

Kumbaya and Kumbaya Producer Company Limited

New people, new machines, new orders, new opportunities. Everything changed in 2017 – 2018. It was a year like never before, a year of new beginnings and sweeping changes.

At the end of the last year, March 2017, there were no orders, sales were bad, we had no money, a small team and very poor performance from all of us. It seemed as though the struggle to keep Kumbaya afloat would overwhelm us. Kumbaya was facing a crisis as a skill development - capacity building program, and as an enterprise for poor women and people of disability. We were scraping the bottom of the barrel.

Then three amazing things happened in April, May and June, the first quarter of the financial year.

- Financial support from ABF for skill development and capacity building
- Expert in Apparel technology, Nighat Suhil joined SPS
- Orders from TRIFED began after a long, long gap

So, all of a sudden, we swiveled around, powered up again and overcome major setbacks. Our most valued executive project co-ordinator unexpectedly resigned in June. Luckily a capable team member was able to step into this leadership role and take on the additional responsibilities successfully. We could also recruit new talent and find the right people for the right jobs this year. This was especially important when the inadequacy of long-time employees, whose work may have been acceptable before, could not adapt to the new requirements and goals.

The financial support from ABF came just at the right time, making it possible to invest in the experienced people and the appropriate technology, to make a turnaround.

Here are the different ways in which KUMBAYA has changed and grown.

NEW PEOPLE

Nighat Suhil - Technical Consultant - The most transformative 9 months ever for Kumbaya began when Mr. Nighat Suhil joined as a Technical Consultant in June 2017 until he left in February 2018. From evaluating all our operations and systems, doing performance appraisals of each employee, discerning the potential of each producer, and implementing better operating procedures for patterns and samples, cutting, stitching, finishing, and quality control to find the right suppliers, printers, machines, tools, markets to personally training supervisors and other staff to take on more responsibility and become competent – he took on everything. Against all odds, he effected enduring changes that improved capability, capacity, quality, accountability and

attitude and completely overhauled the way we work. Thanks to him, today Kumbaya is happily much better equipped to take on large orders, deliver high quality and meet export standards.

Abhinesh Mishra - Accountant - For the first time Kumbaya was able to recruit a qualified accountant of its own. Until now, we have only survived so many years because the SPS accounts team has been bailing Kumbaya out each year. With the imposition of GST from July 2017 and the sudden transfer of all commercial activity to Kumbaya Producer Company Limited Abhinesh has been invaluable in taking on a new workload in new territory.

Rizwan Khan - Embroidery Master Craftsman: Mr. Rizwan Khan has worked in export houses in Delhi and joined Kumbaya's Satwas Bhawan where his role is to build on the traditional skills of women artisans in the area and also teach *Aari* embroidery and hand embroidery to new producers. With his expertise, we are able to continue work on embroidery design that we had started many years ago.

Mohd Abuzar - Program Officer - A fresh graduate in social work and mass communication from Jamia Millia Islamia University, Mohd Abuzar joined us on 1st June 2017 in the capacity of Program Officer. His work was to build the capacities of our producers and strengthen their participation in KPCL while supporting the Kumbaya team in everyday operations and management workflows.

Pavan Kumar - Quality Assurance - Mr. Pawan Kumar is in charge of all the innumerable responsibilities of quality control while training Kumbaya producers to understand, be accountable for quality, meet the highest standards at all four centers. He has more than ten years of experience in the export garment industry and for the first time, we have been able to recruit a professional for quality assurance.

Viswanath Dhadse - Pattern and Sample Master - Mr. Vishwanath Dhadse has worked in the garment industry for over 15 years and his role is critical not only in Kumbaya's own design lab but in sample development for client approval from all over the world. Again, for the first time we have a professional in place for this pivotal role.

Nandkishore Rahangdale - Master Cutter - Our cutting master Mr. Nandkishore has helped improve the quality, capacity and productivity of the cutting team since he joined. Another first for Kumbaya, where we have never had the benefit of a professional with over fifteen years of experience working in the export garment industry.

