

NEEDS ASSESSMENT

INDUSTREE FOUNDATION

(NEELAM CHHIBER)

WomenChangeMakers Fellowship

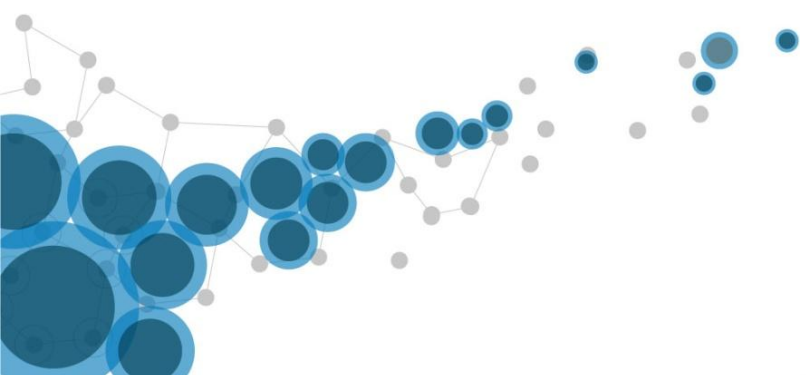
THE WOMANITY FOUNDATION

MUMBAI, INDIA - MAY 5th, 2014





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About the Context

In the framework of the second WCM Selection Panel in India (New Delhi, July 2013), two new fellows were chosen with an extensive and proven record in the field of women empowerment: NEELAM CHHIBER and CHANDRA SHEKHAR GHOSH.

As part of the initiation of the accompaniment process, WCM has reached an Agreement with each of the new organizations, which establishes the main objectives and areas of collaboration.

In this context, ZIGLA was requested to perform a needs assessment and baseline evaluation of the two new WCM India fellows, in order to identify the main gaps and recommend a 3-year Action Plan.



1) BANDHAN KONNAGAR (CHANDRA SHEKHAR GHOSH)



2) INDUSTREE FOUNDATION (NEELAM CHHIBER)



ORGANIZATION NAME	<ul style="list-style-type: none"> • Industree Foundation; founded in 2000.
LEADERSHIP	<ul style="list-style-type: none"> • Ms. Neelam Chhiber (Managing Trustee) • Jacob Mathew (CEO) • Poonam Golani (Sr. Project Manager)
LOCATION	<ul style="list-style-type: none"> • Head Office: Sy No 36/5, Somasundrapalya, Haralukente Village, Begur Hobli, HSR Layout Sector 2, Nr DHL Warehouse, Bangalore- 560 102 . Ph - 080-65397962
SCOPE	<ul style="list-style-type: none"> • 7.500 artisans in 7 Indian states + 13 productive groups incubated in 2 states
MAIN AREA/ACTIVITIES	<ul style="list-style-type: none"> • Generating and facilitating the necessary conditions for entrepreneurship in the crafts' field; creating sustainable producer-owned institutions; accessing institutional funding; assisting small artisanal producers to reach the market. • Identifying and clustering artisans in geographically remote areas; promoting and advocating policy for sustainable use of natural fibers nationally and globally; engaging in government schemes and other instances of development training. • Enhancing producers' design capabilities; building leadership capacity and encouraging group ownership of production.
TARGET	<ul style="list-style-type: none"> • Disorganized, economically vulnerable handloom weavers and handicraft artisans
NUMBER OF EMPLOYEES	<ul style="list-style-type: none"> • 12 employees
WEB SITE	<ul style="list-style-type: none"> • http://industree.org.in/



About INDUSTREE FOUNDATION

Neelam Chhiber and Gita Ram co-founded the for-profit Industree Crafts Private Limited (ICPL) that was set up as a social business, where the profits were ploughed back into production and the skilling of artisans. The non-profit arm, **Industree Foundation** (IF) was established in **August 2000** to focus the organization's work with rural producers on design development, and technical and skill initiatives in the natural fiber sector.



VISION

Enabling artisans make a sufficient, dignified livelihood.

