



How to build an Enterprise?

industree.org.in

POWER
2019-20

THE
SCIENCE





Creating planet positive, social impact.

Industree Foundation works towards the incubation and acceleration of local, sustainable, ethically run enterprises. These enterprises are collectively owned by women producers working in different value chains.

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POWER 2019-20



In 2019, Industree began implementing the POWER project funded by USAID under their Women's Global Development and Prosperity (W-GDP) initiative.

POWER will empower 6,800 women in three natural fibre value chains - Banana Fibre, Bamboo and Non-Timber Forest Products (NTFP)



The W-GDP Initiative is built around three pillars and aims to promote women's economic empowerment across the globe.

- 1 Women prospering in the workforce** Advocates for workforce development, vocational and skills training to increase women's labor force participation.
- 2 Women succeeding as entrepreneurs** Supports expanding access to capital, markets, and networks to help women grow their small businesses.
- 3 Women enabled in the economy** Seeks to remove legal, regulatory, and cultural barriers that inhibit women's equal participation in the economy.

POWER project being implemented by Industree Foundation, focuses on creating economic opportunities for women through enterprise building using natural resources. The project will also work towards improving the management of natural resources to prevent depletion.

2019-2020

At the end of year one, the foundation has been set; planning and building the enterprises, paving **the way for a sustainable future.**



