



ANNUAL REPORT 2024-2025

Bamboo: The Next Regenerative Economy, Led by a Million Lakhpati Didis

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Equity
Regenerative Livelihoods
Dignity
Inclusion
Sustainability
Impact
Circular Economy
Climate Positive
Natural Fibres



**Industree is working at the intersection
of Equity, Climate, and Gender securing
livelihoods through Nature-based solutions**



Note from the CEO

The year 2024-25 was another pivotal year, driving Industree's work on growing the Regenerative Economy forward. Industree continued to be a strong voice for Equity, Climate and Gender, being invited by the Ministry of Rural Development, National Rural Livelihoods Mission (NRLM) to support its bamboo sub-sector programme, aiming to create a Million Lakhpathi Didis over the next 4-5 years, working with over ten State Rural Livelihood Missions.

The Lakhpathi Didi programme, focussed on by the Govt. of India, seeks to build the base of enhanced economic activity for rural marginalised women, who are organised across the country as Self Help Groups (SHGs) and federated into large collectives. Their journey is nothing short of inspirational. Industree is proud that the evidence created by our work in bamboo with a host of corporate and foundation partners, with USAID as the catalyst over the last 5 years, has been acknowledged. We are excited to actively support the NRLM and SRLMs to work at scale, bringing the smallholder women farmers, market players, processors,

research institutions, and certification bodies to create wealth and prosperity over a long-term period for the communities we serve.

As we reflect on this achievement, I am filled with gratitude and pride for the collective efforts that have propelled our mission forward. Our commitment to building solutions that handhold vulnerable farmers and creative producers in agroforestry, food and lifestyle value chains fostering climate-positive, sustainable livelihoods remain steadfast.

Climate and nature based solutions have been at the heart of our initiatives. Promoting sustainable and bio diverse growth of local materials, and their use in traceable supply chains increases localisation, key to climate action. Additionally, as In the bamboo traceable supply chain model, integrating bamboo into underutilized landscapes revitalizes degraded ecosystems, promotes biodiversity and strengthens local climate resilience. We are honoured to work with communities and have them lead us to represent

this potential nationally and globally.

Again, this year, women farmers and producers have become shining examples of how determination and skill can lead to financial independence and social change. Their achievements remind us of the immense potential that lies within each woman farmer and producer when provided with the right tools and opportunities.

Thank you for joining us on this journey towards a better present and a more sustainable future where we believe that we have to act locally to effect a global solution. I want to extend my heartfelt thanks to our dedicated team, partners, and supporters who have believed in our vision.

Thank you for being a part of our journey.

Neju George Abraham
CEO
Industree Foundation

Woman farmer with bamboo saplings, Shivamogga, Karnataka



Leadership



Neju George Abraham
CEO

Neju Abraham, CEO of Industree Foundation, co-founded the Global Natural Fiber Forum and previously led initiatives with natural fibers. He now focuses on expanding the bamboo plantation program, impacting one million women across 14 states.



Ami Patel
Sr. Director, Lead,
Business and
Capacity

Ami, with over 20 years in the Industree ecosystem, mentors various programs like Regeneearth and Artha, supports the Flourish platform for Industree.



Meera Goradia
Director,
Creative Dignity

Meera develops networked models for the artisan ecosystem and co-leads Creative Dignity, focusing on artisan youth. She brings expertise in farm-to-fiber value chains and craft techniques across materials and community practices.



Jolly Varghese
Gender and
Capacity Lead

Jolly is responsible for training and curriculum development across all value chains. She is involved in developing skills and knowledge to align with performance and organizational needs.



Akila Lean
Sr. Director,
Partnership

At Industree Foundation, Akila develops strategic partnerships aligned with organizational objectives. As part of the leadership team, she defines business strategy for Industree.



Susan Bhaktul
Sr. Director,
Marketing and
Communication

Susan is a strategic leader with expertise in commercial manufacturing and the social sector. She focuses on empowering marginalized women in a profitable eco-space while leading demand coalition building in the Lakhpatti Didi program's multimillion-dollar market.



Pragati Tripathi
Associate Director,
Flourish

Pragati anchors Flourish, a world's first, maker-owned e-commerce platform bridging the digital divide between vulnerable producers and global consumers. Her focus is on building market access, monitoring efficiencies, and ensuring profitability at scale.



Rahul Vincent
Associate Director,
Projects

Rahul brings over a decade of experience in driving impact at the grassroots level. At Industree, he leads Institutional Partnerships and oversees cross-vertical initiatives, ensuring seamless execution and effective grant management.



Ayan Dutta
Director,
Business Operation

Ayan is an innovative leader with expertise in production operations and nature-based solutions. He integrates sustainability into business growth for Industree.



Vinay Nagabhushan
Director,
Operations and Technology

Vinay Nagabhushan heads Business Operations and Technology at Industree, driving bamboo cultivation demand, establishing supply chains, and leveraging technology to boost efficiency to support the bamboo initiatives of Industree.



Kajendran Sankar
Associate Director,
Finance

Kajendran Sankar is a qualified goods and service tax practitioner with 20 years of finance experience. As the associate director of finance at Industree, he oversees tax audits and statutory compliance for the organization.



Shrikant Gunaga
Sr. Scientist,
Plantations

Shrikant Gunaga, a senior scientist in Maharashtra's plantation sector, enhances team skills and focuses on identifying commercially viable bamboo species, driving sustainable cultivation and supporting the growth of bamboo-based livelihoods.



Jacob Mathew
Principal Advisor

Working at the intersection of design, business, sustainability, capital, and impact, Jacob is mentoring the Industrees senior leadership team into its next stage of growth and objectives.



Gambeera Seelan
Director,
Finance

Gambeera leads the finance vertical of Industree, which includes work on cash flow, strategic finance modeling, internal audits, and compliance.



Remya Devan
Sr. Manager,
Operations

Remya leads bamboo plantation efforts in Karnataka and Maharashtra. She works closely with state governments to drive the DAY-NRLM bamboo sub-sector initiative.



Board Trustees



Neelam Chhiber
Co-founder and Managing Trustee, Industree Foundation

Neelam is a social entrepreneur with 30 years of experience working with women producers in India and Africa. She has received several awards, including the Women Transforming India Award 2021 by NITI Aayog.



Gita Ram
Co-founder and Trustee, Industree Foundation

Gita has over 35 years of experience in crafts. As Chairperson of The Crafts Council of India, she focuses on reviving traditional crafts, organizing training, and upskilling artisans.



Nivedita Ram
Co-founder and Trustee, Industree Foundation

Nivedita is an educator with over 20 years of experience in elementary education. Trained as a scientist, she has taught children and adults in both urban and rural settings using montessori principles.

Board Members



L Ravichandran
Former COO, Tech Mahindra

L Ravichandran has over 40 years of IT experience with Mahindra, HCL, and Tata Group. He is involved with TechM Foundation and HCL Perot Foundation.



Shoba Narayan
Journalist and Columnist

Shoba is the author of four publications for national and international audiences, focusing on textiles, travel, food, culture, and spirituality. She has also taught at the IIM Bangalore and Ahmedabad.



Sandhya Vasudevan
Director, Strategic Consultant

Sandhya is an independent director, strategic consultant and former MD with Deutsche Bank & Thomson Reuters. She is a partner at Social Venture Partners, & FinTech Chair at TiE Bengaluru Special Interest Group.



Advisory Board



Geetha Narayanan

An educator with over four decades of experience as a teacher, educator, a curriculum and instruction designer.



Charly Kleissner

Co-Founder of Toniic & KL Felicitas Foundation; Board Chair Impact Assets. Charly Kleissner is an impact investor.



Lisa Kleissner

Co-founder and President of the KL Felicitas Foundation, a family foundation dedicated to empowering impact entrepreneurs worldwide.



Shankar Hariharan

Mentor, advisor, consultant, and coach to leaders, with prior experience as Managing Director at Saint-Gobain's Indian subsidiary and a company in the IBP Balmer Lawrie Group.



Ashoke Chatterjee

He is an author and a writer. He was an Executive Director, Senior Faculty, Distinguished Fellow at National Institute of Design, Ahmedabad.



Sanjay Kalra

*Sanjay was a formerly member of Global Executive Board of Mahindra and Mahindra. He has extensive experience in business turnarounds and start-ups.

*Sanjay Kalra was board member till 31st March, 2025

Industree Over Time



Guiding Principles

Vision

Industree believes that when vulnerable women have access to an enabling ecosystem to build economic resilience in nature-based, collective ownership enterprises, they can pursue their futures with dignity, creating opportunities at home and in the community, adapting to and mitigating climate change.

Mission

Industree creates economic opportunity and resilience with rural women confronting systemic inequities in the farming and creative production sectors. They earn decent and regular incomes, access equitable working conditions, and exercise personal agency - advancing nature-based solutions that address climate change and drive lasting impact in their homes and communities.

Core Values

HEROIC

Humour

Joy in what we do while we do it, as patience is key to the long journey of systems change

Empowerment

Empowered teams, producers and partners, showing in our work and working methods

Respectful

Towards one and all, towards success and failure equally

Ownership

Aware and responsible

Innovative

A new way of thinking about the future of work, business and life

Catalytic and collaborative

Instrumental to achieve our mission and disrupt the status quo

Impact Areas



Increased and regular incomes



Resilience to life crises



Women's empowerment at home and at work




Improved standard of living for the next generation



Decent and equitable work conditions



Climate action






How the structure evolved over the years

“Industree’s vision initiated in 1994, to provide opportunity to India’s immense rural human talent pool, has stayed steadfast. It has evolved over 30 years in its articulation and specificity. The obvious life-changing actions and experiences whilst living and working closely with rural communities of most of its founding/current leadership and colleagues, who now number more and more from these communities, have ensured the integrity of the vision.”

Neelam Chhiber
Co-founder and Managing Trustee,
Industree Foundation

Sustainable Future

Primary




Secondary






Voices that Matter!



“We previously had to travel at least 17 km from our village to sell our plates, often making multiple trips when payments were delayed. Now we work closer to our homes, and our payments are directly credited to bank accounts. There is no stress from travel and payments anymore.”

Sauti Mallick
NTFP Value Chain,
Kutukia, Odisha



“As a mother of three, I have gained a new perspective on treating my children equally and prioritizing education- even in the simplest aspects of their lives.”

Manimegala
Bamboo Value Chain,
Martalli Unit, Karnataka

Impact Metrics




40,021

Designs made and are publicly available



Cumulative
Market Access:
USD

60 Million




Cumulative Lives
Impacted since 2000:

6,00,000



40,068

Women farmers
& producers
supported with skills for
improved economic
opportunities in the
past 5 years



32
Producer Collectives

12
Farmers Producers
Organization (FPOs)
in the past 5 years



3,35,000 Bamboo Saplings,

11 Commercial Species Cultivated in

1,865 Acres Benefiting

5,500 Small & Marginal Farmers in

2 States

94%

Increase in new employment opportunities

85%

Improved competency for livelihood generation

85%

Women producers access to productive economic resources

84%

of individuals with improved skills

50%

Average increase in monthly income through efficient production



Gender Training

9,284

6Y Training

9,303

Gender Based
Violence -
Resource Pool

1,815

Business Leaders

845

Micro Enterprise Leaders

110

Mutual Benefit Trust Leaders trained



Hangings from GreenKraft Christmas Collection

Bamboo: The Next Regenerative Economy, Climate Action and Economic Participation with a Million Lakhpati Didis

Bamboo is more than just one of the fastest - growing grasses on Earth. It possesses an incredible capacity to sequester four times more carbon and produce 35% more oxygen than traditional timber, making it a powerful ally in combating climate change. Recognising this potential, Industree Foundation has championed bamboo as a cornerstone of its mission, building economic activity for marginal women whilst fostering environmental resilience.

