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# MANUAL OF SANATZARS

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A guidebook for functioning of DIHs across Punjab



OCTOBER 10, 1979

DIRECTORATE GENERAL SOCIAL WELFARE PUNJAB  
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## **FOREWORD**

1       The economic prosperity is directly related to social development. Without economic development, social development in these days cannot be thought of. Similarly, without participation of all hands, both men and women, the Gross National Products (GNP) cannot be increased. Women have, so far, not been allowed or motivated to come forward and are restricted to their household affairs. Even women have accepted their dormant role in the society, some gifted and talented women, who also happen to have the opportunities to get most expensive professional education, also confine themselves looking after their children and the households. Thus the whole burden of bread winning for the entire family still rests with the head of the family who invariably is man.

2       Women folk in the Provinces comprises nearly half of the adult population yet a very small number is literate and has acquired skills. A poor country like Pakistan can ill-afford the non-utilization of more than half of its manpower and still dream of achieving the objective of self-reliant and self-supporting economy. We have long been thinking of exploring the possibilities for bringing Women into the main stream of economic development activity by first creating awareness among them about their rights and obligations towards society and then enabling them to acquire skills and vocations by which they could also become a considerable manpower resource of the country. Half a dozen departments and more than 2000 small and big voluntary agencies are making efforts in this direction, women who are literate are serving doctors, nurses, teachers, social workers, scientists, engineers, and bankers. The rest who are illiterate and un-skilled and have passed the school going age are housewives and mothers and a majority of them are poor, dependent only upon the earning of their husband or sons.

3       The manpower sector is faced with two problems. Firstly, that there is a large section of unskilled labor for which little employment opportunities are available. Secondly, few commercial trades exist for the relatively smaller number of skilled manpower. If women are also brought forth to compete with men the un-employment problem might further be magnified. It is necessary to give training and employment to women in such sectors, which are traditionally women's fields and are not normally claimed by men. Thus, new work opportunities shall be created for trained women.

4       There are ample opportunities now available for women to take part in economic activity and Directorate of Social Welfare Punjab has taken lead to provide some of these opportunities particularly for women belonging to the poor and low-income groups. There are 1140 small industrial Homes spread all over the province and those relatively bigger Homes of each district

are completely sponsored from the government funds. All these industrial homes are named as Sanatzars, Distt, Sanatzars and Local Sanatzars. Those Sanatzars by and large provide ample opportunities of earning and work in a number of skills for which women are apt to have natural inclination and manual dexterity. Thus the entire network of centres where they have trained staff, equipment and work available to sharpen their skills, provide opportunities to get them needed additional income for their families and at the same time continue looking after their house hold affair as well. The present effort in this direction has been based on the net experience, improved knowledge and technique of handling socio economic projects for women. From 1<sup>st</sup> July, 1979 new scheme of Sanatzars has been introduced which paves the way for real efforts of a comprehensive socio-economic programme for women with all possible linkages to ensure smooth and successful working of this scheme. The success of these Sanatzars therefore depends largely on to how efficiently the managerial and technical staff organize the Sanatzars and how much quality products are sold to ensure maximum wages to women workers. All necessary components and inputs have been provided in the scheme and it is upto the officer incharge of one Sanatzar and the officer above him / her to bring their best result.

5. The Directorate of Social Welfare Punjab has recently entered into this commercial field therefore does not possess efficiently experience officers / staff to know the ups and downs of the business world and successfully compete with private entrepreneurs. Nevertheless this in no case should dampen the zeal & spirit of the staff but should be taken as a challenge because our primary aim is to provide maximum wages to maximum number of poor women.

6. The manual of instructions has been produced keeping view that officers and staff responsible for execution and maintenance of the project of Sanatzars should find a hand back beside them for consultation in seeing basic issues confronting them in their day to day business. There might be many more than these mentioned above which might creep up later as the scheme goes on and this manual might be revised from time to time. Meanwhile it is expected of every officer in charge of Sanatzar to read carefully the instructions contained in this handbook and make his /her test efforts to develop these Sanatzars into a profitable enterprise.

The efforts put in by Mr. Siraj Munir Sheikh, Planning Officer in preparation of this manual are commendable.

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## **CHAPTER NO.1**

### **OBJECTIVES & TARGETS**

1. The scheme of District Industrial Homes has been designed to afford a focal point of Socio Economic up-lift of women in each District. The primary aim of these District Industrial Home is to establish a connecting link between different types of Socio-Economic activities undertaken by the Directorate of Social Welfare at various level. Although it would not be possible under the scheme to cover the total women population skilled or unskilled within each District, yet it is aimed at to mark a beginning which could ultimately ensure to make them skilled, trained and capable of picking up order work either from their neighborhood or from commercial entrepreneurs. According to the scheme the following broad objectives have been laid down to be achieved by these District Industrial Homes: -

#### **Objectives**

- i. Providing training to women in local and special crafts of each District and on role them for order work.
- ii. Providing order work on wages to manufacture products of sale-able /market-able standards for local and foreign markets.
- iii. Preparing prototypes of local crafts popular in each District and to supply their standard designs to local and foreign markets to obtain bulk supply orders.
- iv. Ensuring constant flow of finished products to local and foreign markets.
- v. Opening / strengthening the existing / new smaller centers at Tehsil, Thana, and town ship levels with local participation on matching basis.
- vi. Establishing a constant liaison with Small Industries Corporation, Export Promotion Bureau and similar other related agencies.
- vii. Organizing frequent melas / fairs for the purposes of popularizing the products of these District Industrial Homes as well as providing additional out lets for the marketing of these products.
- viii. Training of teachers of Industrial homes located at lower level at the District Industrial Homes or through mobile teams of the technical staff of these District Industrial Homes.
- ix. Providing part of the bulk order to local Industrial Homes for giving / of incentive earning wages to trained women.

The above broad areas have been specified for each District Industrial Home to delimit its activity within the scope of this scheme. Accordingly, the targets for each activity under the scheme have been fixed for its performance to achieve the above objectives.

