



Report  
on  
**Strengthening and Capacity Building of  
Thar Dhat Handicraft Society**  
(Under SIDBI Cluster Intervention Programme)



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## Chapter I: Introduction and Background

### 1.1 About the Project

FISME proposed to handhold the Thar Dhat Handicraft Society (TDHS) for a period of 5 months to structure it as a functional Association, develop adequate synergy within the members, establish a professional secretariat and provide linkage with other leading MSME Associations through its institution, towards capacity building of the member MSMEs by providing training, organizing workshops, conducting study visits and above all providing mentoring throughout the development process.

### 1.2 Objective

The objective of the intervention is to enable the association and its lead players to be development agents and growth initiator for the micro-enterprises of Jodhpur wooden handicrafts cluster.

### 1.3 About Jodhpur Wooden Handicrafts

Jodhpur has a rich tradition of diverse handicrafts, and over the years has emerged as a major hub for the export of handicraft items. The wooden handicraft's industry has a 75% share of the total handicraft industry in Jodhpur. The cluster provides livelihoods to more than 1 lakh skilled artisans and contributes more than 10% of the total handicrafts of the country. There are more than 300 small and medium exporters in the region, who are engaged in the production of wooden & iron handicraft products, and export to major world markets in the US, UK, Germany, Canada, Italy, France etc. Europe and the USA are the major export markets of the wood products manufactured in Jodhpur, including products such as small gift articles, carved items, toys, small utility items and furniture products.

According to available data, the Cluster statistics are:

Type of Firm	Number of Units	Turnover (INR Cr) – 2019-20
Micro	3150	800
Small	300	1200
Medium	50	2000

Source: SIDBI Report

### 1.4 About TDHS

Thar Dhat Handicraft Society (TDHS) was registered under the Rajasthan Societies act, 1958 in 2020 under the aegis of the 'Jodhpur Wooden Handicraft cluster' program supported by the Government of Rajasthan. The Society is working majorly for micro-units with a member base of around 100 micro/household units.

### 1.5 Background

TDHS is a 3-year-old society registered under the Rajasthan Societies Act, 1958. The society currently has 120 members, primarily micro-units and artisans working with wood handicrafts. Annual membership fees of Rs. 590 are collected to facilitate meetings and discussions on member-related issues.

## 1.6 Initial Findings

**Membership:** Most members operate small manufacturing units with limited workspace and manpower. A significant portion of the membership holds GST registrations. Traditionally, society members focused on decorative wooden items like animal figurines and metal sheet crafts. A recent shift towards furniture production has been observed.

**Society Infrastructure:** A dedicated bank account exists under the society's name. The society lacks a GST registration and a physical office space. The last society meeting occurred eight months ago. No meeting of members has been held since.



## Chapter II: Inception and Conceptualization

### 2.1 Context

In a bid to foster collaboration and build the capacity of local handicraft artisans, Federation of Indian Micro and Small & Medium Enterprises (FISME) conducted a one-day workshop with members of Thar Dhat Handicraft Society (TDHS).

Held under the banner of 'Interactive Session on Strengthening and Capacity Building of Thar Dhat Handicrafts Society', the workshop aimed to build a broader consensus on collective initiatives and cooperation and also alignment with the purpose and need of association.

### 2.2 Objectives

- Establish the need and purpose of Association
- Alignment of goals and objectives with purpose and need of association
- Mapping of issues faced by handicraft artisans
- Formation of the core group

### 2.3 Proceedings of Workshop

#### Setting the context

The workshop was held on April 12, 2024, in Jodhpur. It was organized by FISME as part of the SIDBI Cluster Intervention Programme. About 50–60 members of the TDHS participated in the workshop. Speakers at the workshop included-

- Mr. Dinesh Singhal, MD & CEO, Kanohar Electricals Ltd., and Past President, FISME
- Mr. Anil Bhardwaj, Secretary General, FISME
- Mr. Hindu Singh Sodha, Chief Executive Secretary, UJAS
- Mr. Kiran VN, DC, Handicrafts, Jodhpur Division

The workshop commenced with a brief round of introduction and opening remarks by Mr. Anil Bhardwaj, Secretary General, FISME. Background and objectives of the programme and agenda for the workshop was laid down. Mr. Bhardwaj also set the context for the workshop and the outcomes expected.

Also speaking at the workshop, Mr. Hindu Singh Sodha, Chief Executive Secretary, Universal Just Action Society (UJAS), stated that despite contributing 40% to the export of wooden handicraft items from Jodhpur, the migrant handicraft artisans are not able to grow because of the exploitation by exporters.



## 2.4 Orientation

The orientation session was initiated by Mr. Anil Bhardwaj, Secretary General of the national MSME body. Narrating a moving story from scriptures he instilled the power of 'Purpose'.

Mr. Dinesh Singhal, MD & CEO, Kanohar Electricals Ltd. & Past President of Indian Industries Association- state level organization in Uttar Pradesh and FISME, built upon the initiation session and engaged the participants on the question of why there was a need for an association.

During the discussions several issues came up which made it obvious that entrepreneurs and artisans cannot resolve them individually and their resolution necessitates formation of an association. For example, the issue of conversion of land, access to marketing and other support schemes of DCH which were only available to cluster associations and also negotiating fairer trade terms with exporters.

After having established the need for an association, Mr. Singhal shared his experience of founding several associations in his career, namely that of Transformers manufacturers and another of MSMEs in UP.

As the government was the only buyer of transformers, the transformer manufacturing units had to compete among themselves to bid for sale to the government. This created a lot of mistrust among the units. As Secretary of the Association of Transformer Manufacturers, the biggest challenge Mr. Singhal faced was to build a sense of trust among the transformer manufacturers. Identifying common goals and starting to work on them built trust which helped strengthen the association.

In the case of the general MSME association in UP, in the 70s and 80s there were numerous small-scale units established by first generation entrepreneurs. These entrepreneurs were routinely harassed by inspectors of various departments and officials of financial institutions. Mr. Singhal gathered that the chief reason for their exploitation was lack of knowledge about the subject, governance structures and about their rights. Because of it, entrepreneurs suffered from self-confidence and self-esteem issues. He set up the Indian Industries Association (IIA), formed its chapters in all major districts and held regular meetings. Through that process, they identified the subject experts among themselves, studied issues and

presented it to the right set of people in the government. They held large meetings and invited Chief Ministers into the capital. The government started listening to entrepreneurs and resolving their issues. This boosted the self-confidence of entrepreneurs and put the erring officials at the ground on the backfoot.

Development of leadership in the association was also emphasized. The association can be successful in the long run if leaders have been developed among the entrepreneurs who take up the interests of all fellow entrepreneurs in a holistic manner. There must be clarity about the purpose and objective of the association and, despite the short-term benefits, an industrial association should never digress from its core objective. In the long run, it must be able to function independently in the interests of its member enterprises without any hand-holding or support from the entrepreneurs who had established the association.

Another important aspect of an association that was highlighted at the orientation session was the role it could play for the benefit of its members. A successful association can play a proactive role in policy-making as it has more negotiating power. The association must develop an understanding that while competing in the same market, businesses can enhance their bargaining power and secure more favourable terms of trade through collaboration and cooperation.

The Orientation session concluded by laying down certain parameters for the association. First and foremost, the leaders of the association should always put the interest of member enterprises as paramount. Association should always prioritize knowledge-seeking and knowledge-sharing members. Roles and responsibilities must be assigned based on the capacity, expertise in the field and experience of the members.



## **2.5 Activity: Problem Identification**

A problem identification activity was carried out to identify the issues that handicraft artisans face. The members were divided into seven groups to brainstorm over the issues they are facing. *(Refer Annexure for Issues identified)*



## 2.6 Mapping of issues

Based on the brainstorming by members in 7 groups, the issues were mapped as follows:

1. Land: The wooden handicraft units are not allotted land in the industrial area. These units are therefore located on agricultural land and in residential areas. Many unit owners do not possess legal title to existing agricultural land on which units are located.
2. Unfavourable terms of trade: The artisans face exploitation at the hands of exporters. There is no written contract with the exporters. The transactions happen on the basis of purchase orders. There are no standardized documented quality parameters and the exporters cancel the order on any criterion. The exporters do not make any advance payment to the artisans. The artisans receive their payment once the export order is completed by the exporter. On average, it takes 45–60 days for the artisans to receive their payment.
3. Access to Market: As the artisans are dependent on the exporters, they do not have access to the export market. They are also unable to sell their products in the local domestic market and have not been able to explore the e-commerce channel for selling.
4. Lack of Finance: The Artisans face difficulty in availing finance for working capital requirements and for purchasing new machinery. Banks are not willing to lend to them. Another was payment of their dues on time from exporters and also loss due to sudden cancellation of orders.
5. Skills: The wooden handicraft artisans are reliant on old techniques and methods. The dependency on exporters has meant that artisans have not been able to acquire polishing and finishing skills to upgrade themselves.
6. Lack of information: Lack of awareness of the government regulations and compliances and the support schemes available.



## 2.7 Outcome of the workshop

The one-day workshop was able to achieve the following outcomes:

1. Introduction to the project: The workshop laid down context and background to the intervention, background to FISME and the role FISME could play in the capacity building and strengthening of the association.
2. Need and purpose of association: The workshop established the need and purpose of forming an association and also underscored why alignment with the purpose is the most important factor in establishing a successful association.
3. Identification of issues: Members had discussions among themselves in groups and identified the issues and problems they are facing.
4. Mapping of issues and roadmap: The issues identified by members were mapped into seven categories. Based on this mapping, a roadmap will be prepared for each category.
5. Formation of the core group: Leaders who would take up the responsibilities of office bearers were identified by members themselves. A separate brainstorming discussion was conducted after the workshop with the core group to strategize a future course of action.

## 2.8 Action Plan and Way Forward Formulated

**Exposure Visit:** The Workshop may be followed by exposure visits of 4-5 members to a few reputed MSME Associations in different geographies with proven achievements in capacity building and services to the Member enterprises. This may lead to identification of directions of future activities. The exposure visits would be organized in industrial associations based out of Coimbatore, Ahmedabad, Delhi. Some of the associations that could be approached for organizing exposure visits are- (The Indian Chamber of Commerce and Industry, Coimbatore, The Southern India Engineering Manufacturers Association Coimbatore North Small Industries Association, The Toy Association of India Apparel Exporters and Manufacturers Association, Okhla Garment and Textile Cluster Gujarat State Small Industries Federation, Gujarat Chamber of Commerce & Industry, Gujarat Dyestuffs Manufacturers Association).

**Experience sharing:** A subsequent experience sharing meeting of the leaders with other Association Members may convince them to develop the Association to a functional organisation for growth and development of the Association members. Knowledge gained from exposure visits would be shared.

**Institutionalization:** In the Institutionalization stage the formalization of the Association will be taken up. This will include selection of office bearers, completion of necessary legal procedures and what is most important development of Vision and Mission of the Association. While the above activities may be taken up during day-to-day discussions under the observation of a Mentor, an off-site discussion session of the Lead association Members will hasten the process. At this stage the Association will also be enabled to engage service providers viz., Legal Advisers, Chartered Accountants to complete the regulatory requirements. Institutionalization phase will involve the following activities.

- **Offsite discussions:** Offsite discussions will be held in small groups of 10-15 persons to discuss on goals and objectives of association and broad plan of activities. A core group will also be formed at this stage.

- **Meeting of Core group:** One day meeting of core group will be organized to discuss on three-year activity plan.

## Establishment

At the establishment stage following activities will be undertaken:

- **Establishment of secretariat:** A functional Secretariat at specific location will be set up and standard operation procedures (SOPs) will be developed for uniform work and information flow. At this stage ways and means for sustaining activities of the Association and funding procedure need also to be established.
- **Compliance:** Completion of legal procedures/formalities related to secretariat, development of Vision/Mission statement for the association, finalization of logo shall be completed at this stage.
- **Hiring of staff:** Selection of office bearers and hiring of 2 persons for supervising secretariat will be done.
- **Training:** Training of the office bearers and secretariat staff is another important activity at this stage where trainers from the Mentor/ Federation will train the office bearers and also the secretariat staff about the activities and resource mobilisation to be taken up for sustenance of the Association.