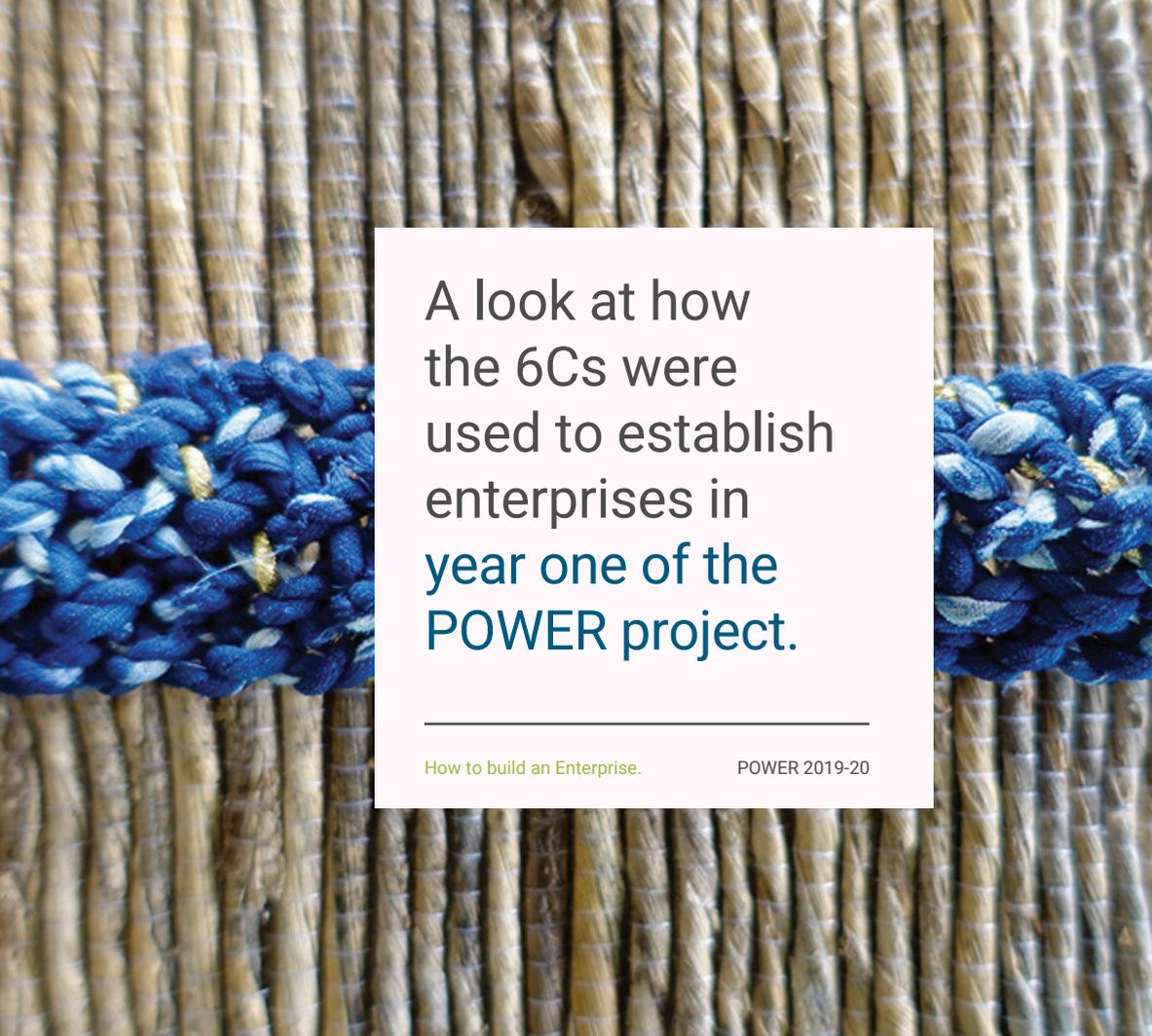
Women aggregated, trained



Products designed, production in full swing



Market connections fostered



A look at how
the 6Cs were
used to establish
enterprises in
year one of the
POWER project.

How to build an Enterprise.

POWER 2019-20

Industree uses a holistic ecosystem approach to ensure that enterprises grow to be self sustainable. This is done through its unique 6C model that addresses all aspects of enterprise building.

CONSTRUCT

CAPACITY
Hard Skills

CAPACITY
6Y and Gender

CAPACITY
Financial Inclusion

CREATE

CHANNEL

CAPITAL

CONNECT





Construct

How to build an Enterprise. POWER 2019-20



Over the last year, Industree established 7 enterprises across Tamil Nadu and Odisha.

- 1 Find a space for the unit
- 2 Set-up the unit in adherence to international compliances
- 3 Mobilize women to work
- 4 Get required permits from the local authorities
- 5 Buy or rent the necessary equipment
- 6 Register the enterprise and start your work!

Through the POWER project funded by USAID under their W-GDP initiative, Industree was able to put together a robust professional management team. Industree has also forged relationships with local government bodies. In Karnataka, the National Bamboo Mission and Industree Foundation have partnered to establish a Bamboo Resource Centre in Chennapatna to showcase the craftwork of the artisans of the Medhar Tribe. In Odisha, Industree works with the Integrated Tribal Development Agency (ITDA), Ministry of Tribal Affairs, Govt. of India.



Tharangambadi, Tamil Nadu

The fishworker community in Tharangambadi has been involved in banana fibre basket weaving work with Industree under the POWER project funded by USAID as part of their W-GDP initiative. Fishing work is seasonal and in the off seasons, these women have little to no work. It is during these hard times that their lack of funds force them to take their children out of school or take loans at high interest rates in order to pay the school fees.

After getting involved with the banana basket work, 208 women in Tharangambadi have received hard skill training. This means that they are able to keep their children in school and meet their day to day costs of living as well. Working with Industree under the POWER project has helped an entire community rise out of poverty and provide for the next generation.

208

women have received
hard skill training in
Tharangambadi





Capacity

HARD SKILLS

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Under the POWER project, Industree was able to train 1,857 women in hard skills across Tamil Nadu and Odisha.

Industree provides hard skills and soft skills training to women to equip them with the skills required to run their enterprises. More importantly, this skilling provides knowledge and awareness creating confident, conscious producer entrepreneurs.

Hard skills are conducted by highly skilled professionals and require individual attention.

