

**Chapter VIII**

**POLICY RECOMMENDATION FOR  
THE DEVELOPMENT OF TRADITIONAL  
HANDICRAFTS**

## 8.0 INTRODUCTION

Most of the problems identified earlier in the chapter entitled “Problems of Development of the Handicrafts” are attributable to the weakness of the business environment where craft producers operate. Successful promotion of artisan crafts need coherent and appropriate government policies, effective support institutions, and collective efficiency that would enable them to take advantage of the business opportunities.

The traditional values inherited in handicrafts artisan is neither properly appreciated by policy makers in the social and economic development process nor by the support agencies in developing countries. Although it poses a great development potential, the true value has not been fully exploited. Instead, it has been lost in the current promotional effort mingling all categories of handicrafts together. Isolation of handicraft persons from the country’s main economic activities has caused a number of social and economic problems. A problem of extinction of traditional skills and culture is one of them. This problem is attributable not only to isolation, but to the diminishing markets, available traditional raw materials, and successors. The inherited skills are traditional and could easily disappear unless the problem of isolation is solved and their stable production is secured with the increased demand. This fallout requires a special attention on this category of handicraft producers in study areas due to the sensitive political and socio-economic conditions caused by their isolation. If a solution can be found, it could easily be applied for other artisan craft producing areas and regions, which link more closely with the country’s major economic activities.

Differences in the attributes of traditional crafts are significant enough to be taken into account throughout the entire policy recommendation and the overall development process. Thus an elaboration of a policy framework is crucial in the first step, while recognizing the causes and effects of neglect of traditional values and the unique nature of each category of artisan crafts. Then, formulation of specific measures with strategic support activities follows. Public institutions play an integral role as the implementing organ of these measures. A key for successful artisan craft promotion for developing countries is to assemble various development methodologies and instruments in the process of strategy formulation and to implement them with the most effective approaches. The entire process of strategy formulation requires thorough

factual and analytical data and information. Besides, integrating authenticity in its promotion is one of the key strategies.

In this context, attempts have been made with suitable policy measure based on the finding of regression and production analysis for the development of traditional handicraft in Darjeeling hill areas. Beside, due substance is put down to associate the views of the artisans to formulate the relevant policies. The concerned recommendation is expected to provide a conceptual base for initiating planning and development of different Traditional handicraft in the Darjeeling hill area.

### **8.1 POLICY RECOMMENDATION FOR DISTRIBUTION AND SUPPLY OF RAW MATERIALS**

Whatever is the covering organisations assigned with the functions of buying and holding the stocks for dispersal, it is necessary to make suitable institutional arrangements for finding the needed funds on a priority basis at favourable rates of interest. The policy and operational framework for provision of raw materials to the whole lot of artisans, dispersed over wide areas, is not in tune with the requirements. As at present, hardly any regulation exists whereby the raw materials trade is obliged to make available to the artisan, even the locally available raw materials, at reasonable prices. Price to the artisan is most important and it has to be viable. There is greater need to stress this aspect of the problem. The wide dispersal of artisans and their weak financial position necessitates that their small requirements of raw materials need to be made available at the needed time and at their doorsteps.

At the grass root level, it is desirable for a start to provide raw materials to the artisan through the proposed Group Centre Approach. The Group Centre would help the proposed IDPA (Integrated Development Project Authority) in assessing the detailed requirements of various raw materials and in also subsequently checking on the proper use of the raw materials. The Group Centre would be the effective delivery point for the supply of raw materials to the individual artisans. The supply of raw materials to the Group Centers would be from the district level agencies.

At the district level, it is recommended the formation of a DSMS (District Supply and Marketing Society) which would be given the responsibility for the procurement of the raw materials. DSMS is to be run on a commercially viable basis. The credit requirements of DSMS can be met through commercial and cooperative

banks. State Governments can help by providing appropriate margin money and treat the same as development expenditure. DSMS should keep a proper rapport with DIC for optimal use of facilities. It is recommended the utilisation of the services of LAMPS by DSMS. The activities of DSMS would be hampered without a suitable link up agency at the state level. It is recommended that the state level 'agency called W.B.H.D.C.Ltd (West Bengal Handicrafts Development Corporation Ltd.) should be responsible for handling all the raw materials problems of the handicraft industries.

Handicraft Industries also suffer from the shortage of raw materials supply at reasonable prices. As such it is recommended that a common organisation should handle the raw materials problems at the district and state levels.

It is recommended that the requirements of these industries get the priority treatment and should become the first, in that no compromise be made in the amounts needed by these industries. The district and state level organisations would take sometime to develop a suitable mechanism to this effect. Meanwhile in some industries like Khadi, Handloom etc., some system of raw material supply already exists in plains areas of south Bengal. It is recommended that these systems should be continued, streamlined and extended to this region for the effectively operation of handicraft units in Darjeeling hill areas.

It is recommended that in case of forest based raw materials, the forest department should be responsible for delivering the materials at royalties plus transport to the DSMS from the nearest departmental depot, at the needed points.

It is suggested that the continuous monitoring of the process of availability of raw materials at the field level and its proper utilisation in production be made wisely.

It is suggested that the cooperative societies should be more strengthened in order to reduce significantly the exploitation of artisan by the dealer, as the cost of raw material in some crafts viz. Silver artifact, Brass and Copper artifact, and Thanka painting are high. For the development of these craft, it is necessary that enough working capital dependence of craftsmen made available to the craftsmen. The industries department should come forward and take step to advance credit to the craftsmen against stock of raw material and finished goods. This will greatly reduce the dependence of craftsmen on dealers for the supply of raw materials and work, and it will ensure fair returns to the artisans (Sao and Chhetri, 2008).

## **8.2 POLICY RECOMMENDATION FOR DEVELOPMENT SKILL AND ENTREPRENEURSHIP**

### **1. Skill Formation and Training**

In order to meet the demand for enhance skill, which will be essential for modernisation of production technology, the basic recommendation has been the improvement of skill through training and education of the artisans in related field. However, the exposure to formal education is imperative as transfer of learning can be better facilitated to make acceptance of innovative technique. Realizing the shortcoming of the various programme and scheme it is found that the mere training in the skill formation do not fulfill the aspiration of the artisans. Any training in the sector must not be thrown to the new comer without assessing the ground realities. It is the practical of the trained artisans that they have been left lifeless after training when the artisans do not find the opening for their produce (Sao & Chhetri, 1985). The trained Yatha and Carpet weaver are non existence now. This aspect of training programme fulfilling the formalities of government schemes seems mere 'eyewash'.