## Chapter III: Exposure Visits

The Workshop was followed by exposure visits of selected members of TDHS to a few reputed MSME Associations in different geographies with proven achievements in capacity building and services to the Member enterprises. The exposure visits were organized in industrial associations based out of Coimbatore, Ahmedabad, Delhi.

### 3.1 Exposure Visit (Delhi NCR)

TDHS members embarked on a 4-day exposure visit to Kirti Nagar, Delhi Haat in Delhi, and Sonipat, Faridabad in Delhi NCR, and Saharanpur in Uttar Pradesh, with ten members participating. On the first day, they explored Kirti Nagar and Delhi Haat, where they observed market trends and gained insights into the value of their artwork. The members also had the opportunity to see new designs and cutting-edge technologies that could enhance their craftsmanship.

During the four-day exposure visit, the first day saw the members of Thar Dhat Handicraft Society exploring the bustling markets of Kirti Nagar and Delhi Haat in Delhi. Kirti Nagar, known as Asia's largest furniture market, was their first destination. This extensive market is renowned for its myriad showrooms featuring a wide array of handicrafts and furniture brands. The society members had the valuable opportunity to witness first-hand how the raw materials are transformed and sold in the market. The showroom visits allowed them to understand the market value of their materials and get acquainted with contemporary design trends, which is crucial for staying competitive and innovative in their craft.

The visit extended to a manufacturing unit in Kirti Nagar, which was a highlight for the members. Here, they were introduced to advanced machinery used in the production of handicrafts. They witnessed the operations of CNC (Computer Numerical Control) machines, which are essential for precise cutting and shaping of materials. Additionally, they learned about the multi-bolt machine, which significantly enhances productivity by drilling multiple holes simultaneously, and the edge banding machine, which applies protective and decorative edges to panels. This exposure to modern manufacturing techniques and tools was invaluable, providing the artisans with insights into improving their own production processes and the quality of their products.

The day continued with a visit to Delhi Haat, a vibrant marketplace known for showcasing traditional Indian crafts and cultural artifacts. The Thar Dhat Handicraft Society members took advantage of this opportunity to network with fellow artisans and shopkeepers, particularly those specializing in Jodhpur handicrafts. They exchanged business cards, establishing connections that could lead to future collaborations and business opportunities. Additionally, they gathered information on the pricing of similar products being sold in the market, which is essential for benchmarking and setting competitive prices for their own goods. The first day of the exposure visit was highly informative and beneficial for the members of Thar Dhat Handicraft Society. It provided them with crucial market insights, exposure to modern manufacturing technologies, and valuable networking opportunities, all of which are instrumental in enhancing their craft and expanding their business prospects.

## Meeting at FISME Office With TDHS Members

The second day was marked by an important meeting with officials from SIDBI and KPMG at the FISME office in Delhi. This meeting provided the members with valuable insights into business growth strategies and financial support mechanisms available to them. The meeting began with a warm welcome from Mr. Anil Bhardwaj, Secretary General of FISME, who introduced Ms. Smriti Vajpai, Assistant General Manager of SIDBI, and Mr. Dr. Sandeep Prasad, Manager at KPMG. The session commenced with introductions of the society members to the officials, fostering a friendly and open atmosphere. Ms. Smriti Vajpai provided an in-depth explanation of SIDBI's ongoing projects, highlighting their impact and success, particularly praising the Jodhpur cluster for its effective implementation.

She engaged with the members by soliciting their feedback on these programs, attentively listening to their concerns and challenges. Her commitment to addressing their issues was reassuring, establishing a productive dialogue between the society and SIDBI. Following this, Mr. Mayank Gaur, Joint Secretary, FISME presented a comprehensive progress report of the Thar Dhat Handicrafts Society through a detailed PowerPoint presentation. He outlined the achievements, ongoing challenges, and the strategic initiatives undertaken by the secretariat established for the society. This presentation provided a clear picture of the society's current status and future plans, facilitating a deeper understanding among the officials. Mr. Anil Bhardwaj then informed the members about the MSME scheme that mandates payment within 45 days, emphasizing its importance for maintaining healthy cash flow and financial stability for small and medium enterprises. This information was crucial for the artisans to ensure timely payments and better financial management.

Dr. Sandeep Prasad from KPMG introduced the members to the concept of drop-shipping, a modern retail fulfilment method, and encouraged them to explore the e-commerce market. He explained how adopting e-commerce strategies could expand their market reach and boost sales, providing practical advice on how to integrate into the digital marketplace. The meeting was highly informative and beneficial, equipping the Thar Dhat Handicrafts Society members with valuable knowledge and strategies to enhance their operations and expand their business opportunities.



## Meeting at RIA (Rai Industries Association) office

Following the interaction at FISME office, the members were taken to Rai Industrial Area in Sonipat, Haryana, to meet with prominent personalities from Rai Udyog Sangh. They were warmly welcomed by Mr. Rakesh Chhabra, President, Rai Industries Association, who provided an in-depth overview of the association's operations. The group engaged in detailed discussions about the functioning of their society, sharing their challenges and exploring solutions. Mr. Chhabra highlighted the importance of strong organizational thinking, transparency, and mutual cooperation among members for the success of any organization.

He highlighted that these elements are important to promote a healthy and productive environment within any association. During the discussion, many important suggestions were made regarding government schemes, land transfers, and financial matters like loans. Mr. Chhabra shared information on how to effectively operate government schemes to benefit their society. He also advised on the processes involved in land transfer, which is often a complex issue for many organizations.

Additionally, the topic of loans and finance was discussed, wherein Mr. Chhabra guided them on how to obtain financial support to sustain and grow their operations. The exchange of ideas and experiences during this meeting was highly beneficial for the members of Thar Dhat Handicrafts Society. They gained valuable knowledge on how to improve their organizational structure and learned about various resources and strategies to address their challenges. The meeting with Mr. Rakesh Chhabra and Rai Udyog Sangh proved to be an insightful experience that provided the society with practical solutions and new direction for their future endeavours. After a healthy discussion with Mr. Rakesh Chhabra, President of RIA and prominent member of RIA, Mr. Kamal Singh, President of TDHS, thanked all the members of RIA.



## 3.2 Visit to Saharanpur

On the third day, the group visited Saharanpur to explore the Common Facility Centre run by EPCH, where they learned about the centre's operations and support for local artisans. Here, members of the Thar Dhat Handicraft Society (TDHS) had the opportunity to explore the Common Facility Centre of the Export Promotion Council for Handicrafts (EPCH). At the EPCH's Common Facility Centre, the members received valuable insights into various aspects of wood processing and treatment essential for the handicraft industry. They learned about the wooden seasoning plant, which is crucial for ensuring the wood's durability and stability by reducing its moisture content to the desired level. Understanding the wood seasoning process is vital for producing high-quality wooden products that are less prone to warping, cracking, or other forms of degradation.

They also delved into the intricate carving art of Saharanpur during a market exploration, gaining a deeper appreciation of the techniques and artistry involved. Later, they met with officials from the Indian Industry Association (IIA), where Ramji Suneja, Past President of FISME, extended a warm welcome and provided a practical overview of the association's role in supporting its members through advocacy, training, and networking opportunities.

The members were introduced to the wood chemical treatment plant. This facility is instrumental in protecting wooden materials from pests, fungi, and other environmental factors that could compromise their quality. The treatment process involves using chemicals to enhance the wood's resistance, thus ensuring the longevity and reliability of the final products. The tour also included a detailed explanation of the various machines used in woodwork. These machines play a significant role in enhancing the efficiency and precision of crafting wooden items, from basic cutting and shaping to intricate detailing and finishing.

On the final day, the members visited industries in Faridabad, where they observed the use of imported machinery and understood its operational aspects, providing them with ideas on modernizing their own production processes. The 4-day visit was highly successful, equipping the members with valuable insights and practical knowledge to improve their society's functioning and achieve sustainable growth.

### **Visit At EPCH's Common Facility Center, at Saharanpur**



### **Industrial Visit at Faridabad and State Emporia Complex Visit at New Delhi**



### 3.3 Outcome and learnings of Delhi-NCR exposure visits

The exposure visit had a significant positive impact on the TDHS members, providing them with valuable insights into the functioning of other successful organizations. By observing the working methods of these organizations, the members gained a deeper understanding of efficient operational strategies and are now considering implementing similar practices within their own society. This experience highlighted the importance of unity, good behaviour, and strong organizational values, which are essential for running a successful association.

Additionally, the exposure visit offered the members an opportunity to explore new markets, allowing them to better understand market dynamics, customer preferences, and the latest industry trends. This exposure to different markets broadened their perspective and equipped them with ideas on how to enhance their own products and services. Furthermore, the visit facilitated networking opportunities with established and successful organizations, creating valuable connections that could benefit TDHS in the future. These new relationships provide a platform for potential collaborations, knowledge sharing, and support, which can contribute to the society's growth and sustainability. Overall, the exposure visit was an enriching experience that not only inspired the members but also equipped them with practical knowledge and connections to drive their society forward.

### 3.4 Exposure Visit to Gujrat

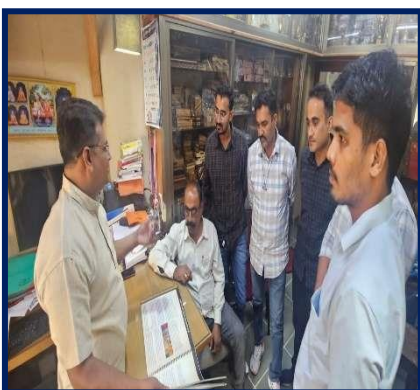
A two-day exposure visit was organized in Gujarat from 09th to 10th August 2024, focusing on learning from the successful handicraft practices and associations in the state. On the first day, participants visited the Sadeli Craft in Surat, where they observed the intricate woodwork and craftsmanship that has made this art form renowned. This visit provided valuable insights into traditional techniques and innovative practices that could be applied to their own work.

On the second day, the group visited two prominent industry associations in Ahmedabad: The Naroda Industry Association and the Timber Association. The Naroda Industries Association (NIA), is established entity that has been operational since 1967. With over 1200 members from various industries, NIA is a significant player in the industrial landscape of Ahmedabad. The TDHS members were keen to understand the factors that contribute to the successful running of such an association, and their visit to NIA provided crucial learning points. These visits were designed to understand the organizational structures, collaboration strategies, and effective management practices that contribute to the success of these associations. The participants engaged in discussions on operational strategies, membership growth, and sustaining craft traditions. This exposure inspired them to implement new ideas, improve their craft techniques, and foster collaboration within their own society for sustainable development.

One of the primary takeaways for the team was the importance of having a large and active membership base, which ensures the sustainability and effectiveness of the association. They observed first-hand how NIA operates, including its management of key facilities such as a hospital and a chemical treatment plant. These facilities underscore the association's commitment to the welfare of its members and the surrounding community, demonstrating a model of holistic industry association management that goes beyond mere business concerns. The next stop for the TDHS team was the Ahmedabad Timber Merchants Association, a visit that was particularly relevant to their interests in wood craftsmanship and related industries. Here, the team delved deeper into the nuances of the timber trade, engaging in detailed discussions with the association's office bearers.

These discussions provided the TDHS members with a broader understanding of wood-related challenges, including issues of sourcing, sustainability, and market dynamics. The exchange of knowledge with the Ahmedabad Timber Merchants Association was invaluable, as it offered practical insights that could be applied to their work within the Thar dhat Handicrafts Society. Overall, the second day of the exposure visit was marked by rich learning experiences that equipped the TDHS members with new perspectives on managing industry associations and deepened their understanding of the wood industry.

associations and deepened their understanding of the wood industry.





