

Kumbaya Producer Company Limited

Annual Report 2018-2019

Consolidation. That is the word for the year that went. Recollecting Kumbaya's movement through each month, the performance, the achievements, the possibilities that have opened up – it feels as though the years of effort and struggle, chaos and improvisation have finally come together to form an integrated functional system. Exports, large orders, regular work for our artisans, reaching stores across the country, better machines to work with, product design capacity, raw material procurement, quality; and most important, a team of skilled people with the commitment and competence to make all this happen.

Things are falling into place. Here are some of the things at Kumbaya that went well and not so well.

EXPORTS

LabVisby, Sweden

The year began with our first ever export order to a Swedish brand called LabVisby in April 2018. We were able to successfully deliver this export order of more than 400 pieces to Sweden in spite of the sudden exodus of many of our artisans due to the peak marriage season that fell exactly in the two weeks that we had reserved for production. Our Swedish buyers appreciated the quality and promptness of our work and even named two of their styles after members of the Kumbaya team. In addition, at our request, they have been extremely gracious in allowing us to use their patterns only within India, and so we have gained 14 new styles that are labelled separately as a collection acknowledging Camilla, the designer.



A Kumbaya team picture with our friends, Camilla and Stefan from Sweden (Labvisby)

In January 2019, LabVisby returned to Madhya Pradesh and worked with with us on new styles, with new fabrics. Our relationship with the business owners, Camilla and Stefan, has grown into a lovely friendship based on harmony, trust, a shared idealism and respect. Working with them is a beautiful experience and it makes everyone at Kumbaya so happy. The visit culminated in 11 new styles in garments, 2 new bags, and three designs of double and single bed covers and pillows using our embroidery. This order was made in three different fabrics, Mulmul from Kala Swaraj Foundation, handloom fabric from WomenWeave and Cotton Canvas dyed by one of our long term suppliers in New Delhi. This entire order was successfully completed and shipped in two parts, April and May 2019.



Labvisby's store in Sweden and their collection of clothes, bags and home linen.

Faircloth, USA

Phoebe Dahl, a designer and the founder of Faircloth, a sustainable and ethical fashion brand in USA, contacted Kumbaya in July 2017, through our friends, Women Weave. Over conversations, drawings, email and whatsapp, we worked together on creating samples of a women's half sleeve shirt and a drop crotch pant. These were couriered to her for approval and fittings by August.

In January 2019, Phoebe and her partner Tatyana visited Kumbaya and worked directly with the team on more samples, and also spent time at the bhavans in order to understand Kumbaya's work and meet the women and men who we work for. Her own brand reflects many of the values that have been the foundation for Kumbaya for many years. Phoebe placed an order worth Rs 2.78 lakhs for her brand. These directly sent to some stores and were also showcased at trade shows. Her brand is an internationally renowned name and fights the good fight for ethical and sustainable fashion.



The Maroon Camp Pant
\$138.00

The Gingham Camp Pant
\$138.00

The Amber Camp Pant
\$138.00

The Maroon Camp Shirt
\$125.00

A look into Faircloth Supply's modern website featuring garments stitched by Kumbaya this year

Sakala, Sussex UK

Sakala in Pali and Sanskrit, means whole, entire, a circle. It was indeed through a circle of goodwill that Helen Hitchcock found Kumbaya and we suddenly find our designs in a store in the UK. Vanita Nayak Mukherjee, a friend and well-wisher of Kumbaya right from the beginning, met Helen in Goa and told her about us. Helen is a person who loves India, is the founder of 'Helping Elsewhere' that seeks to help people in need in different ways, and also of 'Sakala' Steyning, an ethnic lifestyle store in Sussex. Helen stayed with us for a few days in January 2019, visited Satwas and Neemkheda, and ordered her first consignment worth Rs 2 lakhs for her store. So that is how now Kumbaya is available at Sakala, a store situated at 50 Highstreet, Steyning, West Sussex.

Uplift Fairtrade, Blue Mountains, Australia

We recently came to know that some of our designs have been available in the Blue Mountains Australia for the past few years! Ms. Anna Dohnt is the founder of Uplift Fairtrade, a shop in Katoomba, a tourist town in the Blue Mountains in Australia. She has been sourcing Kumbaya products from MESH (our retail partner in Delhi) for her store for some years. Kumbaya's team met with her recently at a visit to MESH, and she was keen to learn more about Kumbaya's range of products.

The first thing we saw was that her personal handbag was a well-worn Kumbaya Square Bag! In a long and productive meeting we told her our story, showed all our garments, bags and home décor samples and she purchased many of our items as samples for a future order. We are looking forward to hearing from her in this year.