Through our work in nature-based solutions with rural women across India, we have developed traceable supply chains in bamboo, banana bark, and sal leaves. These initiatives are embedded in sustainable production and consumption, deeply significant for climate action. The upcycling of local, natural materials procured by communities that have nurtured sustainable landscapes for centuries, for modern national and global consumers, has provided economic opportunities and agency for women to lead dignified lives. Bamboo has been a value chain where Industree ventured into plantation 4 years ago and as we delved deeper into bamboo's extraordinary attributes, we realized its untapped potential as a sustainable resource and a climate solution. This sparked the scaling of our bamboo plantation initiatives across India, starting with Karnataka and Maharashtra over the past few years.

Our journey into scale in plantation grew with a deep understanding on enabling the growth of sustainable landscapes with communities. A clear connection to market demand for bamboo in local, regional, national and global has been essential. We identified a significant gap in supply. This discovery led us to envision bamboo as a raw material and pathway for transformative economic and ecological impact. On the invitation from the National Mission Management Unit- Farm

and the top leadership of the National Rural Livelihood Mission (DAY NRLM) to partner on their bamboo sub-sector, we aligned ourselves with the ambitious goal of creating 1 million Lakhpati (earning additionally ₹100,000 annually) women through bamboo plantations and connect to markets.

Industree has achieved a historic milestone, securing Forest Stewardship Council (FSC) certification for small



Ms. Swati Sharma, Joint Secretary, Rural Livelihoods, MoRD, GoI

Bamboo plantation, Karnataka



Release of bamboo plantation handbook in multiple languages

holder farmers, the first of its kind in India. This certification supports sustainable forest management on distributed plantations, including areas as small as 1/3 of an acre, rather than just contiguous stretches or monocultures. It enhances national policies and positions this approach as a crucial solution for climate action. Beyond carbon capture, integrating bamboo into underutilized landscapes, can revitalize degraded eco systems, support biodiversity, and strengthen local climate resilience efforts.

Our efforts gained traction through the National Bamboo Symposium in Delhi, co-hosted by Industree, DAY- NRLM and USAID. Participants from across India's State Rural Livelihood Missions (SRLMs) engaged in the discussions, which saw strong participation of the industry, the scientific community and the State Rural Livelihood Missions expressing keen interest to collaborate with us to scale up the program. During this

event, Industree also launched a comprehensive handbook for bamboo plantations as a resource detailing best practices in soil preparation, bamboo varieties, and plantation management.

With this robust framework, Industree is now on a mission to expand its partnerships with SRLMs and scale up efforts to reach the 1-million women. Our paramount vision is to make India a global leader in FSC-certified bamboo value added exports, reversing the current trend of imports, as well as feed its own growing market. By unlocking bamboo's immense potential, Industree Foundation is creating a future where ecological balance and economic empowerment thrive hand in hand.

Industree considers the receiving of India's first-ever FSC® (Forest Stewardship Council) Forest Management Certification for privately owned bamboo plantations, as a significant achievement. The certification has been

awarded to 539 small and marginal farmers from Karnataka's Shivamogga, Hassan, and Chikmagalur districts, aggregated into five farmer-producer Institutions.

Explore the potential of bamboo- From a pencil, basket, and to the unlimited world of creativity and beyond.





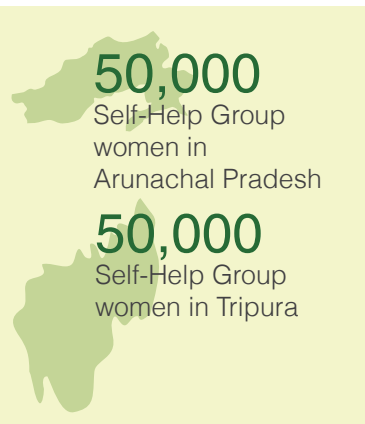
Telangana state level workshop on bamboo sub-sector after MOU signing. Present in picture are Hon'ble. Danasari Anasuya (Seethakka), SERP CEO, Ms. Divya Devarajan, ITDA POs, Additional collectors, and several department heads with Mr. Neju George Abraham, CEO, Industree Foundation and, Ms. Remya Devan, Senior Manager, Project Operations

FSC® label is the world's most trusted mark for sustainable forestry, and this certification opens global market opportunities for Indian manufacturers to source certified raw materials and supply compliant and traceable products to customers worldwide. The potential export segments for certified bamboo are lumber and

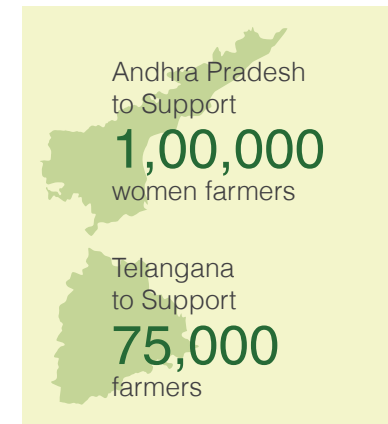
boards, hospitality, pulp and fiber, décor, fashion, furniture, and construction.

Tripura is set to engage 50,000 Self-Help Group (SHG) women in bamboo plantation efforts over the next four years.

In Andhra Pradesh, SERP will support 1,00,000 women farmers transitioning to



Tripura SRLM MOU signing. Present in picture are Hon'ble. CEO, Ajit Shukla Das and COO, Dipayan Ghosh with Mr. Neju George Abraham, Ms. Remya Devan



bamboo cultivation over the next five years, in their fallow and unusable land providing them with the necessary tools, resources, and training to meet Equity, Climate and Gender (ECG) goals.

Arunachal Pradesh will scale up its bamboo initiative by working with 50,000 SHG women under ASRLM, whilst

Telangana will implement reaching 75,000 farmers across the state, with a particular focus on tribal regions. State Level workshops and Technical and field scoping visits have been completed in the 4 / 5 states, revealing the large potential of bamboo plantation.



Andhra Pradesh MOU signing. Present in the picture are the Hon'ble. State Minister, Kondapalli Srinivas, Shri Veerapandian IAS, CEO, SERP with Mr. Neju George Abraham and, Ms. Remya Devan



Arunachal Pradesh MOU signing. Present in picture are Hon'ble. CEO & SMD, Sangeeta Yirang, COO, Jechonia Islary, and SPM, Gyamar Tata with Mr. Neju George Abraham Ms. Remya Devan

Industree bags India's first FSC® FM certification for 500 privately owned bamboo plantations



Industree achieved a historic milestone by receiving India's first Forest Stewardship Council® (FSC) Certification for privately owned bamboo plantations. FSC certification, the world's most trusted mark for sustainable forestry, affirms the responsible management of these bamboo plantations and opens groundbreaking market opportunities. Industree has been awarded the FSC Forest Management (FM) Certification by the global third-party certifier SCS Global Services.

A group of 539 small and marginal farmers from Shivamogga, Hassan, and Chikmagalur districts in Karnataka have received FSC FM Certification for its responsibly managed bamboo plantations. FSC's FM certification requirements align well with Industree's commitment to environmental stewardship and sustainable management practices. Organized into 5 Farmer-Producer

Institutions, these farmers have achieved the near-impossible, meeting the stringent global standards for certification and certifying commercial bamboo species. This achievement reflects our collective efforts to achieve global standards and revolutionize sustainable bamboo cultivation and management practices, empowering small and marginal farmers to earn improved incomes over forty years or more.

FSC Certification enables our farmers to sell bamboo to industries and manufacturers across the world, including lumber & boards, fashion, paper and packaging, decor, furniture, and construction. This milestone marks the beginning of ensuring a steady supply of traceable raw bamboo, enabling Indian manufacturers and entrepreneurs to supply bamboo products to national and global markets in a compliant manner.



FSC certified bamboo plantation in Shivamogga, Karnataka

Bamboo Nursery

The gap in the availability of quality planting material was addressed by setting up bamboo nurseries focused on seed-originated saplings in Maharashtra and Tamil Nadu. Seed-originated saplings are key to maximizing the longevity and benefits of bamboo cultivation for farmers. To ensure this, the sourcing team at Industree works with seed suppliers and farmer groups, especially in the northeastern part of the country, to locate and identify authentic sources of commercially suitable bamboo seeds. Following the species identification and certification by the technical team, the seeds are raised in the bamboo nurseries. Equipped with adequate infrastructure, the nursery employs macro proliferation and vegetative propagation methods to raise large quantities of planting materials. With a stock of nearly 50 lakh bamboo saplings, Industree's bamboo nursery is the largest in the country, supporting farmers with quality planting materials at low prices.



Women from Bamboo Nursery, Nashik, Maharashtra ▲

Industree, in collaboration with the University of Agricultural and Horticultural Sciences, Shivamogga is conducting research to study the carbon sequestration of various bamboo species focused on Above-Ground Biomass and Below-Ground Biomass carbon pools. The research focuses on biomass estimation, growth pattern analysis, and carbon storage assessments. This study is critical to integrating

smallholder farmers from different agroecological and agroclimatic zones into the formal carbon credit mechanisms. Strong data points on zonal biomass variability derived from this ground-breaking research will strengthen the bamboo carbon projects, maximizing benefits for smallholder farmers across diverse landscapes.

Research on Carbon Credits

One of the core features of Industree's smallholder bamboo plantation model is carbon credits- an additional source of income for the farmers growing bamboo. However, the country lacks data on the carbon sequestration potential of various commercial bamboo species. To address this,



Achieving Traceable Supply Chain!

"We are incredibly proud to have received the FSC certification. It is a testament to our plantation model's built-in compliance and the systematic approach with which the teams have implemented the program on the ground. Since we have leveraged technology to document every farmer, GPS tagging and geo-fencing their lands, species and biodiversity records, soil health status, etc., it streamlines compliance for global certifications, including carbon projects. This model is designed to work at scale and is a huge stepping stone towards integrating our farmers into traceable supply chains."

Remya Devan
Sr. Manager,
Project Operations



Ensuring Traceability and Global Compliance in Nature-based Value Chains

Baskets made of banana bark



Women producers at work, Madurai unit, Tamil Nadu ▲

Banana Value Chain

The banana value chain made steady progress in 2024, supported by strategic initiatives and the dedication of its producers. This significant value chain of Industree, that has built expertise with supply to IKEA, globally, is a shining example within circularity of Equity, Climate and Gender (ECG). The key changes initiated were to encourage the path to financial self sustainability and increased community leadership with a strategic and tactical transfer of professionals. These dedicated and experienced resources were moved to other value chains, resulting in the emergence of leadership of women producers trained as paraprofessionals, providing direction to operate and manage, various enterprise hubs and spokes profitably.

 <p>Onboarded 175 New Producers</p>	 <p>Developed 60 New Designs</p>
 <p>Learning on Artha* 60 Women</p>	 <p>Owned Warehouse with Production Unit of 5,500 Sq. ft in Tamil Nadu</p>

**Artha, championed by Industree, is a joyous transformational movement to enrich and improve the lives of oneself and others with economic security, prosperity, and capabilities. This capacity-building initiative will empower community women with skills to emerge as anchors to support the enterprise ecosystem*

The expertise of community producers and competencies across the value chain helped maintain consistent production standards. GreenKraft Tamil Nadu, received its SMETA certification and sourcing expanded beyond Tamil Nadu to include HD Kote in Karnataka, increasing procurement to over 5,000 bundles of banana bark per month and ensuring an adequate supply to meet production needs. Within Tamirabarani Vivasai Mutual Beneficial Trust (TMBT), 6 leaders formed collective enterprises for bark collection and gave additional employment to 60 women producers. Production through these efforts was supplied to customers like IKEA, Caravane, FNP, Muji etc, reflecting the growing demand for output from nature based solutions.

This achievement highlights the communities commitment to ECG and the alignment of their work with market preferences. A key infrastructure milestone was the expansion from Madurai to the establishment of a community owned 5,500 sq. ft. warehouse- cum- production unit in Veeravanallur, Tirunelveli,



Packaging banana baskets, Madurai unit, Tamil Nadu ▲

Tamil Nadu, supported by BNP Paribas. The unit has facilities like lacquering paint booth, de-humidification, solar heating chamber, rope making machines, natural dying yard etc. Two production units, Tharangambadi and Chinnangudi, reached operational independence in 2024, with producers managing operations entirely on their own. This transition marks a step toward self-reliance and strengthens the role of producers within the value chain. To support this shift, 27 women came forward for advanced leadership capacity building. These developments reflect the consistent effort

to create sustainable livelihoods and evolve community- driven growth. The banana value chain's progress demonstrates the potential of numerous natural resources of India, lying with its majority agrarian population, as a means of Climate Action. Inclusive growth and building the Next Regenerative Economy, rests with a meaningful understanding amongst communities to adapt and succeed in a competitive market. Governance and institution building amongst communities enhances their ability to manage and make decisions effectively.