### 3.5 Experience Sharing of Delhi-NCR and Gujarat Exposure Visits

On the second day of the Skill Training and Financial Management workshop held on 4<sup>th</sup> and 5<sup>th</sup> October in Jodhpur, Mukesh Parihar (Executive Secretary, Secretariat TDHS) delivered a comprehensive presentation on the achievements of the Thar Dhat Handicraft Society. He highlighted the recent onboarding of new members, showcasing the society's expanding network and the influx of diverse talent. Mukesh also discussed a three-day training program organized by FISME for the secretariat staff, aimed at enhancing their administrative and managerial skills to better support the society's initiatives. Additionally, he shared insights from an exposure visit that member undertook to the Delhi NCR and Gujarat regions. This visit allowed participants to learn from established artisans and explore successful market practices, fostering inspiration and practical knowledge. Overall, Mukesh's presentation illustrated the society's commitment to growth, skill development, and the empowerment of its members through training and collaborative experiences.

### 3.6 Exposure Visit to Coimbatore and Tiruppur

A two-day exposure visit was organized to learn effective management practices, foster collaboration, and understand the successful operation of societies through interactions with renowned organizations like Coimbatore District Small Industries Association (CODISSIA) and Tiruppur Exporters Association (TEA). CODISSIA, one of India's oldest and most prestigious industrial associations, provided an exceptional learning platform for the participants. The participants gained valuable insights and inspiration to improve their own craft techniques. The exposure visit was organized as part of Project for Strengthening and Capacity Building of Thar Dhat Handicraft Society under SIDBI's Cluster Intervention Programme.

#### Agenda

Date	Time	Description
16.12.2024	9.45am	Pick up the delegates from Hotel Thaaai and proceed to CODISSIA City Office
	10.00am-10.45am	Meeting with the Office Bearers of CODISSIA
	10.45am-11.10am	Proceed to CODISSIA Trade Fair Complex
	11.15am to 12.15pm	Visit at CODISSIA Trade Fair Complex
	12.15pm-12.30pm	Proceed to Velman Wood Carving, Kalapatti
	12.30pm-1.30pm	Visit at Velman Wood Carving

	1.30pm-1.45pm	Proceed to Hotel Annapoorna
	1.45pm-2.30pm	Lunch
	2.30pm-3.00pm	Proceed to CODISSIA Industrial Park
	3.00pm-3.45pm	Visit at CODISSIA Industrial Park, Kallapalayam
	3.45pm -4.45pm	Proceed to Kerala
	4.45 pm-6.00pm	Visit at Vinayaka Woods
	6.00pm	Return from Kerala
	7.30pm	Drop at Hotel
17.12.2024	9.30am-10.30am	Pick up the delegates from hotel and proceed to Tirupur
	10.45 am 12.00pm	Visit at Cotton Knit Fabs (Knitting Unit)
	12.00pm-1.00pm	Proceed to Perundurai Sipcot
	1.00pm 2.30pm	Visit to Dyeing Unit followed by lunch
	2.30pm-3.30pm	Proceed to Palladam
	3.30pm-4.30pm	Visit to Ajjun Tex at Palladam (Garment Making industry)
	4.30pm	Return from Tirupur to Hotel Thalai

**About CODISSIA:** CODISSIA, an ISO 9001-2008 organization, established in 1969 as a Small Industries Association, is one of the largest associations for Micro, Small and Medium Enterprises in South India. It has a membership of more than 1700 MSMEs from different sectors. It is a non-profit organization, working for the Industrial development and economic growth and prosperity of this region. The Association has made a significant contribution towards building a strong and a stable industrial belt in this region and creating awareness among MSME entrepreneurs. Besides assisting in grievance redressal through effective representations, CODISSIA focuses on the development-oriented activities such as conducting series of seminars, Training Programmes, Study tours, Delegation visits to Foreign Countries, Exhibitions, Industrial Trade Fairs, Industrial visits, Buyer Seller Meets, Guidance on Exports Imports etc. so as to develop and create awareness among industrial entrepreneurs.

**About Tiruppur Exporters Association:** Tiruppur Exporters Association – popularly known as TEA - was established in the year 1990. This is an Association exclusively for exporters of cotton knitwear who have production facilities in Tirupur. From the modest beginning TEA has grown into a strong body of knitwear exporters. Today, TEA has a membership of 1076 Life members and 155 Associate Members. The members of the Association, from the beginning, have resolved to develop their organization focusing on Multilateral growth of knitwear industry and exports Development of infrastructural needs for Tirupur.

#### **Day 1 – 16/12/2024, at Coimbatore, Tamil Nadu**

On the first day of the two-day exposure tour, a team of five members of Thar Dhaat Handicrafts Society (TDHS) embarked on an enriching journey to Coimbatore, Tamil Nadu. The objective of the visit was to learn management techniques, foster collaboration and understand how to run a successful organisation by studying the exemplary practices of CODISSIA (Coimbatore District Small Industries Association) and related industries. The members visited CODISSIA, one of the oldest and most respected private industrial associations in India.

CODISSIA was established in 1969 with an initial membership of 20-30 persons and has since grown into a renowned body promoting and supporting small scale industries. The TDHS team was warmly welcomed by the President of the Association, Mr. M. Karthikeyan, who gave a detailed

overview of the journey, mission and background about the association. Mr. Karthikeyan emphasized the importance of strong bye-laws in ensuring the success and sustainability of the association. He elaborated on the importance of well-defined rules to govern operations, which promote discipline and accountability. According to the Chairman, CODISSIA's strength lies in the excellent coordination and collaboration among its members. He highlighted that transparent financial transactions and open communication are the cornerstones of building trust within the organization. He emphasized that these practices have been instrumental in transforming CODISSIA from a modest association to a powerhouse of industrial development.

The TDHS members were then introduced to CODISSIA's key initiatives, including its renowned trade fairs. Mr. Karthikeyan explained how these fairs are organized to showcase small industries, provide them a platform to exhibit their products, enhance market access and foster business partnerships. The team visited the trade fair complex, where they witnessed the meticulous planning and execution that goes into such events. This experience inspired TDHS members to consider organizing similar fairs to promote handicrafts and create brand visibility for their own products. After exploring the trade fare complex, TDHS members were taken to the Industrial Park managed by CODISSIA. The Park is a hub of small industries, providing shared resources and infrastructure to support businesses. The visit provided an in-depth understanding of how collective efforts and resource-sharing can increase productivity and reduce operational costs. The concept of industrial parks resonated with TDHS members, as it provided a potential model for setting up similar setups for artisans and craftsmen in their community.

The day continued with a visit to Shri Vinayak Woods Furniture, a prominent unit of CODISSIA. This visit offered the TDHS members an opportunity to observe the entire production process, from raw wood processing to the final products displayed in showrooms. The members gained valuable insights into optimizing production methods, maintaining quality, and ensuring proper branding to achieve market competitiveness. They closely studied techniques to add value to raw materials and how to package and present products to attract customers. The visit to Shri Vinayak Woods Furniture was particularly inspiring, as it showcased how traditional skills could be combined with modern practices to create a thriving business. Throughout the day, the TDHS team had active discussions with industry leaders and entrepreneurs. These interactions provided a platform to exchange ideas and explore potential collaborations. Members appreciated CODISSIA's commitment to empowering small industries and were inspired to apply the same principles within their society. By the end of the day, TDHS members had gained a wealth of knowledge about effective organizational management, collaboration and marketing strategies. The exposure to CODISSIA's practices and the visit to Shri Vinayak Woods Furniture left a lasting impression, giving them actionable insights to improve their own operations and promote the handicraft sector.

### **Key learnings for TDHS**

- **Organizational Management:** The TDHS team learnt that Organizational management is critical for sustainability of an Industrial Association. Strong bye-laws play an important role in ensuring discipline, accountability, and sustainability within organizations. At the same time, transparent financial transactions and open communication work as foundations for trust and collaboration.
- **Trade Fairs and Market Access:** Organizing trade fairs and facilitating industries participation in exhibitions can play a dual role. Firstly, it can help members gain access to new markets and secondly it can be an important source of revenue for the Association. Organizing trade fairs to showcase products can increase market visibility, and foster

business partnerships. TDHS members also learnt that meticulous planning is required at the association level for execution of trade fares to promote small industries.

- **Industrial Park Model:** TDHS members learnt about the concept of industrial parks as hubs for shared resources and infrastructure, enabling small industries to thrive. Members also gained insights into potential for implementing similar setups to support artisans and craftsmen in the community.
- **Traditional Skills with Modern Practices:** Integration of traditional craftsmanship with modern techniques can create market-competitive products. Active discussions with industry leaders provided actionable ideas and potential collaboration opportunities. Organizing fairs and setting up industrial parks as potential initiatives for TDHS to enhance visibility and support artisans. Value addition can be obtained through innovative techniques and enhancing product presentation through packaging and branding.

## **Day 2 – 17/12/2024, at Tirupur, Tamil Nadu**

On the second day of their exposure tour to Tamil Nadu, a five-member team from the Thar Dhat Handicrafts Society (TDHS) immersed themselves in the vibrant world of the textile industry in Tirupur. Known as the "Knitwear Capital of India," Tirupur boasts a rich tradition of textile production that blends innovation with craftsmanship. This visit was an eye-opener for the TDHS members, providing valuable insights into the intricate processes behind the creation of textiles and garments.

### **The Journey Begins: From Raw Cotton to Yarn**

The day commenced with a visit to a textile unit where the members observed the process of converting raw cotton into yarn. Guided by experts, they learned how raw cotton undergoes cleaning, carding, and spinning to produce high-quality yarn. Modern machinery and advanced techniques ensure efficiency and precision at every step. The team was particularly impressed by how automation has streamlined the process, reduced manual labour while maintained exceptional quality standards.

### **From Yarn to Fabric: The Role of German Technology**

The next stop was a unit specializing in the production of fabric from yarn. Here, the TDHS team witnessed the integration of German technology in weaving and knitting processes. Sophisticated looms and knitting machines operated seamlessly, turning yarn into various types of fabric. The precision and speed of these machines amazed the team, as they produced diverse textures and patterns that cater to global demands. The members noted the emphasis on innovation in Tirupur's textile industry, where state-of-the-art technology coexists with traditional craftsmanship. This blend ensures that the products meet international standards while retaining their unique identity.

### **Adding Life to Fabric: Dyeing, Printing, and Washing**

A key highlight of the day was visiting facilities where dyeing, printing, and washing processes were carried out. The TDHS team observed how plain fabrics are transformed into vibrant, eye-catching designs. They learned about the use of eco-friendly dyes and sustainable practices adopted by many units in Tirupur to minimize environmental impact. The intricate printing techniques, ranging from screen printing to digital methods, fascinated the visitors. Each design told a story, reflecting the creativity and artistry of the craftsmen. Washing processes added the final touch, ensuring that the fabrics achieved the desired softness, texture, and finish.

## The Art of Garment Making

The final leg of the visit was dedicated to understanding garment production. The team toured units where finished fabrics were turned into shirts, t-shirts, pants, and trousers. They saw the meticulous cutting of fabric using computer-aided tools, precise stitching by skilled workers, and quality checks at every stage. Packaging and export were equally impressive, with systematic procedures in place to ensure that garments reached international markets in pristine condition. The members gained insights into Tirupur's robust supply chain, which supports its reputation as a global leader in textile exports.

The exposure tour left a lasting impression on the TDHS members. They were inspired by the industry's ability to blend tradition with technology and its commitment to sustainability. The visit underscored the importance of innovation, precision, and teamwork in achieving excellence. For the TDHS team, this experience was not only educational but also a source of motivation to apply some of these practices in their own handicraft endeavours. The visit to Tirupur's textile industry was a testament to the transformative power of skill, technology, and dedication in creating products that resonate worldwide.

