Anuprerna

Impact Performance Report

Credit: Townscript

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About the Study

This report is designed to provide you with an in-depth understanding of your weavers, their profile, the outcomes they experience, how satisfied they are as weavers working with Anuprerna, and how you can improve your employment offerings and impact on their lives.

The insights are based on phone interviews with 56 weavers in West Bengal, India. These interviews were conducted by 60 Decibels' trained researchers. We really enjoyed hearing from your weavers – they had a lot to say!

We sought to interview as many weavers as possible from the list provided by Anuprerna. To learn more about our methodology, head to the Appendix.

To contextualize your results and see how your performance compares to other companies in India across certain indicators, we have benchmarked your results in this report. More details in the Appendix.

We encourage you to use these results to set targets and identify ways you can further improve your impact performance over time.

Profile of the 56 weavers interviewed

7
are female

11
average # of pieces produced in a week

15
are master weavers

41
are regular weavers

> "With Anuprerna, learning new things helps you grow in your weaving job, and become more skilled and versatile in what you can do. We also receive our payments on time.
>
> – Male, Regular Weaver

60dB Perspective

Top Insights

1 Anuprerna has a significant positive impact on weavers' way of working, through training programs and design innovations.

Nearly 9 in 10 weavers report that their way of doing work has improved because of working with Anuprerna. They mostly attribute this to the provision of good training programs and the ability to innovate with new designs, thereby upskilling themselves.

This positive impact does vary by type of weaver, with 47% master weavers reporting their way of doing work has 'very much improved', compared to 37% regular weavers. Master weavers are also more likely to report having access to tools and resources they need to do their job well, compared to regular weavers (67% vs 58%).

See pages: 11, 13

2 Anuprerna is providing predictable and stable income, positively impacting weavers' financial resilience and wellbeing.

Over 4 in 5 weavers report improvements in their quality of life due to Anuprerna. Top self-reported improvements include increased income, increased ability to afford household expenses, and an improvement in their ability to save.

Despite what is seen in way of working, regular weavers are more likely to report a significant improvement across these indicators, indicating that regular work orders and timely payments translate to tangible improvements in their lives.

See pages: 17

3 Longer tenured weavers report lower depth of impact, but high satisfaction.

Weavers working with Anuprerna for longer are less likely to report significant improvements in their way of doing work, than those newer in their association. Similarly, weavers working with Anuprerna for more than 5 years are less likely to report a significant increase in their income (31%) compared to those working for 5 years or less (41%).

Despite this, longer tenured weavers provide a higher NPS of 82, compared to 62 provided by those working with the company for less than 5 years. This suggests continued high satisfaction with the organisation for the longer tenured weavers.

See pages: 11, 16, 20

4 Weavers are happy with the work culture fostered by Anuprerna, and the timely pay the company offers.

Over two thirds of the weavers 'strongly agree' that they are treated with respect at work. Similarly, two-third of them 'strongly agree' that they feel safe from threats, hazards, and discrimination at work.

Close to 9 in 10 weavers find the pay offered by Anuprerna to be fair. Timely payments are one of the main drivers for the NPS, highlighting the value it holds for the weavers working with Anuprerna.

See pages: 20, 21

Recommendations

1 **Anuprerna can consider supporting master weavers to understand and manage finances better.** Although master weavers report higher autonomy of work, they are less likely than regular weavers to report significant improvements in their ability to save or afford household expenses.

These results prompt a deeper look into how master weavers are working with their teams to deliver on orders, how payments are disbursed to the regular weavers and how the master weavers can themselves strengthen their financial resilience.

See pages: 17

2 **An improvement in the timely supply and quality of raw materials could translate to significant improvements in the weavers' work experience.** Both regular weavers and master weavers suggest improvements in the quality of raw material provided, as well as the quality of yarn, in addition to expected suggestions around increase in work orders.

Traditionally, weaving is a skill that families associate with take pride in, and we see that the quality of products the weavers work with has an impact on their overall experience.

See pages: 22

Performance Snapshot

This page gives you an overview of the results in this report, along with benchmark comparison to show how your results compare to the 60 Decibels' Benchmark in India. You can find additional insights into your results, in the context of the 60 Decibels Benchmarks, in the Appendix.

Benchmark Overview

India geographical focus	**74** companies included	**18,097** voices listened to

Performance vs 60dB Benchmarks

- BOTTOM 20%
- BOTTOM 40%
- MIDDLE
- TOP 40%
- TOP 20%

Who are you reaching?

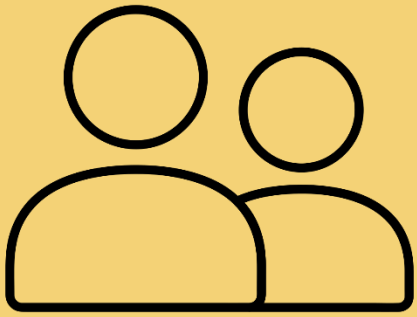
	Anuprerna Performance	Benchmark Performance
% female	12%	●○○○○

What impact are you having?

% seeing improved quality of life	87%	●●●●○
% seeing significantly improved income	34%	-
% 'strongly agree' that they feel safe from threats, hazards and discrimination at work.	66%	-
% 'strongly agree' that they are treated with respect at work	64%	-

How satisfied are your employees?

Net Promoter Score	67	●●●●○



01: Profile

This section helps you understand your weavers, their mode of operation and their motivation to work with Anuprerna.

The key indicators in this section are:

- **Demographics:** What is the gender and tenure of the weavers?
- **Motivation:** Why are weavers motivated to work with Anuprerna? Are they working with similar organizations?
- **Mode of Operation:** Are weavers assisted by family members or are they working alone?

88% of the weavers we spoke to are male. 27% of them are master weavers, and the remaining are regular weavers.

Demographics (n = 56)

Gender	
Male	88%
Female*	12%

●○○○○
BOTTOM 20% - 60dB Benchmark

Weaver Type	
Master weavers	27%
Regular weavers	73%

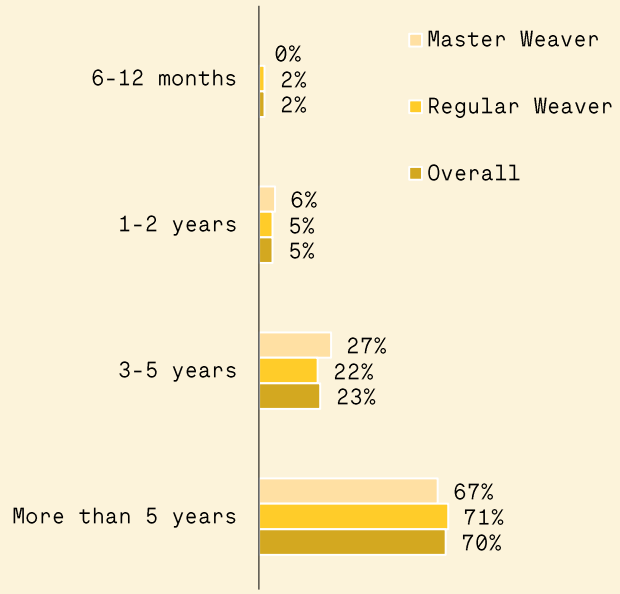
> They (Anuprerna) give a lot of work and pay a good salary. Master pays fairly for our weaving work, which helps us support me financially. – Male, Regular Weaver

* Due to the small sample size of women, we have not conducted a gender analysis throughout the report.

