



# Industree Foundation

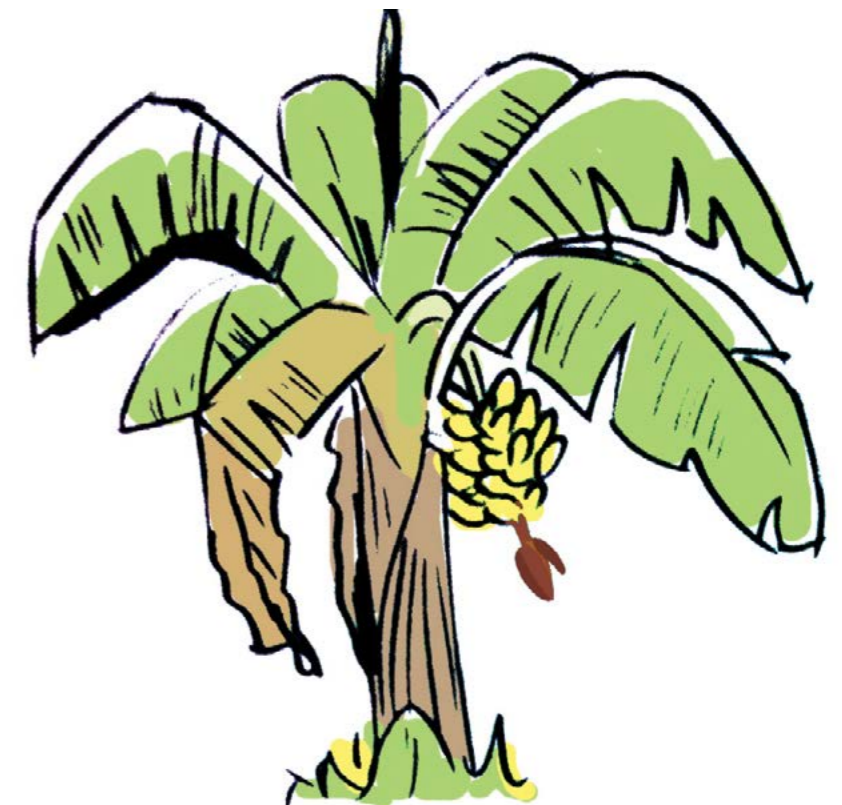
Better lives through artisanship

Annual Report 2016-17



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# NOTE FROM NEELAM



We started Industree Foundation more than 20 years ago with a mission to build sustainable livelihoods in the creative manufacturing sector. Neither private sector employment, nor traditional nonprofit models were sufficient in addressing the huge challenges in creative producers' lives. Industree's approach combined the best of both worlds: sustainable social and economic empowerment that enables families to rise out of poverty and pursue their futures with dignity.

We've always believed that with the right training and tools, creative producers can become owners of their own businesses and leaders in their communities. We saw that some of the biggest challenges producers were facing—from middlemen taking large cuts to child labour and exploitation in the workplace—could be overcome with interventions designed to target both social and economic empowerment. That's why we've developed a model that empowers producers with hard and soft skills training, market linkages and other support they need to build sustainable futures for themselves and their families.

There are still many hurdles to overcome in creative manufacturing. The gap between the private sector and grassroots producers continues to expand, exacerbated by advances in technology and more rigorous compliance standards. Due to market competition, fewer private sector companies are willing to take a risk on young or less-experienced producer companies. And NGOs continue to struggle to connect their skilled producers with sustainable market access. For all these reasons, the creative manufacturing sector needs a model like Industree's. We believe that a social enterprise model, with both social and financial returns, is the best way to bring the private sector, NGOs and government partners together to generate social and economic empowerment for millions of creative producers across India.

To this end, in July 2016, Industree organised the Connecting the Dots roundtable in Delhi, an initiative designed to build an alliance of producers

from the informal sector, in both farm and non-farm livelihoods. With assistance from Dalberg and the Womanity Foundation, the workshop focused on the policy and advocacy-related points that could be presented to NITI Aayog and the Ministry of Skills and Entrepreneurship in the form of recommendations. Chief attending partners included Industree Skills Transform, NSDC, FTFI, IL&FS Skills, AIACA, and Traidcraft. The results of this workshop included a recommendation for the creation of a National Council for Inclusive Entrepreneurship, which could immediately initiate pilots under the Handicrafts SSC, Textile SSC (Handloom) and Apparel and Made-ups SSC. Such a holistic approach would have a resounding impact on value chain creation and curriculum, and of course on the livelihoods and lives of informal workers. In order to move forward, we must continue to pave the way for new policies favorable to moving informal workers into formal value chains.

This year also saw the launch of Mission Creative Million. Industree is building this movement centered around creating a digital platform to support a million artisans over the next ten years. The core partners are Sonata Software, Social Venture Partners, Mastercard, Mindtree, Standard Chartered, and NSDC. Thanks to these partnerships, programs have been launched in several states in 2016. Pilots of Industree have gotten off to a great start in Karnataka, Tamil Nadu and Odisha. In Andhra Pradesh, the very first brick-and-mortar center for Mission Creative Million was completed in Narsapur with funding from the Office of DC Handicrafts, Ministry of Textiles. By bringing together producer-owned companies, a non-profit (Industree Foundation) and two for-profits involved in skilling and market access, Industree's model is set up to succeed in the social entrepreneurship sphere, filling crucial gaps through this unique public-private model. Through Mission Creative Million, economic empowerment can indeed be backed with social empowerment.