MISSION

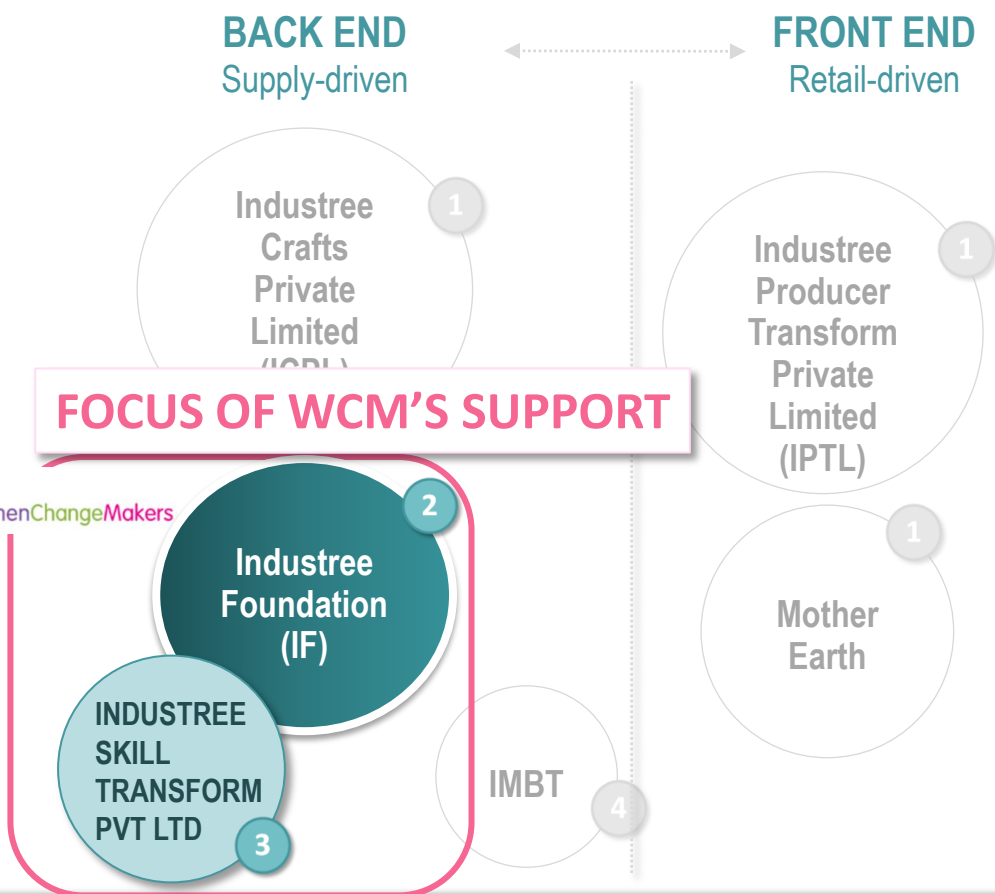
To develop a market-led rural micro & small enterprise movement, in farm and artisanal sectors in partnership with NGOs, rural co-operatives and direct operations.

Facilitate **at least 200,000 artisans** to earn at **least INR 100,000 a year**, and bring THE NEXT 2% in the Global Creative Manufacturing Industry Value chain through inclusive enterprises powered by design, in 10 years.



STRATEGY: HOW IS IF ORGANIZED?

Industree (IF) works with a blended capital model to build the **ecosystem** for the growth of rural artisanal producers or the creative industries manufacturing sector, which comprises the second largest rural income provider after agriculture in India. IF's corporate strategy effortlessly blends both the retail (front end) and social (back end) dimensions.



A hybrid social change model

- 1 a **for profit** social enterprise that is building the market demand end in Indian and global markets with impact investors - Future Ventures and Grassroots Business Fund (GBF).
- 2 a **non profit** organization that is building the producer-owned production core along with state-of-the-art production infrastructure with the Government of India (GOI), philanthropic capital and public funds.
- 3 a **skill development** for profit company working with National Skill Development Corporation (NSDC - a Public Private Partnership not for profit company set up by the Ministry of Finance).
- 4 a **working capital** financial instrument that will augment the supply chain financing the needs of the sector.

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STRATEGY: WHAT DOES INDUSTREE FOUNDATION DO?

IF's activities focus on consultancy and incubation for production companies, and training and promotion for artisans groups.