7 in 10 weavers have been working with Anuprerna for over 5 years.

Tenure

Q: How long have you been working with [Anuprerna/ Master Weaver]? (n = 56 | Master Weaver = 15, Regular Weaver = 41)

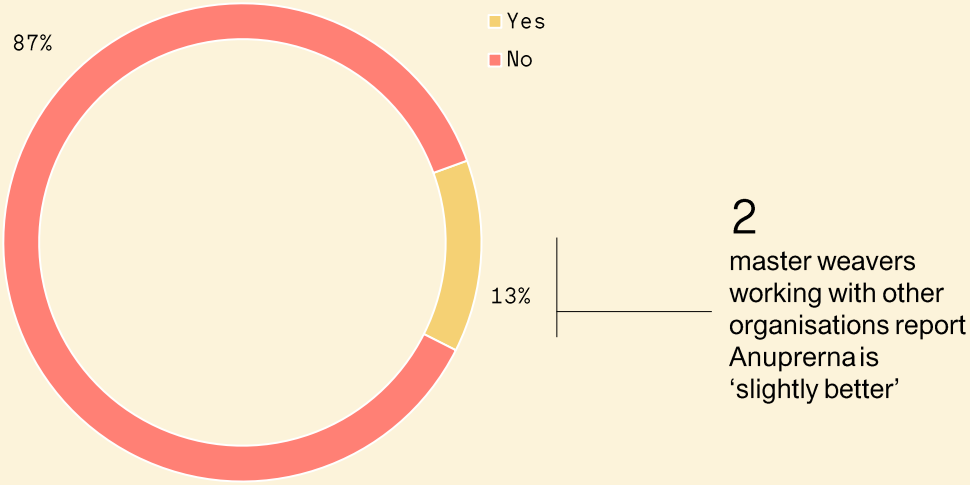


> Working at Anuprerna, we get work all year round and receive timely payments. – Male, Master Weaver

Close to 9 in 10 master weavers work exclusively with Anuprerna.

Work with Similar Organizations

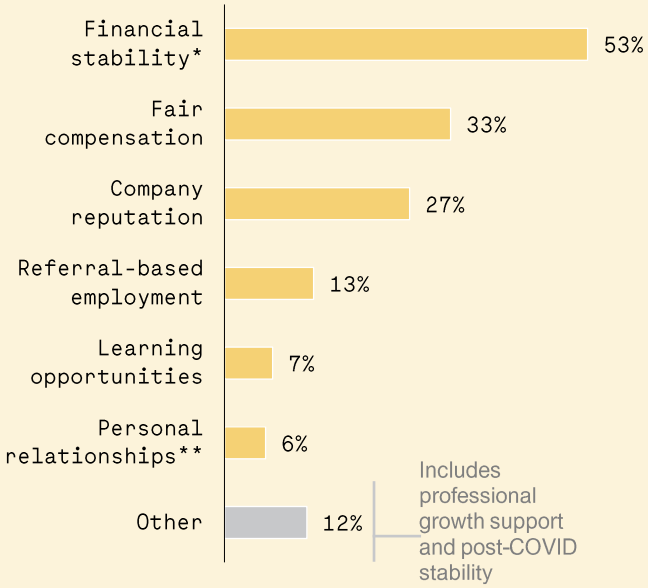
Q: **[For Master Weavers]** Do you work with similar organizations like Anuprerna? (n = 15)
Q: **[For Master Weavers]** How does working with Anuprerna compare to these organizations? Working with Anuprerna is: (n = 2)



Master weavers are motivated to work with Anuprerna because of financial stability and fair compensation.

Master Weaver Motivation

Q: **[For Master Weavers]** What motivated you to work as a Master Weaver with Anuprerna? (n = 15). Open-ended question, responses coded by 60dB.

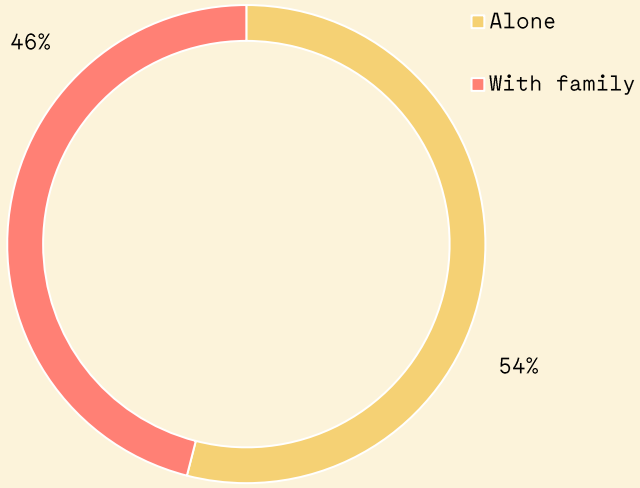


* Financial stability refers to timely payments and year-round employment being provided to the weavers.
** Personal relationships refers to the existing longstanding relationship that the weavers have with the management at Anuprerna

46% of regular weavers involve their family members in their weaving activities.

Family Assistance

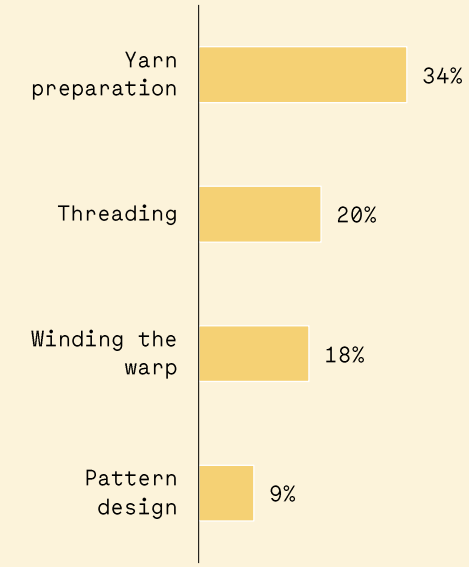
Q: **[For Regular Weavers]** Do you work with the [Master Weaver] alone or along with other family members? (n = 41)

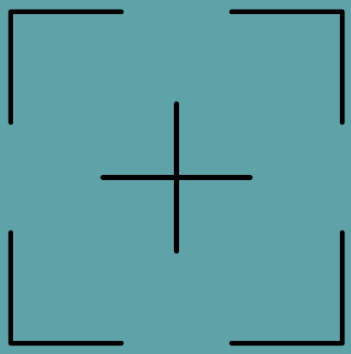


Yarn preparation and threading are the top tasks family members assist weavers with.

Tasks Performed

Q: **[For Regular Weavers]** Which of the following tasks do your family members assist you with? (n = 19)





02: Impact

We believe that the best way to understand the social impact that you are having is to simply ask weavers about the changes they have experienced in their work and personal lives.

This section shows you the degree to which you are impacting weavers' lives, and what outcomes, if any, they are experiencing.