CHECKLIST

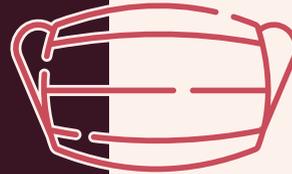
- ✓ Tools and machines
- ✓ Materials
- ✓ Techniques
- ✓ Safety measures
- ✓ Quality assurance
- ✓ Waste reduction



Rajeshwari, Producer, Banana Fiber Value Chain

Rajeshwari is a basket weaving artisan at the Madurai Greenkraft production unit supported by USAID through the POWER Project under their Women's Global Development and Prosperity Initiative (W-GDP). Rajeshwari has learned new skills in basket weaving and has advanced from Apprentice to Master Trainer in the 8 months. She has worked at GreenKraft, finding pleasure in her prowess as a producer.

She has continued to receive income throughout the pandemic through the new work-from-home system which was vital for her family as she is a widow supporting two children. As the lockdown restrictions have lifted, Rajeshwari has returned to work at the Greenkraft unit. Being the only breadwinner of her family, she has many responsibilities.



"I feel proud that I am able to provide safety for others during the pandemic, and am thankful for the continued livelihood that I and my family depend on."

-Rajeshwari, Tamil Nadu

Capacity

SOFT SKILLS: 6Y AND GENDER

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The two key training modules are 6Y and Gender, 1,569 women were trained under 6Y and 1,553 in Gender.

The 6Y module provided an understanding of sustainability, how to position local work in a global scenario and deepened the sense of production quality, timeliness and ownership. The gender module resulted in an understanding of gender as a concept, rights, place in society, equality and importance of respect for both genders.



6Y stands for You (the producer), Your family, Your community, Your enterprise, Your World and Your Planet.



Mikhala, 6Y & Gender Trainer, NTFP Value Chain

Mikhala is a trainer in Odisha. She trains the tribal women working in the Non Timber Forest Product (NTFP) value chains in 6Y and Gender modules as part of the POWER project supported by USAID under their W-GDP initiative.

Through her work, Mikhala has also learned a lot about gender. She now believes that there should not be any discrimination between sons and daughters and whatever rights a son is getting the daughter should also get the same. She feels that sons should not be the only ones allowed to work. Daughters too have aspirations to work and earn and so in order to do this they should get equal rights.

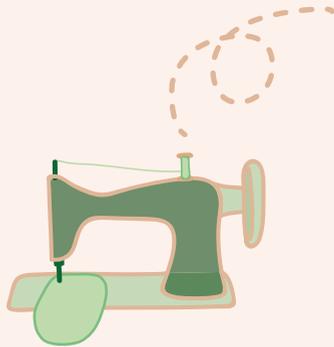


“Daughter’s should get the same rights as sons.” -

Mikhala Diggal, Odisha

Sudali Majhi lives in Odisha and is the President of her Self Help Group (SHG) that works with NTFP to make biodegradable products.

Sudali's husband used to drink and there was very little income in her family. This was very stressful for her as the impact of the lack of money would fall on her children. Sudali and her peers started attending training sessions that Industree was holding under USAID's W-GDP funded POWER project. Through this they got the courage to leave their homes, form a group and start work. The income that she now earns from producing biodegradable plates goes towards educating their children. Sudali says they are also able to eat better and she doesn't feel as stressed as she used to.



“The way I have improved through the training, other women should also improve!”

- Sudali Majhi, Producer Leader, NTFP Value Chain, Orissa



Vijaya, Producer, Banana Fiber Value Chain

Vijaya, from Thanakkankulam, is a producer at GreenKraft, a producer-owned company incubated by Industree and supported by the POWER project, funded by USAID under the Women's Global Development and Prosperity Initiative (W-GDP). Before she started working at GreenKraft, her family of four was living off just her husband's income, and they struggled to make ends meet financially.

