



2021

Annual Report



Thriving in Adversity 

Industree Foundation’s comprehensive approach helps women and youth in communities assess their traditional skill base, organize individuals into collective enterprises, develop products that appeal to modern markets, and create consistent demand to enable regular incomes at the lowest possible costs. Industree’s approach has tripled the incomes of artisans in non-farm occupations by leveraging their artisanal skills and integrating them into the creative industries sector. It works on the vision that people at the first mile, if connected to sustained and consistent demand for their products and services, can leverage their agency and an enabling ecosystem to integrate into the formal economy and lift themselves out of poverty.

Industree Foundation has reached 200,000 producers across India and Africa, through collaborative efforts with organisations like USAID, HSBC, Target Foundation, British Asian Trust, Mastercard Center for Inclusive Growth, Bank of America, HT Parekh Foundation, Fidelity, HCL Foundation, Grassroots Business Fund, International Trade Center, Geneva and National Skill Development Corporation.



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We Survived a Pandemic

Last year, the COVID pandemic acted as an opportunity in disguise to assess the need for systemic change to restore livelihoods and build resilience. Our team members were crucial to the effort of restoring enabling ecosystems and empowering local communities through capacity building and disseminating best practices and hence keen to work and determine sustainable livelihood strategies. Our aim through this annual report is to display the community effort and impact that was generated throughout the past year. Members of our leadership team are happy to share their experiences and insights with you, and set the stage for the following report.



Jacob Mathew
Being cognizant of heightened stress resulted in ‘Wind down Wednesdays’ that acknowledged that the lockdown required team members to contribute more at home and catch up with chores including childcare and selfcare.



Ayan Dutta
Empower the team and treat your fellow human beings with compassion and reason. Focus on facts and find the opportunities in every crisis. Realize that there is always a way out, and seek to solve the problem, not to assign blame. All experiences are valuable and useful if we learn from them .



Neju George Abraham
Our teams need to be applauded for the work done during COVID. We were able to add over 2600 women from marginalized communities into the workforce while jobs were being lost all over the country during the second wave. We set up 12 producer enterprises in 3 value chains in three states in 2021 and this was only possible due to the depth of effort put in by our teams on the ground battling COVID, while ensuring safe spaces for women to work and thrive. We feel really proud that in the last two years we have been able to bring in over 5000 women into the workstream and support them throughout the pandemic.



Akila Lean
I think this pandemic has brought out the best in us, be it strategizing to live in the ‘new normal’ or bringing in collaborative thinking in the social sector by launching CoLive Collaborative, or introducing new growth engines like Regeneearth and Flourish.shop. This pandemic has forced us to think and act differently. Our constant thought of working for the last mile has helped us convert glaring threats into opportunities that would help accelerate our reach to larger sets of beneficiaries through digital mechanisms which in ordinary time would have perhaps taken longer to achieve. We have been able to accelerate the growth of communities we support as well as build resilience in them and within ourselves. We of course would not be able to achieve all this without our funders and buyers walking hand in hand with us through this journey of change.



Ami Patel
Empathy was the value that held us together and gave us the strength to sail through these adverse times. Our commitment towards our producers fortified further when we saw how seamlessly they adopted the new working models and thus we emerged stronger. Striving for solutions has always been the approach and this year we saw us segwaying with improved processes mastering virtual platforms starting from our producers onwards. Adapting to agile ways of operations due to the ever changing circumstances on ground has made us resilient as a team and must acknowledge a better version of ourselves.



Gambeera Seelan
During the last one year, everyone as individuals and as an organisation have gone through an emotional journey, be it through loss of some family member or friend at the personal level and going through job loss or cut in the salary.

At Industree, we had great support from the leadership team as well as the ground staff who always welcomed and encouraged each other to overcome this adversity and keep everyone motivated to march forward with hope for the wellbeing of everyone involved in its mission. We bounced back by taking small steps and changing the way we work at the office, as well as our units keeping the protocols in place while reaching our targets in terms of deliverables to our stakeholders.

The teams kept the needs of our producers, who are the reason for our efforts, in the forefront and ensured that they are secured and guarded in these difficult times. Ending this with a quote- ‘can’t change the direction of the wind, but I can adjust my sails to always reach my destination’. -Jimmy Dean



Susan Bhaktul
COVID-19 brought out the best in us! From the pandemic’s throes of uncertainty, unpredictability and chaos, Industree Foundation rose to become more resilient, agile and empathetic. Every life mattered. After naturally wondering about the ‘why’, we moved into action to face the situation. We gathered to brainstorm on options to keep the wheel of quality-life turning. From designing virtual trainings, to taking work to homes of our artisans, to reaching out personally to every artisan checking their well-being, to some monetary help, it seemed like a seamless movement on modalities. We could not achieve this without our customers and donors supporting us unconditionally. The wonderful women producers came together yet again to prove their immense strength with their sense of ownership and belonging. If given a choice, we usually like a status quo in our comfort zones. Life will continue to throw out situations. We can either dwell in self-pity and get defensive or we can convert challenges to opportunities. I think Industree took that step to deal with the pandemic with a collective force. We survived, and will continue to do so, because we hit the ‘can do!’ button and not the ‘should we?’ one.



Shilpa Sharma
A silver lining of the covid crisis is the accelerated pursuit of ‘conscious’ consumption. The time is here for brands/ businesses to reorient and reinvent themselves, and communicate their purpose. They must build their brand online and digitize pathways. Online platforms will continue to gain market share through acquisitions and organic growth. But significant opportunities remain for brands that can build community and engagement around their MVP (Minimum Value Proposition) and that’s where, our work with Flourish comes to the fore.

Shilpa Sharma (Creative Entrepreneur, Craft Evangelist) has spent over two decades in the textile, craft, and lifestyle retail space. After a 12 years innings with Fabindia, building their growth story, she quit in 2010 and co-founded Jaypore, India’s first online retail portal for exquisite Indian handmade products.

She is currently mentoring Flourish, a global platform that envisions making ‘conscious consumption’ an accessible lifestyle choice for consumers around the globe, and which upholds values that democratize wealth creation as well as give recognition for creator/ producer groups. She continues to nurture two other ventures, Breakaway (experiential journeys around India) and Mustard (which offers Bengali and French cuisine). Aside from these, she enjoys her work with FMCG, Creative, and Lifestyle businesses as a consultant, mentor, and advisor. She is actively advising founders at Purple and Bazaar on strategy & growth. She has recently been appointed as an advisor on the Bain Advisor Network, a global community of Advisors who work with Bain on high-impact projects.



Kajendran Sankar
Working in a highly uncertain environment has revealed and developed the skills of many, required for navigating and moving in the right path, which has helped the organisation survive and thrive in times of this global pandemic.

We Survived a Pandemic



Jolly Varghese

It has been an emotional personal journey for me to make sense of the upheavals while staying connected with loved ones from afar. At the organizational level, it has been about accepting people as they are and being supportive. To get the teams going through adversity, we had to be open minded about the resources we have, what was in our control and how best we could deliver the outcomes. Valuable learnings of acceptance, managing our own inclusion and that of others have emerged during these trying times.



Sehjo Singh

The Ethiopia team was faced with a tough challenge of implementing safety norms and protocols much before any one else was following it in the town. The newly founded unit was vindicated when its safety standards became one of the reasons for it to be given the biggest order of PPE suits by the regional administration of Bahirdar. The President of the Amhara region and the Federal Minister for Health visited and lauded the unit for its efforts.



Prableen Sabhaney

Prableen Sabhaney has recently taken charge as Director-Communications.

Besides brand perception management, Prableen specializes in the strategizing, preparation and management of messaging and communication to facilitate information flows with-in and about organizations. She is of the firm belief that focused communications and Communication Strategy is the final differentiator and should be viewed as a strategic investment.

In a career that spans over three decades, she has worked with organizations, companies and institutions across a variety of sectors and verticals, creating and delivering bespoke programmes and processes. Over the past 15 years, her work has focused on building one of India's most iconic home grown brands, bringing together the concept of Brand and the idea of Social Entrepreneurship and Responsibility - an area of abiding interest.



Hemal Panchamia

We started conceptualizing Flourish in the peak of the first wave of pandemic. With so much uncertainty around us, it was tough for us to stay true to how we wanted to build the platform and be empathetic to the ground reality. The early struggles have taught us a lot and now we are prepared to face the realities of the world in a far better manner. Today I can say with confidence, we are better poised to pitch a mindful project like Flourish in a post covid world where consumers are more attuned to the struggles of others.

Hemal holds the position of Director-Flourish. In his role, he leads Flourish which is an e-commerce platform that aims to make conscious consumption as aspirational and accessible lifestyle choice for consumers. As part of his mandate, he oversees overall operations of the platform including, merchandising, marketing, and global partnerships.

Hemal's career spans over 18 years across sales, marketing, retailing and e-commerce. He has spent a large part of his career building India's largest youth fashion accessory brand. Post a successful corporate stint, he has been an entrepreneur at large while working on various consulting assignments with large MNC's and some of India's upcoming start-ups in the e-commerce, personal care, nutrition and sustainability space. Hemal moved into the social sector with Industree Foundation.



Lives, Livelihoods and Life After COVID Agility During Covid

The Covid-19 pandemic has disrupted the lives and livelihoods of millions across the globe. As humanity faces one of its toughest challenges in the form of the virus, it is imperative that measures are taken to address the negative impact of the virus outbreak in the immediate and the short-term future. Standing by our community of artisans and helping them with fortitude amidst adversity, **Industree Foundation** is taking the needful action to support the communities and producers we work with. **Industree's Covid response addresses three different areas in regards to the virus - Lives, Livelihoods, and Life after COVID-19.**

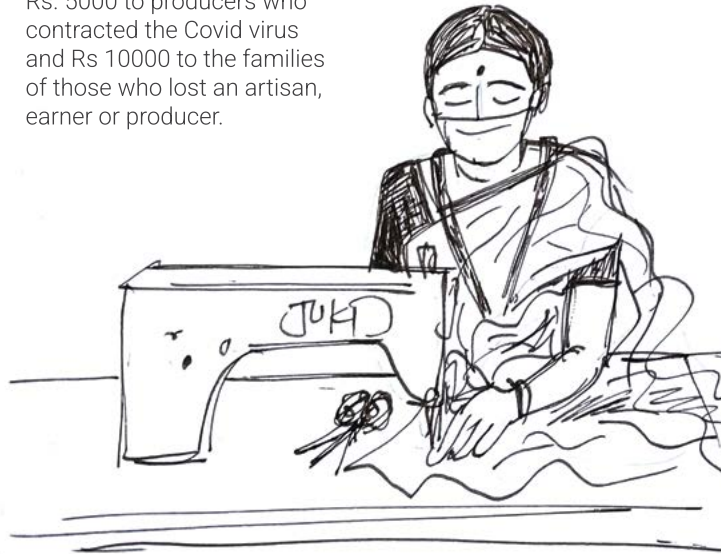


Lives
Industree has been engaging in continuous weekly contact with over 1000s of our producers, keeping them up to date on the latest safety guidelines about the virus and ensuring that we monitor their health. We have additionally been providing them with rations of essential items, including staple food and personal hygiene products. Industree is committed to continuing to provide them with their income, which is vital for the survival of the producers and their families as many of the producers' spouses have lost their source of income, leaving the financial burden of supporting the family solely on the shoulders of the women.

Industree also provided emergency support to protect our producers' lives. Industree provided a supporting sum of Rs. 5000 to producers who contracted the Covid virus and Rs 10000 to the families of those who lost an artisan, earner or producer.



Livelihoods
While continued income is an essential component to the producer's wellbeing, the producers take ownership over their work and feel a sense of dignity and empowerment from earning their income. In response to this, Industree developed a dignity range of products which the producers have been able to create from home so that those in critical need will earn with dignity, for their immediate welfare and those of their communities. These products were collected and sold post lockdown's lifting. We also provided a multitude of training programs with the aid of digital tools ECHO, a discussion and learning platform for virtual training, and PDA, a Participatory Digital Attestation application for dissemination and attestation of training.



Life After COVID-19
While the pandemic may have morphed into an endemic stage, and we might still be subject to waves, Industree firmly believes that the way that business is conducted has been forever changed, and is adapting a model based on its existing theory of change labeled 'Business NOT as Usual'. This model will increase the presence of distributed manufacturing, bringing formal work to rural areas with aggregated value chains that can mitigate the risk facing long global supply chains that are easily disrupted. Make From Home has brought opportunity to hundreds of women who were otherwise unable to leave home to work in a unit. This brings the additional responsibility and accountability of ensuring labor and environmental compliance to thousands of homes as units. It implies that instead of more managers, we need to build more leaders. It also focuses on an increase of creative enterprises with producer-ownership or cooperative models to provide vital stable income, health insurance, and social security for producers. We have also run vaccination camps to ensure that our professional management teams and our producers are protected, and have vaccinated 46% of our producers, 98% of supporting staff, and 80% of our professional management team.



Thriving in Adversity
The pandemic provided a unique opportunity to focus on our values of supporting vulnerable communities, and express and act upon our vision of creating sustainable livelihoods that can endure times of crisis. Using the learnings we have gained from the first and second waves of the pandemic, we have contributed to the inception and growth of CoLive and Creative Dignity, which were essential for aiding the artisan community throughout the country. The Industree team has grown, having added Shilpa Sharma, Hemal Panchamia, Aradhana Nagpal to it's team during the pandemic. We have also added over 2,600 women to our team of producers, during a time when jobs were lost throughout the country and the world. The culture of Industree has grown more collaborative and relies on the expertise of many individuals throughout the organization to lead and help us grow into the new normal. We are blessed and proud to have thrived in adversity, and to have been able to share that through impact on others.