### Key learnings for TDHS

- **Understanding the Garment Production Process:** Detailed observation of fabric cutting, stitching, and garment finishing using computer-aided tools and skilled labor. Besides this, TDHS members learnt about the process of converting raw cotton into high-quality yarn through cleaning, carding, and spinning, importance of modern machinery and automation in enhancing efficiency, reducing manual labor, and maintaining quality.
- **Fabric Production with Advanced Technology:** Members learnt about the integration of German technology in weaving and knitting processes for precision and speed. They also observed effective blending of state-of-the-art technology with traditional craftsmanship to cater to global demands while retaining unique identity.
- **Supply Chain Excellence:** Members gained insights into Tirupur's robust supply chain supporting its status as a global leader in textile exports. The emphasis on using eco-friendly dyes and adopting sustainable practices to minimize environmental impact was a key takeaway. The emphasis on precision at every stage of production, from yarn to finished garment, underscored the importance of quality control.
- **Sustainable Production:** Learning about sustainable approaches in various stages of production was an important takeaway particularly from the point of exploring new markets for TDHS products both in domestic market and for export. This experience provided valuable insights and motivation for their own handicraft business.

Exposure Visit at a glance





### **3.7 Experience Sharing of Coimbatore Exposure Visits**

During the meeting, members who had recently visited Coimbatore shared their enriching experiences with the group. They detailed the lessons learned, innovative practices observed, and the inspiration they gained from their visit, providing valuable insights that could benefit the entire Society. The session was started by our Society Secretary, Mr. Mangi Lal Ji, who shared his views, followed by the President Shri Shambhu Ram Ji and then the Executive Members. The Society has decided to increase its member base, and strengthen its collective capabilities. A structured plan for the timely and consistent collection of fees would be introduced to ensure smooth functioning of society. A General Meeting would be scheduled to share updates, and collaboratively plan future initiatives, further promoting the Society's growth and unity.

### **3.8 Overall Learnings from Exposure Visits**

- TDHS members gained valuable insights into the functioning of successful organizations.
- Members learned about efficient operational strategies to implement within their society.
- The participants recognized the importance of unity, cooperation, and strong organizational values for success.
- Exposure visits enabled explored new markets to understand market dynamics and customer preferences and broadened members' perspectives industry trends.
- Exposure visits inspired members with new ideas and practical knowledge and provided tools and connections to drive the society's growth and sustainability.
- Members learnt about new innovation techniques in wooden handicrafts and how adoption of new innovation could open new markets for artisans.
- Development of leadership in the association was also emphasized during visits to industrial associations. The association can be successful in the long run if leaders have been developed among the entrepreneurs who take up the interests of all fellow entrepreneurs in a holistic manner.
- Another important aspect of an association that was highlighted during exposure visits was the role it could play for the benefit of its members. A successful association can play a proactive role in policy-making as it has more negotiating power.

## Chapter IV: Institutionalization

### 4.1 Election of Office Bearers and Executive Committee members

Election for office bearers and Executive Committee members was held in the third week of May. 5 Office Bearers and 18 Executive Committee Members were selected. Mr. Kamal Singh was elected as President and Mr. Shambhu Ram as Vice-President. Besides this, 6 Advisors were also selected. Mr. Hindu Singh Sodha was unanimously appointed as Patron to guide the Association. The society elections had to be held a second time as they were not successful the first time. The reason for not being successful the first time was that the society members demanded that the society elections be held in the presence of Hindu Singh Sodha Sir, who was not present on the first decided date. (Refer annexure for the list of office bearers and executive committee members).



TDHS meeting for election of office bearers and executive committee

### 4.2 Initiatives to strengthen membership

Following the joining of our society, over 50 members completed the membership form, and more than 40 members paid their fees to the treasurer. After the election, a new committee was established, and efforts are underway to update the necessary documents for the new office bearers. This includes the ongoing process of changing the signature authority in the bank, which is crucial for the smooth financial management of the society.

To boost membership, regular meetings are conducted with the office bearers and executive members. These meetings focus on strategizing ways to attract new members and engage existing ones. The proactive approach of the committee ensures that all administrative tasks are handled efficiently, laying a strong foundation for the growth and success of the society. The continuous efforts in updating records and engaging with members demonstrate the commitment of the new committee to uphold transparency and foster a collaborative environment within the society.

Besides, the monthly meetings with office bearers and executive committee members, following initiatives were undertaken.

- Program with officials of District Industries Centre: - In a program held at Hotel Shri Ram Excellency, the officials from DIC met the members of the society and considering the strength of the society, they offered a project for the society and called society staff

to the office for a meeting. In the meeting, they assured that whenever a project approved by the government comes, they will definitely involve the society.

- Meeting at SIDBI Office: - A meeting with Mr. Hitesh Dave regarding the scheme and society CSR fund mentioned by SIDBI official. 10 members have decided to have a meeting with the officials to understand the process of loan from SIDBI scheme to enhance their machinery and to get information about the documents, for which SIDBI office has to be visited.
- Visit to DC(H): - Visited the office to collect forms for making artisan cards for the members and to get information about Handicrafts Scheme and what kind of projects can be brought for the society.
- Meeting Sahkari Office: - Meeting for renewal of society certificate. The problem in issuing the certificate is that in the earlier society election, the election officer was not appointed by the society due to which the election will have to be conducted again.
- Meeting With CA: - Meeting with CA Shri Shanker Singh for society's audit report and ITR filing. The problem in filing ITR is that for filing ITR, the society's transaction in the last 3 years should be above 2.5 lakhs which the society does not have right now. For solving this problem, suggestions and discussions will be taken from the members in the meeting to be held on 1 December.



### 4.3 Executive Committee Member Meeting of TDHS

Regular meetings were held of TDHS executive committee in which issues were discussed. Office bearers also deliberated upon ways to strengthen membership of the society and explore initiatives to secure favourable terms and market access for members.



On 10/11/2024, a meeting of the executive members of Thar Dhat Handicrafts Society was organized in the office of TDHS in the presence of the Vice President and Treasurer. The following issues were discussed among the members in this meeting. The members present decided that to increase the membership in the society, a group of 5-7 such members who are actively connected with the people associated with the handicraft sector should be formed, and new members should be added on the basis of previous work done in the society by going door to door in the area. In the meeting, there was a discussion among the members about loans and finance, and it was decided that a meeting of 10 members who need new machines should be held with SIDBI and DIC officials.

The members have decided to organize a get-together on a large scale on the upcoming Amavasya (1st December) to increase new members and strengthen the society, in which all the members of the society will be invited and people associated with the handicraft sector will also be included, so that awareness about society spreads among the people and the membership of the society increases.

In the end, the meeting was concluded by thanking the members present on behalf of the Vice President and Treasurer.

#### **4.4 Development of Vision Mission Statement and Three-Year Strategic Plan**

**Vision:** To establish TDHS as a leading and sustainable cooperative of skilled artisans, promoting the rich heritage of Jodhpur's wooden handicrafts and empowering its members through innovation, market access, and fair-trade practices.

**Mission:** To provide a supportive platform for TDHS members, enabling them to enhance their skills, improve product quality, expand market reach, and secure a sustainable livelihood through collective action and collaboration.

#### **4.5 Strategic Objectives:**

##### **Year 1 (2024-2025):**

- **Strengthen Organizational Capacity:**
  - Formalize the society's structure and roles, ensuring effective governance and decision-making.
  - Updating the financial database related to GST, ITR and membership database and their product info.
  - Develop a comprehensive business plan outlining the society's goals, strategies, and financial projections.
  - Establish a robust management system and a permanent secretariat to track day to day activities, income, expenses, and savings of the society.
- **Revenue Generation:**
  - Seek approval from the ministry with help of FISME to issue Non-Preferential Certificates of Origin.
  - Explore linkages with Banks & FIs for facilitating credit for business operations exclusively for TDHS members on referral fee basis.
  - Organize events and workshops to generate revenue through participation fees.
  - Explore opportunities for B2B events and partnerships to generate revenue.
- **Market Expansion:**

- Identify and explore new domestic and international markets for TDHS products.
- Develop a marketing strategy to promote TDHS products through online and offline channels.
- Participate in trade fairs and exhibitions to enhance visibility.
- Explore opportunities to generate revenue through membership fees and trade fair fees.
- Develop a pricing strategy for TDHS products that ensures profitability.
- **Skill Development and Training:**
  - Participate in training programs on modern design techniques, product development, and marketing strategies.
  - Identify government funding for organizing trainings on Polishing and Finishing, Price Benchmarking, Govt. Schemes, Financial Literacy and Business Management.

### **Year 2 (2025-2026):**

- **Product Diversification:**
  - Encourage members to explore new product lines and design variations to cater to evolving market preferences.
  - Foster innovation and creativity among members through design competitions and collaborations.
- **Value Chain Development:**
  - Establish partnerships with suppliers and distributors to ensure a reliable and efficient supply chain.
  - Have negotiations & benchmark the pricing while dealing with exporters by putting the society at upfront for bulk orders.
- **Strengthening Member Engagement:**
  - Organize regular member meetings and workshops to foster a sense of community and shared ownership.
  - Connect experienced members with newer ones.
- **Social Impact Initiatives:**
  - Implement initiatives to promote fair trade practices and ethical sourcing.
  - Support community development projects and initiatives.
- **Geographical Indication (GI) Tag:**
  - Initiate the process of obtaining a GI tag for Jodhpur's wooden handicrafts, recognizing their unique characteristics and origin.
  - Conduct research and documentation to support the GI application.
  - Collaborate with FISME experts to navigate the GI registration process.

### **Year 3 (2026-2027):**

- **Sustainability and Resilience:**
  - Implement sustainable practices in production and operations to reduce environmental impact.
  - Develop contingency plans to mitigate risks and ensure the society's resilience to economic downturns.
- **Brand Building:**
  - Establish a strong brand identity for TDHS products and services.

- Protect intellectual property through trademarks and copyrights with help of FISME.
- **Financial Sustainability:**
  - Evaluate the effectiveness of membership fees and trade fair fees as revenue sources.
  - Explore new avenues for revenue generation, such as licensing or merchandise sales.
- **GI Tag Implementation:**
  - Leverage the GI tag to enhance the brand value and market recognition of TDHS products.
  - Implement strategies to protect the GI tag and prevent unauthorized use.
  - Explore opportunities for premium pricing or exclusive markets for GI-tagged products.

#### **Key Performance Indicators (KPIs):**

- Increase in member income and TDHS revenue
- Sources for TDHS Revenue: - Membership Fee, Certificate of Origin, Bank Referral Fee, Participation fee from Trade Fairs and Govt. Grants.
- Expansion of product lines and markets
- Improvement in product quality and design
- Enhanced brand recognition and reputation
- Positive social and environmental impact
- Increased member satisfaction and engagement
- Growth in membership fees and trade fair revenue
- Successful implementation of revenue-generating initiatives
- Successful acquisition and implementation of a GI tag for Jodhpur's wooden handicrafts.

**4.5 Development of TDHS website:** The official website of the Thar Dhat Handicraft Society (TDHS) is now live. The online platform provides valuable information about the society's mission and vision, which is to empower Jodhpur's wooden handicraft artisans. The website also highlights TDHS's history, goals, and the challenges faced by its members, and outlines the initiatives TDHS undertakes, including capacity-building workshops, market access facilitation, and advocacy efforts. The link of the website- <https://tdhsjodhpur.com/>

#### **4.6 Outcomes of Institutionalization Phase**

- An Executive Committee for 5 office bearers and 18 members was formed.
- Three-year activity plan with strategic objectives to achieve each year was formed. The plan focussed on building organizational capacity, increasing membership and sustainability measures.
- Vision and mission statement was formulated and website for TDHS was operationalized.
- Membership base of TDHS increased to above 200 members with over 70 new members added.
- Key Performance Indicators for gauging the performance of TDHS were developed.

## Chapter V: Establishment

### 5.1 Hiring of Secretariat Staff

Mukesh Parihar having a total experience of 7 years and 4 years of experience as Marketing Assistant, Export Promotion Council for Handicrafts was selected as Secretariat In-charge. Mukesh was hired to coordinate the activities of secretariat for TDHS. Manish Soni having a total experience of 3.5 years was also hired as Assistant Secretary.

### 5.2 Training of Secretariat Staff

FISME organized a comprehensive 3-day training program for the senior secretariat staff of TDHS, represented by Mukesh Parihar, from 12th June 2024 to 14th June 2024. The training focused on enhancing the operational efficiency of the secretariat by providing detailed insights into the successful management of the organization. Key aspects covered included account management, file keeping, day-to-day book management, and record-keeping techniques essential for maintaining organized and efficient operations.