Nikita Patil - Merchandiser and Design Assistance - Ms. Nikita Patil prepares the required documents, reports and production schedules for ongoing work. She ensures that all the required

trims and accessories go along with the cut fabric to the centers and is also in charge of making the tech packs, measurement charts, swatch cards for new designs, which are some of the most important tools for following specifications down the line in smooth production. Yet again a first for Kumbaya, where we have been managing without a dedicated person to do all this design specification and production documentation in real time – typically the production would start and finish, many times incorrectly, as the detailed documentation would follow months later.

Priyanka Sharma - Inventory Incharge - Ms. Priyanka Sharma is from Bagli and joined us at the end of the of the last financial year. She has been appointed as the stock and inventory in charge at the Jatashankar center. She has been a great help for us in tracking inventory of ready stock and raw material and because of her, we have been able to streamline our inventory management systems and bring them up to date.

NEW MACHINES

Kumbaya introduced **18 new electronic high-speed sewing machines** at two centers, 10 new sewing machines at Neemkheda and 6 at Bagli, while 2 sewing machines are being used at Jatashankar. Currently, our skilled producers are operating these machines after a special training given to them.

We have our own **Button Sewing and Buttonholing machines** now thanks to a donation from Young Volunteers' Organization (YVO). We used to rely on independent units in Indore for this work. Since these units also work for many other garment manufacturers in Indore, maintaining quality standards was a major challenge. Often, our products are returned to us with the wrong buttons sewn on, buttonholes stained with irremovable ink, poor quality of sewing etc. Delays in completion of work on time were also very common. This severely affected our ability to maintain quality as well as deliver products on time. Very often, garments made in expensive fabrics such as khadi and natural dye block prints were rendered unsellable due to mistakes which could not be corrected.

Having our own Button Sewing and Buttonholing machines not only helps us maintain quality but also help us cut delivery time and costs. Not having to transport the unfinished goods to Indore two hours away, wait for the job work to be completed (which could sometime take days), and bring back products for final checking, ironing and packaging before dispatch – drastically reduce time effort and thereby cost, while giving us complete control over quality and scheduling of work. Today women producers operate these machines.



Producers working with the new Button Sewing and Buttonholing machines

We have installed **3 new Vacuum Ironing Tables with Boilers and Irons** for faster, better quality, less tedious ironing and finishing at all three centers of Neemkheda, Bagli and Satwas. Ultimately these will be extremely cost-effective as not only do they increase productivity with quality but also save the endless costs of having to buy expensive steam irons every few months or wait endlessly for them to be repaired.

A **12 Kg Washing Machine** has made the washing, softening, colour bleed and shrinkage of fabric much easier. All these years we have been washing either fabric or finished products manually which resulted in uneven washing, difficulty in drying and textural irregularities like patchiness of colours etc.

A **Five Thread Overlock Machine** and a **Four Thread Overlock Machine** have been purchased for interlocking and stitching seams simultaneously on particular designs where French seams may not be applicable. Also, these machines will enable us to work very easily with knits like hosiery fabric very easily, adding yet another product line.

An **Embroidery Machine** will help us do small motifs, monograms and embellishment for our own brand as well as for custom orders, making our work distinctive.

NEW ORDERS

TRIFED: The most significant development of this year has been getting orders worth Rs. 38 lakhs from TRIFED. After a long gap of four and half years, and tremendous luck, hard work and effort from the whole team under Nighat's guidance, securing this order has been a big

achievement, indeed, a lifeline for Kumbaya. Large orders from TRIFED not only assure the producers of continuous work for a major part of the year, but they also make the Kumbaya brand reach every corner of the country through Tribes India Stores.



LabVisby: At the end of January 2018, Kumbaya received a very special order from a store called LabVisby in the medieval island of Gotland in Sweden. Camilla is a ceramist and designer. Stefan is a photographer. They had heard of Kumbaya through our partner NGO's and well-wishers, Kala Swaraj and Women Weave. They stayed with us at our center for two weeks overseeing the pattern and sample making process for their collection. Nighat arranged for expert master pattern makers from Delhi to work on their designs. Fourteen styles were finalized with patterns and samples in this period, and we completed an initial production order of 400 pieces to be sent to Sweden last summer.