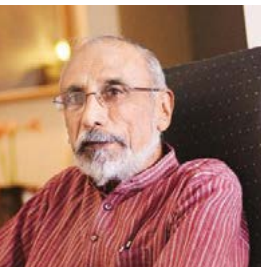
Board Members



Neelam Chhiber
Co-founder and Managing Trustee at Industree Foundation, Neelam is an inspirational social entrepreneur who has been working with women producers in India and Africa for the last 30 years. She is awarded with the Economic Times EVOKE award for the Social Entrepreneur of the Year 2020 and was also chosen as the Schwab Foundation/World Economic Forum's Schwab Social Entrepreneur of the Year 2011. She also holds the credit of Womanity Foundation's Women Changemakers Fellow. She is one of the founding members of Catalyst 2030, which is a movement of global social entrepreneurs and funders to achieve the SDGs by 2030. She is a founding member of Creative Dignity, responding to the needs of India's estimated 200 million artisans.



Shoba Narayan
Shoba Narayan is the author of four books. She has been a journalist and columnist, for a number of national and international publications. She writes about textiles, aesthetics, travel, food, wine, relationships, culture, spirituality and women. She has taught at IIM-Bangalore, IIM-Ahmedabad and the Indian Institute of Science, Bangalore.



Prof. Ashoke Chatterjee
Prof. Ashoke Chatterjee's background is in the engineering industry, international civil service, India Tourism Development Corporation, and 25 years in the service of the National Institute of Design (Ahmedabad) where he was Executive Director, Senior Faculty, Distinguished Fellow and Professor of communication and management. Current affiliations include the Prabhat Education Foundation for children with special needs, Utthan, the Centre for Heritage Management, the India Foundation for the Arts, Madras Crafts Foundation, Centre for Environment Education, and Gandhi Ashram. An author and writer, his books include 'Dances of the Golden Hall' on the art of Shanta Rao and 'Rising' on empowerment efforts among deprived communities in rural Gujarat.



Sanjay Kalra
Sanjay Kalra is an Entrepreneur- at-Large, in pursuit of the next discontinuity. His recent projects have been in leveraging tech for healthcare, rural skilling and distribution chains, corporate governance and mentoring. Till recently, he was Chairman of Shiv Nadar & Sanjay Kalra Associates, a US Health Tech focused buy-out fund. Earlier he was the CEO of Tech Mahindra, served on the Board of Directors of Mahindra Satyam and was a member of the Global Executive Board of Mahindra and Mahindra. Mr. Kalra served as an Executive Vice President at HCL Technologies and was the CEO of DSL Software. His past experiences are in leveraging talent, capital and markets to turn around businesses, acquisitions, joint ventures, leading high growth businesses and engineering teams, nurturing start-ups and IPOs. He is an IIT Delhi Alumnus and the recipient of the Alumni award for National Development in 2007.



Gita Ram
Gita Ram is Co-founder of Industree Foundation. She has been working in the craft sector for several years and has a rich expertise in technical issues. She has been working as a volunteer with The Crafts Council of India for over 30 years and is currently the Chairman. She was with Madras Craft Foundation and has helped set up Dakshinachitra, the Heritage Center outside Chennai. She has worked extensively on revival of languishing crafts, organized technical training and skill up gradation for artisans. Gita has served in advisory capacity and in senior positions in organizations dedicated to development and promotion of crafts at various State and National levels. She is currently the Managing Trustee of the Gandhigram Khadi and Village Industries Trust.

Advisory Board



Geetha Narayanan
An educator with over four decades of experience as a teacher, an educator, a curriculum and instruction designer.



Charly Kleissner
PhD; Co-Founder Toniic & KL Felicitas Foundation; Board Chair Impact Assets. Charly Kleissner is an impact investor.



Lisa Kleissner
Co-founder and President of the KL Felicitas Foundation, a family foundation dedicated to empowering impact entrepreneurs worldwide.



Shankar Hariharan
Mentor, advisor, consultant and coach to managers and leaders. Prior Managing Director of an Indian Company of the French Multinational Group, Saint-Gobain and Managing Director of a Company in the IBP Balmer Lawrie Group.

Mission

Industree's mission is to scale this ecosystem to reach three million women by 2030. Industree is committed to raise and channel 300 million USD of blended capital to nurture this ecosystem through partnerships, with Gender, Climate, and Equity at the core of our activities.

Vision

Create an enabling eco-system for vulnerable women to build sustainable livelihoods, focused on ownership in climate-positive value-chains, paving the way for a future with dignity, empowered at home and in the community.

Sustainable Development Goals

Primary



No Poverty

Industree works with bottom of the pyramid communities in order to ensure that they are pulled out of poverty through sustainable interventions that have long term and lasting impact, contributing to the first United Nations Sustainable Development Goal of No Poverty.



Gender Equality

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



Decent Work and Economic Growth

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



Reduced Inequalities

Industree's emphasis on creating livelihoods for women and provision of financial inclusion training for its producers contributes to the tenth United Nations Sustainable Development Goal of Reduced Inequalities.



Responsible Consumption and Production

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



Climate Action

Industree's work to create sustainable value chains using natural materials such as natural fibre and bamboo, and using green business principles and practices including circular economy and solar energy contribute to the thirteenth United Nations Sustainable Development Goal of Climate Action.

Secondary



Zero Hunger

Industree provides producers with increased and regular incomes, which leads to producers increasing their spending on nutrition and health, contributing to the second United Nations Sustainable Development Goal of Zero Hunger.



Good Health and Well-Being

Industree provides life-skills training for our producers, enabling them to make informed decisions and increase spending on health and nutrition, contributing to the third United Nations Sustainable Development Goal of Good Health and Well-Being.



Quality Education

The majority of Industree's producers increase their spending on their children's education, contributing to the fourth United Nations Sustainable Development Goal of Quality Education.



Partnerships for the Goals

Through collaboration across multiple sectors in order to create sustainable impact and access a variety of areas of expertise, Industree's work supports the seventeenth United Nations Sustainable Development Goal of Partnerships for the Goals.



Industry, Innovation, and Infrastructure

Through creating sustainable producer-owned enterprises, Industree's work supports the ninth United Nations Sustainable Development Goal of Industry, Innovation, and Infrastructure.



Sustainable Cities and Communities

Industree creates producer-owned enterprises, providing local employment opportunities for the surrounding communities and contributing to the eleventh United Nations Sustainable Development Goal of Sustainable Cities and Communities.



Peace, Justice, and Strong Institutions

Industree's creation of producer-owned companies that operate with an inclusive, democratic structure contributes to the sixteenth United Nations Sustainable Development Goal Peace, Justice, and Strong Institutions.

Core Impact Areas



Increased and regular incomes



Women's empowerment at home and at work



Decent and equitable work conditions



Resilience to life crises



Improved standard of living for the next generation



Climate action



Industree Over Time



Industree Foundation
Created as a liason with the Government of India, to implement Grant in Aid scheme for artisanal producers. Provided professional management and infrastructure to producers

2000

GreenKraft Producer Company Ltd.
Women-majority producer-owned company creating natural fibre products for domestic and international markets

2012

Ektha Apparel Producer Company Ltd.
Women-majority, producer-owned company creating contemporary clothing and accessories

2013

Industree Skills Transform Pvt. Ltd.
Incubated to skill over 200,000 people in the creative sector space in partnership with the NSDC

2018
Creative Million 501 C, USA
Incorporated

2010
Narasapur Producer Transform Pvt. Ltd.
Ministry of Textiles Mega Cluster Scheme SPV with 50% artisan share holding, evolved to impact over 15,000 producers, under Ministry of Textiles Mega Cluster Scheme

Platform for Inclusive Entrepreneurship (PIE)
Societal platform-inspired organization to create catalytic change, registered as a non-profit Trust

2020
KIND Ethiopia
Producer owned Artisan product brand launched in Addis Ababa, Ethiopia

2019
Tana Shema Weaving Works
PLC Producer-owned weaving unit incubated in Bahir Dar, Ethiopia.

2021
Flourish
Ethical and sustainable e-commerce platform supporting Indian and global co-owners, owned by producers

2022
Flourish Social Benefit Corporation
Incorporated



Collaboration



Catalyst 2030

Catalyst 2030 is a global community of social entrepreneurs, funders and other social change innovators and partners, including Ashoka, Echoing Green, the Schwab Foundation for Social Entrepreneurship and the Skoll Foundation. Industree is co-creator of Catalyst 2030, created to engage actors across sectors with the common goal of achieving the United Nations Sustainable Development Goals (SDGs) by 2030. In April, Catalyst 2030 launched its 'Catalysing Change Campaign' consisting of a series of webinars on a variety of topics that resulted in a report containing policy suggestions for systemic change. Industree conducted a panel discussion with Honorable Minister Nitin Gadkari, Francois Bonnici, the Head of Schwab Foundation, and Jacob Mathew . Industree is well aware that in order to achieve impact at scale, and take this scale global towards meeting the SDG's, it has to align with the goals of other networks involved in the livelihoods space. Catalyst 2030 is the largest amongst them. This, combined with Industree's own priorities to tackle SDGs like No Poverty (SDG 1), Gender equality (SDG 5), Decent work and economic growth (SDG 8) and Climate action (SDG 13) make it an ideal platform for impacting the global first mile producer ecosystem.

Neelam chairs the collaboration working group and is on the incubation board. Creative Dignity, CoLive, and Flourish are all collaboratives inspired by Industree's experience at Catalyst 2030. Industree embarked on a learning journey with Catalyst 2030, inspired by it's association with Societal Platforms, where the solution to exponential scale is co-creation and collaboration.



Creative Dignity

During the Covid pandemic, Industree was able to support Creative Dignity, a collaborative in India, as a result of learning to build a movement from Catalyst 2030, of which Industree is a founding member. Creative Dignity focuses on supporting the artisanal microenterprise ecosystem in India. Within a short period this collaborative movement, with marginal resources, was able to garner more than 1000 artisans, professional, and students to work together. Partnering with professional agencies such as Kearney who offered pro bono services, the collaborative set and met goal fundraising amounts designated for three different phases in their efforts; Relief, Rehabilitation, and Rejuvenation.

In the first three months during the Relief phase, Creative Dignity worked to provide immediate assistance - cash, food comfort to artisans in distress reaching the most vulnerable artisans to provide ration kits and support in identifying sale worthy stocks using funds raised.

For the Rehabilitation phase during the following 3-12 months, Creative Dignity worked to equip and prepare the artisan ecosystem for scale so that artisans would return to having a stable income. They assessed that the artisans had over \$20 million of unsold stock, and worked to connect them to markets domestically and internationally.

The second wave of Covid19 required that Creative Dignity switch back to Relief mode, but now is working on the Rejuvenation phase, which focuses on building artisanal agency and a stronger voice for the artisan sector with the Indian Government.



CoLive

Covid Livelihood Coalition - CoLive has come together for the protection of India's most vulnerable communities, which includes artisans. CoLive currently has 84 organisation members and works with two existing Covid collaborations formed last year, which are the Covid Action Collaborative and Creative Dignity. In total, along with 500 organisations included in the central database at Catalyst 2030 National Association of Social Entrepreneurs, CoLive touches at least 20% of India's rural population, accounting for about 150 million people. Through these networks, there is excellent potential to build on initiatives that work to improve health and livelihoods through on the ground interventions and raising much needed capital.



Regenearth

Regenearth is a movement to propel creative manufacturers towards sustainable livelihoods by becoming reliable players in supply chains, via a shared practice of equitable creative manufacturing enterprise delivered globally to adopt successful models. Regenearth is led by practitioners with experience in the sector who enable organizations to diagnose their unique challenges and work on customized solutions using digital learning simulations in solo and peer settings. Regenearth also enlists trained local mentors and experienced guides to provide expertise and insight. Each 11 month long Regenearth program creates a cohort of participants who learn and co-create together during a series of workshops.

This will lead to organizations being equipped to build sustainable, stable and dignified alternatives for artisans who might otherwise languish in the precarious informal sector. Using the 6C framework- a unique framework developed by Industree Foundation, participants can build a pathway to scale, not only for their individual businesses but for all in their supply chains. The 6Cs are Construct, Capacity, Create, Channel, Capital and Connect. By the network effect and cascading of learnings the program aims to impact the lives of 3,00,000 producers over the next 5 years.

Regenearth has had two cohorts to date. Cohort 1 was launched in 2020 where we had participants like SEWA, ACCORD, Deshpande Foundation, Change Alliance, Headstreams, Ekibeki, Craftizen etc. Organisations like SEWA, ACCORD and Deshpande also went on to become

co-conveners in CoLive. Cohort 2 is currently running, and includes participants from Creative Dignity.

Industree and Dasra co-designed and operationalized Regenearth with the aim to gather and disseminate best practices in creative manufacturing through co-creation, curation of curriculum and conducting shared learning through calibrated mentored implementation. Dasra enabled the use of a deeply community-centred design approach to conceptualize and test the program with potential participants and roll out of the first program.



Outreach Activities

Catalyst 2030 Virtual Skoll World Forum

April 1, 2020

Neelam Chibber was one of the panelists in the event- Catalyst 2030 Virtual Skoll World Forum session, Innovative Finance for Inclusive Value Chains. She spoke about the importance of bringing rural artisans and farmers from the informal sector to the formal sector and discussed how Industree was helping the unserved communities when the COVID-19 lockdown was announced, the entire sector shut down and there was no cushion for these workers. During this time, Industree Foundation brought producers into the formal sector to provide financial and social security for them through a consistent and stable source of income.



GuideStar India Advanced Level- Gold Certification

April 16, 2020

Industree Foundation was awarded with the prestigious GuideStar India Advanced level- Gold certification for 2019 and with this, joined India's largest pool of credible NGOs after undergoing a rigorous due diligence process. GuideStar India is India's largest and most reliable online information repository with 8800 NGOs. GuideStar India's Gold Certification is the Advanced Level certification indicating that a high level of accountability and good governance procedures are adopted by the organisation.



Design for Economic Resurgence

April 17, 2020

Jacob Mathew was a panelist on the Association of Designers (ADI) webinar- Design for Economic Resurgence. The webinar covered the role that design might play in the revival of the Indian economy post pandemic. Jacob shared insights drawing on his expertise in design.