The program also included guidance on government handicraft schemes beneficial for artisans, such as PMEGP, Mudra Loan, and Ambedkar Yojana for SC/ST artisans, empowering artisans with knowledge of available support mechanisms. Additionally, Mukesh was also trained in essential administrative skills like minute writing, MOU preparation, and newsletter creation.

A critical emphasis was placed on timely communication with the Delhi office, instructing that any activity or news related to FISME and TDHS must be promptly reported with accompanying photos and notes for inclusion in the bi-monthly newsletter published every 15 days. This training aimed to streamline the flow of information and ensure the visibility of TDHS activities, ultimately contributing to the smooth and effective running of the organization.

On the first day, FISME staff shared a brief background about FISME. FISME was established in 1995; before that, its name was N.A.Y.E. Currently, FISME has around 743 members all over India. These associations are product based and geographical area based. After that, there was a short interaction with Mr. Anil Bhardwaj, Secretary General, FISME, in which he explained in detail about the workings of FISME, talked about his journey in FISME, and guided how to work to make an organization successful.

Mr. Anil Bhardwaj emphasized that increasing the membership base would yield increased revenue, thereby enhancing the association's sustainability. Furthermore, he advocated for the implementation of marketing initiatives and the dissemination of information regarding available governmental assistance to members. Connecting members with pertinent government projects and schemes was also proposed as a means of cultivating greater confidence in the organization.

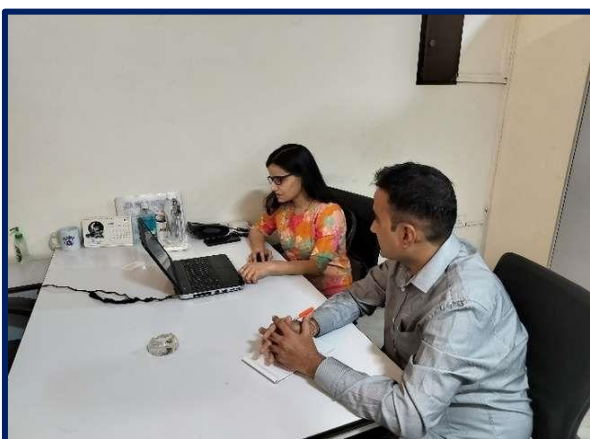
Mr. Nilesh Kumar from FISME's finance department provided a detailed overview of account management, covering membership fees, member data (including Tele information), and daily bookkeeping. He stressed the importance of tracking daily expenses through both physical and digital methods. Following this, I developed an Excel sheet to consolidate member data.

On the second day of the training, Mukesh was apprised about the government schemes for handicraft artisans and how they could be availed. Mr. R.P Singh from FISME explained the various types of government assistance available to artisans for expanding their handicraft

businesses, including support for machinery, raw materials, and infrastructure. He highlighted the most beneficial schemes, such as the PMEGP, Mudra Loan, and the Ambedkar Scheme for SC/ST artisans. Notably, SC/ST artisans can avail a 100% subsidy under these schemes.

During the training session, he discussed the various ministries and organizations that support artisans in the handicraft sector. He mentioned the Ministry of Rural Development, the Ministry of Textiles, the Ministry of Commerce, TRIFED (Tribal Cooperative Marketing Federation of India), and FIEO (Federation of Indian Export Organisations). Additionally, he highlighted the role of the Export Promotion Council for Handicrafts in promoting and uplifting artisans through marketing and other initiatives.

Mukesh was then briefed on record keeping, file maintenance, minutes writing, MOUs, and newsletter drafting. During this session, importance of maintaining records both physically and digitally was emphasized. It was also told that files for all departments—such as accounts, membership data, and daily expenses—should be maintained separately, with their digital locations clearly organized on a laptop. Ms. Kalpana Sharma from FISME's HR and Admin department, highlighted the need to document minutes for every meeting and maintain corresponding records. Regarding communication and promotion, she stressed the use of platforms like email, WhatsApp, and Facebook. She also stressed that activities should be actively promoted on WhatsApp and Facebook, ensuring that updates and information about each activity reach all members through these channels. Additionally, all such information should be posted on the designated Facebook account to maximize visibility and engagement.



### 5.3 Important Aspects covered in Training

- **Introduction to FISME and Secretariat departments:** Get acquainted with FISME staff and various departments to understand their roles and responsibilities and gain an overview of the different departments within FISME, such as Finance & IT, and how they function within the organization.
- **Project and issue familiarization:** Developed familiarity with ongoing FISME's projects, potential challenges, and areas of focus within TDHS.
- **Basic Excel training (data recording & accounting):** Apprise about the fundamentals of using Excel to record data, manage accounts, and perform basic calculations relevant to the role.
- **Cashbook and daybook management:** Understand how to maintain cashbooks and daybooks to track financial transactions for TDHS.
- **Government handicraft schemes (Textile, DC Handicraft, MSME, State):** Explore various government schemes that support handicraft businesses, including those focused on textiles, implemented by the Development Commissioner (DC) for Handicrafts, the Ministry of Micro, Small and Medium Enterprises (MSME), and state-specific initiatives.
- **Ministry training:** Participate in a session led by Mr. R.P. Singh (Ex Govt. official, Ministry of MSME) to gain insights into the functioning of the Ministry and its role in supporting handicraft development.
- **Record keeping, file maintenance, minutes writing, MoUs, and newsletters:** Learn proper procedures for maintaining records, organizing files, writing meeting minutes, managing Memorandums of Understanding (MoUs), and contributing to newsletters.
- **Interaction with KNN:** Engage with a representative from KNN (An online news agency dedicated to MSMEs) to understand their role and how they collaborate with TDHS.
- **Email, WhatsApp, and Facebook communication:** Develop proficiency in using email, WhatsApp, and Facebook for effective communication within the role.
- **Society- specific contacts and references:** Identify important contacts and reference points relevant to TDHS for projects and partnership within various government sponsored schemes and initiatives.
- **Official letter writing, email communication, and corresponding with ministries:** Familiarize with skills of writing formal letters, crafting professional emails, and effectively communicating with government officials.

- **Event management and logistics training:** Gain the knowledge and skills required to plan, organize, and execute events for TDHS. Learn how to manage logistics to ensure successful event execution.
- **Marketing and partnership activities for members (presentations, proposals):** Develop strategies and techniques for marketing TDHS and its members. Learn how to create compelling presentations and proposals to attract partnerships that benefit the organization.
- **File management and organized meetings:** Learn how to efficiently manage files and organize meetings within TDHS to ensure smooth operation and information flow.
- **Maintaining database:** Apprise about maintaining database and membership forms of Society's members and also regularly update it.

After completion of the training session Mr. Mukesh Parihar, Senior Secretariat Staff, TDHS will be sharing the knowledge and insights gained during the training program. He will document the development an action plan to implement learnings. He will report keeping superiors informed about the progress and next steps.

Post the completion of orientation and training FISME handed over a laptop, mobile phone, visiting card and letter head which became the property of TDHS.

## Chapter VI: Mentoring and Capacity Building

In the Mentoring and Capacity Building phase, the focus was on organizing interactive sessions of TDHS members with wooden handicraft skills experts and financial experts. The objective was to strengthen financial management skills and handicraft skills of wooden artisans of TDHS. Capacity Building programmes were organized for all the members of TDHS. These programmes created opportunities for members to share experiences and collaborate. This would equip members with skills and knowledge to adopt new technologies and explore new markets.

Monitoring of the project was done by FISME by following activities:

- **Q&A sessions:** FISME held a discussion with TDHS secretariat to discuss on current prevailing situations.
- **Monthly online Meetings:** Monthly online meetings were held during the course of the intervention to understand the activities undertaken, issues and challenges in the running of association and suggestions will be made and documented. Besides this, FISME team also participated in important meetings that were held for election of office bearers and formation of core group.
- **General Mentoring:** General Mentoring and Capacity building was done by FISME throughout the six months of program.

### 6.1 Skills Assessment

Mr. Rakesh Petigara, a skills-based trainer in wooden handicrafts was engaged for a 2-day visit on 18th and 19th July 2024 to connect with TDHS members, with the aim of better understanding their challenges and skill sets. During the visit, Mr. Petigara visited around 8 to 10 member factories, closely observed their working practices, and identified problems faced in their daily operations. This hands-on approach allowed him to gain valuable insight into the society's functioning and issues.

Mr. Rakesh Petigara visited the factory of Mr. Shambhu Ram Suthar, where he discussed in detail about their working methods, types of wood and machines. During the discussion, Mr. Suthar drew attention to the problems related to Jodhpur Wooden Handicraft. In Jodhpur, a city boasting over 3000 suppliers, the export industry operates amidst a glaring lack of organization. This disorganization leaves suppliers vulnerable to exploitation by exporters who exploit their lack of formal agreements and advance payments. Without financial security or contractual obligations, suppliers face uncertain payment timelines, often enduring delays or even non-payment for their goods. Moreover, the absence of clear agreements means exporters can arbitrarily reject delivered goods without repercussions, leaving suppliers to bear significant financial losses and unrecoverable production costs. These exploitative dynamic underscores a broader issue within the supply chain where asymmetrical power dynamics favour exporters over suppliers.

The suppliers, often small businesses or independent craftsmen, lack the bargaining power to negotiate fair terms and conditions. This situation not only hampers the economic stability of suppliers but also undermines the overall efficiency and reliability of Jodhpur's export

ecosystem. To mitigate these challenges, there is a critical need for regulatory reforms or industry standards that mandate formal contracts, advance payments, and fair dispute resolution mechanisms. Such measures would provide much-needed protection to suppliers, ensuring more equitable and sustainable business practices within Jodhpur's vibrant export sector. On the second day, a group meeting was convened with all members, where Mr. Petigara discussed the best ways to enhance the society's operations. The meeting was productive, leading to a consensus on the need for a strategic action plan that would guide the society towards smooth functioning and growth. To achieve this, specific responsibilities were assigned to executive members, ensuring that each individual had a clear role in contributing to the society's success. This collaborative approach not only empowered the members but also laid the foundation for a structured and efficient organizational process. Mr. Petigara's initiative was well received, fostering a sense of unity and commitment among members to work towards common goals.



The interaction between Mr. Rakesh Petigara and Mr. Shambhu Lal Jangid, executive committee member, TDHS shed light on several critical issues facing traditional handicraft industries in places like Jodhpur, Rajasthan. Mr. Jangid expressed concerns about the challenges posed by competitive markets and the diminishing value of traditional handicrafts due to these market dynamics. Firstly, the issue of fair pricing stands out prominently. Mr. Jangid highlighted how competition among suppliers often drives prices down, making it difficult for artisans to earn a fair income for their skilled craftsmanship. This problem is exacerbated by the preference for mechanized production over traditional handmade methods. Mechanical processes, while efficient, often side-lines the unique value and cultural significance embedded in handmade crafts.

Mr. Petigara's suggestion to focus on new designs that incorporate Rajasthan's cultural heritage reflects an understanding of the need to innovate while preserving tradition. This approach not only revitalizes interest in traditional crafts but also enhances their market appeal, potentially commanding better prices. Moreover, his emphasis on leveraging e-commerce platforms opens up new avenues for artisans to access broader markets and obtain fairer prices for their products beyond local limitations. Importantly, Mr. Jangid's call for training programs on export documentation and processes underscores the need for skill enhancement and capacity building among artisans. Improved knowledge in these areas can empower craftsmen to navigate international markets more effectively, ensuring they receive fair compensation for their work on a global scale.



**Mr. Rakesh Petigara Discussion with Mr. Tikam Das Suthar:** The situation faced by Mr. Tikam Das, executive committee member as discussed with Mr. Rakesh Petigara, highlights a common dilemma faced by many industrialists and small-scale manufacturers in rapidly developing urban areas. Initially, Mr. Das established his factory in an area that was likely designated as non-residential or industrial. However, over time, urbanization led to the growth of residential colonies around his factory, transforming the area into a mixed-use zone. One of the critical challenges arising from this transformation is the issuance of government notices requiring factories like Mr. Das's to relocate to designated industrial areas.

