



JAIPUR
RUGS FOUNDATION

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WE GROW WHEN OUR ARTISAN GROW



ANNUAL REPORT
2012-13

JAIPUR
RUGS FOUNDATION

FOUNDER SPEAKS



The year added another feather to the working of JRF and brought along diverse experiences. The year could be seen in the light of consolidation of the previous learning in terms of detailed planning for the future. I have gained a lot of personal experiences in the last few years about the right mix of business and development skill that is required for the grassroots. Jaipur Rugs was founded with the aspiration of benefitting grassroots communities as partners in business. Unlike other development oriented organizations who work in project mode, I believe that the purpose of the organization should be well communicated to the communities so that they may develop due ownership in the various operations. I always encourage JRF team members to understand and translate it during their interactions with the artisans and village community.

This year, my focus was on testing and building the skills of not only the artisans but also the team members of JRF who are based in the head office as well as work at the grassroots. I was quite happy to come across the Learners First approach and its promise in sustainable skill development. After detailed enquiry of the approach, I was able to find many affinities among my experiments and the concept. We are now working on incorporating the same into our modus operandi and look forward to utilizing the coming years for strengthening it further.

We were also benefitted by the visits of a number of experts from different walks of life and representing the government, corporate, media, academic institutions and impact investors. The discussions with such diverse set of stakeholders keep us updated with the latest happenings. Also, through the outreaches of JRF in different gatherings, we were able to share our model and experiences with the larger audiences, alongside learning from their experiences.

The year was also utilized for evolving some unique initiatives like the grassroot communication tool and grassroot leadership framework. These are expected to be developed further in the coming years and we are in the process of involving new team members in JRF who will be experts in these domains.

I thank all our supporters, admirers and award nominators for their recognition and look forward to receiving their support in future as well.

Warm regards,
Nand Kishore Chaudhary

CEO SPEAKS



For JRF, the year 2012-13 has left behind a wealth of learning. With so many activities taking place throughout the year, it did not appear like a whole year has passed. This year, JRF team was able to experiment their talent with a number of new initiatives, alongside carrying forward those that were initiated in the previous years. Throughout, we were able to learn from the field interventions and specific discussions with different stakeholders.

The year started with the launch of the next phase of the SGSY Special Project in UP and Gujarat. Also, the Alternative Education Program was continued to be implemented with innovative refinements. Different alternative modes of health and education related interventions were being explored. For a better community outreach, the JRF team was expanded and the prestigious Gandhi Fellows were involved to take forward the grassroot communication and grassroot leadership related works. Groundwork was also done in the areas of social security benefits.

The year provided us with many opportunities to present Jaipur Rugs model in different gatherings that invited participation from diverse stakeholders. Such presentations and corresponding discussions provided a platform for mutual learning. Throughout the year, we were also able to benefit greatly by continuous inputs from various experts who visited Jaipur Rugs and thereafter, continued to engage with us through follow up conversations.

For reaching out to different stakeholders in a predictable and systematic manner, we developed a stakeholder (transformational) engagement framework and in that, two broad target groups emerged to be the artisans and the partners. JRF is now in the process of aligning its communication strategies with such framework.

During the coming years, JRF endeavors to enter into multi-stakeholder partnerships involving multilateral-bilateral donors, foundations, governments, corporates, social enterprises, civil society organizations, academia, media and others. It will also undertake feasibility assessment of replication of the Jaipur Rugs model within India as well as the other developing countries. The focus of such interventions will be on skill development for sustainable livelihoods, functional literacy, primary healthcare and grassroot communication. As always, JRF will continue to host fellows, volunteers and interns from across the world for spearheading its work.

With best regards,
Sameer Chaturvedi

JAIPUR RUGS FOUNDATION - INTRODUCTION

Jaipur Rugs Foundation (JRF) was founded in the year 2004 by Mr Nand Kishore Chaudhary under the Rajasthan Public Trust Act. Jaipur Rugs group is known the world over for not just the exquisite rugs and other home furnishing products but also its unique and inclusive business-development model that links grassroot artisans with global markets. Apart from getting featured in 'The Fortune at the Bottom of the Pyramid', Jaipur Rugs has received a number of awards and its model is constantly talked, researched, referred and written about by a diverse set of stakeholders from among the government, industry, media and academia.

The overall work mandate of JRF is to reach out to remote rural areas and establish bonds with the underserved communities, enabling them to start weaving not just rugs but also their own lives. Such weaving of lives is done through two intertwined verticals: 'enterprise development' and 'social development'. Whereas the enterprise development vertical focuses on the economic well-being of the artisans and their communities through skill development and livelihood support, the social development vertical focuses on their social well-being through interventions, awareness generation and linkages. These two complement each other and facilitate the artisans to advance in their development trajectories. JRF has successfully evolved this model over last several years and in the coming years, it plans to reach out to 100000 artisans.



VISION

The vision of JRF is to create a society where equality, justice and peace prevail through socio-economic development opportunities for all.

MISSION

The mission of JRF is to serve as a social innovator promoting the cause of artisans by providing them with decent work opportunities and lead them towards their socio-economic well-being.

OBJECTIVES

1. Enhancing economic returns for artisans through global market linkages
2. Connecting artisans with the end customers, thus building relationships and infusing human touch to the value chain
3. Linking with initiatives undertaken by government, business and civil society to promote socio-economic well-being of artisans
4. Serving as a forum for artisans to enable them champion their cause and fulfill their aspirations
5. Innovating to develop ergonomically designed equipment to ease the working of artisans

RUGS AND SUSTAINABLE LIVELIHOODS

Over the years, JAIPUR has succeeded in emerging as a champion social enterprise that has established a scalable and replicable model through which sustainable livelihoods can be created through rug weaving.

POVERTY & UNEMPLOYMENT TRAP

There are a multitude of factors that forces the poor populace to remain confined to the vicious cycle of poverty. Limited employment opportunities due to lack of marketable skills constitute an important such factor.