Webinar Resurgence of Crafts

April 25, 2020

Neelam Chhiber was a part of the Association of Designers of India webinar Resurgence of Crafts and Industry. She shared her views on what an inclusive economy for artisans looks like during the pandemic.

'Catalysing Change' Campaign

May 1, 2020

The Creative Dignity session hosted by Catalyst 2030 'Catalysing Change' Campaign was a session where the movement Creative Dignity was introduced, which is an unprecedented movement that aims to address the challenges being faced by 200 millions artisans across India during the pandemic. It is driven by leading organisations and individuals from the creative manufacturing sector, and is ever expanding to incorporate more actors across sectors to maximize the impact of the movement.



Regenearth Design Workshop

May 27, 2020

Regenearth, a one-of-a-kind shared practice model of equitable creative manufacturing enterprise delivered globally to adopt successful models with carefully chosen partners, held its first design workshop on 27th of May, 2020. It was a huge success with participants joining in from India (SEWA Bharat, Barefoot College, Deshpande Foundation, Gocoop, Ecotasar, Startup Oasis, Descat, Resham Sutra and Divyam Leather Crafts), Africa (Glo Creations, Rwanda) and Puerto Rico (Parallel 18, Universidad del Sagrado Corazón and Isleñas).



The Health Minister's Visit to the Unit in Ethiopia,

June 4, 2020

The Minister of Health of Ethiopia, Dr. Lia Tadesse, visited the tailoring unit at EiTEX, University of Bahirdar in the Amhara Region of Ethiopia. Here 23 of the tailoring trainees in the Farm to Fashion project have volunteered to join the larger EiTEX team to help manufacture PPE kits for the front-line workers during the pandemic with permission and adherence to safety and health guidelines, and with safe transportation.

Decent Jobs Post COVID-19

June 10, 2020

BOP Hub collaborated with the League of Intrapreneurs to bring intrapreneurs the skills and tools they need to create change within their ecosystems and organizations by hosting a panel discussion, called 'Decent Jobs Post COVID-19.' Neelam Chhiber participated in the discussion, which was centered on creating livelihoods that have social safety nets and benefits that can survive turbulent situations such as the current pandemic.



Growth of Regenerative Economies

June 18, 2020

In response to the COVID-19 crisis, Catalyst 2030 launched the third round of its 'Catalysing Change Campaign,' to focus on the rapid changes needed to support food security, healthcare, education, sanitation and hygiene, mental health, leadership and other critical global social needs.

A roundtable conference was held on 'Growth of Regenerative Economies' with esteemed panelists Hon. Nitin Gadkari, Minister of MSME, Govt of India, Valeria Duflo, Co-founder, Overtourism Solution and François Bonnici, Director, Schwab Foundation for Social Entrepreneurship, and Jacob Mathew.

The session was a conversation between policymakers and social entrepreneurs to discuss the importance of responding to COVID-19 by supporting economies that leave no one behind and advance the SDGs.



Virtual Craft Fair

August 12 and 14, 2020

Showcase of our latest natural fibre products, designed for lifestyles and for the home. Under the USAID funded POWER initiative, IndusTree Foundation works with rural women producers to design and produce natural fibre products that are a marriage of traditional skill and modern design. Our highly distributed production model is adapted to allow women producers to earn their livelihoods while maintaining the highest levels of quality and compliance, during the trying time where the COVID-19 pandemic prevents regular work activity.



Good Money Matters

August 18, 2020

Industree along with USAID hosted an interactive co-creation roundtable called Good Money Matters. This session brought together some of the best minds and experts from the financial and social sectors to have an opportunity to co-design, participate in and to drive the creation of a financial mechanism that can holistically look at environmental and socio-economic challenges through a new progressive lens. This session was full of collaboration, learning, and innovation.

Outreach Activities



Inauguration of the Business Incubation and Product Development Centre

August 26, 2020

Inauguration of the Business Incubation and Product Development Centre focused on the Medhar community in Channapatna, Karnataka. This centre was the first step toward setting up women owned collectives in the Bamboo value chain under the USAID grant funded 'Producer Owned Women Enterprises' (POWER) Project, supported by the WGDP Incentive Fund.



CNBCTV Hosted a Conversation

September 3, 2020

CNBCTV hosted a conversation with Neelam Chhiber of IndusTree Foundation and other renowned women entrepreneurs on creating women led, women focused businesses on young turks.



Good Fashion & Lifestyle

September 9, 2020

Industree hosted the 2020 Edition of our signature event, Good Fashion & Lifestyle, which was held to reimagine Creative Manufacturing ecosystems globally- a conversation necessitated by the global pandemic, its impact, and its consequences, known and unknown, that will manifest in the near future. This event showcased Industree's work with USAID through the 'Producer Owned Women Enterprises' (POWER) Initiative, supported by the W-GDP Incentive Fund. It also includes a co-creative session where we crafted COVID-conscious responses for problems in supply chains, practices, and business models, while developing strategies for a more stable, prosperous future for all stakeholders in the ecosystem.



Social Entrepreneurs Collaborating to Accelerate Progress to the SDGs

October 19-22, 2020

Jacob Mathew was a panelist in a session 'Social Entrepreneurs Collaborating to Accelerate Progress to the SDGs' organized by Catalyst 2030 on the Global Social Economic Forum.



Design for Sustainability

October 30, 2020

Jacob Mathew was a part of an inspirational episode on Design for Sustainability where he spoke about his vision for a kinder, gentler type of capitalism.

The webinar was hosted by Clean, Green, Renewable, Sustainable (CGRS), a 3-part Indo-Danish dialogue series that was presented by Invest in Denmark.

Sankalp Virtual 2020.

November 6, 2020

Neelam Chhiber was a panelist on the Sankalp Virtual 2020. She was on the panel called 'How to be Gender Intentional', which covered the unique challenges of women who are a part of the workplace such as pay disparity, hard negotiation in an ecosystem that has been tailored for men, lack of investor trust, returning to the workforce post-childbirth in some cases, and so on. The pandemic has only deepened the burden on women.

Through this session Neelam Chhiber pointed out, 'Organizational structures need to dramatically change in the next 10-15 years, which will make the ecosystem easier for men and women to become natural allies in the journey to more gender balance.' Industree is working to make this a reality by helping both men and women to work collaboratively and create an ecosystem where equality is a natural instinct and gender balance is the new normal.

Conversation with Shilpa Sharma and 'Flo Bangalore'

February 8, 2021

Neelam Chhiber had an intuitive conversation with Shilpa Sharma and Flo Bangalore, creating a profound alignment around the challenges and opportunities for women entrepreneurship in India.

International Women's Day Summit

March 7, 2021

Ami Patel, Senior Lead, Business Development, Regeneearth & PIE at IndusTree Foundation, was a panelist on the Amplifying Her Voice International Women's Day Summit 2021, which showed a spotlight on global women's entrepreneurship, and covered pandemic proof innovations powered by women.



Economic Times Evoke Award for Social Entrepreneur

February 19, 2021

Neelam Chhiber won the first Economic Times Evoke Award for Social Entrepreneur of the Year 2020 award for Corporate Excellence. The new category formed under the ET Awards for Corporate Excellence aims to celebrate the very best in the field of social entrepreneurship. Chosen by a specially constituted jury, Neelam Chhiber was the unanimous choice for crafting an exemplary model that has made a positive impact on the livelihood of artisans, promoting sustainable and responsible sourcing while also providing scale and growth for the enterprise.

Women Leaders in Skill Development

March 11, 2021

Neelam Chhiber was a panelist in the webinar on Women Leaders in Skill Development on the 11th of March, 2021. Neelam with other inspirational women discussed the importance of women in the social sector and their impact on skill development as leaders from varied paradigms.

Outreach Activities



Spotlight on Global Women's Entrepreneurship- Pandemic Proof Innovations
March 11, 2021

The 'new' normal has challenged us all to think deeply about our own survival; Ami Patel, Sr Lead - Business Development, Regenearth & PIE at Industree Crafts Foundation, was part of a global discussion- 'Spotlight on Global Women's Entrepreneurship- Pandemic Proof Innovations,' on the 10th of March with women from around the world who have witnessed the new frontiers of resilience.

She discussed the working model of Industree, which involves paraprofessionals practicing the Deep Hand Holding model with our women producers to help them have a holistic working experience, to empower them to design and co-create the right products for today's market, which can provide them with economic independence.

Women Leaders in Skill Development
March 12, 2021

Neelam Chhiber was a panelist in a webinar by NSDC and Skill India on 'Women Leaders in Skill Development,' on 11th of March, 2021.



This webinar was a discussion on the importance of skill development among women in backward communities. Neelam pointed out the key issue that rural women face even after being trained by skill development companies. She said, 'Skill learned, but where do these women find jobs? As they experience immense difficulty in finding rural jobs post-training. Hence, Industree divulged into this issue. Its model provides training and work where the rural women are by setting up units nearby. They don't have to commute a long distance to work and be economically independent with a stable income. Therefore, not displacing or causing women to migrate from their homes.'



Members of the Soliga Abhivrudhi Sangha Visit To Industree Foundation Office in Bangalore.
March 17, 2021

Members of the Soliga Abhivrudhi Sangha, a welfare society of the Soliga tribes, visited the Industree Foundation office in Bangalore.

This visit aimed to put a unified effort towards empowering the Soliga women as artisans with a stable income. We look forward to working with them at our Bamboo enterprises in Chamarajanagar district, Karnataka.





Media Mention

‘Hub for Bamboo Craft Opens in Channapatna today’
Deccan Herald, Bangalore
26th August, 2020

Industree Foundation was featured in an article about the commencement of the Channapatna hub incubated by joining hands with The Forest Department where traditional craft combined with technology will help make the eco-friendly products that will be exported to other markets.

‘Initiative to Integrate Bamboo Craft of Medhar Community into Global Market’
The Hindu
27th August, 2020

As a part of the National Bamboo Mission, Industree Foundation and the U.S. Agency for International Development opened a Bamboo Research Centre in Channapatna, Karnataka which will support over 100 Medhar families in the nearby areas.

‘The Art of Caring for Artisans During Pandemic’ Sustainability Next
12th October, 2020

sustainabilitynext.in/the-art-of-caring-for-artisans-during-pandemic/

Susan Bhaktul, CEO, GreenKraft and Apparel, Industree Foundation wrote an article about Industree Foundation's response to help it's women-producers during pandemic that affected millions of people around the world.

‘Finding Purpose is a Journey by Neelam’ Something or Other Publishing
10th February, 2021

Neelam Chhiber published an article ‘Finding Purpose is a Journey’ at ‘Something or Other Publishing’, LLC, sharing instances from her life as a social entrepreneur in living her purpose of life.

‘Neelam Chhiber of Industree First to Bag New Award’ The Economic Times

Neelam Chhiber was featured in the ET newspaper for winning the first ET Evoke Award for Social Entrepreneur of the Year 2020 award.

‘Indians Have to Understand the Importance of Inclusive Biz’ The Economic Times

Neelam Chhiber was interviewed by The Economic Times as a winner of The Economics Times Evoke Award for Social Entrepreneur of the Year, 2020 award.

‘The Social Entrepreneur’ Entrepreneur India

Neelam Chhiber, Co-founder and Managing Trustee, Industree Foundation, was featured in the magazine ‘Entrepreneur India’ in an article that highlights her success journey and sheds light on how Industree Foundation's model was built and how women artisans are empowered through producer-owned job opportunities.

‘How Platform Know-how can Drive Social Inclusion and Empower Billions’ World Economic Forum

Neelam Chhiber Industree Foundation with Prashant Mehra, Chief Architect, Social Inclusion, Mindtree, and Vrutti, were featured in the WEF e-article for co-creating the Platform for Inclusive Entrepreneurship (PIE).

‘POWERed, Rural Women Weave Baskets for Global Market’ DT Next

Industree Foundation-incubated POWER Project supported by USAID was featured in a capture by DT Next showcasing two of our women producers’ journeys with the Project.

‘Craft Grows More Roots at the Grassroots’ The Hindu BusinessLine
30th November, 2020

The Hindu BusinessLine published an article that talks about the POWER Project supported by USAID and incubated by Industree Foundation which helps women from rural communities build better livelihoods.

‘Upskilling and Empowerment for the New Normal’ The CSR Journal
28th November, 2020

thecsrjournal.in/upskilling-and-empowerment/

CSR Journal e-portal published Neju George Abraham's article who is the Head of Rural Livelihood and Agri Value Chain projects, Industree Foundation.

Produced Owned E-Commerce Platform

FLOURISH
made from good

Flourish is an ethical e-commerce platform that aims to impact producer livelihoods by bringing their stories and products to conscious consumers worldwide, which is incorporated as the US entity Flourish Social Benefit Corporation. Flourish aims to aid the economic transformation of the millions of Indian and global artisans, paving the path for the next Regenerative Economy. The lifestyle marketplace

is curated with ethically sourced, environment-friendly products across categories like apparel, jewelry, home decor, toys, and accessories. The Flourish framework is designed to make the consumer aware of where the products come from, how they're made, and their impact on creating sustainable livelihoods for the producers and creators. So far, brands like Sasha, Rangasutra, Avani Kumaon, P-Tal, and over 30 producer entities from various parts of India have been listed on the platform.

Co-created and co-convened by Industree Foundation, Flourish is visualized as a 100% producer-owned platform, where producers

and producer groups are curated not only by their products but also by their intentions and ability to pay fair wages all along the value chain. In addition to fair wages, producers and producer groups on the platform will also receive dividends when the platform shows profit. Flourish is registered as a company owned by two Mutually Beneficial Trusts. 90% of its shares lie in Producer Ownership and Welfare Trust and 10% in Professional Support Services Trust. Boards of both the Trusts are now being expanded to involve thought leaders and well-wishers of India's estimated 200 million artisans and the one billion artisans around the world.



Free shipping on orders above INR 999 | Easy Returns | Worldwide Shipping

SHOP GIFTING MAKERS FLOURISH OUR STORY COMMUNITY EXPERIENCES

MADE FROM GOOD

Welcome to a world where the product, the producer, and the consumer come together to create an ecosystem that spells goodness

Be it for you, the artisans, or their communities, our aim is to create meaningful experiences, and a world of truly unique products, all made from good.