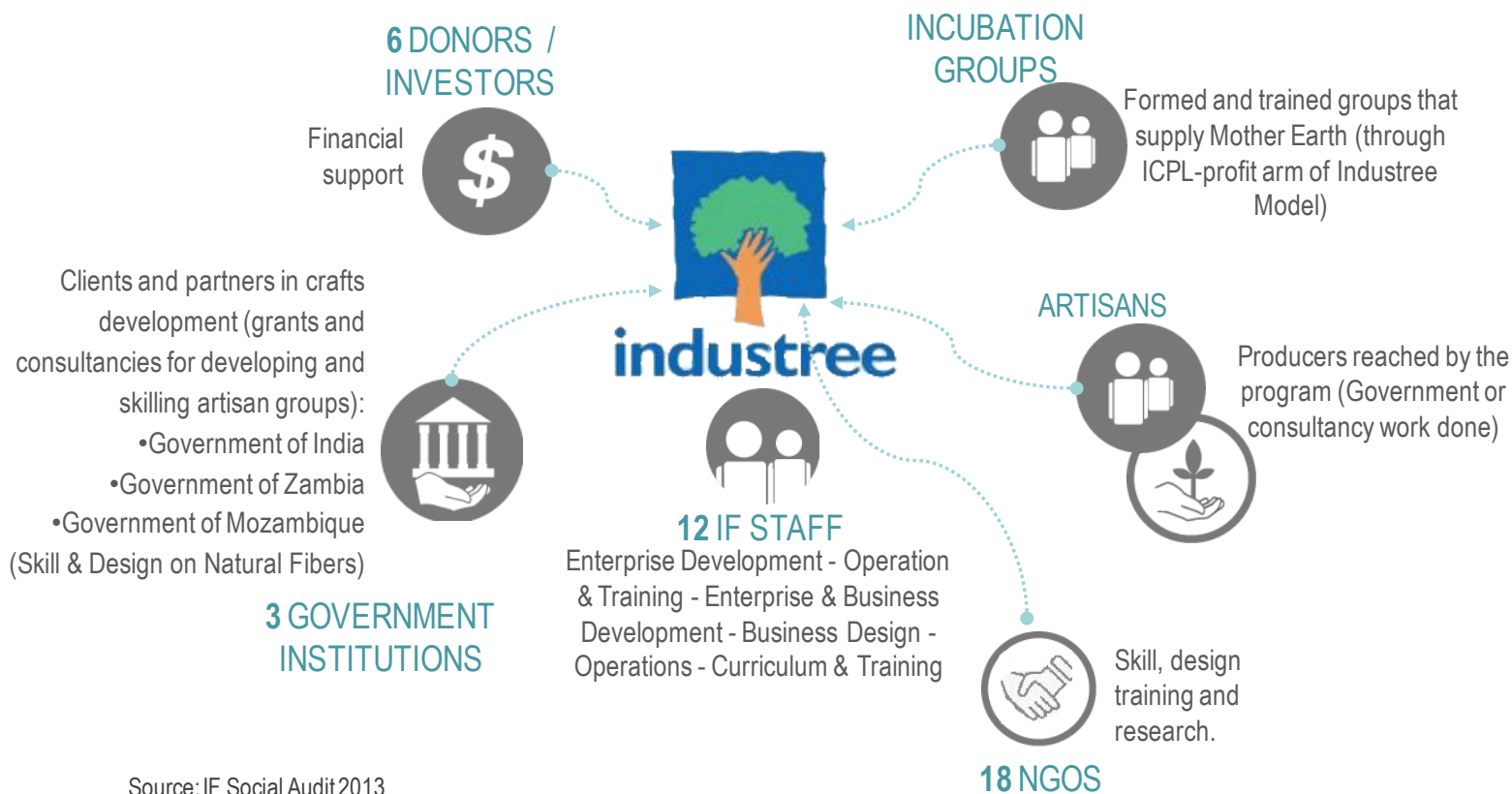
IF'S AREAS OF WORK	ACTION LINES	DESCRIPTION
01/ CONSULTANCY	CONDUCTING SKILL AND DESIGN WORKSHOPS	Enhancing producers' design capabilities
02/ INCUBATION	ENTERPRISE ENGINE	Generating and facilitating the necessary conditions for entrepreneurship in the crafts area; creating sustainable producer-owned institutions; accessing institutional funding; assisting small artisanal producers to reach markets
	ECOSYSTEM BUILDING	Identifying and clustering artisans in geographically remote areas; promoting and advocating policy for the sustainable use of natural fibers nationally and globally; engaging with government schemes and other developmental trainings
	SKILL TRAINING	Building leadership capacity and encouraging group ownership of production

Source: IF Interviews

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ARTICULATION: WHAT IS IF'S ACTORS MAP?