SMETA stands for Sedex Members Ethical Trade Audit Report. GreenKraft Producer company, incubated by Industree Foundation has recently received the SMETA certification. SMETA is a globally recognized certification that assures customers, retailers, and business partners that your brand follows ethical and sustainable practices. SMETA certification offers numerous advantages, enhancing GreenKraft's reputation as a responsible business and facilitating international recognition and

trust. It expands business opportunities by attracting large companies and retailers who prioritize ethical sourcing, opening doors to new markets and partnerships, particularly with brands focused on sustainability and fair trade.

The certification strengthens ethical labor practices by ensuring fair wages, safe working conditions, and respect for producers' rights, fostering employee satisfaction, productivity, and a positive work culture. Furthermore, it supports sustainability and environmental responsibility through environmental impact assessments, aligning with GreenKraft's mission.

SMETA also enhances compliance and risk management by ensuring adherence to international regulations, minimizing legal and reputational risks, and aiding in proactive issue resolution. It improves supply chain transparency by assessing supplier responsibility across the entire chain and building long-term ethical relationships. Finally, the SMETA audit process encourages continuous improvement, ensuring sustained growth and ongoing alignment with global sustainability goals.

Thamirabarani Vivasai Mutual Benefit Trust (TMBT): Landless Labourers Turn Star Entrepreneurs

The banana value chain made steady progress in 2024, supported by strategic initiatives and the dedication of its producers.

The expertise of our producers and competencies across the value chain helped maintain consistent production. TMBT was established as a women's agricultural labourers collective in Tirunelveli district, Tamil Nadu as a backward integration model, enabling traceability in raw material supply to source banana bark directly from farmers. This initiative seeks to eliminate middlemen who were purchasing the bark at low prices and then selling them to other traders who sold the

raw material to GreenKraft for basket making and rope-making enterprises at a higher cost.

Through the hard skills training provided in banana bark harvesting, these women gained the ability to chop down banana trees in the fields. After leaving the trees to dry for a few days, they returned to split the trees and extract the banana bark. This bark is then supplied to banana bark enterprises at fair prices and high quality. This process not only offers better quality banana bark at reasonable rates, but it also allows enterprises to purchase the bark in the right season

and store it for use during the off-season, ultimately saving on cost. TMBT sourced banana barks not only from Tirunelveli district, but also from HD Kote in Karnataka during the off-season in Tamil Nadu, thereby ensuring a steady supply to the production units and creating revenues over millions of rupees.

Parvathi, Pechiammal, Essikiammal, and Selvi and others are leaders of TMBT who successfully lead collectives of 10 to 15 women, each spreading out their reach, sourcing banana barks directly from farmers across and outside the district and selling within the state.



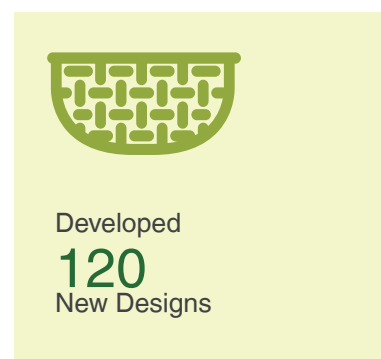
Banana bark sourcing, Tirunelveli, Tamil Nadu



Women producers with GreenKraft products, Martalli, Karnataka ▲

Bamboo Enterprises

The bamboo value chain witnessed remarkable growth and impact in 2024, reflecting the untapped potential of bamboo as a sustainable resource in India. This progress has been evident in the substantial increase in both production and sales. The number of producers engaged in the value chain grew significantly. 235 new producers were trained and included, driving improvement in production capacity and operational efficiency. 350 culms of bamboo are now used for production on a monthly basis to meet growing demand. A major milestone was the launch of GreenKraft e-commerce portal (greenkraft.co.in) during



Women producers in expo with GreenKraft products

a national event 'Aajeevika Samagam' by Shri Charanjit Singh, Additional Secretary, Ministry of Rural Development, Government of India. GreenKraft is an e-commerce portal entirely owned by the producers and is modelled to ensure a direct sales channel for women producers across the country once the bamboo sub-sector programme with NRLM becomes market-ready. Proceeds from sales on GreenKraft online go directly to the enterprise accounts of the producers, ensuring greater financial empowerment. By eliminating intermediaries, the portal has enhanced margins for enterprises, significantly benefiting the women behind the craftsmanship.

The exclusive collections launched by GreenKraft online for Diwali and Christmas in 2024 garnered exceptional responses. This success underscores the growing market demand.

Furthermore, production expanded into the Ponnachi unit, a tribal village in the MM Hills of Karnataka, Chamaraj nagara with infrastructure support from the Forest Department of Karnataka. This initiative not only increased production capacity but also created a Nature Based Solution model in a tribal region of Karnataka.



Training

6Y, Gender and Gender Based Violence

400 Women

MEL
25

MBTL
10

Artha*
10

Leadership
17

MEL - Micro-Enterprise Leader
MBTL - Mutual Benefit Trust Leader
6Y - Enterprise and entrepreneurship development training

A focus on skill enhancement and workforce development has further strengthened the value chain. Over 35% of the artisans are now trained in multi-skilling techniques, including weaving, processing, staining, and product assembly. Additionally, 200 producers received training in essential soft skills. At the same time, 65 were equipped with leadership training to ensure effective delegation and unit management. These efforts have enhanced the productivity and resilience of the units, paving the way for sustainable growth. As the value chain continues to evolve, it remains a showcase of the power of collective action, collaboration and innovation in empowering marginalized communities far removed from markets, in remote forest areas and hills.

GreenKraft
Producer Owned Collective

GreenKraft is a Nature Based Solution, an institutional model, a women-led producer company based in Tamil Nadu, Karnataka, and Odisha, focused on high-quality creative products made from natural materials like banana bark, bamboo, and sal leaves.

Incubated by Industree Foundation in 2013, its mission is to enable economic opportunity for women close to their homes and communities, by ensuring a steady demand for natural fibre products, enhancing quality and fair wages while promoting climate action.

In 2024, GreenKraft launched its e-commerce platform (www.greenkraft.co.in)



Development Through Collaboration

"In 2024 we launched an e-commerce platform called greenkraft.co.in. We expanded our work into tribal regions, multi-skilling, and leadership training empowered women, showcasing bamboo's potential to create sustainable livelihoods and drive equitable, green development through collaboration and innovation."

Ganesh Kamal
Sr. Manager,
Business Planning and Operations (Banana & Bamboo value chain)

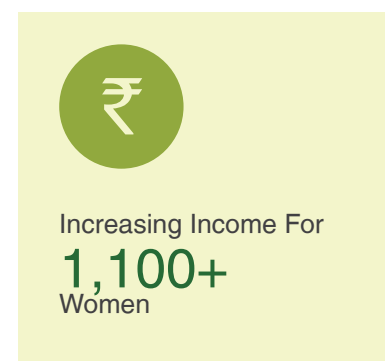
**Artha, championed by Industree, is a joyous transformational movement to enrich and improve the lives of oneself and others with economic security, prosperity, and capabilities. This capacity-building initiative will empower community women with skills to emerge as anchors to support the enterprise ecosystem*



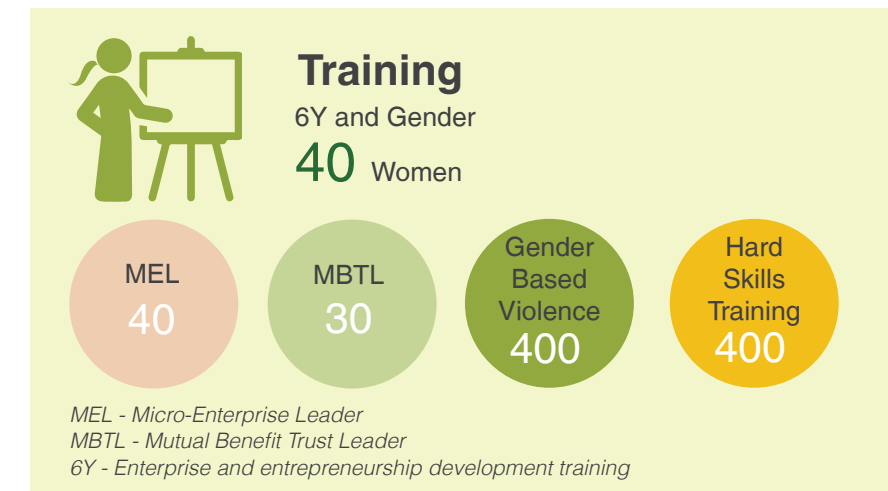
Women producers working in Business Excellence Centre, Panchagaon, Odisha ▲

Non-Timber Forest Products (NTFP)

Industree has been actively working with Odisha's tribal communities, including the Kondh, Kandha, and Kutia tribes, which rely on Non-Timber Forest Products (NTFPs) such as Sal leaf based biodegradable tableware for their livelihoods. By integrating traditional skills with modern techniques and improving market access, Industree has made steady progress in enhancing the economic stability and living standards of these communities. Over the past year, there have been significant advancements in the NTFP value chain. Sal leaf sourcing increased from 14,000 chakkis (bundles of 100 hand-stitched plates) to 74,000 chakki,



*Chakki (Bundles of 100 hand-stitched plates)



benefiting over 1,100 tribal women producers.

Additionally, more tribal women have taken up professional and paraprofessional roles, reflecting a commitment to building local leadership and inclusivity. Production capacity of finished tableware rose from 90,000 units per month to over 250,000 units, providing consistent demand and improved incomes for the producers. The sales of these products significantly reduced the use of single use plastic/ imported Bagasse plates, and the current impact on climate action is being measured.

Several key initiatives contributed to these results. The introduction of an

ERP (Enterprise Resource Planning) system enhanced operational efficiency, supported by training sessions for paraprofessionals and professionals. Quarterly training programs in Bhubaneswar clusters focused on improving Sal leaf processing skills, fire safety, and sustainable harvesting practices. These efforts have enhanced productivity and instilled greater confidence among the producers. Product line expansion in 2024 added items like compartment plates, square plates, and container boxes, developed with input from the tribal communities. These new products cater to market trends, broadening the reach and improving margins for producers.



Incubated by Industree in 2021, Forest Green is an initiative, under GreenKraft, supporting women and youth from the Khond, Kui, Dharua, and Paraja tribes in Odisha's forest fringe and forest areas. It promotes socio-economic empowerment through forest Nature Based Solution enterprises, providing consistent work and decent incomes while preserving culture. Forest Green transforms natural resources and traditional skills into high-value products, such as bio degradable tableware and packaging that can sell for ten times the price of traditional items. With a focus on Climate Action, in response to the global shift away from single-use plastics, Forest Green's products are available for purchase on greenkraft.co.in, connecting these communities with broader markets.



Creating Opportunities for Growth

"Our work with tribal communities focuses on improving their livelihoods while highlighting their traditional skills. By connecting their efforts to modern markets, we have created better opportunities for growth and development. Our hard work has been the key to our success."

Suresh C
Senior Manager,
NTFP Operation

Innovation for Sustainable Dining

During an expo, Mr. Pawan, Founder of Carnatic café stopped by one of our stalls and noticed Forest Green and products made by Odisha women. He was always worried about the steady supply of plates needed. Carnatic Cafe, which is well-known for its genuine South Indian food and had specific demands regarding shape, design, and quality.