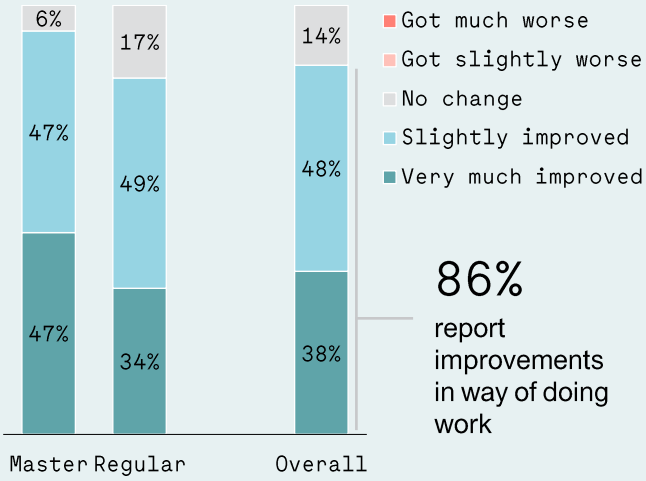
The key indicators in this section are:

- **Impact on Work:** To what extent has Anuprerna influenced the way weavers do their work?
- **Production:** On an average, how many pieces are weavers working on?
- **Income Change:** What is Anuprerna's impact on weavers' income?
- **Quality of Life Change:** To what extent has weavers' quality of life changed as a result of working with Anuprerna?

86% of weavers report improvements in their way of doing work. 38% say way of doing work has ‘very much improved’.

Changes in Way of Doing Work

Q: In the last [x years/months*], has your way of doing work changed because of working with Anuprerna/ Master Weaver?
(n = 56 | Master Weaver = 15, Regular Weaver = 41)



Insight

Master weavers are more likely to report a significant improvement in way of doing work compared to regular weavers (47% vs 34%). This could be attributed to Anuprerna supporting them with order handling and other processes.

* X years/months refers to the duration of employment with Anuprerna/ Master weaver.

Good training program and innovation in design are the top reasons due to which weavers’ way of doing work has improved.

Top Reported Improvements

Q: How has your way of doing work improved? (n = 56).
Open-ended, coded by 60 Decibels.

65%

talk about **good training program**
(55% of all respondents)

31%

mention **innovation in designs**
(27% of all respondents)

29%

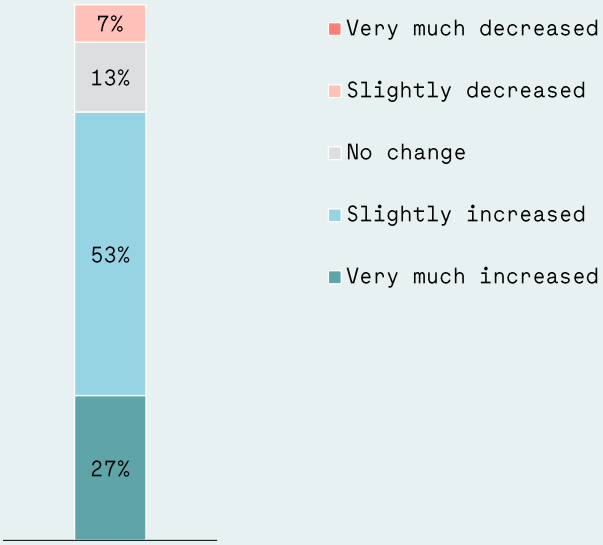
report **efficiency gains**
(25% of all respondents)

> “Switching from hand weaving to machine weaving has allowed me to produce more goods within a shorter timeframe. Machines are generally faster and more efficient than manual methods, so this has boosted productivity.
> – Female, Regular Weaver

Over 1 in 4 master weavers report a significant increase in the number of weavers they work with since working with Anuprerna.

Number of Workers

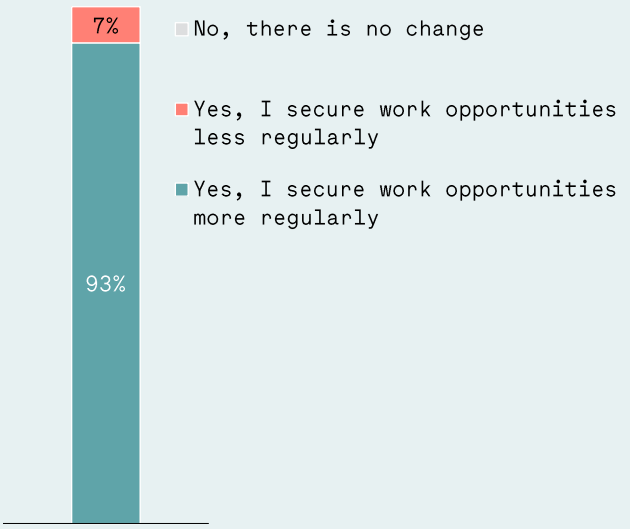
Q: **[For Master Weavers]** Since working with Anuprerna, has the number of weavers that you work with changed? (n = 15)



Almost all master weavers report securing work opportunities more regularly because of Anuprerna.

Regularity of Work

Q: **[For Master Weavers]** Since working with Anuprerna, has there been a change in the regularity of work for you and your team of weavers? (n = 15)

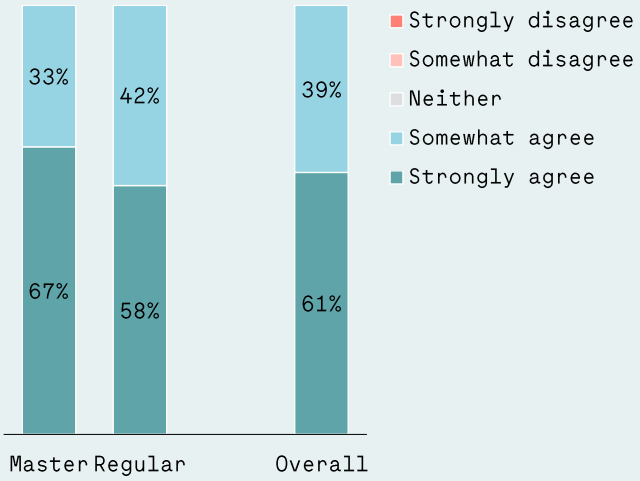


> “We have received regular training and support from the company, which has helped us to improve our techniques to do things better.
>
> – Male, Master Weaver

3 in 5 weavers ‘strongly agree’ that they have the right tools and resources they need for their work.

Productivity – Tools & Resources at Work

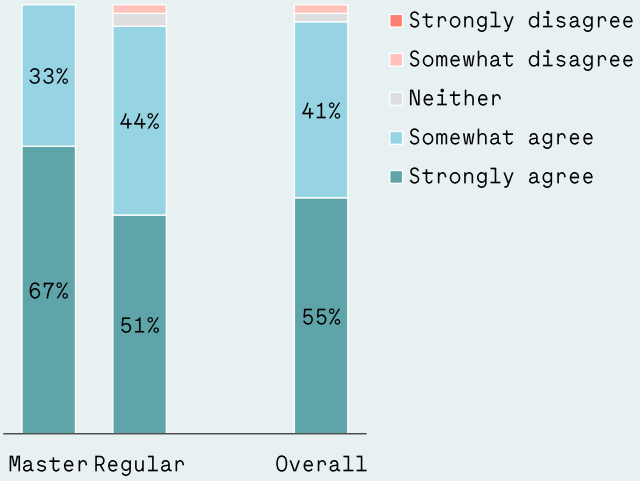
Q: To what extent do you agree or disagree with the following statement: “I have the tools and resources I need to do my work right.”? (n = 56 | Master Weaver = 15, Regular Weaver = 41)



More than half of the weavers ‘strongly agree’ that they have the right level of autonomy at work.

