

SOCIAL AUDIT REPORT

Industree Foundation – GreenKraft

2017-2019

SOCIAL AUDIT NETWORK
Bangalore

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Executive Summary

Industree Foundation (IF), established in the year 2000, has been working to set up a holistic model that can address the economic and social needs of women. **IF** believes that if the poor have access to sustained and consistent demand for their products and services, and are provided with an enabling ecosystem, they can integrate into the formal economy and lift themselves out of poverty.

Industree Foundation's quest to build an enabling ecosystem for artisans has resulted in the setting up of two producer companies: **Greenkraft Producer Co.Ltd. (GK)** and **Ektha Producer Co. Ltd.**

Scope and Purpose of the Study

The scope of the present study is limited to **Greenkraft Producer Co.Ltd. (GK)**, one of the first incubatees, which creates lifestyle products and home accessories using natural fibre. **Social Audit Network (SAN)**, **India** has been appointed as the external agency to carry out the impact assessment for the period 2017-19.

The study aimed -

- To see the effectiveness of work that has been done by **IF** for **GK**
- Study the impact it has created on the ground in transforming the lives of the beneficiaries
- Identify the gaps in the programme delivery

For the current study, the **SAN** team visited three production units in Tamil Nadu and interviewed 175 women artisans to assess the impact of the intervention, besides consulting with the other stakeholders.

To arrive at the outcomes of the initiative, the objectives and the related activities were defined. The following Objectives have been included for the study:

- To build economic and social empowerment of women
- To develop local and global markets
- To build self-sustainability of the producer company
- To ensure sustainability of professional support from **IF**
- To have a positive impact on the environment

Key Findings /Outcomes of the study

Alignment with SDG goals

Industree Foundation's intervention aligns with 3 of the 17 **Sustainable Development Goals** set by the **United Nations**:

Goal 5: Achieve gender equality and empower all women and girls

Goal 8: Promote inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 12: Ensure sustainable consumption and production pattern

Results of Consultations with Artisans

During the audit period, 1500 women artisans have been positively affected through this intervention. Presently 700 artisans are working at **GK**, with 300 having dropped out from the program for various reasons. 70% of the women surveyed were not employed earlier and this is their first regular job. Almost 20% of the women surveyed are separated or divorced and are the sole bread-winners of the family.

As far as training and workspace experience is concerned, 50% of the women have rated the production skills training as excellent while 35% of the women have expressed that more inputs with regard to financial training will be helpful. 94% of the women feel that this is a secure workplace. This is particularly significant in that many of these women are from conservative backgrounds, belonging to the fishing and agricultural communities, who have not been allowed to work outside earlier. It is therefore heartening to know that 36% of the women interviewed are holding leadership positions in **GK**.

One of the important reasons for most of the women to join **GK** is that they are provided social security benefits such as PF and ESI. 53% of 144 respondents have stated that there has been an incremental increase in their income. For **GK**, this is a positive affirmation of their intended goal since they are still at an initial stage of their growth. 70% have not been able to build up sufficient savings. Two reasons could be attributed to this: a. These are still early days of their employment with **GK** and b. Most of these women are already in debt and are still using their income to repay their loans

On personal growth and aspiration levels, the artisans have rated confidence as the highest, followed by employability and decision making respectively. The women have clearly expressed that they have now acquired a sense of agency in terms of spending power and meeting their personal requirements. 65% of women were able to perceive a strong positive change in the attitude of their families and community towards them after they took up employment at **GK**.

Regarding facilities at the workplace, only 35% feel that the restroom facilities are adequate. While there was appreciation for the security and infrastructure of the workplace, the artisans also expressed the need for transport facilities and counselling support.

Local and Global Market Reach

- Products of global standards have been designed and are well-received at the global market
- Production facilities for scaling up and expansion are being put in place according to global norms.
- The number of global customers and purchase order value have substantially increased in the past three years

Results of Surveys of Customers, Partners and Donors

Customers, partners and donors are unanimous in stating that the primary reason for supporting **GK** is the compelling cause of women empowerment and the fact that **Industree Foundation** is a well-managed professional organization.

Customers have given a rating of "excellent" for timely fulfillment of order and transparency in the transaction; areas such as quality of products, design and professionalism in execution scored "good" to "very good". The surveyed customers felt that the costing of the product "needs improvement".

Partners believe that, if planned properly, and if wages are paid in a timely manner to the artisans, this initiative has a lot of potential in transforming the lives of rural women.

The donors are satisfied as they have got a 100% return on investment socially, economically and environmentally. They have given a rating of “good” to “very good” in areas such as monitoring and evaluation, transparency in reporting, quality of the product produced and professionalism in their execution. One area they would like **GK** to improve is in the frequency and regularity of reporting.

Environmental Impact

The focus on natural fibre as raw material has enabled ecological conservation, skilled employment generation and innovation in product design and range. The circular economy model benefits stakeholders all across the value chain, including farmers, rural women, local NGOs, and most importantly, consumers of the product and the society at large. The product manufacturing process is consciously designed to minimize carbon footprint. Efforts are being made to integrate solar energy wherever feasible. **GK**'s move to rural areas and the consequent reduction of commuting distances for the workers has the potential to bring about significant reduction in carbon footprint.

More than 60% of the artisans agree that the **GK** uses pollution free processes of production, use clean sources of energy and strongly believe in the recycling of the products. Donors, customers and partners have given a rating of very good to excellent for all these factors.

Economic Impact

To understand the economic value created by **GK**, a forecast SROI analysis for the period 2018-22 was carried out. The objective of the analysis was to understand and value the impact **GK** has created on its stakeholders.

Though the model of **GK** has been curated over a period of six years, the present project based out of Madurai, which has been operational for the last one year, has been considered as base case scenario for the analysis. The stakeholders have already experienced outcomes which will be similar to the beneficiaries of the future. Based on the outcomes observed and ensuring the principles of SROI are included in the study, **the SROI value was calculated to be 3.06.**

Key Challenges

- Building the trust of the community is the biggest challenge for **Industree Foundation** as most of the women come from very conservative communities. Partnering with the local NGO has helped to a large extent.
- Maintaining the work flow and regular payment - providing regular work to the women is critical in sustaining their commitment and participation
- Providing work conditions meeting with global standards in remote rural areas
- Regular payment for the artisans for **GK** has been a struggle in the recent past
- It takes a minimum of 1-2 years to get new international customers on board. Consistent, targeted efforts have to be made to attract the customers

- To get the customer to understand and get excited about the social value created is a bigger challenge.
- Stringent quality standards have to be met continuously
- To be able to generate funding for the operational as well as for other services offered by IF
- Be able to attract the right talent pool to increase its efficiency.

Social Audit Report 2017 to 2019

Introduction

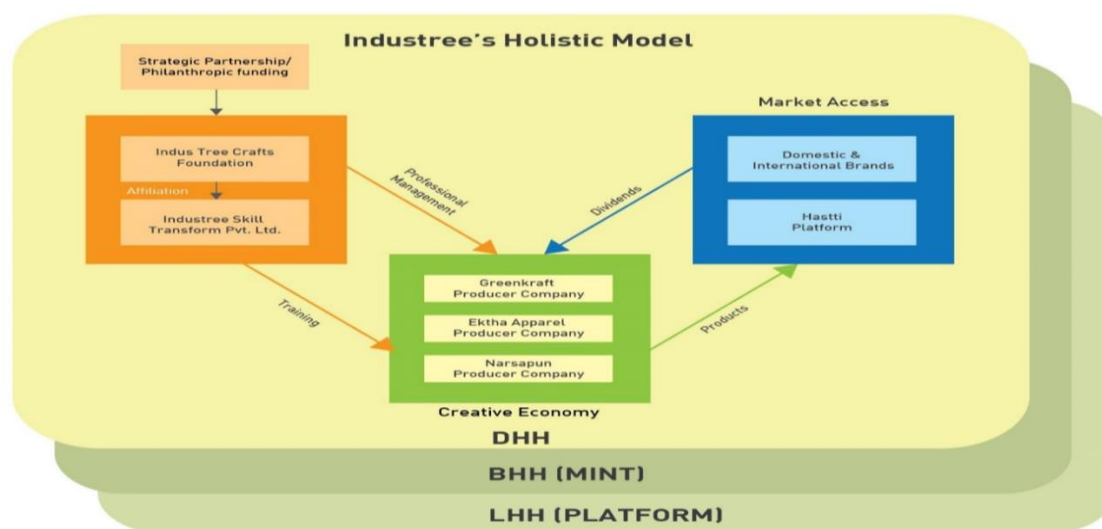
Industree Foundation (IF), established in the year 2000, has been working to set up a holistic model that can address the economic and social needs of women. This has involved building up an ecosystem of entrepreneurship in the communities they work with, helping them to tap into their traditional skill sets to develop products that appeal to modern, global markets, and organising them into viable production units to cater to consistent demand. **Industree Foundation** believes that if the poor have access to sustained and consistent demand for their products and services, and are provided with an enabling ecosystem, they can integrate into the formal economy and lift themselves out of poverty.

IF's model to help women engage equitably with global and local markets, becoming wealth creators for themselves, finds a natural alignment with the UN's Sustainable Development Goals (SDG).

The natural consequence of economic well-being is resilience to life crises and positive engagement with the wider community to work towards sustainability.

Industree Foundation has reached 60,000 women artisans across India and Africa, through collaborative efforts with organisations like The Future group, IKEA, The Commonwealth Secretariat, Grassroots Business Fund and National Skill Development Corporation.

Figure 1-IF's Holistic Model



IF's involvement with, and support of, the producer companies, radiates out from deep handholding (DHH) at every level until sustainability is achieved. Besides this, it provides a support framework to the larger ecosystem that are termed as Broad Handholding (BHH) and Light Handholding (LHH).

Deep Hand Holding – Industree Foundation creates and accelerates producer-owned enterprises to sustainability using a professional management team to streamline operations of the enterprises, including a range of digital tools, such as apps and dedicated e-commerce portal, to bring traceability and transparency to otherwise opaque and unaccountable supply chains.

Broad Hand Holding – IF's vast experience in skill building and entrepreneurship has evolved into the MINT programme which is run in partnership with **Srishti Institute of Art Design and Technology**. This program aims to build skills and qualifications in impact entrepreneurship in working professionals. The entrepreneurs are also supported by mentors during their incubation journey.

Light Hand Holding - PIE, a **Platform for Inclusive Entrepreneurship**, is a societal platform built to create economic opportunity for artisans, farmers, and other producers. At its simplest, the platform creates a digital space to connect various entities with a stake in positive change - from producers to customers. The platform for Inclusive Entrepreneurship is being developed as a Societal Platform (CC BY ND 4.0 International License, EkStep Foundation, www.societalplatform.org)

Impact measurement

Industree Foundation's quest to build an enabling ecosystem for artisans has resulted in the setting up of two producer companies: **Greenkraft Producer Co.Ltd. (GK)** and **Ektha Producer Co. Ltd. Greenkraft** produces home accessories and its customers include **Ikea** and **TJ Maxx**. **Ektha** deals with apparel products with customers like **Mother Earth** and **Eco Femme**. These globally compliant companies impact over 2000 women artisans.

Greenkraft has been re-located to Madurai in Tamil Nadu last year with extension units in nearby districts, with over 750 artisans being trained and employed.

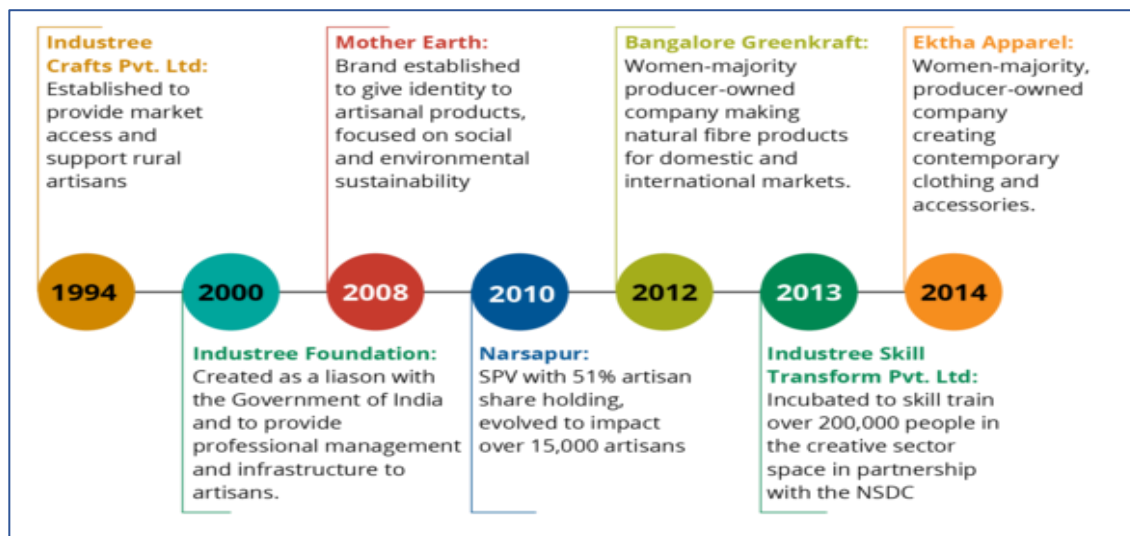
IF is seeking to determine the outcome of its interventions, particularly with reference to **Greenkraft Pvt.Ltd**. Through an external evaluation of its programmes, IF wishes to understand how it has changed the lives of individuals in target beneficiary segments and identify, at an early stage, gaps in programme delivery that need to be corrected. The findings will give them a basis for scaling up their operations too.

Social Audit Network (SAN), India has been appointed as the external agency to carry out the impact assessment for the period 2017-19. Vatsala Ravikrishnan and Aruna Subramaniam from **SAN India** have conducted the impact assessment study and drafted the report.

The Background

For Ms. Neelam Chhiber, the inspiration for **IndusTree Foundation** came from the realization that for livelihoods in creative manufacturing to grow, rural artisans would have to reach out to more distant markets, where their skills would be appreciated and valued. The journey from 1994 to the present has seen the creation of several ventures, both for profit and not for profit, all aimed at building an 'enabling ecosystem' for India's creative producers - especially women - to thrive.

Figure 2 - The Journey



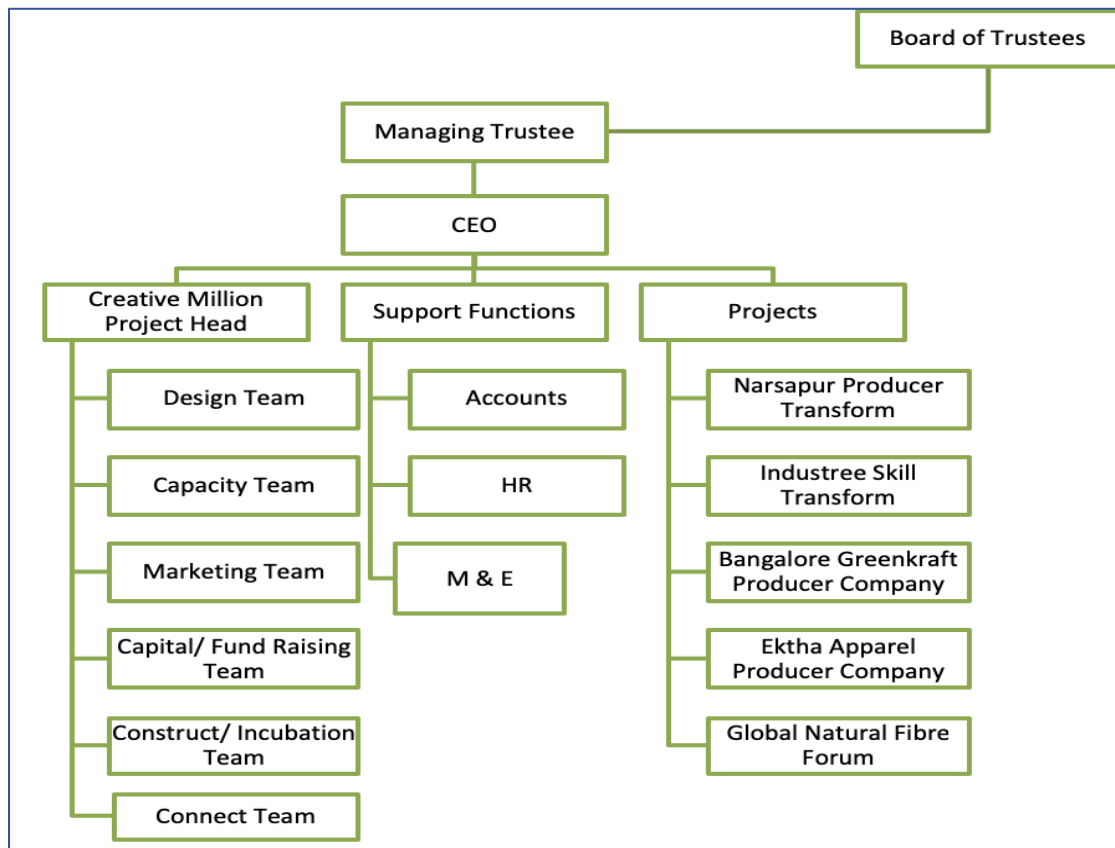
IF currently plays the role of an incubator by facilitating the aggregation of producers into self-owned enterprises, building their capacities through training, assisting them in developing products that appeal to modern markets, and enabling their access to vital working capital. **IF's** model makes use of a professional management team to streamline operations of the enterprises, which included creating apps and dedicated e-commerce portal as well as a creating a societal digital platform such **Platform for Inclusive Entrepreneurship (PIE)**.

One of the first incubatees, **Greenkraft Pvt. Ltd.** is a producer-owned social enterprise incorporated in 2012, creating natural fibre lifestyle products and home accessories. A number of **Greenkraft's** groups are shareholders and they are involved in the running of the enterprise. The groups nominate their members for a position in the Board of Directors. As owner-members, they have access to increased finance and digital financial services, technical and entrepreneurship training, social security, childcare, and much more. More than 80% of the members are women, with a significant number of them in supervisory and managerial positions.