Kumbaya's Value Proposition to a Designer or Buyer

It has taken a long time but finally we are being recognised as a brand and a social enterprise working on ethical, sustainable design that empowers marginalized communities, works on recycling and creating value from waste. All our clients, from the different parts of the world have one thing in common, a dedication to work ethically. Their interest in meeting the producers, and learning the difficult circumstances in which their designs are stitched to reality, makes collaborating a mutually enriching experience. With the growing concern for fair trade and sustainability in today's fashion industry, more and more designers make a conscious choice to

have their production process just and humane, and find Kumbaya perfectly in alignment with their cause.

Today Kumbaya's expertise in drafting patterns and making prototypes, our craftsmanship in sewing and embroidery, our transparent way of working, our honest pricing and careful quality check systems are strong attributes that designers find reassuring and trustworthy. Our synergy with Women Weave and Kala Swaraj also offers advantages for our clients who source handwoven fabric from these organisations dedicated to weaving communities in the same region, as also the operational ease of our being able to directly communicate with them as and when the specified weaves are ready: easing away a whole challenging step in the entire process for the designer.

Kumbaya's Learnings from Designers

Working with designers from other countries, and within India too, gives the rare and otherwise unimaginable opportunity to our producers, sitting in a village in the middle of a rural Madhya Pradesh, to know more of the world. They get a glimpse of totally different people who want a completely different aesthetic for different weather and ways of dressing; and yet, despite the differences and not knowing the language they realise how simple it is to communicate with warm intention and good wishes. They learn how deeply they are valued and glow in the warm and respectful behaviour shown to each one of them by our unusual guests.

It also pushes every department of our team to learn and be perceptive about what people from different cultures need or are concerned about, how they approach details and specifications in design, or measurements, or finishing, or even how something as simple as a shirt or pant can be tweaked in infinite minute variations. An invaluable part of the process of working with international designers is that the team learns an entirely different language of design. Each designer comes with their own art and stylishness, from Lab Visby's relaxed summer silhouettes for a Swedish countryside with some unisex basics, to Faircloth's androgynous flair in trousers, shirts and jumpsuits.

Working with new people from all over the world also teaches our team invaluable lessons in conducting business, maintaining professional standards and being particular about details and deadlines. Moreover, exports has taught us a whole new set of rules and regulations that make up the logistic of international trade, a new language of accounting, couriers, documentation, paperwork, customs etc.

BULK ORDERS

TRIFED

A major boost came from the Rs. 33.82 lakh order that we got from TRIFED this year. Kumbaya's strategy of taking on bulk orders is primarily to provide stability in employment through the year. However, there are many other positive outcomes and spin-offs, along with a few difficulties as well.

Capacity Building: The ability to complete bulk orders for Trifed amounting to thousands of pieces improve efficiency, quality and cost effectiveness. Our assembly line system truly becomes seamless when working on large volumes, enhancing everyone's capacities and productivity. TRIFED orders play a key role not only in the utilisation of full capacity but also moves Kumbaya

towards reaching its potential. For instance the cutting team is able to work at full speed on large quantities of the same style; the quality assurance team has set new protocols for Trifed that have greatly benefitted all of our production; and the packing and inventory management team has learnt to work more efficiently boxing up hundreds of items with care according to different order forms from multiple cities.

Guaranteeing employment: TRIFED orders keep our bhavans teeming with work for a several months in a year. This has a huge impact on every producer, as it increases their wages, making Kumbaya better able to deliver on its mandate of guaranteeing employment through the year. Because of TRIFED the total wages paid this financial year 2018-2019 were Rs. 39 lakhs compared to Rs.19.57 lakhs in the previous year - a 100% jump or double!

Kumbaya in Every City: Large orders from TRIFED make the Kumbaya brand reach every corner of the country through Tribes India Stores. Our styles have been sent to Jaipur, Delhi, Dehradun, Mumbai, Bangalore, Chandigarh, Ahmedabad, Bhubaneswar and Kolkata, which has helped Kumbaya reach a pan-India presence!

A Challenging Change of Systems: Previously, all orders from different cities across the country would go to Bhopal, our regional headquarter. We would then receive a consolidated order from Bhopal and we would have to deliver the entire order as and when different consignments were ready, back to Bhopal; from where the Regional Office was responsible for distribution to Tribes India stores in different states and cities.

In the middle of the year, from August 2018, a State based order system was suddenly put into place. While previously we would send the consignments and receive the payment centrally from the Bhopal head office, this new system resulted in us having to hold on to stock for months beyond the financial end of the year without receiving payments until the confusion of who had ordered what from where had cleared at the TRIFED Bhopal. After many conversations with an extremely helpful and supportive Mr. Shekhawat, the Madhya Pradesh Regional Manager, we finally got a list of where to supply the stock. We successfully shipped consignments worth Rs.17 Lakhs to 9 different Regional Offices in April.