He valued our zeal and willingness to work together. He underlined how crucial it was to preserve South Indian food's traditional presentation, which called for unique product solutions. One of the main reasons the collaboration succeeded, was the capacity of the value chain for innovation and adaptation.

A great deal of research and development was carried out to satisfy their needs, leading to the creation of specialty goods including dosa trays, 5-inch sambar bowls, and 7-inch idli bowls. Each product was made to be both long-lasting and simple to use, while also capturing the essence of South Indian cooking.

Commitment to Sustainability and Community Support

Understanding the impact of single-use plastics, Forest Green creates biodegradable, food-grade alternatives that break down naturally without leaving harmful residues. The products help reduce plastic waste while meeting the specific needs of Carnatic Cafe. By choosing our sustainable solutions, Carnatic Cafe not only minimizes its environmental footprint but also sets an example for the industry to adopt greener practices. Forest Green's local communities supply materials based on traditional indigenous skills, ensuring fair wages, stable livelihoods, and the preservation of traditional knowledge systems. Through training and resources, communities foster economic opportunities and self-sufficiency. To ensure product safety, we have obtained **food-grade certification**, meeting strict hygiene and material standards. This certification enhances global market access, strengthens consumer confidence, and provides a competitive advantage, particularly for premium brands like Carnatic Cafe. The institutional commitment to sustainability extends to adhesives and packaging, which are both food-safe and biodegradable. With stringent quality control measures, consistent and high-standard products, we reinforce customer trust and satisfaction.



Carnatic Cafe



Women at work, VDVK unit, Doddabellapur ▲

Van Dhan Vikas Kendra- Building Indigenous Enterprises

Industree made some notable strides last year, moving beyond creative manufacturing work and engaging with Van Dhan Vikas Kendras (VDVK)* in the food, honey, and karwand (Carissa carandas) value chains in Maharashtra and Karnataka. The VDVK food enterprises, modeled around green supply chain practices, deal with a unique basket of fast-moving snacks and sweets—identified by an extensive rural retail landscape study—that is sold to a network



Women in sales and distribution of products in electrical vehicle ▲



Traditional snacks, VDVK unit, Yergamballi

of rural retailers. Highlight of the food enterprise is the Van-sales model that integrates innovative practices such as route optimization, buffer management, and mobile-app-based van sales operations. This low-investment enterprise model, coupled with energy-efficient transportation such as electric vehicles for sales & distribution, lowers the carbon footprint of the entire supply chain. Run and managed by the tribal women, this unique localized and green supply chain model holds the potential to be scaled across the rural landscape of the country.

VDVK- Honey Enterprise

Honey intervention in Karnataka introduces innovative beekeeping practices tailored to local ecological conditions to create a sustainable system that enhances honey production. Central to this intervention is the selection of the right species of bee and optimizing honey production through close monitoring of floral activity, temperature, and seasonal changes. The tribal women engaged in agriculture are provided with appropriate beehives and follow a cluster approach.

**VDVK is part of the Pradhan Mantri Van Dhan Yojana (PMVDY) or Van Dhan Vikas Yojana (VDVY) scheme launched by the Ministry of Tribal Affairs, Government of India and implemented by TRIFED (Tribal Cooperative Marketing Development Federation of India).*



Snapshots
from 2024



Launch of Ugao App during
National Bamboo Symposium



From the inaugural ceremony of banana
warehouse, Veeravanallur



GreenKraft e-commerce website
launch, Varanasi



From the Inauguration
National Bamboo Symposium



Industree Foundation's
Pune office opening



From the launch of
VDK

Innovative Programs and Approaches

Bamboo Plantation

Industree's work in the bamboo plantation vertical witnessed its expansion in Karnataka and Maharashtra, with 3,400 small and marginal women farmers planting 2,04,000 bamboo saplings in 2024.

We are proud to have taken the plantation program to rural, tribal, and marginalized communities across different states. The women farmers who are part of our program represent some of the socially and economically backward communities, such as the Mahadev Koli, Warli, Konkana, Dhanger, and Medharu, and tribes like Chambhar, Sutar, Kunbi Aadi in Karnataka, and Chawadi.

In Maharashtra, the work was undertaken under the Regenerative Agroforestry and Livelihoods (REAL) project wherein we collaborated and integrated with Maharashtra State Rural Livelihoods Mission - Umed to onboard 3,000 women farmers from the tribal blocks of Pune, Nashik, and Osmanabad districts. The bamboo plantation in Karnataka became the first in India to receive the Forest Stewardship Council®'s (FSC) Forest Management Certification after we successfully finished their audit.

Continuing our work on ensuring the availability of quality planting materials made us to expand our nursery in



Onboarding New
3,400
Producers



Planted
2,04,000
Saplings Since 2021



Training on Sustainable
Cultivation Practices
3,400
Women



Sapling Planted in
1,258
Acres of Land

Nashik, Maharashtra, to 6 acres.

In Tamil Nadu, we are in the process of setting up a nursery of 5 acres, and we are working with two nurseries in Tripura to ensure the availability of plant

material across the country with the necessary diversity.

The DAY-NRLM has expressed keen interest in adopting the smallholder bamboo plantation model as part of its farm livelihoods sub-sector.



Setting New Standards

"The team's relentless efforts and innovative approach have successfully transformed a conventional plantation project into pioneering model, setting a new standard for sustainable development in India."

Shrikant Gunaga
Sr.Scientist,
Plantations

FSC Certified plantation in Shivamogga, Karnataka



Regeneearth

Regeneearth is a cohort-based movement that empowers organizations to address their unique challenges through customised solutions in peer settings. Catering to social enterprises, accelerators, NGOs, and educational institutions, Regeneearth has supported over 150 organizations from 14 countries since its inception. Utilising the 6C framework, the program emphasises design thinking principles aimed at enhancing Construct, Create, Capital, Capacity, Channel, and Connect.

In its 6th Cohort this year, Regeneearth supported 38 organisations across 10 countries, extending participation to sectors like health, food, and education. This led to the development of Artha, a program geared toward capacity-building for community-based talent to support micro-enterprises.

In 2024, Regeneearth celebrated its 4th year with an expanding mentor base from both Industree and alumni, enhancing content and support beyond the cohort experience. The internal team is also enhancing the platform to improve the journey for participants.

A transformational movement aims to enrich and improve the lives of individuals and their communities by fostering capabilities, economic security, and prosperity. This capacity-building initiative for paraprofessionals will empower community women with essential skills to emerge as anchors within the enterprise ecosystem. These professionals will play specific roles in areas such as Production, Finance, Quality, Merchandising, and Marketing, positively impacting the efficiency of enterprises

while developing themselves and their surrounding communities. Participants will learn the business and financial aspects of running an enterprise, encompassing people management, production, and finances, leading to improved earnings, career progression, and growth. The program promotes increased involvement in decision-making and enhances role performance, resulting in benefits for both people and the planet.



In Regeneearth's 6th Cohort this year, the program has supported over

150
Organizations
from over
14 Countries
since 2020.



To Reach Greater Heights!

"Over the years, the Capacity Team has equipped numerous women with skills and agency across various value chains. In 2024, the team successfully shared Industree's best practices and learnings with a wider reach of communities accessed through various social enterprises in its flagship cohort-based capacity-building program, Regeneearth. The team is now working towards introducing additional courses in marketing and gender-related areas which aim to empower women further and enable them to contribute meaningfully to their communities and beyond."

Jolly Varghese
Gender and Capacity Lead

Skills for Change: ARTHA & ECG

Over the past year, two key programs-ARTHA and ECG-have played a vital role in equipping women with essential skills for leadership, gender empowerment, climate resilience, and enterprise development. Both programs effectively combined online and offline innovative delivery models for maximum impact and scalability.

ARTHA: Bridging the skill gap in women entrepreneurs

ARTHA was designed to bridge the skill gap in women entrepreneurs with functional roles in key areas such as production, quality, marketing, and others within enterprises. A blended method of face-to-face workshops and online training via the ECHO platform enabled deeper engagement with specialized topics. Pilot implementation in the bamboo value chain allowed for tailored content and practical testing. Expansion through collaborations with ACCORD and KSRLM resulted in extending the program to selected VDKs (Van Dhan Vikas Kendra) in Karnataka.

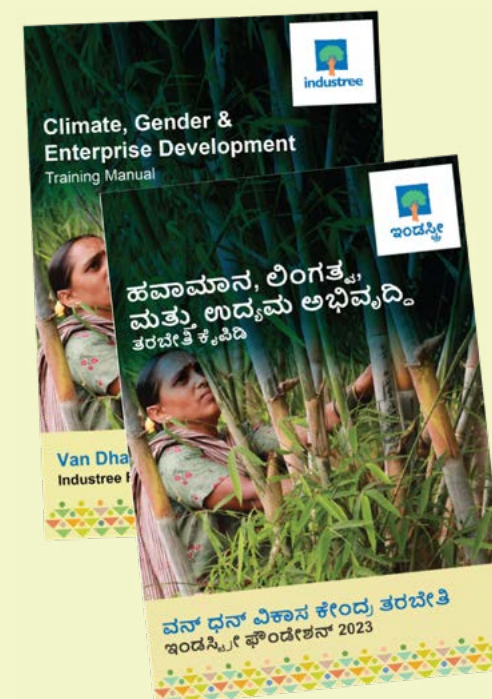
The program empowered women paraprofessionals with industry-relevant knowledge, enhanced confidence and decision-making skills, improved problem-solving capabilities, and teamwork abilities. There is

also an increased awareness of the large domain of work being done in other states, therefore promoting cross-learning.

ECG: Training 30,000 Tribal Women for Sustainable Enterprise Development

In collaboration with the Karnataka State Rural Livelihood Mission (KSRLM), the ECG program was launched to train 30,000 tribal women from VDKs across 31 districts. The state of Karnataka was divided into six zones, each with designated coordinators to ensure effective monitoring. A total of 188 trainers were successfully trained to implement ECG training in the districts. The curriculum was created using illustrated flipcharts and a training manual to accommodate participants with low literacy levels, covering topics such as Climate, Gender, and Enterprise Development. These flipcharts and manuals were distributed to the Taluk-level Panchayats for further dissemination to each VDK.

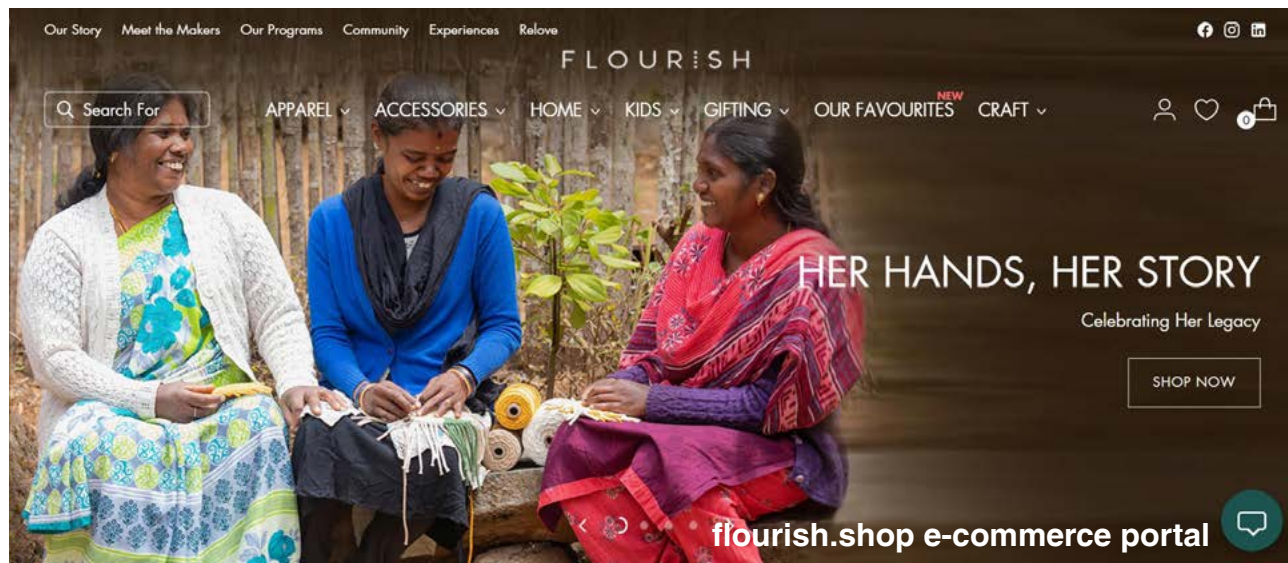
The assessments and feedback demonstrated greater awareness among tribal women regarding climate change and gender equality. They also enhanced their entrepreneurial mindset and problem-solving skills, encouraging them to assume leadership roles.