Acknowledging the limitation of farm sector in providing sustainable livelihoods round the year, there has been an increasing thrust on alternative (non-farm) vocations. Sometimes, temporary infrastructure works like construction of buildings or roads, laying down railway lines or pipelines or digging canals also surfaces but these generally require heavy labor and are thus not so much suitable for women members of the community. Adding to this, there are extreme weather conditions like rains, or winters or summers that serve as deterrents for perennial uptake of such work by all members of the village community.



PROMISE OF RUG WEAVING

Rug weaving carries a lot of significance in poverty alleviation and skill development landscape as it provides livelihood opportunities to illiterate and poor people (especially women) inhabiting remote rural locations. It does not require massive infrastructure establishment. It enables the poor to acquire traditional skills at their doorstep while also getting avenues for sustainable livelihood at their doorstep, thus doing away with the compulsion of migrating out in search for life bread. Furthermore, flexible working hours and output based wages enhance livelihood options of rural poor as per their needs.

DIRECT LINKAGE INCREASED INCOME

The carpet value chain at the grassroots is normally considered to be of an exploitative nature. The rug sellers, instead of directly engaging with the artisans, operate through contractors and subcontractors. In such process, a significant amount of money that could have been earned by the artisans gets absorbed by these intermediaries. JAIPUR, by setting up its own offices in the production areas, has innovated in establishing direct linkages with the artisans and it has ensured that the artisans enjoy enhanced earnings through such supply chain linkage. The transport is also taken care of for sending the raw material to the artisans and bringing back weaved products, thus relieving the artisans of the burden of spending their own time and resources for doing so.

JRF - MODUS OPERANDI

The first step that JRF takes before initiating any new intervention is location mapping under which the existing knowledge about the proposed intervention site is browsed through and information gaps are identified. JRF field teams then undertake a scoping study involving survey and community mobilization through which such information gaps are bridged and the local trainers as well as the prospective beneficiaries are engaged with.

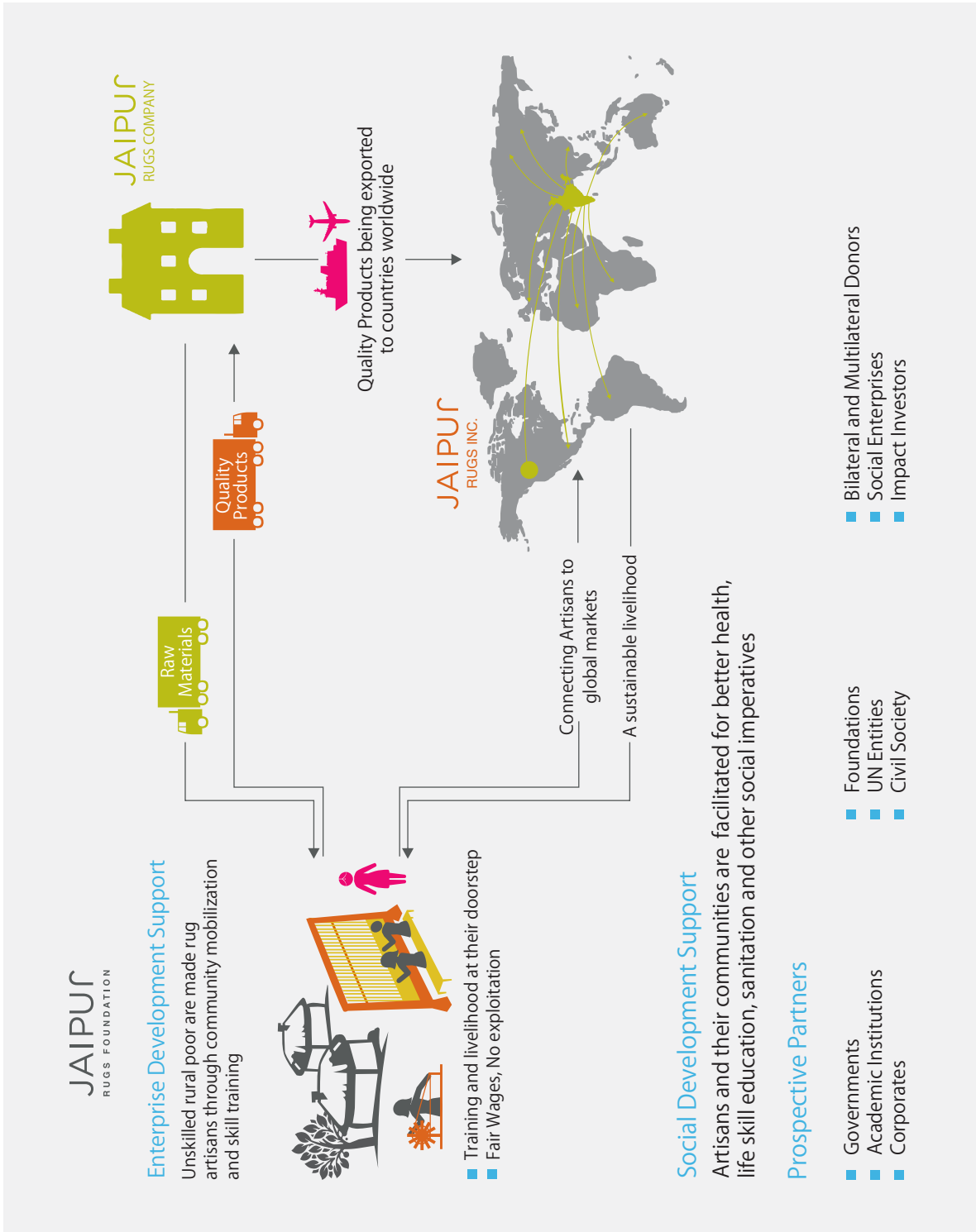
After the community members get convinced about the work, they are divided into different batches and their skill development trainings are organized in their own villages. JRF installs weaving looms in the villages and make available the trainers to teach the art of weaving to the unskilled community members and transform them into skilled artisans. A unique feature of such trainings is its decentralized nature - each training center houses one trainer, two looms and eight trainees. The design experts and quality supervisors keep visiting these centers periodic basis.

