

# EDI Reports 86

FROM THE  
DIRECTOR'S DESK

## Riding the New Wave of Contemporary World



The present wave of globalization, availability of cutting edge technologies, awareness of, and adherence to international standards like SGS, increasing focus on Corporate Social Responsibility, have all necessitated Small Industry Associations (SIAs) to leverage the right force to promote innovations and, thus competitiveness of firms.

While the first Chamber of Commerce and Industry in India viz. Bengal Chamber of Commerce was established in Calcutta in 1833, the emergence of SIAs in India dates back to mid-1950s. Possibly the first of its kind, Karnataka

Small Scale Industry Association (KASSIA) was set up in 1955. On a rough reckoning, presently, there are about 3000 interest groups (associations or similar organisations) of small industries in the country, of which about 650 are somewhat prominent.

Industry Associations or Business Membership Organizations (BMOs) face challenges of various kinds emanating from the fast changing

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contours of global economy. Their major focus, so far, had been on writing petitions to corner some concessions and some petty benefits here and there. The lowest level of lobbying most of the smaller SIAs had been engaged with. However, with the changing economic environment and thus changing expectations of their members, most of the industry associations need to reinvent themselves. Possibly, they will need to convert themselves into an effective business development service provider, offer effective hand holding support and ensure sustainability and growth of micro, small and medium enterprises (MSMEs).

Fragmentation of interests, political leanings, weak financial base and low sustainability are quite common across a large number of associations and need to be done away with. There is a need to professionalize Industry Associations through strong secretariats. The office bearers like Presidents and Secretaries need to constantly keep a tab on the changing policy framework and adequately respond to the change, study, analyze and assess situations, policies and markets to bring about SME development and sustain this process through a variety of initiatives. Also, once the capability of industry associations are enhanced, it would be easy to leverage the Government funds appropriately. However, the capacity gap appears to be the major bottleneck in appropriate performance of the SIAs. There is an urgent need to augment capabilities of the SIAs in a concerted manner to enable them shoulder the responsibility of running the Associations in a professional manner.

With this objective, recently the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Foundation for MSME Clusters and EDI designed an elaborate, all-encompassing programme for capacity building of Small Industry Associations.

The inputs have been specially designed around imparting the Associations/Chambers a perspective and vision to coordinate and deliver professional services on a sustainable basis to their existing and potential members in the broader interests of economic well being. Subsequent to the capacity building interventions, the industry associations would be able to undertake competitive as well as economically

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## **EDI honoured with the National B-School Leadership Award**

EDI was honoured with the National B-School Leadership Award during the 19<sup>th</sup> Dewang Mehta Business School Award presentation ceremony organized in Mumbai on 26<sup>th</sup> November, 2011. The Award has been instituted in memory of late Shri Dewang Mehta, Chief, National Association of Software and Service Companies (Nasscom). The Chief Guest on the occasion was Mr. Ramesh Bawa, Managing Director & Chief Executive Officer, IL & FS Financial Services Limited.

The Award has been presented in recognition of the Institute's efforts in leadership, development, innovation and industry interface.

Dr. Dinesh Awasthi, Director of EDI said that the Award endorses the criticality of promoting entrepreneurship, fostering innovations and honing leadership skills – the mandate and the vision of the Institute.

Dr. Awasthi further added that this Award is a testimony to the importance of Entrepreneurship



*Mr. Nikhilesh Desai, Head-Business Development Cell receiving the Dewang Mehta B-School Leadership Award on behalf of the Institute*

Education in the fast changing global industrial environ and that such a recognition will certainly boost EDI's efforts in realizing institute's mission on national and international planes.

### **FROM THE DIRECTOR'S DESK**

relevant initiatives with enhanced knowledge and skills in a variety of areas, such as; identification and formulation of projects, fund raising, approaches to group marketing, media management, networking, information dissemination etc. To render the whole initiative impact creating and prudent, they would also be mentored by EDI in preparing their business plan, mentioning the services which are their forte and would

be directly offered and those which would be coordinated. EDI would work closely with them for one year before withdrawing.

*Change, improvement and development are not far away.....*

**- Dr. Dinesh Awasthi**

# To help them justify their role.....

## Counsellors' Workshop

Institute's Open Learning Diploma in Entrepreneurship and Business Management (DEBM) was launched in the year 1995 with inhibitions hovering over it, although the positive minds behind it remained unshaken. A few years down the line were enough to relegate several 'questioning' schools of thought to a backseat. *Results spoke*. And today, DEBM boasts of 10735 learners, out of which 2396 are women learners. Also with an encouraging start-up rate, DEBM has reasons to celebrate.



Mr. Raman Gujral, Faculty-EDI, addressing the DEBM Counsellors

The programme's study material addresses the concerns and requirements of modern day entrepreneurs. It imparts knowledge, information and skills on all aspects of successfully launching and managing a business enterprise. Focus is mainly on informing the learners on the kind of support available from various agencies, business opportunity guidance, soft skill development and various management related areas.

Keeping itself abreast with the latest trends and developments of the contemporary business scenario, the course material is regularly analyzed and updated. Today, the programme caters to the needs of learners from 23 states. It meets the requirements of these learners by attaching them with EDI trained counsellors. The Institute also monitors how the counselling support is being extended to learners and ensures that the counsellors update their knowledge of global business.