However, payments worth 35 lakhs that should have come in by March were delayed until June 2019. As a result, the total Kumbaya sales for the year that could have been over a crore remained at Rs.86 lakhs only.

No Working Capital: Even for such large orders Trifed does not pay an advance or provide working capital loans to their suppliers to complete orders. Their recommendation for a loan from Narmada Jhabua Bank at 5% interest also did not work.

We have only been able to function and complete these orders because of the long term relationships of trust we have established with our suppliers of fabric over the years. With payments further delayed indefinitely because of the new system, for the first time in the history of Kumbaya, relationships with different fabric suppliers came under some strain. This experience has urgently opened up the need to seek working capital loans at affordable rates of interest from different debt providers and financiers.

Emerald Heights International School

Emerald Heights School, in Indore has placed orders with KPCL twice in the past before, for conference mementos, wallets etc. In December 2018, they placed a large order with Kumbaya for an upcoming international conference in October 2019. Securing such an order has many benefits.

An international conference provides Kumbaya valuable branding and visibility. The order, which is worth 12 lakhs, consists of 1500 rucksacks, 1500 lanyards and 1500 file folders, in Kalamkari patchwork.

Securing a large order from a school nearby in Indore is a pivotal achievement for Kumbaya. The delivery date for this order is the end of August, 2019.

Asian Heritage, Delhi

Asian Heritage Foundation, an organization founded by Rajeev Sethi, works with artisans from across the country to champion the cause of handicraft work. They placed an order with Kumbaya in December, as part of their work with Bagh block printing artisans from Dhar, for multiple garment such as men's and women's kurtas, dresses, half kurtas, and bag styles like square bags, potli bags, and wallets. While the order was small, it helped take the conversation forward with Asian Heritage Foundation and establishing Kumbaya as a skill building institution that can aide and train other NGOs as well.



Asian Heritage Foundation's team training with Kumbaya, at Neembada Bhavan

Asian Heritage Foundation, reached out to Kumbaya to train 14 of their artisans in the art of basic stitching for an 8 day period in March. Kumbaya also trained 2 additional women from Asha Bhavan (Kolkata) in this training. The trainees were artisans from Bihar, Madhya Pradesh from Madhubani and Jhabua districts. The trainees were taught

how to stitch items such as women' and men's kurtas and shirts, and bags. They were also taught how to check for quality, and manage assembly line production. The training was a big success. Our producers were best suited as master trainers, attentively and diligently teaching the specifications of each style because they could understand the learning process perfectly having undergone the challenges themselves. There was a lot of positive feedback from all the trainees who felt empowered at the end of the training.

OUR TEAM

The Gamechangers – Pattern Masters, Quality Assurance and Bhavan Supervisors

Kumbaya now has the power to imagine and make any design that we want. We have two **Pattern Masters**, Vishwanathji and Durgeshji, whose expertise and experience comes from working in the mainstream export-oriented apparel industry for years. After so many years of struggle, the sheer joy of seeing all our design dreams come true is indescribable. They can implement challenging

new styles, and have enabled Kumbaya to take on international designers as clients. In this year itself, we have made over fifty new styles, most of which have gone on to become popular new additions to Kumbaya's repertoire!

It is an absolute privilege and fascinating to watch Nadkishoreji, our **Master Cutter** place a pattern on a print in such a way that the motif or design is perfectly centred and symmetrical, and so a simple kurta becomes a work of art. He makes perfection seem effortless. In this year, because of Nandkishoreji we have not only been able to increase our bulk cutting, but we have also been able to refine the art of cutting to mastery. The first step in ensuring absolute quality is the exact measurements of the cut pieces that make up the garment so that the producer stitching up the pieces cannot go wrong. Earlier it was always a struggle to get this right – invariably there would be the need to trim away excess before stitching, or salvage a print that got cut wrong. Today the piles and bundles of cut pieces are flawless. Along with Nandkishoreji, Kailash Kaka, our most senior member who used to help out at the cutting table, has blossomed as his cutting partner. Together they maintain the entire collection of patterns in such a way that each style and its gradations hang safely and are instantly accessible. One of the biggest tensions sometimes used to be the hunt for a pattern and its parts!

Further, Nandkishoreji has taught the art of cutting, layering, placing patterns and using cutting machines two of senior producers from Neemkheda, Basu and Urmila. This process has equipped them with a new skill, and made them an integral part of the Jatashankar production team. This was an extremely crucial step for Kumbaya in self-reliance and the process of empowering women to take control in a largely male-dominated field of master cutters; while simultaneously doubling the productivity of the cutting team!

