

# Hatheli Sansthan - Annual Report 2018-19

Period - April 2018 to March 2019

**Recap of this year** - Hatheli Sansthan took some major decisions this year. For eg: halting the production for nearly 6 months (from October, 2018 to April, 2019) in order to channelize the dead inventory of over 29 Lac (finished good) and almost 10 Lac Raw material inventory of Tilonia and Barmer production centres cumulatively. For the first time Hatheli Sansthan made its online presence pan India with Jaipur based online retailer Fabriclore. The department also relocated itself into the new campus of Barefoot college.

## Department details -

**Brief background** - An initiative of the Barefoot College, Hatheli Sansthan is responsible for all artisan industries and rural livelihoods that produce products for sale within India and abroad. It is registered legally as a society in the year 1991-92 at Ajmer, Rajasthan thus, making it a profit generating social enterprise vehicle. The mission of Hatheli Sansthan is to develop a holistic and philanthropic approach for artisans so that they can represent and contribute themselves as an equal contributor to socio-economic growth of their society, even working outside the boundaries of this organisation.

This approach required a proper structure and streamlined digitised platform to manage and map its artisan community and beautifully handcrafted inventory as well. Hatheli Sansthan is the first rural-enterprise which emphasised on digitisation of entire rural industries, solely handled by rural people who have been working on grass root level with limited or no literacy.

People who were interested in digital literacy, were edified in continuous practical classes through audio-visual mode of education to take the ownership and inculcate the gravity of a social-entrepreneurship model altogether. As a result of which, 50 rural people have been trained in digital literacy and have been employed so far.

Programs - The department hosted a 15 days artisan exposure project in collaboration with NID (National Institute of Design). The rationale of the program was to resuscitate the traditional hand embroidery art that the artisans have stopped doing in the and at the same time involving the Tilonia artisans with the young student designers from NID.

### 1.1 BACKGROUND

Rajasthan is dry and arid region, most of the disadvantaged and marginalised communities which often migrate for labour work in search of better economic opportunity as most of them do not possess their own land. In Rajasthan, around the salt mine region of Sambhar, children of migrant workers often faces retention and dropout problems from primary to middle school. In proximity to this region.

### 1.2 REGIONAL SETTING

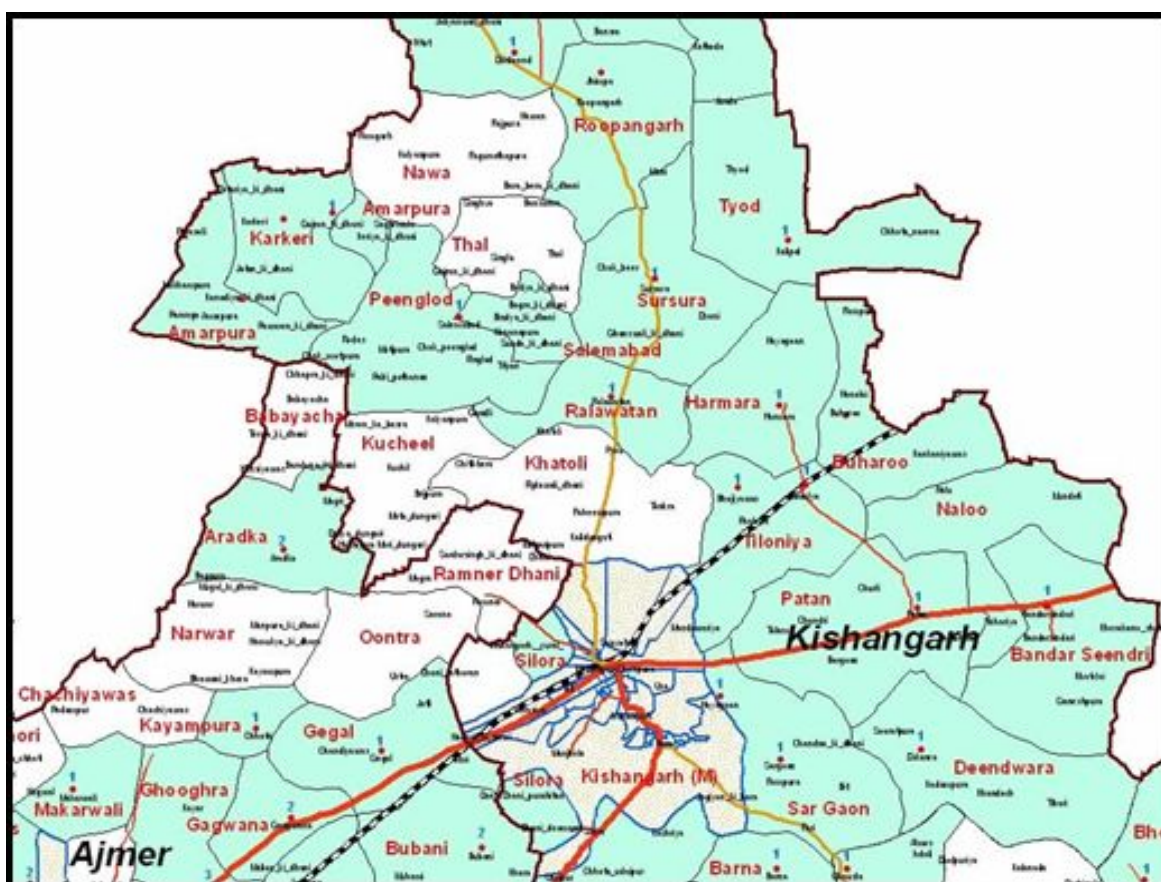
The cluster is located in Tilonia, connected with 8 other villages in Kishangarh block of Ajmer district in Rajasthan. Kishangarh is known as the marble industry hub in India because of its finest quality of marbles and construction related materials. But this place holds a cognitive value when