A 3-day national level counsellors' workshop for Counsellors of DEBM was organized at EDI, Bhopal. Eleven counsellors from different states like Gujarat, Maharashtra, Kerala and Madhya Pradesh participated in the workshop.

The main objective of the workshop was to create a stronger awareness among the counsellors about entrepreneurship as panacea to the ills of poverty and unemployment plaguing the society and motivate them to employ new ways and means to spread the message among the student community. They were guided on how they could counsel students of the DEBM. Also, the workshop promoted rich experience sharing.

The topics covered during the workshop included:

- Introduction to Entrepreneurship and the process of Entrepreneurship Development
- Strategy to develop entrepreneurs
- Business Opportunity Guidance: Rationale, Methodology, Counsellor's role in Opportunity Identification and Guidance
- Rationale, Methodology, Sequencing and Skills required for Achievement Motivation Training
- Project Report Preparation: Components of Business Plan, Financial Analysis

- Support System : Acquainting and networking
- Programme Promotion: Target setting, strategies, implementation.

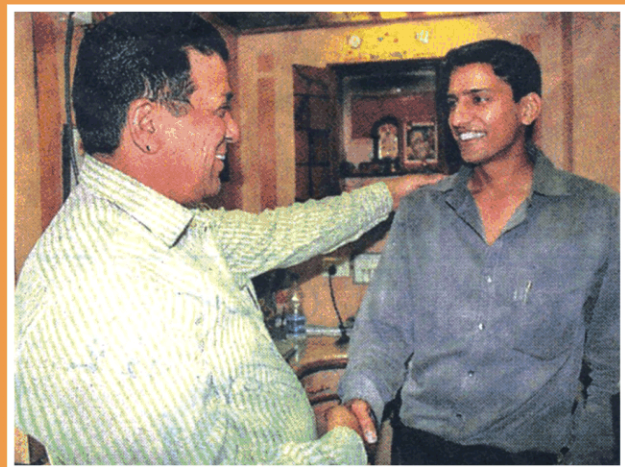
A special focus was given on newly introduced web based technology to make the work easy of counsellors and students.

### **Role of OLPE Counsellors**

OLPE counsellors conduct contact sessions and provide inputs to learners on Business Opportunity Identification and Guidance; Achievement Motivation; Marketing Management and other related areas; and Project Report Preparation & Appraisal. The counsellors also extend one-to-one counselling to learners and evaluate the assignments. Their contribution in promoting OLPE in their respective regions is praiseworthy.

## **Proud of you....Aditya**

EDI's 12<sup>th</sup> batch PGP student, Aditya Bhakkad found ₹50,000 lying near a tea stall, outside his pharmaceutical office. Aditya managed to trace the person who had lost this money and returned ₹50,000 to him. Proud of you....Aditya.



*Aditya Bhakkad with Mr. Omprakash Tanwar who had lost his money*

# MEET THE MAN BEHIND **CAT** APP, THE MOBILE **CAT** APPLICATION

[An interview with Ashish Chowdhary, student of 13<sup>th</sup> batch of EDI PGDM-BE]

Meet Ashish Chowdhary, a student of Post Graduate Diploma in Management-Business Entrepreneurship at the Institute who has co-developed the CAT app, a unique mobile application that will help students prepare better for the Common Admission Test (CAT).

While most parents are discontent about their children spending too much time with their cell phones, young entrepreneur **Ashish Chowdhary** comes up with a mobile application which makes parents encourage their children to spend more time with their cell phones.

Titled **CAT app**, the application, which is currently available free for download to students aims to add muscle to their Common Admission Test (CAT) preparation. In this interview, Ashish discusses the potential of his ambitious venture. Read on.

**Give us a brief about you and your partner?**

I am a graduate in Bachelor of Engineering in Information Technology from Dharmsinh Desai University (DDU), Nadiad, Gujarat. As part of my campus recruitment, I was chosen to work with Tata Consultancy Services (TCS).

After an amazing 1.5 year stint with TCS, New Delhi, the entrepreneurial bug had bitten me. I quit the job and started looking for some opportunity to prove myself. I came across a very unique course offered by Entrepreneurship Development Institute of India (EDI) and joined it.

Currently, I am pursuing PGDM in Business Entrepreneurship and planning to go into Mobile Apps Development in Education, Entertainment, Banking and Health sector.



My partner has been my colleague at DDU. He is currently working with Patni Computers.

**How did you all meet each other and come up with this idea?**

After leaving TCS, I was looking for something that I loved to do and would be helpful to people. I did a SWOT analysis on myself and realised that my strengths lay in mathematics and providing education that requires only logic and no cramming; that there are opportunities in mobile education or mobile learning.

While I was preparing for CAT, I used to commute daily. I spent a lot of time in travelling and I hated the idea of carrying too many books in my bag.

I only used to carry very light weight books on puzzles and tried to improve my logical skills.