Vijaya did not have previous work experience, but she needed to support her family, so she joined a local GreenKraft unit that was established near her home. She has now been working there for a year, and has seen her financial problems decrease significantly with the contribution of her salary. She has been able to start saving money monthly to prepare for any unexpected costs that her family might incur, and is also saving for her two daughter's higher education.

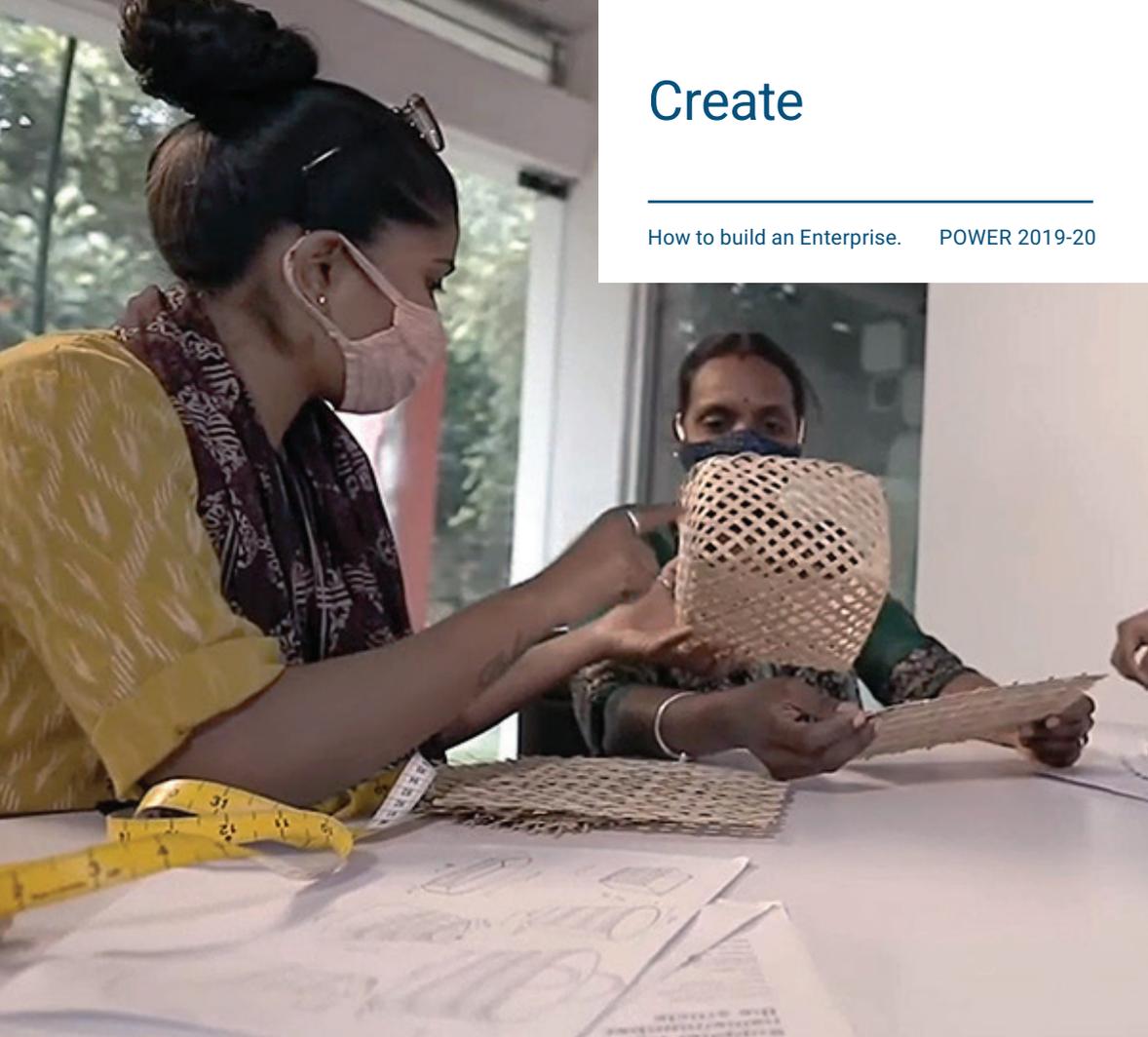
"I am really glad that I joined this Company. I can now be self-reliant and independent."