it comes to treatise the cultural and artistic importance through beautifully handcrafted products by local rural artisans.

There are 400+ artisans who are mainly indulged in textile, wooden, metal-work, up-cycled product units and sanitary pad making initiatives with Hatheli Sansthan. However, the major source of earning is still marble industry because of inaccessibility to proper resources, market; and orthodox traditions.

### 1.3 LOCATION

Tilonia, Rajasthan : Tilonia is a Village in Kishangarh Tehsil in Ajmer District of Rajasthan State, India. It is located 49 KM towards North from District head quarters Ajmer, 18 KM from Kishangarh (Rural), 96 KM from State capital Jaipur. It is connected with National Highway - 8 and it has railway connectivity to state capitol Jaipur and Ajmer city as well. Closest airport is at Kishangarh, which is also the closest major city from Tilonia.



### 1.4 EVOLUTION OF THE CLUSTER

Kishangarh economy mainly depends on the Marble trading. Kishangarh has more than 1,000 gangsaws, 5,000 edge cutting machines, around 25,000 godowns and more than 25,000 marble traders and it gives employment to around 1 lac people. The widest range of Indian, Italian and Makrana marble is on display in this area. It also has a flourishing market for power-loom and ball mills sector.

Artisan-cum-rural industries programme was initiated by Hatheli Sansthan a long while back in 1975 along with rural communities and local governing agencies to provide sustainable mode of

livelihood to talented pool of artisans as a whole and individual both. Initiative was conceptualised on the basis of regular need of work for artisans, specifically women who were and are psychologically confined to not to work because of social constraints and boundaries. Connected artisans have already showcased their artefacts globally and won various accolades so far. Initiative has also been recognised and supported by various Union and State level Government schemes for the tremendous outcomes through rural industries.

But, because of limited support and livelihood opportunities artisans have started migrating to low but continuous salary based jobs which has already started deluding centuries old artistic legacy and activities in local cluster. There is a dire need of an external agency to work along with the local artisan communities to catalyse and stimulate their zeal to preserve the ebbing legacy by providing them recurring mode of income.

#### 1.5 DEMOGRAPHY

As of 2011 India census, Kishangarh had a population of 154,886. Males constitute about 51% of the population and females 49%. Kishangarh has an average literacy rate of 68%, slightly lower than the national average of 74%: male literacy is 75%, and female literacy is 60%. In Kishangarh, 14% of the population is under 6 years of age.