Mobile apps were still at a very nascent stage in India then. I searched for mobile apps for MBA students and I found zilch. Also, I saw that many students, including me, were wasting their time in preparing for CAT using irrelevant materials and ignoring the original CAT papers – the only authentic source to know what skills are tested at CAT.

And I connected all these dots — my strengths, opportunities in mobile learning, wasting time in travelling, no mobile apps for MBA students and preparing for CAT using original CAT papers and conceived the idea of CAT app.

I consulted many people about this and the response was good enough for me to get started. I prepared the entire answer bank and designed the layout of the app whereas my partner developed the app.



**‘I saw that people found it difficult to carry 5-10 kgs of books’.**

**What motivated you to take this risk?**

I am a great admirer of Steve Jobs.

He once said, “We are here to make a dent in the universe. Or else why even be here?” And this thought has left an indelible impression on me.

I have always tried to do something different, something where my limits of what I can do are challenged and something which can solve the problems that people are facing. I also knew that it is impossible to satisfy everyone.

I saw people wasting their time in travelling. I saw that people found it difficult to carry 5-10 kgs of books every day for their CAT preparation.

Bookstores and libraries like Crossword and British Library don’t allow you to carry your own books. And there is

only one thing which had no restrictions — either to carry or use. And that is the mobile phone. So, I thought of developing this application on the mobile.

I wanted to be the first person to bring such an app to the market and make people realise the importance of solving original CAT papers.

**How viable is your product for the market?**

I researched a lot about such apps in the market. I tried whatever I could get my hands on. I found nothing — not even near to what I wanted to develop. Developing mobile apps is always a challenging task mainly because:

**Distance Education Council,  
IGNOU recognised one year**

## **Diploma in Entrepreneurship & Business Management**

**Sponsored by : FNSt-Germany  
Supported by : NSTEDB, Govt. of India  
(Through Open & Distance Learning)**

**For those who wish to set up own enterprise**

- Flexibility in terms of enrolment
- Counselling support throughout the course in all the major cities
- Two contact sessions of three days each

**Eligibility : Degree / 3-year diploma holders**

**Phone : (079) 23969162  
E-mail : olpe@ediindia.org**

There are many platforms available (iOS, Android, JAVA, BADA, Blackberry, etc.) and developing apps for all is a costly affair.

**‘Students in India using Internet on their mobile phones are still limited’.**

**How do you sell your app?**

Individually, through apps market, through tie-ups, etc. Size is a very big constraint. Students in India using Internet on their mobile phones are still limited.

The app is available for free for all CAT aspirants. Internet is not required to use this app. Once it is downloaded, one can use the app anytime, anywhere. Only original CAT papers can tell you the real level of CAT exam.

I don't want CAT aspirants to waste their time preparing for everything they come across for CAT exam. Just like writing CAT requires logic, even preparing for CAT requires logic. CAT is no more a speed based test but a logic based test.

There is a Chinese proverb, “Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime”. With CAT app, we just want the students to understand what CAT is all about so that they can save a lot of money that they spend in coaching institutes.

Students can register for a free copy of CAT app at <http://bit.ly/nLwITl> or [www.catapp.in](http://www.catapp.in).

**‘Mobile computing is where India is still to make a dent’.**

**What is the future road-map?**

The response so far has been good. There were almost 200 registrations prior to the launch of CAT app.

I want CAT app to be used by almost 50 percent of the CAT aspirants, keeping in mind the platform that we have developed this app on JAVA/Symbian. There is one more app in the offing — GK app for MBA students.

My aim is to bring the entire classroom experience of MBA teaching on mobile. With another friend and a colleague at EDI, I have designed a course wherein we teach high-school students about practical aspects of education and its importance.





We cover topics like innovation, creativity, self-confidence, team building, making money, etc. We believe “only theories without practical are useless and only practical without theories are a waste of time”.

I want something of this sort to be inculcated in MBA coaching so that students are actually fit for MBA education. We are still building our team and once we have a really enthusiastic team, we will plunge into this.

**Lastly, what is the future of road for mobile computing in India?**

Mobile computing is now a big business in India. Ahmedabad is fast emerging as the mobile capital of

India. There are really great startups that are focusing on all kinds of mobile apps.

With mobile banking, m-commerce and all sorts of apps coming on mobile phones, the future looks great. We still don't want to be just application developers; we want to create history by providing something the world hasn't thought of yet.

India has always been at the forefront when it comes to making low-cost things. Aakash, world's cheapest tablet, is the latest example. India is not only recognised but also respected in the IT sector. And mobile computing is where India is still to make a dent.

as appeared in  [www.gyancentral.com](http://www.gyancentral.com)

## Students of Jain Group of Institutions, Bengaluru visit EDI for Contact Session

EDI has designed tailor made courses for the students of the Jain Group of Institutions to impart entrepreneurial and managerial skills to them so that, one; smooth transition in family businesses is ensured and second, potential entrepreneurs get groomed to set up their units and achieve success of their enterprise during the times of booms and recession alike.