Building on his work from the year before Pavan our **Quality Assurance Manager** has set up intricate inline and end line systems for quality inspection and trained producers to take on the role of quality checkers. This has ensured that hundreds of pieces produced at all the different bhavans are not only examined minutely for flaws but the producers themselves take ownership for this during production. His uncompromising standards have greatly improved the quality of our work but more importantly, given us trustworthiness, peace of mind and a secure grip on the system - where even in the event of a quality issue, we know exactly where and how it happened by whom and we can block it from reaching the customer.

Production Centre Supervisors, Trilok and Vishwapratap are professionals from the apparel industry in Indore, placed at Neemkheda and Satwas bhavans. Their experience at getting things done, ensuring a certain output from each centre, following procedure and total focus, have been critical in enabling the producers to use their time efficiently, make fewer mistakes, produce more and earn more. Supervisors are a critical addition to the team, without whom such large orders, quality, and production on time could not have been achieved. Ultimately the viability of each centre depends on their hard work and skilfulness at managing innumerable variables through the day. Their addition to the team have also freed up dedicated and experienced people like Pushpa Dabral to take on more challenging roles.

Emerging Local Leadership

Right from the beginning we have had a clear vision that the leadership of Kumbaya must emerge from this place that we work in. We have been absolutely committed to building the capacities of the people who belong to the area, who live here and feel a part of the larger community of Samaj

Pragati Sahayog to take over the running of Kumbaya. In 1995 it was a distant dream. Today it has come true.

It has been one of the most difficult things to achieve because it actually means understanding the 'ten thousand things' that make Kumbaya. Design, sourcing materials, manufacturing garments, bags, home linen; sustainably, while reducing and reusing waste, building capacities, being just to and caring for producers, delivering products of international specifications and quality to markets, finding resources to keep afloat, all this and more without the support of a professional team. It is one of the most intricate businesses, that demands a high level of skill, perception, focus, interest, stamina, quickness, consistency, precision, and only those who find joy in the everyday task of caring deeply enough about the smallest of things are able to immerse themselves in it.

Leading Operations

Pushpa Dabral has been working with Kumbaya for the past 20 years and is in charge of operations. She has been critical to Kumbaya's growth in innumerable ways, but most of all in her amazing skill at teaching people of disability the art of stitching. Finally, this year we could broaden her role and responsibilities. Her longstanding experience and in-depth knowledge of supervision of the expanding production centres of Kumbaya is now helping the team at Jatashankar perform better. She also coordinates the work at all the 3 bhavans, Neemkheda, Bagli and Satwas, to manage the flow of production.

Pushpa didi, is now working on multiple projects simultaneously, some of which include deciding where to send items based on prior knowledge of capacities of each bhavan, training quality checkers and overseeing the trainings held at all Bhavans. She holds an orientation for the new supervisors who have joined Kumbaya on how a bhavan is run. She is an effective communicator, mediating between the producers while working with clients from around the world. It is a dream come true to see a local member of Kumbaya take on a senior position due to her extensive knowledge of process management, understanding the producer's perspective, and the nitty-gritty details of the back end of Kumbaya's production.

Leading Kumbaya Producer Company Limited (KPCL)

Vikas Vishwakarma leads every aspect of Kumbaya today. He joined Kumbaya only six years ago, as a young boy seeking a job opportunity to support his family. He had just gotten married. He belongs to Bagli, has been educated in Indore and completed his MBA while working at Kumbaya. He is also an artist. In these six years we have watched him struggle in the beginning with invoices and production schedules in Microsoft excel in English, to mastering these very quickly. He taught himself everything, from English, graphic art programmes like Corel Draw and InDesign, how to deal with customers, handle all our client relations and correspondence to each and every part of the business, including accounts, when we did not have an accountant for more than a year, so that work at Kumbaya does not stop. His natural inclination and quick grasp of design enables him to understand the intricacies of the materials, styles, markets and trends while having a complete grounding in the constraints we face as a social enterprise working in a remote rural area. His has been an extraordinary journey in Kumbaya and he stands poised today to take Kumbaya into the future.

Making Satwas Succeed

Six years ago Seema Yadav had the rare courage to venture into unknown terrain and set up the Kumbaya Satwas center from scratch working with SHG members from the most marginalised

communities - very poor women who had settled in Satwas having been displaced from their native villages by large infrastructure projects, and Muslim women who were traditionally not permitted to seek work outside their homes. It was one of the most difficult centers to work with in terms of skills, distance, inadequate support from us and yet in the last two years with help from Nighat, Rizwan and the supervisors from the garment industry, the Satwas bhavan, is fast overtaking the others in performance.

Sales and Marketing for KPCL

Raashi Raghunath has joined us in September 2018 after completing the Young India Fellowship to assist Nivedita Banerji in her various roles across SPS - Kumbaya, architectural work, and in creating gender-related content for SPS. She is a naturally competent person with many interests, talents and abilities, making her the perfect person to happily take on the innumerable, often unpredictable responsibilities that come up everyday to get things done at Kumbaya.