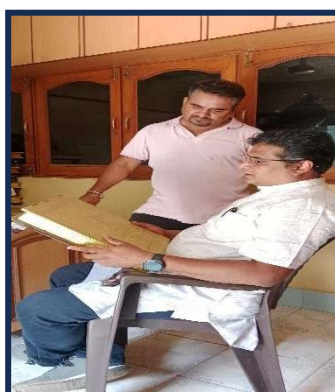
Such notices typically arise due to zoning regulations aimed at segregating industrial and residential activities to manage environmental concerns and ensure safety and infrastructure adequacy. Mr. Das's concern about relocating to an industrial area revolves around the economic feasibility. Industrial plots in designated areas often come at higher costs, both in terms of purchase price and rent. For small and medium-sized enterprises (SMEs) like Mr. Das's, such expenses could significantly strain operational budgets and may not be sustainable, especially if the current location offers advantages such as proximity to suppliers, markets, or skilled labor. The predicament Mr. Das faces underscores broader issues of urban planning, industrial policy, and the balancing act required between economic development and urban liveability. Local authorities often grapple with these challenges, striving to maintain a balance that supports both residential needs and industrial growth without compromising on environmental and safety standards.



**Mr. Rakesh Petigara Interaction with Mr. Kishan Jangid:** During Mr. Rakesh Petigara's visit to Mr. Kishan Jangid's factory, several pressing issues in the manufacturing sector were highlighted. Mr. Jangid expressed frustration over delayed payments from exporters, a common challenge that disrupts cash flow and operational stability for manufacturers. This delay not only hampers day-to-day operations but also impacts the ability to invest in growth and manage expenses effectively. Moreover, Mr. Jangid pointed out the lack of unity among suppliers, which he believes exporters exploit to their advantage. When suppliers are not united, exporters can dictate terms more easily, potentially leading to unfair practices or unfavorable contract terms for manufacturers like Mr. Jangid. This lack of solidarity among suppliers further complicates efforts to negotiate better terms and conditions with exporters. These issues underscore broader systemic challenges within the manufacturing and export sectors, where payment delays and unequal power dynamics can strain relationships and hinder industry growth. Addressing these concerns requires collaborative efforts among manufacturers, suppliers, and policymakers to establish fair trade practices, improve payment mechanisms, and foster a more supportive business environment that ensures equitable treatment for all stakeholders involved in the supply chain.



**Mr. Rakesh Petigara Interaction with Mr. Bhimaram:** - Mr. Bhimaram's concerns, as shared with Mr. Rakesh Petigara, highlight a common challenge faced by manufacturers who often find themselves at a disadvantageous position in the supply chain. He pointed out that exporters procure goods from his factory at a lower rate and then sell them in the market at a higher price, reaping significant profits that could potentially be more equitably shared. Mr. Bhimaram's suggestion for training in marketing reflects a desire to bypass intermediaries like exporters and establish direct connections with consumers. By enhancing their marketing skills, manufacturers like Mr. Bhimaram aim to promote their products directly to the market, thereby capturing a fairer share of the value chain and ensuring their goods are sold at a price



that reflects their true worth. This approach not only empowers manufacturers with greater control over pricing and market positioning but also potentially fosters stronger relationships with end consumers, who may value the authenticity and quality of directly sourced goods. Ultimately, such empowerment through marketing training can lead to greater profitability and sustainability for manufacturers in competitive market environments.

**Mr. Rakesh Petigara Interaction with Mr. Mangilal:** - Mr. Mangilal's discussion with Mr. Rakesh Petigara sheds light on significant challenges faced by his factory. Firstly, the issue of improper payment for work points to cash flow problems that can severely affect operations and hinder business growth. Delayed or insufficient payments can disrupt production schedules and strain financial stability. Secondly, the lack of support from government officials regarding land conversion issues underscores bureaucratic hurdles that businesses often encounter. Land conversion is crucial for expanding operations or complying with zoning regulations, and without timely assistance, businesses like Mr. Mangilal's may face regulatory obstacles that impede their development. Additionally, difficulties in obtaining bank loans compound these challenges. Access to finance is essential for investment in technology, expansion, and working capital. Without adequate financial support, businesses may struggle to modernize operations or capitalize on growth opportunities, further hindering their competitiveness in the market. Addressing these issues requires collaborative efforts between policymakers, financial institutions, and industry stakeholders to streamline bureaucratic processes, improve payment practices, and facilitate easier access to financial resources. Such reforms can enhance business confidence, promote growth, and contribute to the overall economic development of the region.



**Mr. Rakesh Petigara Interaction with Mr. Sawai Singh:** Mr. Sawai Singh highlighted a crucial issue during his discussion with Mr. Rakesh Petigara the challenge of accurately pricing their products. This difficulty in product evaluation leads to financial inefficiencies and prevents effective cost-saving measures. Mr. Singh emphasized the need for training in pricing strategies to improve their understanding and ability to set competitive yet profitable rates for their manufactured goods. Such training would not only enhance their financial management skills but also strengthen their business acumen in a competitive market environment.



### **Mr. Rakesh Petigara Interaction with TDHS members**

Mr. Rakesh Petigara's interaction with the members of TDHS (Thar Dhat Handicrafts Society) underscores critical challenges and proposed solutions for the Jodhpur wooden handicraft industry. His insights and suggestions reflect a comprehensive approach aimed at improving the economic conditions and sustainability of artisans and suppliers involved in this traditional craft. Firstly, Mr. Petigara highlighted the pivotal role of suppliers in the handicraft industry, emphasizing their marginalization and struggle to earn a fair income. This issue is exacerbated by the competitive nature of the market, where suppliers often undercut each other to secure business, thereby compromising their own profitability. To address this, Mr. Petigara proposed a strategy of unity among suppliers. He suggested that suppliers should collaborate to set standardized rates for their products, rather than competing on price. By fixing rates collectively, suppliers can avoid undercutting each other and ensure they receive fair compensation for their craftsmanship.

This approach also prevents exporters and traders from exploiting price discrepancies to their advantage, thereby empowering suppliers economically. Furthermore, Mr. Petigara advocated for the establishment of an administration office through the society. This office would serve as a central authority to facilitate communication, negotiation, and agreement among members regarding pricing and other industry-related matters. Such a structured approach fosters trust and solidarity among artisans and suppliers, promoting a unified front in dealing with market challenges. Mr. Petigara's suggestion to utilize advanced machinery to reduce manufacturing costs aligns with industry trends towards efficiency and competitiveness. However, he acknowledged that not all suppliers can afford such machinery individually. To overcome this barrier, he proposed the creation of a common facility center. This shared facility would enable all members to access modern equipment and infrastructure at a lower cost, enhancing their productivity and quality while reducing operational expenses. Moreover, Mr. Petigara stressed the importance of obtaining a Geographical Indication (GI) tag for Jodhpur wooden handicraft.

A GI tag would recognize the unique geographical origin and traditional craftsmanship associated with these products. It not only enhances their market value but also protects against imitation and ensures that consumers can identify genuine Jodhpur wooden handicrafts. Mr. Rakesh Petigara's recommendations encompass both short-term strategies, such as unity among suppliers and establishing pricing standards, and long-term initiatives, including infrastructure development and obtaining a GI tag. These proposals aim to strengthen the economic viability of the Jodhpur wooden handicraft industry while preserving

its cultural heritage and promoting sustainable growth. Implementing these ideas would require collaborative efforts among stakeholders, including artisans, suppliers, the society, and possibly government agencies, to create a supportive ecosystem for the industry's development and prosperity.

## 6.2 Outcome of Skills Assessment

Based on the skills assessment conducted and plan was developed to effectively implement the recommendations. Mr. Petigara proposed a structured action plan and division of responsibilities among TDHS members:

- Work Division: He advised members to divide tasks based on their strengths and expertise. This approach ensures that all critical aspects of the society's development and initiatives are systematically addressed.
- Formation of Working Groups: Mr. Petigara suggested forming working groups to focus on specific objectives. For instance, Mr. Rana Ram and Mr. Kamal Singh were tasked with advocating for industry interests by writing letters to government offices. Their responsibilities include lobbying for supportive policies, regulatory reforms, and incentives beneficial to the handicraft sector.
- Common Facility Centre Initiative: Mr. Kishan Jangid and Mr. Tikam Das were assigned to spearhead efforts to establish the Common Facility Centre. Their duties involve identifying suitable locations, securing funding or investment, overseeing construction, and managing operational logistics once the centre is operational.



### Interaction with TDHS Members



### 6.3 Two Day workshop on Compliance and Skill Development

The 2-day event organized for the members of the Thar Dhat Handicrafts Society on October 4th and 5th, 2024, was a significant milestone in fostering collaboration and enhancing knowledge among its members. Held at Hotel Shri Ram Excellence, the event witnessed participation from over 130 members, marking a robust gathering of artisans dedicated to the handicrafts sector. This comprehensive workshop not only aimed at disseminating vital information but also sought to empower members with the tools they need for business growth. The primary objective of the workshop was to provide in-depth knowledge regarding various government schemes and financial assistance available to artisans. In addition, the event placed a strong emphasis on skill development, which is crucial for entrepreneurs in the handicraft sector. Such initiatives play a pivotal role in equipping members with essential resources, enabling them to advance their businesses effectively.

The event featured prominent speakers, including Mr. Gyanendra Bharti and Mr. Hitesh Dave from the Small Industries Development Bank of India (SIDBI), as well as Mr. Kiran VN, Assistant Director from the Development Commissioner (Handicrafts). District Industry Officers Mr. Jitaram Chaudhary and Mr. Omprakash Lega also contributed valuable insights. Their presence underscored the collaboration between various governmental bodies and the handicraft community.

Additionally, Chartered Accountant Mr. Ashish Mishra provided essential information about navigating the GST portal, helping members understand tax compliance and its implications for their businesses.

The first day of the program was meticulously planned, filled with informative sessions designed to empower members. Officials from SIDBI discussed critical topics such as machinery loans, project funding, and special financial schemes. These insights were vital for the members, equipping them with the knowledge to enhance and expand their business operations.

Following this, the District Industries Centre representatives detailed various government schemes, which are crucial for artisans:

1. **PMEGP Scheme:** This initiative supports new entrepreneurs in generating employment by providing financial assistance.
2. **Mudra Loan:** Designed for small businesses, this scheme simplifies access to financial support without cumbersome processes.
3. **Dr. Bhimrao Ambedkar Dalit Adivasi Udham Protsahan Yojana:** Aimed at empowering Dalit and tribal entrepreneurs, this scheme offers them financial backing and encouragement.

Additionally, officials from DC(H) highlighted essential schemes such as:

1. **Artisan Card Grant:** This initiative supports artisans engaged in producing handmade products, facilitating their access to resources.
2. **PM Vishwakarma Yojana:** Focused on the development of artisans, this scheme provides technical support and training to enhance their skills and productivity.
3. **Mudra Loan Scheme:** This helps members to get the required finance for their business.

The day concluded with a comprehensive session on the GST portal, where Mr. Ashish Mishra elucidated the nuances of tax regulations and compliance. His insights were invaluable, enabling members to better understand and navigate the tax landscape essential for their businesses.

At the end of the program, there was also a Q&A session between the officials and the members.



## Day 2: Focus on Skill Development at Thar Dhat Handicraft Society Event

On the second day of the workshop, Mukesh Parihar (Executive Secretary, Secretariat TDHS) delivered a comprehensive presentation on the achievements of the Thar Dhat Handicraft Society. He highlighted the recent onboarding of new members, showcasing the society's expanding network and the influx of diverse talent. Mukesh also discussed a three-day training program organized by FISME for the secretariat staff, aimed at enhancing their administrative and managerial skills to better support the society's initiatives. Additionally, he shared insights from an exposure visit that member undertook to the Delhi NCR and Gujarat regions. This visit allowed participants to learn from established artisans and explore successful market practices, fostering inspiration and practical knowledge. Overall, Mukesh's presentation illustrated the society's commitment to growth, skill development, and the empowerment of its members through training and collaborative experiences.