Elsewhere in the world, Industree has been working to evaluate the possibilities for the creative manufacturing sector. Under the aegis of the International Trade Centre, Geneva, Industree conducted scoping studies and provided recommendations for the sector in several East African countries, including Ethiopia, Uganda, Kenya, and Rwanda. Since creative manufacturing employs comparatively more people than mainstream businesses, the potential impact on livelihoods is profound, even outside of India.

Meeting inspiring women producers like those whose stories you'll find here has made me more committed than ever to Industree's work, and our vision for a world in which creative producers are the agents of their own futures. The beautiful part of our model is that it cannot work in isolation - it needs the partnership and support of everyone from local government workers to the largest businesses. By coming together and putting the creative producer at the centre of our work, I believe we can make this vision a reality.

A handwritten signature in black ink, appearing to read 'Neelam Chhiber'.

Neelam Chhiber  
Co-founder and Managing Trustee



# ROSIE'S STORY FROM HELPER TO MASTER TRAINER

## Rosie, Master Trainer

Ask Roslilina Mark, who goes by Rosie, what she did on her recent trip to Sweden, and she says, "I demonstrated working with banana bark at an event organised by Ikea and ate lots of bread. I was also asked to talk about the issues that I face at home. While I did talk a little, I was quite scared as I couldn't speak English."

A visit to a foreign country would have been unimaginable for this mother of two if not for Industree. Rosie is originally from Tiruvannamalai in Tamil Nadu. At the age of 22, Rosie got married and moved to Bengaluru with her husband. With the cost of living significantly higher in the city, she had to take up work. So she joined Industree, and since then there has been no looking back. Today, Rosie has been with the organisation for over 15 years. What's more, she even managed to secure a job for her husband as a packer in the warehouse; he too served a 10-year stint.

Over her 15-year tenure, Rosie has evolved to become a master trainer at Bangalore Greenkraft (a producer company incubated by Industree) where she specialises in banana bark products. In the time she has been here, she has had multiple roles—helper, trimmer, checker, and when the situation has called for it, even a cleaner—and her salary has more than quadrupled.

Rosie is in charge of preparing samples for banana bark products. She plays a crucial role in Industree's mission to empower women – as part

of Industree Skill Transform, she has been training artisans on working with banana bark, enabling them to pass on the skill to more artisans from their respective self-help groups (SHGs) in villages in Karnataka and Tamil Nadu. She says being able to pass on this skill makes her feel like she has done something good.

Rosie is also the mother of two children. Working at Industree, she says, has ensured that she can educate them—her son has just entered junior college, and her daughter is in the tenth standard. All she wants for them is to study well, and find a job that interests them. When her son was in his sixth standard, she took of a loan from her SHG to pay for his school admission. She also says that she has relatives who point out that her children have a better quality of life, since theirs is a dual income home.

When asked what Industree is working towards, she says, "They are trying to find employment for the poor, and that is not what goes on in other factories, where it is only about business. In addition, they also get us orders, some of them from abroad even, as is the case with Ikea."

Read more: <http://bit.ly/rosiestory>

*"I am able to ensure that my children continue to get a good education. I am also able to help support my 80-year-old mother who lives in Tiruvannamalai"*



## MISSION

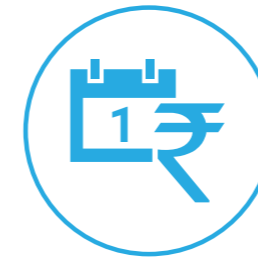
Industree builds sustainable livelihoods in the creative manufacturing sector to ensure that underemployed women can have high and regular incomes, decent and equitable working conditions, and the ability to cope with life crises.

## VISION

Industree envisions a world in which millions of producers rise out of poverty by building sustainable livelihoods in creative manufacturing.

We believe that when producers have access to an enabling ecosystem they are able to pursue their futures with dignity, and that when women earn they are empowered at home and in their communities.

## CORE IMPACT AREAS



*Increased and regular incomes*



*Women's empowerment at home and at work*



*Decent and equitable work conditions*



*Increased access to education*

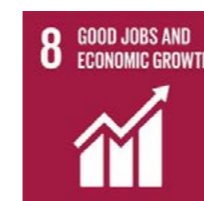


*Resilience to life crises*

## CONNECTION TO SUSTAINABLE DEVELOPMENT GOALS



**Gender equality:** Industree's social entrepreneurship model with an emphasis on creating livelihoods for women contributes towards the fifth United Nations Sustainable Development Goal of Gender Equality.



**Decent work and economic growth:** The self-help group and producer-owned distributed manufacturing model generates increased incomes and job stability for artisans and contributes to the eighth United Nations Sustainable Development goal of Decent Work and Economic Growth.



**Responsible consumption and production:** By creating a market for natural fibre products and converting waste material into useful products, Industree's work is contributing to the eleventh United Nations Sustainable Development Goal of Responsible Consumption and Production.





# MISSION CREATIVE MILLION

Mission Creative Million is a movement designed to impact one million creative producers over the course of 10 years through strategic interventions in the creative manufacturing sector. The purpose of the movement is to give creative producers access to formal work in companies that they collectively own, providing a stable and dignified alternative to the precarious informal sector.

Industree works simultaneously on economic and social empowerment, and therefore provides hand holding support to enable producers to set up and scale their enterprises.

Creative manufacturing is the backbone of the rural non-farm economy in India. However, a majority of the producers in the sector work outside of the formal framework, and are forced to take up employment in exploitative conditions. Producers struggle to gain access to broader markets and depend on infrequent and underpaid local orders, often placed by middlemen who take a cut. Furthermore, as a result of the unorganised nature of business and lack of supply chain transparency, abuses like low wages, long hours, forced overtime, unsafe working conditions, short-term contracts, and harassment are systemic. Women, who comprise a majority of this workforce, are especially vulnerable, and sometimes earn less than half of what men do for the same work.