ECG Manual



ECG Flipchart



Flourish

Flourish is a global, producer-owned, curated marketplace that champions Equity, Climate and Gender, bridging the gap between ethical makers and conscious consumers. With over 350+ ethical brands, including Resham Dor, Sabala Handicrafts, Kamli Tribes, Harale Kale and more, Flourish highlights climate-positive products and fair wages. Co-created by Industree, the platform offers a transparent cost breakup and the complete backstory of each product, from the makers to the materials. More than just a marketplace, Flourish fosters a community of changemakers with inspiring stories, DIY projects, and sustainable living content. It partners with Onetreeplanted, Creative Million, and SolesforSouls to amplify environmental and social impact initiatives. Flourish believes that co-creation and collaboration are key and, hence, partners with consumers very closely in this journey.

As a carbon-neutral brand, Flourish enables consumers to diffuse the carbon footprint created by the shipping of their orders. By nurturing scalability, mentoring producers, and promoting digital transformation, Flourish empowers women producer

groups and vulnerable makers to thrive in a fast-changing global market. Through collaborative action, Flourish is shaping a more sustainable future for both producers and the planet.

Flourish Planet

Flourish Planet Social Benefit Corporation (FPSBC) is a wholly owned subsidiary of Creative Million Inc. (US-based 501(c)(3) organization) and is registered as a Public Benefit Corporation in the US. FPSBC is a curated marketplace that has provided market access to over 120 makers from over 14 countries.

It is growing its reach by bridging the gap between ethical makers and conscious consumers. FPSBC establishes partnerships with various network organizations to expand its reach to the underserved & under-represented communities

and narrates the true story behind each product and the impact on the lives of the communities with the income generated via the platform.

Diverse groups like Azizi Life support artisans across Rwanda. Aya Paper, an African American woman-owned business Made for Freedom, Fairtrade-certified jewellery and personal care survivor brand, Chittam creates culture-driven products; all makers offer a unique and meaningful product line. Beyond a marketplace, Flourish fosters a community of changemakers by sharing inspiring stories and sustainable living content, thus raising awareness among consumers and building pathways toward conscious choices for everyday life.

FPSBC has also taken steps towards exploring B2B opportunities this year, and conversations are ongoing.



Revival of Rich Artforms!

"This year, Flourish onboarded more vulnerable groups, revived dying crafts, and expanded categories. It strengthened market reach through influencer collaborations. Next year, we aim to expand these efforts further."

Pragati Tripathi
Associate Director,
Flourish

Refocusing Lens on Languishing Arts

India, despite its rich heritage in traditional arts and crafts, is struggling to revive and sustain certain art forms. Flourish aims to address this by connecting with languishing art forms and creating a market for them through handholding, thus saving these arts from extinction. Flourish supports handmade products, promoting traditional artisanship, and ensuring fair wages for artisans to help sustain these invaluable cultural legacies for future generations.

Flourish is working with various traditional art forms on the verge of extinction, such as **Rogan art** from Gujarat. Rogan art, a 400-year-old fabric painting technique from Kutch, Gujarat, uses a thick paste made from castor oil. Traditionally used for bridal trousseaus, it is now practiced by only a few artisans. Through Flourish.shop, they support the Khatri family, custodians of this rare art form.

Toda embroidery, an exquisite pattern by the Toda tribal women of the Nilgiris, features intricate red and black geometric patterns on white cloth. Flourish supports these tribal women by reviving their art, which is at risk due to demand and younger generations shifting to alternative livelihoods. Flourish is working with Thurd Pukhoor, a group of Toda women, exploring new horizons with their traditional embroidery, eager to share their authentic culture. They believe their craft must be known for its rich ancient legacy, unique aesthetic, and the sheer skill it requires. This rare craft is exclusive to their community in the Nilgiris.

Aranmula Kannadi, the mystical mirror of Kerala, is

a handcrafted metal mirror. A small community of around 200 artisans in Aranmula, Kerala, from the Vishwakarma community, makes these intricate mirrors. Unlike ordinary glass mirrors, it is made of a special metal alloy, creating a highly reflective surface. Considered auspicious and a symbol of prosperity in Kerala households, the Aranmula Kannadi received a Geographical Indication (GI) tag in 2004-05. The craft, once on the verge of disappearing, is now experiencing a slow revival.

Flourish supports other languishing crafts such as **Straw painting** and **Neturpetti Boxes** from Kerala. Flourish is currently collaborating with 10 endangered crafts and artisan communities at the grassroots level, including Surpur, Sherpai Bowls, Sujani, Sikki, and Naga Craft, to revive and preserve India's rich cultural

heritage. They are dedicated to researching and identifying more endangered crafts before they vanish, ensuring these rich traditions are not lost to time.

Flourish's interventions include providing design support, establishing market linkages, assisting communities with photoshoots and content creation to meet online demand, and raising awareness about these traditional art forms. By actively engaging with artisan communities, documenting their techniques, and creating sustainable opportunities, they aim to protect and revive these invaluable cultural legacies for future generations.

Sustaining these traditional crafts requires a collective effort from artisans, consumers, policymakers, and businesses. By supporting handmade products, promoting ethical consumerism, and ensuring fair wages for artisans, Flourish helps to safeguard these invaluable art forms for future generations.



Different languishing arts in India that are sourced by Flourish



Change Makers Within

Woman farmer planting bamboo sapling, Shivamogga, Karnataka

From POWER to REAL

The Project Management Team at Industree Foundation has achieved a significant milestone by completing a few donor-funded initiatives this year: the United States Agency for International Development (USAID) supported Producer Owned Women Enterprises (POWER), and HDFC Bank Parivartan supported Rural Institution for Sustainable Empowerment (RISE) projects. Both projects, spanning over three years, have delivered substantial outcomes by fostering the growth of women producers and farmers while strengthening Industree's role as a leading nonprofit committed to creating a sustainable impact at the intersection of Equity, Climate, and Gender (ECG). These projects have laid the groundwork for long-term community impact and have further reinforced the organization's capacity to drive systemic change. Furthermore, the team initiated new projects supported by donors like Infosys Foundation, SAP, IndusInd Bank, HSBC Bank, and One Family Foundation/H&M Foundation under the Regenerative Agroforestry and Livelihood (REAL) project in Maharashtra. Alongside, strengthening relationships with existing donors like Target Foundation, Rainmatter Foundation, BNP Paribas Bank, and Wells Fargo. The team also successfully established a partnership with the Gates Foundation to implement its bamboo plantation at scale initiative in Jharkhand and Chhattisgarh.

The project team played a pivotal role in the organization's mission by undertaking key responsibilities such as developing new institutional

partnerships, project proposal writing, strategic project planning to ensure the timely implementation of all project activities, monitoring and evaluation, and donor relations. This involves close collaboration with various teams at Industree to meet planned deliverables efficiently. By consistently monitoring project activities at the grassroots level, the team ensures alignment with intended goals, resolves challenges proactively, and captures real-time data to measure impact. Regular reporting to donors about these activities enhances transparency and enables donors to evaluate the success and scalability of the projects.

Through these efforts, the team bridges Industree's vision with the realities on the ground. The

team is driven by a steadfast commitment to expand the organization's reach and deepen its impact. Their work empowers marginalized women, strengthens community livelihoods, and contributes to Industree's mission of creating one million Lakhpati Didis.

As the team continues building new partnerships for future projects, it supports scaling initiatives such as Bamboo at Scale projects, which exemplify sustainable and equitable growth. With a robust framework for project execution and a deep connection to the communities served, the Projects Team is charting a path toward meaningful, large-scale transformation.



Woman farmer in plantation, Bhor, Maharashtra



Stronger Connect and Impactful Results!

"The projects team plays a vital role in advancing Industree's mission to empower women locally. By working closely with women across various project regions, we build strong connections and ensure impactful outcomes. The team is committed to utilizing donor funds responsibly and transparently, providing regular updates through detailed reports that showcase how budgets are allocated across activities and projects."

Rahul Vincent
Associate Director,
Projects

Synergizing Bamboo, Tech and Market

Over the past year, Industree advanced its digital initiatives, focusing on the UGAO App, GreenKraft e-commerce platform, and ERP implementation. The efforts include the UGAO App for bamboo plantation management and M&E, GreenKraft Producer Company's B2C e-commerce site connecting shoppers directly with producers, ERP implementation, and the Sales Diary App to streamline operations for enterprises incubated by Industree and VDVks under the Ministry of Tribal Affairs.

The ERP suite, ERPNext, built on the Frappe framework, supports small enterprise collectives in Industree's banana, bamboo, and NTFP value chains. It streamlines inventory, sales, and procurement, enhancing productivity and enabling focus on value creation.

The Sales Diary is a Sales Automation Suite with offline functionality, optimizing sales for VDVk operations run by women. It includes AI-driven geo-tagging, route optimization, digital invoice printing, and UPI payment collection, enabling women to prioritize selling and income generation over data management.

The GreenKraft e-commerce platform connects women producer groups from bamboo and banana value chains with the national market, allowing them to sell festive products online. Built on Wix with Razorpay for payments and Shiprocket for logistics, it streamlines order management and shipping. This initiative empowers producers to reach a wider audience and promote their sustainable products directly to consumers.



Screenshot from UGAO App ▲

Bamboo market

A fundamental question prompted this year's bamboo demand work: What needs to be done to ensure that the market absorbs 100% of the bamboo harvested by one million smallholder farmers? In addition to understanding the Total Addressable Market (TAM), the goal was to evaluate bamboo's feasibility as a

replacement for traditional materials and to lay out specific strategies to bring this vision to life in the coming years.

The farmers will be able to supply more than three million tons of bamboo by the end of the fourth year of plantation operations, with the supply increasing by 10% annually. Finding consumers was only one part of the challenge; another was creating sustainable, large-scale demand channels that would allow bamboo to be incorporated into common industries.

Through a thorough investigation, conversations, meetings, prototypes, and site visits, the demand team at Industree Foundation discovered five high-impact routes with substantial TAM potential: using bamboo for fuel and charcoal, using bamboo as a sustainable substitute for wood and plywood, using bamboo for paper and pulp, and using bamboo as décor. In addition to absorbing supplies, these routes prove bamboo as a financially viable, scalable substitute for conventional materials.



Driven by Tech!

"The tech team at Industree had a productive year, successfully launching UGAO, an application designed for farmers, and the producer website for GreenKraft. Both initiatives were positively received by internal and external stakeholders. The team remains committed to supporting the organization's mission of empowering women and advancing bamboo plantation efforts."

Vinay Nagabhushan
Director,
Operations and Technology

The Potential of Bamboo: A Market Catalyst for Livelihood Development and Income Generation

Bamboo, a versatile and rapidly growing grass, presents many opportunities for sustainable development and economic growth. The global bamboo market is expanding significantly, projected to reach over USD 120 billion by 2032. While India possesses the world's second-largest bamboo resource, it paradoxically stands as the largest importer of raw bamboo, indicating a substantial untapped potential within the nation. This highlights the opportunity for India to advance its role in the global bamboo market.

Bamboo's applications span across over 15 categories, demonstrating its remarkable versatility. The span ranges from construction, offering a regenerative alternative to timber, to textile, to a replacement of fossil fuel as biofuels, briquettes, pellets, charcoal etc. Furthermore, bamboo has the potential to

replace materials in consumer goods, such as kitchenware and furniture. Beyond its economic value, bamboo offers significant environmental benefits. It acts as an effective carbon sink, absorbing four times more carbon than other plants. It aids in soil conservation by preventing erosion and rehabilitating degraded land, supports biodiversity, and promotes water conservation.