### **Targets**

- i. Each District Industrial Home has been so designed that it would cater to 200-250 women at one time. These women would be trained and would be able to undertake the preparation of marketable items up to a standard and specification required.
- ii. The training of untrained or semi-skilled workers will also be arranged at each District Industrial Home. Every year eight courses of one month duration will be held. Twenty teachers / workers will be trained in each course. Five courses will be held at the home end three courses at local Industrial Homes. It is envisaged that each year 160 women / teachers will benefit from District Industrial Home.
- iii. It has been estimated that each worker will get at least Rs.200/- per month for the work she would do at the Home or at her residence, as the case may be. The arrangements in the Home will be for 100 women at one time and it is expected that the remaining 100-150 women might take along their order work to their residence. In any case the average wages earned by one woman will not be less than Rs.200/-per month.
- iv. Each Home has been provided with a specific amount of working capital which will be used as revolving amount to pay wages to the workers promptly as well as to purchase raw material for the work order placed with the District Industrial Home. It would be ensured that the working capital is not used for any other purpose than specified.
- v. During the first year of inception of the scheme each District Industrial Home will conduct an extensive local craft survey and marketing survey of the popular local crafts of each District which could be improved upon and could easily be taken up women of that particular District. At the same time extensive marketing survey will indicate the possibilities of ensuring a constant out

flow of the finished products and their consumption at local levels. Every year similar studies would be undertaken to ascertain the marketing trends, popularity of products and price fluctuation on the markets.

- vi. At least two melas / fairs will be organized in each District in an year to popularize the products as well as to sell out finished good which could not find customers in normal routine marketing of product.
- vii. Each Home will have an Advisory Committee comprising of social workers, Wives of leading business men / Wives of Commissioners / Deputy Commissioners who may be helpful in the promotion of the Home
- viii. The pricing of the products will be carefully calculated aiming at maximum wages accruing to women workers yet keeping them near to the prevailing market price. For this purpose, the entire pricing formula will be studied after every 3<sup>rd</sup> month during the year and if required the prices be re-adjusted according to the trends of the market.
- ix. Besides undertaking training-cum-production work at each District Industrial Home arrangements would be made to organize meetings, lectures and education to women about different social, economic, health, nutrition, child care and religious matters. Each Home will hold monthly meetings of all trainees / workers to create awareness among them. On religious and national occasions special meetings and congregations will also be organized Lectures from different related department / agencies will be invited to deliver lectures etc. to women workers.

## **CHAPTER NO.2**

### **SETTING UP OF A DISTRICT INDUSTRIAL HOME (SANATZAR)**

1. Earlier than the inception of the scheme there had been three set-ups of different levels which have been replaced by the new set-up proposed under the revised scheme, those were: -

- i. Supervisory staff with display centres (supervisory staff at the Headquarter and one Display centre at each District Headquarter).
- ii. Five Socio Economic Centres at all Divisional Headquarters in the Province.
- iii. 19 Industrial centres of Excellence for women at 19 District Headquarters in the Province.

2. The above set-ups have been replaced and instead 21 full-fledged District Industrial Homes (Sanatzars) have been established from 1<sup>st</sup> July 1979. In addition, some supervisory staff at the Headquarter, Lahore is to be appointed with specific purposes to create a progress cell in the Directorate of Social Welfare. The Provincial cell will control, supervise and coordinate the entire socio-economic programme for women in the province undertaken by Directorate of Social Welfare, right from local to provincial levels. Accordingly, the following setups are to be undertaken for the establishment of various units under the programme.

#### **3. Locations**

- i. The Supervision & Control Cell will be established at the Provincial Headquarter of the Directorate of Social Welfare, Lahore which would undertake its functions as mentioned in this manual.
- ii. There will be 21 District Industrial Homes (Sanatzars) located one at each district Headquarter of the province, in a suitable building to be taken on rent easily approachable by women workers around each Sanatzar. Ten Local Industrial Homes will also be covered by each Sanatzar for close supervision and guidance in the first place and gradually this supervision will cover all Industrial Homes existing in each District.

#### 4. **Building**

Initially the building for Sanatzar will be taken on rent provided in the scheme. However, the building shall have sufficient accommodation as best suitable for the purpose

i. it shall have:-

1. Connection with roads and transport.
2. Water, electricity and if possible, Gas facility.
3. Spacious rooms for production and training.
4. Lavatories and Baths
5. Suitably covered with boundary wall to observe pardah and restrict entry for male members
6. Preferably near a commercial area.

ii. Each building must have the following minimum requirements of accommodation: -

1. Office	Two rooms
2. Production	Four rooms
3. Training	Two rooms
4. Store	Two rooms
5. Staff	One room
6. Kitchen	One room
7. Baths	Three
8. Chowkidars quarter	One room
9. Child care centre	One room
10. Display	One room
11. Lawns in front or at back	

5. It may be possible that the rent charges in different Districts may vary. In this situation the amount of rent available in the scheme would be apportioned according to the rent charges of each District to acquire suitable building with accommodation as mentioned above.

#### 6. **Equipment**

There are specific equipment required for every Sanatzar, which have been mentioned at annexure. The annexure will also indicate the major equipment already available at each District with the defunct Socio-Economic Centre / Industrial Centre of Excellence. This equipment should be utilized in the newly set up Sanatzars and after assessing the additional requirement of equipment the purchases would be made as to provide sufficient equipment and tools to working women in each Sanarzar. If there is some surplus equipment not required by a Sanatzar of particular district it would be shifted / transferred to the nearest district where it is essentially required. In any case an inventory will be prepared by the Managers of Sanatzar. Yet some / more equipment will be

required to undertake local crafts. For this purpose, the new equipment will be purchased locally according to the need and specification required at each Sanatzae. This equipment shall not be purchased prior to the undertaking of local craft survey and based on findings of a survey of local crafts and selection of particular local craft, the purchase of equipment shall be made accordingly. It may be possible that during subsequent years some special equipment would be needed as a shift over from one craft to another in view of the marketing trends. In that case new equipment will be purchased carefully out of the working capital according to the specific needs.

#### **7. Furniture & Fixture**

The furniture already available at Districts, where Social Economic Centers and Industrial Centers of Excellence were established, will be utilized in new Sanatzars. The managers will assess the need of furniture at their Sanatzars and only additional furniture will be purchased. The type writers will be purchased by the Directorate of Social Welfare. The bicycles already available in the old centres be transferred to Sanatzars. In order to equip Sanatzars with all necessary furniture and fixture, the surplus furniture and fixture with tables, chairs, fans, bicycles etc, lying spare in other offices and institutions could also be transferred to Sanatzars. The Deputy Director of each division will assess the needs of each Sanatzar regarding furniture and fixture. The requirement of such equipment furniture and fixture transferred or purchased shall be examined by the deputy director in the light of the standard pattern devised for each Sanatzar at annexure. The balance of demand of new furniture & fixture if required will be forwarded to the headquarters a for necessary approval and sanction.