Further artisans' participation in training reflects that workshop organized by handicraft board in the study area is discouraging as this workshop neglect the ethnic ethos of the region. It is suggested that the regional handicraft board must have resource to fulfill the deficiency to cater the aspiration and craft culture of the region.

Thus it is pertinent that implementation of any scheme must be laid after market feasibility study and technical feasibility study. Unlike the artisan craftsmen of other region, it is a positive gesture that it here that majority of the artisans are literate. It is therefore the region require formal training centre well distributed over the space and impart both the beginners and advance course. In the beginning, course fresh candidate should be taken up while in advance courses fresh as well as artisans at work should be enrolled to achieve the target of Modernisation of the existing units.

Mere up gradation of the skill of the artisans will not help the industry prospering. It may so happen that even after training the artisans will follow the old production processes and produce the same items because of non-availability of needed raw material, require tools and uncertainty of the market demand. These necessitate drawing suitable follow-up programme including supply of improved appliance, procurement of raw material, which is not available in local market, and marketing of the new items including popularisation of new items of production. Follow-up

programme should also include the annual inspection of the household units set up by the artisans after training. This is essential and will attempt to inspect their account, shall talk to their banker, check their stores, and to provide on the spot advice. This visit will provide valuable information that could be fed back into the training of the new batches (Boggert, 1980).

## **2. Establishment of Community Workshop and Tool Centre**

To strengthen the technical set up for the artisans the work shop and work shed can be established in the industrial agglomeration and at least in different blocks for the benefit of the artisans so that the artisan reap the benefit of the appliance and the machine for their work. This community workshop should be strictly under community supervision and monitored by the groups working on the trade. There should not be hinge from outside to disappoint the working of the artisans. The artisans must be free to use the benefit of the community workshop and get the first hand experience of the modern appliance. The development agencies should also make the provision for the supply of require tools, implements and machineries at the subsidized rate with technical support.

It is also important to make provision to provide the traditional artisans with the supply of the modern scientific tool kits and a workshop be setup for the immediate know how by the concern institution at village. Along side the district handicraft Mela / fair a common tool exhibition and sale counter would facilitates the artisans to adopt the new improvised tools and implements.

## **3. Skill Dissemination by Master Artisans**

It is suggested that the state should take initiative by identifying master artisans at the regional level. Further these artisans would be entrusted with a responsibility of identifying artisans in the region and impart Training for Trainers (ToT) to them. These trained artisans will further disseminate their newly acquired skills to the local artisans which will enable them to get refinement in process of production and return for their handicraft.

## **4. Setting up of Industrial Training Institute cum Arts and Craft Institute**

The survey in the study area reveals that the majority of artisans are literate. It is also perceived that majority of the population in the sector comes from the categories of school dropout. The situation necessitates a total over hauling of the educational infrastructure in the area, as there is just a single Industrial training school in th

Darjeeling hill. It is also true that vocational training is non-existence to absorb the teeming population on diverse trade. It is recommended that the situation call for opening of the vocational training at block level on multiple trade. At least one advance training centre at the higher level. So, that the growing population could be systematically directed to achieve the require goal. It is also equally important to organize the arts and craft institute to restore, preserve and explore the traditional craft of the area.

## **5. Organising Workshop on Entrepreneur Development**

For nurturing of the entrepreneurs, it is necessary to stress the efforts of change artisan behavior (Papola, 1996). To accomplish this among the artisans, it is pertinent to stress on the following six facts:

- i.) Focus thinking on the modernisation and carry each individual through his own practical application of it among artisans in the sectors.
- ii) Deepen the perception of profit maximization and highlight the differences between sales maximization and profit maximization among the artisans in the sectors.
- iii) Emphasis the practical needs for optimistic ideas and related changes which follow it, vividly show some reasonable real life change possibilities through following optimistic ideas, and constantly reiterate the belief that any individual can cultivate the optimistic ideas among artisans in the sectors.
- iv.) Strengthening and broaden information sources and flow, and in particular, inculcate the concept of combining ideas and fact among artisans in the sectors.
- v.) Strengthening a pervasive achievement motivation that stresses long-term profit maximisation among artisans in the sectors.
- vi.) Sharpen the understanding of planning with special focus on short term planning among craftsmen in the sectors.

These are all complex subject in their own right and one can readily envision separate training programme to develop various facts of each. However, one of the most pronounced insights in the whole study of the entrepreneurship building has been that the individual factors are clearly not as important as composites. So the adoption of this “composite” strategy for the initial pilot training effort should be the basic goal. Besides the basic factors other research finding should be interwoven to minimum degree possible into one training package of entrepreneurship building programme.

Beside above mention factors, the entrepreneurship building programme should also adapt proper measures so that capability to handle moderately high capital than traditionally used both with allocation on proper head and phasing at different time interval, are inculcated among hill artisans.

High educational attainment, though directly does not contribute to the development of the craft activities in a significant way, will indirectly help the artisans in acquiring the ability and confidence to correspond effectively with various organizations. Training programme should also include measures for greater awareness on the various financial schemes, loans and grants opportunities provided by banks, other institution and government organization. They should also be made familiar with various accounting and book keeping methods.

Several other considerations of the entrepreneurship building programme are as follows:

- Persons chosen for the entrepreneurship building as trainee should be in the middle in terms of entrepreneurship potential.
- Since most of the potential entrepreneur will be full-time worker, a short training programme should be imparted to them. The potential entrepreneur should be brought together as a group in residential environment with which artisans are familiar with. So that strong group support could be reinforced.
- Programme should be given in the language with which they are most familiar.
- The primary target of training should be to bring about change in the attitude of these artisans towards organizing their work and towards moving into new production function. An important secondary goal, though indirect, should be to promote by demonstration, the effects of the consumers and other member of the hill community.
- Emphasis should be placed on the groups self image and self motivation by stressing that they are a specially chosen pilot group that would be the first to learn valuable new methods to improve industrial activities. Thus a set of cognitive and group support would be focused.
- The programme should focus strongly on action outcomes. The end results thus would bring about heightens their practical ability to be an entrepreneur and a change agent in the traditional culture.

- Finally, a careful follow-up programme should be conducted over a sufficiently long period after the short-term programme. In the most of the places development programme usually have a grandiose beginning which seep away like water on sand due to lack of follow through. This flow should be carefully avoided by extended programme, which can be linked with the training.