India's rich bamboo diversity, comprising 136 species from 23 genera, further underscores its potential. Developing the bamboo industry can generate economic opportunities for MSMEs (Micro, Small, and Medium Enterprises), create job opportunities, and empower communities, particularly women. Despite its vast potential, India's current share in the global bamboo market is only 1.4%, emphasizing the need for improved resource

utilization and establishing robust supply chains to tap the underserved market demands.

Bamboo cultivation and processing offer a powerful dual solution to combat climate change and enhance livelihoods. By scaling up bamboo industries, India can significantly reduce its carbon footprint, restore degraded lands, and provide sustainable income opportunities for vulnerable communities, paving the way for a greener and more equitable future.

Industree's REAL (Regenerative Agroforestry and Livelihood) initiative in Maharashtra aims to create sustainable bamboo plantations benefiting both the environment and small-holder farmers. This initiative will also produce India's first FSC-certified bamboo, expanding farmers' global sales opportunities.



Different products made out of bamboo



Tealight holder from GreenKraft diwali collection ▲



Snapshots from FlourishHearth ▲

Crafting a Sustainable Future

The past year marked a significant step for GreenKraft in aligning sustainability with market demand through key initiatives like market research and trend analysis. Major achievements included the transition from basketry to intricate festive products, featuring handcrafted elements sourced from women's collectives and refined curation for diverse market segments. A milestone was the launch of the Festive Collection-Diwali and Christmas, developed using in-house materials such as bamboo and banana bark, complemented by crochet flowers from Narsapur and copper bells from Kutch. A comprehensive marketing strategy, which included professional product photoshoots, customized catalogs, and enhanced crucial role in reaching wider audiences. Product listings

were added to the GreenKraft website, and participation in B2C events provided valuable customer insights for design improvements.

These initiatives strengthened GreenKraft's presence in the festive market, built a loyal customer base, and reinforced the demand for handcrafted, nature-based solutions. Looking ahead, GreenKraft plans to expand its festive collection for

2025, explore B2B and B2C opportunities, and enhance digital outreach while focusing on eco-conscious products that support artisan communities.



Better Design Better Planet!

"This year the design team focused on two major festive collections. The collections are a bold step towards sustainability and to replace other plastic options dominant in the market. The design process involved thorough research in the current market trends, followed by exploring artisanal techniques to create vibrant, eco-friendly alternatives that celebrate tradition while protecting our planet."

*Srishti Verma
Manager,
Product Designing*

Expanding Reach, Enhancing Impact

In 2024, Industree's Channel team intensified efforts to ensure sustainable livelihoods for rural women artisans across Tamil Nadu, Karnataka, Odisha, and Maharashtra. By securing global customers, artisans received consistent work and stable incomes. Industree promoted handcrafted products made from banana, bamboo, and Sal leaves through website marketing, catalog promotion, and direct engagement with buyers, agencies, consultants, and exporters.

Participation in exhibitions by the Export Promotion Council for Handicrafts (EPCH)

increased visibility and business opportunities. Industree's targeted training for artisans focused on hard skills, quality control, compliance, and soft skills like equity and climate resilience.

This approach enhanced product quality, delivery efficiency, and financial stability, manpower across value chains and provided artisans with

sustainable income. Higher business targets will boost wages and employment in the natural fiber industry. Strengthening global market outreach and partnerships will further scale sales.



Discovering Newer Avenues!

Natural fibers hold immense potential-far beyond what we once imagined. Bamboo and banana fibers are now transforming home décor, furnishings, storage, and products to suit festive occasions. Even more fascinating is bamboo's potential as a powerful biofuel and replacement for plastics. The key lies in exploring new markets, harnessing our resources, and unlocking a sustainable future.

*Susan Bhaktul
Sr. Director,
Marketing and Communication*



Communities at the Margins: Building Resilience and Thriving Livelihood

Women stitching siali leaves

At Industree Foundation, our co-founder Neelam's words guide everything we do: 'Peace comes from working with our hands, and by working with and for the people.' With this belief at the core, we are committed to working with intersectional communities. We partner with rural women, small and marginal farmers, and vulnerable communities across India, equipping them with the tools, skills, and opportunities to build sustainable livelihoods and shape a future with dignity and independence.

In **Odisha**, several tribal and Dalit communities depend on agriculture and forest-based livelihoods for sustenance. The Kandha (Kondh) tribe, one of the most dominant tribal communities in Kandhamal, Nayagarh, and Koraput districts, primarily engages in agriculture, cultivating paddy, ragi, turmeric, and ginger. They also collect forest honey, broom grass, Jhuna, Kendu leaves, and Mahua for sale. Stitching and selling Sal and Siali leaves is an age-old practice among them to meet daily needs.

Other tribal groups, including Gadaba, Paroja, Bhumia, and Dharua in Koraput, also rely on similar agricultural activities and forest produce collection. Additionally, the Dharua community specialises in bamboo weaving and crafting various products for livelihood. The Pano (Dalit) community, the second-largest group in Kandhamal and Nayagarh, as well as the Dom (Dalit) community in Koraput, live alongside the tribals and engage in similar livelihood activities. However, they typically own less land than tribal groups.

In Nayagarh, an OBC community coexists with STs and SCs, practicing indigenous creative production such

as pottery and blacksmithing. They also engage in minor trading with local communities. Overall, these communities heavily depend on forest resources for their economic survival, utilizing traditional skills and sustainable practices passed down through generations.

The Mahadev Koli, Warli, Hindu Konkana, Dhangar, and Medharu communities are significant tribal groups in **Maharashtra and Karnataka**, each with deep-rooted traditions and livelihoods shaped by their environments. The Mahadev Koli and Warli tribes are primarily engaged in agriculture, relying on crops like paddy, pulses, millets, and seasonal vegetables. The Mahadev Koli community, concentrated in the Junnar and Peint regions, also depends on non-timber forest products (NTFP) and animal husbandry. Similarly, the Warli community, mainly in Thane, Palghar, and Nashik districts, sustains itself through farming, though they are also known for their Warli paintings. However, due to a lack of market linkage, this art remains confined to home decorations rather than commercial production.

The Hindu Konkana community, residing in the Konkana region and the Sahyadri hills, has traditionally relied on fishing in coastal areas. However, today, agriculture and manual labour form their primary livelihoods. The Dhangar community, once nomadic shepherds and pastoralists, has gradually settled, particularly in Bhor (Pune) and Lohara (Dharashiv). Though their traditional practice of migrating with cattle, sheep, and goats has diminished, they continue to depend on animal husbandry and farming.

The Medharu, or Medara, community in **Karnataka**

specialises in bamboo crafts, having passed down their weaving skills for generations. While some families practice small-scale farming, their primary livelihood remains the crafting of functional and decorative bamboo products. Found in districts like Chikmagalur, Mysuru, and Hassan, they play a crucial role in preserving traditional bamboo craftsmanship.

Despite their diverse cultural identities, these communities share a deep connection to nature, sustaining themselves through agriculture, animal husbandry, fishing, and traditional crafts. Their resilience in adapting to changing economic and environmental landscapes while preserving their heritage remains remarkable.

The fishing community in Tharangambadi and Chinnagudi, located in Mayiladuthurai district of **Tamil Nadu**, near the sea, has been dependent on fishing for survival for over a century.

Due to a lack of education, the older generation has focused on fishing, which does not provide a steady income. As a result, many younger individuals have sought employment abroad, particularly in Saudi Arabia, Singapore, and Dubai, in the construction and fishing industries. Recently, however, there has been a shift towards valuing education, and the younger generation is now working for reputable organizations across the country. Despite this progress, the community remains deeply tied to the traditional "THALA KIRAMAM" Panchayat system for resolving internal conflicts.

Construct

Focuses on structure, governance, and operational processes, including legal compliance. It supports enterprises through essential activities like creating and incubating companies, aggregation, training, and building long-term capacity.



Capital

Involves ensuring that all project-related activities are funded. Building credit history, pitching for grants, access to working capital on their own merit, thus enabling financially independence.

Capacity

Refers to training and capacity building in both hard skills and soft skills. Hard skills focus on sector-specific process-related skilling, whereas soft skills focus on social empowerment & entrepreneurship skilling.



Create

Component ensures organisations have access to design as well as the creation of resource and development cycles. Creating value-driven processes that will give rise to functional, sustainable products/services for diverse markets.



Channel

Creates networks for co-creation and collaboration among stakeholders, ensuring services and products reach diverse audiences. It focuses on exploring market access at national, international, regional, and local levels.



Connect

Works as a digital solutions for the entire ecosystem. It focuses on digital solutions like software and apps that support integrated online presence as platforms/businesses.

The 6C Ecosystem Model

Ensuring successful collective enterprises



The Power of Collaboration and Co-Creation

Livelihood projects, training from Madhav Sahasrabudhe to master traditional hand-spinning techniques, Udala, Odisha ▲



Creative Dignity

In 2024, Creative Dignity (CD) achieved key milestones through initiatives like the Creative Enterprise Lab, Market Connect, Network Sessions, and Craft Care Relief. Led by Latha Tummuru, the Creative Enterprise Lab focused on digital marketing, design, and supply chain management, engaging 62 artisan entrepreneurs and generating over ₹72 lakh in sales in eight months. A hand-spinning module in Udala, Odisha, trained 40 women, boosting artisan wages. The Market Connect initiative, in partnership with FICCI FLO's Miraas program, linked artisans with buyers, generating ₹4,80,979 in sales. Online

Network Sessions included discussions, masterclasses, and showcases, strengthening the creative community. Craft Care Relief provided ₹3,27,659 to 238 families affected by floods and offered tools and support to artisans in various regions. The Kaarigar Tank event awarded ₹1 lakh to Kaarigar Clinic. Moving forward, CD plans to develop

a Craft Commons hybrid platform, consolidate the Creative Enterprise Lab into an Artisan Enterprise Accelerator, and expand the Craft x Climate initiative with a sustainability framework. These efforts aim to bridge informal and formal economies while promoting sustainability in the handmade sector.



Minister K K Bishnoi with Artisan Entrepreneur ▲



PIE

The Platform for Inclusive Entrepreneurship (PIE) was a societal initiative that created economic opportunities for farm and off-farm communities by connecting them to markets, financiers, experts, and technology contributors. It provided digital and physical solutions like traceable supply chains, geotagging, ERP, and community onboarding apps. PIE also offered online courses in leadership, gender, and entrepreneurship to empower community leaders.

Initially focused on the bamboo value chain under the National Rural Livelihoods Mission, PIE later expanded into Food, Fashion, and Home, ensuring producer ownership and transparency. Industree, a key co-creator, collaborated with Creative Dignity, CoLive, Catalyst 2030, and others to strengthen the ecosystem.

Designed to scale, PIE supported ecosystem mapping, collaboration, and market-building, backed by evidence from Mother Earth, GreenKraft, and Flourish. Led by Industree, Vrutti, and Platform Commons Foundation, it leveraged two decades of grassroots experience to build producer-owned enterprises that met global standards.



Catalyst Now

Catalyst 2030 is a fast-growing global movement of people and organizations committed to achieving the UN Sustainable Development Goals (SDGs) by 2030 through impactful social innovation initiatives. Launched at the World Economic Forum in Davos in January 2020, Catalyst 2030 is a movement led by social entrepreneurs and innovators, responding to a global call to action for people and the planet.

Co-founded in 2019 by members of Ashoka, Echoing Green, the Schwab Foundation, and the Skoll Foundation, it was incubated by One Family Foundation and later supported by Panorama Global. Collaborating with communities, governments, businesses, and funders, they drive social innovation initiatives to implement bold strategies and sustainable solutions for a better future.

Neelam Chhiber co-chaired the group Enabling Collaboration, a working group that focuses on enabling collaboration and convergence externally, across the social impact field.