An alternative to exploitative employment is for producers to set up their own units, but the obstacles to success are many. With little access to professional management, producers operate using inefficient production practices, and often rely on middlemen for access to raw material, capital, and markets.

## INCUBATE AND ACCELERATE: INDUSTREE'S INTERVENTIONS

Industree's approach provides creative producers a choice to work in self-owned enterprises rather than in factories that often disregard basic rights and working conditions standards. Industree has successfully handheld two existing producer enterprises to sustainability: Bangalore Greenkraft (established in 2012) and Ektha Apparel (established in 2014). These enterprises have impacted more than 2,000 producers, many of whom are owner-members through self-help group membership. Through these companies, creative producers have gained regular and increased income, and have been brought under a social security net through the provision of bank accounts, ID cards, and access to government health services. The two companies, together have clocked in cumulative revenues exceeding INR 32 crore (USD 5 million) so far. After successfully incubating two producer-owned companies, Industree Foundation is uniquely positioned to scale its model. Mission Creative Million is Industree's strategy to bring these possibilities to producers across India, achieving both economic impact





(including regular work, increased wages and financial stability) and social impact (improved agency for women at home and in their communities, as well as better opportunities for the next generation).

Industree creates and accelerates producer-owned enterprises to sustainability using its 6C model. Industree plays the role of an incubator by facilitating the aggregation of producers into self-owned enterprises, implementing capacity-building for them, assisting them in developing products that appeal to modern markets, and enabling their access to vital working capital. Industree's model makes use of a professional management team to streamline operations of the enterprises, as well as a range of digital tools, including apps and a dedicated e-commerce portal, to bring traceability and transparency to otherwise opaque and unaccountable supply chains. The app suite, DOTnext, will build traceable systems to track producers' payments, and facilitate access to resources like raw material, capital and design. Hastti, the producer-owned e-commerce platform, will connect producers making traceable handmade products directly to customers and retail markets. This creates an ecosystem in which producers can earn steady incomes through decent and equitable work, gain access to consistent demand for their products and services, and lift themselves out of poverty, attaining social empowerment.







## HOW WE MEASURE IMPACT

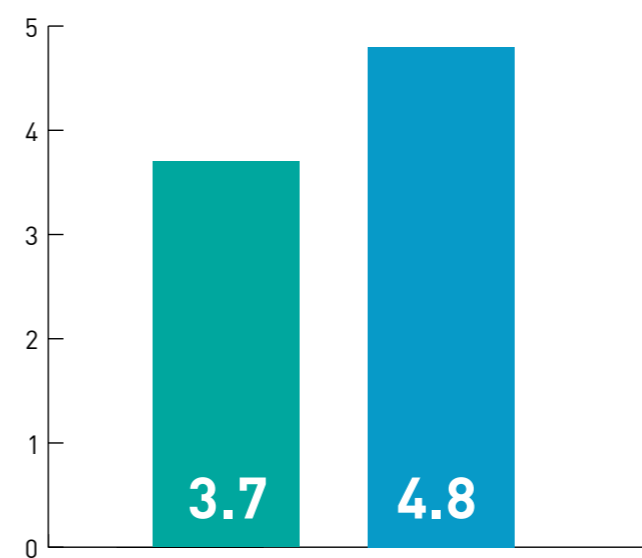
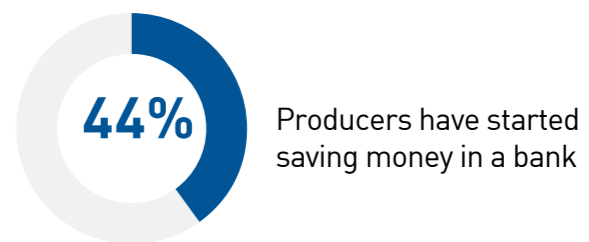
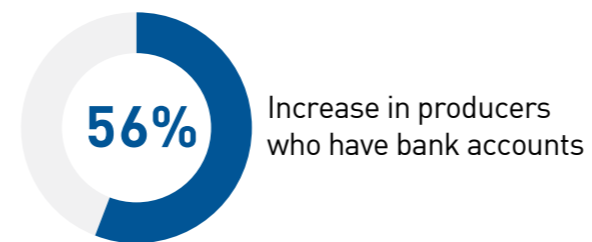
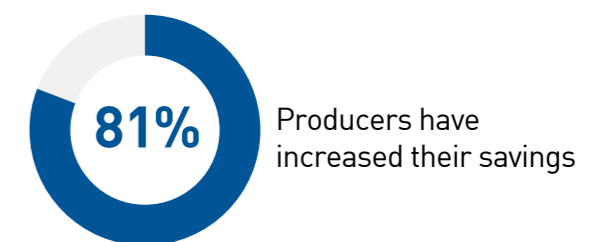
Industree uses qualitative and quantitative data to measure impact. This year we have created a new Evaluation Plan and will begin to conduct baseline and endline surveys with producers. The surveys will help us measure changes in producers' lives after working with Industree, from work safety to women's decision making power at home.

In the spring of 2017 we spoke with over 35 producers at the two producer enterprises incubated by Industree to understand the impact of our work and how we can improve our services. Women told us about their aspirations for their children and the kinds of lives they envisioned for themselves in the future. We left these conversations inspired and uplifted by their agency and power in choosing better lives for themselves and their children.

Research has shown that empowering women has tremendous ripple effects on their families and communities. Women are more likely to spend their increased incomes on their children, investing in their education and nutrition. At Industree, 43% of mothers said that with an increased income, they were able to transfer their children to higher-quality schools.