The Flourish framework is designed to make you fully aware of where the products come from, how they're made, and the impact they have had on creating sustainable livelihoods for their producers and creators.

SUBSCRIBE NOW!



FLOURISH
made from good

 FAIR WAGES	 TRANSPARENT	 ECO-FRIENDLY	 EMPOWERS WOMEN
 HANDMADE	 SUSTAINABLE	 PAYS IT FORWARD	 ORGANIC
 SUSTAINABLE PACKAGING	 RESPONSIBLE MANUFACTURING		

Skilling at Industree

Capacity building at Industree has sustained without interruption during the last year despite lockdowns being imposed and other travel restrictions. Life, business, gender and leadership skill programs to enable producers to deepen understanding of self, ownership, business basics, quality, and gender were conducted. Training the professional management layer and 28 trainers to facilitate Gender, 6Y, MEL and other skill training across Natural Fibre, Non Timber Forest Produce and Bamboo value chains was kickstarted amidst the first lockdown. These trainers then went on to train our producers working at the production units, from home units and villages units. In Odisha and Karnataka, due to poor internet connectivity, the training was done in the villages where the women producers live. In Tamil Nadu, 150 smartphones were distributed and circulated among the artisans through which virtual training was carried out.

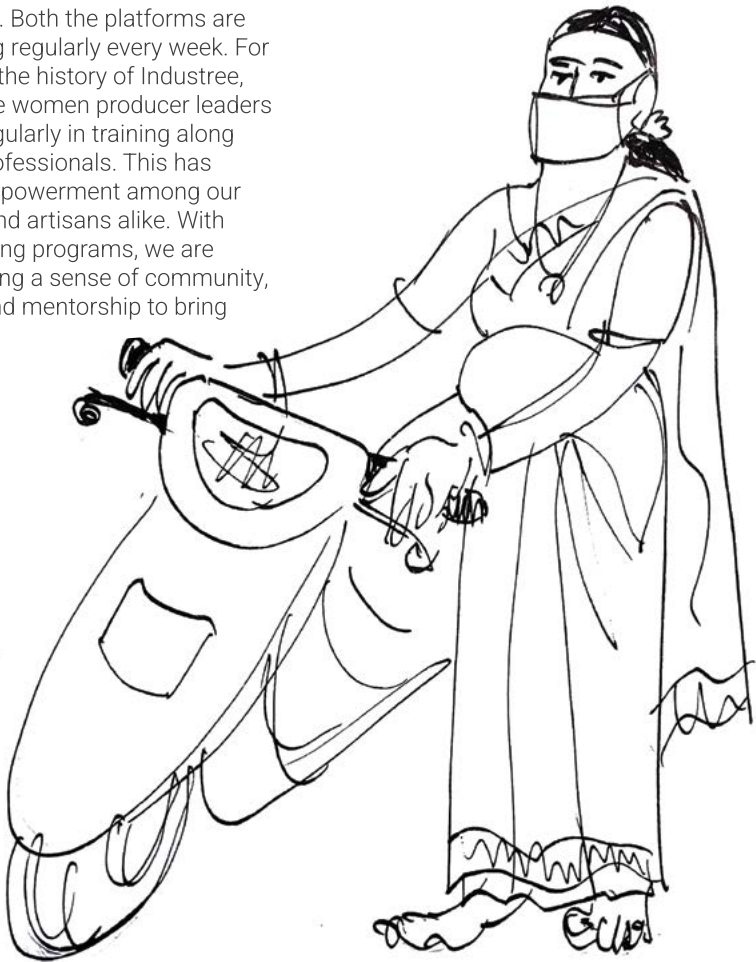
Gender Integration, 6Y and MEL

Gender integration program was seen as an entry point for ensuring economic empowerment. Gender sensitization training to raise consciousness on gender justice and inequality was conducted across all value chains. The gender program was fortified by Resource Pool formation in the states of Odisha and Tamil Nadu. Women producers were selected based on leadership qualities to form a cadre of women gender sensitization facilitators for gender training, counseling and mentorship for the women artisans. Workshops were conducted to train these selected women to energize systems at grass root to promote gender justice.

The 6Y program with focus on people and self-efficacy looks at You (the producer), Your Family, Your Work and Workmates, Your Community, Your World and Your Planet. This equips all producers with an understanding of self and family, position their work in a regional and

global scenario and do it sustainably. It also deepens their sense of production quality, timelines and ownership, which are critical to become successful social entrepreneurs catering to national and global markets.

MEL (Micro Enterprise Leadership) program is to develop microenterprises and women leaders across the value chains. One MEL is chosen for every ten producers. They are trained on Competencies and Leadership skills, LEAN method of production, Business Skills, Compliance and Governance. To further build the capacity of paraprofessionals, Indusree conducted training on compliance, HR and communication skills using digital tools ECHO (discussion and learning platform for virtual training) and PDA (Participatory Digital Attestation) for attestation to training sessions and distribution of training content. Both the platforms are used for training regularly every week. For the first time in the history of Indusree, we have 8 of the women producer leaders participating regularly in training along with the paraprofessionals. This has led to digital empowerment among our professionals and artisans alike. With these skill building programs, we are looking at building a sense of community, collaboration and mentorship to bring impact at scale.



Mobility

Poornapetchi (29), a mother of two children, is a basket weaving artisan in the GreenKraft unit in Tamil Nadu, incubated by Indusree Foundation under the Producer Owned Women Enterprises (POWER) Project funded by USAID. On joining the Madurai producer unit, she received both hard and soft skill training. During the pandemic when the work from home model was initiated, she made the most of her time to be efficient where she produced two lampshades a day. This enabled her to consistently increase income based on her progress and willingness to continue improving her efficiency and skills. During this time, she earned enough money from weaving baskets to buy a two-wheeler. She has emerged as an inspiration to women in her community to also earn from home and buy two wheelers.



Poornapetchi with finished basket

Ecosystem Building

Industree Foundation, since its inception in the year 2000, has worked to tackle the root cause of poverty by creating an ownership-based, organized, creative manufacturing ecosystem for women micro-entrepreneurs. We examined what had worked and what had not worked with Industree from 2000 to 2013 and concluded that a critical condition for success is an enabling ecosystem. All successful enterprises thrive only in an ecosystem that enables them to do so. Industree works with a vision to co-create an ecosystem with farmers, artisans and stakeholders, creating a new way of building sustainable enterprises and work culture.

Our mission is to work towards economically and socially empowering women from both agricultural (agri) and non-agri occupations. It does this by collectivizing women into producer owned companies/ independent or participatory enterprises. Industree is building ecosystems of support for producers across all broken links in the value chain and creating safe workspaces. Women become owners of producer companies and therefore mutual beneficiaries, thus giving them a sense of ownership and control. These producer companies are established in rural areas, operating under the principle of participatory ownership.

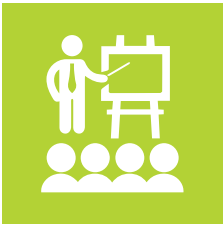
The 6C Model

Industree plays the role of an incubator of these producer companies through activities focused around the implementation of the 6C Ecosystemic Model (Construct, Capacity, Connect, Capital, Create, and Channel).



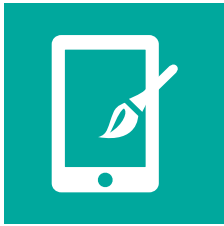
Construct

The construct phase includes mobilization and aggregation of the producers, which are women from the local area. The infrastructure of the company is established, ensuring the highest standards of international compliance are met. A professional management layer is introduced, ensuring that the social, labour, environmental, safety and quality compliances are met. Additionally, a Mutually Beneficial Trust is set up to ensure that all producers have participatory ownership in the producer company.



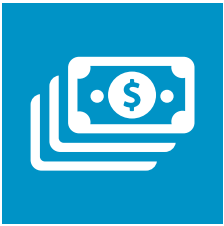
Capacity

The capacity refers to the capacity building of women producers in hard skills in making like banana basketry, tailoring or weaving, and soft skills which includes Financial Inclusion training and social empowerment of the women and moving them gradually into positions of increased responsibilities in the producer enterprise. One key element is the 6Y training program, with each Y standing for You (the producer), Your family, Your community, Your enterprise, Your World and Your Planet. This equips all producers with an understanding of positioning their work in a global scenario and doing it sustainably and deepens their sense of production quality, timeliness and ownership, which are all critical to become successful social entrepreneurs catering to global and national markets.



Create

The create portion of the model links the aspirations of end consumers with product and service design and development. Creative producers are not in direct connection with end consumers, and designers need to fill in the gap. Create allows for co-creation between producers, buyers and designers to make products that are desired by the market and feasible and viable to make. R&D, design development, and product development are all parts of create. R&D consists of work through our Impact Edge lab at Srishti Manipal Institute Bangalore, Research laboratories like the National Institute of Interdisciplinary Sciences and Technology Ethiopia, Ethiopian Institute of Textile and Fashion Technology to establish new value chains and processes to utilize new resources in innovative ways. This year, Industree has established a new Bamboo value chain, and has created new processes within the banana bark value chain for creating banana bark silk and fibre for weaving. The design development involves refining and building on machinery, lean manufacturing techniques, and industrial design to improve quality and increase productivity. The product design component results in products that are developed for modern markets, which is a collaborative process between artisans and major customers such as IKEA.



Capital

The capital stage involves securing various levels of funding for different phases of the evolution of the producer company. Seed capital in the form of grants is essential for establishing the unit as well as building capacity. Working capital, which can include grants funding and debt, allows production to start and continue, allowing producer companies to grow, become profitable and eventually self-sustaining. Industree is working with organisations like Montcalm Capital to ensure that the producer companies have access to low interest loans.



Channel

The channel component includes linking producers to local and global markets through a variety of activities, such as networking, fairs, exhibitions, and liaising with buyers. The producer companies engage in B2B, B2C, and B2B2C commercial relationships. Producer owned companies forge relationships with global giants such as IKEA, H&M Home, and FabIndia, which provides them with ongoing business leading to their overall stability and sustainability. The channel ecosystem includes building e-commerce opportunities.



Connect

The connect part of the model involves using technology to link producers to a larger ecosystem. Digital technology affords scale opportunities with traceability and transparency. Industree is building a collaborative digital societal platform, called the Platform for Inclusive Entrepreneurship (PIE) for scalability to offer various services to producer enterprises, providing a collective operational space for knowledge assets (content, processes, tools, solutions), service provisions, and data analytics (to innovate and respond), enabling every stakeholder to bring their strengths in a unified way. Additionally, Industree is working to connect producers directly with consumers through an online e-commerce platform called Flourish, which is producer-owned.

Engines of Growth

Industree uses three growth engines, namely, Deep Hand Holding - DHH, Broad Hand Holding - BHH and Light Hand Holding - LHH models. These models are designed as growth engines to help achieve impact at scale.

Deep Hand Holding

Industree Foundation creates and accelerates producer-owned enterprises to sustainability using its holistic 6C model. Industree plays the role of an incubator by facilitating the aggregation of producers into self-owned enterprises, implementing capacity-building, training them in developing products that appeal to modern markets, and enabling their access to vital working capital. Industree's model makes use of a professional management team to streamline operations of the enterprises, employs a range of digital tools including apps and a dedicated e-commerce platform co-ops portal, Flourish, to bring traceability and transparency to otherwise opaque and unaccountable supply chains. This creates an ecosystem in which producers can earn steady incomes through decent and equitable work, gain access to consistent demand for their products and services and lift themselves out of poverty. The DHH model has the capacity to impact million lives by 2030.

Broad Hand Holding

The BHH model, also called Regenearth, builds off the DHH ecosystem. The aim of Regenearth is to gather and disseminate best practices in creative manufacturing through well-calibrated and mentored implementation. Regenearth is unique in that it is customised for each organisation depending on their immediate and strategic challenges. The program itself is co-designed along with participants collaboratively; this includes everything from the curriculum to the method of delivering the curriculum. The program is delivered in concert with local mentors who can contribute to solutions that are geographically nuanced. The program has two functioning cohorts intention of the program is to create a network effect

where participants of each cohort also deliver and enhance the Regenearth program within their geographies/ spheres of influence themselves. We are constantly asked as to why we are giving away the secrets of our success, and that is precisely the answer, our success lies in the 'many' spreading 'our secrets'.

This model will ensure that a larger ecosystem gets built with greater economic security for downstream producers, leading to significant social gains among disadvantaged communities, whilst keeping to customer and brand promise. The BHH model has the capacity to impact 0.6 million lives by 2030.

