



Entrepreneurship Development Program

Background

Two thirds of the rural population have very small landholdings (less than even 1 acre) that currently generate miniscule farm incomes (Rs. 2,500 per month). Even with significant craft skills in the country (India produces 95% of handloom in the world) and growing demand of handmade and eco-friendly products, about 2/3rd of the handloom workers in the country don't even earn Rs. 5000 per month. Antaran Phase 1 was started in 2018 to address the challenge of declining craft clusters and reversing the trend of skilled artisans becoming menial wage labourers.

The program worked in 6 clusters across 4 states and covered over 3,000 artisans out of which about 10% - 314 to be precise, were groomed to become Artisan-Entrepreneurs (AEs).

REGIONS

- 1) Maniabandha (Ikkat cluster) and Gopalpur (Tusser cluster) in **Odisha**
- 2) Venkatagiri (Jamdani sarees) and Srikalahasti (Kalamkari) in **Andhra Pradesh**
- 3) Kamrup (cotton) and Nalbari (Sualkuchi silk) in Assam and Nagaland (back-strap looms) **Northeast**

Before the program, the AEs were working as job workers and earned an average of Rs. 0.70 Lakh per annum as wages; after phase 1, these weavers turned entrepreneurs started working with 10 artisans each on an average and started achieving annual revenues of Rs. 15 Lakh per annum. Thus, they developed an ability to control economic pie worth Rs. 25-30 Crore per annum, approximately Rs. 18 Crore of which are retained as wages and profits every year with the rest being spend on raw materials and overheads.

During Phase 1 of the program, cluster teams implemented hands-on, practical entrepreneurship lessons tailored to the specific needs of individual artisans and artisan groups. Each cluster was equipped with an Incubation and Design Centre, where classroom-based training sessions were conducted for Antaran entrepreneurs. These sessions were delivered by on-ground professional teams comprising textile designers, business managers, handloom experts, and graphic designers. Antaran's approach has always been that "every weaver is different" and must learn at their own pace.



Objectives

- **Cluster Empowerment:** Strengthen targeted handloom clusters by creating entrepreneur led- micro-enterprises across the value chain. Enable weavers to move “from being a pawn to player” by connecting them directly to markets.
- **Experiential Curriculum:** Develop an applied entrepreneurship curriculum (Primary, Intermediate, Advanced levels) rooted in hands-on-, real-world project. The curriculum will use “learning by doing” methods so artisans gain confidence solving actual business/design challenges (for example, prototyping products or managing small sales experiments)
- **Artisan-Centric Materials:** Produce simple, visual learning aids in English and Hindi that are tailored to weaver needs. All materials (guidebooks, workbooks, activity guides) will be richly illustrated and context-specific to aid comprehension, reflecting that visual/graphic tools improve learning among low-literacy adult learners
- **Capacity Building:** Coordinate with Antaran to translate materials and cascade the curriculum via Trainer-of-Trainer (ToT) workshops. Build a sustainable system by training local trainers who can continue workshops and support artisans even if Antaran exist the clusters.
- **Advanced Training Design:** Design the format and content for an on-campus advanced entrepreneurship training and certification for experienced weaver artisans.

Scope of Work

The institution will undertake comprehensive research and development tasks in line with Antaran’s objectives in any one of the region mentioned above, This includes:

- **Cluster Diagnostic and Value-Chain Studies:** Conduct detailed studies of the assigned Antaran cluster (pre-loom, on-loom, post-loom segments) to map production processes, market channels, skill gaps and technology use. The work will build on Porter-style (Strategic framework) value-chain analysis to identify bottlenecks and leverage points. Outputs will include data-driven reports on cluster economics, sectoral maps, and recommendations for ecosystem improvement.
- **Comparative Framework Analysis:** Review and compare entrepreneurship education models from other organizations and geographies (e.g. government skilling programs, NGO livelihoods projects, academic schemes). Identify best-practice



elements (competency frameworks, pedagogy, delivery models) that can be adapted. Emphasize frameworks that integrate active, experiential learning.