-Vijaya, Tamil Nadu



Create

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189 new designs have been developed using banana fibre, bamboo and NTFP.

Industree has worked with product designers on their team to develop contemporary, consumer friendly products using age old crafts and skills. Designing a new product requires understanding the materials being used. So in the case of natural fibre, knowing how it can be manipulated, whether or not it can be dyed, what kind of treatments it requires, all feed into how the products are designed.

CHECKLIST

- ✓ Ideation
- ✓ Understanding the material
- ✓ Studying market trends
- ✓ Sketching designs
- ✓ Deciding dimensions
- ✓ Sampling - creating prototypes
- ✓ Testing treatment methods
- ✓ Finalising product for production
- ✓ Creating product catalogues for buyers

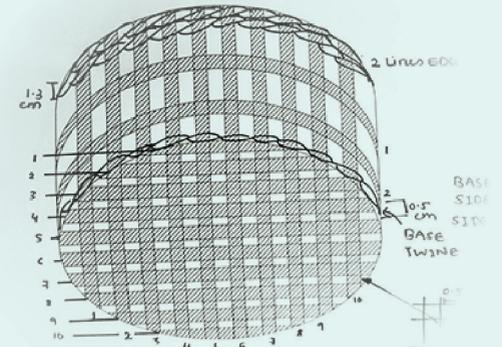


"I don't want to wait for the future. I feel that today itself I am the owner of this company." - Kavita, Quality Checker, Tamil Nadu



Kavita has been working at this unit for a little over a year. She comes from the village of Kila Kudiyur. She has been trained to produce banana fibre products. As part of the POWER project, her training included understanding the quality of banana bark, how to segregate them and how to split it efficiently. Kavita trained under Industree's master trainers Mani and Rosy who travelled to Madurai from Bangalore.

During this period she understood and explored the technical errors that were happening during production and what methods she could use to avoid it. Because of her interest in perfecting the design and production processes, she was promoted to the position of Quality Checker .



Channel

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Industree reached out to buyers who understand the larger objective of the enterprise - sustainability and empowerment.

For the last year, Industree has been working with existing buyers while also building relationships with potential brands, retail outlets and buyers, both domestic and international. They help the enterprise grow not just by providing orders but also with inputs on design, compliance and waste reduction.

GOOD FASHION & LIFESTYLE

The 'Good Fashion and Lifestyle' event hosted by Industree had a marketing focus, showcasing the POWER project and related product lines, while also focusing on advocacy, with a goal to establish Industree as a thought leader in the sector.

The virtual event took the attendees on a journey through the rural locations of Tamil Nadu where Industree is working towards setting up traceable, ethical supply chains that have a positive social impact. The second part of the event, the conversation was taken to a macro, ecosystemic-level through a gamified scenario planning workshop.



**Selvanayaki, Master Sampler,
Banana Fibre Value Chain**



Selvanayaki is a basket weaver in Greenkraft, Madurai. She lives in Thanakankulam and has three children. She joined the unit with no knowledge of the craft and has worked her way to now weaving baskets for international orders. She says that she feels proud that the products they are developing are going abroad to be sold. After joining the unit she learned that so many products can be made with banana bark for export.

USAID's W-GDP initiative is supporting the POWER project to help connect many artisans like Selvanayaki to global markets. This regular stream of orders helps the women continue to work and earn.

We are extremely interested in developing and producing new products. We are proud that our products manufactured without waste are sold across the world.

- Selvanayaki, Tamil Nadu

Capital

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Industree is leveraging partnerships with the government for strategic and infrastructure support.

With the support of USAID under their W-GDP initiative, Industree has, over the last year, raised grant funding from several sources and also forged critical public-private associations.