Light Hand Holding

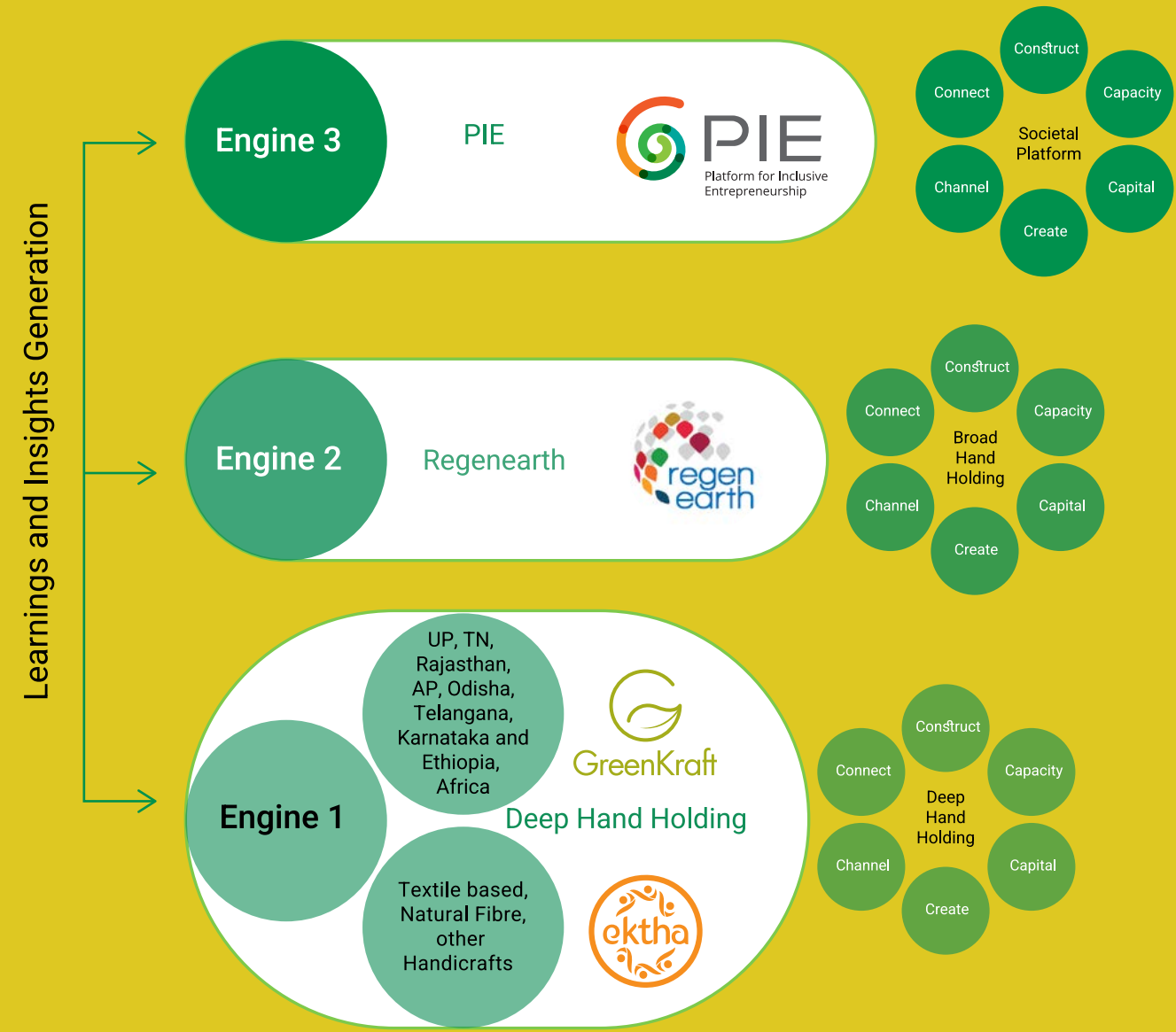
Under the LHH model, Industree is building a Platform for Inclusive Entrepreneurship (PIE), with strong technology enablers, so that solutions being built could use the power of networks and scale faster. On the Platform initiative its consortium partners are Platform Commons Foundation, for

technology and Vrutti for work with agri producers. PIE is being developed as a Societal Platform. The 6C framework is the backbone of PIE's first mile solutioning. By enabling Deep Hand Holding, PIE allows for collectivisation of marginal farmers and artisans, largely women, via Construct, with access to professional management services.

This increases empowerment enabling producers to enhance competitiveness and produce within sustainable frameworks, move up the value chains supplying to organised markets and increases consumer awareness. Thus, the engine of a next Regenerative Economy is powered by allowing the most vulnerable primary producers to live in their communities and become economic actors without migrating, working with processes that are not harmful to the planet. Active in India and Ethiopia, there are 1.33 million farmers and artisans on the platform, built on the principles of cooperation and collaboration, between civil society, government and business. PIE has the capability to impact 2.3 million lives by 2030.



Industree's repeatable model will enable it to adopt non-linear scaling pathways, thereby impacting 3 million entrepreneurs across various value chains by 2030



*The Platform for Inclusive Entrepreneurship is being developed as a Societal Platform (CC BY ND 4.0 International License, EkStep Foundation, www.societalplatform.org).

Producer Enterprises



GreenKraft is a producer-owned social enterprise and Producer Company under Indian law, incorporated in 2012, supported by Indutree Foundation. Currently it is based outside of Madurai, in Tamil Nadu. Almost 100% of the members are women, with a number of them in supervisory positions. Indutree 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.

This essentially means that customer acquisition followed by customer retention is key.

The producers own the company. Since inception the company has done cumulative sales of over 5 Million USD, with customers like, IKEA, H&M, TJ Max, etc. The company has 1,249 members with almost 100% women. The company manufactures high-quality hand-woven baskets made from recycled banana bark.

Owner-members of GreenKraft enjoy regular and formal work with full labour standards, social security and health insurance, childcare, and opportunities for skill development and career advancement. Many of the women members are earning income for the first time in their lives. Recognising this, the company provides key life skills training such as digital banking and personal financial management, nutrition, and health. The women feel empowered at work and home, their families become more resilient to life crises, and the next generation enjoys an improved standard of living.



Producer Enterprises



KIND Ethiopia is a brand of products created by artisan collectives that are aggregated into producer-owned companies. The first company called Tana Shema Weaving Works PLC has been established, and is a producer owned company incubated in the EITEX campus, they have since moved off the campus. under 'Supporting Indian Trade and Investment for Africa' (SITA) funded by the United Kingdom's Department for International Development, implemented by the International Trade Centre (ITC). Industree Foundation, India, is ITC's technical

partner. A tailoring producer-owned company has also been established in Bahir Dar.

In addition to the workshops, we have established a Yarn Bank at EITEX. This yarn bank will make better and cheaper yarn available to home-based weavers, and will also serve as a knowledge-sharing center where weavers can see the looms we use and adopt this technology themselves.



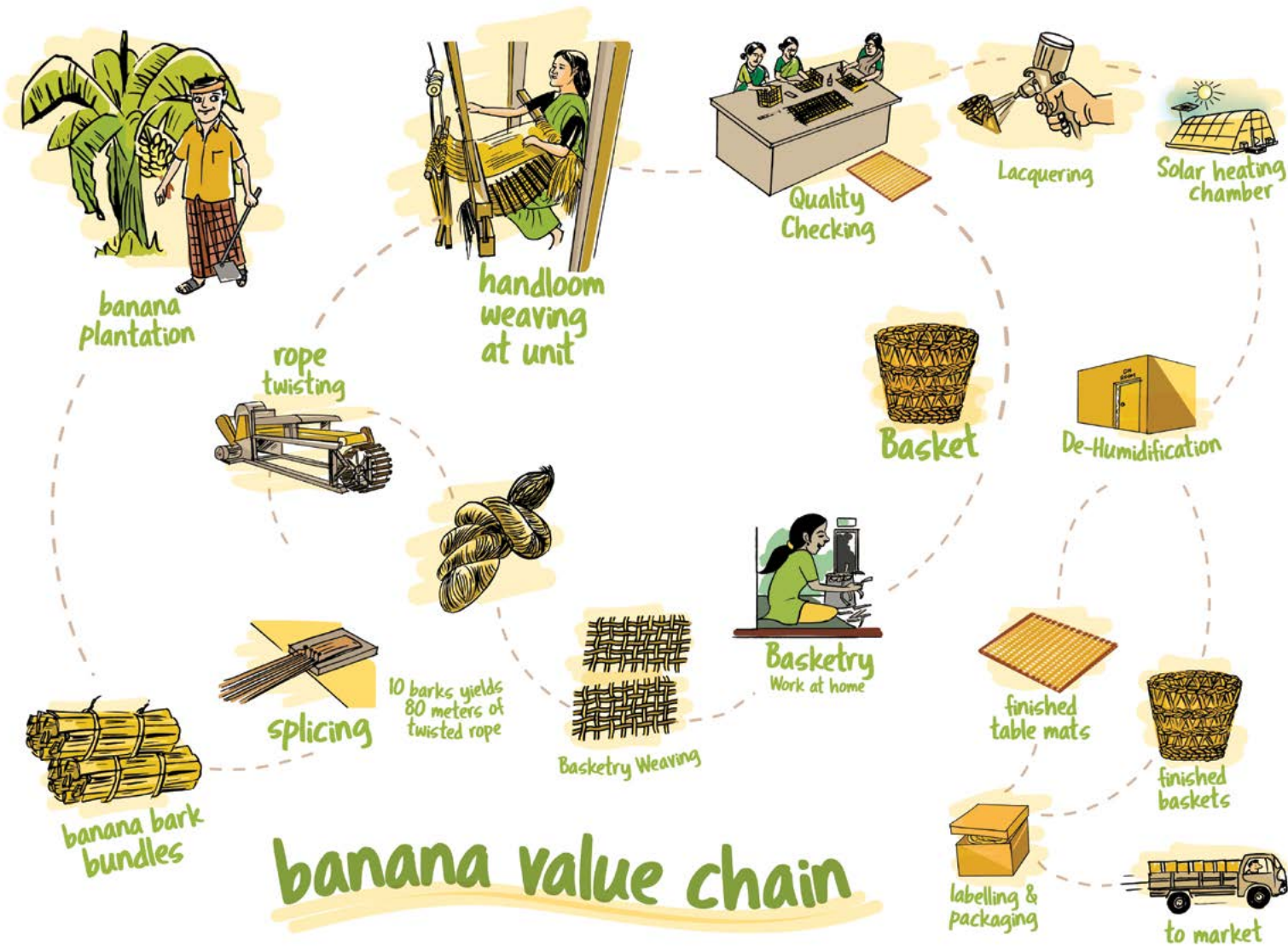
Ektha Apparel is a producer-owned social enterprise incorporated in 2013, creating contemporary clothing and accessories. In addition to apparel production, Ektha also has embroidery units where producers create hand-embroidered designs, adding value to products. All producers have an equal stake in the company. As owner-members, they have access to increased finance, training, social security, child care, and more. Over 90% of the members are women, with a significant number of them in supervisory and managerial positions.



Value Chains

Banana Bark
Industree has been working with natural fibres such as banana bark, otherwise a waste material most often burnt in the field. Over 1,100 producers are aligned to making craft products including basket hand weaving, loom weaving spinning and macrame, and another 250 farmers

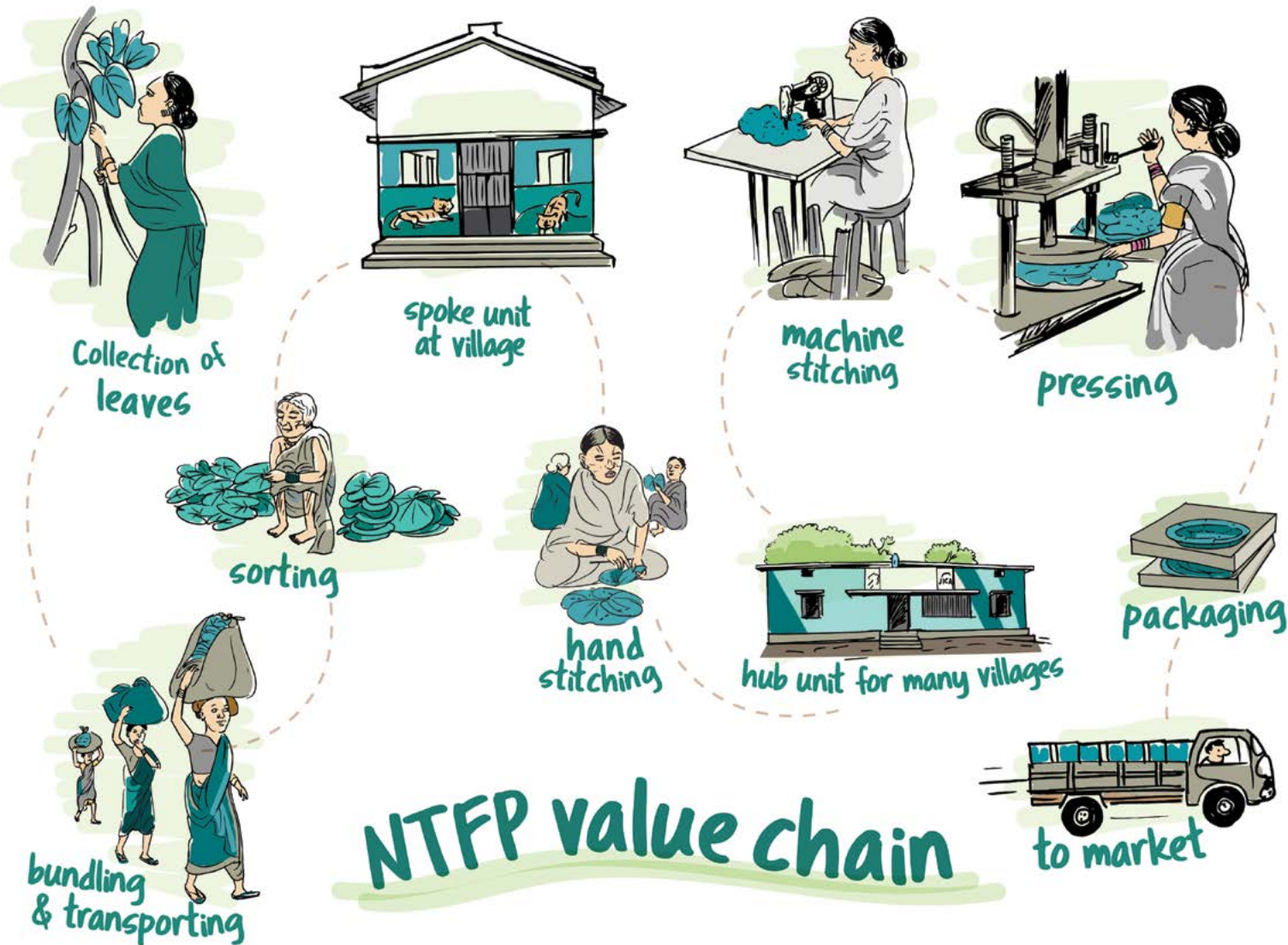
engaged currently in gathering and farm side processing. Banana fibre is used to create home decor products such as baskets, rugs and mats, bags and containers. Industree is also involved in R&D to find innovative ways to use banana fibre including fibre retting and banana silk spinning.