GK's operations are now set in Tamil Nadu, with a full-fledged production hub in Madurai and production spokes in the surrounding areas. The major customers are **Mother Earth, Ikea, Caravane, HomeStop, HomeTown, TJ Maxx.**

Organogram of Industree Foundation

Figure 3- Organogram of IF



Vision, Mission, Values, Organizational Objectives and Activities

Vision: Industree is co-creating an ecosystem with farmers, artisans and stakeholders, creating a new way of building sustainable enterprises and work culture.

Mission: Industree works towards economically and socially empowering women from both agricultural and non-agricultural occupations. This is done by enabling them: to equitably engage with global and local markets, thus becoming wealth creators for themselves, creating resilience to life crises and helping society meet its sustainable development goals.

Objective 1

To build economic and social empowerment of women

1. by capacity building to include them in the global value chain
2. by providing them access to regular employment
3. by deep handholding them through professional management
4. by building individual and community leadership skills

Objective 2

To develop local and global markets

1. by developing products of global standards
2. by creating production facilities at global standards with decent working conditions
3. by reaching out to buyers and other stakeholders

Objective 3

To build self-sustainability of the producer company

1. by raising grant equity, working capital and capital expenditure for the enterprise
2. by creation of producer owned companies at scale
3. by building local partnerships on the ground

Objective 4

To ensure sustainability of professional support from IF

1. by raising capital for scaling up of the model
2. by advocating and promoting producer ownership/distributed ownership for inclusive growth globally
3. by replicating the model in the diverse value chain.

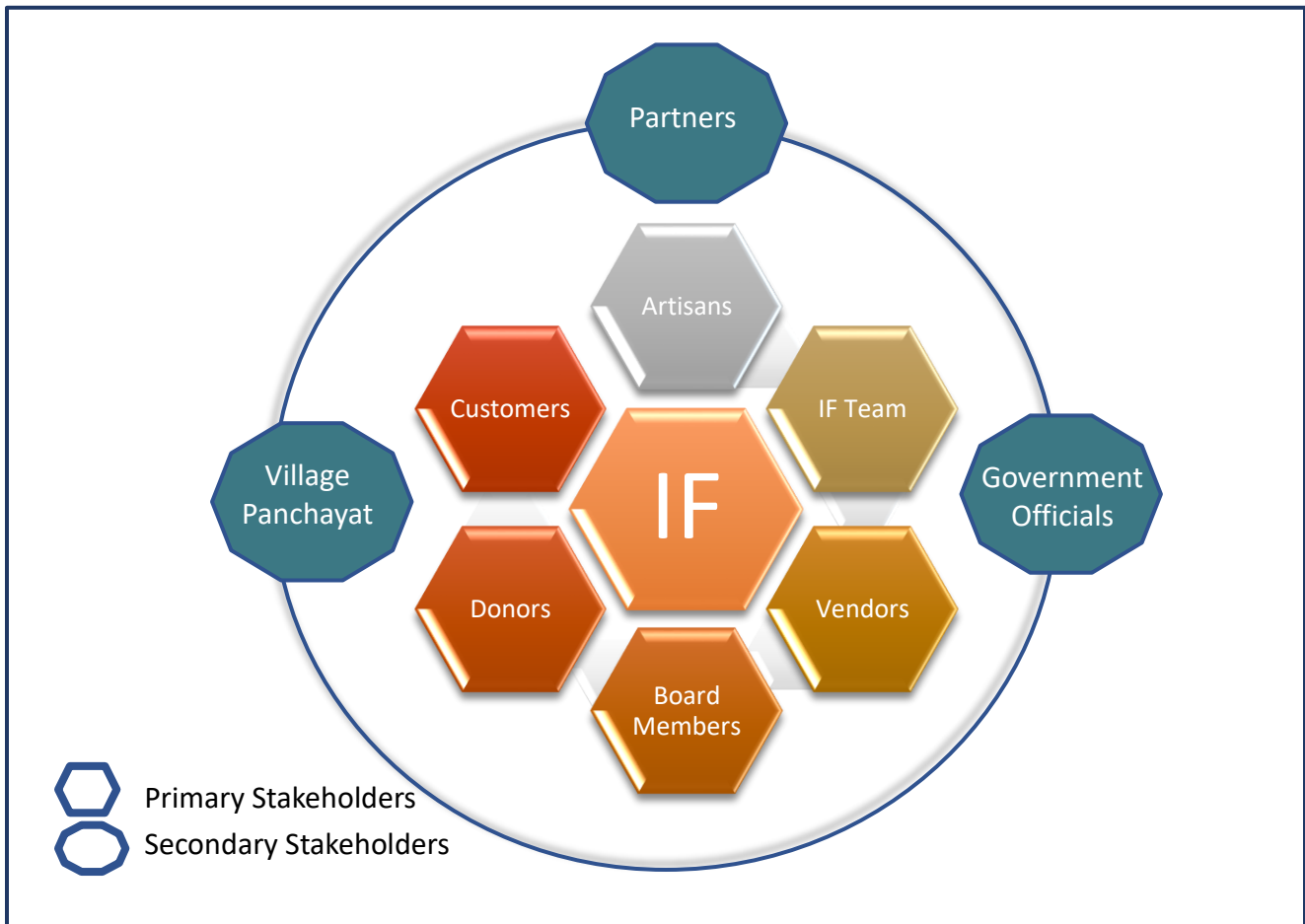
Objective 5

To have a positive impact on the environment

1. by creating products from natural fibre
2. by using more environmentally friendly materials and processes
3. by bringing work to the doorstep of the producers

Stakeholders Mapping

Figure 4 - Stakeholder Mapping



Scope of the Impact Assessment Report

This Impact Assessment report has been prepared for the period April 1, 2017-March 31, 2019. All organizational objectives and activities mentioned above have been included in the scope of the study, with a particular focus on the producer-owned company, **GreenKraft**.

Methodology

- The Impact Framework was developed jointly by **Industree Foundation's** management team and the **SAN** team
- Stakeholder consultation tools were designed by the **SAN** team
- Primary research was conducted through visits to the production units at Madurai, Tharangambadi and Chinnangudi, and consultation with key stakeholders through Focus Group Discussions, in-depth personal and telephonic interviews and offline and online surveys. Stakeholder consultations were completed in the month of July 2019.
- **IF's** MIS data, reports and documents were studied as part of secondary research
- Qualitative feedback from personal interviews was analyzed to understand impact and document stories of change.
- The survey feedback results were collected and analyzed using the online survey tool, Survey Monkey.

Stakeholders consulted

All the primary stakeholders were consulted. Among the secondary stakeholders, partners were consulted. A minimum of 20% of the stakeholders of each category was reached out to for consultation. Secondary stakeholders like government officials, panchayat members, family members were not consulted for this report.

The details of the stakeholder consultation are given below:

Table 1- Stakeholder Consultation

Name	Method of consultation	Total No.	Minimum sample size	Sample consulted	% of sample responded
Artisans	Survey	750	150	175	> 100%
	FGD			85 (across 3 units)	
Partner NGOs	Personal interview/Online survey	8	2	3	> 100%
Customers	Online Survey	5	1	2	> 100%
Donors/Investors	Online Survey	3	1	2	> 100%
IF Management Team	Online survey	20	4	14	> 100%
	Telephonic interviews			4	
IF/GK Board	Online survey/telephonic conversation	10	5	3	< 100%

Performance on Values

Values are the key principles that underpin the way an organization operates and which influence the way it behaves. They describe the ethos of the organization and apply to all aspects of the organization's approach and behaviour.

The values articulated by IF are given below:

Table 2 - Details of Values

Values	Description
Respect	Respect for producers, enablers and customers; Respect for nature, environment and being sustainable
Humor	Joy of working creatively; Flexible and adaptable vs rigid & fixed in thought
Empowerment	Inclusive, empowered teams with agency and purpose Empowerment of producers to be independent, confident and with agency
Ownership	Seeing things through with tenacity and perseverance; agency in choice and action; being aware of consequence and impact
Innovation	A new way of business (conscious capitalism), work and life; Frugal and effective; Design and R&D for long term
Catalytic	Thinking Big and being Catalyst for scaling beyond one's own organization, spring board/lighthouse/flagbearer

As part of the impact assessment survey, the following stakeholders were asked to rate how far IF has lived up to its stated values. Respondents had to rate IF on its adherence to values on a scale of 1 to 5, with 5 standing for 'Excellent' and 1 for 'Needs to improve'.

The following table gives the weighted average of the responses of the different stakeholders

Table 3-Rating on Values

Values	Mgt Team	Trustees	Partners	Customers	Donors
Respect	3.6	5	4.7	4	3.5
Humour	3.1	4.3	4.3	3.5	3.5
Empowerment	3.8	4.7	4.3	4.5	4
Ownership	3.6	5	4.3	4.5	4.5
Innovative	3.7	5	4	4.5	4
Catalytic	3.5	4.7	4.7	4.5	3

(Source: Survey Findings)

It is apparent that the key stakeholders are in agreement that IF is living up to its stated values, with ratings ranging from good to excellent. The values of empowerment, innovation and ownership are rated highly.

Report on Performance

Objective 1 - To build economic and social empowerment of women

IndusTree Foundation's mission has been to organize women micro entrepreneurs into producer-owned companies. **GK**, one of the earliest producer-owned enterprises incubated by **IF**, took off in the year 2012 by collectivizing 15 self-help groups in Karnataka and Tamil Nadu. Bringing these SHGs under one roof has ensured efficient production systems, enabling artisans to compete with larger production houses and giving them access to wider markets.

The chain of activities undertaken to bring about this change from individual to collective ownership is as follows:

1. By capacity building through hard and soft skills training
2. By providing access to regular workflow
3. By deep handholding through a professional support group
4. By creating individual and community leadership skills

Socio-economic background of the artisans

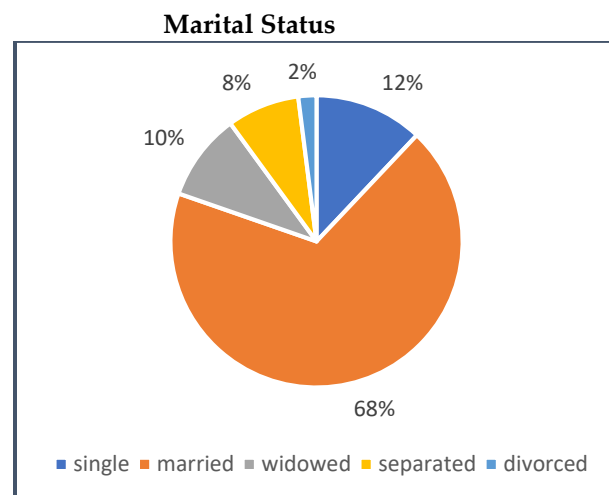
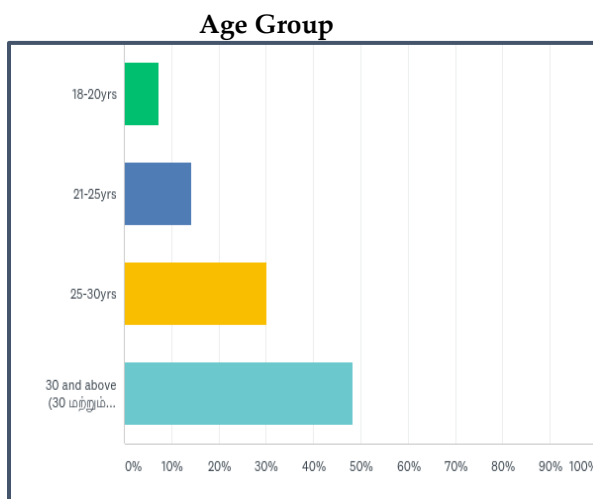
For the current study, the **SAN** team visited three production units in Tamil Nadu and interviewed 175 women artisans to assess the impact of the intervention.

The intervention impacts women from marginalized communities, including women from the agricultural and fishing communities.

70% of the women surveyed were not employed earlier and this is their first regular job.

Most of the women have been employed at **GK** for the past 6 months to one year. 41% of them are earning more than Rs. 5000 while for the rest (particularly the production units recently set up), the salaries are yet to be stabilized.

Almost 20% of the women surveyed are separated or divorced and are the sole bread-winners of the family.



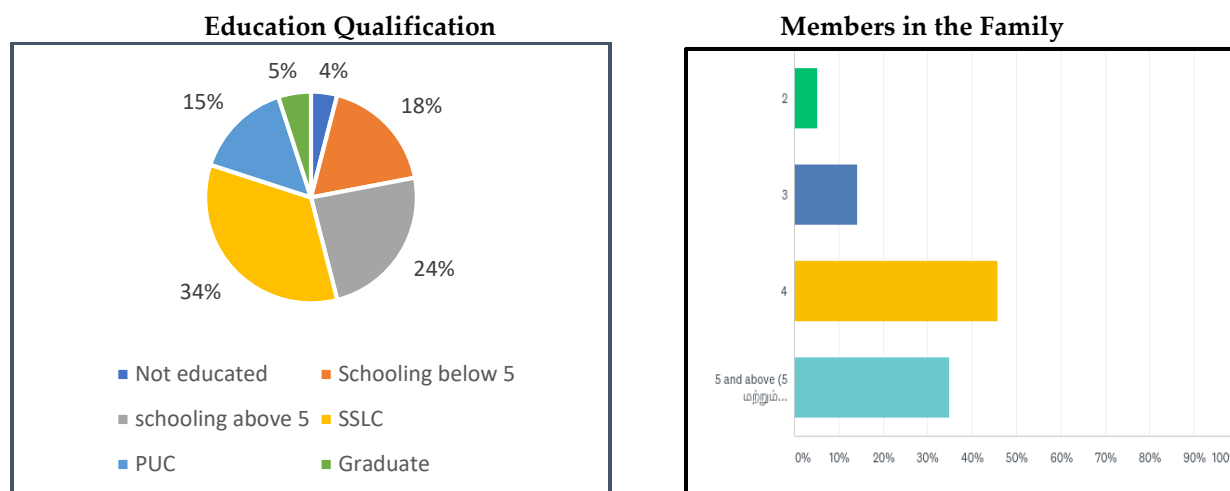


Figure 5 - Socio-economic profile

(Source: Survey Findings)

Age group: 78% of the women are in the age group of 25 and above, while 7% in the age group of 18-20.

Marital status: 68% are married, while 20% are widowed, separated or divorced and 12% are single

Members in the family: 81% have 4 or more members in the family.

Educational qualifications: 58% of the women are educated only till high school.

Capacity building of the women artisans

As a first step towards empowering women, IF reaches out to rural women, providing employment opportunities with the support of local partners on the ground. An initial period of trust building and engagement is initiated. Once the social mobilization is done, women are oriented towards the kind of skill that will be imparted to them. Their interest and their willingness to continue in the long term is assessed. The women are then on-boarded and the intensive skilling programs are imparted.

Three types of skilling programs are designed for the artisans

- Soft skills
- Hard Skills
- Entrepreneurial / Leadership skills

Besides the above, financial skills are taught to the artisans as they enhance their production skills and approach economic independence. **ISTPL**, the skilling wing of **IF**, and a partner of **National Skill Development Corporation (NSDC)**, imparts the skilling programmes.

a) Softs Skills Training: Customized soft skills, such as 4Y, are designed to make the artisans understand their role at an individual, family, workplace and community level. They are also introduced to the concepts of producer company, their stake in it and how they play the role of wealth creators. Some of the details of the training include the following:

Table 4 - Details of Soft Skill Training

S. No	Topic	Training inputs	Training outcomes
1.	You /yourself	Self-management, goal setting, emotions, ego, rights, upskilling, banking facilities, bank deposits, loans, benefits of saving	Reflect on personal aspirations and goals, how to make career advancement, learn to take decisions and voice opinions related to gender discrimination and gender justice.
2.	Your Family	Health and hygiene, education, financial security for the family	Understand the importance of health, hygiene, education and financial security
3.	Your Colleagues	Engagement, empathy, empowerment and teamwork	Understand the importance of teamwork
4.	Your community	Knowledge, connections, resources, inspiration and supporting	Recognise the benefit of the community and how to leverage the power of the community

(Source: MIS GK)

b) Hard skills Training: This includes production training and all the processes involved, right from the sourcing of the raw material to the final packaging. The skilling programmes conform to the guidelines of the NSDC for natural fibre which has a standardized curriculum for banana bark products. Part of the training includes how to select good bark, how to make rope out of it, how to store the product, how to lacquer it etc. Besides the curriculum prescribed by NSDC, product specific training is given by *ISTPL*. Product design and conceptualization is a co-creative process. The in-house designer, the designer from the customer's organisation as well as the skilled artisans together create the template as per the requirement. Once the design is validated and approved, it is rolled over for mass production.

Some of the hard skills imparted include the following: -

Table 5 -Details of Hard skills training

S. No	Skill	Details
1.	Basketry	The banana bark is twisted, braided and woven to make different products ranging from simple mats, shopping bags, lamps, organisers etc
2.	Handloom fabrication	Banana rope is woven on a handloom to create products such as mats, cushions fabricated laundry bins etc
3.	Handloom fabrication with jacquard	Includes highly textured patterns woven on banana stick / banana rope to create laundry bags, organizers, mats
4.	Handloom on banana rope	Banana rope is woven on handloom to create products such as mats, cushions etc.
5.	Macrame	A technique of knotting a banana rope on a mould to give shape. Lacquer is used to give stiffness to the final products. Used to produce lamp shades and bags.