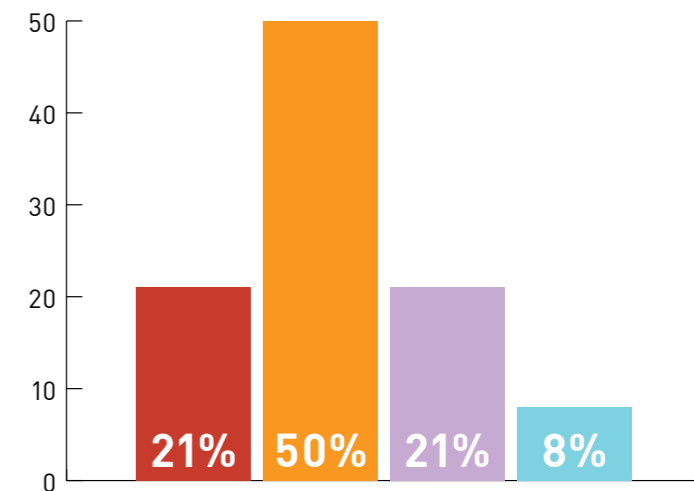
An increased income can also change family dynamics. Empowered with a dignified career and salary, women can gain respect and decision-making power both at home and in their communities. 57% of the women we interviewed told us that their families respected them more now that they are earning.

## OUR IMPACT



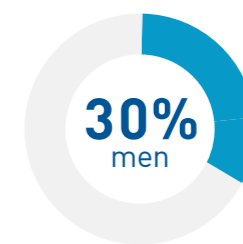
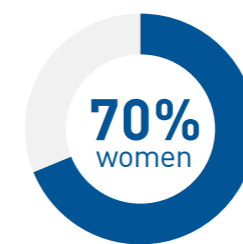
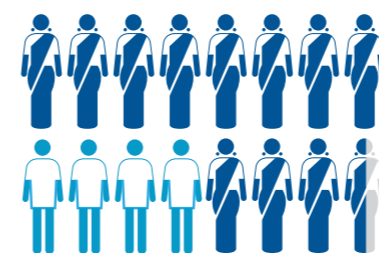
- How happy were you at your previous job?
- How happy are you at Industree?

### What happens to your family if you stop earning?

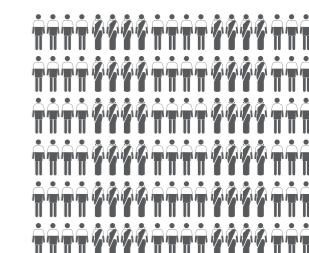


- We won't be able to maintain our household because I'm the sole income earner
- It will be difficult for my family because my earnings are a substantial part of our income
- My family will be able to manage
- I don't know

240 producers employed at 2 producer-owned enterprises



1800 suppliers in the value chain





## CURRENT PROJECTS

Mission Creative Million is currently at a nascent stage with pilot projects launching in Karnataka, Tamil Nadu and Odisha in 2017. Pilots have started in deep handholding mode in Karnataka and Odisha, impacting 2,000 women each, and in light handholding mode in Tamil Nadu for 5,000 producers.

In Karnataka, Industree will be working with producers in the apparel value chain, setting up independent producer units of 15 to 25 producers, primarily in Mandya and Ramanagara districts. Industree has already identified and finalized partnerships for this project – with the UNDP, British Asian Trust, Social Venture Partners, Mastercard Center for Inclusive Growth, National Skills Development Corporation and National Rural Livelihoods Mission. The first of the training sessions began in June 2017.

In Odisha, Industree is working with the Odisha Forest Sector Development Project (funded by Japan International Cooperation Agency) to impact 300 women in the siali leaf value chain in Phulbani and Baliguda forest divisions. Project implementation will begin in early 2017.

In Tamil Nadu, Standard Chartered has funded a project to build the financial capability of 5,000 producers across multiple craft clusters and districts. Of these, 1,000 producers will also be trained in building financial capability at an enterprise level. Project implementation will begin in early 2017 and go on until March 2018.

Conversations are underway with several other prospective donors and partners to further strengthen these projects.

Additionally, Industree is in the process of building partnerships to start Creative Million pilots in Uttar Pradesh, Rajasthan and Andhra Pradesh.

This year, we began implementing holistic training designed to improve producers' work experience and productivity. Through specific interventions in workstation layout, procedures, and several other key areas, Industree is working to improve creative producers' lives in the workplace.



# ACTIVITIES

## June 2016

### Neelam and Rosie of Greenkraft Visit Ikea, Sweden

In June 2016, Industree co-founder Neelam Chhiber and Rosie of Bangalore Greenkraft paid a visit to the Ikea office in Sweden, where they discussed Industree Foundation's partnership with Ikea and why it is critical for social enterprises to partner with big businesses.

There's more information on their visit, including a video, here: <http://bit.ly/ikeavisit>

## July 2016

### Skill Development Training in Anthiyur, Tamil Nadu

Industree Foundation conducted a skill development training on lean manufacturing for 35 women entrepreneurs involved in weaving mats from waste cotton and banana rope making. This was held at Anthiyur in Erode district, Tamil Nadu, and was made possible thanks to Fullerton India's CSR arm.

### Training on Fire Safety

17 people from Bangalore Greenkraft attended a 3-day training on Fire Prevention and Fighting organised at the RA Mundkur Fire and Emergency Services Academy on Bannerghatta Road in July 2016. They've come back with knowledge on controlling fires to prevent it from spreading, putting out fires using the extinguisher, emergency procedures and more. This also means that Industree's teams can depend on them to keep everyone safe should such a situation arise.