Village total population is around 12,500 and female Population is 49.1%.Village literacy rate is 57.2% and the Female Literacy rate is abysmally low at 22.8%. This is particularly lower for a community of a minority Islamic community that primarily occupies the villagers, with livelihood through working mostly on iron works or as wage labour with earnings akin to 7000-8000 INR per month per household. Children are either taken to the labour sites for additional help or girls required to stay back to manage the households, these children cannot partake in mainstream education.

#### 1.6 GROWTH TRENDS

Tilonia comes under Kishangarh block, which has a global presence because of its exquisite marble industry. Artisan industry has also grown up but scaling is still an option to mark the presence not even in other states but internationally as well. City has direct connectivity to all the major cities through railway network and newly constructed airport provides an ease of access for better outreach and business possibilities. There are trains plying to almost every direction from Kishangarh. It is also an important halt For many South bound and North bound trains. Ajmer, Beawar and Jaipur are quite nearby which naturally aggrandise tourism.

Kishangarh was the only city in Rajasthan where the work of Railway Station, Bus Depot And Airport was going on simultaneously. As of May 2019, the Kishangarh Airport is now fully functional with daily flights for Delhi, Ahmedabad and Hyderabad. The Bus Depot and the new Railway station have already commenced commercial operations. Kishangarh is one of the fastest growing cities of Rajasthan, with the Government making investment in it through the SMART cities scheme (as part of Ajmer). An Agro processing park was also inaugurated in April 2018, in Roopangarh by the Union Minister for Food Processing, Harsimrat Kaur Badal

## 2.1 PRODUCT PROFILE

Rural industry in connected villages are majorly into appliqué art, patch-work, tailoring, stitching, embroidery, wooden-toys, products like cushion covers,bedsheets, pillow covers and curtains ideally take Tilonia handloom fabric as the base fabric. Other products like handmade paper diaries, folders, recyclable pens,coaters,table mats are our attempt to reduce and up-cycle the waste generated within our production units.

Women and Men apparels include a range of hand-block printed and handloom fabrics beautifully designed and created into traditional attires like sari,salwar suit, skirts,palazzos,pants,dupattas etc.



## 2.2 OPERATIONAL AND MANAGEMENT PROFILE

Hatheli Sansthan has been working on the principle of creating social harmony among communities to form village level clusters by forming committees and local supervisors for the monitoring process. Collective inputs and process design are the key concept behind each and every operation and Hatheli Sansthan is currently working with 30 regular employees and 384 artisans in 14 different village to produce and showcase beautifully handcrafted products globally.

## 2.3 FINANCIAL POSITION

<b>HATHELI SANSTHAN TILONIA</b>				
<b>Financial Information for last 3 Years</b>				
<b>S.No.</b>	<b>Particulars</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
<b>A</b>	<b>INCOME</b>			
	Sale	84,274,084	18,825,759	11,351,811
	Other: Indirect Income	6,230,367	1,667,734	1,277,481
	Closing Stock	10,837,376	5,877,187	7,115,021
	<b>Sub -total</b>	<b>101,341,827</b>	<b>26,370,680</b>	<b>19,744,313</b>
<b>B</b>	<b>EXPENDITURE</b>			
	Purchase	52,352,749	3,619,659	5,122,296
	Direct expenses	10,400,706	4,732,252	3,950,699
	Stock	6,400,598	10,837,376	5,877,187
	Indirect Expenses	30,177,641	5,326,121	4,603,757
	Depreciation	179,799	136,092	271,467
	<b>Sub-total</b>	<b>99,511,493</b>	<b>24,651,500</b>	<b>19,825,406</b>
<b>C</b>	<b>Surplus(+ )/Deficit(-)</b>	<b>1,830,334</b>	<b>1,719,180</b>	<b>-81,093</b>

## 3.3 STRATEGY FRAMEWORK

### 3.1 RATIONALE

The overall objective of this department in a concise statement is to revamp and establish multiple production units under Hatheli Sansthan's umbrella in a structured design-cum-vocational training unit to provide either a parallel or regular mode of income to marginalised young boys, girls and women artisans; to empower them to create an equal socio-economic balance in society.

