



DRAFT REPORT- April 2013

***An Evaluation Study of the scheme of 'Market development
of tribal products and produce' in India***

Project Sponsored by

**Ministry of Tribal Affairs,
Government of India**

Council for Social Development

Sangha Rachna, 53, Lodi Estate, New Delhi - 110003.
Email: csdnd@del2.vsnl.net.in,

Acknowledgements

I would like to thank Dr T. Haque, Director, Council for Social Development for his continuous and constructive research guidance. It is his single-minded devotion to the cause of the poor and marginalized that this work was possible. I would also like to thank the Ministry of Tribal Affairs for appointing CSD as a nodal agency for this evaluation study and giving us the opportunity to work on such an important topic. I am truly indebted to Shri R.S.Meena, Executive Director, TRIFED and all the other Officers of TRIFED who have extended their cooperation in providing us with all the required information

I would also like to thank Shri B,K.Mazumdar (Economic Information Technology at Kolkata) and Dr. Sujit Mishra (Council for Social Development, Hyderabad) for facilitating fieldwork in Jharkhand - Chhattisgarh and Andhra Pradesh respectively. I am thankful to Shri Vismay Basu for dedicated research assistance.

**Dr. Sonali Mukherjee
Principal Investigator**

CONTENTS

S. No.				Topic	Page No.
				LIST OF ABBREVIATION	6
				Executive Summary	7
1.				<i>Introduction</i>	10
2.				<i>Objectives of the study</i>	11
3.				<i>Methodology</i>	12
4.				<i>Lay out plan of the report</i>	16
	4.1			Action Plan adopted by TRIFED in the XIth Plan Period	17
		4.1.1		<i>Retail Marketing Development Activity</i>	17
		4.1.2		<i>Marketing Development of Minor Forest Produce</i>	23
		4.1.3		<i>Vocational Training, Skill Up-gradation and Capacity Building of ST Artisans and MFP Gatherers</i>	24
			4.1.3.1	<i>Convergence with other schemes of Ministry of Tribal Affairs</i>	25
		4.1.4		<i>Research & Development/IPR Activity</i>	26
	4.2			Financial Support given to TRIFED	31
	4.3			Implementation of the scheme in the three states	33
		4.3.1		<i>Planning</i>	38
		4.3.2		<i>Implementation mechanism</i>	39
		4.3.3		<i>M and E mechanism of TRIFED</i>	43
	4.4			Findings from the Field	44
		4.4.1		<i>Sample Distribution</i>	44

		4.4.2		<i>An analysis of the fieldwork</i>	45
		4.4.3		<i>Available tribal products or produce in these three states</i>	50
5.				Conclusion and Recommendation	54
6.				<i>Quick recap as to what is good and what needs improvement:</i>	60
				ANNEXURES	61

LIST OF ABBREVIATION

MFP	Minor Forest Produce
SAP	Surplus agricultural produce
PLT	Primary level Training
ALT	Advanced level Training
DWT	Design Workshop Training
RT	Reinforcement Training
P and P committee	Purchase and pricing Committee
HO	Head Office
RO	Regional Office
RM	Regional Manager

Executive Summary

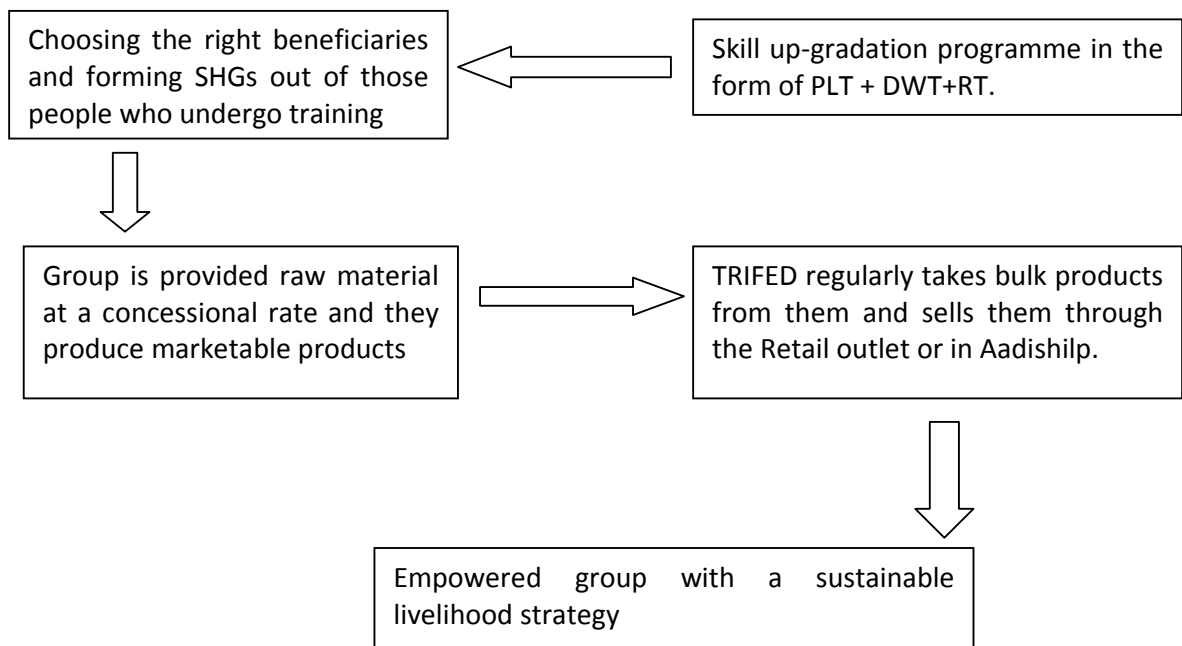
Tribals artisans and MFP gatherers need to be provided a sustainable livelihood strategy through skill up-gradation and platform to sell their goods. TRIFED is the only body at the National level which had been dealing with the marketing of tribal products and produce for the past some years. It has moved forwards alright but not at a pace as was envisaged. Reasons have been many which have been dealt in detail in the preceding sections but the primary problem has been in the reverse logic of functioning that tribals are for the Retail market and not vice versa.

Except for retail marketing, all the other three activities mentioned in the Roadmap are welfare activities for the tribals. There has to be a balance between profit making and welfare activity. In fact, latter should be the primary motto which is also evident from their Roadmap. Within the allocated fund, TRIFED should have a very clear focus with limited deliverables in hand. It is no point in being over ambitious as it ultimately results in showcasing only numbers as a part of ultimate achievement without actual economic and social empowerment of the tribals. The whole exercise of the scheme is then redundant. A modest beginning should have been made in the 11th plan instead of such a scattered approach to reach out to a larger population. A concentrated effort within a limited area would have shown results. This could have been up scaled in the 12th plan.

Way forward with key recommendations

1. TRIFED should identify its target group itself. All the ROs have to make an extra effort regarding this. Dependence on the NGOs solely for beneficiary selection is not fruitful. Develop a database of tribal population with their livelihood strategies. If such a database is already existent with some other State agencies or Centers then utilize it, depending on the source. Isolate the vulnerable pockets. Select the beneficiaries from these areas.

2. Convergence with other State agencies is absolutely essential for TRIFED to make its presence at the grassroot. Also this process has to be continuous and mutually beneficial for effective outcome in the long run.
3. There has to be a monitoring and evaluation segment in each of their activities for effective nailing of the problem areas and providing better policy input to the Ministry.
4. A raw material bank could be set up which would provide material on credit at concessional rates. This would solve the problem of working capital for the poor tribals to a great extent as they would be able to get/ borrow the initial resources from this raw material bank and start producing various marketable products. In this way, they would be able to take their learning of newer livelihood strategy forward. So, the skill up gradation programmes run by TRIFED would have more meaningful results.
5. After providing the tribal population training on tribal craft, TRIFED could form SHGs and provide them access to raw material. This would facilitate the functioning of the group in producing tribal artifacts. The way forward is diagrammatically shown below,



6. Motivation programmes in the form of public recognition, awards, cash prize etc. should be there to encourage better craftsmanship among the artisans.
7. Budget needs to be revised. With staff strength of 336 employees, TRIFED is saddled with their salaries and perks which has to be separately taken care by Ministry of Tribal Affairs. Allocation under the head 'salary/ wages' needs to be hiked so as to accommodate the rise in salary after sixth pay commission. There has to be an increase in the funds provided to TRIFED so that funds for other heads like training, advertisement, etc. are not pinched for providing salaries to the staff. But at the same time, funds available under the other heads need to be utilized in a more proactive way.
8. Hygienic collection of MFPs, esp. Mahua flowers should be started again. Mahua flower is found in abundance in these regions. They habitually collect these flowers and sell them to the local traders. If these people are taught the skill of scientific collection of Mahua flowers, then this would fetch them better returns.
9. Newer training programmes should be added, e.g. Tussar silk has a very good market. This should be explored.
10. Channels for marketing the best products abroad should be explored. Learning from earlier exposure like, Santa Fe exhibition should be utilized and taken forward.
11. Contradictions arise when one tries to analyse the staff strength with the workload in TRIFED. Two of the regions complained that they have only few responsible staff who are willing to share the workload. In that case performance appraisal should be done for all staff from the highest level to the lowest and strict disciplinary action should be taken against a non-functioning staff. Performance based incentive can be given to extraordinary staff.

1. Introduction

Tribal economy is significantly dependent on the forests, on the agricultural land and also dependent, to a lesser extent, on their skills (of making handicrafts) and indigenous knowledge. The way a household derives various livelihood strategies depends on the available options in terms of assets (agricultural land, equipment, animals, etc.), forest and agricultural resources, capabilities to harness maximum out of the available resources. From the forest they derive MFPs like sal seed, sal leaf, mahua flowers, mahua seeds, karanj seeds, etc. They either sell these products directly or process them and sell them. Private traders have exploited them over the years but lately with the intervention of various State agencies, tribals have started getting a better deal.

Tribals have been associated with the production of crafts from the available resources of the forests; land etc for a very long time. They have developed their skills over generations and some segments of the tribes survive mainly on the selling of their craft. Some of the popular crafts include Bell metal craft, Banjara embroidery, Papier Mache items, Bamboo crafts, Tamtas, Tussar silk sarees and dress materials, Ceramics, Block Printing, Decorative Painting, Jewellery, Puppets, Wood Works, etc.

The Tribal Cooperative Marketing Development Federation of India Limited (TRIFED) is the only body of the Govt. of India at the National level engaged in marketing development of tribal products including tribal art and craft items directly. TRIFED has been marketing tribal products through its own shops called "TRIBES India" and through the outlets of State Emporium on consignment basis. TRIFED started with a single shop (in New Delhi) in 1999. At present, TRIFED has 31 retail outlets of its own and has 15 outlets on consignment basis located all over India.

TRIFED came into existence on 06.08.1987 for the socio-economic betterment of the tribals. Since the economy of the tribals was heavily dependent on the forests, TRIFED was instituted to conduct the trade of Minor Forest Produce (MFP) and Surplus Agriculture Produce (SAP) in a professional, democratic and autonomous manner through self help and

mutual cooperation. So, since inception TRIFED focused its activities mainly on procurement of Minor Forest Produce (MFP) and Surplus Agriculture Produce (SAP) with the idea of providing remunerative prices to the tribals and also to help member societies (State Tribal Development Cooperative Corporations, State Forest Development Corporations and other State level Agencies) in disposing their stocks procured from tribals.

Initially it was registered under the Multi-State Cooperative Societies Act 1984. After the new Multi-State Cooperative Societies Act, 2002 came into force; TRIFED amended its bye-laws w.e.f. 2.4.2003. Under its new strategy TRIFED ceased from bulk procurement of MFP and SAP. Instead it started concentrating on marketing development activities for tribal products. It started functioning as a Service provider, Facilitator, Coordinator and a Market Developer for tribal products.

2. Objectives of the study

1. Effectiveness of the strategy and actual implementation of the Action Plan adopted by TRIFED during the XI Five Year Plan period. Methodology applied for the implementation of the scheme, involvement of people from cross-sections of the society for the success of the scheme with identification of target beneficiaries.
2. Outcome of training programmes/workshops etc. if any, conducted by TRIFED and implementation of the findings/ recommendations/ decisions in the matters of vocational training, skill up-gradation, capacity building of tribal artisans and MFP gatherers. Identification of most appropriate methods for such activities.
3. Tracing the gap between the amount of financial support given to TRIFED by the Ministry of Tribal Affairs and actual requirement of TRIFED to carry out its mandate.
4. Whether the scheme “Marketing Development of Tribal Products/Produce” had practical bearing for improving socio-economic conditions of STs and how far the scheme has succeeded in attaining the goal of market development of tribal products and how the benefit has accrued to the targeted beneficiaries i.e. the tribal population of the country.
5. Assessment of impact of the scheme in ameliorating the socio-economic condition of the tribals and other positive effects. State-wise data and statistics are also to be obtained. A comparison of the implementation in different States and specific comments about success/failures. Samples should be drawn at least for three States.

6. Effectiveness in providing policy inputs to the Ministry as well as State Welfare Departments for successive implementation of the scheme.
7. The outcome of any motivation programme for the tribal people for producing tribal products /produce.

3. Methodology

The study was planned at two levels; one at the policy level which is detailed in the Roadmap of TRIFED and the other at ground level where TRIFED is actually performing its act. Fieldwork was conducted in the three states of Jharkhand, Chhattisgarh and Andhra Pradesh. In each state, two districts were identified for the study. Initially, it was planned that one of the districts would be near the regional office and the other would be away from the regional office so as to gauge the intervention of TRIFED in terms of the distance. Accordingly, Ranchi and Gumla were identified in Jharkhand. In Andhra Pradesh, Hyderabad and Khammam were identified, but in Bapu Nagar, Hyderabad, there was hardly any variation in the data therefore, Adilabad was also chosen. In Chhattisgarh, Bastar and Kondagaon were chosen. Data was collected from 50 households of each district, i.e. 100 households from each state, except Andhra Pradesh where 20 households of Bapu Nagar, Hyderabad were also covered.