On successful completion of the training, the skilled artisans are given job work in their own localities, either at the same loom that was utilized for training or on a nearby loom located at a walking distance from their households. Thus, both the trainings as well as livelihoods are provided to the village community in their local settings and they are not required to out migrate from their rural habitations in search for sustainable livelihoods. Though, they constantly require handholding support to improve productivity, minimize errors and maintain due quality.



1	LOCATION MAPPING
2	SCOPING STUDIES
3	COMMUNITY ENGAGEMENT
4	TRAINING OF TRAINERS
5	TRAINING CENTERS
6	RUG WEAVING SKILLS TRAINING
7	SUPPLY CHAIN LINKAGE
8	SUSTAINABLE LIVELIHOOD SUPPORT
9	SOCIAL DEVELOPMENT SUPPORT

JAIPUR RUGS - INCLUSIVE MODEL



ACTIVITY HIGHLIGHTS 2012-13

ENTERPRISE DEVELOPMENT SNAPSHOTS

Under the 'enterprise development' vertical, JRF reaches out to the rural communities and spread awareness about carpet weaving as a vocation and their potential gateway for sustainable livelihoods. The overall ambit of this vertical is to locate and train the target populace, transform them into skilled artisans and explore how their collective strengths may be developed further so as to enable them become life entrepreneurs. The following activities were taken up under this:

1.1 SGSY Special Project

The continuation of the implementation of SGSY Special Project in Badaun district in Uttar Pradesh and Narmada and Tapi districts in Gujarat. The Project is under implementation since the year 2011 with the funding support from the Ministry of Rural Development, Government of India. As Project Implementing Agency (PIA), JRF has taken up the responsibility of training 4000 rural youth belonging to the BPL category and transforming them into skilled artisans in carpet weaving. During the year, around 100 villages and 5000 community members were reached out. Of these, around 1000 were actually trained in carpet weaving skills and of those, 750 were provided with self-employment support.

1.2 Community Mobilization

Field Surveys, Community

Mobilization and Exposure visits form an important part of JRF's grassroots interventions. During the year, JRF conducted a survey in Madhubani, Darbanga and Sitamari district of Bihar. In this area, there are more than 2500 artisans who hold knowledge about carpet weaving but migrate to other areas for doing the same work. JRF choose to intervene in this area to improve the life of Musahar community artisans who are considered untouchables and are living in deep poverty. A skill up gradation training and thereafter looms were provided by JRF to these artisans at their homes. This has ensured an end to migration of more than 100 artisans.

1.3 Vikram Cement Works CSR Partnership

JRF entered into a partnership with the Vikram Cement Works and received support under their CSR initiative to train women community members in the vicinity of their Neemuch (Madhya Pradesh) plant. The skill training of selected women was successfully completed and it is expected to expand the partnership further in the coming years.

1.4 Weaving Peace at Borders through Livelihoods

The Indian Army specially invited the foundation to develop employment opportunities in Jammu and Kashmir. To contribute in the peace building process in the terrorist affected state, JRF conducted an initial survey in Rajori district of Jammu and Kashmir. Very soon JRF will be giving carpet weaving training to build and strengthen employment



opportunities so that people can stand on their own feet and which will in turn contribute to peace building efforts in the valley. We envision a world a world where there is peace and prosperity. Despite the odd conditions and uncertain atmosphere JRF plans to expand to those areas which have remained neglected.

1.5 Grassroot Enterprise Model Research

In-house research was done by JRF to look into various community centric models in entrepreneurship like the producer company, producer groups etc. that enable the community members at the grassroots to have ownership in the supply chain. The purpose behind the research was to develop an informed positioning on the subject and if found feasible, bring about requisite change in Jaipur Rugs model. During the preliminary findings, it was observed that there exist a number of such models in different sectors/industries but none in the carpet industry.

SOCIAL DEVELOPMENT SNAPSHOTS

Under the 'social development' vertical, JRF endeavors to touch the lives of the artisans as well as their communities in a multifaceted way. During the year, the following three broad set of activities were undertaken:

2.1 Alternative Education Programme

The continued implementation of 'Alternative Education Program' for providing functional literacy to illiterate artisans and the village community members. During the year, over 700 village community members were able to complete their classes and gain from the AEP.

2.2 GBF Supported Child Labour Prevention Framework

Grassroot Business Fund (GBF) has extended its social impact support to Jaipur Rugs for institutionalizing a child labour prevention framework. During the year, JRF team members did the groundwork for the same.

2.3 Surveys for Social Security Benefits

Surveys were undertaken by JRF team members in different village for extending various social security benefits like artisan cards, bank linkages, health insurance etc.

GRASSROOT COMMUNICATION TOOL

A grassroots communication tool was conceptualized during the year for reaching out to the village community in a standardized and systematic manner with enterprise development and social development support. Experts from Women on Wings supported the initiative through a round of discussions and field visit. The tool development is expected to be a continuous process and will take use of various innovative ways of reaching out to the community.

GRASSROOT LEADERSHIP DEVELOPMENT

A lot of discussion also went into developing a grassroots leadership framework that can enable the artisan community members to advance in their weaving as well as life journeys in a better way. Jaipur Rugs has created the platform of JRF for this purpose and through grassroots leadership development, the artisan communities will be able to build their capabilities further and thus possess better ownership of the field operations. It is being researched further as to how the 'Learners First' approach can be taken use of for the purpose.





EXTERNAL REPRESENTATIONS

JRF Founder and team members reached out to a number of places and addressed a wide variety of audiences from the government, industry, academia and civil society for sharing the uniqueness of its development model. Key places/opportunities were the Vibrant Gujarat Summit, BIMTECH Social Marketing Summit, NGO-Skill Development Workshop by NCSO, IIM Udaipur, and BCtA MDG Social Entrepreneurship Event.

INBOUND VISITS

JRF served as a host to a number of people from different walks of life who visited Jaipur Rugs in their individual as well as organizational capacity to understand its development model and modus

operandi better. Such visits were also relating to meeting the Founder of JRF in person and understand how the firm belief and ethos of one person got immersed into the core values and work philosophy of the organization. The key visitors include those from Women on Wings, Leaders Quest, Journeys for Change, Babson College, Missouri University, Louisiana University and California State University.