#### **8. Staff**

The staff of each sanatzar shall be appointed by the competent authorities according to the prescribed qualification, experience and suitability of the candidate. For some new posts whose nomenclatures are not yet approved and rules are under preparation, the Headquarters office will make necessary arrangements. A separate chapter is added in this manual regarding all details of the staff proposed for Sanatzars

#### **9. Other arrangements**

Sign boards with name of Sanatzar with arrow-heads pointing towards the location of Sanatzar shall be erected at prominent place of the city.

#### **10. Day care centre for children**

One room is reserved for children of women workers of Sanatzar.

### 11. Advisory committee

Each Sanatzar shall have an advisory committee consisting of official members interested in the field. The names of the advisory committee shall be proposed by the manager and respective Deputy Director of the Division and shall be forwarded to the Director General who shall issue approval of names of such advisory committee.

### 12. Firefighting Equipment and First Aid Kit

Each Sanatzar shall make all such arrangements as precautionary manures against accidents and emergencies. For this purpose, fire- fighting equipment and first aid kits shall always be kept ready to meet any eventuality. A hospital bed will also be kept ready with necessary medicines etc.

S.#	Post	Grade and qualification for recruitment	Duty
1	Deputy Director	BPS-18 By promotion	<ol style="list-style-type: none"> <li>1 Act as Secretary / member of the Provincial Advisory Committee for Sanatzar.</li> <li>2 Coordination with allied organizations /departments</li> <li>3 Organization of new tehsil and local level sanatzar.</li> </ol>
2	Design Officer	BPS-17 by promotion from amongst the designers working in the department with 5 years' experience. If no suitable person is available among the c.ds then by direct recruitment. Minimum qualification for direct recruitment is post graduate degree in fine Arts (MFA) in design from National Collage of Arts with 5 years' experience in designing.	<ol style="list-style-type: none"> <li>1 Advice to designers working in the Distt. Industrial Home.</li> <li>2 Dissemination of approved Proto types of design of local craft to Sanatzars.</li> <li>3 Liaison with organizations to get samples approved according to the specification and designs.</li> <li>4 Tours to Sanatzar .</li> <li>5 Training of teacher.</li> </ol>

3	Marketing Officer	BPS 17 by initial recruitment, M .COM from recognized university with at least 2 years' experience in marketing.	<ol style="list-style-type: none"> <li>1 To organize outlet of marketing of product.</li> <li>2 Fixation of prices of products.</li> <li>3 Market survey.</li> <li>4 Negotiations with commercial organizations.</li> <li>5 Tours to Sanatzars.</li> </ol>
4	Account Officer	BPS-16 by promotion from amongst the superintendents of the department having experience of at least 5 years in the budget & accounts and if no suitable candidate is available then by deputation as an Assistant Accounts Officer from the office of A.G Punjab.	<ol style="list-style-type: none"> <li>1 Maintenance of accounts of grant given to local sanatzars.</li> <li>2 Checking of accounts of local I.HS (tours).</li> <li>3 Design of necessary books of accounts and purchase system of Sanatzars.</li> </ol>
5	Steno-Grapher	BPS-10 By promotion from amongst members of the est; holding posts of steno typists with at least 3 years' experience as such.	<ol style="list-style-type: none"> <li>1. Attached to Deputy Director as personal staff.</li> </ol>
6	Steno-typist	BPS-8 Matriculation or an equivalent qualification from a recognized university or board & a speed of 80 w.p.m in Short hand in English & 35 w.p.m in typing.	<ol style="list-style-type: none"> <li>1. Attached to Marketing Officer &amp; Design Officer.</li> </ol>
7	Senior Clerk	BPS-7 By promotion from amongst junior clerks.	All matters of correspondence and of maintenance of record.
8	Junior Clerk	BPS-5 Matric with typing speed of 30 P.M of	All matters of correspondence and maintenance of record.
9	Peon	BPS-1 literate	Attached to officers under the scheme.

**DISTRICT INDUSTRIAL HOME**

<b>S.#</b>	<b>Post</b>	<b>Grade and qualification for recruitment</b>	<b>Duty</b>
1	Manager	BPS- 17 by promotion amongst the departmental Social Welfare Officers.	<ol style="list-style-type: none"> <li>1 Act as in charge of each Distt Industrial Home (Sanatzar)</li> <li>2 Negotiations with commercial organizations for marketing of finished product and local purchase of new material.</li> <li>3 Act as member / secretary of the Advisory committee of the Sanatzar.</li> <li>4 Design trainings and production work of Sanatzar.</li> <li>5 Act as DDO of Govt.funds.</li> <li>6 Organize social welfare services for women workers.</li> <li>7 Tours of local Sanatzars.</li> </ol>
	Marketing organizer	<ol style="list-style-type: none"> <li>1 BPS- 11 by initial recruitment.</li> <li>2 Commerce graduate.</li> <li>3 3 years' experience in marketing.</li> </ol>	<ol style="list-style-type: none"> <li>1 Maintenance of constant contact with local market.</li> <li>2 Marketing research and organizing marketing out let for the products of these homes.</li> </ol>
3	Craft designer	BPS-16 diploma from National College of Arts or equivalent qualification	<ol style="list-style-type: none"> <li>1 Designing of crafts and products according to latest market and fashion trends.</li> <li>2 Preparation of prototypes of local crafts for local sanatzars.</li> <li>3 Preparation of publicity and introductory leaf-lets and paper-folds about products.</li> <li>4 Visits to local Sanatzars.</li> <li>5 Training to industrial teachers.</li> </ol>
4	Craft supervisors	BPS 11 diploma from a recognized vocational	<ol style="list-style-type: none"> <li>1 Supervision of production units of different craft of Sanatzars.</li> </ol>