(Source: MIS GK)

c) **Entrepreneurial skills** are taught to those women who show leadership qualities. From a group of 30 members, 3 women leaders are identified who supervise the group. They are groomed with basic management and operational skills, taught to them by the team on the ground on a daily basis such that within a period of three years they can self-run the program. Details such as how much bark is required, how many baskets can be woven, how much time would be required, how much they will earn – these aspects are taught to them so that they can handle the unit by themselves in the future. ***Thus, capacity building happens at multiple levels and in an incremental fashion.***

Assessment of the training programme is mostly inherent. It is measured based on the quality and quantity of the product produced which is monitored on a daily basis.

During the audit period there have been 15 professional training programmes and 20 soft skills training programmes such as 4Y, (You, Your Family, Your Community, Your WORK) LEAN, MEL (Microenterprise leaders) and FIT (Financial Inclusion).

- During the audit period, 1500 women artisans have been positively affected through this intervention.
- Presently 700 artisans are working at GK with 300 having dropped out from the programme for various reasons.

(See Appendix IIIa. for training topics and schedule)

Feedback on the training received

- 50% of the women have rated the production skills training as excellent
- 67% have rated the soft skills training as good/very good.
- 25% of the women felt the entrepreneur training needs to be improved.
- 35% of the women have expressed that more inputs with regard to financial training will be helpful.
- The training team at **IF** felt that while learning outcomes in communication skills, critical thinking and problem solving have been excellent, there is scope for improvement in professional skills development. The content needs to be more relevant and comprehensive to achieve better outcomes.

Job roles and production capacities

During the audit period, a total of 150 products templates had been designed. To ensure that quality standards are maintained, for every product a minimum of 14 job roles have been created. Breaking the job into smaller units has created more job opportunities and better-quality check of the product. The artisans in charge of quality control looks into minute details at every level of the production process. Some of the generic job roles for the products include the following:

Table 6 - Details of Job roles

S. No.	Job Roles
1.	Counting of the barks received from the suppliers
2.	Identifying the good and the unusable bark
3.	Splicing of the bark to the required dimensions
4.	Wetting of the bark
5.	Weaving of the base
6.	Weaving of the edge
7.	Trimming the extra lengths

8.	Lacquering
9.	Drying
10.	Fumigation
11.	Quality check of the final product
12.	Dehumidification
13.	Packaging of the product
14.	Shipment of the product

(Source: MIS, GK)

- During the audit period, 92 purchase orders were fulfilled, with an average value of the order being approximately 30 lakhs.
- The women artisans earned an average income of Rs 6689.

It was observed during the audit visit that the flow of work for the Madurai unit has been uninterrupted, while units in Chinnangudi and Tharangambadi had short spells of interruptions due to non-availability of raw material. The artisans in all the units have strongly expressed the need for continuous work to sustain their livelihoods. The strong urge among the women to participate in the mainstream economic activities is very apparent. They are aware that, in these far-flung places, opportunities such as those provided by GK are very rare.

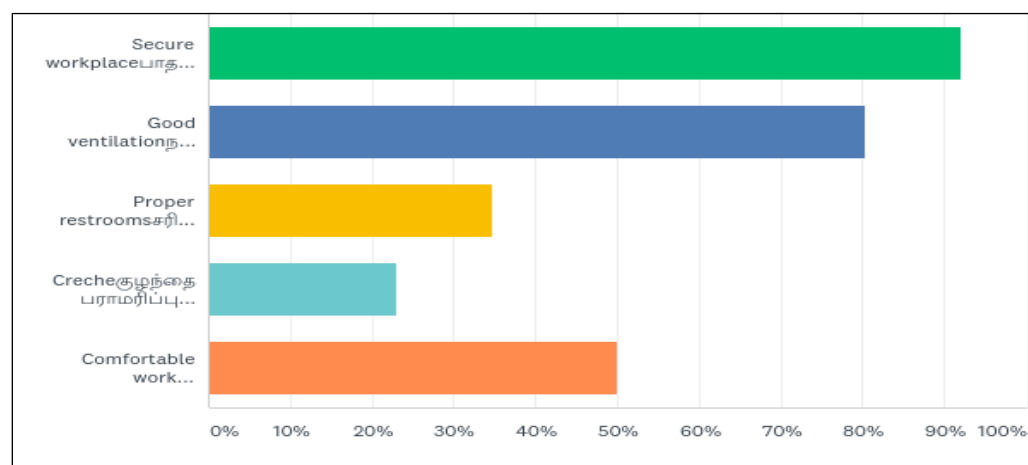
Work access and working conditions

Access to work: It has become easier for women to access work since the survey showed that 73% of them reside within a radius of 5 km. The women stated in the focus group discussions that other work opportunities, more than 20 km away, are practically inaccessible to them since they wouldn't have been allowed to travel so far by their families.

Work facilities: GK offers decent working conditions and this has been corroborated by the artisans in the survey.

Working Conditions

Figure 6 - Working conditions details



(Source: Survey Findings)

- 94% of the women feel that this is a secure workplace. This is particularly significant in that many of these women are from conservative backgrounds, belonging to the fishing and agricultural communities, who have not been allowed to work outside earlier.

- 65% have expressed the need to have better restroom facilities, with provision for adequate water.
- One of the important reasons for most of the women to join GK is that they are provided benefits such as PF (Provident Fund – National social security) and ESI (Government Health Services). Of the women consulted, many were of the opinion that though they had to take a salary cut, PF and ESI facilities compensated for their loss. For every employee, GK contributes approximately Rs 612/- towards their PF.
- At Madurai, the women are reimbursed their transport cost. In the other units, this is yet to be operationalized. The women have expressed a strong need for transportation facilities to and from the workplace at both Tharangambadi and Chinnangudi.

It gives a life to many who are in desperate need. The fisherman community does not allow their women to go out. So, a job within the community makes a lot of difference.” – Mr. Suresh, Program Director, Tharangambadi, Hope (Partner).

“It’s a landmark opportunity for women. Today many more people are coming and asking for jobs from this centre. Initially, families came to check out the security, locations, work conditions, verify our conduct. Also, many come from the Muslim community - they were initially unsure if they will be accepted. Others come from fishing, farming backgrounds, coolie workers. Most of the women were at home earlier. Today these mothers have learnt better time management, they send their children to school and come to work here. When they were at home they had work throughout the day, but now they are planning, travelling by bus. They are able to share their problems and feel relaxed with other workers here” – Ms Tresa Marv Rekha, Programme Coordinator. Hope

Support from IF professional team:

The support of a dedicated professional management team from IF has been vital in giving a head start to the initiatives at Madurai and the other production units. This support comes into play right from mobilization of the artisans, capacity building, production procedures, access to global markets, and raising funds for the enterprise. Every vertical is well equipped with qualified professionals with deep understanding of their role and their relevance in the bigger picture of the organization.

More than 69% of the employees have been working with GK for the last 3-5 years.

According to the survey, 92% of the management team strongly align with the cause of GK, i.e, empowering rural women.

The management team have expressed the following reasons for continuing to support GK.

Table 7 - Management responses for continuing with IF

ANSWER CHOICES	RESPONSES	
My job aligns with my interest and the cause that I believe in	71.43%	10
I can bring in my creative best here	21.43%	3
I am given the independence to work at my pace	57.14%	8
Good work life balance	50.00%	7
Other (please specify)	14.29%	2
Total Respondents: 14		

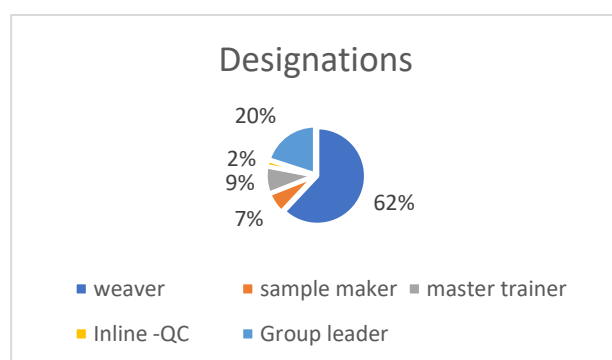
It is clear that the support of the *IF* professional group acts as a fulcrum for the producer enterprises to build upon.

Building leadership roles among artisans

The present model of *GK* as a producer company has been refined over a period of 6 years by trying and testing various approaches. Today *GK* has emerged as a well-functioning producer company with 20 women in leadership roles with 5 of them being inducted into the Governing Board. Consistent training in business entrepreneurship, financial literacy and other soft skills has enabled the transformation of some of these women into leaders.

The leadership roles include in-line Quality Control (QC) managers, group leaders, weaver master trainers and sample makers. Many of the artisans in leadership roles have been given the opportunity to travel to other units and train the women. This has been the first time the women have had such an opportunity. It has resulted in a tremendous positive effect on the working women.

Figure 7 - Details of designation



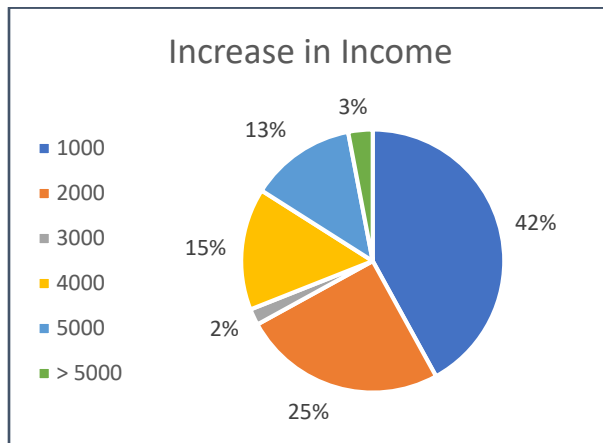
(Source: Survey Findings; Responses – 137)

36% of the women interviewed are holding leadership positions in GK.

Key Outcomes/Findings

1. **Economic empowerment** -The income of most of the women has increased since they have joined GK.
 - 53% of 144 respondents have stated that there has been an incremental increase in their income. Being at an initial stage of its growth, for **GK**, this a positive affirmation of their intended goal.
 - 30% of the women surveyed (approximately 53) were employed earlier. Of these, 25% have had a salary increase of Rs 2000 while for 42% the increase has been by Rs 1000. For 13%, their salary has increased by Rs 5000. Considering the rural background of these women, such a rise is substantial enough for improving their standard of living.

Figure 8 – Increase in Income details



(Source: Survey Findings; Responses – 55)

- The earnings of 42% of the women have gone up by Rs 1000, while for 31% of them, the income has gone up by more than Rs 4000.
- For 20% of the women who are widowed, separated or divorced and are the sole bread-winners of the family, these earnings enable a life of dignity.

“The fundamental expectation of the women here is regular salary. We need to see how efficiently we can convert two days’ work into one day and improve productivity. This will ensure increase in income”

Raja, Partner, Jothi Banana Fibre

2. **Security and job satisfaction of job** - Women feel strongly that the work culture at **GK** is positive. 94% of them are happy with the work culture. Some of the stated reasons for women’s satisfaction with the job at **GK** include the following:
 - Regular income
 - Closer to home
 - Good prospects for personal development
 - Freedom to express concerns and participate in decision making

- Equal opportunities for men and women
- Good work-life balance

As a part of their emoluments, women are being provided with PF and ESI services, which are some of the key factors that attract women to work here.

“I can forget my troubles when I work here. I have three daughters. Earlier we had to depend on my husband’s salary for the children’s studies, household expenses. Now I get a good salary, have a good job – would have been happier if we had found this job earlier.”

“I was finding it difficult even to feed my family. My husband left me. Now I am able to provide for my sons. I like this job”

Kanakavalli, Artisan from Chinnangudi

3. Personal growth and development

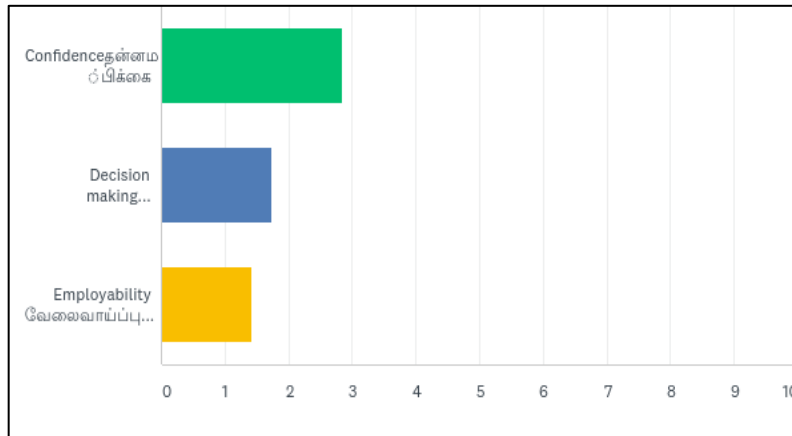
- The women have stated that there has been a substantial transformation within themselves. Getting a job has in itself promoted a sense of well-being and satisfaction.

“I used to have a lot of negative thinking when I was at home, now the tensions have disappeared. This job has given us a new kind of hope, new relationships. I feel I have entered a different world when I come here. Even my physical health problems seem to disappear when I come here.”

Vimalkesari, Artisan from Tharangambadi

- Three factors which have been highlighted during the focus group discussion is the increase in their confidence level, being responsible and decision-making ability.

Figure 9 - Attitudes and skills acquired



(Source: Responses- 174 - Survey Findings)

When asked to rate the three factors, most of them rated confidence as the highest quality that they have imbibed during the last one year.

- Women have also developed higher levels of aspiration towards their career, 89% have said that they have developed an attitude to achieve more, and seek to be promoted and paid higher wages.
- The group leaders have a strong sense of ownership and have learnt production training skills on the job and the art of persuasive counselling to achieve the group targets.

"We have never worked in such a set-up. We have got trained in these skills. Today our confidence has improved. We are finding the job interesting as we are learning new things. We master one skill for over six months, then we are introduced to new things and get trained in them. Intellectually it is challenging and hence more fun in the job. Unlike other jobs where we are mostly stuck doing a routine job, here we can progress and move ahead. We feel proud when we are taken to newer places and give training to others"

Artisan from Madurai

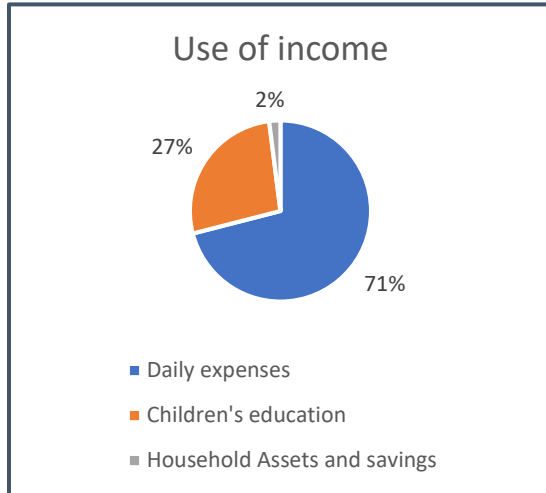
4. Sense of personal empowerment and agency

The women have clearly expressed that they have now acquired a sense of agency in terms of spending power and meeting their personal requirements. From complete dependence on their husbands or families, they are now in a position to attend to their own personal needs as well as those of their families.

"Today I don't need to depend on the men folk of my family for money. This was not the case earlier. I am more independent now."

Mariamamma, Artisan from Madurai

Figure 10 - Use of Income



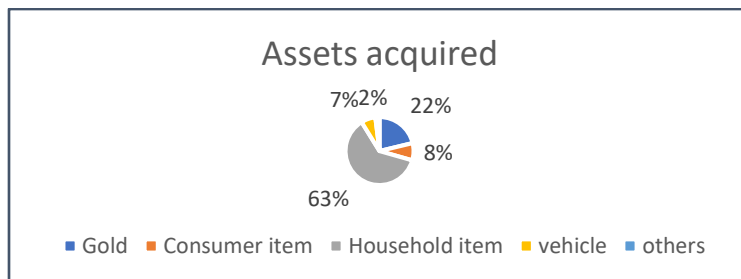
"I can spend for my children's school fees, meet my other needs. I feel happy that I am able to look after my family with my earnings. I am not depressed anymore. When I was at home, I used to think negatively, was always irritated. I am free now and happy."

(Source: Survey Findings: Responses – 177)

"Earlier when we used to ask money from others in the family, we used to feel guilty. But today we are able to get things for our children, and also support others in their needs. This gives us a lot of pride."

While the major portion of their income currently goes for their daily needs and children's education, some of the women are also in a position to buy gold jewellery and household assets like utensils and furniture.

Figure 11- Assets acquired



(Source: Survey Finding; Responses – 60)

5. Work-life balance

Women are able to balance their household work and their work at GK with ease. The timing at GK is suitable for them to get back home and spend time with the family.

"I was working in an NGO before. There were no set timings there. We would start at 10 am and could even go on up to 10 pm. The salary was very low. Now we can get back home early and feel more comfortable."

Artisan from Tharangambadi

"I was a facilitator – at the panchayat level. It was a torture to work there -there were too many people and too many issues to resolve. had to face many difficulties. Now that I am here I feel better and have found so many supportive relationships who help me. My economic situation is better now." Artisan from Madurai

6. Education of children

Most of the women have school going children and with the work timings of GK, they are able to attend to their education needs adequately.

52% of the women say they have now moved their children to better schools.