#### **6. Organising Management Training to Artisans**

Managerial training should also be introduced for the management of the individual household units and cooperatives. In training of the artisans it is necessary to have the individual attention, as the artisans represent the different level of social, cultural and economic background. It is recommended that systematic planning is required for fuller utilisation of available resource for mass participation. It is also necessary to make provision for incentive to artisans for participating in training meet the expanse and for abstaining from doing job. Stipends to the artisan as well as fresher trainees should be suitably enhanced since the rates of the stipends paid at present are usually low and not attractive. As major part of stipend paid to training in the study area are incur on the traveling cost. Beside Entrepreneur Guidance cell should be introduced at block level and this will consist of officials of the industries department, bankers and technician including some successful entrepreneurs and some local experts. This cell may meet every three or four month and the artisans should be invited to these meetings to relate their difficulties. They can obtain on the spot advice from whole battery of experts free of cost.

### **8.3 POLICY RECOMMENDATION FOR MODERNISATIONS OF PRODUCTION TECHNOLOGY**

#### **1. Encouraging Handicraft to Innovate and To Improve the Quality of Their Products**

Many traditional industries have evolved out of tradition or for the cultivation of particular agricultural products, using techniques that have been handed down over the generations. The problem with this type of industry is that the potential for replication or imitation is very high. To be able to compete effectively against low-priced foreign products, local industries in the study area need to focus on improving the quality of their products. Given the relatively small size of local market, local

industries need to develop a vision that encompasses the development of national and global markets. The simplest, most immediately effective method of guidance is therefore to show local industries how to identify consumer needs and how to develop products that, while embodying traditional culture, also conform to the tastes of overseas consumers in terms of design and packaging (Nebasina, 1996). In this respect, artisans of Darjeeling hill areas would do well to study the example of Thailand (Rizwanul 1987), which recruited leading international designers to help local industries with product packaging and design to ensure that, besides their local character, these industries' products were also redolent with high quality and high aesthetic beauty. In this way, products can be made to appeal to overseas consumers, while also encouraging an improvement in the overall quality of design in local industries.

## **2. Diversification of Handicraft Product**

Apart from traditional products, new non-traditional goods should be introduced after examining the consumers' preferences, market orientation and type of skill available. In fact, in basketry unit, artisans usually produce various traditional utilitarian items and the objects of artistic value are not commonly produce by them. Further, in silver units the production is mainly based on traditional ritualistic motif, in black smithy, the artisan caters to the demand of the agricultural tools which are less profitable. No doubt production of these items should be continued as there is demand for these articles, but at the same time diversification of product with inception of the new technology will help increasing value addition.

A variety of artistic objects and various non-traditional consumer goods requiring slightly upgraded skills should be encouraged for production by the artisans and for this, short-term training to the artisans is imperative. However, desired diversification of the products should be first worked out keeping in view the potential demand and subsequently steps should be taken to product and popularize the new items.

If the diversification of the sector is done the flooding market of the Chinese artifact- decorative article, utility items, fancy materials etc can be easily be made to halt. There is ample demand for this product in the market as a whole. To achieve this, proper training and skill generation among the artisans should precede product diversification in the cases.

It is perceptible from the study that the scope of product diversification in hill bags is very high. However due to lack of skill and training, artisans are unable to make out their product more vibrant to catch up the customers choice and aspiration. seare still engaged in production is the hinder. Non-traditional items such as furnishing fabrics, dress material, bed covers, fancy ladies bags, shopping bags, pillow cover etc can be introduced. Moreover, the traditional bag items may not be discourage as there are demands for this items.

In weaving, there is scope for introduction of woven design and colour pattern. There should be design development centre that should try to introduce traditional motifs of the hill thus maintaining distinction and continuity as well.

Woodcarving also offers opportunity for product diversification. Beside production of religious and decorative articles, utilitarian items such as furniture, toys, and other demand-based article should be introduced in this sector.

Artisans of the black smithy sector in the present market set-up will find it difficult to compete with the organized sector. Thus, artisans of this sector should concentrate on servicing and production of the same and other items upgrading the modern technology. With the added technology, productions as well as fabrication of the article produce would create a new market. Likewise, in metal craft diversification of products can be done by production of decorative and utilitarian article.

### **3. Modernisation of Production Technology**

To increase productivity and efficiency of the production system in the handicraft sector the modernisation of the production technology is one of the basic prerequisite (Singh and Shastri ed., 1981). Most of the craftsmen use traditional tools and appliance, and as a result they have a low turnover. Every endeavor should, therefore be made to induce the craftsmen to shift over to better tools and equipment which will help in eliminating long strenuous hours of work and low productivity. Arrangement should also be made even to supply these tools on hire purchase basis to them. Moreover, there is every possibility of mechanizing certain processes of crafts without sacrificing the artistic value. The central handicraft development centre of the all India handicraft board may explore the possibility of designing such machine locally. To facilities such efforts the state industries department should also step in, and set up common facility workshops where facilities in the use of improved tools and appliances are easily available to the craftsmen.

Many experts have prescribed semi-automation of the handicraft sector (Sivayya, 1983). Although the scope for such is limited in the case of basketry, woodcarving, Thangka painting, Modern technology can be applied in the following fashion:

- i.) In Basketry industry, Thangka painting and hill arts, the scope for such an improvement is limited and it is through the use of better implements and skill formation among artisans production can be raised (Sao and Chhetri, 1995).
- ii.) Modernisation of workshop is also essential in silver craft units, Blacksmith units, woodcarving units, metal craft (copper, brass and white metal artifact) units. Emphasis should be given towards the introduction of the filing machine, cutting machine, portable wire machine, and sheet-making machine, buff machine and such other appliance this improve appliance be introduce with some technical training to the craftsmen.
- iii.) In wood craft units' similar modern appliance such as electric drill, Fred saw machine, improved chisels, power driven design machine could be beneficial.
- iv.) In hill bags improved and latest sewing machine could be help in countering the market in competition with internal and external market.

If such an effort is made in this sector either at individual or at the community level through incentive or loans scheme to these poor craftsmen, quantitative as well as qualitative improvement is bound to be realized in the handicraft of the hill but none should be careful that, while giving opportunities for higher production, it is also imperative that intermediate technology, if at all any, should not create an environment where artisan in household are not free to work informally in consonance with their way of life (Schumacher, 1974).