- **Artisan Needs Assessment:** Engage directly with weaver artisans, artisan leaders and craft groups through interviews, focus groups and workshops. Gather qualitative insights on their aspirations, challenges, business literacy levels and design sensibilities. This participatory fieldwork will ensure the curriculum addresses real needs.
- **Curriculum Development:** Using the above inputs, create a three-tier entrepreneurship curriculum: Primary (foundational business/design concepts), Intermediate, and Advanced (for seasoned artisan entrepreneurs). Each level will include facilitator guides, participant handouts, and engaging activities (case stories, role-plays, small projects) that emphasize practice. Content will be localized to cluster contexts and linked to actual handloom practice. All curricula will be hands-on – for instance, artisans might learn pricing by simulating a sales negotiation or learn design thinking by co-creating new fabric designs with a trainer.
- **Guidebook Production:** Develop a visually rich guidebook (in English and Hindi) summarizing key entrepreneurship and design concepts for artisans' quick reference. This booklet will use infographics, photo sequences, diagrams and simple text to reinforce learning from the curriculum. Its goal is to serve as an on-the-loom aid ("at their fingertips") so artisans can recall lessons in their daily work.
- **TOT (Train the trainer):** Liaise with Antaran cluster team to plan translation in regional language and pilot workshops. The institution will propose a ToT plan whereby master trainers/local academics/teacher/social workers from these clusters are trained on the new curriculum. This includes developing trainer manuals and workshop agendas. The institution will participate in or oversee initial ToT/training sessions to ensure fidelity. Both Primary and Intermediate level training will be given by this pool of trainers in the cluster.



- **Advanced Training Program Design:** Outline the structure and syllabus for a residential entrepreneurship training and certification program for advanced weavers. This will cover schedule, session topics, field activities, mentor selection criteria, and certification rubrics. The format should encourage peer learning and networking among artisan leaders.

Deliverables

All outputs will be delivered in clear, user-friendly formats. Key deliverables include:

- **Research Reports:**
 - *Cluster Diagnostic Report:* Comprehensive analysis of each cluster's value chain, challenges, market linkages and stakeholder map. (This report will include findings from field surveys and align.
 - *Comparative Education Framework Report:* Documentation of existing entrepreneurship curricula reviewed, with recommendations for which elements to adopt (e.g. competency taxonomies, evaluation methods).
 - *Artisan Needs Assessment:* Summary report of artisan interviews/focus groups, highlighting learning needs and preferences.
- **Curriculum Materials:**

Graphic Guidebook: A fully illustrated handbook in English and Regional Language (that distils key lessons (e.g. "How to price a saree," "Steps to link with buyers," "Basic recordkeeping"). This will be printed as a durable booklet for artisan reference. (Visual storytelling and infographics will be used to support low-literacy audiences.) for various topics in Three tier of entrepreneurship module.

 - *Primary-Level Curriculum:* Lesson plans, facilitator guide and learner workbook for introductory entrepreneurship (topics: idea generation, basic accounting, marketing, quality assurance in weaving).
 - *Intermediate-Level Curriculum:* Materials covering advanced topics such as cost optimization, branding of craft products, digital tools (social media) for artisans.



- *Advanced-Level Curriculum*: Content aimed at potential master-entrepreneurs (business planning, supply-chain management, export basics, leadership). A detailed program document for the on-campus certification course, including course outline, daily schedules, module descriptions, activity plans, and evaluation rubrics.
- Each curriculum level will be accompanied by suggested schedules and simple assessment criteria.
- **Trainer Resources:**
 - *Trainer's Manual/Slides*: For each curriculum level and for the advanced program, guides and presentation decks enabling other trainers to deliver the content.
 - *Translation package*: Curriculum and guidebook content translated/adapted into relevant local languages (through regional institutes) as per Antaran's clusters.
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- **Progress and Final Reports**: Quarterly progress reports and a final project report summarizing activities, outcomes, lessons learned and next steps.