Non-Timber Forest Produce
Siali leaves are gathered in the forest regions of Khandamal and are used to make eco friendly biodegradable plates. Industree is working with indigenous women in Odisha to help them learn new designs and move up the leaf plate value chain. About 600 women have been touched so far and R&D is on to streamline the process and create export quality plates and other home decor products.

Industree Foundation looks at addressing value chains in order to achieve meaningful impact. A value chain is the production process by which one adds value to a product. When planning an intervention, Industree first researches the value chain, the geographic location of the project, the cultural implications surrounding those involved, and so forth to gain a better understanding of the intervention context. From there, we launch into our scoping phase, gathering

first hand information from the ground to better advise our program design. Using the data collected, we devise an innovative systems initiative built specially for the area and value chain targeted. Industree then pilots the initiative for proof of concept, failing quick and early to evolve the program rapidly into an effective and impactful intervention. Once we gain traction, we begin to multiply and scale.



Banana Fibre Products



Sal and Siali Products

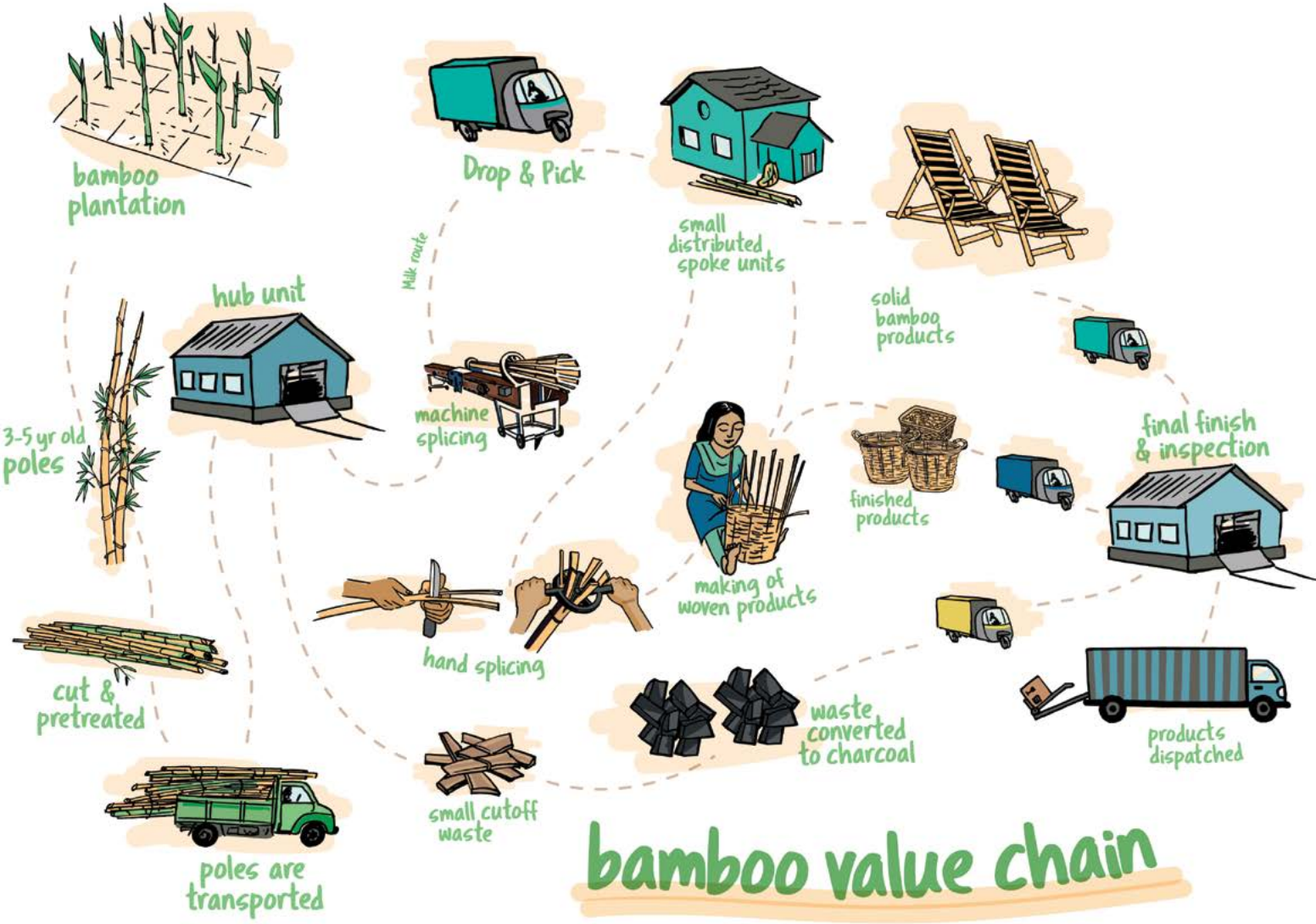


Bamboo

Industree has recently undertaken projects to explore the Bamboo value chain as an extension of their work with other natural fibres. The projects involve setting up 6 artisan owned creative manufacturing units, creating

direct livelihood opportunities for 1200 women in Karnataka and Maharashtra states of India. It is estimated that these units would create indirect livelihood opportunities for other stakeholders in the value chain at a ratio of 1:6. The projects also involve establishing 1200 hectares

of new bamboo plantations as a future source of certified bamboo raw material for these creative manufacturing units. The plantation activity will generate an alternative source of revenue to at least a 1000 farmers.

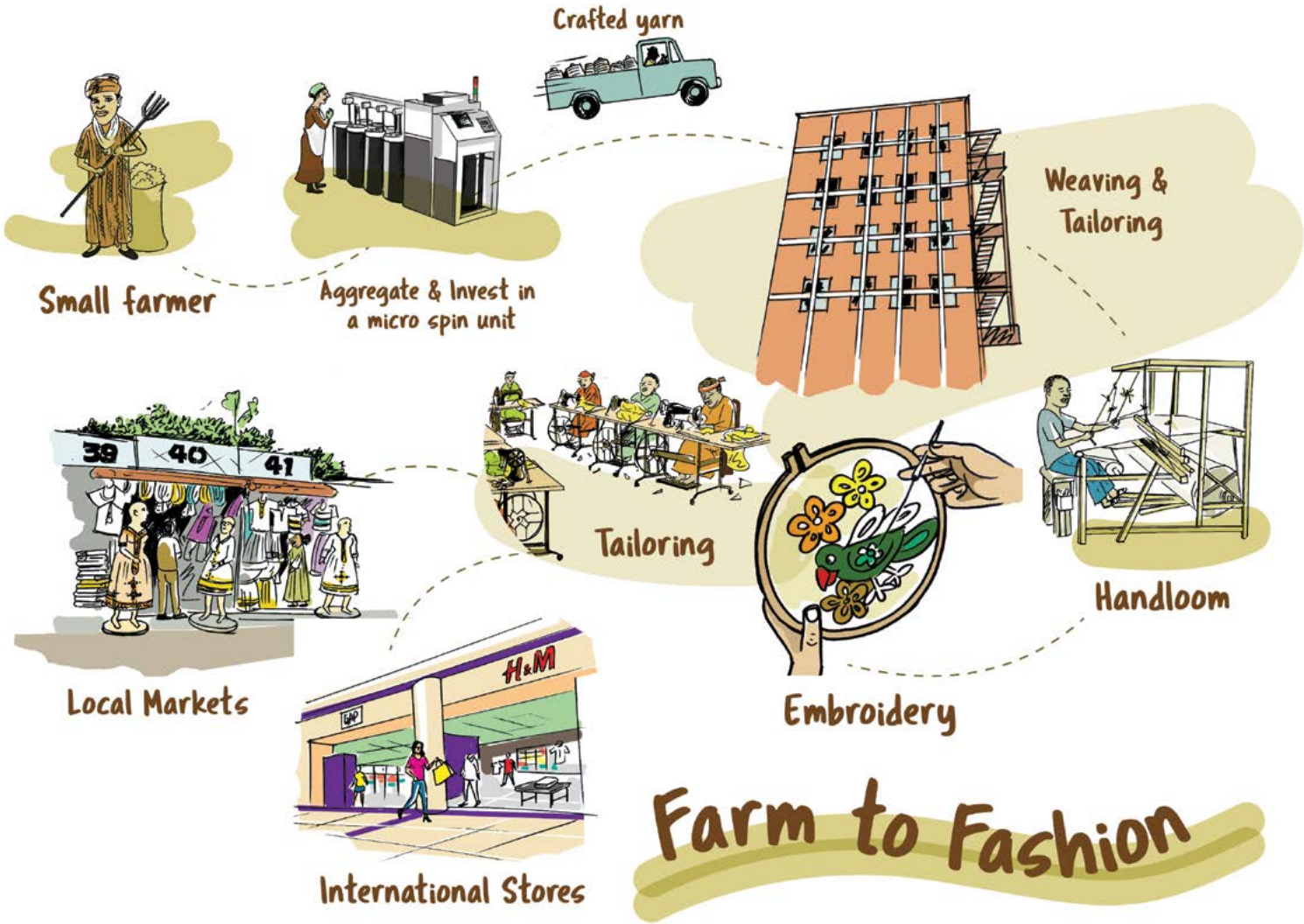


Handloom

Industree's work in the handloom value chains is through our 'Farm to Fashion' project in Ethiopia, where the entire value chain is being integrated through specialised producer companies. The 'yarn to fabric' unit Tana Shema Sira Plc was incorporated as the 'weaver's producer company' last year, incubated in the Ethiopian Institute of Textile and Fashion Technology in Bahir Dar, under

'Supporting Indian Trade and Investment for Africa' (SITA) funded by the United Kingdom's Department for International Development, implemented by the International Trade Centre (ITC). Industree Foundation is ITC's technical partner. The shareholders of the 'fabric to apparel' unit are under training. The farm to yarn company will aggregate farmers who will own and operate a microspin and

gin facility to enable them to sell value added yarn instead of seed cotton as a commodity. This would smooth out the fluctuations in seed cotton prices and integrate the value chain from farm to fashion. A pilot using solar powered hand spinning machines is under way and the farmer aggregation with a larger spinning unit will be taken up later. These two units will be set up before the end of 2021.



Bamboo Products



Apparel

Within the apparel value chain, we have two producer owned enterprises, both of which are located in the state of Karnataka. The producers are trained in apparel manufacturing as per industrial standards. Soft skill training covering subjects of financial literacy, family and

societal awareness, entrepreneurship and self-development. After training on specific apparel products for a stipulated time frame, they are now able to sew apparel for national and international markets. They are also trained to manage the enterprises with gentle hand-holding by a team of professionals.

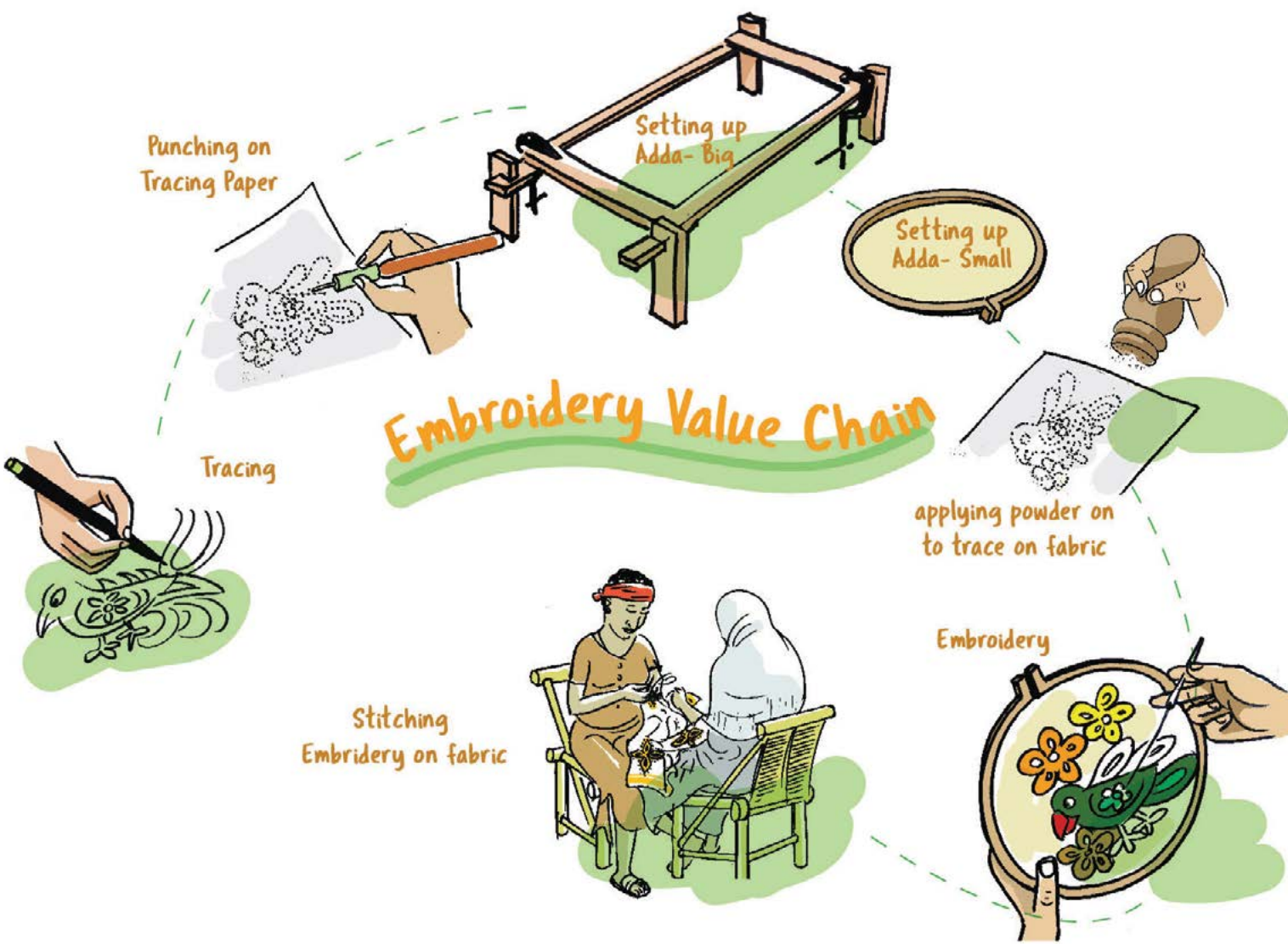


Embroidery

Industree has five centres for embroidery, located in Karnataka and Channapatna. Here the producers embroider on ready-mades and on fabrics for buyers like FabIndia. The producers are trained by master artisans and are given tools to help with quality and speed. Training is

carried out in a centre, a common space in the village which could be a school, panchayat building, place of worship etc. The training period is also used to build community level support for the project. As embroidery is a value addition that is hand-made, given some basic tools, a producer can do the embroidery from

their home during free time. This allows us to take work to a producer's home and give them a way to earn even if they cannot commit to a full time position. Many women find that they cannot put in an 8 hour day but can consistently work 2 to 4 hours a day if working from or close to home.