		training institute with 3 years practical experience	<ol style="list-style-type: none"> <li>2 Checking of quality of products.</li> <li>3 Assigning and distribution of work among workers and keeping record of amount of work on job cards.</li> <li>4 Preparation of wage charts and calculation of wages of workers according to work completed by them.</li> <li>5 Training to industrial teachers.</li> </ol>
5	Tailor /Cutter	BPS 11 50% by initial recruitment and 50% by promotion from craft instructor & NCI in the division where the vacancy occurs.	<ol style="list-style-type: none"> <li>1 Tailoring and cutting of Standard Designs.</li> <li>2 Providing cut and tailored Designs to workers.</li> <li>3 Training to women tailors in tailoring and cutting.</li> </ol>
6	Assistant / Accountant	BPS 10 by promotion from among member of the estb: holding post / S.C. with at least 3 years' experience as such and where no suitable Senior Clerk is available for promotion by initial recruitment. Degree from recognize University.	<ol style="list-style-type: none"> <li>1 Keeping accounts and books of Sanatzars.</li> <li>2 Maintenance and working out the wage- retes of workers.</li> <li>3 Office correspondence.</li> </ol>
7	Junior Clerk / Typist.	BPS 5 matric with typing speed of 30 words per minute	<ol style="list-style-type: none"> <li>1 Record keeping.</li> <li>2 Typing.</li> <li>3 Bills.</li> </ol>
8	Store keeper	BPS- 5 - do -	<ol style="list-style-type: none"> <li>1 Management of store.</li> <li>2 Petty purchases.</li> <li>3 Supply of stores.</li> </ol>
9	Peons	BPS-1 Literate	
	Chowkidar	BPS -1 Ex-service man.	Day and night watch at the premises.
10	Sweeper	BPS-1 -do-	To keep the premises clean.

4. The recruitment rules of some of the old and now posts shall be get approved afresh. Extra care should be taken to appoint new hands-on different jobs which are technical and skilled in nature.

5 Except Marketing Organizer, all technical post should be filled from amongst the female candidates. Where-ever, inevitable, male skilled staff should be hired on part time or contract basis for a special craft.

6 The entire set up of both types of sanatzars will be under the supervision of the Deputy Director, Sanatzars, at the Headquarters however, the administrative and financial central will rest with respective Deputy Director of each Division.

7 Each Sanatzars will be directly supervised be the Deputy Director of the division and all reports returns will be made direct through these Deputy Directors who would then communicate with Deputy Director Sanatzars at Headquarter. However direct correspondence with Managers en also be made by Deputy Director sanatzars for such matters of urgency and importance in which case proper intimation would be also made to the concerned Deputy Director.

8 The Assistant Directors of the districts look-after the field and agencies running local Sanatzars, therefore a close cooperation and coordination be ensured between Managers and Assistant Directors.

9 Training at Sanatzar and local Sanatzars will be organized in consultation with respective Assistant Directors.

10 The Deputy Director Sanatzars, Do, MO Accounts Officer will also make frequent tours of Sanatzars to render guidance and advice in matters such as administration, designing, marketing and accounts etc;

11 The entire organizational hierarchy is described at annexure-

## **CHAPTER-4**

### **REGISTRATION OF WORKERS**

#### **1. Registration form**

The admission of women workers in sanatar will be free of any fee and any women willing to take up work on wages or getting any training in specialized crafts shall be required to fill in a registration form which will provide complete antecedents of the worker / trainees. The registration form is at annexure.

#### **2. Condition for taking training and work order by worker**

The filled-up form will be signed by the women worker with an undertaking that she will abide by the terms and conditions for safe-custody of the machine and material put under her charge for training or production purposes. Women worker taking home their order work for completion shall be required to produce surety of a person living in the vicinity of her residence. It would be advisable that women taking their job at home should be provided the amount of work on weekly basis after having assessed their capacity to complete a specific job. This would avoid excess jobs to a woman who might bring back unfinished work after one week. This would not only delay the duration of completion of a particular job but might also deprive other women workers of work who might be awaiting work during this period.

#### **3. Obtain register**

The Manager of Sanatar will make sure that all entries in registration form are correct and will get a technical report from the concerned craft supervisor that the applicant is capable of handling the equipment and is sufficiently skillful to take up quality work according to the specifications laid down. After obtaining this report the registration form will be presented before the advisory committee of Sanatar for final acceptance. It would be appropriate that the acceptance of the registration be communicated to worker by post so as to confirm the current residential address of the woman worker.

#### **Register of workers**

4. The manager shall keep a register of registered workers taking account of all particulars of each worker

#### **Job cards and assigning of jobs**

5. Each registered worker will be issued a job card which would contain all such information as required for job assigned, job completed, wage-rates and wages paid with balance etc. A proforma of this job card is at annexure I. It is advised that all job cards be numbered and initiated by the manager.

#### **Job register**

6. Based on the entries of job cards, a register shall be devised date-wise and kept up to date.

## **CHAPTER -5**

### **TRAINING**

1. In the scheme of sanatzars the training component is also considered as most important from two ways:-

- a) To enable women to become sufficiently competent and skillful to take up work orders and produce articles of quality which could compete with articles available in local market.
- b) To provide training opportunities in improved designs and local crafts by the staff of the sanatzars at the premises and at local Sanatzars. This would include articles to be prepared according to the given standard and specification.

2. The training courses will be organized according to the need and requirement from time to time. Such training courses will be arranged for industrial teachers appointed under separate schemes of local industrial homes, women's centres of women's division and those working in social welfare institutions.

3. A study of current training effectiveness will be under-taken to indicate industrial homes which need training assistance. Such training assistance could be given directly through sanatzars or indirectly through local community councils. These trainings may include training in repair of equipment, curriculum development, need for better quality of new materials, to plan to retain women whose product have been eliminated or to established quality control guide lines etc.

4. Special training courses should also be arranged for women workers to learn and use latest equipment and machinery such as computer knitting machine and electric Zig Zag machine.

5. Each sanatzar will undertake the following schedule of courses during one year.

- i. Training courses which are to be held at the sanatzar premises.
- ii Training courses which are to be held at local sanatzars (mobile training).

6. Each course will be of one month duration for which necessary syllabus will be provided and got approval from the Headquarters Office.

7. Women workers as well as industrial teachers will be provided accommodation and other facilities for which two rooms be spared to these women trainees. However, food and other charges will be met by women themselves by cutting of their salaries if they are teachers and out of their wages if they are women workers. In this connection it is necessary that women workers may be given on the job training and the products which they produce during training be valued and the wages be estimated to be paid to their workers.

8 It would be advisable if certificate be issued at the completion of each course to each worker for her encouragement. The Advisory Committee of each Sanatar may arrange a small function at the completion of training course and distribute certificates.

9 Mobile training course should be held according to the schedule and be so arranged that the staff of Sanatar may go by rotation for providing training at local level so that the work at Sanatar may not suffer. Each staff member at Sanatar may take up a week's course at local level Industrial Home and on completion may come back to Sanatar and other staff members may take up the second week to continue the training without break for a specified period of such courses.