*26 students of the Four Year Integrated Programme in Family Business Management and 26 students of the Corporate Entrepreneurship Management Programme visited EDI to attend the contact session. Seen here are the students with (7<sup>th</sup> from R) Dr. Dinesh Awasthi, Director-EDI; (8<sup>th</sup> from L) Dr. Sunil Shukla, PGP Chairperson and members of the EDI faculty group associated with the programmes*

# Across the seven seas...

Over last eleven years, EDI has been conducting Indian Technical and Economic Cooperation, Ministry of External Affairs, Govt. of India sponsored capacity building programmes in entrepreneurship and related areas.

Details of some of the programmes conducted over last few months:

## Use of English Language in Business Communication

The level of competitiveness has risen across borders and sectors. To become a 'benchmark' – be it within one's company, country or on the international turf, it is important to enhance one's operational efficiency. One of the core factors that determines one's credibility is the 'skill to



Participants of the Programme 'Use of English Language in Business Communication' seen with (4<sup>th</sup> from L) Dr. Dinesh Awasthi, Director-EDI; (3<sup>rd</sup> from L) Ms. Julie Shah, Programme Director and esteemed members of EDI faculty associated with the programme



Ms. Jayanti Ravi, Commissioner-Higher Education, Govt. of Gujarat was the Chief Guest at the Valediction of the Programmes on 'Use of English Language in Business Communication' and 'Governance & Management of Non-Profit Organizations'. Seen here is Ms. Ravi addressing the participants. Also seen are (in the centre) Dr. Sunil Shukla, Chief Faculty-EDI and (L-R) Programme Directors, Ms. Julie Shah and Dr. Subhransu Tripathy. Ms. Ravi congratulated the participants and urged them to transpose this learning in the context of their country so that they could continue facing new situations and working out new paradigms of dealing with them. She believed that this was possible as they had been given a strong base in terms of knowledge and orientation in the respective areas. Ms. Ravi talked about the emergence of knowledge society and the significant role that the participants could play in it

communicate'. Good communication skills can greatly enhance one's prospects. And, English being a globally accepted and understood language, good business communication skills with proficiency in English can help one grasp the nuances of business easily.

Thus, with the objective of imparting contemporary business communication skills with emphasis on English, EDI offered the ITEC, Ministry of External Affairs, GoI sponsored 6-week programme on 'Use of English Language in Business Communication'. The programme, was attended by 27 participants from 15 countries viz., Namibia, Madagascar, Afghanistan,

Kyrgyzstan, Ethiopia, Kazakhstan, Uzbekistan, Laos, Serbia, Lithuania, Lesotho, Mongolia, Indonesia, Egypt and Tanzania.

The programme was divided into five modules focusing on fine tuning business language and imparting the techniques of business communication. Emphasis was placed on written, verbal and non verbal communication skills. The modules covered were communication process, barriers and how to overcome these, cross-cultural communication, advanced language structures, principles of

Business English, organizational communication and e-communication. Programme Director, Ms. Julie Shah said that the programme was structured in a way to establish the significance of business communication against the very demanding, constantly changing and evolving multicultural environment. She added that the focus of the curriculum was on imparting effective business communication skills so that the participants could identify vulnerable areas in their communication practices, steer away from perils and ultimately adopt a style and system that suits today's culturally diverse business world. She said the outcome of the programme was quite fruitful and as encouraging.

### **Governance & Management of Non-Profit Organizations (NPOs) / NGOs**

Relieving the suffering of the lesser privileged, ensuring that the interests of the poor are restored, extending basic social services, initiating measures to protect the environment and undertaking community development is all so necessary, and the good samaritans across the globe are inclined to bring all these to people under the banner of NGOs. Today, there are scores of NGOs – some that are amazingly responsive to people's needs but some that lack good

## They said it.....

“The programme provided us with insights and skills in business communication through lectures, interactions, role plays and case study methodology. We are returning back to our countries carrying new knowledge, cross-cultural experience and life-long friendship.”

**Mr. Aregay Gebre Molla**, Department Head,  
Federal Micro & Small Enterprises Dvt. Agency, Ethiopia

“This programme is highly beneficial for those handling presentations, reports, documents, proposals and other related areas. The Programme developed new skills and also sharpened the existing ones in professionals. I am happy to say that this programme has created many good communicators. There has also been global networking that hopefully in future will make significant positive contribution to EDI, to the Government of India and also to our respective governments.”

**Ms. Ira Kristina Lumban Tobing**, Officer,  
Bureau Planning, Indonesia

### Participants of the programme, ‘Use of English Language in Business Communication’

governance, accountability and transparency. The charitable nature of the sector has to be complemented with systems that take care of the asymmetries in functioning and operations.

To strengthen governance & management among NGOs, EDI conducted ITEC, Ministry of External Affairs, Govt. of India sponsored six-week training programme on “Governance & Management of Non-Profit Organizations (NPOs)/NGOs”. 14 participants from 6 countries viz., Kyrgyzstan, Afghanistan, Zimbabwe, Palestine, Uzbekistan and Tanzania participated in the programme.

This 6-module programme imparted knowledge under the topics of Introduction to Governance & Management of NPOs/NGOs; Project Planning, Design & Implementation, Governing Body & Strategic Management, Accountability, Transparency, Management Practices of Financial Resources, Human Resources & External Resources.