Apparel Products



Impact Edge

Impact Edge is an initiative of Industree Foundation and Srishti Manipal Institute of Art, Design and Technology (SMI). SMI is arguably the most innovative design school in the country and it pursues Creative Impact Making. Impact Edge is structured as a lab-incubator-accelerator. The lab has mentored over 200 students in their thesis projects across rural India with a focus on livelihoods for women micro entrepreneurs, building enterprise ideas for impact. The main objectives of Impact Edge include regeneration through inclusive enterprises, flattening the inequality curve, building sustainable futures, and using Design as a tool to 'Re-future' rather than 'De-future'.

Impact Edge's focus areas and 'through lines' of research are Inclusion, Ownership and Regeneration through Livelihoods. Some of the issues it tackles from these lenses include questioning fast-

consumption based on 'Take, Make and Throw', rising inequality in the midst of abundance, species loss, culture loss, climate change and global warming. The activities it undertakes include research, course and curriculum building, and live-lab opportunities for students and researchers.

Long term research activities include new material development and application like banana bark, banana silk, water hyacinth, moonj and have involved several batches of students. The lab also explores new forms of structuring inclusive enterprises and how they can be scaled. Several methods developed at Impact Edge are now routinely applied in mobilisation, training and product development activities in the social sector. The Impact Edge lab has created The three year Bachelor of Vocation (BVoc) program in Creative Manufacturing and the two

year Master of Arts in Design. The lab is currently exploring creating smaller modules in sachet form for working professionals and organisations.

During the pandemic, the lab devised ways in which students could work remotely with artisanal communities, actively mobilising kits that enabled this, based on Industree Foundation's Make From Home mode of working. Additionally, the Impact Edge Lab now has access to the resources and reach of Manipal Academy of Higher Education (MAHE) that Srishti Manipal Institute is part of, which creates opportunity for further development. Srishti is further involved with Industree through Regeneearth, has had Srishti faculty as part of its first cohort, who can take much of the processes and frameworks into the classroom and vice versa.



Projects



POWER

Industree's 'Producer Owned Women Enterprises' (POWER) program is designed to empower women artisans in rural India through the Women's Economic Empowerment (WEE) initiative, which seeks to economically empower over 50 million women in the developing world by 2025. The POWER project, in partnership with USAID, builds women-owned enterprises and connects them to national and international supply chains for natural and biodegradable fibre products. The partnership over its three years aims to create 28 women-owned enterprises that will connect 6,800 women producers to commercial supply chains (such as IKEA, Target, and Walmart) in natural and biodegradable products such as leaf plates, baskets, mats, and bags from tree leaves, bamboo, banana, and other natural fibers of which, in year 1 and 2 of the project, we have achieved to mobilise over 5,700 women and set up 19 units. Additionally, the project will work with 1,200 bamboo farmers who will be the source of raw material for bamboo-based enterprises. Producers in the proposed units receive tailored professional assistance to grow the skills and networks needed as employees and entrepreneurs. The POWER project seeks to impact 6,800 women producers directly in the natural fibre, bamboo, and biodegradable leaf tableware value chains through the establishment of three Producer Owned Companies across tribal/ forest belts in India- Odisha, AP, Maharashtra, Karnataka and Tamil Nadu, finally impacting 55000 members of the community.



PROSPER

Professional Management for Producer Owned Supply Chains (PROSPER) is a project implemented by Industree in partnership with HSBC. Industree's strength lies in setting up value chains that connect local producers to global markets. Industree is conducting Professional Management for Producer Owned Supply Chains. The project supported by HSBC, Industree works in 3 value chains of apparel, natural fibre and biodegradable leaf plates. The project, over 3 years aims at impacting 3600 producers across the geographies of Karnataka, Andhra Pradesh, Tamil Nadu and Odisha.



POWER of HUNDRED

Industree's - Power of Hundred initiative is supported by Target Foundation. Overall, the project will focus on creating supportive ecosystems for women producers through Deep Hand Holding (DHH), Broad Hand Holding (BHH) and Light Hand Holding (LHH). Through these various levels of support, creative producers can earn steady incomes through decent and equitable work, gain access to the consistent demand for their products, and thus lift themselves out of poverty and attain social empowerment. Industree's interventions address the neglected rights of producers, where each producer is a willing and documented participant in a compliant value chain. The project is for a duration of 3 years. In DHH the direct beneficiaries are 200 women producers in the unit and impacting 1000 indirect beneficiaries. BHH will impact 2,000 direct beneficiaries and 10,000 indirect beneficiaries, including the average family of 5 of each producer. In LHH, Industree will onboard 10,000 producers in rural and semi-urban areas onto the Platform for Inclusive Entrepreneurship, which provides them with a suite of tools and connects them to markets, empowering them to earn more and be connected to a supportive ecosystem.



Producer-Centric Technology

Industree Foundation in partnership with Fidelity Foundation is working on a project for 'Development of a digital platform'. Through the project initiated in March 2020, Industree aims to create a digital ecosystem for transparency impacting 10,000 producers in 3 years. This entails the necessity of building efficiency into Industree Foundation's work in hand holding producer-owned collectives and taking producers directly to market. While, with scale, the traceability of its activities with its primary stakeholders becomes paramount, here the intervention of information technology through the implementation of apps for data storage and monitoring is critical. The need of the intervention is to build a digital technology platform to assist in the progressive growth of the producer owned ecosystem. Industree has been working with Platform Commons Foundation to develop digital technology for onboarding producers onto Flourish , the e- commerce site launched, which is owned by producers.



PIE Overview and Partners



Platform for Inclusive Entrepreneurship, (www.pie.foundation) Registered as a Public Charitable Trust on 19 May 2020 Co- convening Champions, was and are representative signatories on the Trust Deed.

Vrutti, (part of Catalyst Group, Bangalore)- Through its '3-Fold Model', has impacted over 120,000 smallholder farmers, established 90+ producer companies and continues to support them. It also supports over supports over 130,000 farmers who are marginalized and 120,000 HIV affected people., over 500 micro, small and medium enterprises, and about 40,000 marine fisher folk.

Platform Commons Foundation, with the IGX platform, PCF has developed technology-based solutions to empower and enable grassroots entrepreneurs with digital tools to create networked multi-dimensional flows within and across ecosystems, to optimize and achieve scale. Cumulatively, 1+ million waste-pickers, farmers, school principals and teachers, and unemployed youth use its services.

Industree - Industree has set up two of India's largest globally compliant and profitable artisan producer companies, jointly earning annual revenues of over Rs. 12 crore/USD 2 million, and has promoted the brand Mother Earth. Industree is setting up at-scale collectivized, self-owned and responsible value chain that encompasses food, fashion and home through Mission Creative Million.

PIE Inspiration Societal Platforms

The Societal Platform Method is shared by EkStep Foundation under a Creative Commons Attribution - No Derivatives 4.0 International License.

'Societal problems are large, complex and are dynamic in the way they grow and diversify. Creating societal change at scale calls for a collaborative approach - one that is greater than the sum of its parts. It calls for exponential solutions. It calls for bold experiments.' www.societalplatform.org This thinking primarily involves two aspects

- Creating public goods
- Amplifying interactions

PIE has been deeply involved with leading Societal Platform thinkers since 2017 and has co-created solutions, foundational to building a livelihoods platform for 100 million, artisans and farmers by 2030. It approaches the above 2 principals with an emphasis on

- a) Orchestrating networks that solve for common grassroots livelihoods problems rather than organisations working in silos
- b) Collaborate with technological partners to enable customized solutions for the wide variety of producers involved- both in the farm and off farm sector
- c) Create a continuous learning culture to enable deeper understanding of societal platform thinking

Such an approach helps in the following:

- i) Agency for all actors with services like shared APIs and owning one's own data
- ii) Diverse contextualised solutions based on interactions determined by the actors themselves
- iii) Shared value creation that is easily adopted by various actors on the platform



PIE Approach

Industree's contribution towards PIE initiatives integrates this thinking with a focus on impacting 3 million producers by 2030, in the value addition or Off Farm sector, with networks - Covid Livelihoods Coalition and Creative Dignity. The co-conveners come together to partner on impacting 7 million farm women, and youth via networks like Covid Action Collaborative. Cumulatively these networks have an outreach of over a 1000 civil society partners, designers and professionals reaching 50 million households.

At its simplest, the platform creates a digital space to connect various entities across several value chains with a stake in positive change - including but not limited to producers, customers, markets, financiers, product experts, trainers and technology partners. Similar to any other platform, as users grow in number, so does the value of the platform itself (e.g. Facebook, Uber, AirBnB). Hence, it will first act as a repository of registries for various stakeholders to enable discoverability. In addition, PIE will be comprised of a suite of apps, addressing various areas such as On-boarding, Measurement and Evaluation, Compliance, Orders, and Stock to a customer-facing e-commerce portal. Additionally, PIE will provide online courses like Leadership Training, Gender training and Entrepreneurship Programs for those who wish to learn how to run impact enterprises.

What sets PIE apart from any other societal platform is its focus on enabling distributed producer ownership. Producer ownership refers to a company ownership model in which an enterprise is owned and run jointly by its producer members, who then share its profits and benefits. As a business model, it is tremendously robust, flexible and when properly executed, offers massive scalability. With regard to individual producers, it results in higher wages, social equity, and thus improved livelihoods. By increasing working wages for the poor, producers have the opportunity to spend on the improved services the rest of the impact world is trying to micro sell to them such as better education, health, water, sanitation, energy and financial access.

Environmental Impact

Industree is committed to sustainable production practices, and 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. The Social Audit Network (SAN) India assessed the environmental impact of Industree’s largest producer company, GreenKraft (GK), and highlighted the conscious efforts made by GK to preserve the environment.



Usage of Renewable Energy
GK is conscious about the cost effective and efficient usage of energy. To mitigate the usage of the normal power, solar panels have been set up for drying plant at the unit in Madurai.



Creation of a Circular Economy
This model to minimize waste and make the most of resources finds immediate resonance with Industree Foundation’s working ethos, where products made from natural fibre find their way back to nature with minimal negative consequence to the planet.



Minimizing Waste
Earlier, 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.



Use of Natural Fibre
Industree Foundation’s products made of natural fibre are now world renowned. Natural fibre has much less requirement for fertilizer and crop protection chemicals. Its cultivation is taken up in traditional farming systems, with minimal use of mechanized diesel-based equipment. By their very nature, these products need to be hand produced, the processes are not machine dependent and cannot be mass produced using technology. Presently the focus of GK is on usage of banana bark, whose elasticity, tensile strength and stiffness, make it an ideal fibre for weaving.

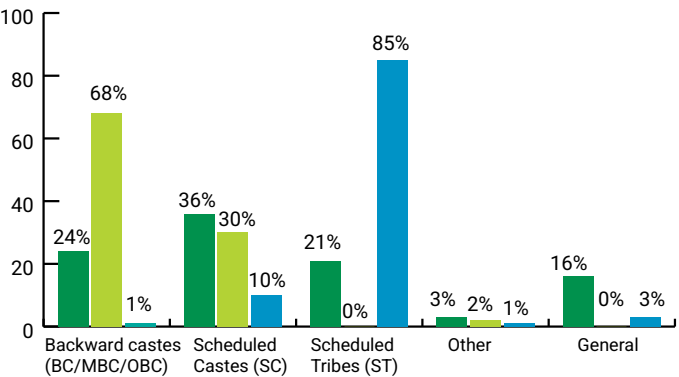


Reduced Commuting Distance for Artisans
Carbon footprint saved due to reduction in distance traveled to the workplace. The conscious effort made by GK to move its base to the rural areas has helped in reducing its carbon footprint. 73% of the artisans stay within a radius of 5kms. The study has shown 51% of the artisans walk to work, 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. The combined savings of 247,860 kg CO2 per year is equivalent to not using 105,462 litres of petrol, or not using 92,167 litres of diesel, or not burning 122,909 kg of coal.