Autonomy at Work

Q: To what extent do you agree or disagree with the following statement: “Since I started working with Anuprerna, I have the level of autonomy that feels right for me right now.” (n = 56 | Master Weaver = 15, Regular Weaver = 41)

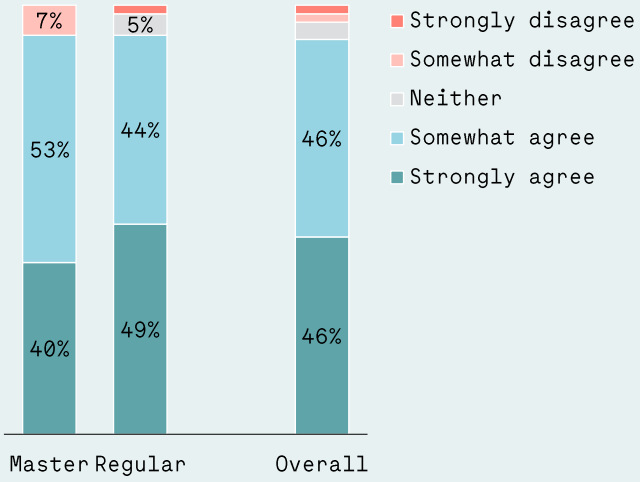


> “I am learning many new things in weaving from my master. Now, I've become more flexible in adapting to different weaving styles and patterns. - Male, Regular Weaver

Near 1 in 2 weavers ‘strongly agree’ that they find their work meaningful.

Sense of Purpose – Meaningful Work

Q: To what extent do you agree with the following statement: “I find the work that I do at Anuprerna to be meaningful.” (n = 56 | Master Weaver = 15, Regular Weaver = 41)



> My weaving skills are valued, and I create beautiful, useful products
>
> - Male, Regular Weaver

Master weavers cite timely payments as a top reason for meaningful work, while regular weavers value skill appreciation.

Top Reported Themes for Those Who Agree

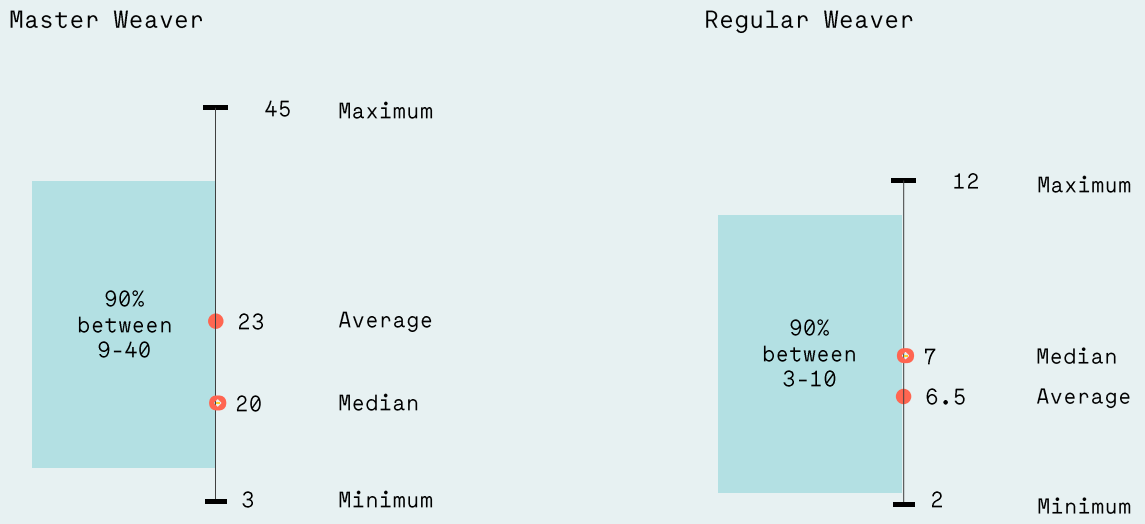
Q: Can you please explain your answer? (n = 56 | Master Weaver = 15, Regular Weaver = 41). Open-ended, coded by 60 Decibels.

Top outcomes	Total	Master	Regular
Timely payments	34%	47%	29%
Respectful treatment	32%	33%	32%
Skill appreciation	32%	0%	44%
Finding pride and joy in work	30%	13%	37%
Job satisfaction	25%	33%	22%

Master weavers and regular weavers produce an average of 23 and 6.5 pieces every week, respectively.

Production Quantity

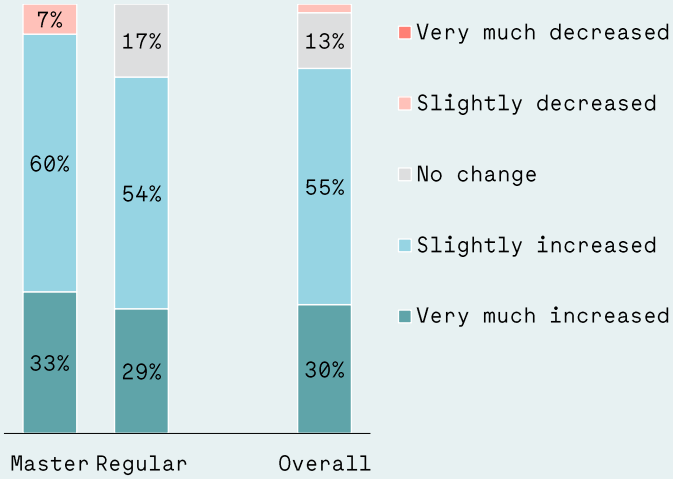
Q: On average, how many pieces do you work to produce per week working with Anuprerna?
(n = 56 | Master Weaver = 15, Regular Weaver = 41)



3 in 10 weavers say the price they receive per piece has significantly increased because of Anuprerna.

Change in Price Per Piece

Q: In the last [x years/months], has the price you receive per piece woven changed because of working with Anuprerna/ Master Weaver?
(n = 56 | Master Weaver = 15, Regular Weaver = 41)

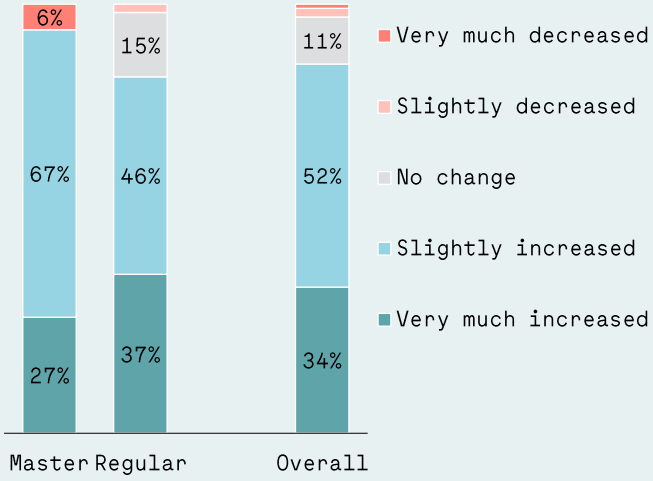


* X years/months refers to the duration of employment with Anuprerna/Master weaver.