MEDIA COVERAGE

The organization and its people received attention and coverage from media entities, academic entities and others for the notable work being carried out by Jaipur Rugs. It was researched, documented, relayed and published for larger sharing by them. The major entities in such endeavor included Doordarshan (Rajasthan), ET NOW Leaders of Tomorrow, Network 18, Times of India, Dainik Bhaskar, Confederation of Indian Industry (CII) and the Federation of Indian Chamber of Commerce and Industry (FICCI).

AWARDS AND FELICITATIONS

Mr N K Chaudhary – Founder of Jaipur Rugs group got felicitated for his leadership and initiative in creating the unique socio-economic development model of Jaipur Rugs. These awards include Times of India Social Impact Award (Livelihood), Jiyo Dil Se Award and Karmveer Puraskar.



ENTERPRISE DEVELOPMENT SNAPSHOTS

The 'enterprise development' vertical focuses primarily on the economic well-being of the artisans and their communities, primarily through organizing skill development and upgradation trainings for village communities (especially women) in various processes related to carpet manufacturing.

JRF regularly reaches out to the rural communities and spread awareness about carpet weaving as a vocation and their potential gateway for sustainable livelihoods. Such awareness generation also takes the form of exposure visits of the unskilled populace to those sites where skilled artisans are engaged in carpet weaving with the support of JRF. The main objectives of such exposure visits are: to enable the unskilled persons to take a firsthand look at how skilled carpet artisans work in the looms; to facilitate interactions between the potential skill development trainees and the previously trained artisans; and to acquaint the unskilled persons with the different steps involved in carpet manufacturing, especially weaving processes. This enables the people who are interested in enrolling for skill development training to take informed and well thought decision over taking up carpet weaving as a vocation and start considering it as a sustainable source of livelihood.



1.1 SGSY Special Project

Since the year 2011, JRF has been implementing the SGSY Special Project in two states of India – Uttar Pradesh and Gujarat. The funding support for this project is being provided by the Ministry of Rural Development, Government of India and NABCONS has been serving as the monitoring and technical support agency for the same. As Project Implementing Agency (PIA), JRF has taken up the responsibility of training 4000 rural youth belonging to the BPL category and transforming them into skilled artisans in carpet weaving.

After completing the preliminary rounds of field survey and mobilization in Uttar Pradesh and Gujarat during the years 2011-12, the detailed surveys and mobilization efforts were undertaken during the subsequent months. Accordingly, skill trainings were organized in the two states in different

batches in a phased manner during the year 2012-13.

Because most of the prospective beneficiaries turned out to be females, these community mobilization efforts involved long discussions with the household heads and select community leaders to convince them about the intervention and the accrued benefits from the skill training. In some of the (interior) villages, this kind of initiative was never undertaken before and therefore, they were having various doubts that were required to be cleared through discussions and video presentations. It was also apparent that such systematic and supply chain based skill development trainings were not organized in these locations in the past and therefore the families were not sure over sending their youth members. After sustained discussions and clarification of the overall goal of the scheme and the modus operandi of JRF, the family heads gave their consent.

During the training period, the trainees were given motivation and encouragement to learn and hone their skills within the stipulated timeframe so as to graduate as skilled artisans. Such handholding was not just restricted to the training centers but got extended to their households and at times took the form of counseling of the parents of the beneficiaries to continue sending them to the training center. It is relevant to note here that unlike the urban educated class who are always accustomed to going to schools and colleges and take up office job from morning till evening, the rural illiterate youth is used to live an altogether different kind of life that is full of unpredictability. Training requires a lot of discipline on the part of both the trainer as well the trainees and a lot of input is required to maintain that.

After successful completion of the training, the beneficiaries were provided with certificates of successful completion of training and thereafter, they placed (self-employed) in the nearby carpet weaving looms for regular work. A summary of the project achievements for the year 2012-13 is presented below:

State	Villages Outreached	Community Members Outreached	Trained Beneficiaries	Self Employed Beneficiaries
UP	41	2500	375	230
Gujarat	54	2800	646	534

1.2 Community Mobilization

JRF team continued with their community mobilization efforts in the rural locations of different intervention states like Gujarat, Rajasthan, Uttar Pradesh, Bihar and Jharkhand. The field operations were started in these states in the previous years and so far the focus of the interventions is primarily on enterprise development, especially skill development and upgradation in carpet weaving. Field Surveys, Community Mobilization and Exposure Visits constitute three major activities for JRF team members working at the grassroots. Before the skill development/upgradation trainings could be held, these have to be undertaken in a sequential manner. The surveyed information was also taken use of for facilitating and planning the various social security benefits meant for the artisan communities of these locations. These include the artisan cards, health insurance, and bank linkages etc. that are covered under the social development vertical.

During the year, JRF conducted a survey in Madhubani, Darbanga and Sitamari district of Bihar. In this area, there are more than 2500 artisans who hold knowledge about carpet weaving but migrate to other areas for doing the same work. JRF choose to intervene in this area to improve the life of Musahar community artisans who are considered untouchables and are living in deep poverty. A skill up gradation training and thereafter looms were provided by JRF to these artisans at their homes. This has ensured an end to migration of more than 100 artisans. On the more it has helped the family in staying together unlike earlier days when the men used to migrate to other areas, leaving behind the woman and children to deal with all the odds in the absence of the head of the family.

Like the previous years, JRF organized exposure of the unskilled village community members to those sites where skilled artisans are engaged in carpet weaving. The main objectives of such exposure visits are: to enable the unskilled persons to take a firsthand look at how skilled carpet artisans work in the looms; to facilitate interactions between the skill development trainees and the previously trained artisans; and to acquaint the unskilled persons with the different steps involved in carpet manufacturing, especially weaving processes.