Camilla and Stefan at the Neemkheda Bhavan

This was an incredible experience for the team - learning to work with international buyers, understand their aesthetics, their requirements and standards of exactitude, work on new designs and build new relationships, and communicate well-overcoming language barriers. It also led to us applying for an import-export license. In addition, they had no objection to Kumbaya producing their styles for sale in India so we also gained fourteen new designs.

NEW RETAIL PARTNERSHIPS

This year Kumbaya entered in partnerships with The ANT Store in Bangalore. There are three Ant Stores in Bangalore – at Indiranagar, Whitefield and New BEL Road.

The Neemrana Store in Khan Market Delhi also started with a very strong high-end line of Kumbaya apparel in Malkha fabric for six months but had to shut down their shop because of New Delhi Municipal Council rulings.

We made a small entry into the Kamala, the Crafts Council of India store at Rajiv Gandhi Handicrafts Bhavan, Baba Kharak Singh Marg, New Delhi with our special Malkha and

embroidered wallets but it is big and special because of the extraordinary craft and design mentorship we receive from the Director Purnima Rai of Delhi Crafts Council.

At the end of the year, we met the founders of a UK based brand called Nomads Fair Trade Fashion in New Delhi and showed them some of our styles. The meeting went well as the buyers were happy to learn about our work and liked our designs. They told us that they would like to keep some of our styles at the Nomads Fair Trade Fashion Outlets.

NEW SYSTEMS

This year, Kumbaya underwent several fundamental systemic changes under the expert technical guidance of Nighat. Unlike the rest of the garment industry, there are many challenges that a business like Kumbaya faces due to uncertainties that are specific to the remote area where it belongs. It is only now that we have been able to adopt processes, systems, tools, and technologies followed by the garment industry and make them work for us. The following are some of new ways in which we do things today.

Documentation

The first step was to bring back the **Production Schedule** which is a document that specifies all the details of a particular manufacturing order given to the production centers – how many pieces, when are they due, who has given the order, what are the requirements and so on. This is the most important document that ensures that everyone knows what to do. Instead of putting in the effort required to do this, more often than not, to save time and literally cut corners, bundles of cut fabric were sent to the bhawans without detailed instructions. For instance, hundreds of pieces of a cut garment style would reach a bhawan without any delivery date or matching threads or labels. This led to delays, inconsistency, and a compromise in the quality of products. It would also incur greater costs as different parts of the same product had to be sent multiple times by different people through different transport.

The concept of **Tech Packs or Specification Sheets** widely used in the industry has been very helpful for Kumbaya. The tech pack essentially breaks down the garment into its several components - the cloth, the buttons, the fusing material, thread and so on. It includes a drawing with specifications about the pattern such as measurements of different parts, etc. This is the first measure in ensuring that there are fewer discrepancies between the conception of a product, its prototype and its execution. It provides clear instructions to the supervisors and enables them to make decisions. This has been of critical importance for Kumbaya's designs. Although we managed somehow, with rough drawings and samples and trial and error, a lack of time and

resources, supervisors would often get confused with matching colors of thread with fabric, which size or material to use for buttons, how much to fold in the hem and so on.

Assembly Line Production

This has been an exciting revelation! We always thought that assembly line production, which inherently relies on multiple people to make a single product, was alienating and exploitative. From the beginning, we have emphasized a whole garment production system where each producer stitches an entire garment. Our initial attempts at an assembly line many years ago failed because different levels of skill in a line produced wildly different quality. Moreover, we gave very small quantities for production, and were unable to ensure accountability in quality control and so on. It turns out we just did not know how to do it!

However, in the last year, Kumbaya went through a radical change and shifted to an assembly line system of production. The bhawans or the production centers saw a transformation with this new system. The impact of the assembly line system is palpable amongst producers and has changed the work ethic in Kumbaya. Listed below are some of the changes in the systems at the bhawans:

Monitoring: is done continuously at different stages. Earlier, a piece would be checked only upon completion but now we have both in-line checking and end-line checking. In-line checking happens at the different stages of making a garment rather than at the end. Products are checked for quality all through the assembly line. New people have been assigned for reviewing these quality control details.