1 in 3 weavers say that their income has significantly increased because of working with Anuprerna.

Income Change

Q: In the last [x years/months], has your income changed because of working with Anuprerna/ Master Weaver? (n = 56 | Master Weaver = 15, Regular Weaver = 41)



Insight

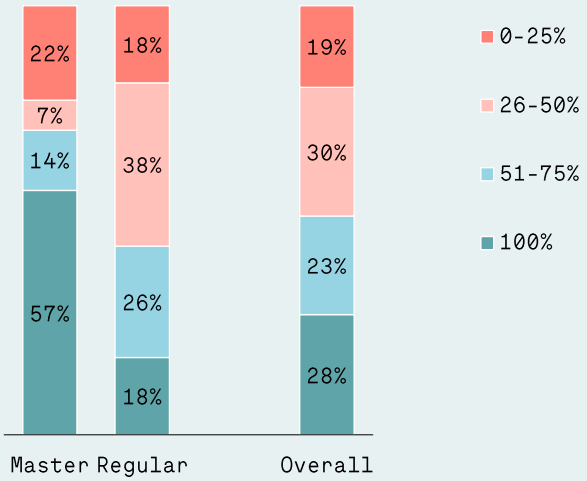
Weavers working with Anuprerna for more than 5 years are less likely to report a significant increase in their income (31%) compared to those working for 5 years or less (41%).

* X years/months refers to the duration of employment with Anuprerna/ Master weaver.

Close to 3 in 5 master weavers report all their income comes from Anuprerna, compared to 1 in 5 regular weavers.

Proportion of Income

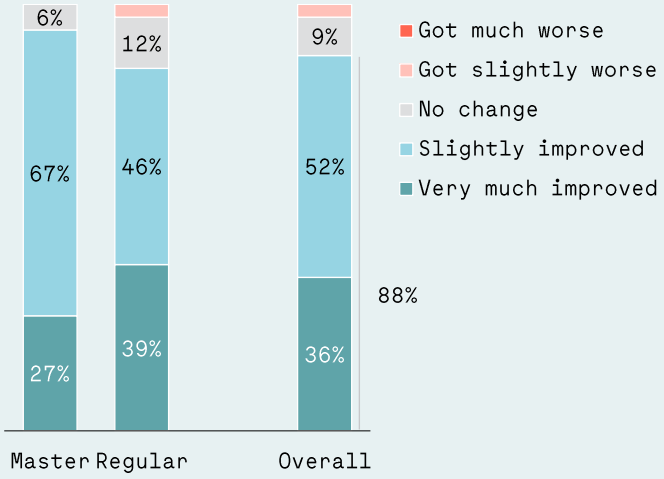
Q: In the last 12 months, what proportion of your total personal income came from working with Anuprerna/ Master Weaver? (n = 54 | Master Weaver = 14 | Regular Weaver = 39)



Over 4 in 5 weavers say that their ability to cover household expenses and save money has improved because of Anuprerna.

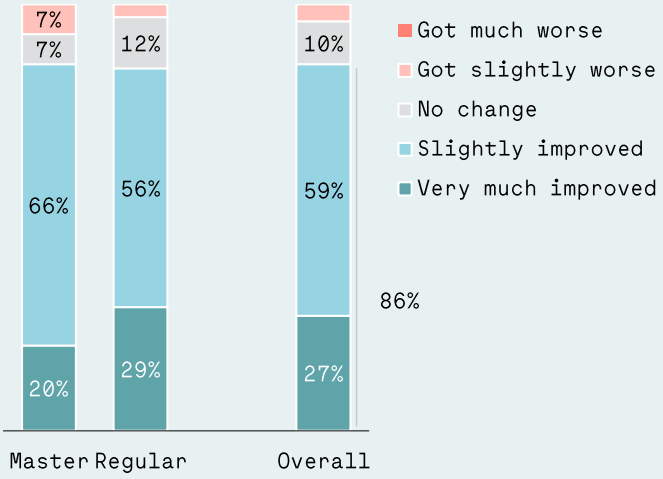
Ability to Cover Household Expenses

Q: Has your ability to cover your household expenses changed because of your income from Anuprerna/ Master Weaver?
(n = 56 | Master Weaver = 15, Regular Weaver = 41)



Ability to Save

Q: Has your ability to save money changed because of your income from Anuprerna/ Master Weaver?
(n = 56 | Master Weaver = 15, Regular Weaver = 41)



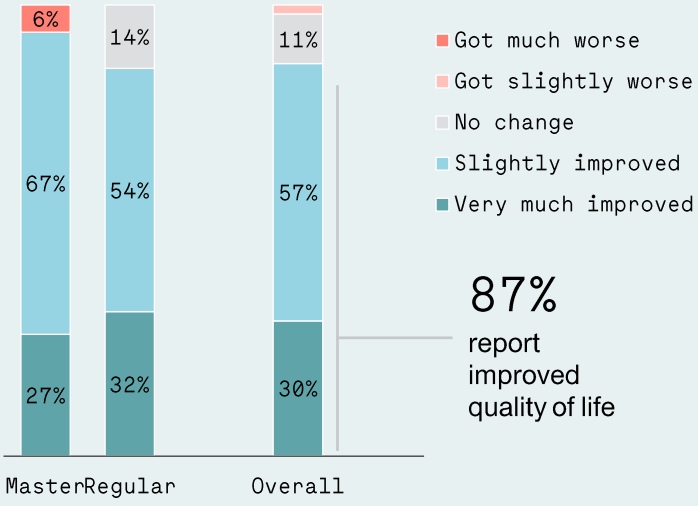
> My household income has improved, so my sons and daughters can go to a good school.
>
> - Male, Regular Weaver

> After the lockdown, I began working with Anuprerna, where the payment is satisfactory. I've managed to save some money. I used my savings to repair the broken walls and roofs of my workshop.
>
> - Male, Master Weaver

9 in 10 weavers report improvements in their quality of life. 3 in 10 say their quality of life has ‘very much improved’.

Quality of Life

Q: In the last [x years/months], has your quality of life changed because of working with Anuprerna/ Master Weaver?
(n = 56 | Master Weaver = 15, Regular Weaver = 41)



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TOP 40% - 60dB Benchmark

The top reported improvements are increases in income and ability to afford household expenses.

Top Reported Improvements

Q: How has your quality of life improved? (n = 49).
Open-ended, coded by 60 Decibels.

