



Weaving Prosperity: Odisha's Performance-Based Roadmap for Handloom Production, Sales and Market Promotion (2025–26 to 2026–27)- A Comparative Analysis of Zone-wise Performance, Government Marketing Support and Future Growth Strategies

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The handloom sector occupies a pivotal position in Odisha's rural economy by providing sustainable employment, preserving traditional weaving practices, and contributing significantly to the State's cultural heritage. To strengthen the sector, the Directorate of Textiles, Odisha has adopted a performance-based planning approach while fixing production and sales targets for the financial year 2026–27. The present article analyses the zone-wise achievements of 2025–26 and compares them with the revised targets for 2026–27. The analysis reveals that the State has increased its overall production target by approximately 12.93%, reflecting confidence in the sector's growth potential. Textile zones such as Sonapur, Athagarh, Boudh, Patnagarh and Baripada have demonstrated outstanding performance and consequently received enhanced production targets. The article also discusses the importance of continuous monitoring, market expansion, technological support, and policy interventions for achieving sustainable growth in Odisha's handloom industry.

Keywords: Handloom, Odisha, Textile Sector, Production Target, Sales Target, Weavers, Cottage Industry, Rural Livelihood, Directorate of Textiles, Performance Analysis

Introduction

Odisha has long been recognized as one of India's leading handloom-producing states. The State is renowned for its rich weaving traditions, including Sambalpuri Ikat, Bomkai, Kotpad, Berhampuri Silk, Pasapalli, Maniabandha, Nuapatna and several indigenous weaving styles that represent Odisha's cultural identity. The handloom industry not only preserves these traditional skills but also provides employment to thousands of rural families, especially women and economically weaker sections. The sector contributes significantly towards inclusive rural development, income generation and promotion of Odisha's rich textile heritage. Recognizing its socio-economic importance, the Directorate of Textiles, Odisha has fixed production and sales targets for 2026–27 based on the achievements recorded during 2025–26. This performance-oriented planning aims at improving productivity, strengthening market linkages, and enhancing the livelihoods of handloom weavers.

Objectives

The article aims to:

- Present the production and sales targets for 2026–27.
- Compare the achievements of 2025–26 with the targets for 2026–27.
- Highlight Government support for marketing through exhibitions and fairs.
- Discuss the role of performance-based planning in strengthening the handloom sector.
- Suggest measures for sustainable growth of Odisha's handloom industry.

Zone-wise Comparative Production and Sales Performance

Table 1. Zone-wise Production, Achievement and Target (₹ in Lakh)

Sl. No.	Textile Zone	Production Target 2025–26	Production Achievement 2025–26	Sales Achievement 2025–26	Production Target 2026–27	Sales Target 2026–27
1	Athagarh	5000.00	5224.29	4976.99	5800.00	5800.00
2	Cuttack	3100.00	2870.42	2779.11	3150.00	3150.00
3	Balasore	200.00	200.55	185.79	220.00	220.00
4	Baripada	200.00	251.17	242.01	280.00	280.00
5	Khordha	620.00	607.85	579.41	670.00	670.00
6	Nayagarh	360.00	345.06	365.35	380.00	380.00
7	Bargarh	3400.00	3387.24	3294.66	3800.00	3800.00
8	Sambalpur (S. Bastralaya)	9000.00	7736.76	7516.01	9300.00	9300.00
9	Dhenkanal	105.00	96.22	86.21	106.00	106.00
10	Sonepur	5000.00	5815.98	4965.51	6500.00	6500.00
11	Patnagarh	850.00	923.07	811.95	1020.00	1020.00
12	Berhampur	505.00	490.15	483.70	540.00	540.00
13	Boudh	1300.00	1499.74	1353.13	1700.00	1700.00
14	Kalahandi	135.00	140.74	139.42	160.00	160.00
15	Koraput	88.00	92.94	89.64	102.00	102.00
16	Sundargarh	55.00	52.26	52.04	58.00	58.00
Total	Odisha	29,918.00	29,734.44	27,920.93	33,786.00	33,786.00

Source: Directorate of Textiles, Odisha

Comparative Analysis

The Directorate has adopted a performance-based target allocation strategy for the financial year 2026–27. Instead of assigning uniform production targets, each textile zone has been assessed based on its production achievements during 2025–26.