## **8.4 POLICY RELATED TO IMPROVEMENT OF MARKETING FACILITIES**

### **1. Expanding of the Marketing Channels Available To Traditional Handicraft**

Most of the firms involve in the traditional handicraft are small. This means that their marketing resource and capabilities are generally rather limited. Currently, the single most important marketing channel for traditional handicraft is religious and

cultural activities that attract large number of customer, providing an opportunity to promote the sale of these products. However, these modes of activities for selling directly to the customer are very limited. The key issues in guidance provision are how to get customer buy these products on regular basis, and how to market these products in other parts of the country and overseas. In the future, government agencies organizing large-scale events of this sort need to coordinate their activities with other agencies, arranging the participation of local industries that fall under the remit of other ministries and agencies, and working to create new marketing channels for these handicraft industries.

In addition to arranging for the display of handicraft products at international trade shows in India, the government should also organize international local product exhibitions. These exhibitions would give household units in study area the opportunity to study the products of local industries in other countries, while at the same time providing a venue for international exchange, helping to strengthen the image of handicraft of Darjeeling hill. These would thus constitute an important channel for strengthening the development of craft of the region.

With regard to the development of overseas markets, the government can undertake the selection of the most distinctive products and then commission private-sector organizations to organise overseas promotional activities or to attend international trade exhibitions in other parts of the world. Overseas distributors could be employed to market the products of Darjeeling hill in key markets, thereby increasing the level of exposure that these products enjoy. Indian overseas representative offices and trade promotion offices would have an important role to play here.

## **2. Extension of Marketing Facilities for Traditional Handicraft**

The essential element of mass marketing is that items demanded by the consumer should be available where the consumer demand exists. This necessitates having a wide network of retail outlets. Such networks as are available through the outlets of Manjusha, handicrafts and handloom boards, super bazaars etc, are -very limited and are hardly in tune with the requirements. There are many reasons for poor efficiency in the existing marketing arrangements, more important being the inadaptability of the production to the needs in terms of attitudes, tastes and preferences of known markets; lack of quality control and non-standardisation of the product,

limited, size of local exploitable market; competition from the organised sector or substitute products; lack of market intelligence and lack of constructive advertising. The artisans are, by tradition and circumstances, production-oriented and not market oriented.

The marketing of handicraft industry products has to reflect modern trends. The marketing system for Handcraft a sector of village and cottage industries must be as equally organised and sophisticated as that in the organised sector. These sectors must produce a product which in designs- quality and price can compete with organised sector output. The product must be available where and when the consumer normally purchases it. For each product a strong brand image should be built up and projected through advertising in mass media and other promotional measures. To give a boost to marketing, a link up between the supply of raw materials and marketing should be maintained.

Broadly, it may be assumed that an assurance of lifting 50% of the product from the artisan would give him great relief. The balance of the 50% may be left to him to meet his own personal needs and for marketing to the demand of his clients in the local markets at hand. Identification of markets, other than the local, would obviously have to be entrusted to some agency. At the district level the function can be rightly undertaken by the DSMS. The agency at the State level viz. West Bengal Handicrafts Development Corporation Ltd. would be the right agency to undertake the functions at that level.

As recommended for a separate raw material and marketing organisations to cover village and cottage industries. For technical support and training, other organisations of a hierarchical nature starting from the group unit have also been recommended. If these recommendations are accepted, the role of the rural marketing centre will be purely one of maintaining a suitable display and marketing centres at the urban level for all types of handicraft industries. It is recommended recommend that the Raw Material Committee (RMC) be formed and the operation of the RMC may be limited to this particularized service for the handicraft industry.

This proposed Committee would recommend that all existing structures should become multidisciplinary centre and sell such other products which can be profitably handled. But for the products of other organisations and other group units covered by the marketing chain, the rural marketing centre should preferably act as agents for sale.

The responsibility for maintaining quality of goods, studying the consumer market and pulling in the right type of goods at the urban centre should be the responsibility of the DSMS where intensive development is contemplated.

Where new rural marketing centre have to be developed, it is desirable that from the beginning they are developed as multi-commodity display and sales centre. They should be placed squarely under the DIC.

The study observes and wants to make it clear that one sale centre in an urban market may not be enough for pushing the entire production of handicraft industries to market. Existing private retail shops should in any case be fully brought in the chain of distribution. The artisan at present not being able to hold back the goods and has to go to the middleman or trader who does the effective distribution for the festival and other seasons. The marketing organisation will have to take over this important role.

Strategy of marketing coverage must have facilities for storage to keep goods in condition till the festival season and push the wares in the ready markets. A suitable linkage with Government purchases can yield an assured market for the produce of the handicraft industries. The artisans wares will be accepted by the marketing organisation only if it fulfils the basic standards laid down for the goods by the organisation. There should be no compromise in this matter.

It is to suggest that a neutral body for resolving disputes about quality may be set up, by DSMS under DIC for each district, comprising of technical experts who will be relevant to the problem. The decisions of these technical groups will be binding on both parties (Sao and Chhetri, 2008).

To push the goods and clear the goods quickly from stocks and enthuse the artisan to produce more, the strategy should be for a lower price during the off-season. There has to be some organisations, which studies the market patterns and changing tastes and then prepares the specifications for new types of goods that have to be produced. This responsibility can be spread between the Central Government and the State Governments. The district marketing organisation and the state marketing organisation can draw the standards for purchase of goods from the artisans on their assessment of the market.

The whole focus to the development of Handicraft industries need to be market oriented and commercial and not sheer production-oriented, and should ensure fair wage to the artisan. It is recommended that in the initial stages marketing through

advertisement will have to be a service to be rendered by the State organisations for the development of Handicraft industries. A subsidised service for this purpose will be fully justified. This of course will have to be linked up with the capacity of the chain of organisations to produce the quality and quantity required in the market. If a proper marketing strategy is evolved, it should be possible to sell the products of handicraft industries in new and distant markets in the country. The States will have to take the initial lead in developing such industries most prevalent in the State. The Centre contribution will be provision of marketing intelligence, training institutions, design development and suitable guidance to the States in improving their marketing strategies. Many products of the handicraft industries are finding special markets in foreign countries and it is recommended to have full tapping of such potential markets.

### **3 Establishment of Separate Market for Artisans**

In the present scenario, market where the artisan sale their produce in the behest is non-existence (SNS, 2003). In the old gone days artisans were allotted in the market place for the sale of their produce and could sale and product based on consumer's taste and preference, the system has dwindled. Therefore, market place must be allotted to the artisan craftsmen in order they could sale their produce directly to the consumer. Such a market for the craft brings an interaction that could certainly bring motivation on the part of craftsmen to bring about change in motif for the further development of the craft (Sen, 2003).