CoLive

CoLive, initiated by Industree Foundation, is one of India's largest inclusive collectives, fostering resilience through sustainable livelihoods and community-driven health responses. Spanning 712 of India's 736 districts, CoLive connects over 1,000 grassroots organizations and civil society networks, reaching 150 million rural Indians.

Supported by the Target Foundation, Industree implemented the project under CoLive, aiding eight enterprises across six states in sectors like weaving, dyeing, apparel, jewelry, handloom, and sanitary products, benefiting 1,120 marginalized women. CoLive empowers women, youth, and smallholder farm families to rebuild livelihoods and drive regenerative economic growth in post-COVID India.



Government Partnership, Donors & Collaboration

Government Partnership



Andhra Pradesh SRLM



ARSRLM (Arunachal Pradesh)



College of Forestry Ponnampet



Telangana SERP



Tribal Cooperative Marketing Development Federation of India Limited



Tripura Rural Livelihood Mission



Sanjeevini Karnataka State Rural Livelihood Mission



Mahila Arthik Vikas Mahamandal



Maharashtra State Rural Livelihood Mission (Umed)

Donors



Collaborations



Partners for Innovation and Impact



Industree Foundation has partnered with 360 One Foundation to empower farmers, especially women, in rural Maharashtra by establishing a sustainable end-to-end bamboo value chain. 360 One Foundation, through catalytic grant funding, is supporting to build an ecosystem for the farming community to enhance the livelihoods of farmers growing bamboo in Maharashtra through localized nature-based solutions. The current initiative supports 300 farmers.



Industree and Amazon partnered to create socioeconomic opportunities for women aggregated in Van Dhan Vikas Kendras (VDVK) in Karnataka, particularly those from economically disadvantaged communities. The project explicitly supports food value chains that can be promoted and developed. Through the project, training of over 30,000 women in rural areas on the issues of Equity, Climate, and Gender (ECG) was conducted. Also, women in selected VDKs were also supported in product-making and enterprise development.



Industree Foundation, in collaboration with Bank of America, implements the lessons learned from our 6C model framework. This project supports 60 artisan groups involved in preserving art forms

that are losing popularity or are on the verge of extinction. The goal is to connect these artisans to modern business models, including online platforms like ONDC (Open Network for Digital Commerce), thereby increasing the visibility of the products and increasing reach to consumers nationwide through onboarding onto online platforms. .



Through its CSR initiative, BNP Paribas has been supporting over 1800 women from rural areas to have access to livelihood opportunities in Industree incubated banana and bamboo value chains and has recently extended its support to bamboo plantation initiatives in Nashik, Maharashtra. This project, called PROGRESS (Promoting Resilience of Gender through Rural Entrepreneurship), aims to create an end-to-end value chain while empowering women to become future entrepreneurs.



The philanthropic wing of Cartier focused on supporting livelihoods for 800 tribal women in Odisha. This project supported women from the Particularly Vulnerable Tribal Groups (PVTGs) to establish their enterprises. The women received training in creating biodegradable leaf plates made from sal or siali leaves. Two enterprises were developed as part of this initiative, which were connected to the regional and national level markets

for orders. The women producers took ownership and agency over the enterprises they worked in. They were trained to become leaders of micro-enterprises, while a professional management team provided support to these women-owned businesses. Furthermore, through the project, a Business Excellence Center (BEC) was established in the value chain that housed the production, value addition, special processes like packaging & shipping, design, and compliances.



Co-Impact has supported Industree with a design grant. Through the support, Industree has been working on preparing its bamboo plantation model for nationwide implementation, aiming to create impact at scale. The program will impact 1 million women small-holder farmers in 10 to 14 states across India.



The Empowerment Foundation, through its HOPE (Hand-holding of Producer-Owned Enterprises to Build, Create, Channel, and Capital Capacity) project, works with 200 creative manufacturers and artisans groups in over 22 states across the country. The Foundation provides these artisans the capacity and capital to support their businesses. The goal is to onboard them onto the online platform flourish.shop to widen their market reach and effectively guide them into the digital ecosystem.

Gates Foundation

The Gates Foundation, in collaboration with the Industree Foundation, is focused on improving rural livelihoods in India, particularly for women smallholder farmers. The project, through partnership and collaboration, will work with SRLMs in two identified states and build their capacity to prepare their action plan to support 200,000 women from rural and marginalized communities planting bamboo in the two states over a period of next five years under the DAY NRLM bamboo sub-sector scheme.



H&M Foundation, through One Family Foundation, is supporting the REAL (Regenerative Agroforestry Livelihood) initiative in Maharashtra. The Regenerative Agroforestry and Livelihoods (REAL) project aims to create an environmentally and financially scalable model of bamboo value chains, focusing on women-led empowerment. This includes sustainable bamboo plantation, the creation of value-added products, and sales via collectives of 10,500 farmers (men and women) and 800 producers (women) in rural Maharashtra, who together own and manage the entire value chain.



Industree Foundation, in collaboration with HDFC Bank's Parivartan initiative, launched Project RISE to promote sustainable livelihoods in rural areas of Karnataka and Tamil Nadu for over 2600 women producers and smallholder farmers from rural areas. RISE focused on bamboo cultivation in Karnataka and banana

fiber-based enterprises in Tamil Nadu. Its primary objectives were strengthening community-based structures and enhancing women and farmers' economic opportunities.



HSBC and Industree have collaborated to empower 500 women smallholder farmers through climate-positive solutions. The project is undertaking bamboo plantation activities in Nashik, Maharashtra. The project aims to utilize fallow lands and transform them into bamboo plantations, allowing small-holder women farmers to earn sustainable income by producing FSC-certified bamboo. The farmers will earn extra income after obtaining carbon-credit certification for their plantations. This initiative focuses on both climate action and the empowerment of women through bamboo cultivation.



The Infosys Foundation is dedicated to empowering women through its social responsibility initiatives. One of its key projects, "Roots to Rise," aims to empower 1,000 women by promoting bamboo plantations. This project focuses on women's economic empowerment by providing sustainable livelihood opportunities. Recognizing the potential of bamboo as an income-generating option for small and marginal farmers, Industree, supported by the Infosys Foundation, has initiated bamboo plantation activities in the Junnar and Bhore regions of Pune, Maharashtra.

IndusInd Bank

In collaboration with Industree Foundation, IndusInd Bank is implementing bamboo plantation activities in the aspirational district of Osmanabad, Maharashtra, benefiting 500 women farmers. This project aims to create an additional income source for small and marginal farmers through bamboo plantation in unutilized or fallow lands and connecting them with market upon harvest.

KANTAR

Industree, with the support of Kantar India Foundation, has worked with 25 artisan groups in the five states of Odisha, Karnataka, Tamil Nadu, West Bengal, and Madhya Pradesh to become market-ready and connect them to Flourish e-commerce platforms and offline marketing networks. Together, Industree and Kantar India Foundation support artisan groups to improve their businesses and reach contemporary markets.



SAP emphasizes "social procurement" by supporting bamboo plantation activities in Pune, Maharashtra, which benefit 500 small and marginal women farmers. This project centers around ethical procurement and economic outcomes, fostering positive changes that aid both the environment and local communities. It creates job opportunities for smallholder women farmers, promoting economic empowerment through the cultivation of FSC-certified bamboo and connecting them to global value chains.



Industree and Rainmatter Foundation have partnered towards livelihood generation for tribal women and transforming them into entrepreneurs in Maharashtra and Karnataka. The association supports advancing mutual goals around improving the lives and livelihoods of tribals at the grassroots, gender empowerment, and overall sustainability goals. These collectively owned enterprises are closer to their homes, which helps them become a part of mainstream supply chains, with availability and access to Markets.

The partnership also aims to work with farmers on bamboo cultivation in Maharashtra. The farmers are trained in sustainable cultivation and harvesting techniques. They are assisted in getting international certifications, such as Forest Stewardship Council (FSC) certification, enabling them to meet international market requirements. They will continue generating revenue from their land holdings by harvesting and selling bamboo culms.



In partnership with Sonata Software the project has worked on developing a seller site for makers and a channel site for admins on Flourish Lane, improving efficiency. Sonata is also building an LMS for RegeneEarth initiative to support learning and knowledge sharing, making processes more scalable and effective.



Through support from Target Foundation, Industree has been working to create livelihood opportunities for rural women in Karnataka, focusing on the areas to build a rural economy. The project aims to improve the livelihoods of rural women from marginalized communities by partnering with the State Rural Livelihood Missions of Karnataka, building climate-positive value chains owned and managed by the women themselves.



Industree Foundation and TESCO have partnered to generate livelihoods for women in Karnataka. This project aids Industree in developing enterprises where women will not only earn a steady income but also receive training in hard skills, soft skills, and gender awareness. Industree through its 6C ecosystem building approach will handhold the women owned enterprises and connect them to market.



Project Tarasha is a collaborative initiative between Creative Dignity and Titan, aimed at supporting selected artisan entrepreneurs through a comprehensive year-long mentorship program. This initiative includes a series of training modules and workshops, along with value addition at the cluster level, supported by access to capital and markets.



Producer-Owned Women Enterprises (POWER) was initiated by the Industree Foundation with support from USAID. The program focused on enhancing economic opportunities for 8200 women producers and 2000 smallholder farmers from marginalized communities in rural India and creating sustainable livelihoods for them in the banana, bamboo, and non-timber forest product (NTFP) value chains across Tamil Nadu, Karnataka, and Odisha. The project empowered these women socially and economically by utilizing natural resources, promoting work closer to their homes, and connecting them to the regional, national, and international supply chain.



The project focuses on the economic and social empowerment of 500 women from rural and marginalized communities. With Wells Fargo's support, Industree has established enterprises in the bamboo value chain in Chamarajanagar, Karnataka. It provides women with training programs that help them achieve financial independence and generate a steady income. Additionally, the program aims to create a resilient workforce by guiding women-led enterprises towards sustainability, offering market linkages, and enabling these women to take on leadership roles.



Major Activities and Media Mentions

Good Fashion, Food, & Lifestyle (GFFL), Bengaluru ▲

Good Fashion, Food, & Lifestyle

17-18 February 2024, Bengaluru

Industree Foundation hosted "Good Fashion, Food, & Lifestyle (GFFL) - 2024" on February 17th and 18th, 2024, at the Bangalore International Centre (BIC), Bangalore. GFFL 2024 is a platform uniting diverse stakeholders and voices to champion collective ownership and community leadership development.

Through interactive sessions, we aimed to address sectoral challenges and foster partnerships for economic empowerment, particularly for marginalized women and youth.

The theme "With Women, Our Planet Thrives" focused on empowering marginalized rural communities by showcasing interactions between women entrepreneurs and industry experts. We've explored product-market fit, cultural practices, and scalable enterprises to reinforce community ownership and

nurture a thriving creative economy alongside discussions on Equity, Climate, and Gender intersections. We leveraged nature-based solutions and innovative finance to drive positive change.

Biodegradable Expo

5-7 June, 2024, Noida

Industree Foundation participated in the

Biodegradable Expo 2024, organized by The Green Society of India and Indian Exhibition Services, at the India Expo Centre in Greater Noida, Uttar Pradesh, India, from June 5th to 7th, 2024.

Industree showcased a range of biodegradable and sustainable products made from natural fibres such as Sal leaves, banana, and bamboo.



Biodegradable EXPO 2024, Grater Noida ▲

TEAM EXPO Global
18 -19 June, 2024, Osaka

Industree was delighted to be among the invitees and attendees at the TEAM EXPO Global Session. The event focused on building ties between Bengaluru and Osaka Kansai region organisations to co-create and collaborate on solutions that foreground the SDGs.

The event, themed “Future Generation and Inclusion,” was organised by ATC(ASIA AND PACIFIC TRADE CENTER CO., LTD) and endorsed by the Biodegradable EXPO 2024, Greater Noida Japan Association for the 2025 World Exposition, the Indian Chamber of Commerce Japan (ICC), O-BIC Osaka, and the Association of Designers of India.