The State production target has increased from ₹29,918 lakh to ₹33,786 lakh, registering an increase of ₹3,868 lakh (12.93%). This substantial increase reflects the Government's commitment towards strengthening Odisha's handloom sector.

Among all textile zones, Sambalpur (S. Bastralaya) continues to receive the highest production target of ₹9,300 lakh, highlighting its dominant contribution to the State's handloom economy.

Sonepur emerged as the best-performing textile zone during 2025–26 by producing ₹5,815.98 lakh against the target of ₹5,000 lakh. Consequently, its target has been increased by 30%, reaching ₹6,500 lakh.

Similarly, Athagarh exceeded its production target by producing ₹5,224.29 lakh against ₹5,000 lakh, resulting in an enhanced target of ₹5,800 lakh.

Boudh registered one of the highest percentage increases in production by achieving ₹1,499.74 lakh against the target of ₹1,300 lakh. Its production target has subsequently been revised to ₹1,700 lakh.

Patnagarh and Baripada also surpassed their production targets, demonstrating improved productivity and efficient implementation of departmental programmes.

Although Sambalpur (S. Bastralaya) did not achieve its previous target of ₹9,000 lakh, it remains the largest production centre due to its vast weaving infrastructure and strong national demand for Sambalpuri textiles.

The comparatively smaller textile zones including Koraput, Kalahandi, Sundargarh, Dhenkanal, Balasore and Nayagarh have also been assigned increased targets, reflecting the Government's intention to promote balanced regional development throughout Odisha.

Zone-wise Performance Highlights

Table.2. Zone-wise Performance.

Category	Textile Zones
Outstanding Performers	Sonepur, Athagarh, Boudh, Patnagarh, Baripada
Major Production Centres	Sambalpur (S. Bastralaya), Bargarh, Athagarh, Sonepur
Emerging Growth Zones	Koraput, Sundargarh, Kalahandi, Balasore, Dhenkanal
Zones Requiring Further Improvement	Cuttack, Berhampur, Khordha

Government Support for Marketing and Promotion of Handloom Products

Purpose: Reimbursement of stall rent, travelling allowance (TA), daily allowance (DA), freight charges and other expenses incurred by textile zones for participation in exhibitions, melas and marketing events.

Table 3. Government Financial Assistance for Participation in Exhibitions, Expos and Melas (2025–26).

Sl. No.	Textile Zone	Financial Assistance (₹)
1	Balasore	1,92,500
2	Baripada	2,74,000
3	Khurda	41,000
4	Athagarh	3,49,500
5	Nayagarh	1,69,000
6	Dhenkanal	2,47,000
7	Cuttack	2,60,500
8	Sonepur	1,81,500
9	Bolangir	96,000
10	Sundargarh	16,000
11	Bargarh	6,85,000
12	Boudh	1,59,500
13	Berhampur	1,60,730
Total	All Textile Zones	₹28,32,230

Source: Directorate of Textiles & Handloom, Odisha .

Government Support Beyond Production

Production alone cannot improve the livelihood of weavers unless their products reach buyers. Recognising this, the Government of Odisha has been extending financial support to Textile Zones for participating in national and state-level exhibitions, handloom fairs, expos and marketing events. During 2025–26, a sum of ₹28.32 lakh was sanctioned for reimbursement of expenses such as stall rent, transportation of handloom products, freight charges, travelling allowance and daily allowance of officials and participating agencies. This financial assistance reduces the marketing burden on textile institutions and creates opportunities for weavers to showcase their products before a wider customer base. Such initiatives help increase sales, improve brand recognition and generate better income for artisans.