Focus on Stitching: Focus on stitching has sharpened. Producers would often face distractions in the older system as they had to manage several things on their own like getting up from their machines to iron of cuffs and collars and so on. Now their entire concentration is on stitching which ensures more rigor and speed as well as better quality. The benefit of the assembly line is that people are allocated jobs based on their strengths – while some producers may be good at making a cuff or a collar, others may find it easier to stitch on a sleeve. Their specific jobs determine their seating position. The way women were seated has changed, now it is in order of the assembly of the garment which helps in concentration.

Inclusivity: This system is far more inclusive of people with different abilities and skill levels. As the garment construction is broken down into different smaller operations each and every producer is included equally in the assembly line.



Ongoing Assembly Line Production Work at Kumbaya Neembhada Bhavan

Productivity: Due to better planning and scheduling, in the last year productivity has increased, raising labor payments and wages. In the earlier system, producers would often settle for producing a few pieces a day at their own speed where they resigned themselves to what they thought their capacity was. Now because they are linked together in a chain, they have to keep up with the speed of others, even as their attention remains on their part through the day. This generates greater energy and buoys everyone's performance to work and earn more.

Teamwork: There is a greater team effort as compared to before when one person just worked on the whole product - now everyone is responsible for each garment as they are constructing different parts of the product. This has led to the great camaraderie between producers. All producers work towards the same standard in quality now which has also created a culture of learning from peers - those who are more accomplished at a particular job to help the ones that are lesser skilled.

Equality in wages: Previously, there were wide gaps in the amount different individuals were earning. Now that has somewhat equalized – with most producers earning similar amounts each day.

Reporting and Documentation: Lastly, our reporting and the documenting system has improved drastically since the assembly line has been implemented.

Quality Control

Quality begins with **perfect patterns**. Now our patterns are made professionally and graded into different sizes by computer grading systems. Our patterns earlier had too much allowance, they were not marked clearly, they would be mixed up, bundled and crumpled in trunks and cupboards, and many times because they were difficult to find a whole style had to be shelved for the season. Now patterns are catalogued with a date, labels, code, etc. and are hung neatly together.

Our **bulk cutting got better**. Earlier, pieces were not perfectly cut because the layers were not weighed down before laying the patterns and cutting with a rotary blade cutter. Now we have a master cutter and a bigger jigsaw cutting machine. There used to be a person dedicated to checking each separate piece for measurements and sorting and trimming off the extra fabric. Now no one needs to do that because all the pieces are more consistent in size due to professional handling and better technology. A simple way to check quality here is to pick one piece on top, one at the bottom and one in the middle which are then laid on top of each other to see if they are equal in size. These pieces are the indicators for the entire batch of cut pieces- if they are equally sized, all the pieces are fine.

Every bhawan has **two quality checkers** who do this check every morning. First, they check for measurements in cutting, then they match threads, buttons, and elastic. Later they check for marks. In-line checking ensures quality during assembly.

After assembly, the products undergo **end-line checking** upon completion. This checking process is done by our Quality Assurance in-charge and is thorough. Mistakes are spotted and pieces removed promptly. This check is done in a certain ratio. Beyond this ratio, if there are mistakes then the whole lot is stalled and each piece has to be examined carefully. Without this quality check, a consignment cannot leave a bhawan.

To **standardize folding** across all three bhawans measurements for folds have been specified – in this way a particular style is folded uniformly, exactly in the same way.

After ironing and folding, the product is **completely packed at the bhawans** and only comes to the central warehouse at Jatashankar for attaching the price tags.

Assigning Clear Cut Work Responsibilities

Earlier many responsibilities were shared by a small local team who were playing multiple roles in the production. Now, there are clearly defined responsibilities for all those working in Kumbaya. We have dedicated people at every bhawan checking for quality, be it cutting, materials used or the stitching itself. It is also much easier to do a performance appraisal for all employees and producers. Supervisors and leaders can now identify the strengths and weaknesses of all employees (including themselves) making the distribution of work much more effective.