The partnerships with National Bamboo Mission, Karnataka and the Integrated Tribal Development Agency (ITDA), Ministry of Tribal Affairs, Govt of India in Odisha are some major relationships.

GOOD MONEY MATTERS

The Good Money Matters event was hosted by Industree to bring key finance stakeholders into one room to discuss the future of development funding and co-create tools for sustainable funding and progress.

B will drive outcomes across rural skilling and livelihoods, women empowerment, and environment



\$10Mn DIB to scale up collective of ~10,000 women by providing bridge financing

Objective	Demonstrate the scalability of Industree's women's collectives model around bamboo through the end-to-end setting up of a new vertical of bamboo products - from purchase of saplings to cultivation, production, and sale of the final value-added products. The bond will: <ul style="list-style-type: none"> • Provide upfront capital for the purchase, planting and irrigation of bamboo as well as open • Linking of funding to outcomes/ de-risking delivery of outcomes through social investment • Minimize risk and monitoring & evaluation costs through robust, tech-based solutions 		
Details	\$10 mn size	5-year duration	6.5%* return on investment (USD)
Impact	3,500 plantation workers employed -Free from child labour -Free from bonded labour	3,500-6,500 women empowered -Provided balanced jobs near their homes -Trained in soft & hard skills -Given enterprise ownership	~46,000 tCO2 of carb sequestered -Bamboo grown as per guidelines -Bamboo usage prev plastic pollution
Path to sustainability	<ul style="list-style-type: none"> • The program will continue to generate revenues even after year 5 • The organization set up, and the technical assistance provided to it will continue to function • Operations will break even in year 5 and will not need further donor funding 		

*subject to market value for money realisations during structuring

A detailed table with multiple columns and rows, containing various data points, likely representing a financial model or project plan. The table is organized into several sections with colored headers, but the specific text within the cells is too small to read.

An enterprise will continue to have a requirement for capital to run. At Industree we are constantly working to create partnerships and raise funding to ensure that enterprises have the funding required to reach self-sufficiency. As part of the USAID funded POWER project, Industree hosted the Good Money Matters event which brought together various stakeholders from the finance realm. Finance instruments and sustainability were discussed and key partnerships were fostered as a result of the GMM.

Connect

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Industree leverages technology in order to reach remote locations and ensure that traceability and transparency is maintained.

Industree uses a host of digital tools customized for the smooth functioning of the producer companies incubated by us. These tools also help in training, building operational efficiencies and connecting to market. Industree has partnered with Socion to use their Platform for Digital Attestation (PDA).

During this pandemic Industree has created atomized training modules to help the producers self learn through mobile phones.





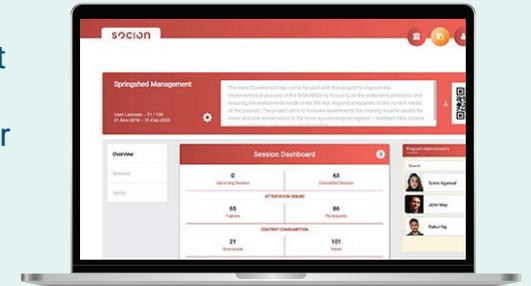
“Women should have the guts and self-confidence to get equal priority like men without giving up, since society always prioritizes men.”

- Monisha, Producer, Banana Fiber Value Chain, Tamil Nadu

Monisha lives in Perumalpettai with her parents and two siblings. She has been working at the unit as a banana basket weaver for about one year now. Before joining the unit she was not working but now she saves her earnings for the future. Monisha has attended the 6Y and Gender training sessions through the online training software that Industree is using under the POWER project.

Monisha has learned a lot about empowerment. She says that from the training, she understood how to be confident and now she feels more confident at home as well as at the workplace.

She downloaded the PDA app and she finds it very useful. In case she ever wants to refresh her memory, she has the information at her fingertips with the app.





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