Table1: Names of the Districts selected for the study

	Jharkhand	Andhra Pradesh	Chhattisgarh
1.	Ranchi	Adilabad	Bastar
2.	Gumla	Khammam	Kondagaon
3.		Hyderabad	

Since the regional centers of TRIFED in all these states have differential rates of success (in terms of purchase and sales of the products), each center was studied separately to evaluate the strengths and weaknesses of the region in a comparative sense. Also all these states have been identified on the basis of diverse communities involved in the production of different kinds of artifacts and procuring different kinds of MFP. Therefore the strategies of TRIFED’s outreach to the tribals and marketing of their products was analyzed for a detailed qualitative report. Hence, the selection of these three states.

Since the primary focus of the study is to evaluate the scheme 'market development of tribal products or produce', therefore it was imperative to study the forward and backward linkages available to the tribals for production and product development. A comparison was made between Bell metal worker in Andhra Pradesh and Chhattisgarh as they have differential options for marketing similar products. In other words, selling artifacts through TRIFED has been beneficial or not was explored through this study.

TRIFED also runs skill up-gradation programmes for MFP gatherers, Design workshop training for tribal artisans and reinforcement training programme for those artisans whose products are found to be unsuitable for the market. Primary level training is also taken up by TRIFED to generate newer avenues of livelihood. Criteria for selecting people for the programmes/ workshops were understood from the officials as well as the concerned people. Trainers or resource persons of these programmes were also interviewed for the said purpose. Outcome of these workshops and also the usefulness of these workshops was gauged from the tribals who have actually taken part in them.

Essentially, a combination of household surveys and participatory methods was used to get a more comprehensive picture of the same. Also there was a need to understand the other options of livelihood as it would clearly indicate the magnitude of dependence of the tribals on the sale of these handicrafts or honey or lac. Demographic data has been used to analyse whether there is any growth after the intervention of TRIFED or people are leaving the trade with the lack of better remuneration. Since longitudinal data is not available therefore, intervention of TRIFED cannot be measured in terms of any socio-economic indicators in the pre or post intervention period. But an effort has been made through case study method to gather an overall estimate of the beneficial effect on the tribals.

Participatory methods such as observation, in-depth interview and case study were used for eliciting information from various sources. The selection of villages was done on the basis of number of tribal beneficiaries from the list provided by TRIFED. An in-depth interview at the household level and case study reveal the success and the failure of the scheme in terms of changes in the socio-economic profile after the intervention of TRIFED. Information

collected from the field was cross-checked and verified in due course. SPSS is used for analysis of data.

Locating the beneficiaries, especially, involved with tribal crafts was a herculean task. Though the beneficiary list was there yet many of them were not traceable. Also, they were so scattered that it was not only a constraint on time but also on the movement of the field investigators as well. This problem does indicate that craft as a livelihood option is not fetching enough returns to the tribals, therefore they prefer other alternatives of livelihood, especially wage labour (see tables 23 and 24, p 41). As far as MFP gatherers are concerned, locating them was not difficult.

Table 2: Names of Villages selected for the study

State	District	Block	Village
Andhra Pradesh	Adilabad	Kherameri	Keslaguda
		Jainoor	Jamgaon
	Khammam	Garla	Marrigudem
			Ankannagudem
			Kasnathanda
	Balaji Thanda		
Hyderabad	Hyderabad	Bapunagar	
Chhattisgarh	Bastar	Jagdapur	Chilkuti
			Semra
			Sidmud
Kondagaon	Kondagaon	Kondagaon	
Jharkhand	Gumla	Basia	Dalmadi
	Ranchi	Namkum	Beradih

Other than the field study, Roadmap of TRIFED for the XIth plan was studied. TRIFED's performance during the period 2007 to 2012 was analysed against the backdrop of the Roadmap. In each of the four major activities of TRIFED, shortcomings have been pointed out and suggestions have been made along the entire flow of the report. It needs to broaden its wisdom in ensuring the growth of the federation. Futuristic path may need to shelve some of its older projects/ activities and take up newer challenges which would be beneficial not only for TRIFED but all its stakeholders.

The findings of the study would help the planners and policy makers to formulate appropriate policies which would be for the betterment for TRIFED. This study would also identify alternative modes of livelihood for tribals which could be channelized through TRIFED. Further, strategic ideas would be suggested to overhaul TRIFED and spearhead its growth in the next plan period.

4. Lay out plan of the report

4.1. XI five year plan

- a. Action Plan adopted by TRIFED in the XI five year plan.
- b. Outcome of the training programmes. Workshop etc.
- c. Identification of most appropriate methods for training, skill up-gradation, vocational training....

4.2. Financial support given to TRIFED by MoTA

4.3. Implementation in the three states

- a. Whether the scheme has any practical bearing or not
- b. How far the scheme has succeeded in attaining the goal of market development of tribal products.
- c. Methodology for the implementation of the scheme. Involvement of the people from cross sections of the society for the success of the scheme with identification of target beneficiaries.

4.4. Findings from the Field

- a. How the benefit has accrued to the target beneficiaries.

4.1 Action Plan adopted by TRIFED in the XIth Plan Period

This is a Central Sector Scheme under which grants-in-aid are extended by the Central Government to TRIFED (Tribal Cooperative Marketing Development Federation of India Limited) for undertaking the following four major activities as per a Road Map prepared by TRIFED, approved by Ministry of Tribal Affairs, about its proposed plan of action during the 11th Plan period (2007-12):

- i. Retail Marketing Development Activity
- ii. MFP Marketing Development Activity
- iii. Vocational Training, Skill Up-gradation and Capacity Building of ST Artisans and MFP Gatherers.
- iv. Research & Development/IPR Activity

4.1.1 Retail Marketing Development Activity

This activity¹ was primarily responsible for generating employment opportunities in the tribal areas by way of sourcing stocks for retail marketing operations and making direct purchases. At the end of the plan period, TRIFED was expected to have a supplier network of around 13000 suppliers associated with around 1600000 tribals. TRIFED's direct intervention at the grass root level was meant to alienate the middlemen from the chain of tribal producers up to retailers so that direct benefits could be accrued to the tribals. Also a brand identity in the name of TRIBES INDIA would be developed for tribal products which would help in commanding higher realisation.

In terms of retail marketing TRIFED registered a growth in the plan period² as seen in the table below:

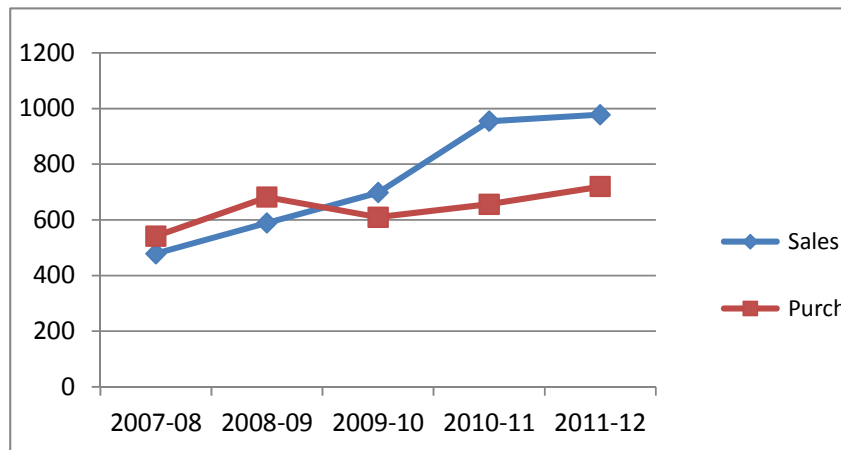
Table 3 : Comparative All-India sale-purchase figures

Plan years	2007-08	2008-09	2009-10	2010-11	2011-12
Sales	478.56	588.78	697.98	954.72	977.86
Purchase	541.28	681.78	609.34	656.35	719.58

¹ Information is taken from the Road Map of TRIFED for 11th plan period

² Information taken from Annual Reports of TRIFED for the 11th plan period.

Figure1: Comparative All-India sale-purchase figures

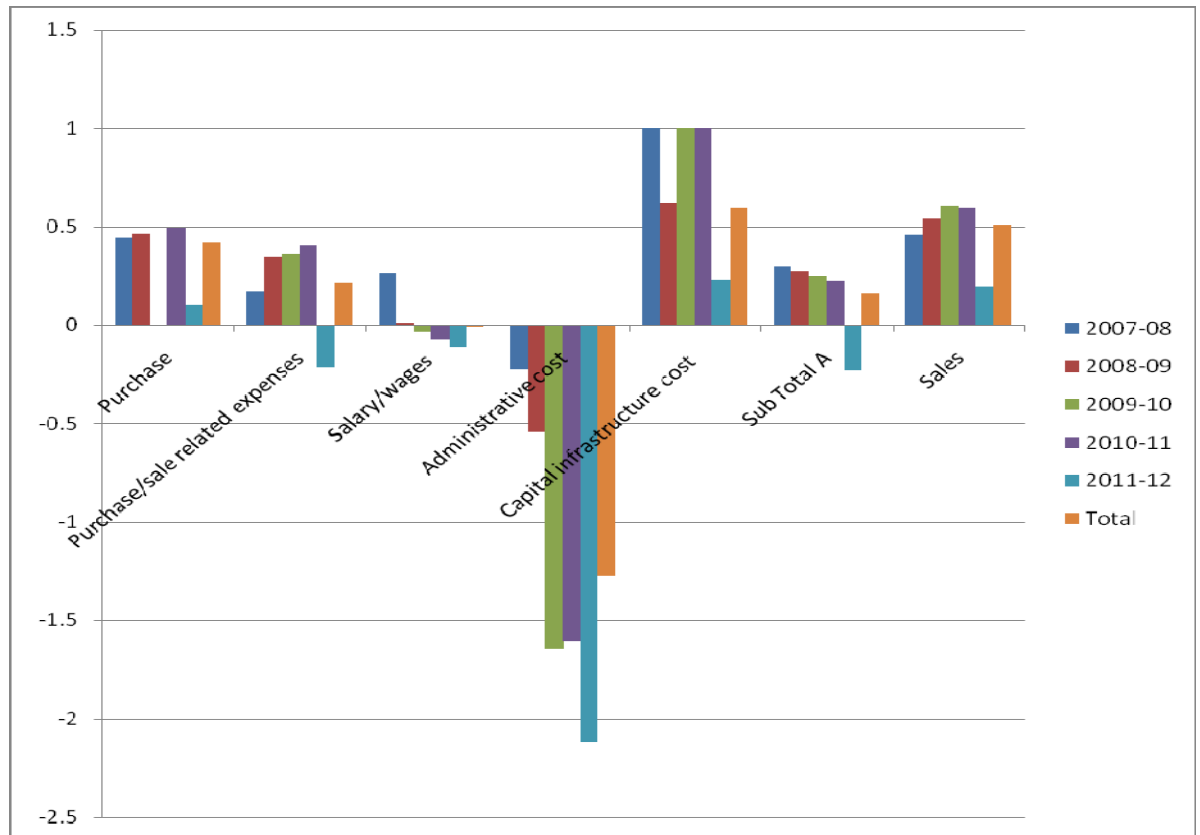


From the above figure, it is clear that sales figures rose considerably from Rs 478.56 lakhs in 2007- 08 to Rs 977.86 lakhs in 2011-12. Comparatively purchase figures did not rise as much. There is a constant reminder in the annual reports; Managing Director's address in the newsletter and also in the interviews conducted on the officers that there is a need to build the supplier base.

When skill development trainings are being given to the tribals then why is the supplier base not expanding? Obviously there are key reasons for this, which are,

- I. Despite the guidelines (see annexure I) that a PLT should be followed with a DWT and then a RT, it is not being done in most places (see annexure II).
- II. Only those products which are marketable should be taught through training but in reality, many such redundant designs are taught which are rejected by P and P committee at the HO at the first instance. Somewhere the message is not getting through to the Regional Managers or they are just bothered about the targeted number of trainings.
- III. There is enough grants to buy the products of the tribals (as evidenced from the figure 2), but funds are unutilized for the said purpose.

Figure 2: Percentage of grants unutilized under the given heads in Retail Marketing Development



Number of showrooms of TRIBES India has constantly fluctuated. At the end of 2007-08, TRIFED had its outlets in 23 cities and at the end of 2011-12, TRIFED had managed its presence in 19 cities. This does not imply that TRIFED has managed to continuously maintain its presence in these 19 cities.