43%

report **increase in income**
(38% of all respondents)

31%

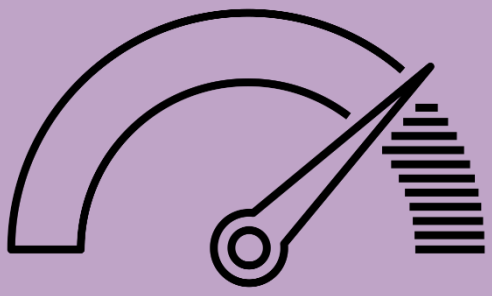
talk **about affording household expenses**
(27% of all respondents)

29%

mention **increased ability to save**
(25% of all respondents)

“I am financially independent now. I can spend on household needs. If my family member falls ill, I can take care of them. If I face any problem, I tell my master, and he will certainly help me out with it.

- Male, Regular Weaver



03: Experience

If your weavers are unhappy, it's unlikely they will choose to continue working with Anuprerna or recommend it to others.

A happy and motivated workforce benefits the business by increasing productivity and profits. And having a workplace that offers weavers a safe working environment is critical to a quality job.

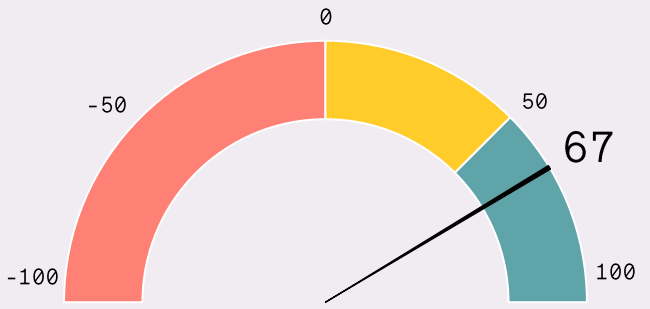
The key indicators in this section are:

- **Motivation & Sense of Accomplishment:** The degree to which weavers have good workplace relationships and a good overall work culture.
- **Job Security, Rights & Representation:** Do weavers have a safe and respectful working environment, find their pay fair?

Anuprerna has an NPS of 67, which is excellent. Keep it up!

Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely are you to recommend working with Anuprerna/ Master Weaver to a friend or family member, where 0 is not at all likely and 10 is extremely likely? (n = 56 | Master Weaver = 15, Regular Weaver = 41 | Tenure ≥ 5 years = 39 | Tenure < 5 years = 17)



NPS = % Promoters − % Detractors
9-10 rating 0-6 rating

●●●●○

TOP 40% - 60dB Benchmark

The Net Promoter Score® (NPS) is a gauge of Anuprerna's weavers' satisfaction and loyalty. The NPS is the percent of weavers rating 9 or 10 ('Promoters') minus the percent of weavers rating 0 to 6 ('Detractors'). Those rating 7 or 8 are 'Passives'.

The score can range from -100 to 100. Anuprerna has a NPS of 67, which is excellent.

Weaver	
Master	60
Regular	71
Tenure	
≥ 5 years	82
< 5 years	62

Promoters value the timely pay and year-round work provided by Anuprerna. Passives and Detractors want more regular orders.

71%
are Promoters

They love:

1. Timely payments
(18 respondents)

2. Year-round work
(16 respondents)

3. Fair compensation
(13 respondents)

25%
are Passives

They like:

1. Timely payments
(12 respondents)

2. Dependable support
(3 respondents)

But want to see:

1. More regular orders
(9 respondents)

4%
are Detractors

They want to see:

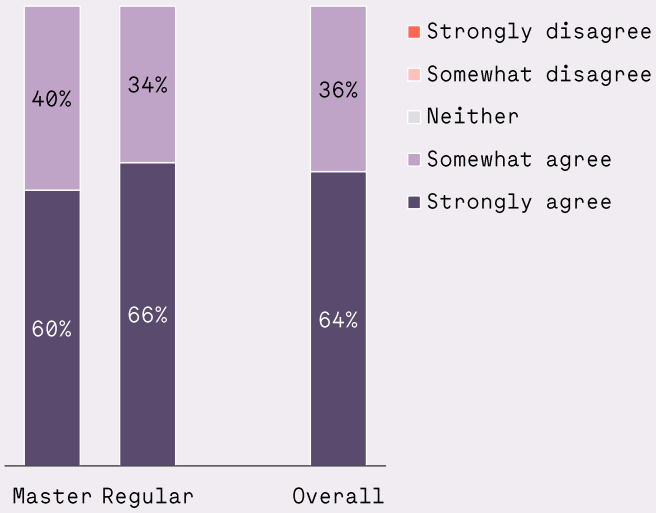
1. More regular orders
(2 respondents)

2. Better compensation
(1 respondent)

64% of weavers ‘strongly agree’ that they are treated with respect at work, and 46% consider their pay to be ‘very fair’.

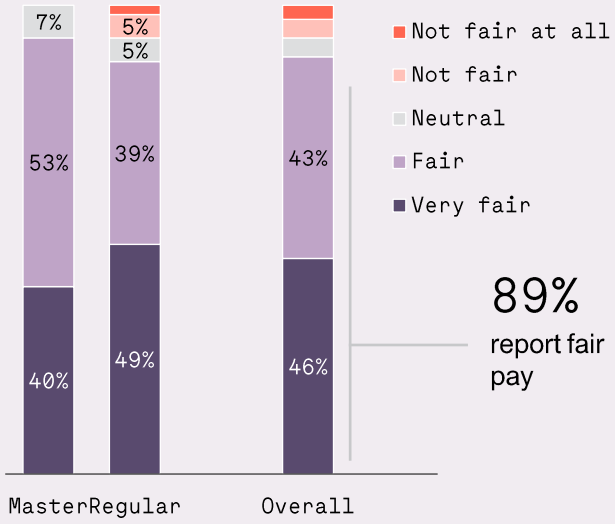
Respect at Work

Q: To what extent do you agree or disagree with the following statement: “At work, I am treated with respect by Anuprerna/ Master Weaver.” (n = 56 | Master Weaver = 15, Regular Weaver = 41)



Fairness of Pay

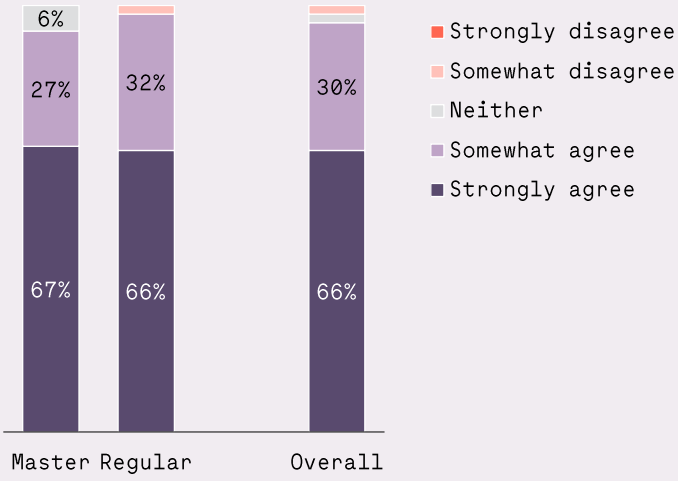
Q: How would you describe the pay offered by Anuprerna/ Master Weaver? (n = 56 | Master Weaver = 15, Regular Weaver = 41)



Two-thirds of all weavers ‘strongly agree’ that they feel safe from threats, hazards and discrimination at work.