Participants were equipped with knowledge on structure and policy of Non-Profit / Non-Government Organizations, Gender Empowerment and Fund Raising Strategies/ Resources Mobilization. Dr. Subranshu Tripathy, the Programme Director, expressed satisfaction over the outcome



Participants of the Programme 'Business Research Methodology and Data Analysis' seen with (6<sup>th</sup> from L) Dr. Dinesh Awasthi, Director-EDI; (6<sup>th</sup> from R) Mr. Jignasu Yagnik, Programme Director; (5<sup>th</sup> from L) Ms. Archana Dholakia, Visiting Professor, Gujarat Institute of Development Research (GIDR) and faculty members of EDI associated with the programme

of the programme, and said that the participants were quite receptive and tried to update their skill sets according to the demand of the market and the stakeholders.

### Business Research Methodology and Data Analysis

Globalization is a phenomenon that has become a part and parcel of our lives and businesses. Today entrepreneurs have to live with the fact of globalization and shift gears by adapting their mindsets, strategies and game plans. Small firms have to learn to coexist with large firms that are resource rich in every way and thus innovate aggressively.

However, it is also true that globalization has put small businesses on tenterhooks, because they are unable to fulfill the base requirements for participating in global markets or meeting benchmarks. The reason for this is not their lack of focus or capability but a certain level of

financial and resource crunch which hinders any kind of reliable research before any major decision.

The programme, 'Business Research Methodology and Data Analysis', was envisioned as a starting point for

### Participant's Feedback:

"The programme was very enriching in terms of both the theoretical and the practical aspects. I am fortunate to have got selected for this training. I am sure about making significant contribution to the growth of my organization by helping it undertake guided research and thus meaningful decisions."

**Ms. Aiste Jasiulyte**  
Procurement Manager, Nature Research Centre,  
Lithuania

Participant of the programme, 'Business Research Methodology and Data Analysis'

smaller firms. The idea was to train professionals in this area so that they could help their organization in reaching breakthrough decisions. Selecting the right analytical tool and carrying out research within tight budget were focused upon with the objective of sharpening the strategic and competitive strengths of small firms.

This eight-week training programme organized during August 22-October 14, 2011 was attended by 34 participants from 19 countries, viz; Lithuania, Egypt, Ethiopia, Nepal, Commonwealth of Dominica, Tunisia, Vietnam, Sudan, Bangladesh, Nigeria, Botswana, Gambia, South Africa, Sri Lanka, Afghanistan, Tanzania, Ghana, Vanuatu and Nigeria.

The main objective of the programme was to enable participants to carry out research within restricted budget and improve their proficiency in selection of analytical tools and interpretation of statistical outcomes on Market Segmentation, Brand Research, Consumer Analytics, Trends and Forecasting, Gap Analysis, Perceptual Mapping, etc. to solve business problems.

Programme Director, Mr. Jignasu Yagnik said that the participants were equipped with just the right skills to aid their organization in every possible way. He advised them to get actively involved in making business decisions based on reliable research outcomes, prepare research report and translate business problems into proper statistical frameworks so that their learning gets complemented with the right kind of experience.

### **Informal Sector Enterprise, Entrepreneurship & Local Economic Development**

Local Economic Development (LED) is a broad and integrated development approach. It provides an alternative to conventional development practices by focusing on optimum utilization and productive integration of local resources, engaging local stakeholders in formulating a development plan and thus facilitating growth of the economy.

There is a general consensus that the strategic planning effort should be led by local government, although project implementation is necessarily undertaken by public, private



*Seen with the participants of the Programme 'Informal Sector Enterprise, Entrepreneurship & Local Economic Development' are (5<sup>th</sup> from L) Dr. Dinesh Awasthi, Director-EDI; (4<sup>th</sup> from L) Prof. T. S. Papola, Honorary Professor, Institute for Studies in Industrial Development (ISID), New Delhi and Mr. Manoj Mishra, Programme Director*

and community actors and that the institutionalization of LED needs to be carefully calibrated to both national and local environments and conditions.

The LED approach can be successfully implemented in diverse socio economic environments irrespective of the status of development of the place and remoteness of the area. Training programme on 'Informal Sector Enterprise, Entrepreneurship & Local Economic Development' was held from 22<sup>nd</sup> August to 14<sup>th</sup> October, 2011 at the Institute with 23 participants from 15 different countries, such as; Ethiopia, Philippines, El-Salvador, Bangladesh, Afghanistan, Tanzania, Sri Lanka, Fiji, Gambia, South Africa, Botswana, Zimbabwe, Lesotho, Cameroon and Namibia.

The main objective of this programme was to provide the participants with necessary knowledge and skills to design and implement Local Economic Development Strategies. The programme also provided the

participants with skills to build social and business networks and conduct locally customized EDPs.

Project Director, Mr. Manoj Mishra, opining on the outcome of the programme said that with this training programme, strategizing, thinking out-of-the-box, unleashing imagination and taking calculated risks would become easy for the entrepreneurs of the informal sector as now there will be a cadre of trained professionals to help them tighten their reins and get down to planned business.

The participants appreciated various modules of the programme, and felt confident about making meaningful contribution. Their action plans indicated that they had developed insights into facilitating development of entrepreneurs in the informal sector which would in turn help in addressing larger issues like poverty eradication, employment creation, income generation and local economic development (LED).