## Skill Upgradation in Telangana

Industree organised a skill upgradation training programme at Palwancha (on weaving artefacts from palm leaves), sponsored by Nava Bharat Venture's CSR wing. Two master artisans from TRUPA, a Tamil Nadu-based NGO, trained 25 women artisans on making palm-leaf handicrafts. The following week, the master trainers trained another 25 artisans from the Lambada community.

## July 2016

### Advocacy: Connecting the Dots

Industree Foundation, in partnership with The Womanity Foundation and All India Artisans and Craftworkers Welfare Association (AIACA) organised a roundtable discussion, Connecting the Dots: Inclusive Grassroots Entrepreneurship, on inclusive entrepreneurship for the creative manufacturing sector, on July 5th 2016 at the India Habitat Centre, Delhi. This was an effort to bring together industry experts and government representatives to identify successful models to scale entrepreneurship in the non-farm creative manufacturing sector. Outcomes included a detailed report with recommendations for setting up a National Council on Inclusive Entrepreneurship which was submitted to the Minister for Skills and Entrepreneurship and the CEO of NITI Aayog.





## September 2016

### Craftmark: Made in India

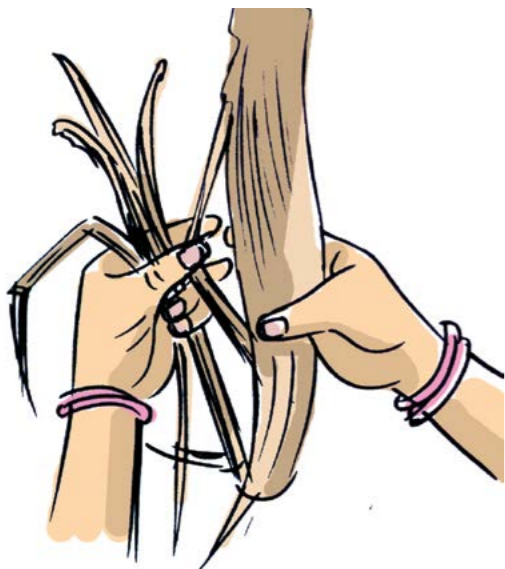
Neelam Chhiber, Co-founder and Managing Trustee of Industree Foundation, was invited for the panel seminar held by All India Artisans and Craftworkers Welfare Association (AIACA) on the occasion of the 10 year anniversary of Craftmark's establishment, at India Habitat Centre on September 2nd. At the seminar, she spoke about the how the creative manufacturing sector can be developed as a means of inclusive growth in India. She discussed the problems and opportunities in the sector, including the possibilities afforded by the producer ownership model.

According to Neelam, ***“Artisans deserve more than a wage. They need ownership in brands. They need wage plus, they need a flow of dividends, as milkmen get from Amul every year. They need to earn more than a rural BPO worker. They need to earn INR 25,000 per month, and there will be enough to supply the world, and India’s burgeoning markets; the real thing.”***

For more information on the event, please see Industree’s blog: <http://bit.ly/ctdpanel>

### India Economic Summit

The Mastercard Center for Inclusive Growth, Industree Foundation and Dalberg, in collaboration with World Economic Forum, co-hosted a roundtable discussion on the role of digital financial inclusion and other enablers in driving sustainable creative manufacturing in India at the India Economic Summit in New Delhi. This discussion was a continuation of 2 World Economic Forum initiatives: The Indo-US partnership: Supporting Financial Inclusion in India through Expanded Payment Acceptance Networks, and WEF Global Agenda Council, India: White Paper on the Kota Handloom Value Chain. Ms Smriti Irani, Hon’ble Minister for Textiles launched the Kota White Paper during the event.



## October 2016

### Women’s empowerment: CSR partnership with Benetton

Thanks to a history of making re-usable cloth pads with Ecofemme, this year Industree partnered with United Colors of Benetton, to work towards gender equality. Through the Aarohi: Wings of Empowerment program launched by Benetton as part of their women’s empowerment initiative, the company is providing free cloth pads to underprivileged women across India.

Benetton is doing this in an environmentally sustainable and culturally responsible manner, up-cycling surplus fabric into cloth pads at Ektha Apparel, the producer-owned company incubated by Industree Foundation. Every pad is made by women producer-owners who have a say in the company, for women who would not otherwise have access to adequate menstrual healthcare solutions.

Jayalakshmi, a tailor and an owner-member of Ektha Apparel, shared her perspective on the initiative: ***“The pads will be useful to women because they will save money; instead of purchasing pads and then throwing them away, they will be able to wash and keep these. Disposable pads are also unhealthy as they trap body heat. The cloth pads will be better for women’s bodies. I feel happy to produce pads which are distributed free of cost to women who need them.”***

This work contributes to Industree’s mission of women’s empowerment, and contributes to accomplishing the Fifth United Nations Sustainable Development Goal of Gender Equality by 2030. Aarohi is an initiative that could allow more women and girls to attend school and work free of social pressures or stigma, transforming a country where facilities for women’s health are often lacking.





## November 2016

### Industree at NASSCOM CSR Leadership Conference

Neelam Chhiber addressed a panel at NASSCOM Foundation's CSR Leadership Conference, speaking about how CSR can engage with social enterprises for social impact on a greater scale. The conference also included discussions on how to move towards the United Nations Sustainable Development Goals through CSR activities.



## December 2016

### Jacob Mathew Led a Scoping Study in East Africa with ITC

In December 2016, Industree Foundation, conducted scoping studies about the cotton value chain in several East African countries as part of an International Trade Center initiative. Industree evaluated the potential of implementing the Creative Million model in Ethiopia, Kenya, Rwanda, and Uganda, concluding that the conditions for an integrated value chain model were most favorable in Ethiopia.