NEW MATERIALS

Some of the exciting new materials we work with now are:

Magic Pens whose ink disappears upon steam ironing! We use these to precisely mark pocket placements, measurements and so on. The chalk, a tool used by most tailors to make markings on cloth, leaves stains and it was uneconomical to wash garments in bulk to remove these marks. Though the stains would go after the first wash, it always made customers skeptical enough to demand discounts. Magic pens are more expensive than chalk, but in the long term, they are proving to be more economical. This was one of the many industrial tools now incorporated in production at Kumbaya and each producer has one.

Better Fusing Material for interlining. Another change was in the fusing material we were using. Fusing material is used to reinforce, strengthen or shape fabric in a garment- for instance the material used in a shirt collar. Earlier we would use only a particular type of canvas available in Indore, which was of good quality but didn't work for all products and was too stiff at times. And it used to cost about Rs.90 per meter. Newer canvases were introduced specifically to the product they were being used for. The cost of these fusing materials is Rs.12 - 13 per meter.

White Petrol to remove stains. We don't have to reduce the prices of garments because of a stain anymore.

Cardboard Hangers We now have wonderful cardboard hangers with the Kumbaya logo printed on them.

Kumbaya Labels in Cotton Finally we have a selection of red and cream coloured cotton labels designed for different products with our brand name, size and logo printed on them. We were getting negative feedback on the earlier polyester labels from customers. Cotton labels on the product provide a more comfortable experience to customers.

These changes have led to several positive outcomes in the work and progress of Kumbaya- both in technical prowess as well as competence in the market. The new systems have also benefited the work environment.

NEW TRAININGS

Kumbaya Primary Level Training started not only with new trainees but a new training module as well. We increased the training period from 60 days to 70 days. We also redesigned the training module so the work done by each trainee turns into a useful product that can be sold. In this way, nothing is wasted and it also brings down the cost of training.

Photography Workshop: We invited an internationally known and celebrated photographer Mr. Sandeep Dhopate to Kumbaya. Mr. Dhopate has captured various aspects of the life of people living in the shadows. His photographs and commentary on the LGBTQ community in India, which showcased the apathy towards LGBTQ people are some of his most celebrated works. Mr. Dhopate's interest in bringing the art of photography to marginalised people of India brought him to Kumbaya. By the end of February, a team of supervisors and producers together were immersed in a Photography cum Photo-shoot workshop where Mr. Dhopate taught the art, craft and basic nuances of photography. It was a rare opportunity for our producers to learn from a highly skilled photographer and teacher. This also helped us think differently about how to showcase and present our products in artistic ways.



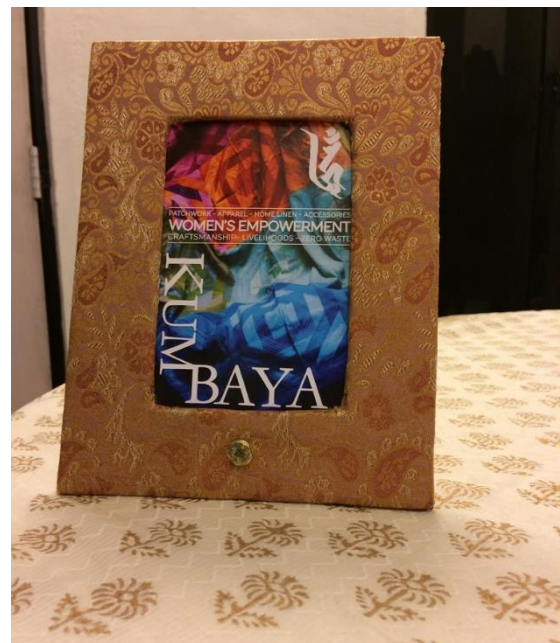
Kumbaya Team Attending a Photography Workshop by Mr. Sandeep Dhopate

Training Another Organisation for the first time, we conducted an accelerated three-day stitching crash course for another organization in December 2017. Bhagini Nivedita Gramin Vigyan Niketan (BNGVN), based in Parula Taluka of Jalgaon District of Maharashtra, works on empowerment and livelihoods. Ten women producers of BNGVN were divided into five teams and each team was provided with a stitching instructor. For the next three days, they were trained at the bhawan in Neemkheda village on five different products. The training involved the whole process of garment stitching from the pattern making, fabric cutting, stitching, ironing, finishing to finally learning the nuances of packing a final product ready to dispatch.