7. Savings and financial literacy

While all of them have access to bank accounts, 70% have not been able to build up sufficient savings. Two reasons could be attributed to this: 1. These are still days of their employment with GK and 2. Most of these women are already in debt and are still using their income to repay their loans. **Also, during the focus group discussion, the women artisans stated that formal financial literacy training had not been imparted to them as yet.**

8. Change in attitude of families and community

To get a sense of change in attitudes in their families and community, feedback was sought on four factors:

a) Respect at home

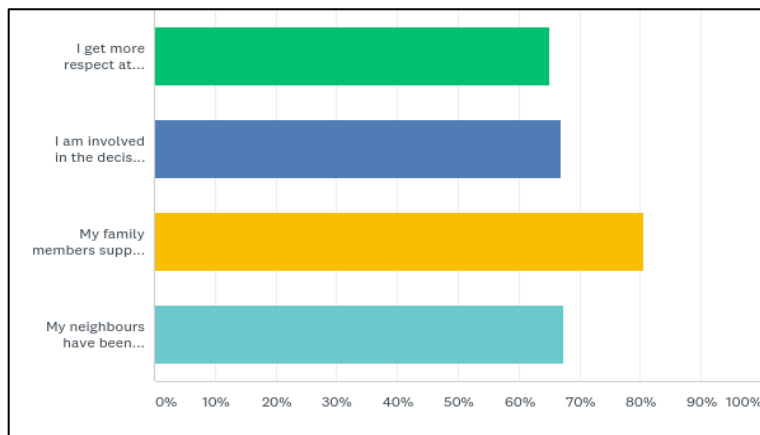
b) Involvement in decision-making at home

c) Support of family in carrying out daily chores

d) Influence on neighbours

- An overwhelming 65% of women were able to perceive a strong positive change in the attitude of their families and community towards them after they took up employment at GK.
- 80% of them get support on a daily basis to carry out their household chores before getting to work
- More than 66% feel that they are more respected and participate in all the decisions of the family.
- They have also served as an example for their neighbours, who have been encouraged to take up work too.

Figure 12 - Changing attitudes



(Sources: Survey Findings; Responses – 175)

““Since women have joined the regular workforce, men too feel compelled to go for work”,

Raja, Partner, Jothi Banana Fibre Unit

“This is a prestigious job for us in this area. We can finish our housework and then come here with regular office hours. Even our neighbours treat us differently. When we go to fetch water, they send us in first, saying we have to get to our workplace on time.”

Weaver at Chinnangudi

Challenges:

- Building the trust of the community is the biggest challenge for IF as most of the women come from very conservative communities. Partnering with the local NGO has helped to a large extent.
- Maintaining the work flow – providing regular work to the women is critical in sustaining their interest and participation
- Providing work conditions meeting with global standards in remote rural areas
- Regular payment for the artisans for GK has been a struggle in the recent past

Case study: Profile in Courage, Perseverance and Aspiration



One artisan who exemplifies the qualities of aspiration, confidence and perseverance in the face of indescribable pain, is **Valarmathi from Tharangambadi**. The wife of a fisherman, she has five children, four boys and a girl. Another infant daughter was literally snatched away from her by the tsunami in 2004. Living in a large joint family, she thought to supplement her husband's income by selling fish. On the second day after she took up this job, she lost her hand in a freak accident – the fingers were crushed when she inserted it in the freezer. After a number of operations, she was able to re-attach a couple of fingers.

But Valarmathi is not a person who gives up so easily. She slowly learned to do the basic household chores with one hand. Today she proudly states that she can cook food for the entire family and take care of them.



Her aspirations did not end with just stabilizing her regular life. Being continuously faced with financial insecurity and the responsibility of taking care of a big family, she was ready again to look out for an income source. Just then, she heard about GK and the support it gives to women empowerment. Here, she convinced the management about her interest and keenness to be employed and, after an initial struggle to find a suitable role, she now helps with the stacking and storage and keeps the inventory in the Tharangambadi unit.

Her first two sons are school dropouts and one of them has just managed to find a job in a shop. She now has additional responsibilities, looking after an abandoned sister-in-law and her children, but is determined to keep the other children in school. She has even managed to save enough money to buy her son a cycle so he can go to school. So long as she has a confirmed job at GK and a regular salary, she says she can manage just fine, taking care of everyone in the household.

Objective 2: To develop local and global markets

Industree Foundation has been working both locally and globally to cater to the market needs. Different markets have different requirements, depending on the culture and ethos of the place. **IF** has been conscious of these aspects while designing their products and has ensured that they are embedded in the product design. Stringent standards need to be maintained to cater to the global market, in particular, and it has taken a number of years of effort for **IF** to perfect it and be recognized as a global player.

During the audit period of 2017 to 2019, approximately 150 products adhering to global standards, have been marketed by **Industree Foundation**. From design to product conversion a minimum of 3 to 5 samples need to be developed. From the mood board to final development, it is a co-creative effort of artisans, designers both in-house as well as from the customer organization.

Figure 13 - Awards and certificates



Global standards and specifications

The following global standards prescribe specifications to be followed related to chemicals, natural fibre, packaging etc.

Table 8 - Global certification details

Standards	Details of the compliance check
IOS MAT -0010	Chemical Specification
IOS MAT - 0048	Natural Fibre Specification
IOS MAT - 0066	Surface Coating Specification
IOS – P - 0010	Packing Specification
IOS – PRG - 019	Labels Specification
GCC	Product level Compliance Check

Source: MIS-GK

Criteria for certification include

- Raw material Testing
- Finished Product Testing
- Packing Material Test
- Plant Quarantine certificate

Development of products of global standards

GK's production strategy is well thought through and follows a scientific approach. As a first step, designs of the product are co-created with the customer and the in-house design team. A sample palate of 3-5 items is created and the final product is selected. A *zero series* is initially produced to determine the run-time, the number of products that can be produced by each artisan, the amount of raw material utilized and to finalize the dimensions of size and shape. Based on the above details, the costing is arrived at. The production process is then initiated. The major materials currently used in the production of baskets at **GK** are banana bark and lacquer.

The packaging process too adheres to global standards and environment friendly materials are used for shipping the finished products. The packaging for **GK** production includes two major components: carton boxes made up of Forestry Steward Council 100% recycled paper and shrink wrap of polypropylene which is 100% recyclable.

Before packaging the product, it is ensured that rigorous fumigation and dehumidification are done. Stringent quality control measures are put in place before clearance. **In line quality control** is carried out at the production units as well as at the warehouse before shipment. The minutest defects are looked into before clearing the product. Some of the variables that determine the defects include the following:

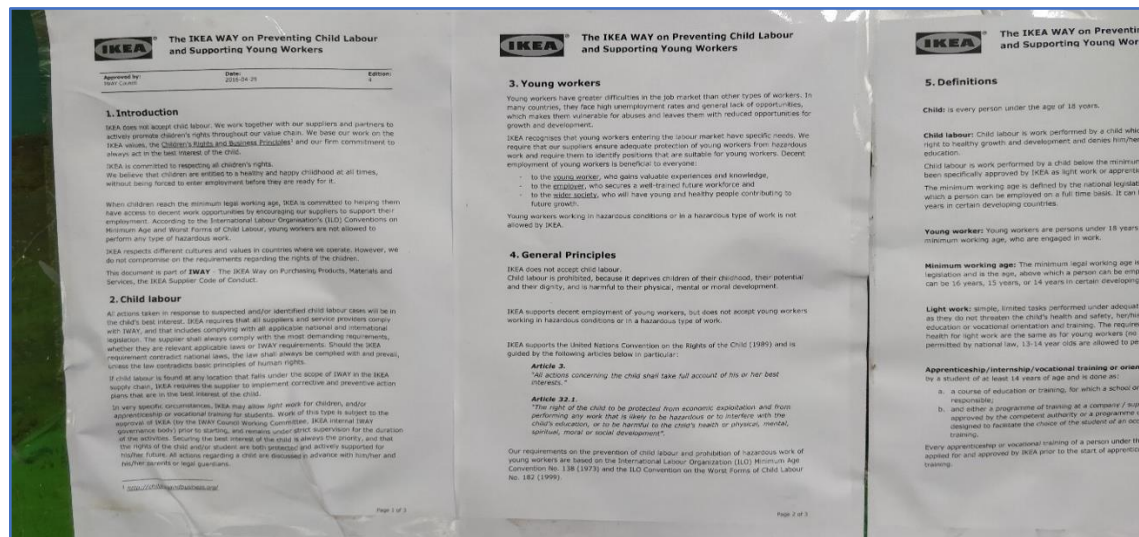
Table 9 - Details of defects for rejection of the product

1. Size of the product	7. Loose weaves
2. Weight	8. Side wall waviness
3. Shape	9. Lacquer mistake
4. Stability	10. Design as per tech diagram
5. Weaving mistake	11. Dryness of the product
6. Fungus or bugs on the strips	

Source: MIS

At every step of the production, it is ensured that global standards like **IWay** are being met. **IWay** is the **IKEA** code of conduct, first introduced in 2000. It specifies the requirements that they place on suppliers of products and services and details what they can expect in return from **IKEA**. In addition to the main document, there are several industry-specific supplements and a special code of conduct for child labour. **IKEA** suppliers are responsible for communicating the content of the **IKEA** code of conduct to their employees and sub-supplier. **Audit certification conforming to IWay, IMUST and GO/NO-GO** ensure that **GK's** women artisans comply with the requirements of global standards during the process of production.

Figure 14 - iWay compliance details displayed at the units



In order to equip themselves to understand the compliance requirements of these standards and work towards accreditation, the professional team at **IF** too has undergone a number of trainings. *(Details of these trainings have been attached in the Appendix IIIb)*

Creation of production facilities at global standards with decent work conditions

Four units of **GK** are operational currently. They are located at the following places in the state of Tamil Nadu

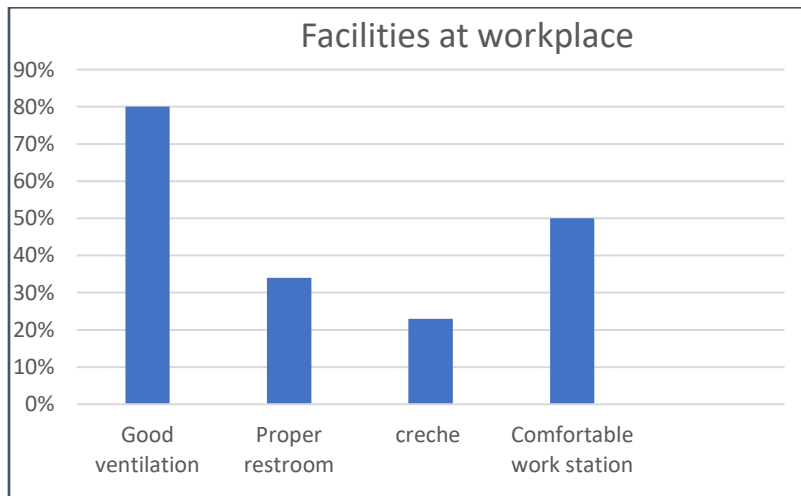
- a) Madurai
- b) Tharangambadi
- c) Chinnangudi
- d) Nagapattinam

Figure 15 - Artisans at work



Each of these units has a capacity of accommodating 150 to 200 artisans. In the case of Madurai, a marriage hall has been converted to a production facility, at Chinnangudi, Nagapattinam and Tharangambadi the resource centres of the partner organisation, **Hope**, are being utilized. Global standards with reference to infrastructure and working conditions, avoidance of child and bonded labour, minimal environmental pollution, wage standards are strictly adhered to. Each of these units has been located at convenient distances for the workforce. They have been provided with adequate security and amenities like water, electricity, restrooms. A crèche facility is also being built at Madurai. The work stations are well lit and ventilated and adequate space is provided for the artisans to work in groups.

Figure 16 -Feedback of artisans about facilities at the workplace



(Source: Survey Finding; Responses – 178)

- 90% of those surveyed concur that the workplace is extremely secure, which is an important consideration for them.
- **Only 35%, however, feel that the restroom facilities are adequate.**

“There is enough safety for us to come and work here. The place is neat and clean with proper ventilation. All come from close-by localities and don’t need to travel for long distance. A crèche is getting built. Many women are waiting to come and work here once it gets started”

Artisan at Madurai

Suggestions from Artisans

During the focus group discussions, the artisans at Tharangambadi and Chinnangudi suggested certain improvements to their working conditions:

1. Larger space for drying the baskets
2. Bigger tank for soaking the bark
3. Provision for keeping the work station dry since they have to work constantly with damp bark
4. More breaks to relieve physical strain from sitting for long hours
5. Increase in the number of fans in the work places
6. Preventive measures for allergies caused by handling the bark
7. Uniforms and ID cards to be provided
8. Provision of sufficient tools and instruments like needles and scissors
9. Provision of first aid kit

Reach out to buyers and other stakeholders

Industree Foundation has been trying to find its feet in the global markets using a number of strategies. One of the methods of reaching out to customers was to put up **stalls at national and international expos and fairs**. These helped them to meet directly with customers and understand their requirements. However, the conversion rate of customers was found to be low, apart from the large expenses incurred. Also, in crowded marketplaces such as these, it was not possible to showcase the larger cause that was being addressed by **IF**, viz, the empowerment of women and preservation of the environment. In the past few years, extraordinary outreach efforts have been made by **Industree** to reach out to a number of stakeholders such as designers, manufacturers and philanthropists and social investors to **create an external enabling ecosystem**, which is receptive to such causes. Specific **creative workshops** have been organized with the objective of showing a professional way forward to mainstream the rural workforce into the organized sector.

Presently the focus has shifted to **individual, customized marketing** through one to one engagement with organizations who understand the value that **IF** is offering. International big retail format stores have today developed a bandwidth to take in such products, as a global awareness towards environment and

women empowerment causes have become more prevalent. Today natural fibre is more acceptable in the international market. Important global customers of IF now include **IKEA**, **H &M** and **Caravane**. Members of the marketing team have corroborated that though more than 15 international brands were reached out to during the audit period, only 4 to 5 of them could be converted to actual customers. A number of other customers are in the pipeline. It takes a minimum of two to three years to get a customer on board.

Table 10 - Details of Order procured during the audit period

	Name of the customer	2017		2018		2019	
		Order quantity	Order Value	Order quantity	Order Value	Order quantity	Order Value
1	IKEA	1,02,029	4,16,83,314	80,340	3,97,88,628	2,41,589	13,78,31,300
2	Dinnerware & CO-The Netherlands	1,194	3,36,590	-	-	-	-
3	Caravane	-	-	2,940	21,02,100	-	-
4	Brewster Home Fashions-USA	-	-	2,940	21,02,100	-	-
5	H&M	-	-	-	-	1,548	14,88,890
	Total	1,03,223	42,019,904	86,220	43,992,828	243,137	139,320,190

(Source: MIS-GK)

With reference to **GK**, global orders from **IKEA** have helped towards product development and has increased security for the producers since the orders promise to be large and consistent. Other big brands like **H&M** and **Caravane** have been on boarded too.

“Selling GK products is not just about price - there is a strong social angle to it. There are customers who understand the value we are offering and hence our focus is more on such customers today. We now focus on one-on-one engagement.”

Marketing Professional at IF

“What I value the most in our partnership with GK is the transparency, innovation, development and sustainability. . . “

Customer Response

Consultation with the customers gave the following insights:

1. The reason they procure goods from **GK** is primarily because of the cause they work for, i.e, women empowerment. Besides, they strictly comply with quality standards and fulfil the order in a timely manner.
2. Their level of satisfaction is “excellent” for timely fulfillment of order and transparency in the transaction; areas such as quality of products, design and professionalism in execution scored “good” to “very good”. The surveyed customers felt that the costing of the product “needs improvement”.

Outcomes/Key findings

1. Products of global standards have been designed and are well-received at the global market
2. Production facilities for scaling up and expansion are being put in place according to global norms.
3. The number of global customers and purchase order value have substantially increased in the past three years
4. The efforts towards creating a global ecosystem to mainstream rural artisans are gaining traction with marketing efforts focused on different stakeholders such as designers, philanthropists, sustainability leads, and corporate founders
5. While **GK** has increased the demand for its products in the global market, local markets have also shown marked interest in these products.

Challenges:

- It takes a minimum of 1-2 years to get new international customers on board. Consistent, targeted efforts have to be made to attract the customers
- To get the customer to understand and get excited about the social value created is a bigger challenge.
- Stringent quality standards have to be met continuously
- The units at Tharangambadi and Chinnangundi are yet to be operationalized to their maximum potential
- While there has been an increase in interest for the products of **GK**, the production facilities need to be expeditiously ramped up. With bigger orders coming in the near future, the need to scale-up the operations and establish production centres with skilled labour force is urgent and requires larger investments.



Case study: Hope Re-kindled

Kanakavalli, a young girl, from Chinnangudi fell in love with Aruldoss. Both belonged to different communities, she from a 'higher' caste while her lover was from a so-called 'lower caste'. Much against the wishes of her family, she got married to him. Life seemed to have settled as they had planned. She had two children – a girl and a boy.

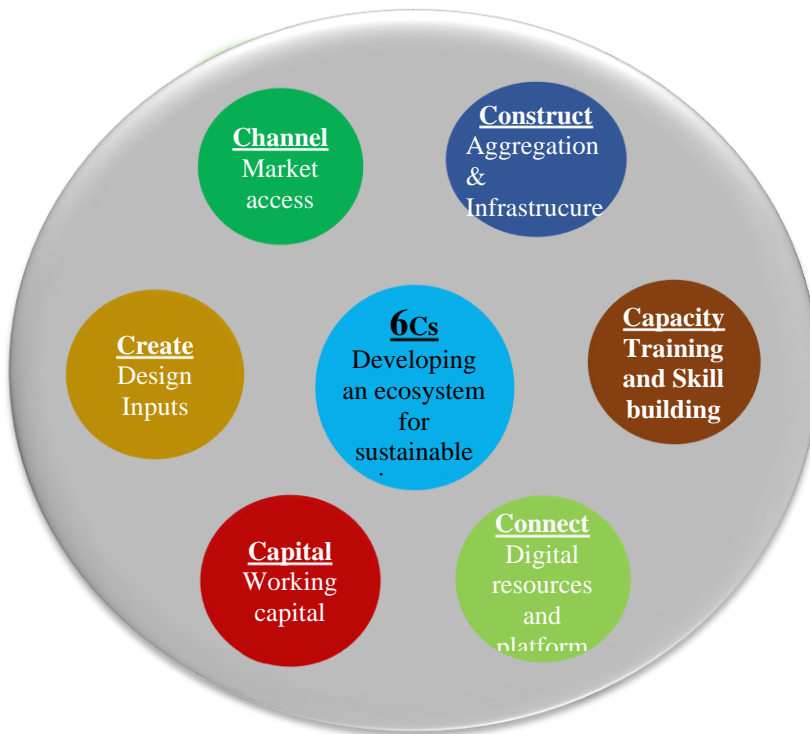
But, ten years after her marriage, suddenly life took a shocking turn. Her husband got married once again, this time to his uncle's daughter. Kanakavalli states that she faced a hellish life since then. She was forced to stay within the house and attempts were made to kill her. Her home lost, spurned by both her family and her husband's, and with absolutely no support from the local community, she was pushed to the point of attempting suicide. She and her children spent days without food and lived only on water.