A major part of her work is in driving sales and creating a marketing plan for Kumbaya's expansion.

She has worked extensively on exhibitions this year, and visited nearly every retail outlet that Kumbaya sells to - Kriti Eco boutique (Pondicherry), Serenity and ANT Craft Store (Bangalore), Maya La Boutique (Mysore) and Gram Bharat (New Delhi) and worked with the store managers to understand the clientele of each store and with the team, suited future consignments according to these findings. She is also working on social media for and on an online store for Kumbaya.

Purchase Officer and Inventory Management

Imran Ali and Sunil Makwana began as producers and worked their way up by doing anything and everything that was required, from packing, cutting, sorting, sample making, production training, sample stitching, making patterns, to fabric wash tests, purchases, booking consignments on trucks and trains to handling exhibitions. They are the strong, reliable, multifaceted, hard working young people on whom the Kumabay team can completely depend upon to get challenging things done.

Today Imran Ali is our **Purchase Officer** who can magically find a particular buckle in Sadar Bazar Delhi, or locate a dealer for a YKK zippers in Mumbai and an interlining is just a phone call away. He is now well known in the wholesale markets for textile accessories and hardware of Indore and Delhi.

Sunil has become **Inventory In-charge**, particularly of receiving, inspecting, and testing for colour fastness and shrinkage in the thousands of meters of fabric we source in the year. He also is the documenter, the creator of our fabric files that code and record the specifications of each fabric that is bought.

Santosh Bhadoriya is our **Senior Data Entry Operator** who enters the expenses in Tally, maintains stock records of raw material and of finished goods, coordinates with all Kumbaya centres to prepare payment details. He holds the critical repository of all the numbers that tell the Kumbaya story.

GST Chaos

Some examples of the exacting things we have to do!

Retail Store Consignments – Kumbaya sells consignments to 9 retail stores across India, for which GST rules apply. In order to sell to store on a consignment basis, after new GST rules, the

unsold stock at the store has to be returned to Kumbaya in six months' time from the time of delivery of consignment. If this is not followed, this unsold stock, which most stores prefer keeping for up to a year, will be considered as sold, and Kumbaya has to pay tax on the items that have not been sold in under six months.

Exhibition Sale – Each time Kumbaya participates in exhibitions organised by other parties like Pause for a Cause, we have to apply for a temporary GST for the respective state in which the exhibition is conducted. The stock selected for the exhibition has to be sold first to the temporary GST number, and during the exhibition, these items will be sold against this GST number. For these sales, taxes have to be paid as well. When the stock returns after the exhibition, the items have to be sold back to our permanent GST number and for this, taxes are to be paid again or have to be adjusted.

Return Filing – Earlier in VAT, we had to only file 12 returns per year, one per month, but now there are 24 returns per year; at least 2 tax returns (GST-3B & GST-R1) per month apart from an annual GST-R9.

CAPACITY BUILDING AND TRAININGS

Gond Painting Workshop: The new financial year started in a very colorful way for Kumbaya as the well-known Gond artists Mr. Rajendra Uikey, Ms. Jayanti Uikey & Ms. Chandrakali Pusham spent fifteen days with Kumbaya in April 2018. The artists developed a new range by painting on Kumbaya products. We arranged workshops for all our artisans to enjoy the pure pleasure of painting. All our producers took part in these workshops and learned the value, mythologies, and techniques of Gond art. Apart from the Kumbaya team we also organized workshops for all SPS members, some of whom took part. We hope that a continued collaboration with these artists provides a channel for creativity and expression and opens up many new products and markets.

Srishti School of Art Design and Technology students' visit: On the 3rd of December, Kumbaya hosted students of Srishti School of Art Design and Technology at the Neemkheda bhavan as part of their visit to Samaj Pragati Sahayog. Approximately 20 students interacted with the producers at the bhavan, learned of Kumbaya's history and tried their hand at using sewing machines to stitch a patchwork Jhola Bag. The activity was greatly appreciated, as we were told during a feedback session, as it gave them a chance to learn through application and they reported a newfound appreciation for garment production.

Jamia Milia Islamia students' visit: 50 students from the Department of Social Work from Jamia Milia Islamia visited Kumbaya's Neemkheda bhavan as part of their Rural Camp at Samaj Pragati Sahayog on the 19th of December. We aimed to provide a comprehensive insight into the workings of a social enterprise like Kumbaya. The students had many questions regarding the production operations followed, the agency of the producers etc.

Internship visit by Laure D'Harcourt: 5th February: During the month of February, we had an intern from France. Laure was a foreign exchange student from Paris studying business at IIM Indore, and wanted to work at Kumbaya for her internship. She analysed data regarding our cost coverage in various operations, like cutting, and explored what a living wage should be for producers that covers their expenditures. She also happily helped in the day to day activities of Kumbaya like packing consignments and checking inventory.