# MSME Umbrella Programme

# MSME

to promote **MSME** sector in India



Seen during the Inauguration of the MSME Umbrella Programme at EDI are (L-R) Dr. R. K. Das, General Manager-SIDBI; Dr. Dinesh Awasthi, Director-EDI; Dr. Ricarda Engelmeier, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH; Ms. Christine Falkenberg, SEQUA gGmbH and Mr. Mukesh Gulati, Executive Director, Foundation for MSME Clusters

The Workshops, 'Business Membership Organizations will Lead' and 'Capacity Building of Business Membership Organizations' were conducted at EDI on 11<sup>th</sup> November, 2011. Seventeen Presidents and twenty five Executives from selected National Industry Associations

participated in the workshops. The dignitaries present on the occasion were Dr. Ricarda Engelmeier, Sustainable Economic Development, Technical Advisor, Dutsche Gesellschaft für Internationale Zusammenarbeit (GIZ); Ms. Christine Falkenberg, International Longterm Expert, SEQUA gGmbH; Dr. R. K. Das, General Manager, SIDBI; Mr. Mukesh Gulati, Executive Director, FMC and Dr. Dinesh Awasthi, Director EDI.

The Workshops had been designed by the GIZ, SIDBI, DC(MSME) and the Foundation for MSME Clusters under the aegis of MSME Umbrella Project, Indo German Cooperation Project. EDI has been selected as the partner organization in this programme.

The main objective of the Workshops was to make industry associations involved in MSME clusters to undertake competitive as well as socially, environmentally and economically relevant initiatives. This was to enable them to provide better services to their members, provide necessary



knowledge as they would then be able to play the role of a mediator between Business Development Service Providers and Cluster MSMEs. The Workshops have been planned in three phases. Phase I comprising class room teaching and field visit to successful BMOs, Phase II comprising, BMO secretariats going back and identifying the problems of MSME clusters and subsequently creating an action plan and Phase III focusing on providing handholding to implement action plan.

This was the first project to build the capacities of industry associations by addressing problems related to weak secretariat in select MSME clusters by providing them competent human resources who can interact with the associations effectively.

The inaugural function commenced with the welcome address of Dr. Dinesh Awathi, Director-EDI. Dr. Awathi highlighted the significant role of Industry Associations in the growth of Micro, Small and Medium Enterprises (MSMEs). He said that if an Industry Association has a strong vision, good leadership and technically sound personnel, it can make a significant difference towards sustainable development. These associations have to look beyond their role of simply advocacy and build capacities to provide various services in the areas of information regarding laws, government regulations, creation, marketing, financing and human resource development of the industry. Dr. Awathi added that they must understand government schemes and make significant use of them in this process.



*Participants of 'MSME Umbrella Programme' seen with (5<sup>th</sup> from R) Dr. Dinesh Awathi, Director-EDI; (5<sup>th</sup> from L) Ms. Christine Falkenberg, SEQUA; (4<sup>th</sup> from R) Mr. K. K. Shaw, Faculty-EDI and (6<sup>th</sup> from R) Mr. Sanjay Pal, Programme Director*

In his special address, Dr. R. K. Das pointed out the lapses in the functioning of BMOs and the need to work upon these so as to ultimately strengthen the MSME sector. Highlighting major problems, he stated that the BMOs lack consistency and co-ordination among themselves which are so very important as one cluster houses about two to three industry associations. He added that the BMOs must try to reduce the gap between what they are offering and what are the market demands. Dr. Das also insisted on the proactive role of BMOs in facilitating MSMEs access to credit.

Dr. Ricarda Engelmeier, in her address gave an overview of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and highlighted the similarities between the MSME sector in Germany and India, adding that the BMOs must play a positive and upbeat role to facilitate growth of this sector. She added that inclusive growth is not possible if this sector is ignored, and to ensure this inclusive growth, capacity building of BMOs is important.

*(Contd. on pg. 26)*

# Engineering Cluster at Baroda records conspicuous growth



*Depicting improvement in quality of castings by a process known as 'Imoculation'*

Evolution of new technologies, new products and services have perched the entrepreneurs of this cluster at a plane from where they can look ahead, think straight and plan systematically.

EDI is actively implementing a Cluster Development Project in Makarpura GIDC, Vadodara. This Cluster has about 1700 engineering units and engaged in manufacturing various types of precision engineering components. The project spans over a period of three years and it is sponsored by the Office of Industries Commissioner, Govt. of Gujarat.

In line with the objective, EDI developed special hightech technologies for the Cluster to improve the quality of orthopedic implants. Besides, it has also developed a process known as ultrasonic technology to improve the glitter of gold & silver ornaments.

EDI also regularly conducts several programmes and workshops to improve the productivity & quality of cluster products. Emphasis is placed on sensitizing people on the significance of adopting National & International Standards to enhance their credibility in the eyes of the buyers. The entrepreneurs have also learnt the need to follow health and safety measures and have got exposed to the methods that need to be adopted. Over the years, several delegates from countries like; Argentina, Mexico, Ghana, Czech Republic, Jamaica and Guatemala have visited the cluster to understand and adopt the Cluster Development Model as also get exposed the replicable models evolved.