USAID Global Gender Conference
20 June, 2024, Washington D.C, USA

USAID brought organizations working on gender equality and inclusion to the USAID Global Gender Conference in Washington, DC, from May 20th to 22nd, 2024.

The conference, organized by the Gender Equality and Women’s Empowerment Hub (GenDev) under the Gender LEAD project aimed to promote gender equality through technical assistance, gender analysis, cross-sectoral programmatic support, thought leadership, and knowledge dissemination.

Industree Foundation, nominated by USAID India Mission, participated and was recognized for its impactful work in advancing gender equality, particularly through the POWER (Producer Owned Women Enterprises) project initiative, a collaborative effort between Industree Foundation



USAID Global Gender Conference ▲

and USAID. Ami Patel, Senior Director - Business and Regenearth at Industree Foundation, contributed insights and experience from the POWER project during the second day’s session on “Operationalizing Principles Across Sectors” titled “With Women, Our Planet Thrives,” which focused on the intersection of equity, gender, and climate impact on women-owned enterprises.

This collaborative effort reflected a shared commitment to creating a more inclusive and sustainable future.

National Bamboo Symposium
18-19 July, 2024, New Delhi

Industree Foundation organised the “National Symposium on Bamboo,” which took place in New Delhi on July 18-19, 2024. The event was co-hosted by DAY-NRLM (Deendayal Antyodaya Yojana - National Rural Livelihoods Mission) Aajeevika, USAID.

KOICA
22 August - 2 September, 2024, South Korea

USAID, in partnership with KOICA, launched an exchange program in South Korea to empower Indian women

entrepreneurs. The partnership reflects a significant way ahead in empowering Indian women social entrepreneurs.

Akila Lean, Sr. Director of Partnerships from Industree Foundation, participated in the the first Cohort of the exchange programme.

The Cohort empowering these entrepreneurs is expected to enhance their business insights & leadership skills to drive impactful change in supporting communities and driving a more equitable future ahead.

15th World Bamboo Day Celebration
18-21 September, 2024, Chiang Mai, Thailand

Industree Foundation participated in the 15th World Bamboo Day Celebration from September 18-21, 2024, in Chiang Mai, Thailand, hosted by the South Asia Bamboo Foundation (SABF). With the theme “Bamboo Value Chain with SDG Goals,” the event brought together 150 participants from 22 countries, including. 28 delegates from India explored the incredible potential of bamboo for the environment.



KOICA, South Korea ▲

Clinton Global Initiative (CGI), Commitment-Maker
23-24 September 2024, USA

Susan Bhaktul, Senior Director of Marketing and Communication, joined a community of changemakers for Clinton Global Initiative 2024 (CGI), which has made a difference in the lives of more than 500 million people in over 180 countries. Susan highlighted Industree’s work and commitments to building a regenerative economy with a central focus on women-led development.

India and Sustainability Standards
13-16 November, 2024, New Delhi

Neelam Chhiber participated in the discussion organized by the Centre for Responsible Business during its 11th Annual Sustainability Conference - India and Sustainability Standards (ISS) 2024 summit, held on November 13th 2024. The event brought together industry policymakers, business executives, and sustainability advocates, who

collectively shared valuable insights regarding the future of sustainable development in India.



15th World Bamboo Day, Chiang Mai, Thailand ▲

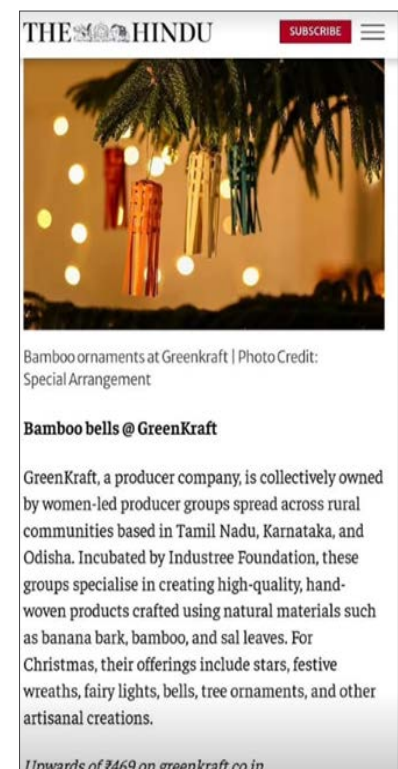
In the News



Prajavani, Newspaper ▲



Decade Vision, Newspaper ▲



THE HINDU, Newspaper



Mid-Day Bombay ▲



Interview with
Neelam Chhiber
in ET Now



Odisha's
Generous
Forest;
Article
published
in Cartier's
website

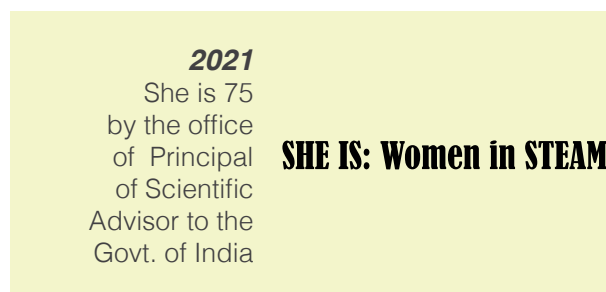


Program
telecasted
in Vistara Krishi,
on bamboo
cultivation



Telecast on
Festive
Collection
in NDTV

Awards & Recognition





Mission Accomplished: POWER and RISE Projects

USAID and HDFC Parivartan represent two transformative initiatives from the perspective of Industree. These projects have empowered us to extend our reach and positively impact a greater number of women while also facilitating the effective implementation of our initiatives at the community level.

USAID

Producer Owned Women Enterprises (POWER) was initiated by Industree Foundation with the support from USAID. POWER focused on increasing economic opportunities for women from marginalized communities in rural India and created sustainable livelihoods for women in banana, bamboo, and NTFP value chains across Tamil Nadu, Karnataka, and Odisha.

Using natural resources and making work closer to their homes, the project empowered them socially and economically. POWER aggregated 8200 women, and 2000 farmers in 37 self-owned enterprises.

POWER aggregated

8200 Women,
and
2000 Farmers
in
37
self-owned enterprises.

Project Implementation and Impact

Banana Value Chain Tamil Nadu

The project implemented in Madurai, Tirunelveli, Nagapattinam, and Mayiladuthurai, the initiative transformed banana bark into valuable products.

3,992 women received technical training, with 320 trained as Micro Enterprise Leaders (MELs) and 44 as Mutual Benefit Trust Leaders (MBTLs).

Bamboo Value Chain Karnataka

In Chamarajanagar, Shivamogga, Chikmagalur, and Hassan, the project focused on bamboo cultivation and craftsmanship. 1,420 women were trained under the 6Y model, and 1,228 women received technical training. 1,20,000 bamboo saplings were planted across 370 hectares, supporting sustainable plantations. The initiative also worked towards Forest Stewardship Council (FSC) certification, expanding global market access.

NTFP Value Chain Odisha

Benefiting tribal women in Kandhamal, Koraput, Khordha, and Nayagarh, the project strengthened Sal and Siali leaf-based enterprises.

3,704 women received training in leaf plate manufacturing, with 360 MELs and 28 MBTLs leading collectives. Traditional practices were upgraded, allowing women to access formal markets and



Banana enterprises unit, Mayiladuthurai, Tamil Nadu ▲

secure stable incomes. Banana Fiber Enterprises Tamil Nadu

1,400 women transitioned into formalized, women-led enterprises across seven producer-owned units. Training in banana fibre processing and basket weaving led to market orders from IKEA, RFL, MUJI, and Caravane

140 Micro-Enterprise Leaders (MELs) were trained in quality assurance and business management.



USAID Project Film

HDFC Parivartan

Industree Foundation, in partnership with HDFC Bank's Parivartan initiative, implemented Project RISE to enhance sustainable livelihoods in rural Karnataka

and Tamil Nadu. The project focused on bamboo cultivation in Karnataka and banana fibre-based enterprises in Tamil Nadu, aiming to strengthen community-based structures and improve economic opportunities for women and farmers.

Project Implementation and Impact

Bamboo Value Chain Karnataka

The project engaged 1,200 farmers, across the districts of Hassan, Shivamogga, and Chikmagalur. These farmers were organized into five Mutual Benefit Trusts (MBTs) and received 72,000 bamboo saplings. Intercropping with medicinal plants such as Ashwagandha and Lemongrass provided an interim income while the bamboo matured.

Additionally, 600 farmers were trained in sustainable plantation management and FSC (Forest Stewardship Council) certification processes. The project facilitated the

establishment of five Farmer Producer Organizations (FPOs) to promote collective market access.

Banana Value Chain Tamil Nadu

In two years, the banana fibre project has uplifted 1,400 marginalized women in Tamil Nadu by transitioning them from insecure jobs to stable formal employment. Organized into seven self-owned enterprises and trained in banana basketry, they now fulfill orders from global buyers like IKEA. Additionally, 140 producers received hard-skill training, 18 were trained in sample development, and 140 became Micro-Enterprise Leaders (MELs).



HDFC Project Film

Financial Statement

Income and Expenditure Account (Amount in ₹ - Lakh) ₹ “0,00,000”

Particulars	Sch. No.	Year Ended 31/03/2023	Year Ended 31/03/2024	Year Ended 31/03/2025
INCOME:				
By Project Grant Received		3,291.07	3,658.70	5,535.61
By Donation Received		9.65	7.35	1.58
By Other Receipts		12.58	12.77	41.10
Total Income	2.1	3,313.31	3,678.82	5,578.29
EXPENDITURE:				
To Training & Development Expenses	2.2	2,700.05	3,269.20	4,170.55
To Administrative Expenses	2.3	294.23	318.67	506.87
To Financial Expenses	2.4	6.36	1.15	1.14
To Depreciation	1.3	41.89	48.39	69.32
Total Expenditure		3,042.53	3,637.41	4,747.88
Net Excess of Income Over Expenditure		270.78	41.14	830.41

Balance Sheet

Particulars	Sch. No.	As on 31-03-2023	As on 31-03-2024	Year Ended 31-03-2025
SOURCES OF FUNDS:				
General Fund	1.1	416.31	457.72	1,288.13
Loan Fund:				
Secured & Unsecured loans	1.2	-	-	-
Total		416.31	457.72	1,288.13
APPLICATION OF FUNDS:				
Fixed Assets:	1.3	231.27	290.95	398.50
Current Assets:				
a. Deposits		54.51	61.65	60.94
b. Sundry Debtors		62.48	36.81	15.33
c. Cash & Bank Balances		418.99	486.11	1,228.39
	1.4	535.98	584.57	1,304.67
Less: Current Liabilities & Provisions	1.5	350.94	417.80	415.05
Net Current Assets		185.04	166.77	889.62
Total		416.31	457.72	1,288.13

As Per My Report of Even Date	For Indus Tree Crafts Foundation
	
CA R. SUBRAMANIAN, B.Com., FCA., Chartered Accountants	Mrs. Neelam Chhiber, (Managing Trustee) Mrs. Gita Ram (Trustee)
Place : Bangalore Date : 16.06.2025	 

Organization Information

Registered Name:
Indus Tree Crafts Foundation

Trust Registration Number:
TRN : 362/2000-01

Date of Registration:
August 24th 2000

Statutory Information

PAN Number:
AAATI2700B

TAN Number:
BLRI01447F

Latest 80G Number:
AAATI2700BF220214

Latest 12 AA Number:
AAATI2700BE220214

FCRA Registration Number:
094421327

DCH Empanelment Number:
KA/2017/0158004

NGO Darpan ID:
KA/2017/0158004

IEC Code:
0709011962

RCMC Membership:
EPCH/00961/2022 - 2023

Udyam Reg:
UDYAM-KR-03-0201412

CSR-1 Reg. Number:
CSR00000571

We Bank with
For Domestic:
ICICI - Bangalore
For FCRA: SBI - New Delhi

Statutory Auditors:
Vengadamani & Co.
Internal Audit: MSSV & Co.



Sal leaf plate collection



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1st cross, Bangalore - 560 038, India. Ph. 080 4203 5028
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