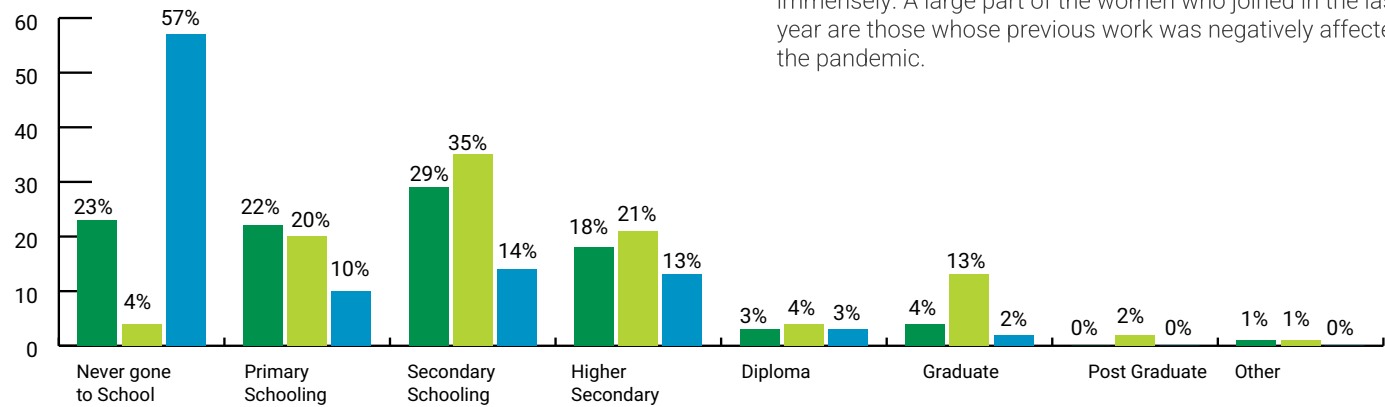


Overall Social Impact

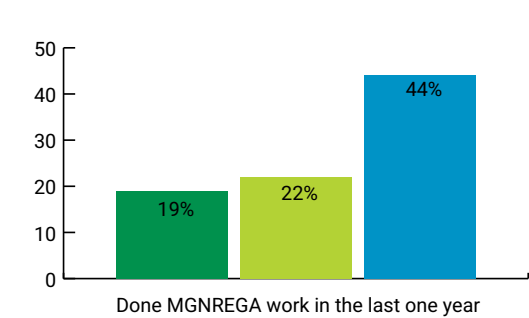
Who are our Beneficiaries



Women from socio-economically disadvantaged backgrounds

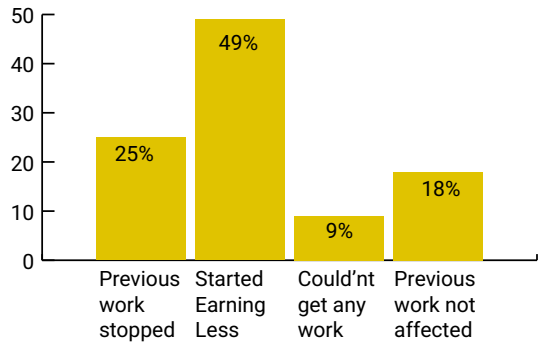


Women who have had poor access to formal education and therefore cannot access good quality jobs. 54% of the women have not completed 10th grade.



Unskilled women

43% of the women said that they were not earning anything in the three months prior to joining the unit. Of those who were earning, mainly they worked in agriculture. A total of 24% of the women said that they have done MGNREGA work in the last one year. MGNREGA or Mahatma Gandhi National Rural Employment Guarantee Act is an Indian labour law that stipulates that one person in every household is guaranteed to get at least 100 days of employment at a daily wage set by the state. These employments are typically in unskilled jobs such as cleaning roads, wells etc. Participation in the MGNREGA reflects low skill level and few other opportunities of employment.



Women impacted by pandemic's impact on rural economy

The COVID pandemic has impacted the local economies and jobs immensely. A large part of the women who joined in the last one year are those whose previous work was negatively affected by the pandemic.



Three dimensions of impact from the Impact Management Project (IMP) framework is used as the guiding principles of impact measurement at Industree.

WHO tells us the context of the beneficiaries who are experiencing the outcome and how under-served they are.

WHAT tells us the nature of the change happening in the lives of the beneficiaries.

HOW MUCH talks about how many beneficiaries are impacted and the extent of the change they experience.

What is the Impact on our Beneficiaries

Increased gender equality awareness

77.4%

of women producers reporting increased agreement with the concepts on gender equality and equal access to social, economic, and political resources and opportunities

Creation of new employments for rural women

83.8%

of women producers with new employment following participation in workforce development programs

Creation of better employments for rural women

63.9%

of the women producers who were employed prior to joining the enterprise, percent who say that they now have a better employment

How much Impact is Generated

Number of women producers who have been trained in a livelihood skill through the workforce development program

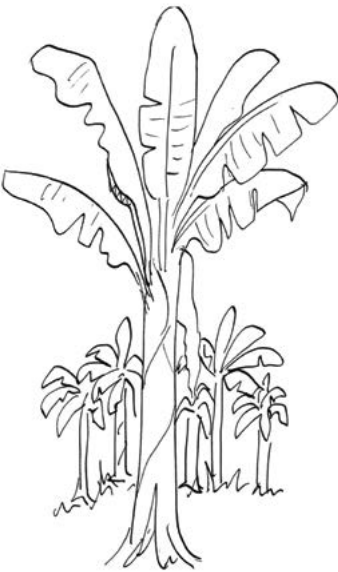
2333

Number of creative manufacturing production units set up

10

Number of women board members in the creative manufacturing enterprises set up

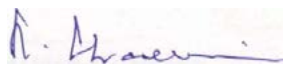
27



Accounts



VENGADAMANI & CO
CHARTERED ACCOUNTANTS
CA.R.SUBRAMANIAN, B.Com., FCA.
M.No. : 207705, FRN : 0067785

Indus Tree Crafts Foundation			
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31.03.2021			
Particulars	Sch. No.		Year Ended 31-03-2021
INCOME:			
By Workshop & Project Grant Received		14,80,82,034	
By Donation Received		31,08,325	
By Other Receipts		30,85,675	
Total	2.1		15,42,76,034
EXPENDITURE:			
To Training & Development Expenses	2.2	16,29,19,854	
To Administrative Expenses	2.3	40,48,677	
To Financial Expenses	2.4	2,94,091	
To Depreciation	1.4	23,32,064	
Total			16,95,94,686
Net Excess of Expenditure Over Income			-1,53,18,652
BALANCE SHEET AS AT 31.3.2021			
Particulars	Sch. No.		As on 31-03-2021
SOURCES OF FUNDS:			
General Fund	1.1		5,35,84,297
Loan Fund :			
Secured & Unsecured loans	1.2		98,98,282
Total			6,34,82,579
APPLICATION OF FUNDS :			
Fixed Assets :	1.3		1,38,87,841
Current Assets:			
a. Deposits		84,77,478	
b. Sundry Debtors		1,76,89,224	
c. Cash & Bank Balances		5,81,32,369	
	1.4	8,42,99,072	
Less : Current Liabilities & Provisions	1.5	3,47,04,334	
Net Current Assets			4,95,94,737
Total			6,34,82,579
As Per My Report of Even Date  For Indus Tree Crafts Foundation 			
			
CA.R.SUBRAMANIAN,B.Com.,FCA., Chartered Accountant		Mrs.Neelam Chhiber, Mrs. Gita Ram (Managing Trustee) (Trustee)	
Place : Bangalore			
Date : 25.10.2021			
This report was prepared by Kajendran Sankar			
# 255, V.O.C. Street, Tirunelveli Town , Tamil Nadu - 627 006. Ph: 0462 2338475, M: +91-98421 57725 E-mail: tvlrmanica@yahoo.com			

Disclosures

Organisation Information

Registered Name
Indus Tree Crafts Foundation

Trust Registration No
TRN : 362 /2000-01

Date of Registration
August 24th 2000

Statutory Information

PAN No
AAATI2700B

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

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

FCRA Registration no
094421327

We Bank with
ICICI, Koramangala 7th Block,
Bangalore

Statutory Auditors
Vengadamani & Co

Partnerships





Note from Neelam



April 2020 to March 2021 has been one of the most eventful years in mine, and in Industree Foundation's memory. I would like to take this opportunity to thank and acknowledge the collaborative action that was taken to perservere through this challenging time.

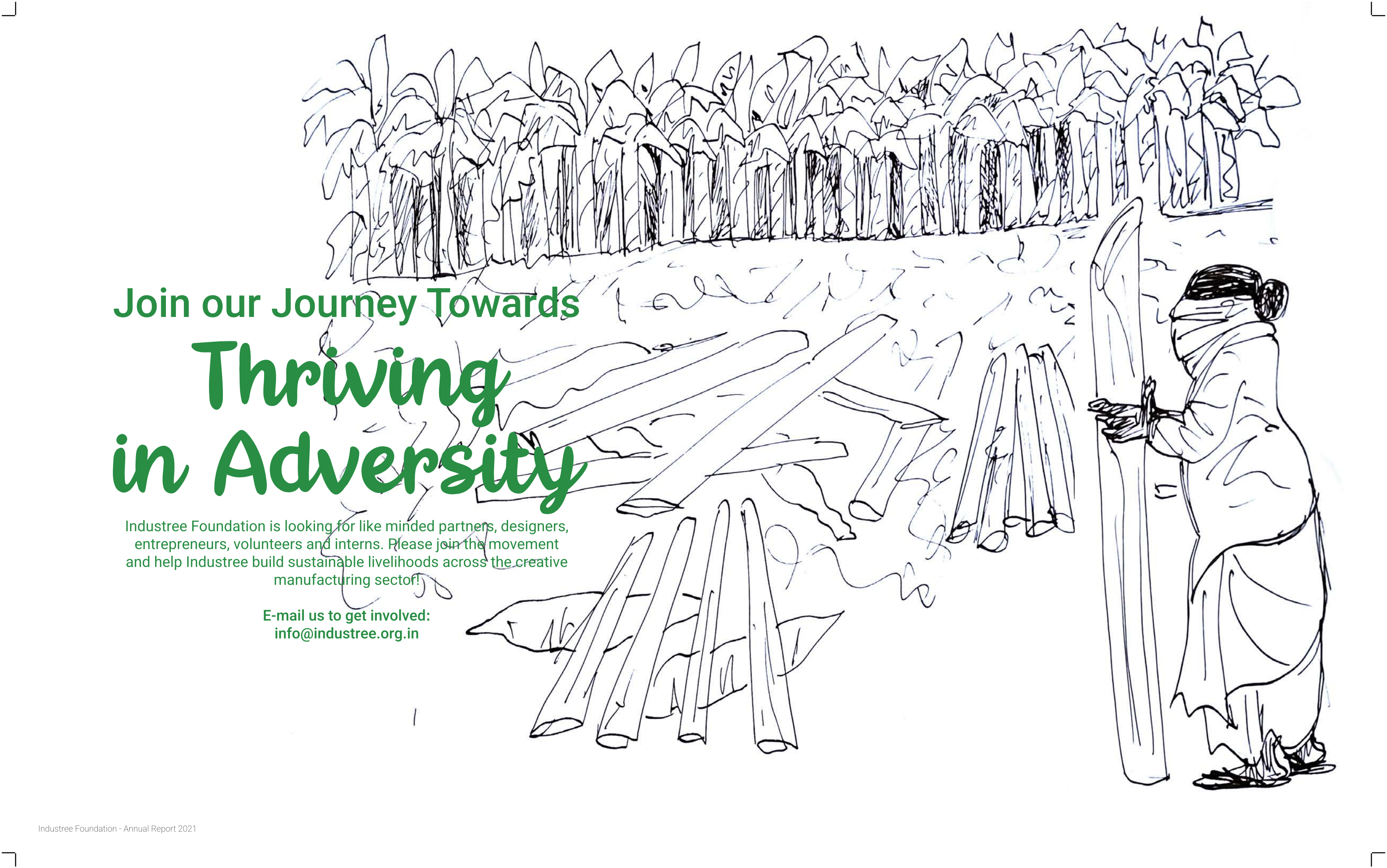
The teams at Industree Foundation, the producer collectives, and all staff worked together in an unprecedented way, highlight the resilience among team members and the community. When Covid-19 struck, it was encouraging to see we were pre-prepared to the extent that we had already switched to work from home, but the severity with which the situation played out in ensuing weeks really challenged the organization and all the communities that we work with.

Our teams swung into action, using spare materials to supplement for fractured supply chains so that women could start working from home. Discussions were held with the donors to redirect money to immediate relief and rehabilitation. And it is of great joy to us that our donors reacted and extended their support. This support was crucial during the initial four months, when nation was rocked by lockdowns and loss of work, as it enabled us to provide our women producers with stipends. Our producers have reported the impact of this support, which helped them through challenging times when most of their husbands were dismissed from work.

In addition to financial aid, they mentioned the strength that they gained from the sense of community within the organization, as their teams were calling one another to ensure their mental and physical well-being. Immediately, online training was initiated curriculums were made, working around the scarcity of smartphones on the field and creating feature phone curriculum based on local language and television serials, so that concepts would be easy for community to understand. The transition to virtual work was done seamlessly due to the passion and effort of all involved. Just as things were returning to some sense of normalcy the second wave of the pandemic hit. The Industree team sprang into action, and using the skills and knowledge acquired from the first wave of the pandemic, were able to respond to the needs of the producers and the needs of the country at large. The beginnings of the Covid Livelihood Coalition (CoLive), which supported artisans throughout the country during the second wave of the pandemic, were shown in March, 2021. As this annual report goes to print a few months later it has become a strong body of more than 84 organizations, with a reach to 20 million households, across the country, composed of larger NGOs in the farm, oceans and creative manufacturing fields focused on communities dependent on the commons. CoLive has built out a journey for itself.

Through the power of collaboration, we were able to provide support for millions of those in need throughout the unprecedentedly devastating second wave of the pandemic. Initiatives such as CoLive and Creative Dignity, which has amassed 500 active members, have achieved results that funding alone could not. While the pandemic has been devastating, it has created a sense of camaraderie and companionship with all players across the sector, and the community as a whole has risen and is rallying behind the artisanal communities for whom there is endless love and respect. I am grateful for and am proud of the resilience that has seen us through the roughest and the rockiest period in the history of India, post Independence.

Neelam Chhiber
Co-founder and Managing Trustee



Join our Journey Towards Thriving in Adversity

Industree Foundation is looking for like minded partners, designers, entrepreneurs, volunteers and interns. Please join the movement and help Industree build sustainable livelihoods across the creative manufacturing sector!

E-mail us to get involved:
info@industree.org.in



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Joseph Chemmanur Hall, Indiranagar, 1st stage,
1st cross, Bangalore - 560 038, India. Ph- 080 4222 9161
www.industree.org.in



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