Table 4: Number of showrooms in the plan period

Plan years	2007-08	2008-09	2009-10	2010-11	2011-12
No of showrooms	20	26	23	26	29
Outlets on consignment basis	18	13	14	15	15

First shop opened by TRIFED was at Mahadeo Road in 1999. It is their flagship store. From 1999 till now, it is one of their primary showrooms. Various reasons were mentioned for closure of TRIFED showrooms at various places at various points of time and they were; in some of the areas, location of the showroom was not good, therefore it didn't attract buyers; in some other place, another bigger market chain has come up, therefore TRIFED

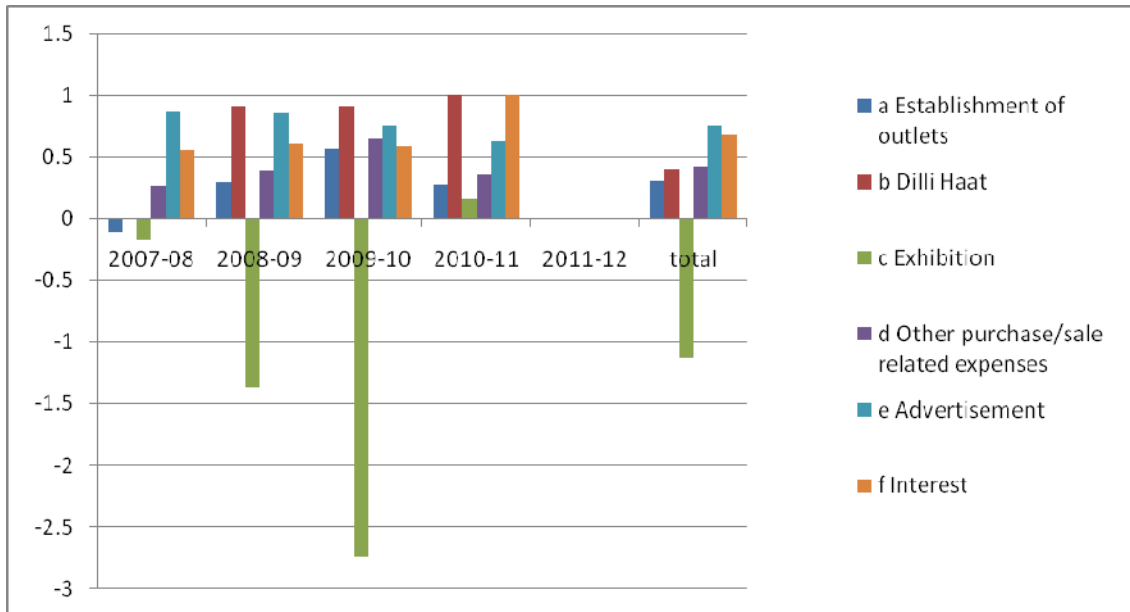
had to close down; in yet another place where there is marketability, showrooms are expensive, TRIFED cannot afford to buy. Most important problem reported was that TRIFED sells handmade products and others sell machine made products and hence cheaper products. Buyers fail to distinguish between the two and also most people do not have the taste for such kind of crafts. To develop that it takes time, it was pointed out. One would like to argue that if it takes time to generate that kind of response then one should have a marketing strategy, guidelines, complete record of all showrooms and their sales turnover and reasons for their failures and successes, if any, in place. There should be a thorough market research done before opening another showroom in a new place. then a small experimental outlet should be opened. Only if it shows a potential for a good market then a full fledged retail outlet should be opened.

Unless the demand for their products is generated through proper marketing, their economy cannot get a boost. To increase the sales, a rigorous exercise has to be in place, like,

- i. If some of the items are more marketable than others than their display should be at strategic locations of the shop,
- ii. There should be premium rates on monopoly items like authentic tribal jewellery, etc.
- iii. If there are region specific needs those have to be identified and fed into the showrooms.
- iv. A ready market tool should be there with clear understanding that if a prospective good buyer shows interest in any merchandise then there should be guidelines/ training to encash/ trap that opportunity.
- v. Constant market appraisal should be done to understand the needs of the market and also the prices to be fixed for each item.
- vi. This study would like to suggest improvement in marketing through better advertisement and focusing on a niche group of buyers who appreciate such forms of art and craft. A marketing consultant should be hired for this purpose who can give his services for lesser charges for the cause of the marginalized. Meanwhile, keep pamphlets at strategic locations; whenever new products arrive, spread the word through bulk SMSes; open a facebook account, etc.

Grants received for advertisement is also unutilized over the years (see figure 3).

Figure 3: Percentage of grants unutilized under the given heads in purchase/ sale related expenses



TRIFED initiated Tribal Artisan Melas (TAM) in the period 2007 – 08. During the year four such TAMs were organized. After the initial positive response, TRIFED has been organizing such TAMS every year (see table 5). In the year 2011-12, it organized 22 such TAMS. Though the number of TAMS has gone up yet the number of participants has not increased as much. It is yet another effort to source tribal products with a view to broad base the supplies of handicrafts. Whether TAM in its present form, is a good initiative or not is a question to be asked. Some of the points raised are,

- i. There is no record of such gatherings, i.e. who are the communities who are able to attend, which are the districts/ states which are getting represented, etc. Therefore, there is no follow-up of these people. Also, there is no record of people who are developed into suppliers for TRIFED, in effect, how many people were actually benefitted by this whole exercise, given the fact huge sums of money have been overspent in the name of exhibitions, is not known (see figure 3)
- ii. As reported by one of the Officers at Head Office and also seen in the record of one of the regions, i.e. Hyderabad, most of the products that were chosen

in the two (only ones during 11th plan period) TAMs during 2011-12 (see Annexure III) were rejected by the P and P Committee.

- iii. One of the RMs had remarked that it is the same sets of tribal artisans who are present everywhere, whether it is a TAM or an Aadishilp or a training programme. He further added that it is extremely difficult to get new artisans to broaden the supplier base. Again, it seemed that broadening the market accessibility for the tribals is not the primary motive but to get a supplier base of skilled artisans to feed into the retail shops is extremely essential for TRIFED. This reverse logic should not be promoted if welfare for the tribals is on the agenda of TRIFED.

Table 5: Details of TAMS held at ALL-India level

	Plan Years	2007-08	2008-09	2009-10	2010-11	2011-12
All India	Number of TAMS	1	4	7	7	22
	Number of Participants	60	319	304	303	715
	Number of Suppliers Developed	NA	NA	NA	NA	NA

TRIFED is engaged in sale of tribal craft through exhibitions as well. It organises **Aadishilp**, a tribal craft expo which is attended by artisans/ SHGs/ NGOs/ State Government organisations from different states. These exhibitions are held with the objective of not only boosting sales of tribal products but also broadening the horizon of tribal understanding of the needs of the market with newer designs, colour combinations, etc.

TRIFED for the first time organized **Aadichitra** in the year 2010-11 which is an exclusive exhibition of tribal paintings. Overwhelming response led them to organize such exhibitions in the next year as well. Gond, Soara, Warli and Pithora painting of tribal artisans from the states of Madhya Pradesh, Orissa, Maharashtra and Gujarat respectively were displayed and sold during these exhibitions.

TRIFED has signed a MoU in the year 2010- 11 with National Institute of Fashion Technology (NIFT) to improve the overall marketability of the products through design intervention at different stages of marketing. It is hoped that ‘TRIBES India’ as a brand name would get a

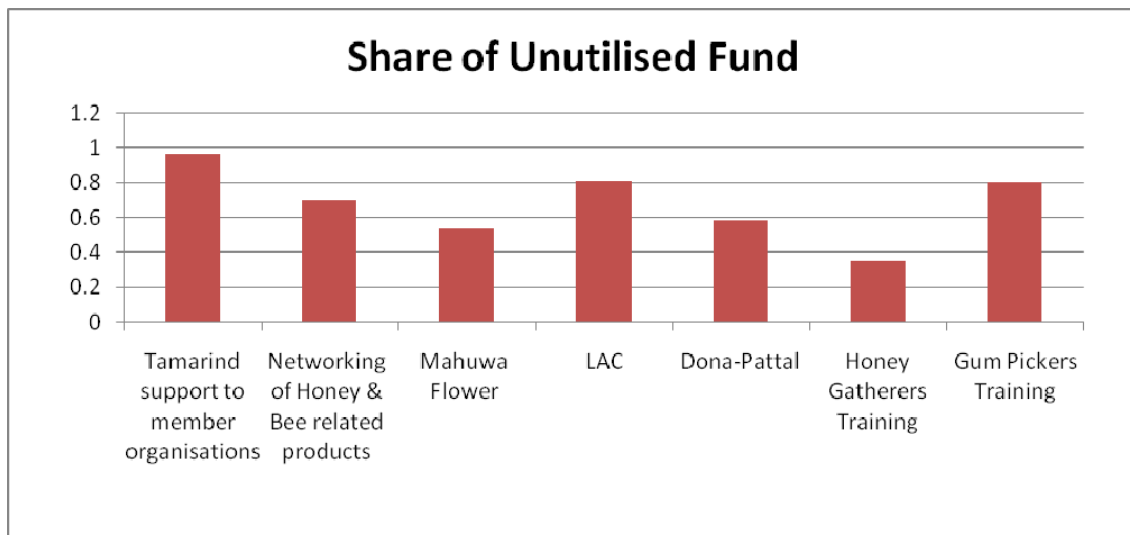
boost with the interventions such as tribal craft mark as well as publicity material, etc. MoU with NIFT would probably be an ongoing association with NIFT. While this is a welcome step, pathway for the future should be clearly defined or else it would be one of the many futile exercises that TRIFED undertakes by opening and closing showrooms or participating in international exhibitions without much delivery orders. MoU with India Tourism Development Corporation (ITDC) for display and sale of tribal products in their events and premises is also a welcome step provided this alliance shows an upward mobility in the sales and also ITDC can be convinced to use TRIFED products in all their premises and events. This needs a close watch as with NIFT and ITDC, lot of economic resources of TRIFED are tied up.

4.1.2 Marketing Development of Minor Forest Produce

It was only in the year 2007- 08, TRIFED marketed tamarind and honey. Other than this they have given skill up-gradation training and also distributed equipments, machines, etc. to MFP gatherers. This is a part of their third activity which is given in section 4.1.3.

The following figure 4 shows that in various important heads like, Gum Pickers training, Honey gatherers training, Artisans training, etc. mush of the grant remained unutilized.

Figure 4: Percentage of total grants unutilized under the given heads in MFP Marketing Development activity



4.1.3 Vocational Training, Skill Up-gradation and Capacity Building of ST Artisans and MFP Gatherers

- A. For MFP gatherers (see Annexure IV for details), there are-
- i. Mahua flower business development project
 - ii. Lac development activity
 - iii. Dona Pattal leaf cup plate project
 - iv. Honey extraction project
 - v. Gum Karaya Project
- B. For tribal artisans, there are three categories of handicraft training programme. They are Primary Level Training (PLT), PLT-cum-Design Workshop Training (PLT-DWT) followed by Reinforcement Training (RT) and Design Workshop Training (DWT). (for details, see annexure V)

Table6: Number of beneficiaries who have undergone training of handicraft at the All-India level

Trainings	Plan Years / States	2007-08	2008-09	2009-10	2010-11	2011-12
PLT	All India	132	300	320	483	433
PLT-DWT-RT /ALT **	All India	90	75	104	76	200
DWT	All India	40	40	40	40	84

** Note: The Trainings terms as PLT-DWT-RT has been redesignated as ALT from 2011-12 only. Hence the data available for either of these trainings may be merged and treated into one category only.

There should be four primary aspects in the skill up-gradation and capacity building of ST artisans and MFP gatherers activity which TRIFED should keep in mind. They are;

Firstly, the outreach of the training programme, in terms of space and number, which includes necessity of the craftsman and whether he is already skilled or not.

Secondly, the content of the training.

Thirdly, pedagogy of the training.

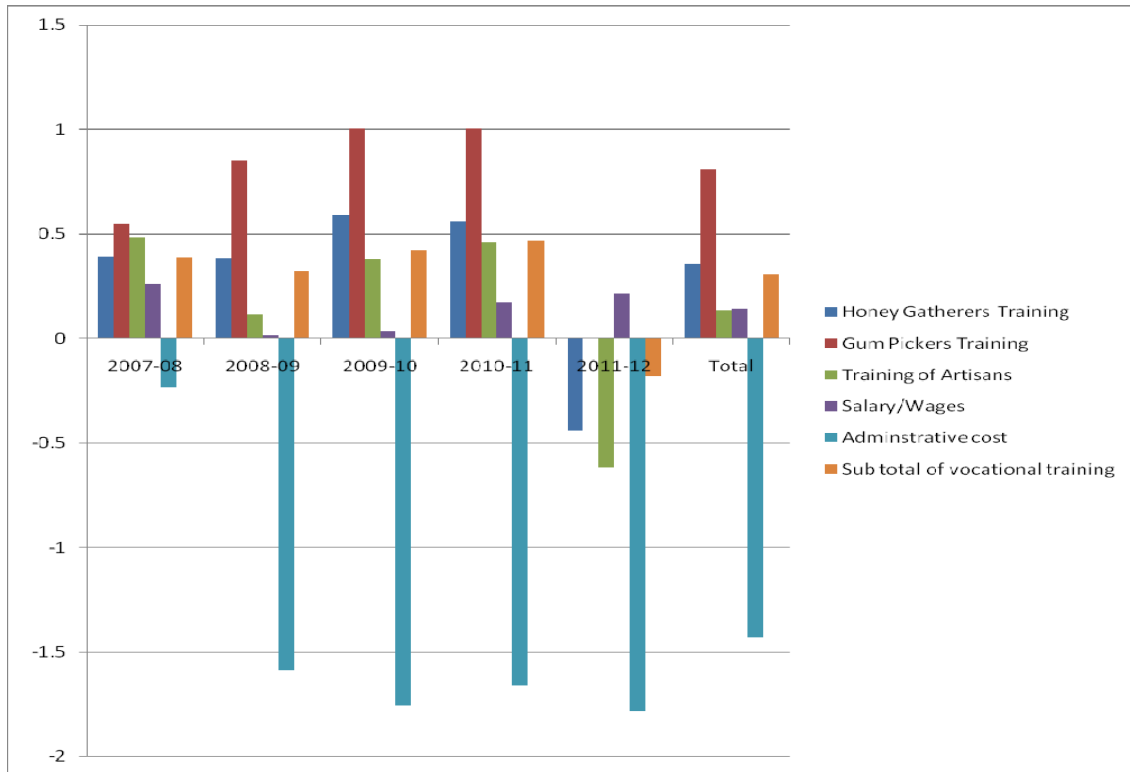
Fourthly, the trainers who would give the training.