Pattern Making & Sampling: From 23rd January to 27th January 2018, Kumbaya organized a workshop on design development, pattern making & sampling procedures with the help of Mr. Rana who is a Pattern expert with more than 20 years' work experience in the apparel industry, along with Mr. Mubarik an expert sample master from Delhi.

NEW DESIGNS

One of the activities we do annually is to make beautiful things for the Center for the Advanced Study of India, University of Pennsylvania, that too at full tilt! They were celebrating their 25th anniversary in 2017 and for that they wanted Kumbaya to make table toppers and photo frames for a formal sit-down dinner party at the Penn Museum's Lower Egypt Gallery. We designed some elegant table toppers with handwoven cream and *zari* fabric from Maheshwar, block printed with delicate motifs in gold *khari* work from Jaipur, along with a new design in brocade photo frames.



New range of gifts for Centre for the Advanced Study of India

Now we can work on a lot of new projects and ideas because we have a whole new team at the sample making unit or design lab.

The first thing we have done is to radicalize each and every one of our women's styles with pockets (we have always wanted to do that but could not because we just did not have skilled

enough people to do it). Comfortable, big pockets, on both sides - to slip in a big phone, keys, money or just to stand or walk watching the world go by with your hands in your pocket!

Our patterns for Kurtas, Half Kurtas and Shirts for men were corrected and graded in Delhi this year. In shirts, we now have mandarin collars in full sleeves and half sleeved shirts apart from shirts with regular collars. In men's clothing, we try to work with bright jewel colours, soft pastels, interesting block prints and florals for shirts and kurtas. We also have a unisex drawstring trouser (works for men and women both).

Working on unisex and androgynous clothing has always been of keen interest and a foundational design principle in Kumbaya, to be able to uphold gender fluidity, as also to articulate a need to design less - with less and make less.

From the beginning, we have been constructing clothing that forms a fundamental core - around and over which we modify and adjust, alter and embellish but return to every year. Along with the new styles, we develop every year, the styles that we developed fifteen or twenty years ago are still relevant, popular and in production even today.

New styles this year for women were more about comfort and ease – with relaxed fits.

The list below captures the sheer volume of new designs we have been successful in incorporating into Kumbaya's range of products. Some of these came about through new clients and from updating training items.

Kumbaya Collection:

1. Tunic Mandarin V- Neck
2. Tunic Mandarin V- Neck Pintuck
3. Asymmetrical Layered Tunic
4. Shirt V Neck
5. Flared Full Sleeve Top
6. V-Neck Sleeveless Top with Gathers
7. Loose Fit Wrap Top
8. Dress Boat Neck with Bottom Flared
9. Patchwork Blouse
10. Rectangular Tote Bag made from waste
11. Embroidery on Malkha Kalamkari Wallet



Export Orders:

1. Table Toppers for CASI
2. Photo Frames for CASI
3. Kimono Wrap Around Top for Labvisby
4. Artisan Tunic Full Length for Labvisby
5. Artisan Tunic Knee Length for Labvisby
6. Strappy Top Cross Back for Labvisby
7. Fisherman Pant Wrap Around for Labvisby
8. Box Top with Pleats and Belt for Labvisby
9. Skirt Box Pleats Long for Labvisby
10. Skirt Balloon for Labvisby
11. Shirt Half Sleeve for Labvisby
12. Square Box Top for Labvisby
13. Trouser for Labvisby
14. Jacket for Labvisby
15. Two Sizes of Pouches for Labvisby

Training:

1. Kisan Bandi
2. Children's Frock
3. Churidar Salwar
4. Godri Work Patches
5. Rectangular Tote Bag grappled with pockets, plackets, and necklines
6. Three Sizes of Pouches

Pattern Correction:

1. New Pattern of Shirt Full Sleeve
2. New Pattern of Shirt Half Sleeve
3. New Pattern of Men's Kurta
4. New Pattern for Boat Neck Dress Sleeveless with Pockets

NEW TAXES – THE GOODS AND SERVICE TAX

The Goods and Services Tax which was implemented on the 1st of July 2017 and has brought about major changes to the way Kumbaya functions, concerning both our accounts systems and our production process.