### **4 Expanding the Marketing Channels Available to Handicraft**

The firms involved in traditional handicraft are tiny or micro-enterprises. This means that their marketing resources and capabilities are generally rather limited (Soundarapandian, 2002). Currently, the single most important marketing channel for traditional handicraft is religious, artistic, and cultural activities that attract large numbers of tourists, providing an opportunity to promote the sale of local products. However, these activities take place over a limited period of time. The key issues in guidance provision are how to get tourists to buy local products on a regular basis, and how to market these products in other parts of the country and overseas. In the future, government agencies organizing large-scale events of this sort need to coordinate their activities with other agencies, arranging the participation of handicraft that fall under the remit of other ministries and agencies, and working to create new marketing channels for local industries.

In addition to arranging for the display of handicraft products at international trade shows in India, the government should also organize international local product exhibitions. These exhibitions would give companies in India the opportunity to study the products of handicraft industries in other countries, while at the same time providing a venue for international exchange and helping to strengthen the image of these handicrafts. They would thus constitute an important channel for strengthening the development of handicraft in India. With regard to the development of overseas markets, the government can undertake the selection of the most distinctive products and then commission private-sector organizations to organize overseas promotional activities or to attend international trade exhibitions in other parts of the world (Sinha, 1995). Overseas distributors could be employed to market the products of handicrafts in key markets, thereby increasing the level of exposure that these products enjoy. Overseas representative offices and trade promotion offices would have an important role to play here.

#### **5. Promoting Traditional Handicraft for Internationalization**

As the process of economic globalization continues, the potential exists for leveraging traditional handicraft to build up a distinctive image for Darjeeling hill craft product that can then be combined with aesthetic and artistic elements to facilitate international marketing, giving handicraft their own unique position within the global economy. However to be competitive in international term, handicrafts of Darjeeling hill area need to be able to offer innovative, high-quality products. Other important strategies for helping handicraft is to develop new business opportunities include the holding of and participation in international exchange activities, and the promotion of image building advertising in order to build up international awareness and attract the interest of consumer in other countries. An example of what can be achieved in this respect is the Thailand government's recruitment of Italian designer to help give local industries' products an international image (Naoto, 2005). President of India in his address during the presentation of National Award to the Master craft person and Weaver at Vigyan Bhawan on 12<sup>th</sup> Dec 2005 New Delhi, has also laid emphasis on the need for intense collaboration between crafts' person in the village, NIFT, Government agencies and other relevant institutions. There is an urgent need for sharing its knowledge base, its capability in creative product development, and understanding of craft technology, requisite training for skill, up gradation and product diversification.

## **8.5 POLICY RECOMMENDATION FOR THE DEVELOPMENT OF VALUE ADDITION FOR HANDICRAFTS**

In the changing world scenario, craft products exported to various countries form a part of lifestyle products in international market. The impact is due to the changing consumer taste and trends. In view of this it is high time that the Indian handicraft industry went into the details of changing designs, patterns, product development, requisite change in production facilities for a variety of materials, production techniques, and related expertise to achieve a leadership position in the fast growing competitiveness with other countries. The 70 million craft persons who are the backbones of Indian Handicraft Industry as provided with inherent skill, technique, traditional craftsmanship but that is quite sufficient for primary platform. However, in changing world market these craft persons need an institutional support, at their places i.e. craft pockets for value addition and for the edge with other competitors like China, Korea, Thailand etc.

It is recommended to implement following model for improving the performance of Handicraft Industry and the greater Value addition can be achieved:

## **8.6 POLICY RECOMMENDATION FOR COLLABORATING TOURISM WITH TRADITIONAL HANDICRAFT OF THE REGION**

Tourism is a creative industry with a vast potential for improvement and growth. It flourishes best where it provides variety and ethnicity (Reddy, 1998). Handicrafts have always been given the 'piggy' status, presumed to be riding on the back of tourism by producing goods for the souvenir industry. However, Dilli Haat, the Surajkund Crafts Mela and many other such experiences have shown that the reverse is the reality These experiences and mechanism be extended in collaboration different nodal agencies to Darjeeling hill areas also as this area has a rich cultural heritage. Beside, tourism is one of the main stay of the economy of study area. The region has both the composition of tourist viz., Domestic and international tourists. If planning is extended done incorporating tourism, handicraft and craftsmen would transform the greater perspective of the cultural aspect of the region and provide sizeable earning to masses as well. Tourism can be packaged around the artisan and his or her handmade, exotic, utilitarian or merely attractive crafts and handmade textiles, all of which create a cultural identity that is unique to that area or region– the very thing tourists look for

Table 8.1 Value Adding Chain in Handicrafts



rather than synthetic or easily replicable products. Low cost handmade products made by local communities be made available as well which can draw large numbers of tourists who want to shop for the local rather than global brand names which they can always access with boring familiarity in modern shopping mall. It is therefore recommended that the traditional art and craft of the Darjeeling hill area be brought in the itinerary of the tourist in collaboration various tourism development agencies. Beside tourism also bring about change in the perspective of the artisans through direct interaction. Darjeeling hill is renowned for its world famous hill station and it is an

important tourist destination. So it recommended to include the crafts and master crafts in the Itinerary of the tourist destination as such the artisan's gets the first hand contact to find customers' taste and preference for some of the valued crafts of the Darjeeling like silver work, copper works, carpet weaving, bamboo paper (woven), Thangka painting etc is highly praised. It is also felt that immediate interaction of the tourist would be the panacea for changing the perception of artisans in bringing about further development of the crafts and the craftsmen of the region.

## **8.7 STRATEGY FOR SUSTAINABLE DEVELOPMENT OF HANDICRAFT**

### **1. Need for Active Cultivation of the Human Talent Needed By Traditional Handicraft**

With the average educational level in the hill area of the Darjeeling continue to rise, many handicrafts find themselves faced with a shortage of young people interested in carrying on these traditional trades. Despite the government's efforts to revitalize traditional craft at national level and state level, traditional units could no reap the benefit of the planning and development programme (Debroy, 2004). Beside more work needs to be done at the level of basic education, for example, by encouraging secondary schools and higher secondary school to arrange visits to local handicraft workplace and to include material relating to local industries in their teaching materials. By doing so, they can plant the seeds of interest in young people who may in the future decide on a career in a traditional handicraft.

In the area of manpower cultivation, the government needs to provide funding and training opportunities, making effective use of cultural and artistic talent to help the sectors give their products a unique flavor or develop their own brand. Thus by furthering the cultivation of cultural and artistic talent and enhancing the artistic value of local handicraft products. The cultivation of managerial and marketing talent provides an effective means of strengthening the management and efficiency of local handicraft products.