10 The staff who may under take the mobile training courses includes designer, marketing organizer, crafts supervisor and tailor cum cutter. Since marketing organizer will be a male person it would be advisable that in case trainees do not agree to take training in marketing from a male person, any female worker or Manager may impart this training in marketing and commercial strategy.

11 Each sanatar will prepare a training design which should be flexible to include the market trends and shifting of crafts according the market demands. These syllabi will cover at the centre training and mobile training courses and these would be forwarded to the headquarters office for necessary approval and guidance which would be then finalized.

12 Series of training courses will also be held regularly each year at the Child Welfare and In service Training Institute, Lahore where comprehensive training courses in organization and administration will be arranged for the management staff as well as the technical/skilled staff of these Sanatars. The Child Welfare and In service Training Institute, Lahore will prepare separate course designs for Managers, Designers, Marketing Organizers, Crafts Supervisors and Assistant / Accountants. These training courses will be completed during the first year of the scheme and similar courses will continue in subsequent years according to the need and requirement of Sanatars. It may be possible for the Child Welfare & In service Training Institute to impart training to all the crafts supervisors and tailor-com-cutters within a short span of time. Deputy Directors of the divisions will, therefore, arrange such courses at the Divisional Headquarters to cover the lag.

13 The training courses/syllabi would include besides regular subjects, those subjects which are essential but cannot be imported on account of lack of technical know-how within the department. For this purpose, experts from other departments concerned would be invited for delivering lectures and practical demonstration.

14 Training to women workers will also be imparted in other subjects like child care, house hold management, sanitation, presentation of food items and preparation of house hold articles from waste material.

## **CHAPTER-6**

### **PRODUCTION**

1 It has already been mentioned that one of the main functions of Sanatzars is the production of marketable articles which could not only readily be sold but could also ensure wages to women workers. Therefore the success of the scheme would also be measured on the basis of the produced sale and wages paid. Each Sanatzar has a capacity of providing work opportunities to 200-250 at one time. The work force at each Sanatzar shall have to be trained according to the trend of the market and work-order in hand. At the same time a separate work force should be available for the production of special local craft selected for each sanatzar.

#### **Production**

2 Each Manager of Sanatzar shall, with the help of craft designer, craft supervisor and marketing organizer will prepare complete production plans for.

- a) Articles to be produced out of the working capital.
- b) Articles to be produced on work orders booked by business parties with advances under agreement.
- c) Articles produced on the basis of supply orders placed with Sanatzars by business parties/ government or non- government organizations / agencies.

3 The plans shall be carefully and rationally prepared for this purpose the capacity for the completion of work on target dates, quality control according to specifications given by indenting parties should carefully be pre-determined. It is possible that any wrong or too poor estimation of the capacity of production of Sanatzars, availability of sufficiently trained registered workers and costing of labor and material might put the whole contract into loss.

4 For the articles to be produced by Sanatzar from its working capital, it is advised that as a first stop only those articles be produced which have a greater margin of profit, less chances of wastages and good prospects of consumption in local market.

#### **Sample Production**

5 It is also advised that before entering into a large-scale production of a specific article, its sample be produced and introduced to market to know the consumer's response, particularly in case of local crafts which have been improved upon by the craft designer. The sample production be under taken on a small scale and if it hits the market only then these should be produced on large-scale. Each sample prepared by Sanatzar should have a cost benefit analyses. Even if a sample does not hit the market, it should be kept with Sanatzar for further modifications and further experimentations. All such samples be catalogued with all specifications etc.

There will be three types of production plans.

### 1 **Overall Production Plan**

This will be rather loose frame of production areas in which a Sanatzar will undertake its work keeping into consideration:-

- a) Objectives of the scheme.
- b) Training and work force trained in all types of skills available with the work force.
- c) Local crafts as selected for each Sanatzar.
- d) Production capacity.

### 2 **Seasonal Production Plan:**

This will be prepared on seasonal basis for the products which are used according to weather and climatic conditions. For all such productions the following few points are necessary for consideration.

- a) It should be according to the latest fashion.
- b) If a new fashion design is to be introduced its sample should be ready in all respect well before the season starts and should be publicized.
- c) Production should go into operation before the season starts.
- d) Its cost analysis with market price should be compatible ensuring profit.
- e) Availability of sufficient work force for production. If the work force is to be trained first, their training course should also be undertaken.
- f) If some special equipment is required it should be arranged.

### 3 **Special Production Plan:**

This could be one of these plans which are generally required to meet the work orders of business parties and exporters. Special care shall be required to plan all these productions.

- a) Terms and conditions, specification, duration of supply, skill, equipment and material to be used and all other matters should be clarified before entering into contract supply.
- b) Before entering into contract, it is necessary to visualize if there is any doubt or un-certainty about certain inputs, skill, work force or conditions of the contract, being beyond capacity of Sanatzar, then do not accept it by just being emotional or over enthusiastic. Take as much as work which Sanatzar can complete efficiently, taking into account all eventualities.

A great deal depends on the standard and quality of the output of Sanatzars to stay in competition with other commercial organizations in the open market, like-wise the quality of

finished products of the parties planning work orders would itself attract customers to Sanatzars. It would thus be a pre-requisition of all productions undertaken at Sanatzars that the quality of the finished products should be of best standards. Any shortfall /deviations from laid down specifications would not only put the products to lowest quality but would also throw them out of the market. It would, therefore, be very necessary that quality of production would not only be maintained but improved all the time to stay in the market and attract customers. The following points would constantly be kept in view: -

- a) The skill of the workers be kept on a desired level and should be uniform with all workers for a particular job in hand.
- b) The workers should constantly be given instruction and advice by the craft supervisors and craft designers about the minimum standards of production.
- c) A constant watch should be kept during production and any deviation occurring should be corrected by comparing with the standardized samples and specifications.
- d) All types of raw-materials for one particular production should be of the specified quality, quantity, color, size and other specifications. Any change in any of this specification would affect the quality of the finished products.
- e) To ensure quality control in a specific production it is necessary that material required for entire production should be purchased / procured in bulk and at one time. This would save from the chances of non-availability of the required type of material in the market. It would also be cheaper to purchase in bulk from the markets.