MEDIA COVERAGE

Fibre2Fashion Interview: After a chance meeting with a journalist on a plane, Kumbaya's founder Nivedita Banerji gave an [interview](#) to the popular magazine Fibre2Fashion Magazine. This

was a wonderful opportunity for Kumbaya, as the 3 page interview covered the journey, its achievements and its values.

Article in Dainik Bhaskar: After a visit from reporters from Dainik Bhaskar, Dewas, a rich report in Hindi was published in the newspaper about Kumbaya's history, its outreach and the kind of products we make. We are grateful for all this media attention that Kumbaya has received in this year!

NEW STYLES

The New styles that we worked on for this year:

April-June	July-September	October-December	January-March
Kumbaya CJ Kimono Top	Blazers for women	Dress Swing Sleeveless Reversible	New Bathrobe
Kumbaya CJ Artisan Tunic	Cushion Covers for Sukriti Kajaria	Dress Swing Cap Sleeve Reversible	Hakoba Straight Trouser
Kumbaya CJ Strappy Top Cross Back	Smocked Strappy Dress	Lavisby Bucket Bags	Hosiery Line: hosiery T-shirt and dress
Kumbaya CJ Fisherman Pant	Phoebe Drop Crotch Pant	Boat Neck Top Full Sleeve Reversible (Front and Back)	Ladies Shirt Dress
Kumbaya CJ Box Top with Pleats and Belt	Phoebe Button Down Shirt	Wallet with flower pattern maintained across different segments	
Kumbaya CJ Skirt Box Pleats Long	Satya Halter Backless Top	Turkish Trouser Belt Skirt (Long and Short)	
Kumbaya CJ Skirt Balloon	Kanika Kimono		
Kumbaya CJ Square Box Top	Kanika Tunic		
Kumbaya CJ Shirt Half Sleeve	Kanika Panel Dress		
Kumbaya CJ Trouser	Elastic Laptop Sleeve for Gramantara		
Kumbaya CJ Jacket			
Wallets with Gond Paintings			
Square Bags with Gond Paintings			
Godri Work Stoles			
Total: 14	Total: 11	Total: 6	Total: 4
Total: 35 new styles in the year 2018-19			

INDICATORS FROM THE YEAR 2018-19

Sales

Sales from Retail Stores

Organization	Sales Amount	Percentage of Total Store Sales
TRIFED, Bhopal	Rs 14.61 lakhs	23.04%
Maya La Boutique (Kraftwork), Mysore_Karnataka	Rs 8.28 lakhs	13.06%
Trifed RO, Chandigarh_Haryana	Rs 7.98 lakhs	12.58%
SPS Neemkheda Campus and Jatashankar Head Office, Madhya Pradesh	Rs 7.06 lakhs	11.13%
Trifed RO, Guwahati	Rs 5.63 lakhs	8.88%
Faircloth Supply, USA	Rs 2.78 lakhs	4.38%
Labvisby, Sweden - 62156	Rs 2.67 lakhs	4.21%
Kriti Eco Boutique,Pondicherry	Rs 2.27 lakhs	3.58%
Trifed RO, Delhi	Rs 2.2 lakhs	3.47%
Sakala C/o Helen Hitchcock, UK	Rs 2.09 lakhs	3.30%
Trifed RO, Ranchi	Rs 1.7 lakhs	2.68%
The Ants Craft Pvt. Ltd. Bengaluru	Rs 1.46 lakhs	2.30%
Serenity, Bangalore	Rs 1.08 lakhs	1.70%
M/S Believe India, Gram Bharat New Delhi	Rs 0.75 lakhs	1.18%
The Emerald Heights International School, Indore	Rs 0.74 lakhs	1.17%
Sasha Association Kolkata	Rs 0.58 lakhs	0.91%
Jaivik Setu Indore	Rs 0.55 lakhs	0.87%
Mesh, Local Shopping Centre, New Delhi	Rs 0.42 lakhs	0.66%
Ginger Sparrow, Bangalore	Rs 0.31 lakhs	0.49%
Cocoka, Gita Travels & Tours, New Delhi	Rs 0.13 lakhs	0.21%
Asian Heritage Foundation, New Delhi	Rs 0.12 lakhs	0.19%
Total	Rs 63.41 lakhs	100%

Sales in 2018 – 2019 were only Rs. 86.50 lakhs. They could have been over a crore but for the consignments that TRIFED did not pick up in this financial year.