### **2. Building a Consensus to Achieve at local level**

The Building of consensus at local level constitutes an important element in the process of providing guidance to traditional and special local industries. The operation of local organisation and groups are often the key factor that determines whether or not a local industry succeeds in transforming itself. These local organizations and group

can play an important role in furthering the development of industry after the completion of the formal guidance period. The main source of competitiveness for traditional and special local industries is the ability to maintain or develop a local character. How effectively this local character can be presented depends on whether a consensus can be formed among local inhabitants, and on how actively they participate in the process of fostering the industry's development. Local organizations and groups normally enjoy good relations with the local community, enabling them to undertake the communication needed to build up consensus with respect to the upgrading of culture, technology, innovation, and value added, and to encourage the development of environmental consciousness. Only then will it be possible for local industries to achieve sustainable development and enhance the quality of life for local inhabitants, while themselves can grow steadily and take control over their own destiny. One of the biggest challenges facing guidance providers is how to overcome opposition to the local industry development plans, by establishing a sound platform for calm, reasoned discussion so as to get everyone in the community working together for a common goal, and turning local political factions from an opposing force into a supporting one. Nevertheless, this is a challenge that must be overcome if the unnecessary waste of resources is to be avoided and a new vision established for the community as a whole (G oT, 2005).

### **3. Cultivation of Local Guidance Team**

Handicraft industries are normally closely integrated into the fabric of local community. People who are from the same community find it easier to communicate with them and to build consensus than outsiders would. If the guidance teams can be cultivated at the local level, then even after the formal period of guidance has been completed, the household units in the industry in the question will have someone they can address queries to, and the guidance team- which will now have built up significant experience- may be able to provide guidance to other industries in the same area. By cultivating local guidance team, work can be made to settle that facilitate its continuing implementation over the long term. Aside from large-scale guidance teams operating in several counties other cities, the government's guidance planning should also emphasis collaboration with local guidance Organisation, so that these small sized groups have opportunities to learn, to build up experience, and to cultivate local talent.

#### **4. Development of National Innovation System**

A national innovation system (NIS) is sometimes defined as “the network of public and private institutions whose activities and interactions initiate, import, modify, and diffuse new and traditional technologies, adapted to the requirements of greater competitiveness in the economy and society” (Sujuki, 2005). A NIS is often much focused on issues related to improving the knowledge-base in a country with an emphasis on issues such as technical knowledge, technology management, science and technology, research and development, standards and quality, ICT, etc., although innovations can also refer to product or market innovations.

In the Darjeeling Hill Area there is not yet a well developed NIS and hardly be said to cooperate and coordinate to constitute a coherent NIS. The Government is aware of the importance of developing a NIS however lack of concrete effort and aspiration on the part of planner, and implementing agencies and monitoring agency is a major bottleneck in the development programme.

#### **5. Policy Recommendation for Formulation of A Multi-Tier Development Strategy**

The results obtained in the survey of local industries can be broken down by product quality and by the maturity of the industry in question. It would be wise to follow the experience of Thailand which divides local industries into the following categories: those well suited for exportation, those with some export potential, and those whose product can be marketed only within the nation. Alternatively, guidance planning can base on cultural, industrial, R&D, services, Marketing, Image, or “hardware” infrastructure aspects, thereby helping those local industries that have yet to acquire their unique character to gradually develop their own distinctive features, working either from a cultural or from an industrial point of view. With respect to those local industries that have already succeeded in differentiating themselves, the government can provide assistance in the strengthening of R&D activity, in image building, and in market development (Raja,2005). As for those products that are already competitive in international terms, guidance work here needs to focus on packaging, product design, and international marketing. Handicrafts of the region at all levels need to be integrated effectively with the relevant hardware, skill and extended facilities.

## **6. Creation of Handicraft Cell and Extension of Consultancy Services**

To give the priority to solve the problems of crafts and craftsmen of the region, an exclusive handicraft cell should be created in the Directorate of Industries. It is suggested that the agency should organised consultancy / seminars from time to time in different craft for the benefit of the artisans / exporter and dissemination of market intelligence, up gradation of technology, standardisation of quality and packaging for higher value additional products. In the future the following strategies need to be adopted in the provision of guidance for the traditional and special local industries if a comprehensive, effective guidance mechanism is to be established. Such a mechanism could provide the foundation for an innovative life style model integrating knowledge, culture, innovation aesthetic, industry and quality of life. Not only would this provide new opportunities for the on going development of the traditional industry in Darjeeling hill areas, but it would also give the people of the region better life, in both material and spiritual term.

## **7. Need for Recognition /Identification of the Craftsmen**

It is felt while interacting with the artisans that one of the major problem faced by the artisan is the problem of the crisis of his own 'Identity'. Recognition of handicraft artisans would not only facilitates artisans for marketing the product but also to mitigate other problems such as transporting raw material, availing concession on transportation, banking, education of their children, and other extended facility. Beside the artisans would easily move around across the length and breadth of the country for selling out their produce. It is recommended for the issuance of identity card to artisans to avoid harassment and confrontation by appropriate authority to ease and relief the artisans.

## **8. Develop Recognition of and Build Loyalty to the Handicraft of Darjeeling Hill Areas**

The future of traditional handicraft of Darjeeling hill area is largely dependent in the popularisation of the craft product among the masses, both rural and urban. At present, our craft products mainly cater to the needs of the section of the community. In addition, it is true that some of the artifact cannot be effort by the masses. With the view to popularizing the craft product among the masses, more utility articles should be produce at cheaper rates. Moreover, wider publicity through journals, cinema, radio, television, hoarding, and also through the opening more show room and arranging

exhibition would go a long way in popularizing our craft products among masses. Unless masses form the bulk of purchasers, crafts cannot thrive. Beside there is also call for to draw the attention of the young generation by organising trip to site of production, handicraft fair, and by incorporating craft culture in schooling. This would in time create a sense of belonging and affinity for the craft of the region.

The popularity of some of the craft is also assessed from the sale of artifact from local emporium and some of the articles are traded to western countries. This demand for wider publicity of craft goods through special documentary films, illustrated brochures, exhibition and fair, which is necessary for promotion of export as our craft has good reception in the foreign markets, there are great possibilities of increasing the volume of the trade.

#### **9. Formation of a Unified National Policy for the Promotion of Guidance to Traditional and Such Other Industries**

Various ministries and the government agencies are currently vigorously promoting local industries guidance to work in line with their objective and area of responsibility. The lack of sufficient inter-ministerial coordination tends to lead to the duplication of effort and a failure to collaborate fully at local level. It is recommended to build up consensus to achieve a healthy and meaningful result.