#### **Production title and trade marks**

The trade mark on all the products of sanatzars be used and be standardized. Each set of products could be given title or numbers which would also facilitate the production record as well as production performance. The special local crafts with improvised designs and innovations should also have titles prefixing or sub-fixing with their original local name.

## **CHAPTER 7**

### **SPECIAL LOCAL CRAFTS**

1 Special emphasis has been laid in the scheme of Sanatzars to the development of local crafts of each district. The local crafts are generally the characteristics of the local crafts-men and have become part of the culture and transition over the years of a particular area. No patronage from government was provided to these crafts till recent past. However, it has now been realized that these age-old traditional crafts are becoming extinct as the skill by elders is not being transferred to the younger generation and the ancestral professions/ occupations are not being adopted by younger generations. It is also understood that the handicrafts of our province are still not only popular within the country but also are in great demand all over the world and are fetching some good return in a hope of foreign exchange. Some of these local crafts are adopted also by women.

2 In view of this, scheme of Sanatzars also aims at locating some local skills and crafts which could be adopted by women after training and at the sometime the quality and standard of these crafts could be improved upon to make them attractive to the local as well as foreign markets. A survey conducted by field staff of social welfare gives a picture of most popular crafts among women in each distt. of the province. These details are given at Annexure.

3 Each sanatzar shall be responsible for undertaking further study of each specified local craft and would establish one section under a trained craft supervisor. The craft designer at Sanatzar will prepare proto types with improvised color, quality, technique etc; which could be helpful in popularizing the market of these crafts.

4 The marketing organizer will also explore the market avenues at local levels. The availability of equipment and special craftsmanship required will also be studied within each area and the details would be worked out by each sanatzar.

5 Special training course required to be introduced for imparting specific skill to women workers will be designed. It may be needed that craft supervisor should take up training in special local craft who should also further impart training to women workers. A local crafts-man may also be hired on contract to provide training to craft supervisor and women workers in initial stages and installation of equipment etc.

6 Those details with samples would be then submitted to the Headquarters' office where the supervisory staff of Sanatzar will make arrangements to introduce them into the local and foreign markets through commercial organizations and Expert Promotion Bureau.

7 The funds available for the purchase of equipment have also been provided for the purchase of special equipment required. However, at some Sanatzars such equipment is already available. Therefore, only the additional requirement be purchased.

8 The new material for local craft be purchased carefully after the approval of the scheme and ascertaining the feasibility of the marketability of these local crafts.

## **CHAPTER-8**

### **MARKETING / COMMERCIAL STRATEGY.**

1. The primary objective of the scheme is to provide vocational training to needy women to earn income sufficient to support or assist their families. The success of the scheme rests entirely on whether the products can be sold in large enough quantities to provide desired income. An example of the necessary sales volume is that 20 producers(women workers)at a Sanatzar should achieve sales sufficient to generate Rs. 6000/- in shape of wages each month in order to provide each producer Rs. 300/- as monthly income. To guarantee sales and their wages one or more commercial organization have to be incorporated into the planning for the commercial strategy to manage local and if possible, export sales of the total produce capacity of each sanatzar.
  
2. During the first year of establishment, it would be necessary that Marketing Officer at the Headquarters and Marketing Organizer at Sanatzars shall undertake a complete survey and study of the market and find out sufficient openings through which the produce of Sanatzars could constantly be flowed out ensuring constant production line. It is expected that within first 6-month Sanatzars will establish it working and would be able to work in full capacity by the end of the year. However, it would be necessary that marketing trends are constantly studied and incorporated with the production.
  
3. A commercial organization / which undertake to lift the produced articles from Sanatzars should be bound into a contract with Sanatzars and be bound to lift the goods on a sufficiently agree-able price. During this period of the first year, besides marketing exploration the commercial organizations will specify the products that are to be produced with specification defined. If the capacity of each Sanatzar is not sufficient to produce a large quantity of order works it should also ensure that the order work be distributed among the nearest local industrial homes when the standard skill is available. However, the designers and marketing organizers should ensure that the articles should be prepared in accordance with the laid down standard and specification.
  
4. It is appropriate that any commercial organization placing order on sanatzars for preparation of particular items should also provide cash advances with the work order and the reminder of the money laid-down in the contract be given at the time of completion of order work.
  
5. Sanatzars and commercial organization will continue to work as routine but at the same time concentration be directed on addition of new trades as well as continue making changes in training and learning of new skills according to the types and style of market and the type of articles becoming popular in each fashion period.

6. During the establishment period of Sanatzars the following work shall be undertaken urgently by the Deputy Director and Marketing Officer at Headquarters office:-

- 1 A study to identify the current and phased product out-put per women per product or product per average work month for each Sanatzars thus:-
  - a) Total product out-put per year will be used to project potential gross sales income, potential commission income, and potential wage income. Each of these figures would depend on data made available from the costing study, the work force growth and the product study.
  - b) Monthly production out-put will be used to determine maximum ordering capacity for each product or product group for projected load time of one two or three months.
  - c) Evaluation of sales and out-put data during a specified time (say five years) should indicate the most wage and commission advantageous trades, would indicate the number of women to train each year in each trade and also should indicate the products to be emphasized in the training scheme.
- 2 Study of costing structure for all products be made keeping in view the following: -
  - a) Costing formula will be recommended to establish the price at which the commercial organization buy the products. This will require a comparison of retail price and a study of new material, wages, commission percentage packing and transport costs.
  - b) Evaluation of costing formulas at different times according to the market trends should allow corporation of cost price which are disproportionately low or high as compared to retail prices.
- 3 A study to determine the total work force of women now trained and available to work and the phased augmentation of this work force through different training programs be made. The work force should be identified at each District Sanatzar as well as according to the product in hand. New product and training schemes must be projected to determine the phased work force: -

- a) Documentation of training capacity and length of training for each product group and area will be necessary to determine the work-force.
- b) During a specific period, a comparison of the work-force composition with sales volume by trade should indicate training in different trades.
- 4 A study of products must be made to evaluate the products currently being produced and to identify new products which can be produced by women at a favorable return:
  - a) Current products which would be marketable immediately without change must be separately identified.
  - b) Current products which would be marketable immediately if some changes / improvements are made just also be identified.
  - c) Current products which are not marketable even of "A" quality, must also be identified and eliminated from the training scheme as well as from the production scheme. Sanatzars with each product should device immediate assistance to identify new products and undertake plan for re-designing training scheme. This evaluation of products, elimination, and development of new schemes for training must be given consistent attention during different phases of the scheme so that products can remain viable with the market and continue to provide sufficient wages to a growing work force.
  - d) New products must be selected by studying the followings.
    - i. Skill or trades indigenous to each area including trades considered to be of men and which could be well performed by women.
    - ii. Local and export demand of new products be observed and determined through production of samples of standard quality with improvised designs, to understand the consumer's response.
    - iii. Quality and availability of raw-material for new products be studied.
    - iv. Comparative study of estimates of costs and retail process viz-a-viz other identical products available in market be undertaken at regular intervals.
    - v. Need for and cost of machinery tools or other equipment be determined.
    - vi. Availability of skilled trainers or crafts-masters in the area for those particular new products be explored.