## January 2017

### National Contest on Social Innovation

Industree Foundation was selected as one of the winners of the National Contest on Social Innovation organised by the Ministry of External Affairs and NITI Aayog. The objective of the contest was to identify a pool of social impact innovators that have developed or are currently developing commercially viable solutions to the socio-economic problems of India. Industree submitted an application based on the holistic 6C ecosystem model developed for Mission Creative Million.

*Mervin Joseph (seated, first from right) of Industree with other contest winners and Prime Minister Shri Narendra Modi*



## February 2017

### UNDP National Consultation on Entrepreneurship

Kamarunnisa of Ektha Apparel and Reena of Bangalore Greenkraft were invited to share their experiences as producer company members and leaders at the United Nations Development Programme National Consultation on Entrepreneurship and Value-chain Based Enterprise Development in Delhi. These women, who have moved up the value chain to become leaders and trainers thanks to their hard work and Industree's producer-owned company model, discussed the challenges and opportunities of being owner-members of two companies in the creative manufacturing sector.

### Soft Skills training and Training of Trainers

In early 2017, members of Ektha Apparel and Bangalore Greenkraft participated in soft skills training developed by Industree's Capacity-building team. The training was designed to help these entrepreneurs understand financial management, health, nutrition, and education for themselves and their families.

At the Industree office, Aneesha and Sangeetha also led an in-house Training of Trainers session designed to help women (primarily in rural areas) understand the differences between being an entrepreneur and being an employee. They have developed some strategies for teaching financial literacy, teamwork, and other hard and soft skills, which will be implemented as part of Mission Creative Million.

According to Fatima at Ektha, ***"The soft skills training is very important. We are learning about money management, how to take good care of our children and families, and how to save. It's important for us to learn these things. It's not just our husbands who should know how to take money from ATMs. We should also know how to do it for ourselves."***





### Collaboration with Srishti

This year, students from the Impact Edge lab (a joint initiative of Srishti Institute of Art, Design & Technology and Industree Foundation) went to rural Odisha to study crafts & livelihoods of tribal communities. They were working on a final-year project to design a successful and sustainable business model with these artisans, under the guidance of Industree Foundation. Other final projects included livelihoods around bamboo products in Odisha, value-added apparel and embroidery in Karnataka, and multiple crafts created by differently-abled women at RDT in Andhra Pradesh.

### March 2017: Creative Million in Andhra Pradesh

March saw the successful construction of the very first building owned by producers as part of the Creative Million ecosystem. The center in Narsapur should provide work to at least 500 women in the proximity and will also serve as a recognized PMKVY training center as part of the flagship initiative of the Indian Ministry of Skill Development & Entrepreneurship.

### Mission Creative Million Video

The Impact Edge lab at Srishti Institute of Art and Design and the Autodesk Foundation supported Industree in the creation of an introductory video for Mission Creative Million.

You can watch the video here:  
<http://bit.ly/mcmintro>

### M&E: Conducting Interviews

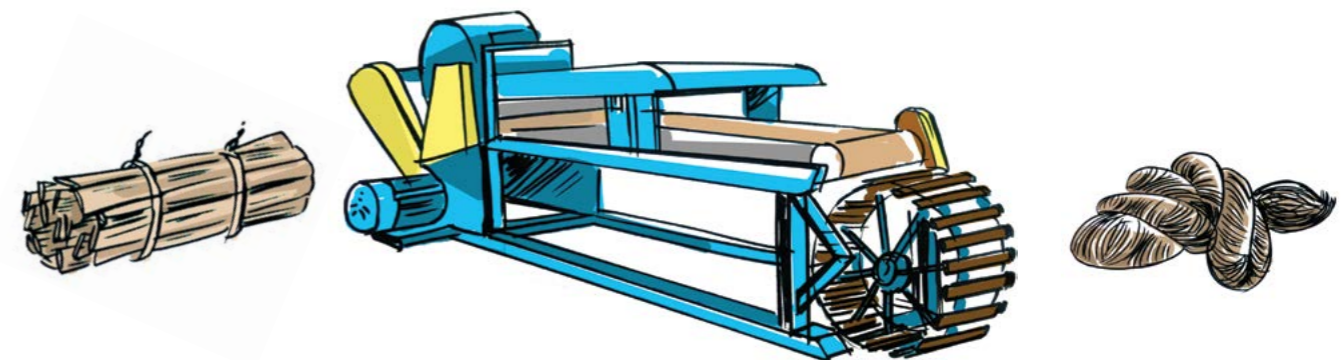
Industree believes that its social enterprise model generates both social and economic empowerment for the producer-owned companies. This spring, Industree's M&E team interviewed over 40 producers to test this hypothesis. These interviews covered topics such as increased incomes and resilience, family health & education, and women's empowerment.



81% of women at Ektha and Bangalore Greenkraft have increased their savings

*"I realised I'm able to do a good job, that I can be good at my work. I'm now able to help people because I have a salary. I understand myself better and I have the capacity to help people because of that. I think my life is better for being here."*

- Tanvi, 21





## IN THE NEWS: ARTICLES AND PUBLICATIONS

Jacob Mathew, CEO of Industree Foundation, published an in-depth article on Creative Manufacturing:

<http://bit.ly/cmanufacturing>

The Hindu Business Line published an article on the Industree and Mastercard partnership:

<http://bit.ly/inclusivemc>

Industree Foundation is featured as one of the organisations empowering women in The Womanity Foundation's 2016 film. Rajalakshmi, Director at Ektha Apparel Producer Company, talks about her journey:

<http://bit.ly/womanityfilm>

Katherine Milligan, Director and Head of the Schwab Foundation for Social Entrepreneurship acknowledged Industree as one of the organisations leveraging technology for large scale impact on livelihoods of Indian artisans at the World Telecommunications Information and Society Day celebrations held at Geneva on May 17th.