### **8.8 POLICY RECOMMENDATION FOR RESEARCH AND DEVELOPMENT**

#### **1. Implementation of National Survey of Traditional Handicraft**

Survey is prerequisite in the provision of guidance to traditional handicraft. An in-depth survey of these crafts is needed to ensure and validate the assistance require and provided as regard the depth and breath of the artisans and the handicraft, provided where it is required. The implementation of systematic surveys of the local industry by local professionals and government authorities should make it possible to gain an overall understanding of the current state of development of those industries that display particular potential or that is of particular importance. This information can then provide a sound basis for further guidance and promotion work by various agencies involved in the growth and development of the craft and the craftsmen in the pursuit of revamping the economy cultural manifestation and diffusion of the region.

## **2. Overhauling of Census and Survey Mechanism to Facilitates the Planner and Academician**

It seems that the hill craft has not been focused of its' elaborate art and craft. Which need an attention of planner, academicians, businessperson etc. as there is no such any literature on it so far. When looking back on the craft one usually gets the reference from the census report. Thus, effort may be laid to get the fact and figure of the study area in detail by the concern department. This would be necessary for the planner to frame policy and implement the same to foster the sector.

## **3. Development of Design**

With the view to procuring the extensive market for crafts, design should be improved according to the tastes and preference of the consumers. In some of the crafts, there is an ample scope for introducing new design, which may widen the foreign as well as the domestic market. The regional design development centre that may be helpful in this regard. Further, the designs that are often over elaborate may also be simplified so as to economise the cost of production. These require minute study, and perhaps experimentation in this regard may be carried out at the design centre. As an intermediate measure, some of the artisans practicing different crafts may be deputed to design centre for undergoing refreshers training course to this direction. This design must represent traditional ethos and art of the region while designing a new artifact. Beside these designs may be circulated by the development agencies network after market analysis of its demand.

## **8.9 POLICY RECOMMENDATION FOR FURTHER STUDY**

### **1. Need for Master Plan Study for Policy Formulation**

The overall development policy formulation needs a comprehensive study covering a wide range of research activities and analysis including data collection on its production and marketing aspects. The study also includes implementation of various pilot projects to verify applicability of the proposed development methodologies and approaches and how much the proposed strategies could contribute to the achievement of the specific development goals. Without such a master plan study, formulation of a clear future vision and policy would be a difficult task. Many governments lack interests in its preparation for this sector, mainly due to its marginal position and lack of clear cut ministerial responsibility for its development.

## **2. Establishment of Benchmark for the Appraisal of Traditional Handicrafts**

There is much different kind of handicraft units, each with their own unique characteristics. When undertaking surveys of traditional handicraft and other local industries, it is important to established appropriate appraisal benchmark or indicators for each type of industry (Pye, 1988). The question that should be included the following: Is the industry unique? Does the industry enjoy a leading position or a high level of recognition within its own particular sector? Does the industry possess any special cultural or landscape related features? Would the provision of guidance significantly increase the marketability of the industry's products? Once the guidance has been implemented, the agencies concerned need to follow-up on an ongoing basis to determine whether additional guidance is needed. Another important task is the development of flagship industries that serve as a model for other industries in the same sector, enabling other to benefit from the experience.

## **3. In-depth Research of Crafts and Craftsmen, and Establishment of Research and Development Unit At Regional Level**

The need for the in-depth studies to know the difficulties in different parts of over vast country with regard to artisans cannot be disputed. What the present author has observed in this connection with various studies on different sector handicraft industry in the study area is that the problem of artisans vary from place to place, individual to individual to individual, time to time and craft to crafts. As such unless various studies are under taken on the wholly or partly, it is extremely difficult to form a rational and meaningful idea of what is require to be done for their development. So far, no studies have been made on their problem and how to tackle them, particularly at the regional levels. So, one of the pressing needs of the hours appears to be of understanding through studies on the previously mentioned issue either as a whole or as a part on the wider topic. Establishment of Research and Development unit at Regional and District level is advisable to give thrust and for the revamping of the craft and the artisans reaching out to the masses at village level.

## **8.10 POLICY RECOMMENDATION FOR FINANCE MOBILISATION**

The basic requirement to realign this sector as an economically viable network of craft industries would be to provide start-up grants which are geared towards setting up the craftsman's workplace as business, apart from providing the already existing

subsidies for skill demonstration, temporary sales and design workshops. Despite all the existing skills and drive of craftsmen, there is today hardly a bank that will welcome them in and give them a start-up loan to get a business going in a commercial manner. Also there must be considerable state support for increasing awareness and promotion of handmade crafts amongst the general public because it is in the area of advertising that artisans or non profit organisations working for their development face unmatched competition from the multinational corporate sector (Sao & Chhetri 2008). Since lack of finance is the major problem, it is recommended to have following policy measures:

- a. Along with the state government, nationalized commercial banks, central Cooperative bank, Gramin Bank and other financial organization should come forward to finance the artisans with short, medium and long-term loans.
- b. Commercial bank and Gramin bank should provide short-term loan for the purchase of raw material, servicing of tools.
- c. Modernisation of tools and equipment in the future would be taken up as a centrally sponsored scheme on 50:50 bases.
- d. Machinery require by different artisan must be subsidized by the government.
- e. Proper step should be taken to popularize the loan schemes.
- f. Supervision of credit distribution and realization by the extension staff is sincerely needed to maintain a financial discipline.
- g. State and central government should pay more attention in the financing of research development as well as training schemes taken up for improving the hill crafts and generation of skill.
- h. In the case, artisans need any margin money that should be provided as a grant to artisan in general, where criterion for identification of target group should be based solely on economic condition of the artisans and not necessarily on the ethnic background.

#### **8.11 RECOMMENDATION FOR THE ESTABLISHMENT OF CO-OPERATIVE**

It is observed that in the traditional handicraft sector of the Darjeeling hill area, cooperative societies are non-in-existence. There is immediate need for cooperative societies organized on the sound footing so that they give a lead in the manufacture of

the quality and standard products and make the craftsmen of the study area cooperative minded (Bhattacharya, 1980). These cooperative societies should take up the supply of raw material, purchase of finished goods from artisans, marketing and provision of credits. For this purpose, the cooperative societies should be given adequate financial assistance by the State Government. This will result in ensuring better deal to the craftsmen and lessening the domination of the dealers-financier over them.