Fortunately, she did not allow herself to give in. She decided to fight it out and prove to her husband and his family that she was capable of taking care of her life. As luck would have it, she found the job at GK six months ago and since then there has been no turning back. She has learnt new skills, acquired new companions and found respect in the community. Today, she stands as an example for others as someone who has fought her battles and has made a life of dignity for herself and her children. She gives all the credit to GK and its management for turning her life around.

Objective 3 - To build self-sustainability of the producer company

As a part of **Mission Creative Million**, which is a movement designed to impact one million producers across the farm and creative manufacturing value chain, **IF** has been incubating producer owned enterprises by enabling improved access to markets, working capital, design and other professional services. This is done by using the **6 C Model** (details given in Objective 4) for developing an ecosystem for sustainable impact.

Figure 17 - 6C model



Funding the producer-owned enterprise

For producer companies to be sustainable the important components are growth, finance, facilities for production at scale and good local partnerships. **IF** has been consistently working towards raising working capital for the producer companies through various sources including loans, investments and grants.

Given below are some of the efforts taken during the audit period to raise grant equity, working capital and capital expenditure for the producer enterprise, **GK**.

Table 11 - Funds raised during the audit period

2016-17	Maanaveya Development Finance	Rs 1,00,00,000
2016-17	Maanaveya Development Finance	Rs 1,00,00,000
2016-17	Caspian Impact Investments	Rs 1,00,00,000
2017-18	Samannuti	Rs 75,00,000
2017-18	Maanaveya Development Finance	Rs 1,00,00,000

Source: MIS

The money raised has been used for some of the following purposes at **GK**:

1. Setting up the infrastructure at Madurai, Tharangambadi, Chinnangudi, Nagapattinam
2. Paying the wages of the employees
3. Buying the production machinery for yarn spinning etc
4. Setting up of a solar fumigation facility at Madurai
5. Setting up a warehouse and packaging unit with appropriate dehumidification machinery and processes
6. Setting up a crèche facility at Madurai

These investments have resulted in the scaling up of the production units at **GK** and an expansion of the workforce from 200 to 750.

The fund-raising team at **IF** has articulated the following challenges:

- Helping funders see the bigger picture and long-term goals
- Slow processes
- Having to curate projects based on funder requirements which may sometimes dull the impact sought

Creation of producer owned companies at scale

Since **Mission Creative Million** has been in operation, efforts have been made to move to the rural space, to be closer to the artisans. **GK** has also shifted operations from Bangalore to Madurai. The relocation has resulted in better utilization of resources and manpower and has proved to be more economical. The Madurai unit of **GK** has been operational for one year. It is well-established in terms of workforce as well as infrastructure facilities. Three new units have been set up six months ago at Nagapattinam, Tharangambadi and Chinnangudi. **The new units have been facing some teething problems with respect to raw material sourcing and infrastructural facilities that need to be addressed.**

“In India, Corporate CSR funds allocation towards livelihoods is very limited. Even if there are allocated budgets, the thought of providing livelihood mostly ends with training on hard-skills in a specific area, at a maximum, providing the participants with tools. There is a need to educate the CSR funders about the holistic approach towards building sustainable livelihoods that would not only help improve resilience towards life crises, but also build the economy of the adopted village or community”

Marketing Professional at IF

Building local partnerships on the ground

Local partners are invaluable in reaching out to the rural artisans, providing infrastructure and mobilizing local women to be trained as weavers. They provide ongoing support to the operations, acting as a bridge between the workforce and GK.

Table 12- Details of Partners

	Name of the partner	Duration of partnership	Role of the partner
1	Hope Foundation	7 months	Mobilization Partner
2	Vrutti	1 year	Supplier
3	Trees	3 years	Supplier
4	Rope foundation	6 years	Supplier
5	Jothi Enterprise	4 years	Supplier
6	P.M. Murugesan	5 years	Supplier

(Source: MIS-GK)

Some parts of the orders are also outsourced to partners who have set up infrastructure facilities and are working in a similar line of products. Training is provided to the partner organization for every new product and a rigorous quality check is carried out, both during and after the production process.

Consultation with the partners revealed some of their insights and concerns:

1. The partners firmly believe that along with IF they are building significant impact in empowering the rural women, in creating a circular economy, in reviving lost craftsmanship, and in building a sustainable world.
2. They would like to extend the product line to coconut fibre, along with banana fibre
3. They are concerned about timely payment of wages to the artisans
4. They believe that, if planned properly, this initiative has a lot of potential in transforming the lives of rural women.

“For every product produced, a minimum of 6-8 families lives are positively affected”

Raja, Jothi Banana Fibre Unit, who sees a lot of synergy and alignment between his work and IF’s mission

Raw material is sourced from local farmers who have discovered a new avenue for usage of their farm yield. Many of the vendors have been associated with *IF* for more than ten years and have seen a consistent growth in their business. ***Farmers who had previously 15 members working on their farm are now providing employment to 80 people.*** The farmers have also benefited from the training given by IF professionals with regard to harvesting the bark at the appropriate time and proper storage and transportation.

Outcome/Key Findings

Operations have just begun a year ago at Madurai and about six months ago in the other production units, and it is still early days to comment on outcomes/impact of its activities as a producer company. Having established the model, the groundwork is being done to inculcate a sense of ownership in the producers. With consistent professional and financial support, it has the potential to become a full-fledged producer enterprise.



Case Study - Age is no barrier

Baby is one of the oldest members working at the Tharangambadi unit. A widow today, she is a mother of three sons. She lost one of her sons and her daughter-in-law a few years ago in a road accident. At the age of 65, Baby finds herself tending to the needs of three grandchildren who have been left orphaned. The two girls, one in college and the other in Std X, are in a hostel while the boy is a school drop-out and refuses to go to work. Though she has other older children who are settled in life, they are busy tending to their own families.

She was working in a yarn factory for seven years, but lost her job when the factory ran out of raw material. When she knocked at the doors of GK for employment, the management was apprehensive about her ability to work, given her advanced age. With great difficulty she persuaded GK to take her on, and today she has proved herself to be a capable artisan and has now been made a permanent employee.

“ I have no help whatsoever from anybody. Only through my earnings can I feed these children and take care of their daily needs. Since I have brought them up from childhood, they consider me as their mother,” says Baby

Life has been a constant struggle for her but she has managed to meet the challenges with grit and determination. She has had to pawn everything to make ends meet - the demand for books, tuition and exam fees is constant. Many a times she has to take loan from neighbours to ensure that her granddaughters are able to continue their education, besides taking care of her own health needs and the household. She needs to walk 3 km to the workplace on difficult terrain, but she is undeterred and looks upon this job as a godsent opportunity to lead a dignified life.

Objective 4 - To ensure sustainability of professional support from IF

The goal of IF has been to reach out to a million people in the farming and creative manufacturing sectors. In order to reach these numbers, it's important that the model of entrepreneurship is scaled up across verticals and across geographies. The efforts of IF to set up producer owned enterprises has borne fruit with at least two such companies operational in Tamil Nadu and Karnataka. Now comes the challenge of sustaining the support and handholding necessary until the companies are completely independent.

The efforts to ensure professional support from IF are three pronged:

1. To raise capital for scaling up the model and get qualified professionals on board
2. To advocate and promote producer ownership/distributed ownership for inclusive growth globally, and
3. To replicate the model in the diverse value chain

Raising capital for scaling up the model and getting professionals on board

A professional management team at IF provides support to streamline the operations of the producer-owned companies and to make them sustainable. Funds raised during the audit period have mostly been used to support the 6C functions:-

- A. **Construct** – this involves aggregation of producers, infrastructural support and deep handholding
- B. **Capacity** – this involves training and skill building
- C. **Connect** – this involves creating digital resources and platform
- D. **Capital** – involves raising working capital and loans for operations and equipment
- E. **Create** – involves design and value addition
- F. **Channel** – involves providing access to the market.

All the above-mentioned channels at IF are being run by professionally qualified people. Significant effort in fund-raising had to be made to get this state-of-the-art talent on board.

In the past three years, more than Rs 3,00,00,000 have been raised as research grants, for training, marketing and outreach and for working capital of IF.

Table 13-Funds raised to ensure professional support from IF

Funder	Amount of Loan (INR)	Purpose	Year
HT Parekh	1,00,00,000	Research Grant	18-19
H&M	10,50,000	Social Impact	18-19
Master Card	1,71,11,080	Marketing outreach	18-19
Grass Roots Business Fund	35,53,651	Training of Banana Farmers Partial amount for working capital and market development	17-18
Total	3,17,14,731		

(Source: MIS-GK)

- With the grants secured from **Mastercard Centre of Inclusive Growth**, IF has achieved the promised market linkages both locally and globally.
- The grant from HT Parekh has been secured for enrolling and training farmers in bark extraction and processing as raw material for banana bark products. Training materials will be developed for banana silk fibre extraction. This fund is also being used for R&D purposes for research into the processes of extraction, softening and spinning of banana fibre.

“The challenging part is getting the funding for professional management layer which is a critical part of ensuring stability to the producer owned units, since most funders have limitations in terms of budget that are indirectly linked for beneficiaries, “- IF Professional

Tie up with educational institutions

1. **IF** has also reached out to and established partnerships with **Indian Institute of Science (IISc)** and **National Institute for Interdisciplinary Science and Technology (NIIST)** for research into large scale production of banana fibre. **Agricultural University, Coimbatore**, has helped to develop the training curriculum.
2. **IF** have also established connections with academic institutions like **Kumaruguru College** to make the fabric from fibres.
3. **IF** have developed banana-cotton blended fabric as a result of these collaborations, which has the potential to find customers in the European market

Consultation with the donors gave the following insights:

1. The primary reasons for supporting **GK** is the compelling cause of women empowerment and the fact that **IF** is a well-managed professional organization
2. The donors have given a rating of “good” to “very good” in areas such as monitoring and evaluation, transparency in reporting, quality of the product produced and professionalism in their execution.
3. One area they would like **GK** to improve is in the frequency and regularity of reporting.
4. The donors are satisfied as they have got a 100% return on investment socially, economically and environmentally

*““I would suggest that **IF** replicates this successful model by incubating women producer companies in diverse geographical areas”*

Donor Response

Advocacy and promotional efforts

Ms Neelam Chhiber is a globally recognised thought leader and she and **IF** have been addressing various forums across the globe, on topics ranging from social entrepreneurship, creative manufacturing, investments for gender equality, and India’s role in attaining **UN’s Sustainable Development Goals**. **40% of the management team feel that they have been successful in creating curiosity among manufacturers and retail brands and in convincing partners to replicate the model.**

A snapshot of the various forums and topics addressed is given below.

Skoll World Forum - April 9-11 2019

Neelam Chhiber attended the Skoll World Forum on Social Entrepreneurship international forum in Oxford and initiated discussions with key stakeholders like Greenwood Place, Fossil Foundation, Primark, and Lake Advisory. During her time there, Neelam co-hosted a Skoll Ecosystem Event with Dasra titled SDG 5 in India, to explore India's roadmap to achieving the Sustainable Development Goals, especially from the lens of empowering women and girls.

LeNS – April 3-5, 2019

The LeNS Conference is one of the largest design international conferences for lecturers, researchers, professionals and relevant institutions and organizations and has become a reference event where experts from all over the world get together to present and share their knowledge, projects, tools and visions to diffuse sustainability for all. A paper on "Sustainable Development: Creating a virtuous production-consumption cycle" was presented.

WEF Davos Jan 22-25, 2019

The World Economic Forum Annual Meeting in Davos convened again this year for world leaders to discuss the global, regional and industry agendas to collaborate on facing the challenges ahead. Ms Neelam Chhiber's contributions were intensively covered by the media. The various stories conveyed her strategies for inclusive growth and how to build models that achieve lasting and meaningful impact. (<https://www.weforum.org/agenda/2019/01/distributed-ownership-can-create-inclusive-growth-in-india/>) Blog by Neelam Chhiber and Jenai Richards

Gender Smart Investing Summit – Nov 1-2, 2018 in London

The Gender-Smart Investing Summit is a global forum that brought together over 300 champions to focus on unlocking investment in gender equality and the power of women making markets. IndusTree Foundation attended, gaining a clear understanding of the SDG 5 investment landscape.

Royal Institute of International Affairs, International Policy Forum (IPF) Panel – July, 2018

Chatham House hosted an IPF panel to discuss recommendations for Women20: Putting Gender Equality at the Core of G20. The panel compiled a number of ideas and suggestions which G20 countries can draw from, building an implementation plan that articulates promising programs and measurable indicators. Neelam participated as a thought leader on women collectives, sharing her expertise with the group in an effort to achieve greater impact.

IKEA Democratic Design Days – June 7-8, 2018

Every year IKEA hosts its Democratic Design Days event, a two-day jamboree where upcoming collections and collaborations are presented in the spirit of perpetual innovation. Neelam attended the Design Days where collections made by GreenKraft were displayed.

Inclusive Manufacturing Forum – April 5-7, 2018

Held at National Institute of Advanced Studies, the Inclusive Manufacturing Forum 2018 brought together thought leaders from academia, industry, NGOs and government as well as students to evolve a white paper supporting development for all, by democratizing and distributing manufacturing, empowering local production with local resources and marketing links. Neelam Chhiber spoke at a panel discussion about the importance of creative manufacturing in generating sustainable employment in India.

(Source: MIS GK)

Replication of the model in the diverse value chain

- Similar to the **GK** model, another producer-owned company, **Ektha** has been set up in Karnataka in the apparel value chain. This is supported by **UNDP, Social Venture Partners, British Asian Trust** and **NSDC**. In the production unit at **Ektha**, 80% of the women are earning for the first time. The number of people employed in **Ektha** is approximately 154, earning an average income of Rs 3000/-
- 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. **IF** 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. Based on the study, **IF** is leveraging its artisan development expertise to aggregate small and marginal farmers to put up a modern spinning mill, based on a unique crafted yarn spinning unit, formulated by **IIT, Chennai**. The market linkage model so well established by **IF** in India will then come into play, eliminating the middlemen and empowering the weavers to negotiate a fair return for their work.

In July 2017, **IF** hosted a study tour for 15 women artisans from Rwanda, in partnership with **Women for Women International**. This was part of **Women for Women Rwanda**'s social and economic empowerment programme, which gives marginalised women opportunities to learn business and vocational skills.

- **PIE platform** -The **Platform for Inclusive Entrepreneurship (PIE)** is a digital societal platform that aims at providing opportunity to a 100 million of the poorest of the poor producers across farm and off farm sectors in India through entrepreneurship; enabling them to reach earnings of INR 10, 000 per month by 2025. The **PIE** aims to restore agency so that artisans and farmers can take control of their destiny and build sustainable livelihoods.
 - Fostering ownership and co-creation
 - Enabling disintermediation
 - Building new markets
 - Creating wealth

The farm and off farm sectors are plagued with dynamic problems. These problems call for the development of dynamic solutions. The foundation for building these solutions lies in **IF's 6C model**. In the 6C Model, each 'C' is a core component critical for building sustainable value chains. The 6Cs need to operate in tandem to ensure the success of a micro enterprise and the larger ecosystem. The **PIE** is designed to connect producers, both farm and off farm, with 6C service providers and vice versa.

IndusTree Foundation, Vrutti and **Mindtree** have now come together to form a consortium called **DOT Next** that will build the **PIE** in collaboration with farmers and artisans. The consortium, along with other key partners such as **Ekstep, SVP, NSDC, Mastercard**, and more, will work on scaling the platform with its multiple stakeholders across civil society, government, and markets

Outcome/Key Findings

The funds are being utilized to build a talented professional management team at **IF to support the operations** and ensure sustainability: -

1. The grants from various organizations have helped **IF** in mobilizing farmers and training them to increase the yield, extract the banana bark and fibre
2. **IF** has reached out to leading academic institutions in India to conduct research on natural fibre as well as increase efficiency in production methodologies
3. Advocacy efforts put in by **IF** on global platforms have helped bring international visibility to the organization and the causes it works for.
4. Initial efforts of replicating the 6C model of building producer enterprises are being tested in Ethiopia.
5. **DOT Net** that will build the **PIE**, a consortium of like-minded organisations, has been convened to build a digital platform for the artisans and farmers

Challenges

- To be able to generate funding for the operational as well as for other services offered by **IF**
- Be able to attract the right talent pool to increase its efficiency.

Case study: Grooming local leaders



Rajeswari's husband passed away seven years ago. Thrust into a situation where she was the sole breadwinner, with two young boys studying in primary school and an aged mother-in-law, she took up a job in a bakery. For eight years, she struggled with long working hours, returning home too late at night to tend to her children's educational and other needs. She realized that she was not able to have a work-life balance and provide the necessary emotional support her young children needed. She was looking for a better opportunity that could help her bring in the balance.

Having joined GK, the fixed working hours and the welfare schemes of PF and ESI have given her a sense of security today.

"In the present job, we are given benefits such as PF and ESI. This will be of help for my children in the future, hence I preferred taking this job up though the salary is less than the one I was drawing earlier. The most fulfilling aspect of this job is that I am able to get back home early and spend quality time with my children" - says Rajeswari.