About four BDS Providers have been especially trained to ensure sustenance of growth ensued by EDI (after EDI's withdrawal).

## On a common platform.... the Business Development Service Providers and MSME Entrepreneurs

Micro, Small & Medium Enterprises (MSMEs), an industrial outlay, responsible for over 65% contribution in the nation's economic growth, needs a lot of attention and nurturing for stronger base and focussed growth. While flexibility, independence and individuality are some of the advantages that MSMEs enjoy, they do experience certain limitations because of lack of resources, and hence, growth and upgradation to higher scales get a jolt. This needs to be addressed in order to make the MSME sector stronger, competitive and growth oriented. A panacea lies in a stronger tie up of the MSME sector with the essential Business Development Services (BDS). A stronger link between the two will take both the beneficiaries to greater heights in their respective businesses and yield high overall growth. EDI, in association with Small Industries Development Bank of India (SIDBI), launched the project, **'Implementing Business**

**Development Services in Dyes & Chemicals Cluster at Ahmedabad'** in order to ensure a better linkage of the two.

In line with several skill upgradation and capacity building programmes, a Business Development Services fair was organized on 5<sup>th</sup> August, 2011 at Naroda Industries Association Hall, Naroda GIDC, Ahmedabad. 25 BDS Providers from different sectors viz. energy, quality, process & finance and accounts participated in this fair. Around 45 MSME Entrepreneurs visited the fair and got information about different services extended by BDS Providers. BDS providers apprised the MSME entrepreneurs of the potential of this sector and the role that they could play in helping the entrepreneurs derive benefit. Mr. K.C. Bhanoo, General Manager – SIDBI Ahmedabad interacted with BDS Providers and MSME

*(Contd. on pg. 26)*



Mr. K. C. Bhanoo, General Manager – SIDBI Ahmedabad addressing the BDSPs and MSME entrepreneurs during the 'Business Development Service Providers Fair'. Also seen are (R-L) Mr. Bipin Shah, Sr. Faculty-EDI; Mr. Shailesh Patwari, The Then President, Naroda Industries Association and Mr. Riken Shah, Cluster Development Manager

*BDS Desk at Naroda Industries Association*

# Developing skills to devise **'CHANGE'**



*Participants at the Managerial Skill Development workshop*

Under the project, 'Implementing Business Development Services in Kolkata Leather Cluster', supported by the Small Industries Development Bank of India (SIDBI), a two-day workshop on '**Managerial Skill Development Programme**' was organized at Kolkata for officials of the leather units in the cluster. The primary objective of the workshop was to enable 18 participating officials to develop skills in communication, office management, motivation and evaluation. Besides EDI experts, faculty members from Kolkata University, Bengal Engineering & Science University, XLRI, Jamshedpur, Enterprise Development

Institute and State Bank of India shared inputs on various topics such as; Business Organization & Office Management, Principles of Basic Accounting, Preparation of Final Accounts, Effective Business Communication, Sales Tax, Service Tax, VAT etc. The participants appreciated the exposure and called the programme contemporary in terms of its curriculum and design.

## **Designing and Styling at its best**

A 5-day advanced training course in Leather Goods Designing and Styling was conducted at Central Leather Research Institute on 5<sup>th</sup> September, 2011. The main objective of the programme was to train designers and technicians in the profession of manufacturing bags and small leather goods to come up with good design options. 16 designers participated in two different batches. The programme covered various facades of designing, with focus on the specification of the material, fabrication, technical drawing, pattern making, volume formation and sample making of small, medium and heavy leather goods. The participants particularly appreciated the coverage of the



*Participants learning the art of pattern making and designing of Leather Goods*

programme, especially in terms of pattern development and sample assembling. They felt that the inputs were quite a revelation for them. They endorsed the fact that designs cannot be monotonous and that they have to change to cater to the changing tastes of the customers.

### **DESIGN CLINIC to perk up creativity**

A design clinic for the leather goods sector was organized at Design Studio of Freya-IIDE, Bantala under the aegis of SIDBI and sponsorship support of World Bank, DFID, KfW and GIZ during September 1 – 13, 2011. Budding entrepreneurs, production heads, and designers from various local units of the Kolkata Leather Clusters such as; Pragati Leathers, MILAP Leathers, D2 International, Ritex Industries, M & N Exports, Carina Fashions and the like, participated in the Clinic.

The main objective was to acquaint the participants with techniques of designing, help them develop new designs, impart

knowledge about material and contemporary patterns. Inputs on cardboard prototypes, construction and preparation of specification sheet were greatly appreciated.

### **Trainers tighten their reins**

A Training of Trainers (ToT) programme was conducted by West Bengal Consultancy Organization (WEBCON) under the project 'Implementing Business Development Services, in the Kolkata Leather Cluster'. The main objective of the programme was to find out ways and means of dealing with the shortage of skilled manpower in the leather cluster and develop a cadre of resource persons, comprising entrepreneurs from different leather clusters in Kolkata region, so that they could function as effective master trainers. Also the idea was to brainstorm on strategies that could be employed by this trained cadre to motivate unemployed youth in the region to opt for this profession. 20 entrepreneurs involved in shoe designing, bag production, leather gloves production, participated in this training programme.