1.3 Vikram Cement Works CSR Partnership

JRF entered into a partnership with the Vikram Cement Works and received support under their CSR initiative to train women community members in the vicinity of their Neemuch (Madhya Pradesh) plant. The skill training of selected women was successfully completed and it is expected to expand the partnership further in the coming years. Such kind of partnerships is crucial for JRF as it can pave the way for developing similar partnerships among corporates and social enterprises. In the current times when the Indian Companies Bill is looking towards enabling the corporates to leverage on their CSR budgets for socio-economic development, it will be of great merit if innovative partnerships could be developed among different stakeholders. Taking inspiration from this, JRF is expected to enter into other such partnerships with the corporates from both public and private sector where the funding will be provide by the corporate partner and project implementation will be done by JRF.

1.4 Weaving Peace at Borders through Livelihoods

The army specially invited the foundation to develop employment opportunities in Jammu and Kashmir. To contribute in the peace building process in the terrorist affected state, JRF conducted an initial survey in Rajori district of Jammu and Kashmir. Very soon JRF will be giving carpet weaving training to build and strengthen employment opportunities so that people can stand on their own feet and such endeavor will contribute to peace building processes in the valley. We envision a world a world where there is peace and prosperity. Despite the odd conditions and uncertain atmosphere JRF plans to expand to those areas which have remained neglected. JRF will be able to implement this during the next year and it is expected that the intervention will lead to replication of the partnerships in other conflict-ridden areas. In the past as well, JRF had approached the government to extend their grant support for taking up livelihood generation activities in conflict-affected areas.

Apart from livelihoods generation, another area where JRF will be interested in exploring further with the Indian Army will be leadership development, whereby the grassroot level artisans and other functionaries associated with JRF can be groomed further with the help of ex-Army personnel who have now gone back to their respective villages. This is only in the ideation stage at this juncture and any progress on this front will be shared in the subsequent annual reports.

1.5 Grassroot Enterprise Model Research

In-house research was done by JRF to look into various community centric models in entrepreneurship like the producer company, producer groups etc. that enable the community members at the grassroots to have ownership in the supply chain. The purpose behind the research was to develop an informed positioning on the subject and if found feasible, bring about requisite change in Jaipur Rugs model. During the preliminary findings, it was observed that there exist a number of such models in different sectors/industries but none in the carpet industry. Such institution building at the grassroot level also formed part of the SGSY Special Project that is being implemented by JRF. However the proposed modalities in that Project are quite different from this research. It is

expected that the learning of the research will be used by JRF as well as Jaipur Rugs group as a whole to develop its



SOCIAL DEVELOPMENT SNAPSHOTS

Under the 'social development' vertical, JRF endeavors to touch the lives of the artisans as well as their communities in a multifaceted way. Whereas the enterprise development vertical focuses primarily on the economic well-being of the artisans and their communities, the social development vertical focuses on their social well-being. Thus these two complement each other. Due to limited resources at the disposal of JRF, the ambit of the vertical of social development is not much broad but it is definitely well prioritized as per the needs of target communities. This year, the focus was primarily on the following activities:

2.1 Alternative Education Program

The 'Alternative Education Program' (AEP) is meant to provide functional literacy to illiterate artisans and the village community members. These beneficiaries have not been able to continue their school education during their childhood years. While working with the artisans, JRF was able to realize it well that apart from sustainable livelihoods, there is a clear need for functional literacy in the villages. Thus, in late 2010 AEP was conceptualized and started in Jaipur and Alwar districts of Rajasthan in partnership with Jenny Jones Rugs and Peter Larsen – buyers and supporters of Jaipur Rugs who have kindly reciprocated to get connected with the artisans beyond rugs.

The ambit of such 'alternative education' is basic literacy and numeracy skills, and developing an understanding of health, hygiene, family life education and the environment while building their confidence so that they become more self-reliant and able to contribute effectively towards their family and community.



The intervention had kept the ground realities of the village community horizon and therefore its curriculum was designed in such a way as to enable the target beneficiaries to attend the classes without disturbing their existing engagements. Apart from the artisans who have to work whole day, most of the target beneficiaries had to do household work and some of them work on fields. Therefore, the classes were conducted for 2 hours every day with a weekly holiday and one weekly revision for a total duration of 3 months. Earlier, the duration of the course use to be of 6 months. The centers in which these classes were conducted were located within the village, at walking distance from the households of the beneficiaries. The teacher was also selected from among the educated women of the locality so that the teachers and the students are able to build rapport with ease.

After identification of the beneficiaries, finalization of the centers and selection of the teachers, training of teachers (ToTs) were organized by the AEP coordinators of JRF. In these ToTs, the teachers were explained about the overall philosophy behind the intervention, the curriculum and the appropriate teaching methodology.

The foundation gave training to the teachers to polish their skills before the beginning of the AEP. After getting acquainted with the curriculum, the teachers went back to their respective AEP centers and continued with the classes while maintaining records of the attendance and learning outcomes. Hailing from the same village, the teachers knew the local dialect and shared a close bond with the women. In the end, exams were conducted so as to enable the beneficiaries to revise and share their learning.

The following table indicates the achievement of AEP:

AEP Phase	Intervention Duration	Villages Covered	Beneficiaries Covered
III	January 2012- June 2012	14	478
IV	October 2012- February 2013	11	213

What maintained the interest of women in this education program was its informal pedagogy. A special curriculum was designed for this Alternate Education Program. Women were given basic literacy in Hindi, Maths and English. Apart from this, what maintained the interest of women was the general knowledge given on health, hygiene, family life education and the environment. These topics were directly related to their day to day life and therefore they could connect to it very easily. The 3 month long classes gave an immense boost to the confidence level of these poor women who had never dreamt of acquiring education at a late age and stage in their life.

After completion of the two phases of AEP in the years 2010-11, the third phase got commenced in February 2012 and got over in July 2012. To develop a comprehensive understanding of the intervention and learn from the experience of the three phases, it was decided to undertake an internal evaluation. Thus a tool was developed for the purpose and it was administered during the months of July-August 2012. The methodology of the tool was such that the beneficiaries were involved in reflecting on the pedagogy, teaching methodology and learning outcomes. The responses were thereafter analyzed and on the basis of those, the

preparatory planning for the next phase was initiated. The major changes that were introduced in the subsequent phases were that the duration of the programme was reduced from 6 months to 3 months and weekly revisions were introduced. Also, the timing of the classes was determined in a democratic manner by consulting with the target beneficiaries of the respective villages.