Thus the absence of the cooperative societies resulted in the suffering of artisans for the want of adequate quantity of raw materials, finance, marketing facilities, etc. When once the cooperative societies is formed, further developmental measure such as usual faculties of loan, grants, subsidies, marketing, design assistance, mechanization and equitable distribution of products can be effectively channeled.

It has been observed that the craftsmen are highly dependent on dealers for the supply of finance and for marketing their products it result in exploitation of the craftsmen by the dealers. It is suggested that the cooperative societies should be given adequate assistance in respect of share.

#### **8.12 RECOMMENDATION FOR EXTENSION OF EMPLOYMENT OPPORTUNITIES DURING SLACK SEASON**

There are some craft, which require more skilled artisans for their development. Young men with a flair for these crafts from outside the community should be trained by the master craftsmen, so that the production can easily be more without any marketing bottleneck. It has been observed that many craftsmen suffer from shortage of skilled labour during the busy season when they receive bulk orders from the dealer, whereas during the slack season, the craftsmen are without continuous employment. It is suggested that state government emporium and the cooperative marketing agencies should get standard articles of most popular items produced for their stocks during the slack season so as to provide regular employment to the craftsmen.

#### **8.13 POLICY RECOMMENDATION PROTECTION FROM ORGANIZED SECTORS**

Some of the craft sectors cannot develop to the fullest extent unless protected from the organized sector:. It necessitates the following recommendation:

- i) Government must enact a reservation of some of the items exclusively for the crafts sectors, for example. in weaving, metal and silver artifacts is urgently.
- ii) Government should impose a cess or levy on identified industries so that similar products from craft sector are protected from competition. A statutory tax making system must be the first essential for a levy or cess on identified industries.

## **8.14 POLICY RECOMMENDATION FOR SOCIAL SECURITY OF ARTISANS**

### **1. Providing Socio-Economic Security to Artisans**

The District Industries centre conducts District Award competition every year to encourage Artisans to develop new design in handicrafts. Out of the entries received, five pieces are being selected by eminent judges and the creators of the pieces are being given Rs.5000/- cash, and a certificate. Such award winner will become eligible for pension from Government of India on attaining the age of 65 years. It is for the time being not preferably followed, which discourage the artisans.

Although Corporation is also helping the artisans to participate in National Award competition by organising preliminary selection and send the selected articles to New Delhi for participation in final competition. It is necessary to disseminate the information before the schedule programme to avail the extended facilities.

Recognition for the artisans must move beyond the patronage of awards to the commissioning of artistic work in the public sphere. Public buildings, spaces, bus stops and offices should display an obvious bias towards the handmade or the hand decorated, not as an adherence to anti-diluvium and romantic ideas but as a commitment towards growth of the rural economy and sustenance of livelihoods of traditional artisans (SEEDS, 2006). Beside there are various craft which are more of utilitarian value and are not pronounce aesthetic nature, however there are crafts and crafts fulfilling the basic need of the masses and the activity provide a suitable livelihood option are not extended the such recognition through any agencies. It is recommended that suitable provision be made and extended to such deserving artisans for their pursuit in continuing with age old tradition.

### **2. Implementation of Welfare Schemes**

For health of craftsmen and relief from illness, provision be made through government by introduction of medical insurance in a very soft terms specially for the

critical illness. These systems could be helpful in liberating the artisans from the clutches of the money lender, merchant, and dealers of the craft. As much of the money in the medical expense are credited from these agencies. Thus the craftsmen are reducing to misery due to illness.

The D.I.C needs to implement various welfare schemes with central assistance for the benefit of craftsmen judiciously. Under this, if is necessary to construct work sheds. For implementing health package scheme for artisans the Corporation must take up the matter to cover the different scheme for artisans life insurance cover for the family as a whole In addition it has been proposed to cover artisans under group insurance scheme with L.I.C, and other agencies to help artisans who die in harness. Development Commissioner (Handicrafts) is must intervene in the matter to expedite the matter identifying the artisans' craftsmen.

#### **8.15 POLICY FOR THE DEVELOPMENT AND REVAMPING OF INFORMATION SYSTEM**

Within Government spheres there is a wide-spread culture of keeping information confidential and not sharing and disseminating information. This culture needs to be changed and be replaced by application of the concept “management by information” (AMEC, 2002). The core of that concept, applied by governments and enterprises alike, is that you can have people and enterprises make better, more well-informed and faster decisions, at more decentralized levels, if they are provided with adequate information. One of the institutional shortcomings experienced at central and provincial levels is related to the dissemination of legal, regulatory and administrative decisions to those who are affected by them, viz., the business community at large. As mentioned before, for central level decisions, a regularly published and widely disseminated Official Gazette is a necessity. The rules of the game can only be applied fairly and equally if all concerned are aware of them. Presently, one of the reasons why coordination and cooperation between Ministries is facing difficulties is due to the lack of access of professional staff to all relevant decisions issued by their own and other ministries. The situation with respect to provincial and lower level authorities is similar. The business community is at a definite disadvantage as it is further down the line. Initially, information dissemination can be made by traditional paper copies through the Government administration at central, provincial and district level as well

as through channels and its sub-sector groups. As Internet develops information can be made available even more efficiently on Government and ministries' websites, where entrepreneurs can even download registration forms and other information. Further to nurturing a culture of information sharing and dissemination, another priority of the Government should be to develop an information and communication technology (ICT) infrastructure. Internet is dramatically changing the world. Vast information of commercial and technical nature is available through Internet. Communications between businesses are increasingly made by e-mail. The ICT has an inherent risk, however, in creating a "digital divide" leaving the poor, the small enterprises and the least developed countries in the world with inadequate access to Internet behind and not being able to share in the benefits of ICT. By creating the appropriate legal, technical and commercial ICT infrastructure making cheap access to Internet widely available the negative aspects of the "digital divide" may be avoided. The Government should focus on the ICT infrastructure, while the private sector itself will deal with the final end of the ICT link (personal computers in enterprises, Internet cafés, etc.). It also lies within the Government's responsibility to enter education on ICT into the curricula in schools.

## **8.16 CONCLUSION**

The set of policies outlined above is not an exhaustive one. In fact those policies are subject to change with changing time, environment and the activity. Many more policy may be necessary for bringing significant changes in all the handicraft industry. This however needs examining specific problems of individual units of any particular handicraft. It goes without saying that implementation of alternative plans and realisation of policies will need very efficient and committed functionaries. Since the artisans/ beneficiaries (if any) are in the hands of stereo type machinery for their motivation and inward looking official. It may necessary that the entire programme for the development of traditional handicraft may be marshaled through various governmental institution and selected participatory voluntary organisations.

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