Hatheli Sansthan itself experiments with design ideologies and tactics through its different domains termed as Rural Industries, to analyse and channelise handcrafted products as per the market need. As rural artisans feel armed and equipped with true potential, they contribute and support their families financially like the male members do. Through these design-cum-production units, Hatheli Sansthan wants set rural artisans as a vicarious trailblazer in society and an equal contributor of socio-economic growth and to provide a stable financial support to their family. This project will

catalyse establishment of entrepreneurial concept in young rural artisans and will lessen the concept of dependency on external agency or entity to earn fair wages.

Vocational training will enhance the artistic flair in young rural artisans by infusing traditional craft training and will provide them the choice to create a showcase of their work through Hatheli Sansthan, or to choose a local market of their own. Hatheli Sansthan supports and embraces all dimensional growth of youth and associated boys-girls-young women will be either trained locally at design-cum-production units with the best resources or they can choose to stay in main campus in Tilonia and get the training as per their choice and interest. Boys can also indulge in sewing, tailoring and craft related activities as there are master trainers guiding local people to become self-reliant and self-dependant for an equal socio-economic growth.

In order to improve the socio-economic condition in the village, there is a dire need of an engagement with the critical groups, and assist them with market related skill building along with basic education. This project aims to activate the presently non-earning group of women and young adolescents who requires skill development for improvements in livelihood. As such a crafts centre which trains the beneficiaries on a craft valuable in the market shall be extremely beneficial.

This project includes 3 major elements in the same development matrix :

- 1) ***Socio-economic growth*** : This initiative empowers rural women as an equal contributor in each aspect of life like the male members, for an all-round social and economical growth.
- 2) ***Digital and Financial Literacy*** : Initiative teaches financial terms and basic level management so that associated men and women will be capable to support themselves and their families in the hour of need.
- 3) ***Aesthetic building and sensitisation*** : To ensure an overall growth, people are sensitised to issues of open defecation, personal hygiene, use of sanitary napkins, child birth control, and women harassment with an active involvement of a committee.

### 3.2 STRATEGY

Demographic analysis shows considerably low statistics in-terms of women literacy, employment and human development index in Rajasthan due to visible old school practices and social stigmas in society. Young girls and women are still confined in many aspects and not allowed to contribute equally as a man.

Hatheli Sansthan envisions a single line value-chain model in organisational setup which has administrative ease, economic feasibility and viability, public welfare, long term goals and maximum social inclusion as guiding principles. Vocational training will bring a new range of products in associated category which will be channelised through Hatheli Sansthan's channels; creating a market for artisans with recurring mode of income facilitated by integration with Government welfare schemes in a parallel way. Hatheli Sansthan will integrate the newly introduced artisans and vocational trainees with organisation's existing artisans who are practically equipped with bringing traditional art form into the market.