Thus, the groundwork for the fourth phase was done during the months of August-September and the ToT for the same was organized in the month of October 2012. After the ToT was over, the classes were held immediately afterwards, continued till February 2013 and culminated with the examination.

A felicitation event was organized on 9th March, 2013 by JRF in Itawa Bhopji village of Rajasthan to honor those women who had completed the fourth phase of AEP. Mrs Jenny Jones and Mr Dennis Jones from Australia, who have also financially supported the intervention, were present during the occasion. They were also joined by Mr N K Chaudhary and other JRF team members. They personally interacted with the women and teachers who were part of this education program. With the help of the translators, the partners and the rural women interacted



with one another. The women weavers shared their experience of attaining education at an age in life when their own children are going to school. The teachers also got a chance to express about how they felt while teaching to students who were double of their age. The charts made by women during their classroom sessions were displayed at the venue. The event was a celebration of women empowerment and received appreciation from all, particularly the male members of the community. Appreciation certificates were given to all the women. Those women who had excelled in their respective classes were given solar lamps especially brought by our partners from Australia. This special gift motivated the women even further to carry on their education in the night and even during power cuts which are unfortunately a regular phenomenon in the villages.

The greatest success of the program was when the women who had never dared to speak even within their family had come and addressed as huge gathering with confidence. Several women came forward and narrated how they have learnt several useful things in a short program designed by JRF. Now their day to day work has become much easier. They also expressed their desire of continuing their education so that they can learn many more things. The village headman said, “I am glad to know that Jaipur Rugs has given free education to so many women. It is really exciting to witness that women who were confined to their houses till some time before have become empowered from this education program that they have come to the stage and are addressing the whole village”.

2.2 GBF Child Labour Prevention Framework

Grassroot Business Fund (GBF) has invested in Jaipur Rugs to enable it progress further in its business and social goals. One of its mandates it also to institutionalize a child labour prevention framework so that no child gets to work as artisans in the weaving processes. During the year, JRF team members did the groundwork for the same and got involved in evolving such framework. The efforts were undertaken with the Jaipur Rugs Company personnel and had resulted into incorporation of a fortnightly reporting element on this aspect in the already existing ERP based progress tracking mechanism of the Company. The social impact experts from GBF continue to be engaged with the organization for its successful implementation.

2.3 Survey for Social Security Benefits

Even though JRF is having its field presence in a number of states for many years, it has not been able to extend social security benefits to the artisans it works with. The reason is the tardiness of the processes involved and limited resources at the disposal of JRF. For instance, even if there is a raised concern on the part of the government and banks to



promote financial inclusion, a large majority of the rural populace is still out of the coverage of banking services. In a similar vein, a large number of artisans are completely unaware of the provisions associated with artisan card and its direct/indirect benefits. Thus, JRF field teams at the grassroots levels in various intervention states surveyed over these issues. Such surveys acted as input into the organizational planning and decision making about fixing the indicative targets for interventions during the subsequent years. The social security benefits being targeted pertain to artisan cards, bank linkages, health insurance, and those arising from specific government schemes etc. It was also thought over assessing the innovative solutions being provided by some of the new Base of the Pyramid (BoP) entities that eye at providing social security benefits and banking services to the grassroots populace. JRF senior team members had been able to interact with the heads of such entities on developing a partnership on the subject.

GRASSROOT COMMUNICATION TOOL

A grassroots communication tool was conceptualized during the year for reaching out to the village community in a standardized and systematic manner with enterprise development and social development support. Experts from Women on Wings supported the initiative through a round of discussions and field visit. The tool is still getting developed and should take final shape in the coming year and will continue to be developed further on a continuous basis.

studies pertaining to artisans and the social impact that Jaipur Rugs has been able to create at the grassroots. The latter will then be communicated to the existing and prospective customers of Jaipur Rugs so that there may develop a living bond between the artisans and customers through story telling. Gradually, various technological innovations will be looked in to for enhancing the reach and scale of the tool. and scale of the tool.

GRASSROOT LEADERSHIP DEVELOPMENT

A lot of discussion also went into developing a grassroots leadership

communities will be able to build their capabilities further and thus possess better ownership of the field operations. It is being researched further as to how the 'Learners First' approach can be taken use of for the purpose. As per the Learners First approach JRF endeavors to inform, consult, involve, collaborate the weaver to empower her/him in true sense. It ensures sustainability to our livelihood strengthening work. It is the usage of this approach which has led to greater involvement and sense of ownership of different programs by people. The idea behind such leadership development has always been there in the mind of Mr N K Chaudhary as he has experienced the leadership potential of the grassroots communities since the very inception



The tool is expected to serve at least two purposes: first, it will enable the grassroots communities to become well aware of JRF and the promise of carpet weaving as an alternative for sustainable livelihoods; and second, it will enable the JRF field functionaries to gather success stories and case

framework that can enable the artisan community members to advance in their weaving as well as life journeys in a better way. Jaipur Rugs has created the platform of JRF for this purpose and through grassroots leadership development, the artisan

of Jaipur Rugs. He was able to personally groom the leadership abilities of the weavers and gradually they were able to become branch managers, thus progressing further in both financial as well as career terms.

EXTERNAL REPRESENTATIONS

JRF Founder and team members reached out to a number of forums to address a wide variety of audiences from the industry, academia and civil society for sharing the uniqueness of its socio-economic development model. Apart from making presentations, JRF also participated in a number of gatherings organized by industry bodies, government and academia and learn from the experiences of other achievers. The purpose behind making such representations is twofold: first, to generate better understanding of the unique socio-economic development model of Jaipur Rugs among different stakeholders for their organizational and individual reflecting; and second, to learn from the experiences of the other achievers and presenters so as to incorporate such learning in the overall operational framework of Jaipur Rugs.

