **The Year Ahead**

With last year's focus being on production streamlining, the current year aims at market building for the new range of products developed across the three clusters, enhancing the operational team capacity in order to strengthen their business understanding (to make the organization sustainable from a long term perspective) and improve their understanding and efforts to market outreach. Additionally, interventions to improve the production quality, developing internal management systems and fortifying the value chain at the local level with infrastructure and human resources are being planned.

# Organization Financials

**ALL INDIA ARTISANS & CRAFTWORKERS WELFARE ASSOCIATION**  
(Consolidated)

BALANCE SHEET AS AT MARCH 31, 2013

Particulars	Schedule	As at 31-3-2013	As at 31-3-2012 Rs.
<b>I SOURCES OF FUNDS</b>			
1 General Fund	A	22,78,642.74	10,62,524.43
2 Unutilised Grants	B	22,16,931.01	50,25,040.49
<b>Total</b>		<b>44,95,573.75</b>	<b>60,87,564.92</b>
<b>II APPLICATION OF FUNDS</b>			
1 Fixed Assets	C	1,59,681.00	1,28,490.00
2 Investments			
Mutual Funds		5,05,158.61	4,72,016.92
Fixed Deposit with bank including Interest Accrued		1,33,394.00	2,73,411.00
2 Current Assets, Loans & Advances	D	81,70,503.02	88,94,129.19
less: Current Liabilities & provisions	E	44,73,162.88	36,97,340.14
<b>Total Liabilities</b>		<b>44,95,573.75</b>	<b>60,87,564.92</b>

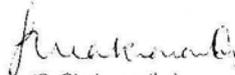
Date: 26/09/2013  
New Delhi

For All India artisans & craftworkers  
Welfare association

  
(Rathi Vinay Jha)  
President

  
(Amita Puri)  
Secretary

As per our report of even date  
For Rajan, Chakravorthy & Associates  
Chartered Accountants  
FRN. 017670N

  
(S. Chakravorthy)  
Partner  
M.No. 082138

# ALL INDIA ARTISANS & CRAFTWORKERS WELFARE ASSOCIATION

INCOME AND EXPENDITURE FOR THE YEAR ENDED MARCH 31, 2013

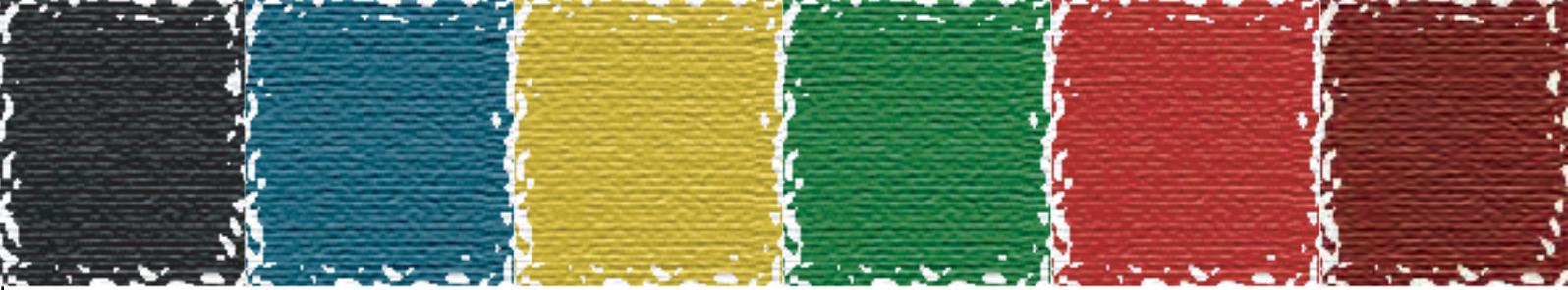
Particulars	Schedule	Year Ended 31-3-2013 Rs.	Year Ended 31-3-2012 Rs.
<b>I REVENUE</b>			
Sale		61,20,033.10	37,35,221.69
Grant Received		2,27,34,305.90	1,62,25,723.67
Other Income	F	15,57,209.99	16,73,717.62
<b>Total</b>		<b>3,04,11,548.99</b>	<b>2,16,34,662.98</b>
<b>II EXPENDITURE</b>			
Cost of Goods Sold	G	42,01,590.17	30,40,776.63
<b>Programme Expenses</b>	H		
Ford Foundation Programme		31,84,525.27	45,46,670.88
EU-Traidcraft Exchange Programme		1,36,99,252.67	81,59,802.81
ATA Program		1,41,643.00	-
CATIE Program			1,29,896.34
Tata Education Trust Programme		8,01,840.96	29,62,385.24
RBS Foudation		49,07,044.00	3,44,122.00
Institute of International Education(IIE)		-	82,846.40
Other Expenses	I	16,72,405.92	17,36,676.93
Interest & Finance Charges			7,760.20
Depreciation		24,809.00	25,760.00
<b>TOTAL</b>		<b>2,86,33,110.99</b>	<b>2,10,36,697.43</b>
Excess of Income over Expenditure for the year		17,78,438.00	5,97,965.55
Provision for Tax		- 3,66,000.00	- 49,000.00
Income and Expenditure, beginning of the year		10,62,524.41	5,13,558.86
Income and Expenditure, end of the year		<b>24,74,962.41</b>	<b>10,62,524.41</b>

New Delhi  
Date: 26/09/2013  
For All India artisans & craftworkers  
Welfare association

(Rathi Vinay Jha)  
President

(Amita Puri)  
Secretary

As per our report of even date  
For Rajan, Chakravarthy & Associates  
Chartered Accountants  
FRN. 017670N  
(S. Chakravarthy)  
Partner  
M.No. 082138



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