<http://bit.ly/techprob1>

Industree's partnership with Ikea's Next Generation initiative gets a mention in this article about the Swedish company's much-awaited entry into India:

*"Working with IKEA gives social entrepreneurs access to a global marketplace, giving them a strong foundation for self-sufficiency and independence. In return, IKEA customers get the opportunity to buy limited edition collections of handmade and unique products. Today we work with two social entrepreneurs in India, RangSutra Crafts and Industree, involving 1,200 women artisans."*

<http://bit.ly/ikeaindia1>

In this LiveMint article, Ravi Venkatesan, Chairman of SVP India shared his thoughts on how collective action will help solve India's job challenge, mentioning Industree, which has been identified as one of the organisations for SVP's Million Jobs Mission:

*"Technology is rendering the very idea of jobs obsolescent and we need a redefinition in terms of livelihoods and a living wage. It will take a multi-dimensional approach and most of all, an active partnership between businesses, government and civil society to scale the necessary solutions. This is termed 'collective action'."*

<http://bit.ly/collectiveact>

Industree Foundation was chosen as one of the social organisations that non-profit body Social Venture Partners will work to help create around one million jobs in India. This was featured in this LiveMint article from September 2016:

<http://bit.ly/svp1mjobs>

Industree Foundation's work with women in Telangana was mentioned in this article in the Hindu in July:

<http://bit.ly/selfreliant>





# WHAT THE WOMEN HAVE TO SAY

This year for Women's Day, we interviewed women producers from Ektha and Greenkraft to find out what their messages to the world on Women's Day would be.



*"Women shouldn't depend on their husbands. They should support themselves. I am earning for three people, and taking care of my husband and son."*

**Sarina, Greenkraft**

*"Women and men are equal. We can do the same work. Before, it was expected that women would stay home and do housework, but that's not the case anymore. Women should go out and work."*

**Sumina, Greenkraft**

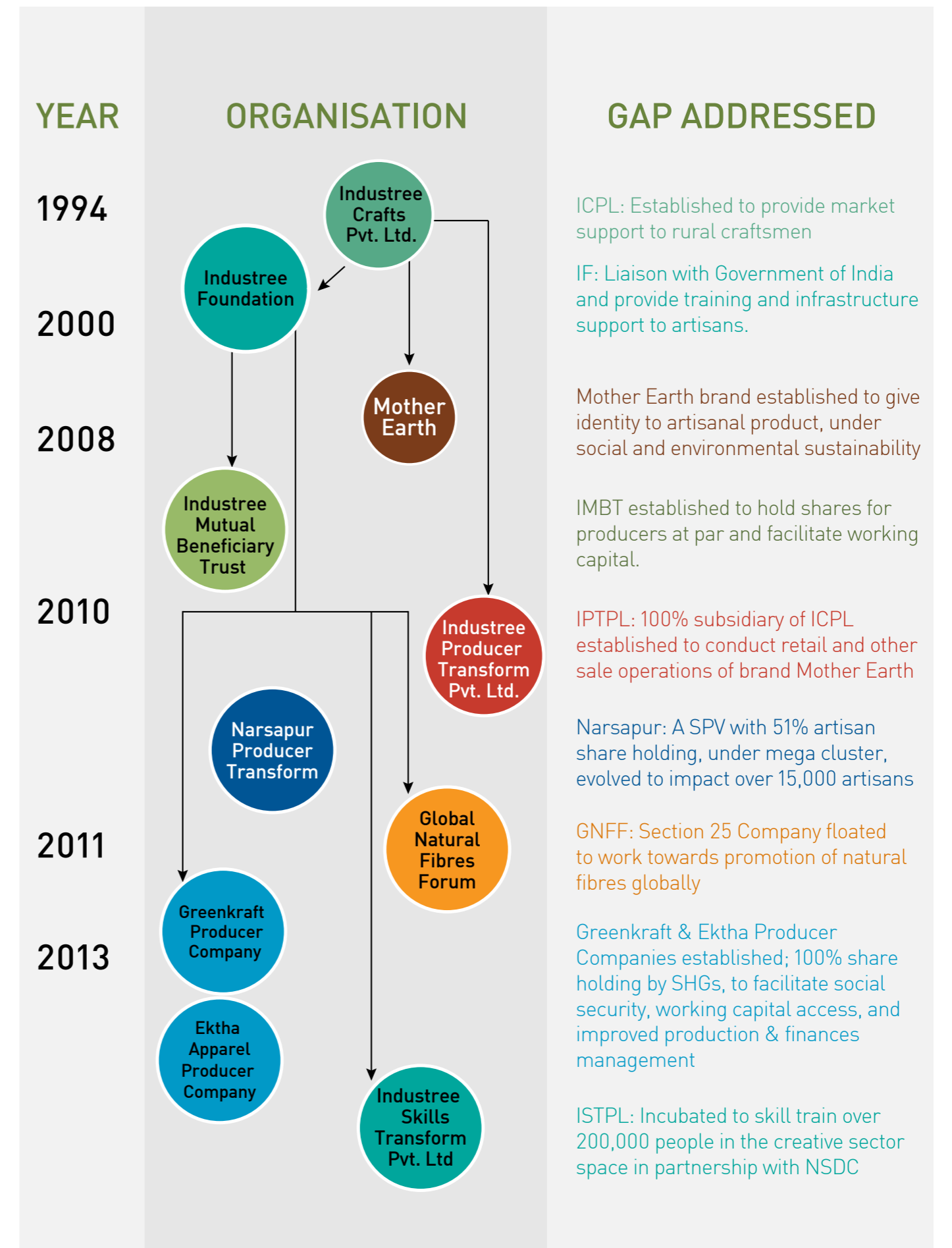


*"Don't keep girls at home. We must not restrict the girl child; families should give knowledge and freedom to girls to do what they want. Don't make girls feel unsafe or threaten them, don't stop them from being educated."*