Source: IF Social Audit 2013

- The most important partnership is with The Office of the Development Commissioner (Handicrafts) – Gov. of India.
- Other key partnerships are those created with [Milaap](#), [Rangde](#), and [Kinnara Capital](#).
- IF has also an important presence in the National Fiber Forum.



ARTICULATION: A KEY STRATEGIC ALLIANCE



Office of Development Commissioner (Handicrafts)



Description: AHVY (Ambedkar Hastshilp Vikas Yojna) Scheme: The scheme envisages a package of support to the cluster of handicraft artisans, which inter alia includes basic inputs and infrastructure support in addition to capacity enhancement to cater to target markets. IF did a baseline with the selected clusters and started work in skilling artisans groups.

Strategic partnership: This work has let IF scale its reach and specify its intervention in order to position itself as an organization that develops the ecosystem of the handicraft sector.

Description: Skill development efforts are spread across approximately 20 separate ministries, 35 state governments and Union Territories, and the private sector. With this as a primary objective, the Office of the Advisor to the Prime Minister on PM’s National Council on Skill Development has been set up with the mandate to develop a strategy for skill development at the national level, along with variations at the state level. Industree Skill Transform PVT LTD will work in these programs.

Strategic partnership: This strategic alliance with the government will allow IF to scale its functions as an organization specialized in skill development for artisans groups.



IMPACT: WHAT IS IF'S REACH?

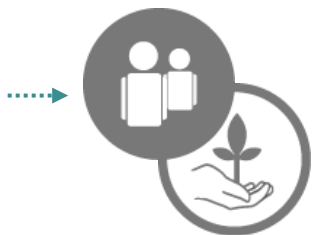
Today, IF is allied to several partners, which allows it to reach a large number of artisans.

IF works directly with...

under compensated handloom weavers and handicraft artisans, who represent a large traditionally skilled rural workforce, which is unorganized and suffers from poor production infrastructure, access to working capital and contemporary entrepreneurial skills.



13 Productive groups including approximately 20 / 30 artisans each, reaching a total of **about 400 artisans in 2 states**



7,500 artisans across 7 states in 28 districts, with 2 programs of the Ministry of Textiles, Natural Fiber Theme Cluster program



15,000 lace artisans through the Mega Cluster program (with the PPP model with Industree holding 51% shares in the company and 49% being held by 9 producer societies).

90% of artisans are women



Industree works towards making women employable. This results in increased income and also in more confidence when making decisions, which impacts all aspects of their own lives, those of their families, and, by extension, the community



LONG TERM VISION: 3-YEAR GOALS AND CHALLENGES

Given the partnership between the organization and the Government of India, both IF and Mother Earth will be able to increase their reach in the next 3 years. Their main goals for 2016 are:

2013

2016



industree



7,500 artisans in 7 Indian states



20,000 artisans in 9 Indian states



mother earth

Looking Good . Doing Good



6 Stores Sales for USD 3.2 M



26 stores Sales for USD 16 M



1. Increase the supply base of the for-profit company
2. Invest in building a wider base of capable producers
3. Multi-state expansion over the next 3-4 years to boost capacity-building



THE STARTING POINT

MAIN GOAL

Mother Earth plans to open 20 more stores in the next 3 years and make a sale for INR 100 crores (ca. USD 16M) per year in 3-4 years. Industree Foundation (IF) will support Mother Earth’s goal with its focused skills development and capacity-building programs, to **increase the producer base for the company, as well as the wider artisan production capacity.**

THE SCOPE OF WCM’ SUPPORT



WomenChangeMakers

AREAS OF COLLABORATION

- 1 STRENGTHENING NETWORKS AND LINKAGES
- 2 DEVELOPING A FUNDING MODEL
- 3 DESIGNING A MONITORING AND EVALUATION FRAMEWORK
- 4 BUILDING INSTITUTIONAL COMPETENCES
- 5 DEVELOPING TRAINING MODULES



THE PURPOSE OF COLLABORATION

1

STRENGTHENING NETWORKS AND LINKAGES

Supporting IF's networks and connections, and building beneficial associations and partnerships that can aid its goal of recruiting and collaborating with 200,000 artisans within 10 years.