As far as the second, third and fourth points are concerned TRIFED does take care but outreach is a serious issue which it needs to look into.

To take the training forward successfully and help in livelihood generation, two other aspects which are important are,

1. Availability of the MFP in specific regions and seasons,
2. Economic resources to buy the raw material for craft.

Figure 5: Percentage of grants unutilized under the given heads in skill up-gradation programme



As evident from the figure (5) above, much of the grant for the training programmes remains unutilized whereas huge amounts are spent on salary and administrative costs.

4.1.3.1 Convergence with other schemes of Ministry of Tribal Affairs

There is no provision for providing working capital in the mandate of TRIFED. Those poor tribals who have undergone primary level training (PLT) with TRIFED are not provided with working capital, then it cannot be expected that they would take up this craft as a strategy for their livelihood. Literal handholding of a tribal beneficiary has to be from the time she/ he undertakes training to the time she/ he is able to deliver products. So to provide the working capital, TRIFED has to actively direct them towards other economic sources like artisan credit loans; and other schemes and organisations under Ministry of Tribal Affairs.

When this issue came up in the field, none of the three RMs could provide any solution to the problem instead insisted that is why they work for NGOs. In that case, pathway which was for self development and economic empowerment, is only leading towards captive employment in the form of wage labour.

National Scheduled Tribes Finance Development Corporation (NSTFDC)³ is a fully Government of India owned undertaking under the Ministry of Tribal Affairs. It provides concessional finance for purchase of project related assets and working capital for tribal artisans empanelled with TRIFED. Under this scheme financial assistance is provided up to Rs. 50000/- per individuals and up to Rupees five lakhs per SHGs/ Cooperative societies. NSTFDC also provides financial assistance for meeting working capital requirement of the agencies engaged in procurement and marketing of MFP and other related products of Scheduled tribes. If TRIFED plays an active role in the alliance formation between the beneficiaries and NSTFDC then it would be beneficial for both. Mention of a MoU between TRIFED and NSTFDC is there 2009- 10 and 2010- 11 annual reports.

To upgrade the skills of the tribal youths in various traditional/ modern vocations, ministry of tribal affairs runs a scheme of “Vocational Training in Tribal Areas. Since one of the activities of TRIFED is skill up-gradation of tribal artisan and MFP gatherers, therefore TRIFED should utilize the resources of this scheme. It should take up the training of the artisans through that scheme. This would generate spare funds for getting the tribals access to a wider network of market.

4.1.4 Research & Development/IPR Activity

TRIFED undertook ten projects (see annexure VI) under this head in the 11th plan period. Intellectual property right is a matter of serious concern in the entire R and D activity. TRIFED had initially received funds from Ministry of Food Processing Industries for up gradation of laboratory. 50% of the sanctioned amount of Rs 22.50 lakhs was received by them before the beginning of 11th plan period. With those resources, TRIFED had bought

³ Information obtained from Ministry of Tribal Affairs, GOI, Outcome Budget 2012-13

some equipment. Presently this laboratory is dysfunctional; and TRIFED funds other agencies and universities to conduct research. Since TRIFED is not doing the research themselves then the other party could claim their right to the patent. It could be a legal matter which needs to be looked into with sound clarity. In that case, the technology which was developed through the funding of TRIFED need not benefit the tribals at all.

Even if TRIFED is able to get the IPR, how does it plan to benefit the tribals? If TRIFED is planning to raise the market price of MFPs by value addition then ultimately bigger share of the benefit would go to a private trader or a big industrialist and tribals would not gain much. There has to be a detailed plan of action to make the product developed through R and D, a viable commercial product and TRIFED could develop small scale industry through SHGs. Therefore, along with R and D, there should be a simultaneous activity of identifying the area where a particular MFP is in abundance and also identifying the future beneficiaries for this project. Also the place where this industry would come up has to be identified. TRIFED's mandate is to work for tribals who are below poverty line. These poor tribals would have to be provided economic resource to set up the infrastructure. Tribals have to be brought together in the form of some groups or SHGs who can take part in the initiative together. Tribals have to be thoroughly trained to actually start the production. Before actually setting up the industry, pre-launch analysis of the acceptability of the product has to be done.

Merits and demerits of each project has been analysed below-

1 Preparation of Industrially important Oleo-chemicals from Sal fat.

This technology is useful and beneficial. However once commercial utilization procedures are stabilized care has to be taken for the following:

Sal seed collection is in the State domain in some of the States. How does TRIFED plan to procure Sal seed from the forest areas? This is as yet not clear. In the annual report of 2008-09, there is a mention of TRIFED working with some of the state federations for procuring forest produce. This annual plan arrangement was in 2008-09 only as it does not find mention in any of the reports after that. For collection of Sal seed from Sal forests in

various states, TRIFED would have to enter into specific buy-back agreements/arrangements with State agencies periodically. Agreement for one year will not hold well in perpetuity. It would have to be renewed every year.

Further, rate for collection of Sal seed would have to be specified and agreed upon by TRIFED and State agency. This exercise would take time and several rounds of discussion. This amount would have to be paid to the seed gatherers/villagers. This seed would be bagged and transported wherever required. All this involves costs. Therefore, Sal seed procurement in itself is a huge exercise with comprehensive advance planning. Timing for collection, proper payment to gatherers, bagging/storage/transport details would have to be finalised much in advance.

The procedure for commercial utilization has to be such that the benefits are passed on to the tribal communities who are the major gatherers of the primary produces i.e. Sal seed. How does TRIFED propose to pass on the benefits to the tribal population at large in the states where Sal seed is collected viz. Madhya Pradesh, Chhattisgarh, Odhisa, Jharkhand etc. has to be clarified.

2. Exploration of Sal seed oil cake as source of organic manure, biopesticides and nitrification inhibitor

This project does not envisage any specific benefits to Tribal population. This is largely an agriculture specific work wherein several research organizations and laboratories are already carrying out extensive fundamental and applied research activities. This does not seem to be a project where TRIFED needs to involve itself when several specialized organisations in agriculture related sector in Government of India are already engaged.

3 Solid state fermentation process for utilization of forest by-products: Production of industrial enzymes.

This does not seem to have much relevance for the Tribal communities directly. This does not envisage any direct or otherwise, benefits to the Tribal communities.

4 Fermentative production of lactic acid from Mahua Flower.

Scientific collection and storage of the Mahua flowers would be an issue which has to be clearly dealt with. TRIFED in the years 2007- 08 and 2008- 09 was involved in the 'best practices of collection, drying, storage and marketing' in association with MPMFP federation. Commercialization of the process however would be very useful as it will add value to MPF. It would be worthwhile on the behalf of TRIFED to give value added training in Mahua flower management.

5 Development of integrated post-harvest technology for production of quality minor forest produces.

Ideologically, this project seems to be good. The type of MFPs which would be used needs to be specified. Different morphological parts of MFPs are used for different purposes. This technology needs to be standardised and then used in collaboration with State departments/ organisations.

6 Process Development for Isolation of Starch and Tannin from Sal cake.

This project seems to have potential but again sal seed collection remains an issue.

7 Production of Nutra beverage from Mahuwa flowers (preparation of soft drink)

Scientific collection of Mahuwa flower would be an issue when commercial use starts.

8 Production of Nutra beverage from Mahuwa flowers (preparation of wine)

TRIFED seems to have made another effort towards research but it's synergy with use for tribal benefit is suspect as in 7.

9 Preparation of health products from Bael fruit; Evaluation of anti-ulcer, anti-diabetic and anti-cancer potentials.

Some amount of research already exists in the public domain. TRIFED's intervention would probably be very limited.

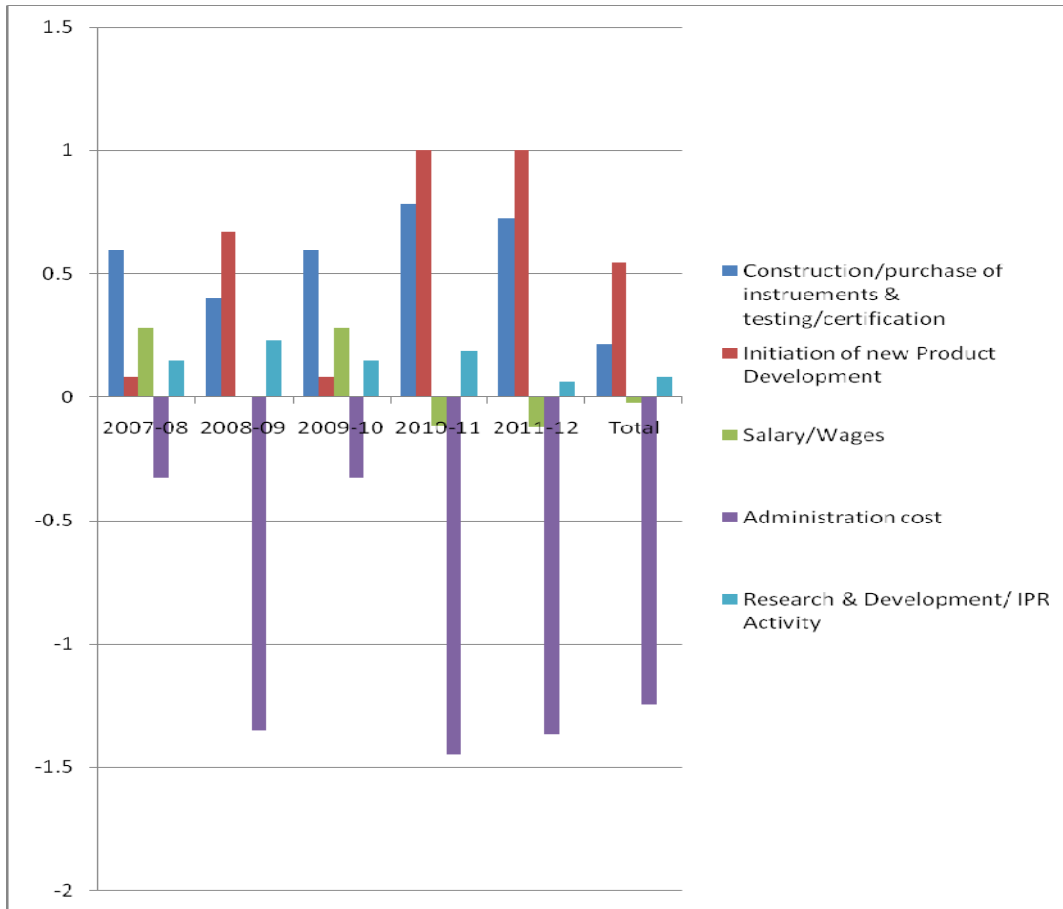
10 Nutraceutical and Cosmaceuticals from Tamarind seeds, Sal seed oil and Karanj oil using low cost technology.

Collection of Sal seed and Karanj would be an issue to resolve. However, tamarind seeds (which are easily available) could have wide application.

General observation regarding R and D activity:

1. Technologies are being developed, however ownership of Intellectual Property Right is ambiguous.
2. Usage of the technologies in the long run for the benefit of tribal population is not clearly stated by TRIFED
3. TRIFED support to R and D activities is not understood when marketing strategies for products already developed by tribals or the MFPs collected by tribals need to be broad-based and strengthened.
4. Issues relating to collection, packaging, storage, etc, would always be there. The other way could be that TRIFED transfers technology to State Departments/Agencies on fee basis and then helps State agencies in marketing the final product.
5. Existing technologies, such as in the field of agriculture & allied sectors, in public domain beneficial for use by tribal communities should be identified and used for their economic upliftment.
6. TRIFED should rather concentrate on providing better financial returns by improved collection/processing of MFPs with better market linkages.

Figure 6: Percentage of grants unutilized under the given heads in R and D / IPR activity



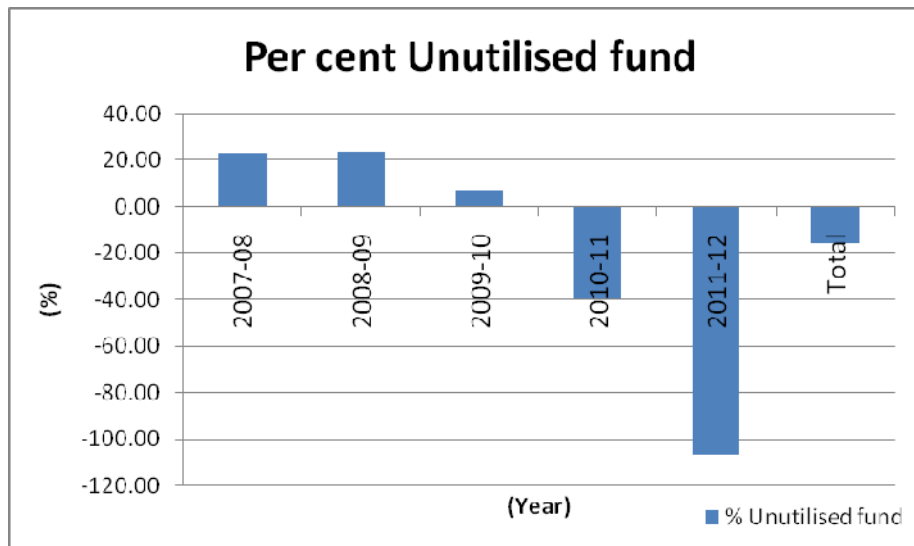
4.2 Financial Support given to TRIFED

Details of the grants-in-aid received and utilized in the XIth plan is attached as an annexure VII. Kindly see it for details. Figures 2,4,5,6 graphically represent the percentage of the grants which are unutilized under various heads in the four spheres of their activity. Table 7 gives the status of total grant received and utilized in the plan period (year wise). Figure below gives the percentage of grant unutilized in all the five years of the plan period.