When she had joined the company, she was very apprehensive as she was new to this trade. She was trained under an able trainer and being an astute learner, she picked up the trade with ease. Today she has learnt new skills and has now been *elevated into the position of group leader and master trainer*. She is proud that she is being sent to other centres to train the women there. The leadership skills she has imbibed are apparent when she says, "Today I feel that the biggest takeaway for me is that I have learnt how to be tolerant and yet make my team work better without hurting anyone and creating ill feeling among them."

Objective 5 - To have a positive impact on the environment

IndusTree Foundation’s efforts to create a positive impact on the environment have been multi-pronged and significant, ranging from raw materials and production processes, to the recent move to set up producer-owned companies in rural areas, in close proximity to the workforce.

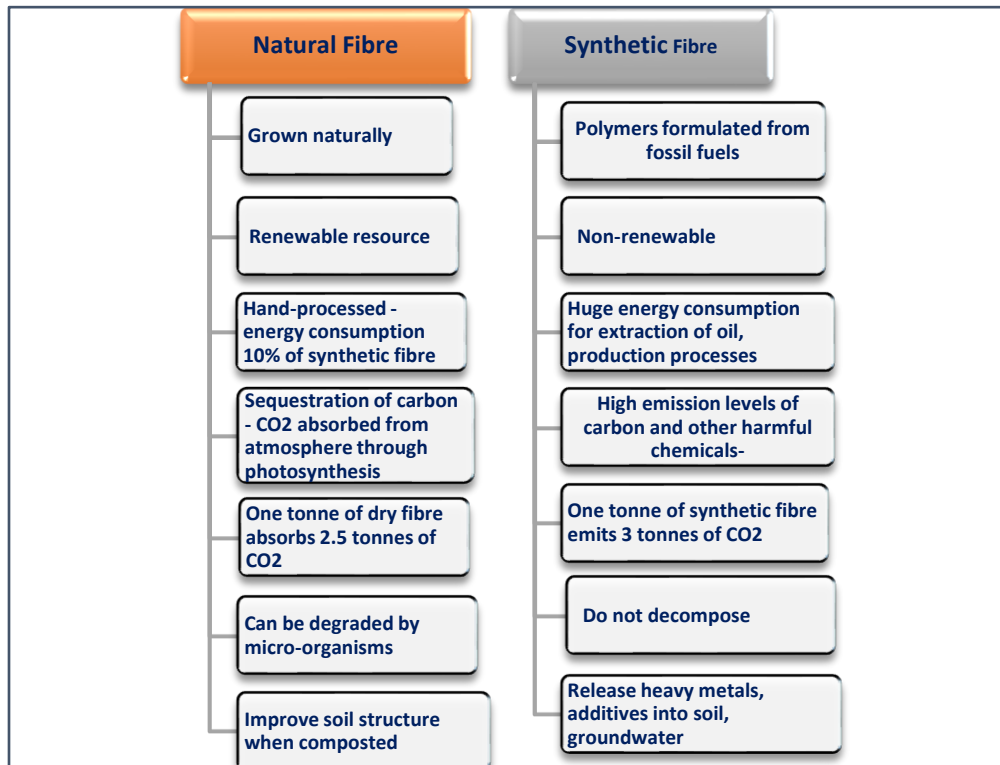
Environmental consciousness is ingrained at every level of the operations. From the usage of raw material to operational efficiencies, efforts are made to keep the carbon footprint to the minimum. Discussed below are some of the key driving factors that encapsulate the philosophy of IF/GK and its efforts towards environment conservation. Some of the conscious efforts made by IF to preserve the environment include

1. Use of natural fibre
2. Creation of a circular economy
3. Minimal carbon footprint during production
4. Usage of renewable energy
5. Carbon footprint saved due to reduction in distance travelled to workplace

Efforts towards environmental conservation

1. Use of natural fibre

Figure 18 - Difference between use of Natural and Synthetic fibre



IF’s products made of natural fibre are now world renowned. The selection of natural fibre for their products was a conscious decision when IF was set up. In general, natural fibre has much less requirement

for fertilizer and crop protection chemicals. Also, its cultivation is taken up in traditional farming systems, with minimal use of mechanized diesel-based equipment. Disposal of fibre waste too is eco-friendly. By their very nature, these products need to be hand produced, the processes are not machine dependent and cannot be mass produced using technology. Besides giving more scope for skilled employment generation, this has also resulted in producing innovations with natural raw materials. Over the years IF has trained and worked with 60,000 artisans at the grassroots level across various geographies, to use not-so-common natural fibre like river grass and banana bark to make their products.

More than a hundred kinds of products made of such natural fibre have been developed in house and marketed by IF. Since 2013, IF has worked with Ikea on its 'Next Gen' Initiative. IF's in-house designers and producers co-create unique products with Ikea designers using traditional handicraft methods and materials for the collections which are available at Ikea stores. Over 6 lakh pieces have been manufactured and have made their way to over 72 Ikea stores in Europe, Japan and Korea.

Figure 19 - Products of IF



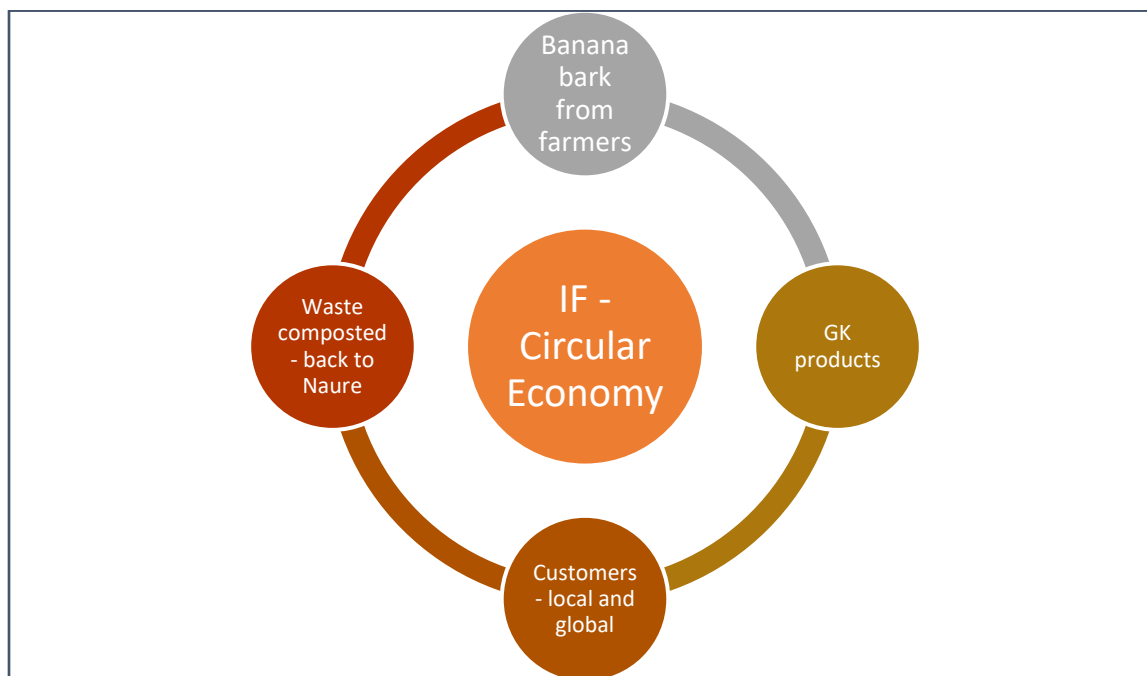
Presently the focus of GK is on usage of banana bark, whose elasticity, tensile strength and stiffness, make it an ideal fibre for weaving. The baskets are entirely hand-woven and the only materials used are banana

bark and lacquer. Fumigation and dehumidification are done using solar power. It is ensured that the packaging materials too are biodegradable and conforms to the norms of global customers. Efforts are also being made to minimize the wastage of the banana bark. Experiments to compost the barks which get infected by fungus or are unusable are now being conducted.

2. Creation of a Circular Economy

The increasing demand on raw materials, and the impact on the earth's climate, have spurred the creation of an economic system, termed 'circular economy'. This model to minimise waste and make the most of resources finds immediate resonance with IF's working ethos, where products made from natural fibre find their way back to Nature with minimal negative consequence to the planet.

Figure 20 - Representation of circular economy



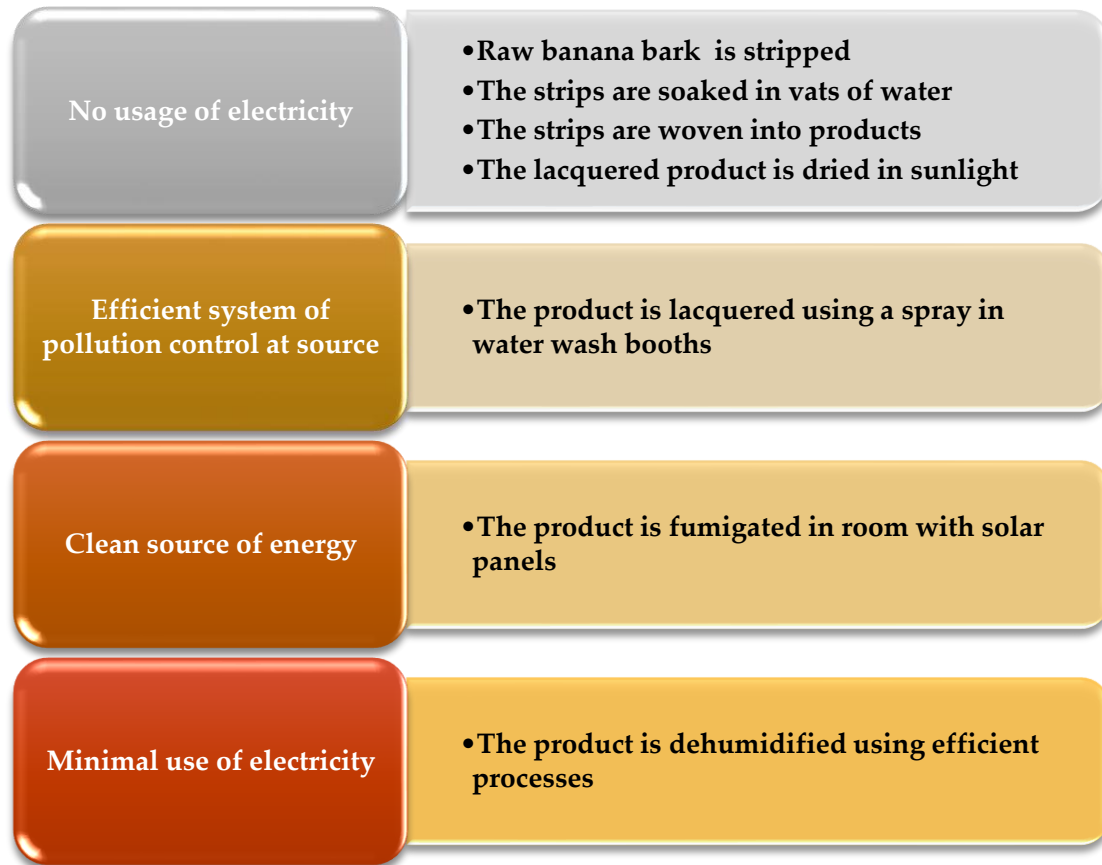
As the natural raw material is sourced from the farmer, the economic activity of the farmer too has increased. While earlier, the raw banana bark was utilized only for fresh flower garland weaving, which is common in the southern part of India, only 30% of the bark produced was utilized. The remaining was left to decompose. The farmer required only fifteen members to be employed to harvest the yield. Today the same farmer is employing approximately 80 people to source the bark and supply it to GK and almost 90% of the bark is utilized for product making, hence generating more economic value.

3. Production Methodology of Banana Fibre Baskets

Efforts have been made to ensure the least carbon footprint is left behind during the manufacturing process too. The process does not require any chemical formulations to be included except for lacquering. The lacquer used is compliant with global environmental norms. At the full-fledged Madurai centre, a

water wash booth traps the lacquer overspray with curtains of water and deposits them into a collection tank, which is cleaned of sludge periodically. The sprayed lacquer- filled water is collected and sent to the municipal corporation for filtration.

Figure 21 - Carbon Footprint during production



4. Solar power consumption vs regular electricity consumption

GK is conscious about the cost effective and efficient usage of energy. Consistent effort is made to reduce the consumption of electricity. To mitigate the usage of the normal power, solar panels have been set up for fumigation at the unit in Madurai.

Figure 22 - Solar unit



A comparative study done between the previous process and the present unit in Madurai showed the following results and is indicative of future savings:

Table 14 - Comparative usage of energy consumption

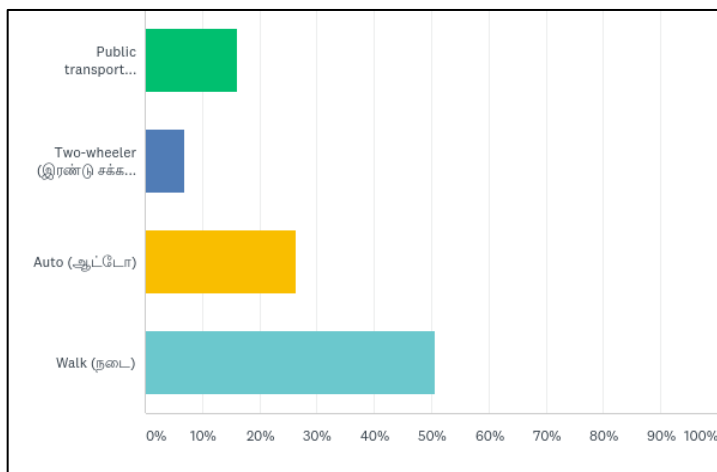
	OLD_PROCESS	NEW PROCESS	
s.no	Heating chamber @Bangalore	Heating chamber @ Madurai	CONSUMPTION DIFFERENCE
1	1000W halogen bulb used 6 x 1000 W total 6000 W (used with AC power all days)	100% used by solar power, operated with AC power in monsoon days	MORE THAN 70% LESS CONSUMPTION
2	Dehumidifying chamber @ Bangalore	Dehumidifying chamber @ Madurai	CONSUMPTION DIFFERENCE
	2 Dehumidifying machine 212V 1000W halogen bulbs 240 x 5 = 1440 V 212*2 = 424 V (single Phase)	2 industrial dehumidifying machine 415 V 415x2 = 830 v (3Phase)	MORE THAN 50% LESS CONSUMPTION
	Total= 1864 V	Total = 830 V	

(Source: MIS GK)

5. Reduced commuting distance for artisans – carbon footprints saved

The conscious effort made by GK to move its base to the rural areas has helped in reducing its carbon footprint. This reduction can be illustrated by means of a simple calculation of commuting distances.

Figure 23 - Details of distance of commute



(Source: Survey Finding; Total responses: 174)

73% of the artisans stay within a radius of 5kms. The study has shown 51% of the artisans come to work by walk, 16% come by public transport and 26% by autorickshaw.

During the Focus Group Discussion, the artisans have stated that they had to travel a distance of 20 km to seek jobs earlier. However, with **GK** coming into their area, the distance required to travel is not more than 5 km.

Hence, the distance required to travel has been reduced by 15km.

The two popular modes of travel in this rural area are three wheelers (auto) and public transport.

For more than half the number of artisans, who come to work by walk, the carbon footprint is zero.

To get an indicative value of the carbon footprint created by the two primary modes of travel, two assumptions can be made, based on the findings of the survey:

a) 26% of employees who travel to work by auto, would also have used the same mode to travel to their earlier workplace, 20 km away

b) The second scenario arises from the survey finding that 16% of the women travel to GK by bus.

Assuming they would have travelled by bus to another workplace farther away, this would result in a further reduction of carbon footprint.

According to the *India GHG Program* which has devised India specific Road Transport Emission Factors, the emission factor for autos is 0.132kgCO₂/km and the emission factor for public buses is = 0.015 kgCO₂/pax-km

The reduction in carbon footprint resulting from reduced commuting distance can therefore be shown by a simple calculation:

Table 15 - Carbon footprint reduction in artisans' commute

Mode of transport	Emission factor	No. of people	No. of km travelled / day	Carbon footprint /year	Carbon footprint reduction
Auto	0.132 kgCO ₂ /km	195	40	308880 kgCO ₂ /km	
Auto	0.132 kgCO ₂ /km	195	10	77220 kgCO ₂ /km	
					231660 kgCO₂/year
Bus	0.015 kgCO ₂ /pax-km	120	40	21600kgCO ₂ /km	
Bus	0.015 kgCO ₂ /pax-km	120	10	5400kgCO ₂ /km	16200 kgCO₂/year

To translate these figures into everyday terms and to give an indication of what they actually mean, we can look at the following equivalencies:

The combined savings of 247860 kg CO₂ per year is equivalent to **not using** 105462 litres of petrol or **not using** 92167 litres of diesel.

122909 kg of coal **has not been burned**.

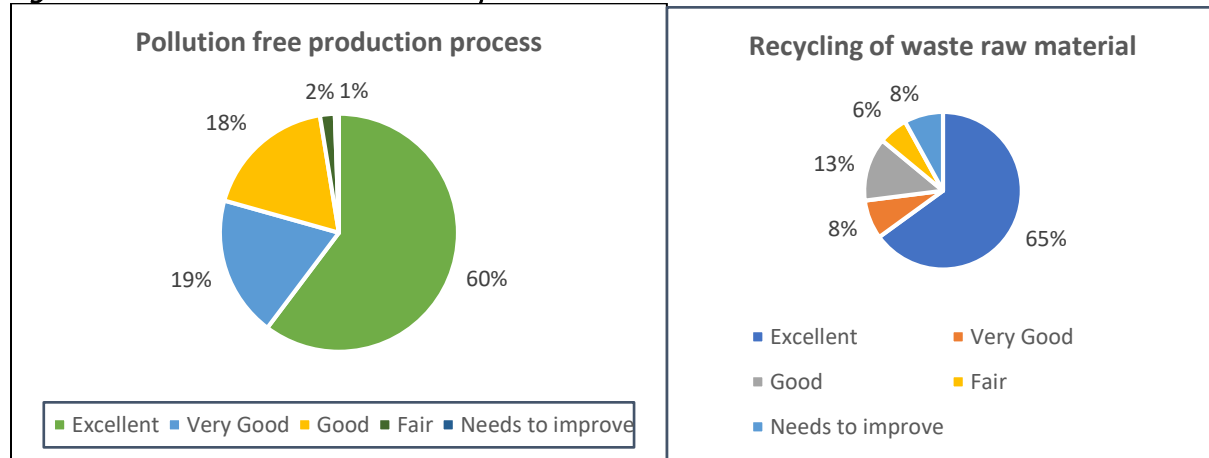
This figure is equivalent to the **carbon sequestered by 2098 tree seedlings** grown for ten years.