The second day of the Thar Dhat Handicraft Society event was entirely dedicated to skill development, a crucial aspect for artisans seeking to enhance their craft and vocational skills. The day featured a dynamic session led by Mr. Rakesh Petigara, a renowned trainer from

Surat, Gujarat, who introduced the members to a variety of skill enhancement techniques that are essential in today's competitive market.

### **Skill Development Session**

Mr. Petigara's session was multi-faceted, focusing on several key areas:

- **Skill Development Techniques:** He covered various innovative techniques that can greatly improve the craftsmanship of artisans. By introducing modern methods, he aimed to help members hone their skills, making their work more efficient and effective.
- **Product Finishing:** Understanding the importance of product presentation, Mr. Petigara emphasized on finishing techniques that enhance the aesthetic appeal of handmade products. This knowledge is crucial for artisans as it directly impacts the marketability of their goods.
- **Marketing Strategies:** Understanding that skills alone are not enough for success, Mr. Petigara shared valuable information about effective marketing strategies. He discussed how artisans can leverage social media, online platforms and local markets and participate in exhibition to promote their products and reach a wider audience.
- **New Designs:** To stay relevant in the market, artisans need to constantly innovate. Mr. Petigara introduced members to current design trends and encouraged them to experiment with new ideas, thereby boosting creativity and uniqueness in their work.

Two-day workshop was particularly rewarding as it equipped members with practical knowledge that they could immediately implement, improving both their skills and business strategies. After the skill development training, the event turned into a lively Q&A session. This interactive segment gave members a chance to directly engage with the trainers and officials, ask questions and seek clarifications on various topics discussed in the workshop.





#### 6.4 Outcome of Mentoring Phase

- A system for regular reporting on key activities undertaken, achievements, and challenges, documentation of meetings was established.
- TDHS secretariat staff was mentored to establish liaisoning and linkages with relevant government departments.
- Roles and responsibilities of TDHS secretariat and office bearers and were clearly laid out and allocation of among executives and office bearers was done.
- Capacity building of TDHS members on financial record keeping, accounting, ITR filing was achieved.
- Orientation of new members about the role of association
- During the skill development workshops, the members also shared their experiences and learnings from the exposure visits.
- A sense of cooperation and unity to strengthen Thar Dhat Handicrafts Society was fostered among members.

## Chapter VII: Handover and Way Forward

### 7.1 Handholding and Handover

The TDHS Secretariat will undertake several activities to ensure the sustainability of the Thar Dhat Handicrafts Society. These include identifying key market trends and exploring new opportunities to promote traditional crafts. Initiatives will be taken to facilitate skill development programs for wooden handicraft artisans. Additionally, efforts will be made to establish partnerships with organizations and government bodies to expand market reach. The Secretariat will also focus on creating a strong brand identity for Thar Dhat Handicrafts through effective marketing strategies, including participation in exhibitions and online promotions. Lastly, they will work towards ensuring financial stability by securing funding, exploring alternate revenue sources and streamlining operational processes to benefit the artisans.

During the institutionalization phase, three-year strategic plan with yearly milestones were developed. The focus in the three-year plan was that during the third year, Thar Dhat Handicraft Society will become self-sustainable. To take steps to explore alternate revenue sources and establish liasoning with government departments, officials, FISME has extended the tenure of Secretariat staff-Mukesh Parihar, Secretariat In-Charge and Manish Soni, Assistant Secretary. During this extended tenure, they have been assigned specific tasks to establish linkages and secure sources of revenue to make the Society sustainable. There has been progress in some of the initiatives.

### 7.2 Way Forward

The 3-year plan emphasizes sustainable growth for TDHS by focusing on organizational strengthening, market expansion, and skill development. Key sustainability strategies include diversifying revenue streams through membership fees, certificate of origin fees, and bank referral fees. The plan prioritizes building a strong brand identity, leveraging a Geographical Indication (GI) tag to enhance market value, and implementing sustainable production practices. By fostering member engagement, promoting fair trade, and developing a robust management system, FISME aims to create a resilient and self-sustaining society that empowers artisans and preserves the rich heritage of Jodhpur's wooden handicrafts.

### 7.3 Key Initiatives Underway:

1. **NGO Darpan Registration:** The process for NGO Darpan registration has been initiated with gathering of all the necessary documentation, including registration certificates, bank details, and audited financial statements. The next step involves submitting the application online through the NGO Darpan portal. After submission, continuous follow-up with the concerned authorities would be done by TDHS secretariat to track the application status and address any queries that may arise. Once NGO Darpan registration of TDHS is done, it would make it eligible for receiving funds and grants.
2. **Certificate of Origin Issuance:** An appointment has been sought with the Additional Director General of Foreign Trade (DGFT), Ministry of Commerce and Industry, to seek approval for TDHS to act as an issuing agency for Certificates of Origin (Non-Preferential). The second step would involve preparing and submitting the necessary documentation, such as organizational details, expertise, and proposed procedures.

Finally, follow up with the DGFT would be done to monitor the application's progress and address any concerns raised during the review process. The Secretariat team has also held meetings with Mr. Kiran VN, Assistant Director from the Development Commissioner (Handicrafts).

3. **SIDBI Scheme Applications:** Documentation is being prepared for applying for relevant schemes under the Small Industries Development Bank of India (SIDBI). TDHS secretariat is doing research on the various schemes, including their eligibility criteria, application procedures, and benefits. Once the research is complete, comprehensive applications would be prepared, incorporating detailed project proposals, financial projections, and supporting documents. Secretariat In-Charge has already conducted meetings with Mr. Dharmendra Vishnoi, Assistant General Manager, SIDBI and Mr. Hitesh Dave, Executive, SIDBI.
4. **Bank Referral Fee Collaboration:** An appointment has been sought with bank officials to discuss the feasibility and modalities of establishing a referral fee mechanism. Further meetings have been scheduled with relevant bank officials to discuss potential mechanisms. The discussions would explore various models for referral fee arrangements, including fee structures, service level agreements, and performance metrics. Secretariat staff has also prepared detailed sample forms for members detailing their credit requirements for purchase of machinery or for other purposes. Members are being apprised in the monthly meetings about the documents that must be maintained while making loan applications.
5. **Intellectual Property Rights Awareness:** A session is being planned to raise awareness among artisans on copyright and trademark laws and assist them in applying for the same. Relevant experts and legal professionals are being identified to conduct the session. FISME would also support in this process by disseminating Informative materials, such as brochures, booklets, and presentations.
6. **GI Tag:** FISME's Intellectual Property Facilitation Centre (FISME-IPFC) would work to explore the feasibility of securing Geographical Indication (GI) tag for the products manufactured by wooden handicraft artisans of Jodhpur.

## Annexures

### Annexure 1: List of Office Bearers and Executive Committee Members- TDHS

S.No.	Name	Designation
1	Kamal Singh	President
2	Shambhu Ram Suthar	Vice President
3	Mangi Lal	Secretary
4	Inder Singh	Joint Secretary
5	Tikam Chand	Treasurer
6	Balwant Singh	Executive Committee Member
7	Mangla Ram	Executive Committee Member
8	Chagan Lal	Executive Committee Member
9	Jagdish	Executive Committee Member
10	Pitamber	Executive Committee Member
11	Tan singh	Executive Committee Member
12	Jairam	Executive Committee Member
13	Sawai Singh	Executive Committee Member
14	Manthar	Executive Committee Member
15	Ramesh Jangid	Executive Committee Member
16	Shambhu Jangid	Executive Committee Member
17	Kishan Jangid	Executive Committee Member
18	Bheema Ram	Executive Committee Member
19	Ravi Kant Jangid	Executive Committee Member
20	Harish Jangid	Executive Committee Member
21	Girdhari Ram	Executive Committee Member
22	Shaitan Singh	Executive Committee Member
23	Mohan Jangid	Executive Committee Member

## **Annexure 2: Exporters & Industry Associations**

A list of relevant Jodhpur-based exporters and industry associations was compiled, including:

- Jodhpur Handicrafts Exporters Association
- Jodhpur Handicrafts Exporters Federation
- Export Promotion Council for Handicrafts
- Marudhara Industries Associations
- Jodhpur Industries Association

## **Annexure 3: Issues identified in problem identification activity**

### **Group 1**

- Lack of Resources
- No Legal title on agricultural land where units are located
- No space allotted for handicraft units on industrial land
- Exporters sell products at a higher rate while the margin for artisans is low
- Harassment by government officials (Inspector Raj)
- High tax burden on artisans under the GST regime
- Lack of knowledge about government schemes

### **Group 2**

- Payment by exporters not made on time
- Competition among wooden handicraft artisans
- Frequent order cancellation by exporters without citing the criteria
- No skills-based training
- Lack of information on government schemes

### **Group 3**

- Payment by exporters not made on time
- Non-availability of land to set up units
- Lack of working capital
- In the event of the return of an export order, the artisans do not get any compensation
- High rent for premises where units are located

### **Group 4**

- High level of dependency on exporters
- Lack of access to the domestic market
- Terms of trade are set by exporters and artisans have no say
- Non-availability of land to set up units

- Lack of information and awareness on government schemes for artisans

#### **Group 5**

- Lack of knowledge about new techniques and methods
- Lack of latest machinery
- Limited space, so cannot scale up
- Lack of knowledge of government schemes and compliances
- Uncertainty over payment by exporters as there is no fixed payment schedule
- Lack of funds and skills
- High electricity cost

#### **Group 6**

- Unable to access formal credit
- Don't have own land; Rented Premises
- Lack of Penetration in the online market
- Poor infrastructure
- Lack of knowledge about e-commerce
- Order cancellation by exporters
- Lack of skill-based Training
- Lack of knowledge on how to scale up

#### **Group 7**

- Existing units not getting loans under govt. scheme
- Minimum wages of labor (MNREGA) impacts availability of labor
- No fixed margin on selling to Exporters
- State Govt. not allotting plots in Industrial area
- Units located in Residential area
- Latest machinery not available. (Not get loans for purchase of machinery)

#### **Annexure 4: Financial analysis of a sample Unit**

<b>Items manufactured</b>	Wooden handicraft items, toys
<b>Average Monthly Revenue</b>	Rs. 10–15 lakhs
<b>Monthly Rent of Premise</b>	Rs. 20,000
<b>Cost of Goods Sold</b>	Rs. 8–10 lakhs
<b>Operating Margin</b>	15%
<b>Net Margin</b>	5-10%

## Annexure 5: Members Database

S. NO.	NAME	S.NO	NAME
1	CHAGA RAM	41	SARWAN MAKAD
2	GAURAV JAIN	42	SHAITAN SINGH
3	HITESH ARTS	43	SHISUPAL
4	SHRI KRISHNA ART	44	KISHAN KUMAR
5	AMRIT VAISHNAV	45	SAWAI SINGH
6	ARYAN CREATION	46	TAN SINGH SODHA
7	BHERULAL JANGID	47	SHAMBHU RAM
8	BHIM JANGID	48	GOVIND SUTHAR
9	VIVEK JANGID	49	UGAM SINGH
10	KAMAL SINGH	50	PARWATI JANGID
11	SHAMBHULAL	51	SHRI GURU KRIPA ART
12	MONTU	52	BHAWAR SINGH
13	HARISH JANGID	53	DINESH
14	INDRA PAL SINGH	54	MOOLDAN CHARAN
15	DEEPAK MEENA	55	POONARAM JANGID
16	DEEPARAM	56	GOPAL SINGH
17	DEV OPANI	57	SAWAI SINGH RATHORE
18	DHANA RAM	58	LADHURAM
19	GIRDHARI	59	DILIP
20	GOVIND SUTHAR	60	SHAITAN SINGH
21	GYAN SINGH	61	RAJU
22	HARI ART	62	VIJAY
23	HITESH JANGID	63	SURESH JANGID
24	JAGDISH OPANI	64	MOHAN JANGID
25	KAILASH	65	DASRATH JANGID
26	MANINDER SINGH	66	CHUGA RAM
27	LUNGESH KAGA	67	SANJEEV CHOUDHARY
28	MANARAM	68	JITENDRA SUTHAR
29	MANGLARAM SUTHAR	69	NIMB SINGH
30	HARISH	70	SANTOSH ART
31	MOHAN JANGID	71	DHANARAM
32	MOHAN MALANI	72	GOVIND SUTHAR
33	MUKESH SUTHAR	73	MANGLA RAM
34	PARAS JANGID	74	DHEERAJ NAGAL
35	PRADEEP	75	HARISH
36	PRINCE JANGID	76	HUSSAIN KHAN
37	RAJESH	77	BHAGWAAN JAITANI
38	RAMESH JANGID	78	KAILASH MAKAD
39	RANARAM	79	KAILASH JANGID
40	SACHIN ART	80	RAHUL JANGID