It has been a general observation arising out of such outreaches and ensuing talks with the representatives of other organizations that a lot could be done in the socio-economic development trajectory of developing countries like India through social enterprises like Jaipur Rugs. Even though their profit margins are less due to a number of factors, their lateral spread carry tremendous potential in generating livelihoods at the grassroots as well as providing specific goods and services for the uptake at the grassroot level. What is needed for such successful and perhaps, wishful scenario to actualize is a well-coordinated effort by the government, industry, social-enterprises, civil-society, academia and media to provide requisite scale and recognition (in soft terms, branding threshold) to these social enterprises so that they may play a pivotal (and not just a peripheral) role.



A tabulated list of such representations is presented below:

S No	Month/Year	Focus Theme	Organizing Entity	Location
1	June 2012	Terminal Evaluation Workshop – UNDP/RMOL	UNDP/RMOL	Jaipur
2	2012	Meetings of CII Northern Regional Committee on CSR	CII	Delhi

S No	Month/Year	Focus Theme	Organizing Entity	Location
3	July 2012	Meeting of Stakeholders – Sector Skill Council on Handloom and Handicraft	NSDC-FICCI	Delhi
4	August 2012	Skill Development and Tribal Youth Seminar	Tribal Research Institute (TRI) Udaipur	Udaipur
5	August 2012	Hastkala Conclave	Ministry of Textiles, GoI	Delhi
6	August 2012	Inclusive Business Roundtable Discussion	ADB and Dalberg	Delhi
7	August 2012	Inclusive Business Forum	ADB and Dalberg	Mumbai
8	September 2012	E&Y Strategic Growth Forum	Ernst & Young	Mumbai
9	September 2012	Global Skill Development Summit	FICCI	Delhi
10	September 2012	MDGs and Social Enterprises Event	Business Call to Action (BCtA)	New York
11	September 2012	TECHNOZION ‘Gandhian Engineering – Inclusive Innovation’	National Institute of Technology (NIT)	Warangal (AP)
12	October 2012	Skill Development Workshop with NGOs	National Council on Skill Development (NCSD)	Delhi
13	October 2012	Awareness Session on Affirmative Action	CII	Chandigarh
14	October 2012	Samridhhi Regional Summit	Sankalp Forum	Patna
15	October 2012	Millennium Alliance Meet	FICCI	Jaipur
16	October 2012	Decade of Innovation: India @ Year 2	CII-GITA-NIC	Delhi
17	November 2012	Conference on Skill Development	CII-NSDC	Jaipur
18	November 2012	Social Entrepreneurship: The Game Changer for Corporate Social Responsibility	CII	Delhi
19	December 2012	International Conference on Creating Sustainable Business	Japuria Institute of Management	Jaipur
20	January 2013	Young Entrepreneurs Meet	CII-Yi Ahmedabad and Government of Gujarat	Ahmedabad
21	February 2013	Community Leadership Conclave	Institute of Leadership Development (ILD)	Jaipur
22	March 2013	Indian Marketing Summit: Social Marketing	BIMTECH	Delhi
23	March 2013	National Conference on Manufacturing and Logistics Management	MNIT	Jaipur
24	March 2013	Gujarat Annual Day Conference	CII	Ahmedabad
25	March 2013	Second North India Conference – Finding Innovative Poverty and Climate Solutions	India Development Coalition of America (IDCA)	Jaipur
26	March 2013	CII Northern Region Annual Function	CII	Jaipur



INBOUND VISITS

A number of persons had come to visit Jaipur Rugs in their individual as well as organizational capacity to develop a better understanding of Jaipur Rugs socio-economic development model that links the grassroot artisans with the global markets through its unique supply chain. JRF team members play an important role in presenting the entire model and corresponding activities to generate the requisite understanding among such persons. Such visitors range from students studying social and business courses to academicians, industry experts, corporate strategists, socio-economic development practitioners, media personnel and government officials and so on.



A brieflist of such visits is presented below:

S No	Visiting Person/Institution	Purpose
1	IIM Indore	Exposure visit of corporate delegates and faculty to understand supply chain aspects.
2	University of California	Exposure visit and community engagement of students for their better understanding.
3	Kamla Poddar Institute of Management and Technology	Exposure visit of students.
4	University of Missouri	Exposure visit of students and faculty alongside exploring research collaborations

5	University of Louisiana	Exposure visit of students and faculty alongside exploring research collaborations
6	IIS University	Exposure visit of students and faculty alongside exploring research collaborations
7	National Institute of Agricultural Marketing	Exposure and learning visit of students and faculty members.
8	TiE, Rajasthan	Exposure visit of students and faculty alongside exploring research collaborations
9	EDI ETIC	Exposure visit of government and development sector delegates from the various developing countries of Asia and Africa.
10	International Finance Corporation (IFC)	Understanding Jaipur Rugs model and holding discussions with the Founder.
11	JCB India	General visit to understand Jaipur Rugs model and discuss about their corporate responsibility intervention prospects in the vicinity of their upcoming plant in Jaipur.
12	Maharishi Arvind Institute of Science and Management	Exposure visit of students and faculty on the theme of supply chain and soci0-economic development.
13	Center for Science and Environment	Understanding Jaipur Rugs model and exchanging intervention learning.
14	Leaders Quest	Leaders Quest brought along leaders from different global organizations to understand Jaipur Rugs model and promote mutual learning about strategy and impact.
15	Mr Michael Wray	To review the GSBI experience of Jaipur Rugs and understand future interventions.
16	Mr Drew Von Glahn [World Bank Development Marketplace/ WBI]	To understand Jaipur Rugs model and discuss how the platforms like Development Marketplace could be made more effective and useful.
17	Ms Heather Franzese [Labor Link]	Exploring how Labor Link may enter into partnership with Jaipur Rugs for developing systematic communication with the artisans through IVR
18	Ms Ellen Tacoma, Ms Nicolette Biessels and Mr Mark Roerdinkholder [Women on Wings]	Women On Wings has resolved to promote women livelihoods in India and the visit was undertaken by them to extend their commitment towards partnership with Jaipur Rugs.
19	Mr Paul Suit [Made By Survivors]	Accompanied Professor Elizabeth Goldberg and demonstrated how Made By Survivors engages students.
20	Professor Elizabeth Goldberg and Students [Babson College]	To understand Jaipur Rugs model and explore partnership (student engagement) possibilities
21	Ms Anushka Sharma, Actress	To visit Jaipur Rugs and understand its unique socio-economic development model and purchase rugs.
22	Esha Chhabra, Columnist	TO understand Jaipur Rugs model and write about it for larger sharing.