7. For regular order work and solid out lets of the produce of sanatzars there are also government departments and autonomous organization which need simple articles prepared and produced at Sanatzars. Experience has shown that these organizations/ departments require regular supply of items for the maintenance of their business in different departments. These are usually hospitals, school, jails, factories/ workshops, banks, government road transport boards, PIA and railways. These organizations need uniforms, linen articles, hospital linen, Hotel linen, seat covers of PIA Aero planes etc. It is estimated that if all District Sanatzars and local Sanatzars could take up this entire work there could be a consistent flow of production and supply of products, secondly, these organizations could regularly make payments and pay advances for the purchase of raw-material and payment of wages. The margin of profit can also be easily determined.

8. The provincial staff including Deputy Director, Marketing Officer should undertake negotiations with all the governmental organizations and procure order work for Sanatzars and settle the terms and conditions between both parties.

## **CHAPTER-9**

### **BUDGET AND ACCOUNTS**

1 Sanatzars would, for all intents and proposes, be turning on commercial lines. Although its funds would be provided form Govt. exchequer yet most of its business transactions will be carried out on commercial lines.

- a) Recurring and non-recurring budget of maintenance, salaries and purchase of equipment etc. will be provided from Govt. budget. The recurring expenditure will be met from Govt. Account provided under ADP from year-to-year basis and non-recurring expenditure will be met once during the first year of its establishment.
- b) Production budget of personal ledger account provided once from Govt. Budget for production of marketable items and payment of wages to worker separate provisions have been made in PLA of each sanatzar.

2 Each sanatzar will maintain two separate accounts.

- a) Recurring expenditure which will be primarily expended on salary of staff, rent of building, repair of equipment, telephone, stationary and other contingencies etc. All this account will be maintained according to the procedures.
- b) All accounts transferred to PLA and available with each Manager of Sanatzar shall be expended for production of articles. i.e. purchase of raw-material and payment of wages. Similarly, the amount received after the sale of articles will go into the PLA, All transactions and accounts of expenditure will be maintained in Commercial Account Books separately.

3 The accounts of Sanatzar will be opened on new books from 1st, July, 1979 and old books of Socio-Economic centers will be closed. All assets and liabilities will be transferred to the new Sanatzars.

4 As already explained the production cost and wages will be met out of the Personal Ledger Accounts with each Sanatzar. These accounts will initially contain the following:

- a) The amounts of working capital which are already available in PLA of Assistant Directors / Managers of Industrial Centres of Excellence / Socio-economic Centres. These amounts will be transferred to the PLA of the Managers, Sanatzar from 1st July, 1979.
- b) In addition to the amounts mentioned in (a) above additional amount of working capital will be sanctioned to the Managers in their respective PLA. However, under the new approved scheme of Sanatzars this working capital has been sanctioned as interest free-loan. Thus bridging working capital already available and the amount now sanctioned as a total working capital for each Sanatzar .

5 The total picture of working capital made available with each Sanatzars is given as under:-

Sr.#	District	Existing amount of working capital under old Schemes. (Lac)	Additional amount of working capital under new Schemes. (Lac)	Total available as working capital. (Lac)
1	Lahore	2.34		2.34
2	Sheikhupura	0.14	0.56	0.70
3	Gujranwala	0.14	0.56	0.70
4	Kasur	-	0.70	0.70
5	Sialkot	0.22	0.48	0.70
6	Rawalpindi	2.38	-	2.38
7	Gujrat	0.14	0.56	0.70
8	Jhelum	0.14	0.56	0.70
9	Attock	0.18	0.52	0.70
10	Multan	1.30	0.20	1.50
11	Vehari	-	0.64	0.64
12	M/Gahr	0.18	0.52	0.70
13	D.D. Khan	0.18	0.52	0.70
14	Sahivwal	0.18	0.52	0.70
15	Sargodha	1.10	0.32	1.50
16	Faisalabad	0.18	0.82	1.00
17	Mianwali	0.14	0.56	0.70
18	Jhang	0.14	0.56	0.70
19	B/Pure	1.14	0.36	1.50
20	B/Nagar	0.18	0.52	0.70
21	R.Y.Khan	0.18	0.52	0.70
	Total	10.66	10.00	20.66

It should be noted with great care that the working capital in PLA should be used only on the specific purposes and in no circumstances what-so-ever be used/utilized/spent on any other purposes than:-

- a) Purchase of raw material to prepare products for sale (raw material will include all type/ quality/ quantity of material used in preparations of specified commercial / articles of Sanatzars).
- b) Payment of wages to women workers for their labour put into prepare products for sale (wages will include/payment either in part or full to a women worker against her specified work done for Sanatzar.
- c) Labelling, packing, despatch, carriage for finished products.
- d) Hiring of services on contract of local craft-man for a specific work of commercial in nature.
- e) Preparation of samples of products/prototypes.

6 The personal Ledger Account (PLA) will remain under the direct control and operation of the Manager, Sanatzar and will consist of amounts received from two sources as mentioned in Para 1 of this chapter. The amounts shall be drawn/ deposited in PLA by the Manager and proper accounts of all transactions shall be maintained and kept up to date. All returns from the sale of produce and payments received in lieu of order work completed for various business parties shall be deposited back to PLA and re-drawn for expenditure. In no circumstances the income as payments received against work-order be spent direct. All such amount be deposited in PLA and redrawn for future expenditure.

7 The amount of working capital being interest free loan must be kept revolving for business of Sanatzar. It is necessary that its capital amount must not decrease. Rather any profit so accruing should add up into this capital to go further in circulation for increase of production capacity of Sanatzars. Any loss or decrease in PLA than its original amount of capital would hold the Manager liable of strict disciplinary action.