Timeline

The engagement is planned for up to 12 months. A tentative phased timeline is:

1. **Months 1-2**—: Project initiation; cluster mapping and artisan engagement; baseline data collection; review of existing curricula. (Kickoff workshop and field visits.)
2. **Months 3-4**: Develop and pilot Primary-level curriculum modules; draft graphic guidebook; convene stakeholder consultations for feedback.
3. **Months 4-5**: Develop Intermediate-level curriculum; revise guidebook and finalize English/Hindi versions; plan advanced training program.
4. **Months 5-6**: Finalize Advanced curriculum; produce all training materials; prepare trainer manuals.
5. **Months 6-7**: Conduct pilot 10-day advanced artisan entrepreneurship course on campus; facilitate regional Trainer-of-Trainer workshops using new curriculum.
6. **Months 8-12**: Refine materials based on pilot feedback; certify completion of courses; submit final reports; handover all deliverables.



Roles and Responsibilities

- **Engaged Institution:** Lead all assigned tasks under this ToR. Deliver research, curriculum and training outputs on schedule. Provide expert faculty (in business, design, or communication) to draft and validate materials. Coordinate with Antaran team, cluster coordinators and partner institutes. Ensure quality and relevance by iterative feedback (e.g. pilot testing curriculum with artisans).
- **Antaran/Program Team:** Provide project oversight and guidance. Facilitate access to clusters, connect the institution with artisan groups, and assist with logistics. Share existing cluster data and insights from Phase 1. Review and approve deliverables, ensuring alignment with Antaran goals. Antaran cluster teams (already on the ground to “facilitate end-to-end processes” will help schedule field work and identify artisan leaders.
- **Artisan Participants:** Weaver artisans in targeted clusters will actively participate in interviews, needs workshops, and pilot training. Their feedback will shape the curriculum. A core cadre of artisan leaders will act as peer mentors during training sessions.
- **Regional Partner Institutes:** Collaborate on translation of materials into local languages. Host and co-facilitate Trainer-of-Trainer workshops. Provide venue/faculty support for training sessions as needed.
- **Other Stakeholders:** Textile Ministry, WSC, IIHTS, DH handloom and handicrafts design councils, or local NGOs engaged by Antaran may support outreach, provide domain expertise, and help scale training beyond the pilot clusters.

Qualifications and Eligibility of the Institution

- **Institutional Status:** Must be a nationally reputed, centrally funded institute of higher education or research (e.g. Institute of National Importance, central university/autonomous body) specializing in Business, Design, Communication or a related field. Examples include premier management/entrepreneurship institutes (IIMs, IIT-business schools), design institutes (NID, NIFT), or analogous central institutions with entrepreneurship education credentials.
- **Technical Expertise:** Proven track record in curriculum development and vocational training, especially for non-formal or craft sectors. Experience working with rural or artisan communities is highly desirable. The team should include experts in entrepreneurship education, adult learning, and graphic communication (for visual materials).
- **Project Capability:** Demonstrated ability to conduct field research (cluster studies, value-chain analysis) and manage multi-year projects. Capacity to produce bilingual (English/Hindi) content and to facilitate residential training programs. Must have



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logistical capacity to engage multiple locations and coordinate with regional partners.

- **Relevant Experience:** Previous collaborations with government/NGO skill-development programs or craft interventions will be an advantage. References to past projects or publications on entrepreneurship training, design education for crafts, or similar initiatives will strengthen eligibility.

The selected institution will be expected to devote adequate resources (academic staff, designers, field researchers) and to form a dedicated project team. Preference will be given to entities that can demonstrate innovative, practice-oriented teaching methods and an understanding of the handloom value chain.

Note: The institution will work closely under the guidance of the Antaran program team and will be evaluated on timely delivery of outputs, pedagogical quality, and tangible impact on artisan beneficiaries.