Table 7: Status of Govt. Grants Received and Utilised (2007-08 to 2011-12)

Grants	2007-08	2008-09	2009-10	2010-11	2011-12	Total
Grant Available	2050.84	2598.25	2552.75	1634.75	1551.11	10387.70
Utilised	1572.59	1981.00	2372.00	2283.64	3208.48	11417.71
Unutilised at the year end	478.25	617.25	180.75	-648.89	-1657.37	-1657.37
% Unutilised fund	23.32	23.76	7.08	-39.69	-106.85	-15.96

Figure 7: Percentage of grants unutilized in the entire five year period



As per the Roadmap, TRIFED was supposed to break even in 2010- 11 and it was expected thereafter, the operation of TRIBES India, which is TRIFED’s income generating source, would be self sustainable and would achieve a profit oriented growth. But as figure 2 (p13) indicates clearly, TRIBES did not become self sustainable. In all the graphs, administrative costs and salary/ wages have shown over utilization of the given funds. Instead of opening newer outlets every year and sometimes more that the target is a worthless exercise and money wasted on those accounts should be diverted to maintaining the existing showrooms.

As per the earlier discussions under the four activities, budget definitely needs to be reallocated. There has to be a proportionate grant under salary/ wages as the earlier fund allocation did not account for the hike in the salary because of sixth pay commission (as reported by finance head). Other than these two head, some necessary allocation (which are already there) like purchase, advertisement, all training and capacity building programmes, should be maintained. Some portion of the budget from R and D activity could be shifted to Monitoring and Evaluation for better outcome of the scheme as primary focus of TRIFED remains tribal welfare not just the maintenance of TRIFED infrastructure.

4.3 Implementation of the scheme in the three states

As indicated in annexure VII and VIII, number of tribals benefitted through TRIFED is not much in the XIth plan period. Also, it has to be clearly underlined that many of these tribal families are one time beneficiaries, i.e., they have received primary level training in some craft and they may or may not have not gained from that at all; hence may or may not have chosen the alternative source of livelihood.

Regional centers of TRIFED, at the state level, are the agencies who directly procure the artifacts from the tribals. Since empirical data was collected from the three states of Andhra Pradesh, Chhattisgarh and Jharkhand, all the places where TRIFED has reached in the form of training, holding TAMs, empanelling artisans have been marked in the maps and the distances between the Regional Offices and these places have been calculated to understand the outreach of TRIFED in these three states. Following tables 8, 9, 10 show the expanse to which TRIFED has been able to reach as there are various tribal communities who are residing deep within the forests. Field research and the table do indicate that they have not traversed the entire region, at least in Jharkhand and Chhattisgarh.

Table 8: Places of TRIFED intervention in Andhra Pradesh

	PLACE	CITY/BLOCK	DIST	Distance (in Kms) from Hyderabad
1	Visakhapatnam	Visakhapatnam	Visakhapatnam	589
2	Panjagutta	Shamshabad	Rangareddy	0
3	Ghatkesar	Ghatkesar	Rangareddy	23
4	Adilabad	Adilabad	Adilabad	304
5	S R Nagar	Shamshabad	Rangareddy	10
6	Ibrahimpattnam	Ibrahimpattnam	Rangareddy	260
7	Rampur Village	Tandur Mandal	Adilabad	220
8	Bibipur Post	Dichpally Mandal	Nizamabad	160
9	Ganesh Nagar	Warangal	Warangal	167
10	Kamalapur	Dharmapuri Mandal	Karimnagar	182
11	Tirumaldeva Gutta	Balanagar	Mahabub Nagar	102
12	Amirpet	Shamshabad	Rangareddy	20
13	Jangala Colony	Devara Konda Mandal	Nalgonda	101
14	Isrealpet,	Eluru	West Godavari	335
15	Tnagaliamudi	Eluru	West Godavari	288
16	Pakir Tekya;Thanda	Ghatkesar mandal	Rangareddy	23
17	Bibipur Thanda	Dichpally Mandal	Nizamabad	160
18	Kesalgudam	Kerameri Mandal	Adilabad	230
20	Surya Thanda;.	Kuravi	Warangal	167
21	Garla	Garla	Khamamman	240
22	Vizianagaram	Vizianagaram	Vizianagaram	700
23	Warangal	Warangal	Warangal	167
24	Khamamman	Khamamman	Khamamman	193
25	Chittoor	Chittoor	Chittoor	571
26	Kurnool	Kurnool	Kurnool	215
27	Khamamman	Khamamman	Khamamman	193
28	Badrachalam	Badrachalam	Khamamman	312
29	Nalgonda	Nalgonda	Nalgonda	105
30	Araku	Araku	Visakhapatnam	478

Table 9: Places of TRIFED intervention in Chhattishgarh

	PLACE	CITY/BLOCK	DISTRICT	Distance (in Kms) from Jagdalpur
1.	Etkaal	Pussore	Raigarh	503
2.	Chilkuti	Jagdalpur Tehsil	Bastar	10
3.	Sidmud	Jagdalpur Tehsil	Bastar	10
4.	Kondagaon	Kondagaon	Kondagaon	76
5.	Ichapur	Jagdalpur Tehsil	Bastar	10
6.	Tokapal	tokapal Tehsil	Bastar	20
7.	Cerakote	Jagdalpur Tehsil	Bastar	0
8.	Kana Gaon	Narayanpur	Narayanpur	120
9.	Garenga	Bakawand Tehsil	Kondagaon	25
10	Narayanpur	Narayanpur	Narayanpur	120
11	Sonabai	Ambikapur	Sarguja	647
12	Benur/Bernur	Narayanpur	Narayanpur	120
13	Telenga	Kondagaon	Kondagaon	76
14	Chote Lanjoda	Bastar	Bastar	35
15	Sulenga	Narayanpur	Narayanpur	120
16	Masora	Kondagaon	Kondagaon	76
17	Devagaon	Narayanpur	Narayanpur	120
18	Mohlai	Kota	Bilaspur	398
19	Kogera	Kogera	Dhamtari	220
20	Thesilpara	Kondagaon	Kondagaon	76
21	Bhelwapadar para	Kondagaon	Kondagaon	76
22	Bandha para	Kondagaon	Kondagaon	76
23	Karanpur	Kondagaon	Kondagaon	53
24	Semra	Jagdalpur Tehsil	Bastar	0

Table 10: Places of TRIFED intervention in Jharkhand

	PLACE	CITY/BLOCK/post	DIST	Distance (in Kms) from Ranchi
1.	Gheck post, Torpa Road	Khunti	Khunti	31
2.	Sisai Road,	Ghagra	Gumla	70
3.	Ulyan Kadma	Dhalbhumgarh	West Singbhum	178
4.	Sakiya Vill	Bariya Block	Ghumla	92
5.	Bishnupur	Dumaria	West Singbhum	152
6.	Bisrampur Vill	Bisrampur	Palamu	210
7.	Kharsidag Vill	Tetri,namkum	Ranchi	15
8.	Putidih Vill	Illu	Purulia	123
9.	Bistupur	Jamshedpur	East Singbhum	132
10.	Dalmadih		Ghumla	96
11.	Nagri		Ranchi	0
12.	Dumka	Dumka	Dumka	308
13.	Hazaribag		Hazaribag	94
14.	Behragora	Behragora Block	East Singbhum	211
15.	Degum in Potka	Behragora Block	East Singbhum	211
16.	Kadamdi Vill	Behragora Block	East Singbhum	211
17.	Das Mile	Ranchi	Ranchi	16

As it is apparent from the maps TRIFED in Andhra Pradesh has the maximum outreach, at least spatially. Then it is Jharkhand and after that comes Chhattisgarh. All the three states have one showroom each. They have not shown any promising performance. These regional centers are more for reaching out to the poor tribals and getting them access to the market. Their products should be bought and sent all across the country for sale in different outlets of TRIFED. Table 11 shows the number of TRIBES India showrooms in the three States; table 12 and figure 8 shows the sales figures (amount in lakhs) in the Showrooms in three States; table 13 and figure 9 shows the purchase figures (amount in lakhs) in the Showrooms in three States;

Table 11: Number of TRIBES India Showrooms in the three States

Plan years	2007-08	2008-09	2009-10	2010-11	2011-12
Andhra Pradesh					
Jharkhand	1	1	1	1	1
Chhattisgarh	1	1	1	1	1

Table 12: Sales figures (amount in lakhs) in the Showrooms in three States

Plan years	2007-08	2008-09	2009-10	2010-11	2011-12
Andhra Pradesh	12.69	42.98	89.75	54.44	38.2
Jharkhand	8.99	10.59	13.46	7.76	18.73
Chhattisgarh	10.68	2.38	4.85	18.22	6.9
All-India	478.56	588.78	697.98	954.72	977.86

Figure 8: Sales figures (amount in lakhs) in the Showrooms in three States

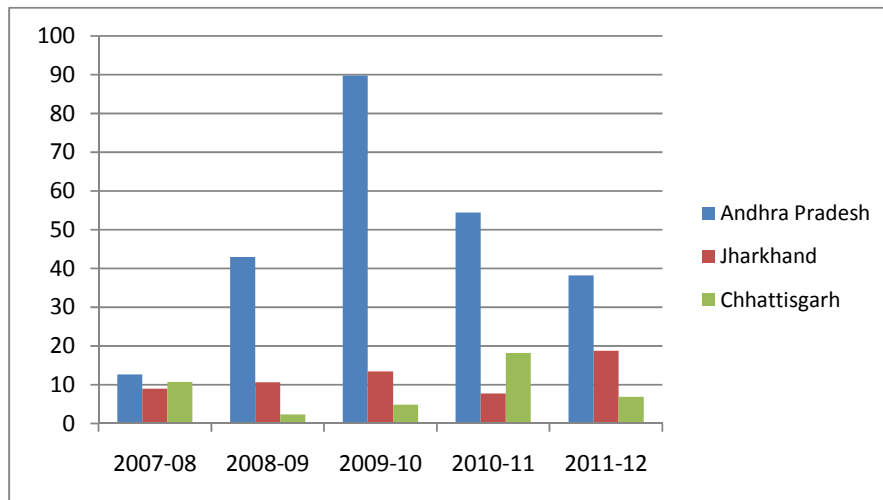
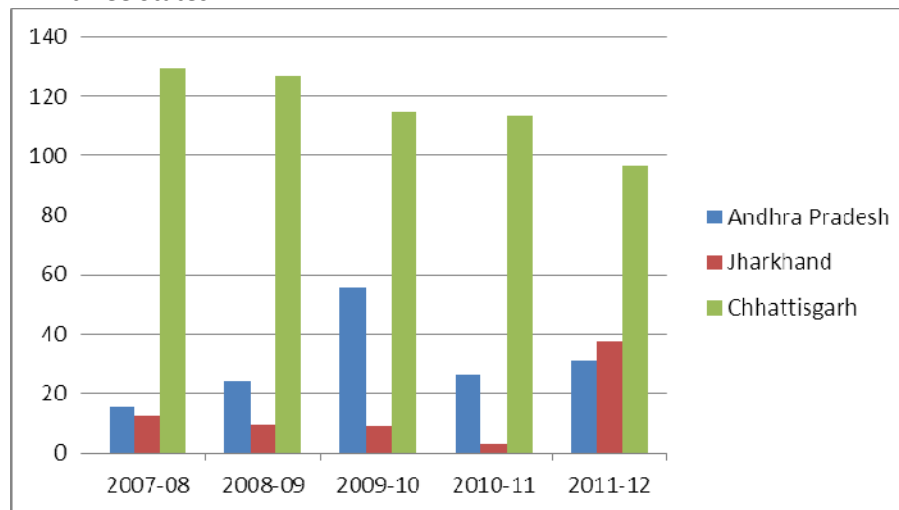


Table 13: Purchase figures (amount in lakhs) from the empanelled artisans/NGOs in three States

Plan years	2007-08	2008-09	2009-10	2010-11	2011-12
Andhra Pradesh	15.6	23.91	55.8	26.46	30.99
Jharkhand	12.7	9.34	8.81	3.05	37.44
Chhattisgarh	129.64	126.8	114.46	113.38	96.58
All-India	541.28	681.78	609.34	656.35	719.58

Figure 9: Purchase figures (amount in lakhs) from the empanelled artisans/NGOs in three States



Sales figures in Andhra Pradesh are relatively better compared to the other two states. Purchase figures in Chhattisgarh are relatively better compared to the other two states. This tallies with the fact that in Chhattisgarh, households which are selling their products to TRIFED are earning an average annual income above Rs. 150,000/-.

4.3.1 Planning

Planning is done every year in the months of February- March for the next financial year wherein targets are set and deliverables are decided. Every regional office is asked to submit their proposed plan of action highlighting their target areas, number of training to be held, etc. This information is collected from all the regions and collated at the head office. It was categorically insisted that HO determines the final number of trainings and also the kind of trainings to be given as per the requirement of the area (state level) and also allocation of the budget.