MEDIA COVERAGE

The organization and its people received attention and coverage from media entities, academic entities and others for the notable work being carried out by Jaipur Rugs. It was researched, documented, relayed and published for larger sharing by them. The major entities in such endeavor included Doordarshan (Rajasthan), ET NOW Leaders of Tomorrow, Network 18, Times of India, Dainik Bhaskar, Confederation of Indian Industry (CII) and the Federation of Indian Chamber of Commerce and Industry (FICCI).

7.1 Doordarshan (Rajasthan)

Doordarshan (DD) is a Government of India promoted media giant having a whole host of channels getting telecasted at the international, national and state levels. Doordarshan (Rajasthan) received the mandate to film different innovative actions undertaken by various individual and organizations who are promoting socio-economic interests of masses through their innovative solutions. The programme is called as 'India Innovates' and has come into being through recommendation of the National Innovation Council. It brought along its team of experts to the head office of Jaipur Rugs as well as its field operations – the weaving sites and carding-spinning sites to capture the story. During such visits, video documentation was made of the Founder and senior management team of the organization and that of the artisan communities and they were asked about different aspects of social innovation. After the video programme was edited and finalized, it was telecasted by Doordarshan (Rajasthan) across the state for general viewership. Jaipur Rugs team at the head office and field level were thoroughly exited and thankful to Doordarshan (Rajasthan) for their consideration and effort.

7.3 Network 18

Network 18 is one of the largest and foremost media groups of India and has a diversified list of offshoots for mass media. One such is the 'Entrepreneur' magazine. The editorial team of the magazine found Jaipur Rugs model to be a good match for their coverage and thus approached us to know more about the work being carried out. After taking all the details, they published the story under the title 'Dream Weaver – The Flying Carpet' in their November 2012 edition.

7.2 ET NOW Leaders of Tomorrow

ET NOW is one of the foremost business and industry television (private) news channels of India. It has a popular programme called as “leaders of Tomorrow’ that captures distinguished personalities who have created their name in the field of industry and development, the people who have succeeded in giving a unique shape to their initiatives and enterprises and have thus paved the way for many others to follow their path – essentially the leaders in their sectors. With the mission to make a video documentation Jaipur Rugs, their team reached out to us and filmed the whole model in a nutshell. They had visited both the head office as well as the field and interacted with the artisans to know about their experiences of weaving their lives through rugs. After the programme was done, it was telecasted for the viewership of all.

7.4 Small Medium Entrepreneur

The magazine is popular for the small and medium enterprises as well as corporate world. It included Jaipur Rugs case study in their February 2013 edition, presenting the model and how it is able to benefit the weavers, thus demonstrating how successful entrepreneurship could be done with a social cause.

AWARDS AND RECOGNITIONS

8.1 Times of India Social Impact Award 2012

Mr. N K Chaudhary was awarded by Mr. Pranab Mukherjee, Honorable president of India as the winner of the 'The Times of India - Social Impact Awards-2012' under the Livelihood- Corporate Category, for providing livelihood opportunities for people living in remote distant areas mostly under the poverty belt. Artisans Chottelalji and Kanni Devi were acknowledged on the TOI Award stage, with Mr. Chaudhary.

Mr. Panab Mukherjee acknowledged the efforts of Times of India to draw light such news which talk about the good and right, and to honor those who are fulfilling their corporate duties in the best of interest to the society, he said, “identified individuals and organizations who silently contribute for the betterment of society and make society worth living in.

Nicolas Aguzin, chairman and CEO of Asia-Pacific of J P Morgan said, “The awards were instituted to recognize role models. The stories we have heard are nothing short of inspirational. They remind us how people have such widespread and tangible impact, changing lives forever.” The Times of India- Social Impact Awards are an attempt to honor and publish the activities of those who are making constant efforts to bring about a change in the society on large scale, by providing the essential aids like education, healthcare and decent livelihoods. These Awards will also recognize work towards saving the environment and empowerment of people.



8.2 Jiyo Dil Se Award 2013

Mr. N K Chaudhary achieved the 94.3 MY FM Jiyo Dil Se award for the Social Economic Welfare, awarded by Honorable Chief Minister of Rajasthan, Mr. Ashok Gehlot, in the presence of Mr. Harish Bhatia CEO MY FM and the CGM of NABARD Mr. GG Menon. Having empowered the weaker sections of the society by enabling them to create a living for themselves though providing them with sustainable livelihood opportunities, Mr. Chaudhary has created smiles to over thousands of artisans in 5 different states, though Jaipur Rugs' exclusive business working model.



8.3 Karmveer Puraskar

Mr. We take immense pleasure in announcing the receipt of Karm Veer Puraskar (KVP) bestowed upon Mr. N K Chaudhary as Real Wealth Creator for the communities KVP, 2012. Now into its fifth year, the Karm Veer Puraskar is a highly coveted award and is given only to Individual Citizens (emphasizing individual social responsibility) from different sectors. It is the Global Award for Social Justice and Citizen Action instituted by the people sector with various partner organizations, citizens at large and media supporters. The awards are a part of the RIGHT every WRONG movement. The awards are given every year on the 26th day of November, our National Social Justice and Citizen Action Day, the day we adopted our constitutional pledge as a REPUBLIC and Indian Citizens in 1949. The people sector instituted these awards based on a simple passion mantra - to recognize real life unsung heroes who believe “It is better to light a candle than to curse the darkness” and have walked that extra mile to "Be the change they want to see in this world”.