1. Where earlier there was only one sales tax on all the items now there are two percentages applied to Kumbaya's product range. Sales tax of 5% is applied on a selling price below Rs.1000/- and 12% is on all the products that have a selling price above Rs.1000/-.
2. Harmonized System Nomenclature code or HSN code is applied on all products according to their respective categories.
3. Before the tax system was reformed we had to submit our sales tax challan on monthly basis and VAT returns every quarter. Now the new tax framework to be followed requires mandatory submissions without any failure, such as:
 1. GSTR-3B to be filed every month with all the sales and purchase details
 2. GSTR-1 to be filed quarterly with all the bill details of sale in the respective quarter
 3. GSTR-2 which is an auto-generated purchase bill has to be checked every quarter

Impact on Kumbaya:

1. Under this new tax reform, we had to shift all our billing systems, invoicing, delivery note, and all our account related systems from Kumbaya, Samaj Pragati Sahayog to Kumbaya Producer Company Limited in less than a month.
2. The sudden change impacted our sales for a period of time as we had to recall the stock on papers and issue new delivery notes to all our retail shops.
3. Sales tax percentages of 5% below and 12% above a Rs.1000 selling price have many implications on the price structure of our products. For products which are around or slightly above Rs. 1000, more often than not, we have to reduce the price to just below Rs.1000 to keep our prices attractive and affordable. For selling prices significantly higher than Rs.1000/-like some dresses, jackets, patchwork bed covers etc, a 12% tax makes them much costlier and impacts the demand significantly.
4. In February 2017 Kumbaya hired Abhinesh as an accountant in the hope that he will strengthen our accounting, help us boost our sales and build capacities of our team and

producers, but since the tax reforms in July 2017 he is been totally occupied in handling GST norms and regulations.

5. Due to this shift from Kumbaya as part of a charitable organisation Samaj Pragati Sahayog to Kumbaya Producer Company Limited, we cannot participate in some of our high impact exhibitions anymore. In the Kala Ghoda Arts Festival, Kumbaya, Samaj Pragati Sahayog participated as an NGO for the past three years at highly subsidised rates and had very high sales. Now as a Producer Company Kumbaya needs to apply as a private or commercial participant. Not only do we have to pay unaffordable stall charges we have to compete with elite design brands for selection. We were not selected this year.
6. According to the new tax reforms, we are required to register for a temporary GST number in every state that we attend an exhibition in, for which we are required to follow all the framework regulations such as GSTR-1, GSTR-2 and GSTR-3B.

NEW SHGs

Historically, Kumbaya was the first SHG of SPS in 1995-96. 12 women from Neemkheda village formed a group called Tara and began operations with a loan from NABARD for Rs. 50000 to buy sewing machines and raw material. The SHG failed within a couple of years for many reasons. We did not know how to run one, we were very few people struggling with too many complex issues so the empowerment of rural women and the adoption of the principles of SHG building took a backseat.

But through all this Kumbaya emerged as a successful social enterprise. In the struggle to learn stitching, make products for an urban market, understand quality and build a successful business, our producers lost out on the empowering process of making a self-help group run and being part of large women's federations.

After more than twenty years Kumbaya producers formed SHGs for their respective production centers. There are two groups at Neemkheda Bhawan, one group at Satwas Bhawan and one group at Bagli Bhawan. Involvement with running SHG's will help them play a greater role in the producer company.

Key Indicators:

Total Sales in 2017 – 2018 were Rs. 65.73 Lakhs

This includes the sale of Honey worth Rs. 5.37 Lakhs

The following are some indicators from the financial year 2017-18

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

Sales from Retail Stores		
Organization	Sales Amount	Percentage of Total Sales
TRIFED, Bhopal	Rs. 22.22 Lakhs	40.58%
Maya La Boutique (Kraftwork), Mysore Karnataka	Rs. 7.94 Lakhs	14.50%
SPS Neemkheda Campus, Madhya Pradesh	Rs. 6.76 Lakhs	12.35%
Safe Harvest Pvt. Ltd. Telangana	Rs. 3.31 Lakhs	6.05%
Kriti Eco Boutique, Pondicherry	Rs. 2.29 Lakhs	4.18%
M/S Believe India, Gram Bharat, New Delhi	Rs. 1.45 Lakhs	2.65%
Mesh, Local Shopping Centre, New Delhi	Rs. 1.34 Lakhs	2.45%
HABBA, Bengaluru	Rs. 1.27 Lakhs	2.32%
Sasha Association, Kolkata	Rs. 1.21 Lakhs	2.21%
Red Earth Good Living & Hospitality (P) Ltd., Kabini	Rs. 1.11 Lakhs	2.03%
Samuha, Karnataka	Rs. 1.01 Lakhs	1.84%
Serenity, Bangalore	Rs. 0.82 Lakhs	1.50%
Fawn Trade & Travels Pvt. Ltd., New Delhi	Rs. 0.76 Lakhs	1.39%
Urban Weave, New Delhi	Rs. 0.74 Lakhs	1.35%
The Ants Craft Pvt. Ltd. Bengaluru	Rs. 0.72 Lakhs	1.32%
Fabrics of India, Pune	Rs. 0.35 Lakhs	0.64%
Jaivik Setu, Indore	Rs. 0.32 Lakhs	0.58%
Center for the Advanced Study of India, New Delhi	Rs. 0.27 Lakhs	0.49%
Friends of Women's World Banking, Gujrat	Rs. 0.27 Lakhs	0.49%
Remade in India, Bengaluru	Rs. 0.26 Lakhs	0.47%
ANCHO Motors, Mumbai	Rs. 0.16 Lakhs	0.29%
Kamala-Crafts Council of India, New Delhi	Rs. 0.10 Lakhs	0.18%
Gita Travels & Tours, New Delhi	Rs. 0.08 Lakhs	0.15%
Total	Rs. 54.75 Lakhs	83.30%

The list of exhibitions that Kumbaya participated in is shown below:

Sales from Exhibitions			
Name and Location	Dates	Sales Amount	Percentage of Total Sales
Aadi Shilp Mela, Delhi Haat, New Delhi	16 th to 30 th November 2017	Rs. 4.72 Lakhs	42.99%
Pause for a Cause, Bengaluru	28 th to 30 th June 2017	Rs. 1.68 Lakhs	15.30%
Malkha Exhibition, New Delhi	9 th to 11 th September 2017	Rs. 1.43 Lakhs	13.02%
Aadi Shilp Mela, Bhopal Haat, Bhopal	19 th to 31 st December 2017	Rs. 0.84 Lakhs	7.65%
Pause for a Cause, Indore	2 nd & 3 rd February 2018	Rs. 0.70 Lakhs	6.38%
Pause for a Cause, Pune	10 th to 11 th January 2018	Rs. 0.52 Lakhs	4.74%
Pause for a Cause, Vadodara	4 th & 5 th August 2017	Rs. 0.46 Lakhs	4.19%
NGO Expo, Mumbai	25 th to 26 th May 2017	Rs. 0.34 Lakhs	3.10%
Pause for a Cause, Bengaluru	8 th to 9 th September 2017	Rs. 0.29 Lakhs	2.64%
Total		Rs. 10.98 Lakhs	16.70%

Training and Production:

- Total Number of Producers Working at Jatashankar, Neemkheda, Bagli and Satwas Centers – 92
- Number of New Producers Who Joined in this Financial Year at Neemkheda, Bagli and Satwas Centers - 34
- Number of Trainees in this Financial Year at Neemkheda, Bagli and Satwas Centers – 70
- Number of Pieces Produced at Neemkheda, Bagli and Satwas Centers – 14000
- Number of Patches Produced at Neemkheda, Bagli and Satwas Centers - 3000 Including Patches for 85 Bedcovers
- Value of Patchwork Products Made Out of Waste – Rs.5.04 Lakhs
- Value of Patchwork Products Sold this Financial Year - Rs.3.50 Lakhs
- Value of Fabric Purchased this Financial Year – Rs.40.20 Lakhs
- Value of Honey Purchased this Financial Year – Rs.0.59 Lakhs
- Total Wages Paid to Producers this Financial Year - Rs.16.05 Lakhs