TRIFED has a mandate to include people from various walks of life or from other state government or forest departments in the regional offices for planning and implementation. In practical or real terms, it probably does not happen. It is extremely essential to converge ideas with other State agencies, NGOs, etc. New avenues could be given a boost through such alliances. Otherwise there is no way to ascertain whether any region is reporting all

the information correctly or not. If the Regional Manager is not motivated enough then there are chances of missing out on relevant information which could be remunerative for TRIFED (in the form of name and establishment) as well as the tribals. This study would suggest that regional plans should be made by a team of Regional officers and Artisan and MFP cooperative heads and other State functionaries dealing with similar issues so that there is no repeat of ideas and better convergence among/ between the different strategies/ approaches. Also a previous Regional Manager could be asked to give inputs regarding the new potentials that can be further developed (which could not be developed during his tenure) and also some failures from the past.

4.3.2 Implementation mechanism

This is the most crucial stage of any programmatic intervention meant for improving the lives of the marginalized. In this case, they are the tribal artisans and MFP gatherers, below poverty line, whose lives are sought to be improved.

Identification of Beneficiaries

This study takes a stand that identifying the target beneficiaries is the most important aspect. Therefore it underlines five major issues which need to be addressed while identifying the targets and they are,

- i. Destitute tribals who do not have a sustainable livelihood source
- ii. Priority selection of tribals who are not beneficiaries of any other scheme of national and state government;
- iii. Strength and weakness of a person should be clearly recognised to align her/him with the right kind of training programme;
- iv. Interior forest areas should be traversed to cull out potential beneficiaries;
- v. Whether they are genuinely interested in the trade/ craft. To ascertain this, deeper psychological analysis can be done in the form of a short questionnaire. Candidates should be shortlisted only after this.

Information dissemination

Efforts should be made to reach out to the maximum number of people. For this information has to be circulated through all possible channels in the remotest areas. Information technology sources are getting strengthened over the years and cellular phone services are reaching far and wide. Help of the service providers should be sought to reach out to the people. Also, a collective mechanism should be devised to utilize all state apparatus like panchayats, forest departments, schools, aaganwadis, etc. for information dissemination.

Actual Implementation

TRIFED has made efforts in this direction to a certain extent. TRIFED has held TAMs and skill up gradation programmes, details of which are given below.

Table 14: Details of TAMs held in the three States

	Plan Years	2007-08	2008-09	2009-10	2010-11	2011-12
Andhra Pradesh	Number of TAMs	NA	NA	NA	NA	2
	Number of Participants	NA	NA	NA	NA	143
	Number of Suppliers Developed	NA	NA	NA	NA	NA
Jharkhand	Number of TAMs	NA	1	1	NA	2
	Number of Participants	NA	100	16	NA	32
	Number of Suppliers Developed	NA	NA	NA	NA	NA
Chhattisgarh	Number of TAMs	1	NA	NA	NA	NA
	Number of Participants	NA	NA	NA	NA	NA
	Number of Suppliers Developed	NA	NA	NA	NA	NA

Since there is no record of the people who have attended the gatherings or the number of suppliers developed through these TAMs or any other exhibition organized by TRIFED, one is amazed at the adhocism of all such events or matters which should be of extreme importance to TRIFED. This study would quote an example to show that this form of unorganized events may not be so fruitful for all. One of the empanelled artistes with Hyderabad region is Smt Suwali Bai. She and her son Shri T. Prakash Singh run two NGOs

from the same address. Suwali Bai is a gifted artisan. She learnt the craft of Banjara embroidery, bead work, mirror work, etc long back from someone of their community. Earlier she used to supply to the Andhra Pradesh State emporium, Lepakshi. Slowly when more orders started pouring in; she hired help and taught them the craft. Now she and her son are running a small scale industry with hired labour at piecemeal rate. They are a regular supplier of TRIFED. Smt Suwali Bai's efforts need to be commended (This case is further explained on p 51-52) as she has provided an alternative source of livelihood to about 25 women of her own community. Her son regularly visits Delhi to attend Aadishilps. Similarly there are others who run small scale production units and they get a chance to attend these kinds of exhibitions.

Both Hyderabad and Ranchi work in collaboration with NGOs. In Chhattishgarh, all those craftsmen who are regular suppliers are mostly running small scale industries (This case is further explained on p 50-51) with hired labour. It is not to argue that these entrepreneurs should not get a chance to present their work in these exhibitions but to point out that the marginal workers in the trade probably do not get a chance as information does not probably percolate down to them or they would probably not have enough stocks with them to sell or they would not enough means to fund their own travel as TRIFED only provides boarding and lodging to them (except for artisans from North- East who are also provided the travel expenses).

Table below gives details of beneficiaries who have undergone training in the XIth plan period in the three States (see annexure VIII as well). Figures in the table 15, in any case do not look encouraging. Number of tribals undergoing PLT is much higher than the tribals undergoing PLT-DWT-RT training which implies that these tribals did not learn the craft well and even if they tried producing some product, they could not have succeeded. DWT is meant to train the established artisans to improve upon their designs so that their products are more saleable but in the entire XIth plan period, only Chhattisgarh had 20 such beneficiaries.

Table 15: Number of beneficiaries who have undergone training of handicraft in the three States

Trainings	Plan Years / States	2006-07	2007-08	2008-09	2009-10	2010-11	2011-2012
PLT	Andhra Pradesh	-	-	20	-	20	-
	Jharkhand	-	-	40	20	60	38
	Chhattisgarh	-	62	20	-	-	-
PLT-DWT-RT / ALT **	Andhra Pradesh	-	-	-	20	-	40
	Jharkhand	-	-	-	-	30	-
	Chhattisgarh	-	-	20	20	-	-
DWT	Andhra Pradesh	-	-	-	-	-	-
	Jharkhand	-	-	-	-	-	-
	Chhattisgarh	-	-	20	-	-	-

** Note : The Trainings terms as PLT-DWT-RT has been re-designated as ALT from 2011-12 only. Hence the data available for either of these trainings may be merged and treated into one category only.

Table 16 gives the number of beneficiaries who have undergone training in MFP development in the three States. Training in Lac cultivation has shown good results as they are the second highest earners after Bell metal workers in the sample (on whom household survey was done, as shown in figure 10). More number of people should get these trainings as their lives depend on the forest and they engage in these activities ardently. Otherwise, grants received under these heads remain under utilized.

Table 16: Number of beneficiaries who have undergone training in MFP development in the three States

Trainings	Plan years	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Lac Cultivation	Andhra Pradesh	0	0	0	0	0	0
	Jharkhand	0	41	253	348	317	273
	Chhattisgarh	0	0	0	0	0	0
Honey Harvesting	Andhra Pradesh	0	0	0	0	0	0
	Jharkhand	0	0	25	0	0	0
	Chhattisgarh	0	500	0	0	0	0
Gum Karaya	Andhra Pradesh	0	1000	500	500	0	500
	Jharkhand	0	0	0	0	0	0
	Chhattisgarh	0	0	0	0	0	500
Hill Grass Brooms	Andhra Pradesh	0	5000	2000	0	0	2500
	Jharkhand	0	0	0	0	0	0
	Chhattisgarh	0	0	0	0	0	0
Dona Pattal Making	Andhra Pradesh	0	0	0	0	0	0
	Jharkhand	0	0	200	500	0	0
	Chhattisgarh	0	100	100	0	0	0

4.3.3 M and E mechanism of TRIFED

It was reported that TRIFED does monitor the programmes at all levels but does not evaluate the outcome, i.e. what happens to a particular group of people after they have received the training or whether they have continued in the same trade in which they have been imparted training, is never premeditated for better impact assessment and future planning. RMs of all the sites visited suggested that many of the people who had been imparted training have not taken advantage of the training or are not associated with the trade/ craft in which they were given training. See annexure IX for example. There are 140 empanelled artisans as per the document dated 5-9-12 but the present list of empanelled artistes has only 37 names. Not all of them have de-empanelled. This is an indicator that not all the people associated with TRIFED have continued their journey with the organisation.

This does imply that there is a need to identify right kind of beneficiaries so that economic and human resources are channelized in the proper direction and TRIFED is able to fulfill its mandate in terms of ideology not in terms of numbers. They should have a monitoring and evaluation wing which would help in identifying those areas which are lagging behind in their targets. Also, each activity should have a M and E component to catch the problem/ identify the lacunae before it is too late.

4.4 Findings from the Field

4.4.1 Sample Distribution

Next set of tables and figures depict the sample distribution. Table 17 gives the district wise distribution of households in the three states. Percentage distribution of sample as per tribe in all the three states is given in table 18. Table 19 depicts the craft wise/ MFP wise distribution of the sample. Percentage distribution of tribes in the sample, land size class wise is given in table 20.

Table 17: District wise distribution of households in the three states

State	District	No. of Households
Andhra Pradesh	Adilabad	50
	Hyderabad	20
	Khammam	55
	Total	125
Chhattisgarh	Bastar	50
	Kondagaon	50
	Total	100
Jharkhand	Gumla	50
	Ranchi	50
	Total	100
Total Households		325

Table 18: Tribe wise percentage distribution of the total sample household

State	Tribe	% Distribution
Andhra Pradesh	Lambada	60
	Gond	40
	Total	100
Chhattisgarh	Bhatra	22
	Dhurwa	13
	Gadwa	19
	Gond	46
	Total	100
Jharkhand	Kharia	35
	Munda	54
	Oraon	11
	Total	100

4.4.2 An analysis of the fieldwork

Table 19: Tribe wise distribution of MFP and crafts activities of the sample

State	Tribe	MFP and crafts activities	No of Households engaged
Andhra Pradesh	Lambada	Honey	36
		Banjara Craft	39
	Gond	Bell metal craft	50
Chattishgarh	Bhatra	Tamarind	5
		Bell metal craft	17
	Dhurwa	Bell metal craft	13
	Gadwa	Bell metal craft	19
	Gond	Bell metal craft	46
Jharkhand	Kharia	Lac	33
		Dona – pattal Plates	2
	Munda	Lac	54
	Oraon	Lac	11

Households are primarily engaged in the craft activities in self employed mode or as wage workers on piece meal rate. Most of these honey collectors, tamarind pulp makers, Lac cultivators and Dona-pattal plate makers have got training from TRIFED. Honey collection and Lac cultivation is done by these households as tertiary occupation. Tamarind pulp makers in this sample are wage workers, presently working in a cold storage of tamarind. Dona-pattal plates are made by these two households as primary occupation. They are part of a SHG which has been provided with a dona-pattal plate making machine.

Table 20: Percentage distribution of tribes in the sample land size class wise

Tribes	Landless	Upto 0.50 AC	Between .05 to 1.00	Between 1.00 to 2.50	Between 2.50 to 5 AC	Between 5 to 10 AC	Above 10 AC	Total
Andhra Pradesh								
Lambada	61.33	4.00	8.00	18.67	6.67	1.33	0.00	100.00
Gond	98.00	0.00	0.00	2.00	0.00	0.00	0.00	100.00
Total	76.00	2.40	4.80	12.00	4.00	0.80	0.00	100.00
Chhattisgarh								
Bhatra	27.27	0.00	27.27	13.64	22.73	4.55	4.55	100.00
Dhurwa	30.77	0.00	23.08	23.08	15.38	7.69	0.00	100.00
Gadwa	57.89	0.00	5.26	26.32	5.26	5.26	0.00	100.00
Gond	34.78	0.00	13.04	26.09	17.39	2.17	6.52	100.00
Total	37.00	0.00	16.00	23.00	16.00	4.00	4.00	100.00
Jharkhand								
Kharia	5.71	2.86	28.57	20.00	31.43	8.57	2.86	100.00
Munda	1.85	14.81	18.52	20.37	35.19	9.26	0.00	100.00
Oraon	0.00	0.00	9.09	45.45	36.36	9.09	0.00	100.00
Total	3.00	9.00	21.00	23.00	34.00	9.00	1.00	100.00

In Andhra Pradesh, 55.2% people possess and 44.8% do not possess MGNREGA card. 76 % of the people in Andhra Pradesh are landless. In Chhattisgarh and Jharkhand an overwhelming majority does not possess the card. Added to this, in Chhattisgarh and Jharkhand, 53% and 33% respectively are either landless or possess land which is less than 1 acre. So these people are dependent on the craft or MFP for their livelihood.