**Arifa, Ektha Apparel**



# EVOLUTION OF INDUSTREE



# PARTNERSHIPS



**Mindtree:** With pro-bono support from Mindtree, Industree Foundation is developing DOT NEXT, a series of mobile apps accessible to all producer enterprises, which will build traceable systems to track producers' payments, and provide access to resources like raw material, capital and design, thereby ensuring implementation of fair practices across the value chain.



**Impact Edge (Srishti Institute of Art, Design & Technology):** Impact Edge is a joint initiative of Industree Foundation and Srishti Institute of Art Design and Technology. It offers projects that combine business strategy with design thinking, to design impact businesses that create both social impact and profitability. It deals with solving real-world problems using design thinking and business strategies. Impact Edge prepares potential entrepreneurs in the livelihoods space, including creative manufacturing and agriculture through a mix of projects, challenges, boot camps and incubation with hands-on mentoring.



**Sonata Software:** With the help of Sonata Software, Industree is creating an online e-commerce platform for traceable, affordable and high-quality handmade products sourced directly from producers.



**ISTPL:** Industree Skill Transform Pvt Ltd (ISTPL) is a skill development company that was incubated in 2013 by Industree Foundation with support from National Skill Development Corporation (NSDC). ISTPL works with under-compensated handloom weavers and handicraft artisans, who represent a large traditionally-skilled rural workforce that is unorganised and suffers from poor production infrastructure, access to working capital and contemporary entrepreneurial skills. ISTPL's intervention results in enhancing the design capabilities of producers and making them employable, and as a result, in increased social and financial security for them.

# DONORS



## IMPLEMENTATION PARTNERS

TREES

ROPE

VIKASANA

HAND IN HAND



## NBFC PARTNERS FOR PRODUCER COMPANIES

MILAAP

MANAVEEYA

CASPIAN

NABFINS

NABKISAN

INDIAN GRAMEEN SERVICES

FWWB



BRITISH ASIAN TRUST



# EXPENSES

## Income and expenditure account as of 31 March 2017

### INCOME:

By Workshop & Project Grant Received		34511528.58	
By Consultancy fee Received		272500.00	
By Donation Received		2383543.50	
By Other Receipts		36231.97	
<b>Total</b>	<b>2.1</b>		<b><u>372,03,804.05</u></b>

### EXPENDITURE:

To Training & Development Expenses	2.2	10897120.00	
To Administrative Expenses	2.3	6356643.04	
To Financial Expenses	2.4	120218.06	
To Depreciation	1.4	83439.00	
<b>Total</b>			<b><u>174,57,420.10</u></b>

Excess of Income Over Expenditure		197,46,383.95
Less: Provision for Taxation		0.00
Net Excess of Income Over Expenditure		<b>197,46,383.95</b>

## Balance sheet as of 31 March 2017

### SOURCES OF FUNDS:

General Fund	1.1	19985052.95	
Loan Fund :			
Secured & Unsecured loans	1.2	8928075.00	
<b>Total</b>			<b><u>28913127.95</u></b>

### APPLICATION OF FUNDS :

Fixed Assets :	1.3	782962.00	
<u>Current Assets:</u>			
a. Deposits		859821.00	
b. Sundry Debtors		2717080.00	
c. Cash & Bank Balances		26767846.95	
	1.4	30344747.95	
<u>Less : Current Liabilities &amp; Provisions</u>	1.5	2214582.00	
Net Current Assets		28130165.95	
<b>Total</b>			<b><u>28913127.95</u></b>



# BOARD OF TRUSTEES

## Founding Trustees:

Neelam Chhiber  
(Co-Founder and Managing Trustee)  
Gita Ram (Co-Founder)  
Nivedita Ram (Founding Trustee)

## Board Members:

Neelam Chhiber  
Gita Ram  
Arathi Laxman  
Ashoke Chatterjee  
Gayathri Vasudevan  
NV Ramana  
Sobha Narayan

## Advisory Board:

Geetha Narayanan  
Sankar Datta  
Shankar Hariharan  
Sejho Singh

# DISCLOSURES

## Organisation information

**Registered name:** Indus Tree Crafts Foundation

**Trust registration no:** TRN: 362 /2000-01

**Date of registration:** August 24th 2000

## Statutory information

**PAN no:** AAATI2700B

**Income Tax Reg u/s 12AA:** Trust/718/10A/Vol.I/I-180/2001-02/CITII

**Approval for exemption u/s 80G:** DIT(E)/80G(R)/AAATI2700B/X-109/2010-11

**FCRA registration no:** 094421327

**We bank with:** ICICI, Koramangala 7th Block, Bangalore

**Statutory Auditors:** Vengadamani & Co



## Join the Movement!

As part of Mission Creative Million, Industree Foundation is looking for designers, entrepreneurs, volunteers and interns. Please join the movement and help Industree build sustainable livelihoods across the creative manufacturing sector!

E-mail us to get involved:

[creativemillion@industree.org.in](mailto:creativemillion@industree.org.in)





## Industree

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Ph: 080 4222 9161, [www.industree.org.in](http://www.industree.org.in)

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