Source: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

Outcomes/Findings

1. The women artisans are more conscious of environment conservation having joined **GK**. More than 60% of the artisans agree that the **GK** uses pollution free processes of production, clean sources of energy and strongly believe in the recycling of the products and have given a rating of excellent for all these factors.

Figure 24 - Feedback on environmental practices



(Total Responses: 170)

(Total responses: 166)

2. Responses of key stakeholders on environmental conscious practices

57% of the Management staff believe that IF is working to build a sustainable world. The same number believe that IF is successfully creating a circular economy

The other stakeholders were asked to rate the following parameters:

- The products are eco-friendly
- The production processes are pollution free
- Waste materials are re-cycled
- The production is carried out with clean sources of energy

“No chemicals are used, the raw material used is unique. Our product is being sold in the international market. We feel proud about it. Recently our madam has spoken about us in the White House and we felt very proud about our work” ARTISAN speaks

All the three respondents from the Board of Trustees have given a rating of Excellent for all four parameters. Customers (2) have given a rating of 'Very good', while Partners (2) have rated these from good to excellent. Donors (2) have given ratings of good to very good

3. The focus on natural fibre has enabled ecological conservation, skilled employment generation and innovation in product design and range

4. The circular economy model benefits stakeholders all across the value chain, including farmers, rural women, local NGOs, importantly consumers of the product and the society at large.

5. The product manufacturing process is consciously designed to minimize carbon footprint.

6. Efforts are being made to integrate solar energy wherever feasible

7. GK's move to rural areas and the consequent reduction of commuting distances for the workers has the potential to bring about significant reduction in carbon footprint

Economic Impact of GK

GK's effort in reaching out to the remotest places and providing job opportunities to rural marginalized women has been clearly demonstrated during the study.

To understand the economic value created by GK, a **forecast SROI** analysis was carried out. The objective of the analysis was to understand and value the impact GK has created on its stakeholders. Given the current growth trajectory of GK, it is vital to communicate to its key audiences who are involved in investment and key decision making, the potential social impact that it is capable of creating.

Social Return on Investment (SROI) is an outcomes-based measurement tool that helps organizations to understand and quantify the social, environmental and economic value they are creating. SROI analysis produces a narrative of how an organization creates and destroys value in the course of making change in the world, and a ratio that states how much social value (in Rs.) is created for every Rs.1 of investment.

Though the model of GK has been curated over a period of six years, the present operations based out of Madurai has been considered as base case scenario for the analysis which has been operational for the last one year. The stakeholders have already experienced outcomes which will be similar to fore coming beneficiaries in the future.

This forecast analysis is robust and should be considered conservative as it does not over-claim and looks only at the material outcomes, in line with SROI principles. Conservative assumptions have been made throughout the analysis for the duration of outcomes, attribution to other services or people and understanding of what would have happened anyway. The SROI ratio stays above par (1:1) even when major assumptions are tested in the sensitivity analysis.

Step 1. Establishing the scope and identifying the stakeholders considered: The scope of the study was restricted to a forecasted study of 2018–2022 with 2018 as the base year to study the impact. Two major stakeholders were considered for the analysis

- i) The rural women employed
- II) The social investors /donors

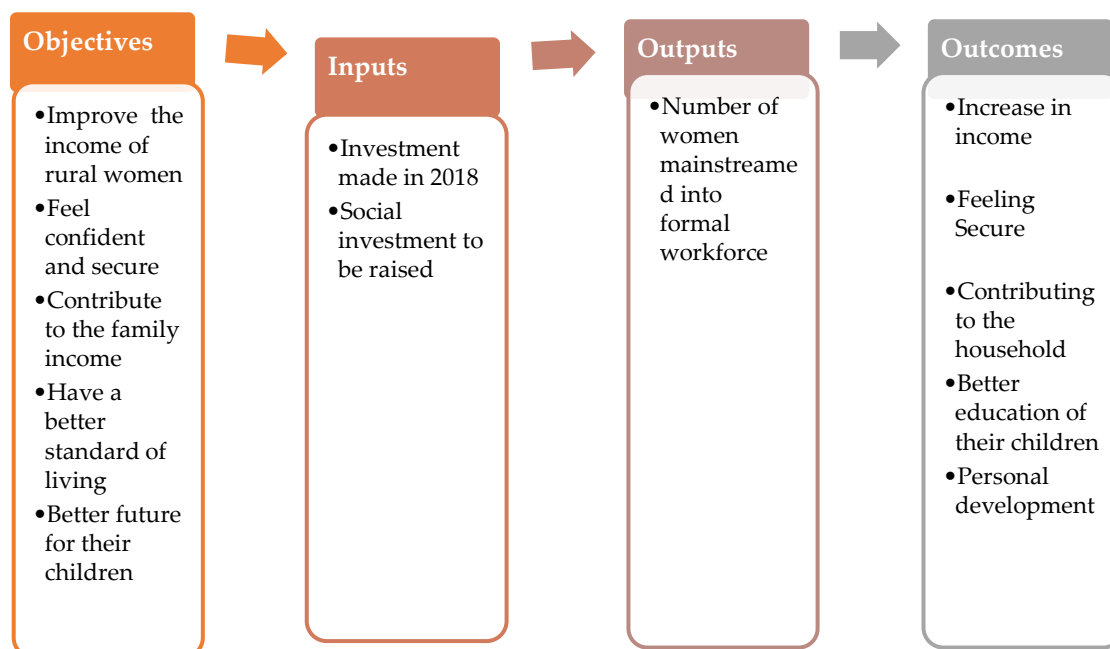
Stakeholders such as the partners, staff and customers have not been included for the present study.

Step 2: Mapping the outcomes and its impact: The intervention of GK is to empower women economically and socially such that they are able to build resilience to face life crisis and have a sustained development in their lives.

Theory of Change

GK has been providing training and opportunity for the rural women in Madurai and Nagapatinam district with the aim of mainstreaming them into the formal workforce. This is being done in a holistic manner such that they grow individually, economically and socially.

The positive outcomes that the women have experienced in the last one year and similar benefits they would acquire in future have been represented below:



Besides the above outcomes which have been considered for the study, other outcomes such as reduced financial stress, improved social status, connectedness with co-workers, increased independence etc can be considered for future studies.

Step 3: Evidencing the outcomes and giving them a value

1. Income increased: Two sets of beneficiaries were studied. 70% of the women were those who were working in a mainstream job for the first time. Their financial proxy was the average salary they earned at GK which was Rs.6689. The remaining 30% of the women had been working earlier. But having joined GK, they have had an increase in their income whose average value was Rs 2500.

2. Increase in Savings: While the study tried to elicit response regarding their savings, the response was negative. This could be due to the fact that it had been just over a year since they had been earning and most of the women were servicing the debts their families had taken. However, in future, with stability and expansion of the job, these women could come out of the debt cycle and start saving, when this outcome can be considered for future studies.

3. Assets acquired: As a measure of improved standard of living, the artisans were asked what kind of assets they had acquired. 63% of the responses showed that they had acquired furniture or consumer goods for the household. The financial proxy for this was taken as Rs. 10,000.

4. Better education for their children: 51% of the respondents have expressed that their children are studying in better schools today. Since most of the children go to government schools, where a minimum of Rs 2000 is spent for each child's education, this was taken as the financial proxy for the outcome.

5. Individual growth: Through the study it was clearly evident that the women felt more secure, confident and in a better position today. To assess their personal growth, the women were asked to rank three factors.

1. Confidence
2. Decision making skills
3. Employability skills.

A financial proxy was given based on a ranking scale that was given to each of the above outcomes. This ranking was based on the responses given by the learners. 'Confidence' got the highest ranking followed by 'employability' and 'decision making' respectively. Based on financial proxy of Rs 5000 being their employability value (as expressed by the stakeholders), the financial value for the three parameters was calculated.

Step 4: Establishing Impact

The next step in the process was to estimate how much of the outcome would have happened anyway and what proportion of the outcome could be attributed to GK. This is achieved by looking at four filters used in SROI for assigning value:

- Deadweight - what would have happened anyway?
- Attribution - who else contributed to the outcome?
- Displacement - were others displaced to create the outcome?
- Drop off - when did the value creation stop?

Deadweight: Deadweight is an estimation of the value that would have been created if the activities from GK had not existed. A value of 36% was assigned as 36% of the stakeholders had expressed that they would have taken some other jobs had GK not existed in their areas.

Attribution: Attribution reflects the fact that GK's program might not be wholly responsible for all of the value created by the activity or service. I.e. who else contributed to the change? However, when questioned, 96% of stakeholders felt that GK alone was responsible for all the recent changes in their life. Hence a 4% value for attribution was assigned.

Displacement: Displacement is an assessment of how much of the activity displaced other outcomes, i.e. what (or who) has been displaced? Since most of the stakeholders came from agrarian workforce, no formal work would have been displaced. A 2% displacement value has been assigned.

Drop-off – Drop-off is a measure which recognizes that outcomes may not continue to last year on year and in future years may be less, or if the same, will more likely be influenced by other factors, i.e. what percentage of the value of the outcome declines each year. A nominal 5% drop-off rate has been included.

Duration: The duration considered for the forecast was 4 years. According to the artisans interviewed, the change observed in the women would remain longer than their engagement with GK, some stakeholders had even stated that the change would last forever.

Quantity: Based on the responses received for each of the indicators during the survey, the percentage of the response was transposed to a total quantity of 3000, the assumption being made that in the next three years the number of women working at GK would reach that figure.

Based on the calculation the value of the total outcome was arrived at.

Step 5: Calculating SROI

The total Input value : 15,50,00,000.00

The Present Value of outcomes : 630717424.4

Net Present Value(NPV) : PV – Input : 475717424.4

SROI – NPV/ Input value : 3.06

The SROI value was found to be Rs.3.06, i.e. for every Rs 1 invested in the project, it creates a social value worth Rs 3.06.

Summary of assumption, assigned value and the estimated Impact

Table 16 - Summary of SROI calculation

Outcomes						Dead weight	Displacement	Attribution	Drop-off	Social Impact	
Description	Indicator	Quantity	Duration	Financial proxy Value description	Gross value	What would have happened without the activity	What outcome did you displace	Who else contributed to the change	Does the outcome drop off in the future		
Income increased	No. of women reporting increase in income	900	4	Average increase in income by the women	30000	108000000	36%	2%	4%	5.00%	61776691.20
Earning for the first time	No. of women earning for the first time	2100	4	Average Income of the women	80268	674251200	36%	2%	4%	5.00%	385676001.6
Saving increased	No. of women having increased saving		4	Average amount of money saved since employment	no savings as such		36%		4%	5%	
assets acquired	No. of women reported to have acquired new assets	1890	4	average value of asset acquired by majority of the women surveyed	10000	75600000	36%	2%	4%	5.00%	43243683.84
Better education for their children	no. of women who have put their children in better school	1530	4	average fee for the school in Tamil Nadu	24000	146880000	36%		4%	5.00%	85730918.4
Individual growth - increased confidence	No. of women reported with increased confidence	2610	4	based on the concept of stated preference of the women	4998	52179120	36%	2%	4%	5%	29846790.59
- increased level of decision making	no. of women reported with increased agency	1950	4	based on the concept of stated preference of the women	1666	12994800	36%	2%	4%	5%	7984005.12
- increased employability	no. of women reported with better skills for employability	2010	4	based on the concept of stated preference of the women	3332	26789280	36%	2%	4%	5%	16459333.63
Input Investment				155000000						Present Value	630717424.4
										Net present value	475717424.4
										SROI	3.069144673

Sustainable Development Goals

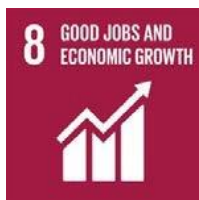
Sustainable Development Goals aligned with IF



Gender equality: The purpose of this goal is to achieve gender equality and empower women and girls. One of the objectives of IF's mission has been to ensure that underemployed women get high and regular income through its initiatives in the creative manufacturing sector.

- The **GK** unit set up in rural Tami Nadu employs primarily women. Presently, 99% women are employed in Madurai, Tharangambadi and Chinnagudi.
- 70% of them have never been employed in any regular mainstream jobs earlier. Their jobs at GK is the first regular employment that they have had access to with benefits such as PF and ESI. Today the average salary that the artisans takes home is Rs. 6689
- Of the remaining 30% of the women who were employed earlier, 52% of them have seen an average increase of Rs 2500 in their income having joined GK.

IF's social entrepreneurship model of creating producer owned company, especially with women in the forefront, aligns with the 5th Sustainable Development Goal.



Decent work and economic growth: This principle aims to promote inclusive and sustainable economic growth, employment and decent work for all. The model designed for GK and other producer companies by IF *ensure not just employment but decent work* for all with stability of income and sustainability of the enterprise.

- 60% of the artisans have claimed that they get fair and regular income
- 72% of the artisans agree that GK provides good opportunity for personal growth and development
- 52% of the artisans agree that **GK** provides equal opportunity for men and women
- 92% of them agree that the work place is safe and secure.
- 65% of the women artisans feel they are getting more respect at home and the community since they have joined **GK**, reiterating the fact that they are employed in decent work.

GK has created opportunity for the rural women which has provided employment, enhanced their social security and respect in the community.



Ensure sustainable consumption and production pattern: This implies that while we achieve economic growth and sustainable development, it is imperative that we reduce the ecological footprint by changing the way we produce and consume goods and resources. **GK** has been very conscious about its carbon footprint and, at every stage, effort is made to ensure that it adheres to the principle of responsible production and consumption.

- The raw material utilized at **GK** is raw banana bark. Earlier, 70% of the bark would be decomposed since its demand had been restricted to fresh flower garland weaving. Today, **GK**'s effort in reviving the craftsmanship and utilization of the banana bark to make products and garments has helped in the responsible utilization of the natural resource and created more economic value for it.
- The increased demand for the raw material has helped the farmers to increase their production and hence generated more employment.
- The products at **GK** are 90% natural with minimum, chemical usage.
- Since the product is chiefly hand woven, there is minimum utilization of electricity.
- Efforts have been made to set-up solar panels for generating electricity and further reducing the carbon footprint.
- One of the important measures taken by **GK** has been in taking the jobs closer to the place where the rural women reside. Since most of the rural women come from conservative families, they are barred from traveling to far places to seek jobs. Since **GK** has moved the production units closer to their homes, they are able to get jobs at their doorsteps. The carbon footprint in travel is further reduced.

Adhering to the principles of circular economy, **GK** has ensured that it minimizes waste and makes the most of the resources where products made from natural fibres, sourced from the local farmers find their way back to nature with minimal negative consequence to it.

SWOT Analysis of GK

Strength	Weakness
<ul style="list-style-type: none"> • Access to employment for women in the remotest place, hence <i>less competition</i> • Secure work conditions provided by GK, enabling women to come out of their home and take up the jobs • Decent wages offered by GK helps in keeping the interest of the employees • Minimum chemical usage, hence no side effects • Use of natural fibre, hence minimum wastage of resources • Academic institutional tie-up for further research to enhance the production efficiency • Highly committed support from IF including financial, infrastructure and professional management hand holding • Set in rural areas hence close proximity to raw material • Unique product and designs hence welcomed in the global market 	<ul style="list-style-type: none"> • Irregular scheduling of procurement of raw material, payment to vendors dampens production and the employee interest • Wages cut due to lack of work reduces the promised monthly salary hence demotivates the workforce • Delay in payment of wages affects the repayment of the personal loans of the employees • Costing of the product being at higher end could prohibit in getting more customers • Limited awareness in market about products made from natural fibre such as banana bark.
Opportunity	Threat
<ul style="list-style-type: none"> • Increase in demand for more such formal jobs in the rural market • Access to potential workforce to scale up the model • Access to R & D / academic institutions for designing more products • Awareness about the detrimental effects of using plastics • Potential partners working in the rural areas looking for more such partnerships 	<ul style="list-style-type: none"> • Usage of other natural fibre products such as jute, coconut fibre could replace the interest from banana bark products, hence constant publicity of the product through different communication mediums is required. • Until the present units are regularized to full capacity, opportunity to fulfill big orders will get affected • Dependence on only a few customers to roll out big production plans

Future Plan of Action

The study brought out a number of issues and challenges, both from observations as well as those expressed by the various stakeholders. The findings were shared with the organization and a future course of action – some with immediate effect and some as a short to long term planning, were drawn out.

Given below are some of the action points that **IF** is working towards addressing the issues.

A road map has been prepared to scale up the operations and new brands have been engaged to ensure continuous orders and thereby regular payment of salary for the women artisans.

Since mainstream banks are not lending to producer companies, **IF** are exploring the feasibility of setting up a special purpose vehicle to provide improved services for debt and working capital for the producer companies.

To ensure regular supply of raw material, **IF** has planned to work backwards and directly with the farmers.

IF is in talks with **Christ University** to evolve a model, create a peer leadership group and facilitate peer to peer counselling for the artisans.