8 At the same time any increase over the original capital in PLA with maximum wages provided to women workers might help the Manager as well as other staff of a particular Sanatzar, earn good reports, advance increments, each award and similar other benefits of service, under Rules.

**ANNEXURE- I**

**ORGANIZATIONAL SET UP OF SANATZARS.**

Deputy Director Sanatzars.
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Accounts Officer	Design Officer	Marketing Officer
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BPS-16

BPS-17

BPS-17

(One )

(One)

(One)

Manager Sanatzars District
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BPS-17

Craft Supervisor	Tailor / Cutter	Marketing Organizer	Craft Designer
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BPS-11

BPS-11

BPS-11

BPS-16

(Four)

(One)

(One)

(One)

Assistant	Store - Keeper	Typist
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Local Sanatzars / Industrial Homes.
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**ANNEXURE –I-A**

Director General Social Welfare, Punjab
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Additional Director General
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Deputy Director (Division)	Supervisory Staff Sanatzar
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Assistant Director District	District Sanatzar
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Local Sanatzars
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**ANNEXURE II**

Report regarding the issue of Raw material to be submitted on each transaction day by each Craft Supervisor.

Name of Supervisor \_\_\_\_\_ . Date \_\_\_\_\_

Previous balance  
today's receipt

Detail of raw material

Total \_\_\_\_\_

Consumption.

Job No. \_\_\_\_\_

Order work \_\_\_\_\_

Total consumption. \_\_\_\_\_

\_\_\_\_\_

Balance \_\_\_\_\_

Signature of Manager.

Signature of Supervisor

**ANNEXURE –III**

District Industrial Home for Women

District \_\_\_\_\_

Requisition slip for the issue of Raw Material

Please supply the following articles of the material for use in the works noted against each:

Detail of Raw material

Quality

Reference to job order No

Manager

Craft Supervisor

**ANNEXURE-IV****Register of order work**

Name of person/party ordering the work	Material supplied by the person/party	Work to be done	Order work No. & date	Signature of Manager	Material of the centre		
					Details	Quantity	Amount
1	2	3	4	5	6	7	8

No. of workers	Total wages	date of preparation	Amount realized		Mode of the payment to the worker	
			Amount	Cash memo No. & date	Amount	Date with voucher No.
9	10	11	12	13	14	15

**ANNEXURE-V****Stock register of finished products.**

Particular of receipt /sale	Receipt			Sale / earn			Balance		
	Quantity	rate	Amount	Quantity	Rate	Amount	Quantity	Rate	Amount
1	2	3	4	5	6	7	8	9	10

Signatures of			Remarks
Store keeper	Assistant	Manager	
11	12	13	14

**ANNEXURE-VI****Stock Register of Raw Material.**

Particular of purchase / issue	Receipt			Income			Balance		
	Quantity	Rate	Amount	Quantity	Rate	Amount	Quantity	Rate	Amount
1	2	3	4	5	6	7	8	9	10

Job / Order No.	Receiving person	Signatures of		
		Store keeper	Assistant	Manager
11	12	13	14	15

**ANNEXURE –VII**

Cash Book of \_\_\_\_\_ for the month of \_\_\_\_\_ 198

CREDITDEBIT

Name & Date	Voucher No.	Particulars	Folio	Amount	Total	Month & Date	Voucher No.	Particular	Folio
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Amount

Total

**ANNEXURE-VII-A**

**Ledger**

Account of \_\_\_\_\_

Month & Date	Particulars	Folio	Debit	Credit	Dr. Or Cr.	Balance
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## ANNEXURE-VIII

**PHYSICAL ACHIEVEMENT PROGRESS REPORT PROFORMA FOR SANATZAR**

Period month / Quarter

Ending \_\_\_\_\_

1. District \_\_\_\_\_
2. Name of the reporting officer (Manager, Sanatzar) \_\_\_\_\_  
(if report is submitted by official other than Manager, indicate name)
3. Complete postal address  
of Sanatzar with phone No. \_\_\_\_\_
4. No. of workers registered with Sanatzar

S. #	Craft Skill	No. of workers registered	No. of workers provided work	Reason for short fall if any
1	2	3	4	5

**EQUIPMENT**

(Main items like machines and Tools etc. used for production and training).

S. #	Items of Equipment	Total No.	In working order	Under repair	Unserviceable	New purchase	Remarks
1	2	3	4	5	6	7	8

**TRAINING**

S. #	Craft / Skill	Total duration of training course	Date of commencement of course	Date of completion of course	No. of women trained	Brief contents / description of course

**CRAFT / SKILLS.**

Work Plans		Items continued in the work Plan	Items excluded from the work Plan	Items included in the work Plan	Remarks
Training	1				
	2				
	3				
	4				
Production	1				
	2				
	3				
	4				

**PRODUCTION.**

S.#	types of items produced (indicate name items)	No. of women workers engaged on wages	No. of items produced / completed	Value of finished article produced Rs. Market price	Average wages rate per worker to produce / complete one items	Total wages paid (Rs.)
Total						

**Commercial / Sale Progress.**

S.#	Items	In stock at the beginning of the month / Qtr.		Production during the month / Qtr.		Total items		Sale during the month Qtr.		Balance in stock at the end of month quarter	
		No.	Value	No.	Value	No.	Value	No.	Value	No.	Value
1	2	3	4	5	6	7	8	9	10	11	12

**ORDER OBTAINED FROM MARKET / COMMERCIAL ORGANIZATION / OTHERS.**

S.#	Name of Party Organization (specify)	Items	No. of items	Type of workers required	Value of order	Typs cerfitients

### **WORKING CAPITAL.**

Position at close of the month / Qtr.

- 1 Total initial capital provided to Sanatzar. Rs. \_\_\_\_\_
- 2 Investment.
- a) Value of Raw Material in stock. Rs. \_\_\_\_\_
- b) Value of finished produced in stock. Rs. \_\_\_\_\_
- c) Outstanding bills pending payments  
with parties placing order with Sanatzars. Rs. \_\_\_\_\_
- d) Value of investment in production work in hand  
(value of Raw material and material and wages paid). Rs. \_\_\_\_\_
- Total investment Rs. \_\_\_\_\_
- 3 Balance of capital in PLA / Banks (total). Rs. \_\_\_\_\_
- 4 Profit / loss over initial capital (- / +). Rs. \_\_\_\_\_

### **PROBLEMS / SUGGESTION**

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Signature & Seal of the Reporting Officer

Dated \_\_\_\_\_