The list of orders done and retail shops supplied are as follows:

EXHIBITIONS:

Sales from Exhibitions

Name and Location	Dates	No. of Days	Sales Amount	Percentage of Total Sales	Per day sale rate in INR
Trifed Delhi Exhibition	16th to 30th November 2018	15	8.44	36.55%	56267
Zee Jaipur Exhibition	24th to 28th January 2019	5	3.25	14.08%	65000
Trifed Pondicherry Exhibition	1st to 10th March 2019	10	3.13	13.56%	31300
PFAC Bangalore Exhibition	30th to 31st January 2019	2	1.26	5.46%	63000
NGO Expo, Mumbai Exhibition	22nd to 23rd May 2018	2	0.9	3.90%	45000
PFAC Gurgaon Exhibition	11th to 12th October 2018	2	0.88	3.81%	44000
Trifed Indore Exhibition	12th to 21st October 2018	10	0.84	3.64%	8400
PFAC Chennai Exhibition	22nd to 23rd February 2019	2	0.81	3.51%	40500
Trifed Goa Exhibition	15th to 24th March 2019	3	0.79	3.42%	26333
PFAC Bangalore Exhibition	21st & 22nd June 2018	2	0.77	3.33%	38500
Chinmaya Sewa Trust Delhi Exhibition	6th to 8th December 2018	3	0.62	2.69%	20667
Gram Bharat Exhibition, Delhi	13th to 14th October 2018	2	0.61	2.64%	30500
Trifed Bhopal Exhibition	16th to 30th December 2018	15	0.47	2.04%	3133
Trifed Bhopal Exhibition	1st to 8th August 2018	8	0.32	1.39%	4000
Total			Rs. 23.09	26.69%	

Exhibitions in the year 2018-19

TRIFED: This year has been dotted generously with TRIFED Exhibitions in Bhopal, Indore, Delhi, Pondicherry and Goa! These exhibitions are huge learning experiences for our producers, some of whom step out of their villages for the first time, to participate in 10 day long exhibitions, meeting customers from around the world, eating new cuisines and traveling on escalators and metros!

In August, we received a last-minute invitation for a Bhopal exhibition, but we were quick to respond and put together a team and a large consignment. Exhibitions are often announced very late, posing the team with several challenges. The first challenge is that suddenly this hinders all other commitments and immediate work, such as consignments to be sent to stores, design work etc. Secondly, we do not have much of a choice, TRIFED decides who attends the bigger exhibitions, based on who attended the smaller ones. So we have to show our presence for most exhibitions, putting aside all else as we spend resources on exhibitions where it is difficult to break even.

Pause for a Cause: Another great contributor to our exhibitions this year was Pause for a Cause: 4 exhibitions, in 3 metro cities-Mumbai, Bangalore and Chennai! These exhibitions are short, provide a very small, expensive exhibiting space, but are power packed and provide high per day returns. We also meet a different clientele which provides a very different experience of marketing and branding.



Kumbaya Team with esteemed author Jerry Pinto at our stall at Jaipur Literature Fest 2019

Challenges during Exhibitions:

While exhibitions are an invigorating experience, they're not all fun and games, and we've had some challenges thrown in our way this year with some of our best exhibitions. In January, the Jaipur Literature Festival 2019 began with a major setback-rain on an open exhibiting space! Once again, our team hastened to protect lakhs worth of stock. And at the beginning of a very promising exhibition in Goa, the team was

alerted at midnight to an early pack-

up, due to the untimely demise of the Goa CM Manohar Parrikar, leading to state-wide mourning and the shutting down of an exhibition that had only just begun! All these challenges definitely have taught the team new lessons, to prepare Kumbaya for even more exhibitions in the future!

Indicators of training, production, and Kumbaya's SHGs:

Training and Production		2017-18	2018-19
1	Total Number of Producers Working at 3 Production Centers (and Jatashankar)	92	101
2	Number of New Producers Who Joined in this Financial Year at 3 production Centers	34	40
3	Trainees in this Financial Year at 3 Production Centres	70	88
4	Pieces Produced at 3 Production Centres	14000	20,000
5	Number of Patches from fabric waste produced at 3 Production Centers	3000	7288
6	Value of Patchwork Products Made Out of Waste	Rs. 5.04 Lakhs	Rs. 5.88 Lakhs
7	Value of Patchwork Products Sold this Financial Year	Rs 3.50 Lakhs	Rs. 4.42 Lakhs
8	Value of Fabric Purchased this Financial Year	Rs. 40.20 Lakhs	Rs. 34.31 Lakhs
9	Value of Honey Purchased this Financial Year	Rs. 0.59 Lakhs	Rs. 3.80 Lakhs
10	Total Wages Paid to Producers this Financial Year	Rs. 19.57 Lakhs	Rs.39.02 Lakhs

Data from Kumbaya Producer SHG's that have just begun

	Neemkheda		Bagli	Satwas		Total
Name of SHG Group	Kumbaya Pragati Samuh-1	Kumbaya Pragati Samuh-2	KPCL-Pragati Samuh	Pehchaan -1	Pehchaan -2	5 groups
Total Members	12	11	18	12	15	68