Safety at Work

Q: To what extent do you agree or disagree with the following statement: “I feel safe from threats, hazards harassments and/or discrimination working with Anuprerna/ Master Weaver. ” (n = 56 | Master Weaver = 15, Regular Weaver = 41)

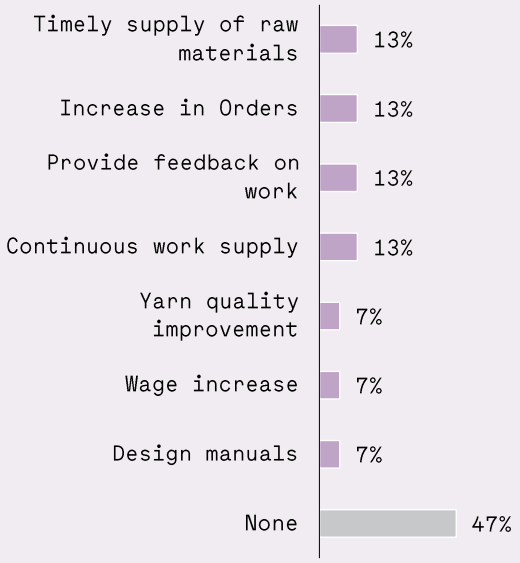


Master weavers suggest improving the timely supply of raw materials. Regular weavers want improvements in yarn quality.

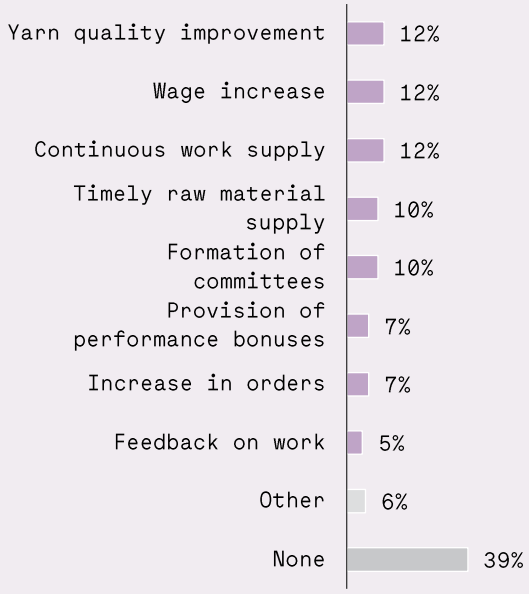
Suggestions for Improvement

Q: Do you have any suggestions for how your engagement with Anuprerna/ Master Weaver could be improved? (n = 56 | Master Weaver = 15, Regular Weaver = 41)

Master Weaver



Regular Weaver



> “Having better access to high-quality raw materials would improve our products.
> - Male, Master Weaver

> “If the materials are a little better and we have a bit more time, we can do better work.
> - Female, Regular Weaver

9 in 10 regular weavers find the working hours with their Master Weavers to be reasonable.

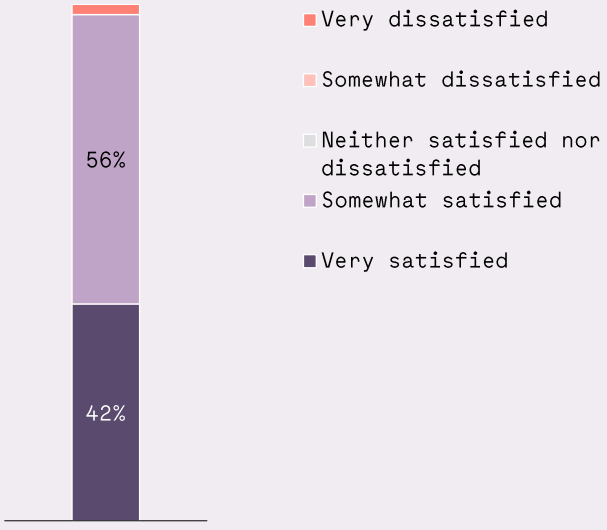
Perception of Work Hours

Q: **[For Regular Weavers]** How do you feel about your working hours with [Master Weaver]? (n = 41)

Over 2 in 5 regular weavers are satisfied with the amount of work they secure. Near 3 in 10 say their work orders have increased.

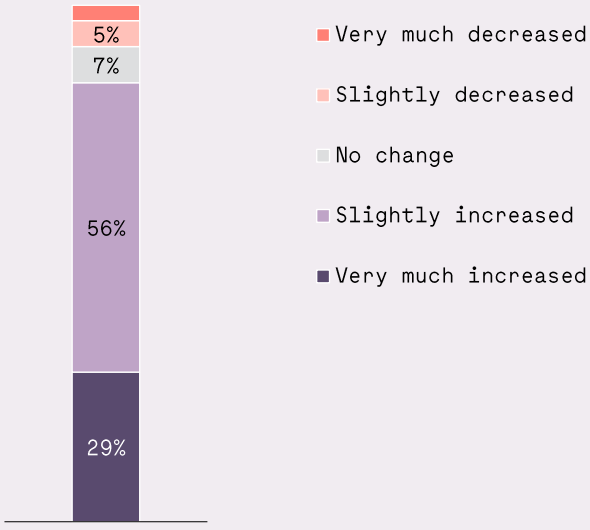
Satisfaction with Work Amount

Q: **[For Regular Weavers]** How satisfied or dissatisfied are you with the total amount of work you are able to secure working with [Master Weaver]? (n = 41)



Change in Work Orders

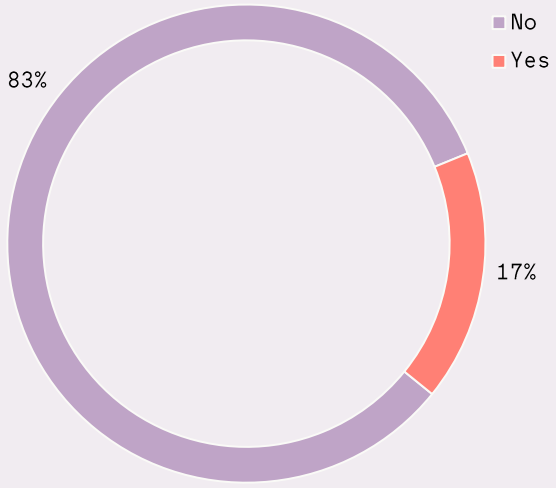
Q: **[For Regular Weavers]** Looking at the work orders you've received in the last [x months/ years] from [Master Weaver], would you say the number of work orders has.. (n = 41)



Over 4 in 5 regular weavers report facing no challenges at work.

Challenge Experience

Q: **[For Regular Weavers]** In the last [x years/months], have you experienced any challenges in your work? If yes, please specify. (n = 41 | Tenure ≥ 5 years = 29 | Tenure < 5 years = 12))



Insight

Only regular weavers who have been working with their Master Weaver for more than 5 years report facing challenges.

The most common challenges faced by regular weavers are reduced work availability and poor market conditions.

Most Common Challenges

Q: **[For Regular Weavers]** Please explain these challenges. (n = 7). Open-ended, coded by 60 Decibels.