Among all textile zones, Bargarh received the highest financial assistance (₹6.85 lakh), reflecting its extensive participation in marketing events and the strong demand for its handloom products. Athagarh (₹3.49 lakh) and Baripada (₹2.74 lakh) also received substantial support, indicating their active role in promotional activities. On the other hand, smaller allocations to zones like Sundargarh suggest the need for greater participation in exhibitions and stronger marketing interventions.

The Government's strategy clearly indicates that strengthening the handloom sector requires simultaneous investment in production, promotion and market access rather than production alone.

Challenges

Despite the encouraging growth of Odisha's handloom sector, several challenges continue to hinder its long-term development. The increasing competition from powerloom and machine-made products has reduced the market share of traditional handloom fabrics. Rising prices of raw materials, particularly yarn and dyes, have increased production costs and affected the profitability of weavers. Many rural artisans still have limited access to organized markets, while inadequate adoption of modern technologies and contemporary designs restricts their competitiveness. In addition, climate-related factors and irregular weather conditions often disrupt production activities and the availability of raw materials.

Another significant concern is the declining interest of the younger generation in handloom weaving. Many young people are choosing alternative occupations due to comparatively low and uncertain incomes, limited social recognition, and the physically demanding nature of weaving. If this trend continues, the sector may face a shortage of skilled artisans in the coming decades, putting Odisha's rich handloom heritage at risk.

To address these issues, the Government should formulate youth-centric policies that make handloom weaving an attractive and viable livelihood option. Measures such as entrepreneurship development programmes, skill upgradation, design and digital marketing training, start-up support for young weavers, easier access to credit, incentives for adopting modern technologies, and stronger market linkages can encourage greater youth participation. Simultaneously, expanding e-commerce platforms, strengthening cooperative institutions, ensuring timely availability of quality raw materials, and promoting Odisha's handloom products through national and international exhibitions will be essential for achieving sustainable and inclusive growth of the sector.

This comprehensive approach will not only safeguard Odisha's rich weaving tradition but also create a vibrant, competitive, and future-ready handloom industry capable of generating sustainable livelihoods for present and future generations.

Way Forward

Future development of Odisha's handloom sector should focus on cluster-based development, technological modernization, digital marketing platforms, design collaborations, and stronger market linkages. Integrating traditional craftsmanship with modern consumer preferences can significantly improve the competitiveness of Odisha's handloom products in both domestic and international markets. Further, continuous monitoring of production targets, regular performance evaluation of textile zones, and timely policy interventions will ensure effective implementation of departmental objectives.

Conclusion

The comparative assessment of production and sales targets clearly demonstrates that the Directorate of Textiles, Odisha has adopted a performance-driven planning framework for the year 2026–27. The increase in the State production target by nearly 13% reflects optimism regarding the growth potential of Odisha's handloom sector. High-performing zones such as Sonepur, Athagarh, Boudh, Patnagarh and Baripada have been rewarded with enhanced production targets, while emerging zones have also been encouraged through gradual target enhancement. Such an evidence-based approach is expected to improve productivity, increase weavers' income, strengthen rural livelihoods and preserve Odisha's unique handloom heritage. The progress of Odisha's handloom sector cannot be measured solely through production figures. Equally important is the Government's continued investment in marketing, exhibitions and buyer–seller interactions. The sanction of ₹28.32 lakh for participation in expos and melas demonstrates the State's commitment to connecting weavers with larger markets and increasing the commercial value of traditional handloom products.

The combined strategy of higher production targets, performance-based planning and financial support for marketing forms a comprehensive development model. If supported by design innovation, digital marketing, e-commerce platforms and skill development, Odisha's handloom sector has immense potential to become a nationally and internationally competitive industry while preserving its rich cultural heritage. With sustained policy support, technological innovation, effective marketing strategies, and active participation of weavers, Odisha is well-positioned to reinforce its status as one of India's premier handloom-producing states.

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