Table 21: Percentage distribution of MNREGA job card holder Tribe wise

State	Tribe	Possess	Do not possess
Andhra Pradesh	Lambada	55.4	44.6
	Gond	54.7	45.3
	Total	55.2	44.8
Chhattisgarh	Bhatra	25.4	74.6
	Dhurwa	43.4	56.6
	Gadwa	32.8	67.2
	Gond	8.7	91.3
	Total	22.6	77.4
Jharkhand	Kharia	26.0	74.0
	Munda	33.2	66.8
	Oraon	40.6	59.4
	Total	31.2	68.8

Draft Report 17-4-13

Table 22: Percentage distribution of number of Female engaged in different types of Main and Tertiary Occupation

States	Student	Agriculture	Self employed	Engaged in household enterprise	Daily wage worker	Govt. job	Salaried jobs	Search for Employment	Household chores	Collection of firewood, etc.	Dependent on pension, rental etc.	Unable to work due to disability	Other
Main Occupation													
Andhra Pradesh	23.97	2.89	26.86	25.21	5.79	0.00	2.48	0.00	1.24	0.83	2.07	0.41	8.26
Chhattisgarh	21.67	15.42	2.08	21.25	8.75	0.00	0.83	0.00	13.75	4.17	0.42	0.83	10.83
Jharkhand	26.25	37.07	2.70	5.79	1.54	0.00	1.16	0.39	12.36	4.63	0.39	0.39	7.34
Total	24.02	18.89	10.39	17.14	5.26	0.00	1.48	0.13	9.18	3.24	0.94	0.54	8.77
Tertiary Occupation													
Andhra Pradesh	0.00	7.02	0.41	5.79	30.58	0.00	0.00	0.00	13.22	22.73	0.00	0.00	20.25
Chhattisgarh	2.50	3.33	0.83	19.58	6.25	0.00	0.00	0.00	20.00	26.67	0.42	0.83	19.58
Jharkhand	1.54	1.16	1.16	42.47	0.77	0.00	0.00	0.00	5.41	29.34	0.77	0.00	17.37
Total	1.35	3.78	0.81	23.08	12.28	0.00	0.00	0.00	12.69	26.32	0.40	0.27	19.03

Table 23: Percentage distribution of number of Male engaged in different types of Main and Tertiary Occupation

States	Student	Agriculture	Self employed	Engaged in household enterprise	Daily wage worker	Govt. job	Salaried jobs	Search for Employment	Household chores	Collection of firewood, etc.	Dependent on pension, rental etc.	Unable to work due to disability	Other
Main Occupation													
Andhra Pradesh	29.86	9.03	18.75	5.56	11.46	1.74	7.64	2.08	0.35	0.35	0.35	0.00	12.85
Chhattisgarh	20.22	18.38	6.62	12.87	20.96	0.37	0.00	1.10	0.37	2.21	0.00	1.10	15.81
Jharkhand	28.79	37.74	7.39	3.11	3.89	0.78	0.39	2.33	1.95	1.56	0.00	2.33	9.73
Total	26.32	21.18	11.14	7.22	12.24	0.98	2.82	1.84	0.86	1.35	0.12	1.10	12.85
Tertiary Occupation													
Andhra Pradesh	0.00	4.17	2.78	8.33	27.08	0.00	0.00	0.00	0.00	22.22	0.00	0.00	35.42
Chhattisgarh	3.31	9.19	0.74	18.38	9.56	0.37	0.00	0.00	3.31	29.04	0.37	0.74	25.00
Jharkhand	1.14	6.08	1.14	36.50	4.94	0.00	0.00	0.00	1.14	27.00	0.38	0.76	20.91
Total	1.47	6.49	6.36	16.40	14.32	0.12	0.00	0.00	1.47	25.09	0.24	0.49	27.54

As evident from the above tables (22 and 23), 26.86 % females in Andhra Pradesh are self employed as they are involved in the Banjara craft. Similarly 25.21% are involved with the craft as part of the household engagement in the craft. Some of them maybe involved in Bell metal craft along with their men. Among the males in Madhya Pradesh, 18.75 % are making Bell metal craft. 5.56% males are involved in this craft as part of the household engagement in the craft. 11.46 % of males and 5.79% of females are working as wage workers.

In Chhattisgarh, 2.08% females and 6.61% males are self employed with Bell metal craft. They are the ones who supply to TRIFED on a large scale on a regular basis. 21.25% females and 12.87 % males are engaged in the craft as part of the household engagement in the craft. Out of the 8.75% female wage workers and 20.96% male wage workers, many are trained by TRIFED and they are working with the self employed entrepreneurs on wages as they themselves do not have the working capital to start their set-up. 19.58% females and 18.38% males are working on the craft as tertiary occupation.

In Jharkhand, 42.47% females and 36.50% males are engaged in lac cultivation as a tertiary occupation, main occupation being agriculture for 37.07% females and 37.74% males. In all the three states, more than 20% of females and males both are presently engaged as students.

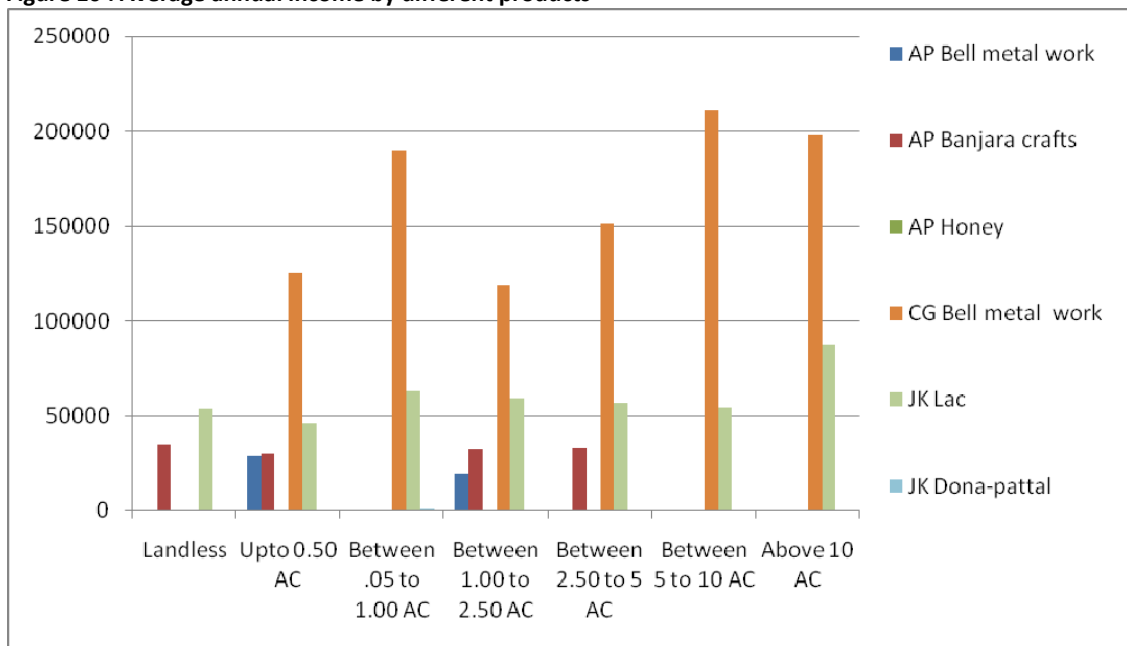
Table 24: Percentage distribution of higher education with main occupation

States	Education	Student	Agriculture	Self employed	Engaged household enterprise in	Daily wage worker	Govt. job	Salaried jobs	Search Employment for	Household chores
Andhra Pradesh	High School	36.36	6.06	12.12	15.15	9.09	0.00	21.21	0.00	0.00
	Intermediate	40.54	2.70	13.51	8.11	16.22	5.41	10.81	2.70	0.00
	Technical education/diploma	66.67	0.00	0.00	0.00	0.00	0.00	33.33	0.00	0.00
	Total	39.73	4.11	12.33	10.96	12.33	2.74	16.44	1.37	0.00
Chhattisgarh	High School	51.43	11.43	2.86	14.29	11.43	2.86	0.00	0.00	5.71
	Intermediate	31.82	31.82	4.55	9.09	18.18	0.00	0.00	4.55	0.00
	Technical education/diploma	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00
	Total	43.10	18.97	3.45	12.07	13.79	1.72	1.72	1.72	3.45
Jharkhand	High School	23.61	56.94	5.56	9.72	1.39	1.39	0.00	0.00	1.39
	Intermediate	36.84	31.58	2.63	2.63	2.63	0.00	0.00	15.79	5.26
	Technical education/diploma	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total	28.18	48.18	4.55	7.27	1.82	0.91	0.00	5.45	2.73

In Andhra Pradesh, 19.18% of the people with higher education (all the three categories clubbed together) have engaged in Government or a salaried job which is the highest among all the states. 48.18% people, with higher education, in Jharkhand are still engaged in agriculture as number of families having agricultural land is also much more in Jharkhand (see table 20) and also no other source of employment is available. 11.82% are engaged in lac cultivation (leaving the two families engaged in dona-pattal plate making). In Chhattisgarh, 18.97% are involved in agriculture and 12.07 are doing work in the household industry. But a significant 13.79% in Chhattisgarh and 12.33% in Andhra Pradesh are working as wage labourer despite higher education. Some of the wage labourers in Chhattisgarh are working on Bell metal craft only and some of them are able to garner better as they are trained by TRIFED and therefore are more skilled than others. On an average, a trained worker gets Rs. 200 to 250 per day and untrained one gets Rs 100 to 150 per day. TRIFED's intervention does not seem to have created any option or TRIFED has not

been able to intervene significantly. TRIFED should pave the way for working capital, so that they are self employed. The other alternative could be to make these educated youth aware of the other options of scholarship for higher education or vocational training through other schemes of Ministry of Tribal Affairs.

Figure 10 : Average annual income by different products



As is evident from the graph above Bell metal workers in Chhattisgarh have the highest average annual income in all the categories of land-class except landless. Lac is fetching the highest returns among all the other products/ produce, followed by Banjara craft. 100% people working on Banjara craft are working on wages.

4.4.3 Available tribal products or produce in these three states

Existence of different ecological backgrounds to the tribes of the three states gives them differential access to better socio-economic conditions. Six major tribal products or produce, as mentioned earlier (see table 20) are found in these three states.

In Chhattisgarh, 6.61% males and 2.08% females are the local tribal entrepreneurs who have set up small scale industry on Bell metal craft and have employed others to work for them on wages. They had agricultural land to generate some profit and invest in the initial stages

of their entrepreneurial venture. Their risk taking ability together with the intervention of TRIFED changed their fortunes.

One of the informants added that TRIFED has made people self-sufficient. If he was able to speak with confidence, it was because of TRIFED. In 2008, he could get a loan of Rs 25000/- from Artisan Credit Card Yojana. In the same year, he had got unemployment allowance of Rs 12000/-. For an enterprising person like him who was willing to work hard to grow in life, TRIFED was a boon as it provided him a platform to showcase his craft. He also suggested that a good craftsman should be given added benefits. Or at least some form of social recognition should be there to build the moral and enthuse other people to work as much. By his own admission, tribals drink too much and waste all their energy, if there is a motivation from the Government, and then probably things could change.

They are able to produce Bell metal items on a macro scale and meet the demands of the market. These are the people whose products have been provided a platform to market by TRIFED. But in Adilabad, bell metal workers are selling their products through their own means in the local market. They ferry their craft around and are able to garner much less as compared to Chhattisgarh tribes. When this issue was raised with TRIFED officers, it was found that Chhattisgarh products are far superior, they have better marketability. The success of Chhattisgarh can be repeated in Adilabad. This approach applies to every successful product which is being produced at one place should be replicated elsewhere. Unless that is done, TRIFED's intervention would remain limited. As far as skill up gradation trainings are concerned, it was found that only once in Adilabad, in the year 2010- 11, PLT was given to 20 beneficiaries on Bell and White metal Craft. Chhattisgarh tribes received more number of such trainings from 2007 to 2010 (see annexure VIII)

Banjara craft is procured from two major suppliers in Andhra Pradesh, Smt Suwali Bai (and her son Prakash) in Bapu Nagar, Hyderabad and Banjara Seva Samithi in Garla mandal, Khammam district. Suwali Bai functions like a private trader. Both of them are registered as suppliers with TRIFED. Their monthly turnover is about rupees four lakhs. Out of that, their profit margin is about 15 to 20 percent. They have employed 25 women who are given piecemeal rate which works out to Rs 2500 to 3000 per month. This depends on the

efficiency of the worker and availability of work. The stitching work on a machine is done by Prakash's wife and his elder brother's wife. These women do the hand embroidery, mirror work and bead work.

The same logic of efficiency applies to the workers associated with Banjara Seva Samithi. It is an NGO which has formed SHGs of 5 to 6 women. In each SHG, they have provided a tailoring machine either through TRIFED or some other source. Work orders are obtained by the Samithi from various agencies like TRIFED, Lepakshi, foreign buyers, private traders etc. They provide the raw material like cloth, threads, mirror, beads, foam, etc. Labour charges for different kinds of work are fixed. These women are given a date by which they have to deliver. Their work is constantly monitored by an animator appointed by Banjara Seva Samithi. Once they deliver the finished product; they are paid their labour charges. Banjara Seva Samithi claims that eventually, they would withdraw their hands once these SHGs are self sustainable. They have created separate SHGs who look at the production side, i.e., procure raw material; give the orders to the product delivery team of SHGs; once the product is delivered, pay them their wages; keep account of the entire process. TRIFED can learn from them and form and facilitate SHGs and a field officer can be posted at such a place where this kind of coordination is required.

Lac cultivation is also extremely beneficial for the tribals. Lac cultivation is done by these households in the lean agricultural season. They have been doing it for the past two – three years. In the initial phase, brood lac and equipments were provided by TRIFED. Now they save brood lac from their cultivation for the next season. They usually have two seasons of brood lac cultivation every year. Since most of them have the host tree, therefore they are able to generate good returns from the cultivation provided the cultivation is not affected by any natural calamity. Also, since the initial investment of brood lac was provided by TRIFED, therefore it was a profitable venture for these households. They have got the maximum profit in the last season. Most of them sold lac (with upper cover removed) for Rs 800 per kg to private traders. They could have generated further profit if TRIFED could collect them and sell them as this same lac is sold for Rs 1000 to 1200 per kg in the city market of Ranchi. Also, if a processing unit can be set-up, these people can further process

and sell purer forms of lac and earn much more. Lac cultivation should be pushed wherever possible to facilitate tribals with an alternate mode of livelihood.