MAIN **GAPS** IDENTIFIED



CORE NEEDS

- 1.1. NETWORKS AND STAKEHOLDERS MAPPING
- 1.2. REFLECTION ON IF'S IDENTITY
- 1.3. POSITIONING AND ARTICULATION PLAN
- 1.4. COMMUNICATION AND MARKETING PLAN
- 1.5. COACHING IN LEADERSHIP AND PUBLIC RELATIONS



THE PURPOSE OF COLLABORATION

2

DEVELOPING A FUNDING MODEL

Supporting IF in defining and developing a funding model and fundraising strategy is key for IF to generate resources in order to accomplish its mission.

MAIN **GAPS** IDENTIFIED



CORE **NEEDS**

2.1. ASSESSMENT OF IF'S ECONOMIC SITUATION

2.2. FUNDRAISING PLAN FOR IF

2.3. REASSIGNMENT OF ROLES AND RESPONSIBILITIES

2.4. INDUCTION AND COACHING



THE PURPOSE OF COLLABORATION

3 DESIGNING A MONITORING AND EVALUATION FRAMEWORK

Designing a strong M&E framework for IF and quality management tools to deliver effective capacity building sessions to its beneficiaries across various Indian States.

MAIN **GAPS** IDENTIFIED



CORE **NEEDS**

3.1. M&E STRATEGY

3.2. M&E FRAMEWORK

3.3. TECHNOLOGICAL PLATFORM

3.4. LEARNING AND KNOWLEDGE MANAGEMENT PLAN

3.5. MENTORING IN M&E AND KNOWLEDGE MANAGEMENT



THE PURPOSE OF COLLABORATION

4

BUILDING INSTITUTIONAL COMPETENCES

Improving IF's own professional competences so that it can deliver high-quality training to its beneficiaries.

MAIN **GAPS** IDENTIFIED



CORE NEEDS

- 4.1. PROACTIVE HR MANAGEMENT
- 4.2. CHANGE MANAGEMENT PLAN
- 4.3. TRAINING AND DEVELOPMENT STRATEGY FOR IF'S STAFF
- 4.4. REVIEW OF JOB DESCRIPTION PROCESS
- 4.5. COMPETENCE-BASED MANAGEMENT MODEL



THE PURPOSE OF COLLABORATION

5

DEVELOPING TRAINING MODULES

Supporting the development of easy business management training modules, training techniques, and their effective implementation.

MAIN **GAPS** IDENTIFIED



CORE **NEEDS**

5.1. FORMALIZATION OF AN INTEGRATED TRAINING PLAN

5.2. SPECIFIC TRAINING MODULES

5.3. TRAIN THE TRAINERS STRATEGY

5.4. COACHING AND MONITORING



PRIORITIZING NEEDS



NEEDS MATRIX

- 1. STRENGTHENING NETWORKS AND LINKAGES**
 - 1.1. NETWORKS AND STAKEHOLDERS MAPPING
 - 1.2. REFLECTION ON IF'S IDENTITY
 - 1.3. POSITIONING AND ARTICULATION PLAN
 - 1.4. COMMUNICATION AND MARKETING PLAN
 - 1.5. COACHING IN LEADERSHIP AND PUBLIC RELATIONS
- 2. DEVELOPING A FUNDING MODEL**
 - 2.1. ASSESSMENT OF IF'S ECONOMIC SITUATION
 - 2.2. FUNDRAISING PLAN FOR IF
 - 2.3. REASSIGNMENT OF ROLES AND RESPONSIBILITIES
 - 2.4. INDUCTION AND COACHING
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 - 5.4. COACHING AND MONITORING

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