81	KAILASH	121	DILEEP
82	MANISH KHIMANI	122	RAVIKANT JANGID
83	MANOHAR SINGH RATHORE	123	SUBHASH SUTHAR
84	DEELIP JANGID	124	NISHANT JANGID
85	GOTI JANGID	125	TARACHAND SUTHAR
86	MAHENDRA SUTHAR	126	JAIRAM DOYAL
87	NARAYAN	127	DAKSH
88	MOOLARAM SUTHAR	128	ASHOK JANGID
89	BHURARAM	129	SHARWAN KUMAR
90	PREM JANGID	130	KAILASH SUTHAR
91	MATHAR RAM MEGHWAL	131	PITAWAR
92	DHANARAM SUTHAR	132	DR MOHAN L SUTHAR
93	SURESH JAITANI	133	SHARVAN KUMAR
94	NIKHIL JAITANI	134	KANWAR SINGH
95	MANOHAR LAL SUTHAR	135	BHERU LAL SUTHAR
96	MADAN LAL SUTHAR	136	SURESH SUTHAR
97	LAXMI JANGID	137	RAMESH SUTHAR
98	JAGDISH SUTHAR	138	GOVIND SUTHAR
99	ASHOK KUMAR	139	MANGLARAM SUTHAR
100	PAWAN KUMAR	140	HARISH KUMAR SUTHAR
101	MUKESH SUTHAR	141	GYAN SINGH BHATI
102	SAHDEV KHIMANI	142	DALPAT SINGH
103	JESARAM SUTHAR	143	KAMAL SINGH RATHORE
104	MANGLA RAM JANGID	144	RAM SINGH
105	RAKESH KUMAR	145	KHUMAN SINGH
106	HIRARAM	146	KISHORE SINGH
107	SAWAI RAM	147	HARISH MEGHWAL
108	GULAB SINGH	148	FARSA RAM SUTHAR
109	GEMRA RAM	149	KAILASH SINGH BHATI
110	GEMAR SINGH	150	KABUL KHAN
111	MADA RAM RATHORE	151	BHUR SINGH
112	RAM SINGH	152	SUKH SINGH
113	BALWANT SINGH	153	TAN SINGH
114	SHARVAN KUMAR SUTHAR	154	GIRDHAR SINGH
115	GANESH SUTHAR	155	KESAR SINGH RATHORE
116	NARESH JANGID	156	HEMRAJ ODHANA
117	RAMESH JANGID	157	NARESH KUMAR
118	MAHENDRA SUTHAR	158	OP JANGID
119	DINESH JANGID	159	TAN SINGH
120	HARISH KUMAR	160	VIJAY PRAKASH

161	MAHAVEER JANGID	186	TIKAM DAS
162	SAWAI RAM	187	KHIMPAL SUTHAR
163	MAHAVEER SINGH	188	BHIYA RAM
164	CHAIN RAM SUTHAR	189	ROHIT JAIN
165	RAJU	190	MAAN DAN
166	VIKRAM SODHA	191	CHHAGAN JANGID
167	BHAWARSA	192	DINESH JANGID
168	SOHAN GUJJAR	193	SURTAN SODHA
169	DEEPA RAM SUTHAR	194	ARJUN JANGID
170	GAUTAM JANGID	195	MOHAN SINGH
171	TAARJI	196	LALARAM JANGID
172	JAYRAM	197	MANGILAL
173	HEERALAL	198	AASHA JANGID
174	LUNARAM JANGID	199	PABU SINGH PARMAR
175	SHAMBHURAM	200	NARESH
176	CHHAGAN SUTHAR	201	DASRATH SINGH SODHA
177	BHARU RAM SUTHAR	202	PEMA RAM
178	PURKHARAM JANGID	203	DOYARAKA
179	MATRA CHAYA ENTERPRISES	204	RAJKUMAR JANGID
180	KAMAL ART EMPORIUM	205	RUPESH JANGID
181	BHURARAM JANGID	206	DUNGAR SUTHAR
182	GOUTAM JANGID	207	JAGDISH DOYAL
183	RANVEER SINGH	208	OM PRAKASH
184	JHAMAN DAS		
185	PREMARAM		

## Annexure 6: Sample Membership Forms

### 1. Kamal Singh

**THAR DHAT HANDICRAFTS SOCIETY**  
92 H Sector, Purvi Pal Yojana, Shobhawaton Ki Dhani,  
Pal (Rural), Jodhpur (Raj.) - 342005  
Mobile no. +91-6367197131 Email - tdhsjodhpur@gmail.com

सदस्यता प्रपत्र Date- 01/07/24

नाम: Kamal Singh  
पिता का नाम: Kushal Singh  
आधार नंबर: 7698 3791 9101  
जन्म तारीख: 03/03/1979  
आयु: 45 जाति: Rathore  
वर्तमान पता: 92, H sector, purvi Pal yojana,  
स्थायी पता: Shobhawato ki dhani, Pal Road, Jodhpur  
शैक्षणिक योग्यता: .....  
कार्य की प्रकृति: Handicraft  
अनुभव: .....

फर्म विवरण

फर्म का नाम: Amu Art  
फर्म का पता: 17 - Krishna Nagar, Shobhawato ki dhani,  
Pal Road, Jodhpur  
टेलीफोन और मोबाइल नंबर: 9383326283  
ईमेल: Kamal.2015.Rathore@gmail.com  
वेबसाइट यूआरएल (यदि कोई हो): .....  
उद्योग आधार संख्या और दिनांक (यदि कोई हो): .....  
जीएसटी संख्या (यदि कोई हो): 08BKPR5805F2Z2

**THAR DHAT HANDICRAFTS SOCIETY**  
92 H Sector, Purvi Pal Yojana, Shobhawaton Ki Dhani,  
Pal (Rural), Jodhpur (Raj.) - 342005  
Mobile no. +91-6367197131 Email - tdhsjodhpur@gmail.com

आईसी संख्या (यदि कोई हो): .....  
पैन संख्या: BKPR5805F  
फर्म की प्रकृति: (मालिक/साझेदारी/प्राइवेट लिमिटेड/अन्य) .....  
मालिक/साझेदारी/अन्य का नाम: Pao  
स्थापना वर्ष: 1997  
फर्म की प्रकृति: (निर्माता/निर्यातक/अन्य) Manufactures  
उत्पाद प्रकार: Wooden Handicraft art Home Decor  
वार्षिक कारोबार: So. Lal

राशि रु. 600/- (रु. छ. सौ) थार धातु हस्तशिल्प सोसायटी के पक्ष में जोधपुर में देय, एक बार जमा की गई फीस वापस नहीं होगी। आप नीचे दिए गए विवरण के अनुसार आरटीजीएस/एनईएफटी/आईएमपीएस के माध्यम से उपरोक्त भुगतान भेज सकते हैं :-  
आरटीजीएस/एनईएफटी द्वारा भुगतान के लिए बैंक विवरण :-

Name: - Thar Dhat Handicraft society  
Bank Name: - YES BANK  
Ac. No.: - 093888700001301  
IFSC: - YESB0000938

घोषणा

मैं/हम यहां सत्यनिष्ठा से घोषणा करता/करती हूँ कि ऊपर वर्णित तथ्य सत्य हैं और मेरे/हमारे सर्वोत्तम जान के अनुसार हैं। हम आगे यह भी घोषणा करते हैं कि हमारे द्वारा हस्तशिल्प के निर्यात प्रदर्शन के बारे में गलत घोषणा किए जाने की स्थिति में हमारी सदस्यता रद्द की जा सकती है।  
दिनांक: 01/07/24  
स्थान: Jodhpur

नाम सहित हस्ताक्षर  
Kamal Singh

## 2. Shambhu Ram

**THAR DHAT HANDICRAFTS SOCIETY**  
92 H Sector, Purvi Pal Yojana, Shobhawaton Ki Dhani,  
Pal (Rural), Jodhpur (Raj.) - 342005  
Mobile no. +91-6367197131 Email - tdhsjodhpur@gmail.com

**सदस्यता प्रपत्र** Date: 06/06/24

नाम SHAMBHURAM SUTHAR  
पिता का नाम HEMA RAM SUTHAR  
आधार नंबर SS 27 50116 2145  
जन्म तारीख 7/5/1981  
आयु 43 जति भुयार  
वर्तमान पता 36 WISHV KARMANAGAR PAL BALJI JODHPUR  
स्थायी पता S ASHOK NAGAR SOBHAWATO RI DHANI JODHPUR  
शैक्षणिक योग्यता  
कार्य की प्रकृति Handicraft  
अनुभव

**फर्म विवरण**

फर्म का नाम SHAMBHU HANDICRAFTS  
फर्म का पता S ASHOK NAGAR SOBHAWATO RI DHANI JODHPUR

टेलीफोन और मोबाइल नंबर 9414752495  
ईमेल SHAMBHU.JANANI2210@gmail.com  
वेबसाइट यूआरएल (यदि कोई हो):  
उद्योग आधार संख्या और दिनांक (यदि कोई हो) RJ-22-00154473  
जीएसटी संख्या (यदि कोई हो) 08BJVPS6089R1ZH

**THAR DHAT HANDICRAFTS SOCIETY**  
92 H Sector, Purvi Pal Yojana, Shobhawaton Ki Dhani,  
Pal (Rural), Jodhpur (Raj.) - 342005  
Mobile no. +91-6367197131 Email - tdhsjodhpur@gmail.com

आईडीसी संख्या (यदि कोई हो):  
पैन संख्या BJVPS6089R  
फर्म की प्रकृति (मालिका/साझेदारी/प्राइवेट लिमिटेड/अन्य) OWNER  
मालिका/साझेदारी/अन्य का नाम:  
स्थापना वर्ष 2014  
फर्म की प्रकृति (निर्माता/नियोजक/अन्य) MANUFACTURING  
उत्पाद प्रकार WOODEN HANDICRAFTS  
वार्षिक कारोबार 15.00

राशि रु. 600/- (छ. छ. सौ) थार धातु हस्तशिल्प सोसायटी के पक्ष में जोधपुर में देय, एक बार जमा की गई फीस वापस नहीं होगी।  
आप नीचे दिए गए विवरण के अनुसार आरटीजीएस/एनईएफटी/आईएमपीएस के माध्यम से उपरोक्त भुगतान भेज सकते हैं :-  
आरटीजीएस/एनईएफटी द्वारा भुगतान के लिए बैंक विवरण :-  
Name :- Thar Dhat Handicraft society  
Bank Name :- YES BANK  
Ac. No. :- 09388700001301  
IFSC :- YESB00009938

**घोषणा**

मैं/हम यहां सत्यनिष्ठा से घोषणा करता/करती हूँ कि ऊपर वर्णित तथ्य सत्य हैं और मेरे/हमारे सर्वोत्तम ज्ञान के अनुसार हैं। हम आगे यह भी घोषणा करते हैं कि हमारे द्वारा हस्तशिल्प के निर्यात पदार्थों के बारे में गलत घोषणा किए जाने की स्थिति में हमारी सदस्यता उद्द की जा सकती है।  
दिनांक 06/06/24  
स्थान Jodhpur  
नाम सहित हस्ताक्षर