57%

talk about **reduced work availability** (4respondents)

29%

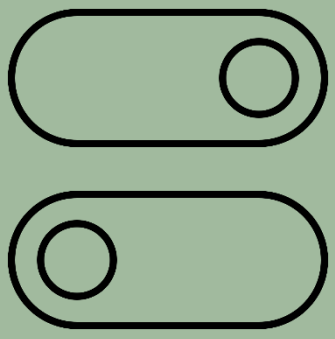
talk about **poor market conditions*** (2 respondents)

14%

talk about **high raw material costs** (1 respondent)

> “The price of raw material is really high. Buying raw materials at that price costs a lot of the wage the master weaver pays us.
> – Male, Regular Weaver

* Poor market conditions refers to lower wages provided for weaving intricate designs on different materials, availability of quality materials, etc.



04: Segmentation Analysis

Not every weaver is the same. Understanding your impact across different groupings of weavers can reveal additional insights into how you can improve performance.

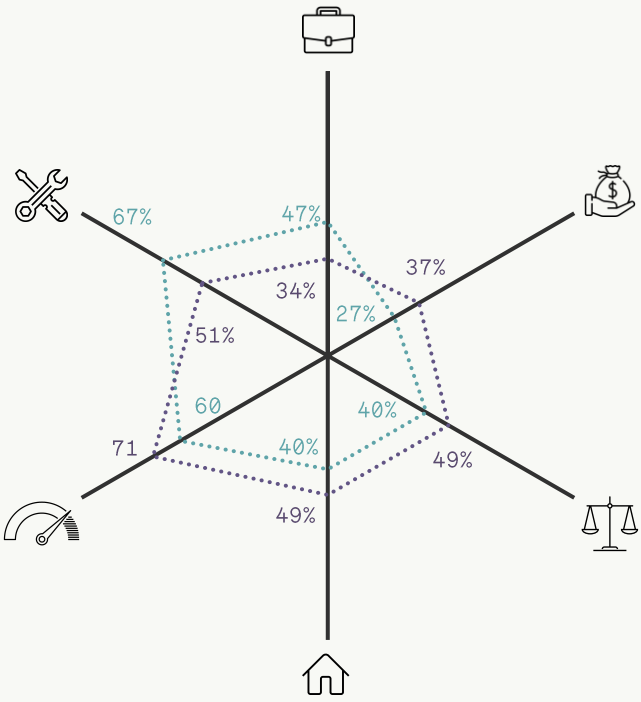
This section disaggregates and summarizes results by weaver across key indicators introduced in previous sections.

Some of the key indicators in this section are:

- Way of Doing Work
- Income Change
- Fairness of Pay
- Ability to Cover Household Expenses
- Autonomy at Work

Regular weavers experience more positive financial impact from their work with Anuprerna.

Segmentation analysis based on type of weaver



Key

Way of Doing Work
% who report 'very much improved' way of doing work

Income Change
% reporting 'very much increased' income

Fairness of Pay
% reporting 'very fair' pay

Ability to Cover Household Expenses
% who report 'very much improved' ability to cover household expenses

NPS
% of Promoters - % of Detractors

Autonomy at Work
% who 'strongly agree' that they have autonomy at work

Results

Master n = 15

Regular n = 41

Insights

1 49% regular weavers report their pay is 'very fair', compared to 40% master weavers. Although there seems to be an overall satisfaction with the pay offered, this slight difference could suggest that despite their expertise, a few master weavers might feel undervalued in terms of their compensation relative to their contributions.

2 The NPS of regular weavers is higher when compared to master weavers (71 vs 60). Timely payments, regular trainings and frequency of work orders could be driving factors here, all aspects that have a positive impact on a weaver's quality of life. Regular weavers also do not have to oversee order delivery, a managerial responsibility that falls on master weavers.

3 More regular weavers report a significant improvement in their income when compared to master weavers (37% vs 27%). This trend is also seen in the improvements in ability to manage household expenses, with 49% regular weavers reporting significant improvements compared to 40% of master weavers. This could indicate that stability in work orders and fair wages are more impactful for a regular weaver who may have faced income instability and irregular wages in the past.

4 Master weavers are more likely to report significant improvements in their way of doing work compared to regular weavers (47% vs 34%). They are also more likely to 'strongly agree' to having autonomy at work, in comparison to regular weavers (67% vs 51%). These differences could be attributed to master weavers having greater control over work orders, timelines and having more exposure to Anuprerna's sourcing processes.

Appendix

Methodology

About the 60dB Methodology

In June - July 2024, 60 Decibels' trained researchers conducted 56 phone interviews with Anuprerna's weavers. The weavers were selected from a sample of 67 weavers provided by Anuprerna, where we aimed to interview as many of them as possible. Here is the breakdown of how we collected this data:

Country	**India**
Weaver Population	**67**
Interviews Completed	**56**
Response Rate	**83%**
Language	**Bengali**
Average Survey Length	**19 mins**
Confidence Level	**90%**
Margin of Error	**5%**

Calculations and Definitions

For those who like to geek out, here's a summary of some of the calculations we used in this report.

Metric	Calculation
Net Promoter Score®	The Net Promoter Score (NPS) is a common gauge of weaver satisfaction and loyalty. It is measured by asking weavers to rate their likelihood to recommend a product/service to a friend of family member on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of weavers rating 9 or 10 out of 10 ('Promoters') minus the % of weavers rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.

Ideas for How to Use these Results

Here are ideas for ways to engage your team and use these results to fuel discussion and inform decisions.

Review Your Results

- [ ] Review your results and qualitative weaver responses. There's a lot of interesting feedback in there!

Engage Your Team

- [ ] Send the report to your team & invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places!
- [ ] Set up a team meeting & discuss what's most important, celebrate the positives, and identify next steps.

Spread The Word

- [ ] Reach a wider audience on social media & show you're invested in your weavers.

Close The Loop

- [ ] We recommend posting on social media/website/blasting an SMS saying a 'thank you to everyone who took part in the recent survey with our research partner 60 Decibels, your feedback is valued, and as a result, we'll be working on XYZ.'
- [ ] If you can, call back the weavers with challenges and/or complaints to find out more and show you care.
- [ ] After reading this report, don't forget to let us know what you thought: Click Here!

Take Action!

- [ ] Collate ideas from team into an action plan including responsibilities.
- [ ] Keep us updated, we'd love to know what changes you make based on these insights.
- [ ] Set up the next Lean Data project – we recommend checking in again in 6 to 12 months.

Source: Upaya Social Ventures

> “Working with Anuprerna, we get paid on time and we also get extra orders. Payments are made on a per-piece basis, allowing me to earn more based on my productivity.
>
> - Male, Master Weaver

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About 60 Decibels

60 Decibels is a global, tech-enabled impact measurement company that brings speed and repeatability to social impact measurement and customer insights. We provide genuine benchmarks of impact performance, enabling organizations to understand impact relative to peers and set performance targets.

We have a network of 1,300+ researchers in 85+ countries, and have worked with more than 800 of the world's leading impact investors, companies, foundations, corporations, NGOs, and public sector organizations. 60 Decibels makes it easy to listen to the people who matter most.

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Thank You For Working With Us!

Let's do it again sometime.

We'd love to hear your feedback on working with 60dB; take 5 minutes to fill out our feedback survey here!

Stay In Touch

Please sign up for The Volume, our monthly collection of things worth reading.

Acknowledgments

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