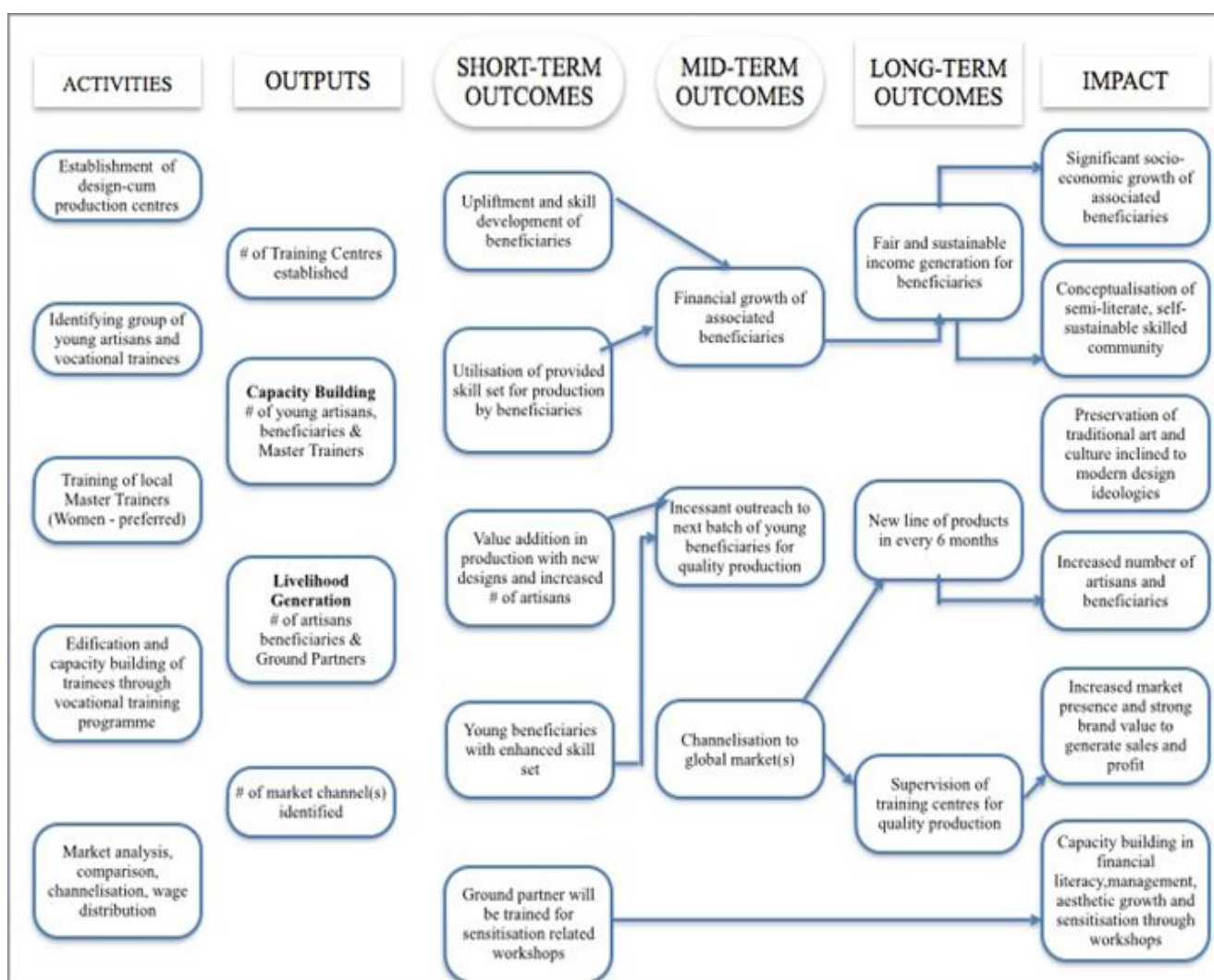
Young boys who will learn carpentry, machine work or wooden work will be encouraged to initiate their own unit after the training period. Barefoot College always supports decentralised but



connected modes of work and trainees can showcase their products through Hatheli Sansthan as well to get a parallel mode of revenue.

Initially all the artisans will be given an exposure visit and edification to learn and understand the production process. Exposure trips will be planned and interaction visits of volunteers and trainers will be arranged from prestigious design institutes like National Institute of Design, National Institute of Fashion Technology, Indian Institute of Technology and Indian Institute of Craft and design.

All the artisans will be connected with Government schemes like artisan card, health camps and bank related activities which will further be used for their financial transactions. Awareness sessions will be conducted to provide them digital-financial literacy along with health-hygiene related practices. Once all the artisans will be trained with best production tactics products will be showcased in Hatheli Sansthan's offline store directly and then will be channelised with proper description, story and credit on the online platform as well.



<b>Building Awareness on Various Government Schemes/Collaborations</b>					
1	Artisan Card	April 2018	State and Local Government	All artisans	All the artisans have been and will be well acquainted with the benefits of holding artisan cards and our field managers will be making sure that all the artisans hold their card
2	Health Camp	April 2018	State and Local Government	All artisans	Health camps including eye camps etc have been and will be conducted every 6 months with a reputed medical team
3	Bank Accounts	Feb,2019	State and Local Government	All artisans	All the artisan wages will be released into the bank accounts of the artisans for which our field managers ensured or even opened a bank account on the artisan name.