Savings per month in INR	400	400	400	400	400	400 on average
Total Savings in INR	42438	45151	46137	55626	50196	2, 39, 548
Loans distributed in INR	0	0	37075	0	0	37, 075
Total Corpus	0	0	0	0	0	0

PLANS FOR THE FUTURE:

Maheshwar Kumbaya Store and Weaving Centre

One of the milestones we hope to achieve while expanding Kumbaya Producer Company Limited is to work with women weavers and have a presence of the company in Maheshwar. Nivedita Banerji with Sunita Verma, who has been working with Kumbaya from the Maheshwar location for the past year to set systems in place for the project, are working towards the next stage of the Maheshwar Weaving Centre. This was the result of conversations over the years with the Maheshwar SHG weaver members who want to be self-reliant and not depend on master weavers and traders for wage work.

On the 29th of August 2018, a location for a Kumbaya retail outlet at Maheshwar was confirmed, and in October, a loom was rented for weaving sample fabric. We are currently working on making a weaving grid blanket with a variety of colours and gradients in its warp and weft. This blanket will aid the process of deciding the colour combinations for yarn dyeing and fabric construction in the future.

Operation Manuals

In the long years of working from a remote area, we have designed systems and methods that have enabled poor women and people of disability to participate in a robust social enterprise, in the making of a brand and in founding a producer company called Kumbaya. In the last two years these systems have become stronger and better with the help of our new team members who have long experience in working with the garment industry in Indore.

A new initiative that we wish to take up is the writing of operation manual for different procedures which will provide detailed information about the flow of work, the process and responsibilities, and the protocols to achieve these that must be followed in Kumbaya. The purpose of the manual is to create a written record of the standards that Kumbaya mandates, and to help streamline activities. We also hope it will benefit newcomers to easily grasp concepts, terminology, and procedures to be followed. This project will be undertaken by Raashi Raghunath, under the guidance of Nivedita Banerji and the Kumbaya team offering role specific-inputs.

Online Store

In today's day, the demand for an online store for Kumbaya is constantly increasing. The advantages of creating an online store for Kumbaya are many: greater outreach, quickening the sales process, establishing a greater online presence, and appealing to new customers. Due to Kumbaya working in a geographically remote area, an online store will help us reach out to more people across the country, and possibly other countries. Apart from the speed and volume of sales, we also hope that having an online store will be a direct way to conduct sales, in comparison to expenditure-intensive exhibitions; and create a consumer feedback forum where we can enhance

the customer's experience of shopping at Kumbaya. Fortunately, Kumbaya's existing website has the option of adding an online store to its platform. We are also planning to utilize our extensive outreach on social media platforms on Facebook and Instagram, to conduct sales through the e-commerce options they offer. In the upcoming year, we hope to have a functional online store.

Kumbaya Film

In the upcoming year, an exciting project that will be completed will be the film on Kumbaya that is being done with the help of the SPS Community Media Team. The team has been involved in writing the script, visualising and shooting sequences. Showcasing all the intricate details that make Kumbaya - the people, their bhavans, their products, has been an exciting process. Photoshoots took place for the new designs that have been produced for our summer collection. Shooting of these photoshoots for the film also took place. Many archival photos were unearthed for the film. The film is now in post-production and we are looking forward to seeing the final cut.

Extension work in Neemkheda Bhavan

Neemkheda Bhavan has been a crucial part of Kumbaya's history since its inception. Now, as the most important and longest standing bhavan of Kumbaya Producer Company Limited, there has been a need to expand its capacities, and make room for more producers. This is why, major construction plans are underway at Neemkheda Bhavan.

In October, a new wing was added to the Bhavan, to accommodate the growing number of producers and trainees. This wing, previously an open space, now allows more trainees to work, with additional space for production preparation. In addition, more space at the end of the building will be converted into an extra bathroom for the producers. This space will also have a kitchenette area, where tea, snacks and other refreshments can be stored and accessed.

Collaboration with Badlav Samiti,

Indore: On the 23rd of February, Nivedita Banerji and Vikas Vishwakarma visited the LGBTQ rights advocacy NGO, Badlav Samiti. The organization works with members of the LGBTQ community, and was eager to collaborate with Kumbaya for vocational training. In the coming year 2019-20, we are hoping this collaboration will evolve into workshops with our team at Kumbaya, to talk about gender and identity, to sensitize our teams about the myriad of communities living among us. We hope to provide trainings for the members of the NGO for basic stitching skill-



building that could evolve in the future into another production center working in partnership with Kumbaya.

Nivedita Banerji and Vikas Vishwakarma with the team of Badlav Samiti, Indore