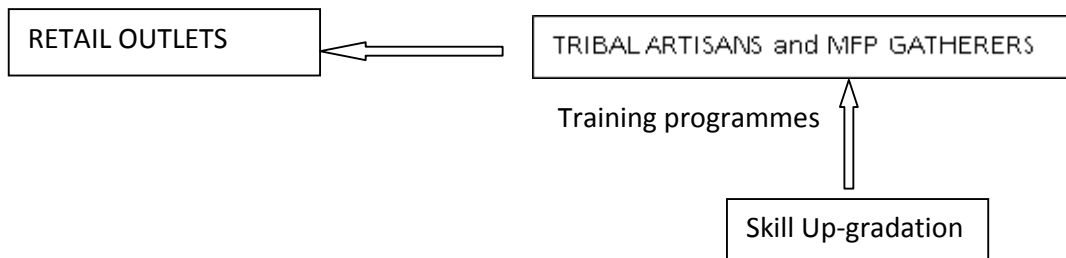
Tamarind pulp makers were undergoing training at the time of the interview in tamarind cake making wherein they are taught to deseed the tamarind in a hygienic way, then take out the pulp and pack them in a packet with the help of a machine. Since these tribals mostly have tamarind trees in their homes, they would be able to make greater profits by selling the tamarind in this form. Machines for packaging would be kept at the Semra training centre, Jagdalput, Bastar, where they could come and package their product.

At the time of the fieldwork In Gumla district in Ranchi, Lac craft training was being given at the NGO run by Dominican Sisters. Master trainer was an amicable person with whom other women were comfortably learning the craft. They were learning to make jewellery, little boxes, paper weight, etc. Similar PLT training has been given in 2010- 11 at Hazaribagh to 20 beneficiaries and PLT-DWT-RT training to 15 beneficiaries at Ranchi. But none of them has been developed into a supplier.

Scientific collection of honey is also taught. TRIFED provides the equipments including the protection suit to the beneficiaries. Through this training they collect honey without destroying the comb. Same honey comb could be used to collect honey further. Dona-pattal plates are made of sal leaves. Beneficiaries are provided with a machine which takes the arduous labour away from the people. They can collect the leaves and make the plates and sell them in bundles of hundreds.

5. Conclusion and Recommendation

Tribals artisans and MFP gatherers need to be provided a sustainable livelihood strategy through skill up-gradation and platform to sell their goods. TRIFED is the only body at the National level which had been dealing with the marketing of tribal products and produce for the past some years. It has moved forwards alright but not at a pace as was envisaged.



Presently it is a reverse chain, as shown above to keep the retail outlets alive. It is a constant endeavor on the part of TRIFED to find a captive supplier base for retail sale⁴. Argument could be that enhanced sale would mean that more number of tribal products is being sold, but it does not necessarily mean that poor tribals are getting any benefit out of this. It is just a mechanism of generating profit for the sake of inventory for TRIFED. How this money is spent in the utilitarian services of the tribal people is a serious question that needs to be answered.

It has to be clearly underlined that it is running these entire gamuts of activities for the welfare of the tribals, to empower them with better economic and social capabilities. If only that is achieved, it would automatically feed into the retail market and TRIBES India as a brand name would flourish. But it would happen gradually. If profit is the only motive then welfare cannot be achieved. Welfare activity cannot generate profit and without surplus funds, it is difficult to run the retail marketing activity on its own. Therefore, Ministry of Tribal Affairs has to continue its support to TRIFED in the maximum possible way and TRIFED must continue in its endeavor in a more focused manner. With better policies in place, the MFP gatherers and tribal artisans would be able to garner better benefits and hence would

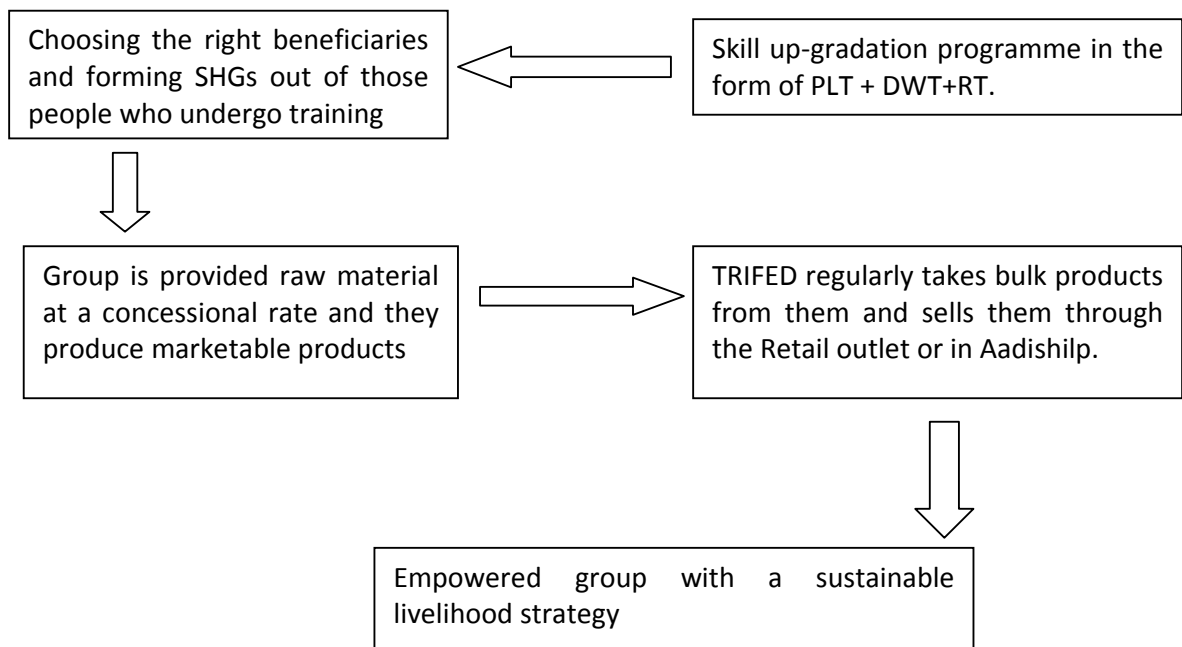
⁴ Term as used in all of TRIFED's Annual Report

be interested in the sustainability and upgraded market valuation of their products which could include adding newer designs/ crafts or processing MFPs to suit the market need at the national as well as the international level.

To achieve the desired results, some important recommendations are

1. There has to be a balance between profit making and welfare activity. In fact, latter should be the primary motto which is also evident from their Roadmap. Within the allocated fund, TRIFED should have a very clear focus with limited deliverables in hand. It is no point in being over ambitious as it ultimately results in showcasing only numbers as a part of ultimate achievement without actual economic and social empowerment of the tribals. The whole exercise of the scheme is then redundant. Therefore, a time frame with a set of achievable deliverables should be strategically developed within the given budget. Otherwise it replicates the 'packet-drop phenomenon' of disaster management instead of a coordinated move to provide relief to the most vulnerable group. A modest beginning should have been made in the 11th plan instead of such a scattered approach to reach out to a larger population. A concentrated effort within a limited area would have shown results. This could have been up scaled in the 12th plan.
2. TRIFED should identify its target group itself. All the ROs have to make an extra effort regarding this. Dependence on the NGOs solely for beneficiary selection is not fruitful. Develop a database of tribal population with their livelihood strategies. If such a database is already existent with some other State agencies or Centers then utilize it, depending on the source. Isolate the vulnerable pockets. Select the beneficiaries from these areas. Visit those areas and develop a personal bond. This would help in the long run. One can actually identify the needs of the people and also are able to catch them when they fail to attend the training programme or they do not deliver output.
3. Presently, what is happening is that whenever a training programmes has to be organized to meet the target of numbers, some NGO is called up and asked to

nominate the required number of people (target given in the work order). This study would like to put forth that these people may be given some advance level training (ALT) but to give PLT; a fresh group needs to be identified. For this, local NGOs help can be taken in building awareness regarding the training programme but identification should be done by RMs at the regional office of TRIFED. After providing the tribal population training on tribal craft, TRIFED could form SHGs and provide them access to raw material. This would facilitate the functioning of the group in producing tribal artifacts. The way forward is diagrammatically shown below,



4. A raw material bank could be set up which would provide material on credit at concessional rates. This would solve the problem of working capital for the poor tribals to a great extent as they would be able to get/ borrow the initial resources from this raw material bank and start producing various marketable products. In this way, they would be able to take their learning of newer livelihood strategy forward. So, the skill up gradation programmes run by TRIFED would have more meaningful results.

5. Convergence with other State agencies is absolutely essential for TRIFED to make its presence at the grassroot. Also this process has to be continuous and mutually beneficial for effective outcome in the long run.
6. There has to be a monitoring and evaluation segment in each of their activities for effective nailing of the problem areas and providing better policy input to the Ministry.
7. Motivation programmes in the form of public recognition, awards, cash prize etc. should be there to encourage better craftsmanship among the artisans.
8. Budget needs to be revised. With staff strength of 336 employees, TRIFED is saddled with their salaries and perks which has to be separately taken care by Ministry of Tribal Affairs. Allocation under the head 'salary/ wages' needs to be hiked so as to accommodate the rise in salary after sixth pay commission. There has to be an increase in the funds provided to TRIFED so that funds for other heads like training, advertisement, etc. are not pinched for providing salaries to the staff. But at the same time, funds available under the other heads need to be utilized in a more proactive way.
9. Newer training programmes should be added, e.g. Tussar silk has a very good market. This should be explored. Hygienic collection of MFPs, esp. Mahua flowers should be started again. Mahua flower is found in abundance in these regions. They habitually collect these flowers and sell them to the local traders. If these people are taught the skill of scientific collection of Mahua flowers, then this would fetch them better returns.
10. R and D projects need to be thoroughly revamped. If there is not much scope, then this money can be diverted for many other activities, like M and E.
11. Channels for marketing the best products abroad should be explored. Learning from earlier exposure like, Santa Fe exhibition should be utilized and taken forward.
12. Contradictions arise when one tries to analyse the staff strength with the workload in TRIFED. Two of the regions complained that they have only few responsible staff who

are willing to share the workload. In that case performance appraisal should be done for all staff from the highest level to the lowest and strict disciplinary action should be taken against a non-functioning staff. Performance based incentive can be given to extraordinary staff.

13. Annual Report 2007-08 had lot of projections for the future. Also being the first year of 11th plan period, it held a promise of growth and opportunities for the tribals. But along the next four years, many of the schemes or strategies have disappeared. Question arises that if those projects were not well researched or credible, why economic and human resources were wasted on those activities. Also some of the better alliances should have been nurtured in such a way that it could have continued rather than abandoned (by either side). Therefore, as a part of recommendation, this study would propose a follow up action on the following-

A. In 2007- 08 TRIFED and UNESCO signed a Joint Cooperation Programme (JCP) to establish a mutually beneficial partnership for a long term relationship to empower tribal communities in India through the preservation and promotion of their culture and creativity. Apart from other activities this alliance promised participation in international fair in US. This channel could have been explored further to showcase tribal products in the international market.

B. In 2007- 08, four Brood Lac farms have been developed out of which three of them were supposed to progress well but this again finds no mention in the annual reports of the subsequent years.

C. Demonstrative Stevia cultivation project was started in Bastar, with financial assistance of Rs 5 lakhs received as first installment from National Medicinal Plants Board, on one acre of land. Detailed training and demonstration was given to tribal farmers. This project had a lot potential as Stevia leaf is a natural sweetener and many of the pharmaceutical companies engage in buying this product. There is neither any mention of the rest of the money, i.e. Rs 6 lakhs nor is there any report on the discontinuity of the project. If possible,

this project should be revived and TRIFED should involve itself with the marketing of Stevia leaves.

D. TRIFED initiated a project with a NGO named 'Association for Promotion for pure Ayurveda (APPA)' for tribal development and livelihood generation by imparting them training in Ayurveda and Natural therapies. Tribals' indigenous knowledge is a wealth in itself. That knowledge clubbed with such an enterprise could have borne excellent fruits. This initiative needs to be thoroughly revisited.

E. TRIFED has opened an Artisans Resource Centre in Udaipur under the financial assistance of Rural Non-Farm Development Agency (RUDA) of Rajasthan Government. This again seems to be a good effort which can be replicated provided ARC is running successfully in Udaipur. This finds mention till 2008-09.

F. In the year Annual Report 2008- 09 and 2009- 10, there is a mention of TRIFED networking with State level organisations. As a part of this initiative, TRIFED has tied up with North East handloom and Handicraft Development Corporation (NEHHDC) and NERAMAC; and Handicrafts and handloom Development Corporation of Tripura, Nagaland, Manipur and Meghalaya for sourcing products from them. There is also a mention of TRIFED working with Girijan Cooperative Corporation (GCC) in Andhra Pradesh, MPMFP Federation in Madhya Pradesh, CGMFP Federation of Chhattisgarh, GSFDC of Gujarat and Uttaranchal Organic Board for sourcing of forest and agricultural products. TRIFED should take care to not repeat its earlier mistakes, like, in 2001; TRIFED had an agreement for purchase of Harrah (*Myrobalan*) with Chhattisgarh MFP Federation. Neither did they collect nor did they make any payment. Matter is pending before District Court in Jagdalpur.

G. A MoU was signed in 2009- 10 between TRIFED, NLMA and NISTFDC which stipulated that NLMA would identify tribal beneficiaries and impart vocational training skills, TRIFED would extend marketing support and NSTFDC would provide credit at concessional rates. This finds mention in 2010-11 but not in the last annual report of 2011- 12.

6. Quick recap as to what is good and what needs improvement:

What is good-

- I. Training programme are well designed, esp. with the tie-up with NIFT, new designs with better marketability have been developed. Only better implementation could fetch better results.
- II. Most of the products available at Mahadev Road are very beautifully crafted.

What needs improvement-

- I. Implementation process has to be more focused with feasible deliverables.
- II. Beneficiaries should be identified properly.
- III. Success stories should be replicated.
- IV. Monitoring and evaluation mechanism should be in place.
- V. R and D projects need to be thoroughly revamped.
- VI. Most of the figures available with Head Office whether sale-purchase, number of TAMS, number of training programmes, etc. do not tally with the Regional Office. Records need to be maintained in a more professional way.

ANNEXURES