For transportation, a ride sharing facility is being explored. The shared autos and school vehicles are being considered to drop off the children and the mothers, where the facilities are in a shared location. **IF** plans to facilitate discussions with the women and service providers.

Based on the suggestions given by the artisans for improving workspace facility, following immediate actions are being planned.

- Designated drying yards are being set in each unit
- Replace old water tank with a new one in Madurai
- Tarpaulin sheets to be used to provide dry seating areas to the artisans.
- Additional fans to be installed soon in Madurai Unit
- Health check-up camps being planned with free medicines distribution.
- **IF** to procure more instruments in coming months
- First aid kit to be replenished at Tharangambadi & Chinnangudi Units with required medicines

Designers at **Industree Foundation** are working on product diversification and increasing the market reach. **IF** is working on adding new funders to the pipeline. Training of the current professional management is being planned to increase efficiency.

Appendix

I. Impact Map

VISION	Industree is co-creating an ecosystem with farmers, artisans and stakeholders, creating a new way of building sustainable enterprises and work culture.	
MISSION	Industree works towards economically and socially empowering women from both agri and non-agri occupations. This is done by enabling them: to equitably engage with global and local markets, thus becoming wealth creators for themselves, creating resilience to life crises and helping society meet its sustainable development goals.	
OBJECTIVES		
	Output	Outcome
OBJECTIVE 1	To build economic and social empowerment of women	
1. by capacity building to include them in the global value chain	1.No. of women trained, 2.No. of trainings held, 3.Types of training in compliance to global standards, 4.No. of curriculums developed	1.Increase in Income, 2.Skilled women to undertake faster production with globally competitive pricing and quality, 3.Regular income , job security, social upliftment of producer within the family and in the community, 4.increased participation and decision making within the family, 5.long term sustainable employment creation, 6.Better standard of living for next generation, 7.Spending pattern, 8.Influence in the community, 9.Change in cultural values (coastal women),
2. by providing them access to regular employment	1. No. of job roles created,2. No. of women having regular employment, 3.No. of POs completed, Monthly income, PF and ESI	
3. by deep handholding them through professional management	1. No. of professionals hired, portfolio of the professionals	
4. by building individual / community leadership skills	1.No. of women trained in leadership, 2.No. of soft skills training done (lean, 4Y, MEL, FIT,),3. No. of women supervisors,4. No. of communities we work with	
Objective 2	To develop local and global markets	
1. by developing products of global standards	1.No. of products developed, 2.No. of products accepted by the global buyers,3.No. of workshops attended by merchandisers to understand the global market requirement	1.Increased revenue of the PC, 2.increased order from the buyers, 3.Improved working conditions, 4.retention of women in the production unit, 5.No. of produces aware about compliance at unit level,
2. by creating production facilities at global standards with decent working conditions	1.No. of compliance certificates, Infrastructure built details,	
3. by reaching out to buyers & other stakeholders	1.No. of buyers local and global, 2.No. of other stakeholders(NGO), 3.no. of production units,	
OBJECTIVE 3	To build self-sustainability of the producer company	
1. by raising grant equity, working capital and capital expenditure for the enterprise	1.Working capital raised from NBFCs, / through letter of credit,/ through grants, /.Amount of capital raised from financial institutions, /Amount of capital raised from NGOs, /Amount of capital raised from NABARD; NSDC; CSR,	1.Increase in production, 2.Increase in revenue, 3.Upgradation of production facility, setting up of production facility, facilitate tools and equipment's for production, 4.Professionally managed enterprises, making the producer company bankable
2. by creation of producer owned companies at scale.	1.No. of women in the leadership role, 2.No. of women in the governing board of the producer company, 3.No. of women shareholder, 4.No. of PC registered, No. of enterprises, 5.No. of collectives, Financial Compliances	
3. by building local partnerships on the ground	1.No. of vendors, 2.No. of NGOs, 3.No. of other partnerships(mobilization, training, sourcing raw material, production)	
OBJECTIVE 4	To ensure sustainability of professional support from IF	
1. by raising Capital for scaling up the model	no./ amount of grants received (CSR, INGO, Govt., other organizations, technical assistance grants, research grants,	1.focus on natural fibre as a resource, 2.increase in awareness, 3.circular economy, distributive ownership, inclusive entrepreneurship efforts, 4. partnership with other bodies to work on the issue (NIIST), 5.replicating model in Ethiopia, 6.co creation of platform for inclusive entrepreneurship,
2. by advocating and promoting for producer ownership/distributed ownership for inclusive growth globally	no. of forums attended (round table, WEF, WB, DFID, Skoll, GNFF,	
3. by replicating the model in the diverse value chain.	no. of units setup in apparel; biodegradable leaf plate, Ethiopia - Farm to Fashion value chain, capacity building in hard and soft skills by ISTPL,	
OBJECTIVE 5	To have a positive impact on the environment	
1. by creating products from natural fibre	No. of kinds of products, No. of design to product conversion, Types of natural fibre used,	1.Minimal usage of electricity and eco friendly process to manufacture products, 2.less carbon foot print (compare with plastic products), 3.saving water, 4.bio degradable products, 5.improved incomes for banana farmers, 5.prevention of burning of agricultural waste, recycling of waste, 6.less carbon foot print because of work closer to home, reverse migration
2. by using more environment-friendly materials and processes	solar dehumidification process, drying process, minimal water usage, CO2 fumigation, water soluble lacquer usage,	
3. by bringing work to the doorstep of producers	No. of production unit setup in rural areas, No. of MBT registered, No. of shareholders, Proximity of production unit to the producers, No. of villages	

II. Questionnaires

IIa. Artisans questionnaire

1. Name of the employee:

2. Designation at IF:

3. Gender: Male / Female

a) 2 b) 3 c) 4 d) 5 and above

7. No and age of children

8. What is your education qualification?

A	Not educated	
B	Schooling (Below Class 5\	
C	Schooling (Class 5-9)	
D	SSLC	
E	PUC	
F	Graduate	
G	Post Graduate	

9. Designation at IF: a) weaver b) sample maker c) master trainer d) In line-QC e) Group Leader

10. a) How long have you been working in IF ?

a) < 1 yr b) 1 yr c) > 2yrs d) >3 yrs

b) What is the salary you are drawing here?

i) <5000 ii) 5000-10,000 iii) 10,000-15,000 iv) 15,000- 20,000 v) > 20,000

11. a) Were you employed earlier? Yes / No

b) If yes, what was your occupation?

c) Has your income increased now? Yes / No

d) If yes, by how much?

i. Rs 1000 ii. Rs2000 iii Rs 3000 iv. Rs 4000 v. Rs5000 vi. > Rs5000

12. a) Are you happy with the working conditions in the present occupation? Yes/ No

b) If yes, why? (can tick multiple options)

i. I get fair and regular income

ii. it is closer to my home

iii. Good prospect for personal development

iv. Freedom to express concerns and participate in decision-making

v. Equal opportunity for men and women

vi. Good work life balance

13. What facilities do you have at your working centre?

- a) Secure workplace
- b) Good ventilation
- c) Proper restrooms
- d) Creche
- e) Comfortable work stations

14. What further improvement would you like to see with respect to the working conditions?

15. How far is your home from the centre?

- a) < 5 kms
- b) 5-10kms
- c) 10-15kms
- d) > 15 kms

16. How do you commute?

- a) public transport
- b) two-wheeler
- c) auto
- d) walk

17. Rate the following parameters on environmentally conscious practices in IF/GK

		Needs to improve	Fair	Good	Very good	Excellent
	Eco-friendly products					
	Pollution-free production process					
	Recycling of waste raw materials					
	Clean sources of energy for production					

18. What changes do you see in yourself since you have joined IF?

		Yes	No	Can't say
A	I have become a more responsible person			
B	I have more confidence and can speak my mind			
C	I can take decisions by myself			

D	I have developed an attitude to achieve more			
---	--	--	--	--

19. Rate the new attitudes and skills that you have acquired at your job

	Needs to improve	Fair	Good	Very good	Excellent
A. Level of confidence					
B. Leadership skills					
C. Decision making skills					
D. Financial skills					
E. Business skills					

20. How would you rank the following three factors, in terms of personal change? (Rank with nos. 1,2 or 3, with 1 being the highest rank and 3 the lowest)

	Factors	Rank
	Confidence	
	Decision making	
	Employability	

21. How do you use your income?

- a) Daily household expenditure
- b) Children's education
- c) Buy assets for the house
- d) Health related expense
- e) Savings in bank

22. In the last three years, have you used your ESI card for any health issue?

Yes/No

23. Have your children moved to better schools since you started working? Yes/No

24. What kind of assets have you acquired since you have begun working here?

- a) Gold
- b) Consumer items such as TV, Fridge etc -
- c) Household items like utensils, furniture etc

- d) Vehicle -
- e) Others

25. a) Do you have a savings account? Have you started saving money in the bank?

b) Have your savings in the bank increased? Yes? No

If yes, by how much?

i. Rs 1000 -5000 ii. Rs 5000- 10000 iii Rs 10000 - 25000 iv. Rs 25000-50000 v> Rs 50,000

26. Is there a change in the attitude of people in your house/community towards you? Yes /No

27. If yes, which among the following is true? You can choose multiple options

- a) I get more respect at home
- b) I am involved in the decision making of family matters
- c) My family members support me on a daily basis to carry on my chores
- d) My neighbours have been encouraged to take up employment

28. Why do you think your product is of better quality compared to other products in the market? You can choose multiple options

- a) The products are more attractive
- b) The finish of the products is better
- c) The products are eco- friendly
- d) The products are more durable

29.. What kind of trainings have been given to you? How would you rate the training given at IF

		Needs to improve	Fair	Good	Very good	Excellent
1.	Production skills					
2.	Financial training					
3.	Soft skills - 4Ys, MEL, Lean etc					
4.	Entrepreneurship training					
5.	None					

30. What are the social benefits you get from GK/IF?

- a) Health insurance
- b) PF
- c) Personal Loans
- d) Transport

31. What further support would you like to get from IF?

32. If you had not joined GK, what would you have done?

- i. I would have stayed at home
- ii I would have taken another job

33 Are there any others in the region who provide similar employment opportunity? Yes/ No

II b. Partner Questionnaire _IF

1. Name and designation:
2. How long have you been associated with IF?
3. What is the nature of the partnership?
4. Does the partnership have to be renewed each year? What are the conditions for renewal?
5. Frequency of engagement - how often do you have engagements with IF?
6. What kind of hand-holding does IF provide in execution of your work with the artisans?
7. What according to you, is the most significant impact on the ground , that IF is creating with your support? You may choose to tick on multiple options given below.
 - a) Empowering rural women
 - b) Creating a circular economy
 - c) Reviving and regenerating lost craftsmanship
 - d) Building sustainable world
 - e) Any other - please fill in _____
8. How do you work together to improve the program impact on women /artisans?
9. What more can IF do to improve the impact of the program?
11. Rate the following parameters on environmentally conscious practices in IF/GK

	Parameters	Needs to improve	Fair	Good	Very good	Excellent
1.	Eco-friendly products					
2.	Pollution-free production process					
3.	Recycling of waste raw materials					
4.	Clean sources of energy for production					

12. Listed below are IF's stated values. According to you, how far does IF live up to its stated values

	Needs to improve	Fair	Good	Very good	Excellent
Respect					
Humour					
Empowerment					
Ownership					

Innovative					
Catalytic					

- 13. What is it that you value the most in this relationship?
- 14. What further suggestions do you have to improve the relationship?

IIc. IF Customer Questionnaire

- 1.Name of the Customer organization :
- 2.Name and designation:
- 3.For how many years has your organization been a customer for GK / IF?
- 4. What are the reasons for which you have chosen to procure your products from GK/ IF ? You may choose to tick on multiple options given below.
 - a) They strictly comply with the quality standards
 - b) Timely fulfillment of orders
 - c) Support the cause they work for
 - d) Any other - please fill in -----
- 5.What according to you, is the most significant impact on the ground , that IF is creating with your support? You may choose to tick on multiple options given below.
 - a) Empowering rural women
 - b) Creating a circular economy
 - c) Building a sustainable world
 - d) Reviving lost Craftsmanship
 - e) Any other - please fill in -----
- 6. What is the minimum and maximum value of the purchase order you have placed with GK/IF
 - a) Minimum value –
 - b) Maximum value –

7. Please Indicate your level of satisfaction with the following:

		Needs to improve	Fair	Good	Very good	Excellent
1	Timely fulfillment of order					
2	Transparency in transaction					
3	Quality of products					
4	Cost of the product					
5	Design of the products					

8. Rate the following parameters on environmental conscious practices in IF/GK

	Parameters	Needs to improve	Fair	Good	Very good	Excellent
1.	Eco-friendly products					

2.	Pollution-free production process					
3.	Recycling of waste raw materials					
4.	Clean sources of energy for production					

9. Listed below are GK/IF's stated values. According to you, how far does GK/ IF live up to its stated values

	Needs to improve	Fair	Good	Very good	Excellent
Respect					
Humour					
Empowerment					
Ownership					
Innovative					
Catalytic					

10. What is it that you value the most in this partnership?

11. What further suggestions do you have to improve the relationship?

IId. Questionnaire for Employee/ Management staff- IF

1. Name of the staff:

2. Designation:

3. How long have you been working with IF

- a) > 1 yr b) > 3yrs c) > 5yrs

4. Please tick the department you work in –

- a) Design team
- b) Capacity team
- c) Marketing team
- d) Fund / Capital raising team
- e) Construct team
- f) Connect team
- g) Accounts
- h) HR
- i) M&E

5. I like working for IF because (you may click on multiple options)

- a) My job aligns with my interest and the cause that I believe in
- b) I can bring in my creative best here
- c) I am given the independence to work at my pace
- d) Good work life balance
- e) Any other reason - please fill in _____

6. What would you like to improve in your current working conditions at IF?

7) What according to you, is the most significant impact on the ground, that IF is creating? You may choose to tick on multiple options given below.

a) Empowering rural women b) Creating a circular economy c) Reviving and regenerating lost craftsmanship c) Building a sustainable world d) Any other - please fill in _____

8) Working conditions - Rate your level of satisfaction on the following options (1 being the lowest and 5 being the highest)

	Needs to improve	Fair	Good	Very good	Excellent
Remuneration					
Secure work place					
Freedom to express concerns					
Participation in decision-making					
Equal opportunity for men and women					
Responsive peer group					

9) Listed below are GK/IF's stated values. According to you, how far does GK/ IF live up to its stated values?

	Needs to improve	Fair	Good	Very good	Excellent
Respect					
Humour					
Empowerment					
Ownership					
Innovative					
Catalytic					

10). Listed below are IF's objectives. According to you, how far does IF live up to these objectives
Rate your level of satisfaction on the following options (1 being the lowest and 5 being the highest)

Objective	Needs to improve	Fair	Good	Very good	Excellent
To build economic and social empowerment of women					
To develop local and global markets					

To build self-sustainability of the producer company					
To ensure sustainability of professional support from IF					
To have a positive impact on the environment					

11. Suggestions for improvement in IF's initiatives.

III Training details

a. Training topics and schedules

<i>Sl.</i>	<i>Date/ Month</i>	<i>Training Type</i>	<i>Topic</i>	<i>Training Location</i>	<i>Attendees</i>	<i>Provided To</i>
1	Nov-18	Soft Skills	Entrepreneurship Development Training	Madurai	100	GK Unit
2	Sep-18	Soft Skills	Financial Inclusion Training	Madurai	100	GK Unit
3	Nov-18	Hard Skills	Product Training - Annastans Big & Small	Madurai	100	GK Unit
4	Dec-18	Hard Skills	Product Training - Annastans Big	Tharangambadi	200	GK - HOPE Units
5	Dec-18	Hard Skills	Product Training - Annastans Big	Chinangudi	100	GK - HOPE Units
6	Dec-18	Hard Skills	Product Training - Annastans Big	Nagapattinam	70	GK - HOPE Units
7	Dec-18	Hard Skills	Product Training - Annastans Small	Tharangambadi	200	GK - HOPE Units
8	Jan-19	Soft Skills	Entrepreneurship Development Training	Tharangambadi	200	GK - HOPE Units
9	Jan-19	Soft Skills	Entrepreneurship Development Training	Chinangudi	140	GK - HOPE Units
10	Jan-19	Soft Skills	Entrepreneurship Development Training	Nagapattinam	70	GK - HOPE Units
11	Jan-19	Soft Skills	Financial Inclusion Training	Chinangudi	140	GK - HOPE Units

12	Jan-19	Soft Skills	Financial Inclusion Training	Nagapattinam	70	GK - HOPE Units
13	Jan-19	Soft Skills	Financial Inclusion Training	Tharangambadi	200	GK - HOPE Units
14	Jan-19	Hard Skills	Product Training - Hemgjord	Nagapattinam	70	GK - HOPE Units
15	Feb-19	Hard Skills	Product Training - Hemgjord	Tharangambadi	200	GK - HOPE Units
16	Feb_19	Hard Skills	Product Training - Hemgjord	Chinangudi	100	GK - HOPE Units
17	Feb-19	Hard Skills	Product Training - H&M	Madurai	100	GK Unit
18	Mar-19	Hard Skills	Product Training - Hantverk	Madurai	100	GK Unit
19	Jul-19	Hard Skills	Product Training - Botonisk	Madurai	120	GK Unit
20	Jul-19	Hard Skills	Product Training - Botonisk	Tharangambadi	230	GK - HOPE Units
21	Jul-19	Hard Skills	Product Training - Botonisk	Chinangudi	140	GK - HOPE Units
22	Jul-19	Hard Skills	Product Training - Botonisk	Nagapattinam	110	GK - HOPE Units

b. Trainings for Professional Management Team

S. No	Training	No. of people
1.	Quality days	2
2.	Compliance Days	1
3.	Packing Training	2
4.	CMSS Training	2
5.	Contract Review Training	1
6.	Product documentation Training	2

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