#### 4 BUDGET

##### 1.1-Budget Allocation for the year 2019-2020

Please check the attachment

#### 5.KEY HIGHLIGHTS OF 2017-18

- Setting up of a new Governing Body increasing our knowledge base, forming a strong backbone for future endeavors of Hatheli Sansthan as an organization
- Launch of the Integrated Management System to generate timely monthly reports for product and sales analysis to help the staff better plan their strategies to maximize efficiency and output
- Completion of the backend of the website, to be launched after the IMS and Product categorization is in place
- Work on new designs and quality of products
- New products were launched at the Mumbai Exhibition held in January 2019, where a sale of INR 15,44,000 was generated in 6 days.

#### 5.1 FINANCIAL HIGHLIGHTS (2017-18)

- Increased Sales from INR 1,04,27,257 to 1,26,33,595



- Revised Costing sheet to adjust our increase in infrastructure and HR investments

## **5.2 OPERATING HIGHLIGHTS (2017-18)**

- Restructuring of the organization, categorization into departments and promoting Pokhar Mal as the Coordinator of Hatheli Sansthan
- Total number of artisans working directly with Hatheli Sansthan 327 in total.
- Setting up of a new production unit in Kotri Village in association with Manthan (Our sister Organization) to maximize production and to act as a pilot for many such units to improve quality standards and decentralize production from Tilonia.
- Hiring of young staff from the community to ease the burden of digitalization on Hatheli

## **5.3 NEW DEVELOPMENTS – April 2018 – November 2018**

- Children's collection was launched in the store using handloom fabrics, and tailors trained at the Kotri unit, so another 20 women artisans were added the artisan group of Hatheli Sansthan.
- Juhi Pandey joined in as Director of Artisan Industries Program of Barefoot College in August 2018, to work closely with all the artisan sections, keeping focus on the enterprise building through Hatheli Sansthan, through new marketing ideas, skill development programs and innovation in systems and product.
- The half-yearly exhibition in Mumbai was held in October 2018, which has marginal success, with sales of INR 11,00,000, but the new highlight was the collective representation of all the artisan enterprises of Barefoot College at the exhibition – Wood Section, Handloom Section, Kabaad Se Jugaad, and B Barefoot.
- New trade policies within the sections were implemented, where each section shall house their products in the main stores of Barefoot College, managed by Hatheli Sansthan, on consignment, and shall contribute 5% of the sale towards the operations and maintenance of the store.
- An Advance Policy has been implemented for all external buyer orders to ensure material cost and assurance of a confirmed order from the buyer, reducing the burden of capital investment on Hatheli Sansthan.

## **5.4 FORWARD PLAN for December 2018 to March 2019**

- Completion of the IMS system at Hatheli, with an end to end solution from purchase to sale.
- Starting planning and design of the e-commerce website.
- Sale of stock through collaborations with other stores and other e-commerce website.
- New Design Developments in Textiles, Handlooms, Wood and Metal, along with Upcycled products with left-over waste material.
- Participation in focused exhibitions / sales, like Oz Haat @ Australian High Commission in December and Jaipur Literature Festival in January 2019.
- Fund-raising for skill development and innovation-design across sections through CSR and Government initiatives.
- Active participation in craft forums and skill development forums to bring the focus to Barefoot College's artisan program which does not technically feature in the Indian Craft Sector Network. (eg: Juhi Pandey, invited to the Mission Samridhi Summit, as a Development Accelerator where she shall be presenting the work of Barefoot College, with a focus on artisan and craft development challenges and methodologies, in Chennai this November.)

## 6. INNOVATIONS

- a) Research and development- SBI Fellow 2018-2019, helped the department in researching low water consumption water techniques.As a result of which the department will be able to dye their own fabric with natural colours.
- b) New products or programs launched -A premium range of women apparels will be launched through this collection.



## 7.CAPACITY BUILDING AND BENEFICIARY STORY

Sita Devi is the mother of 3 kids, living in the village of Tilonia who wanted to build her capacity and contribute in the financial planning of her family along with her husband. She wants to give her children the education she was never acquainted to. For the same she works diligently everyday to earn a minimum wage of INR 213/day from the organization. Once she completes her probation period, the department will hire to scale up the natural dying unit.