*Students learning the techniques of designing at Freya-IIDE*



The inaugural ceremony of the Training of Trainers Programme

The course was divided into two phases. The first phase covered inputs on motivational aspects to help the trainers to analyze the psychological behaviour of the trainees. Technical sessions included selection of different types of leather, cutting and stitching procedures, etc. The second phase covered workshop training for different types of skiving, preparation of table work, application of adhesives, art of stitching on leather products, guidelines on uses of needles and threads, fitting of eyelets, rivets etc.

The valediction of the workshop was graced by Mr. T. K. Kumar, Cluster Manager-EDI, Prof. S. Chakraborty, Principal, Government College of Engineering and Leather Technology (GCELT), Mr. S. K. Mitra, Sr. Project Leader, WEBCON. They congratulated the participants on successful completion of the training programme and talked about the changes taking place in consumer taste and preferences, and the need to live up to their demands.

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## New doors to open soon....

The Kolkata leather cluster is extending its market outreach to different countries on account of some major overall developments and improvements in the cluster. It has already made inroads into the Japan market. The brand building initiative in Milan, Italy, pursued under the project, has helped in improving the perceived value of the leather products in Kolkata amongst buyers and the importers in the European market. Recently an attempt was made to gauge the potential of exporting value added leather products from Kolkata to South America. A few countries in Latin America are importing leather products from different countries but there is hardly any export from Kolkata, India.



*Mr. Sanjay Pal, Project Director in discussion with Ms. Vanessa Keen, Chief Merchandiser, Jazmin Chebar, a leading leather and fashion brand in Buenos Aires, Argentina*

Therefore, a detailed Market Research was carried out in two select Latin American countries, namely; Brazil and Argentina, because these are the major importers of leather products in this continent. All the different stakeholders like importers, buyers, manufacturers and traders of leather & leather products and customers

were interviewed through structured questionnaire. Interviews and surveys were conducted to elicit information about customer tastes and preferences, their buying habits, their perceived brand value, design aesthetics etc. Meetings were organized with important promotion organizations, govt. departments, chamber of commerce and industry, like; The Brazil-Indian Chamber of Commerce and Industry and the Indian Mission in these countries. The primary data collected through this initiative revealed that both the countries have good potential. A little change in design aesthetics, product customization, and market segmentation could pave the way. As opined by the stakeholders the best way to get entry into these

markets is not by conduction of BSM or brand building initiative, but by participation in important trade fairs, like; COUROMODA, FRANCA. The channel members in the distribution channel can play a significant role in ensuring market penetration. The products need to be positioned rightly as customers do not mind shelling out money for a good brand, good quality and good design. Possibly this is the right time to target into the Latin American markets especially the Brazilian market as BRIC (Brazil, Russia, India and China) initiative is gaining increasing momentum. It was also noted that the Argentinian Government insists on trade

balancing practice which might act as a deterrent for export (to Argentina) unless the importing company has positive trade surplus. Based on the analysis of collected information, both primary and secondary, a detailed Market Research Report has been prepared and shared with the cluster members.

# This haven of Technopreneurs gets a facelift

Survey instruments and infrastructure development are closely related. Be it roads, bridges, railways or dams; survey instruments become indispensable right from the planning to the execution stage. Contemporary uses of survey instruments are especially in the fields of transport, building and construction, communications, mapping, and the definition of legal boundaries for land ownership. These are also used in engineering colleges for imparting training to civil engineering students. In India, Survey Instruments Industries are located at Roorkee alone. Roorkee is the only place in India where survey instruments and antiques are being manufactured.

The Roorkee Survey & Nautical Instruments industry started in early 1900, with the repairing of Instruments of “The Thomson College of Civil Engineering / University of Roorkee / IIT” and moved on to manufacturing compasses and other surveying instruments. Today Roorkee houses hundreds of Industries that manufacture, import and export surveying and nautical instruments.

Nautical, telescope; theodolite, lens etc. are manufactured in the surveying instrument industry at Roorkee. With increasing demand for these products globally, these are being marketed to Europe, Africa, U.K., Canada, and other developed countries. However, there is huge pressure on the artisans to live up to the quality standards of the international





*Mohd. Nishat and Mohd. Umar are new entrepreneurs who set up their enterprises after getting trained under the project and with the hand holding support of EDI trained trainers*

markets. Also, the artisans are not getting the right price because the sale takes place through middlemen. Direct channels of marketing are lacking.

EDI, in association with the Department of Science and Technology, Govt. of India, has initiated the Science & Technology Entrepreneurship Development Project (STED), to promote enterprises that are based on S&T.

Roorkee was identified for implementing growth inducing strategies so that the survey instruments cluster could be developed and simultaneously growth in other fields could be promoted. EDI intervention envisioned a wholesome package comprising the need assessment survey, technology upgradation, technology demonstration programmes and aiding establishment of techno-enterprises.

A survey before the implementation of the Technical Demonstration Programme (TDP) was undertaken by EDISTED Roorkee team on products including Survey and Nautical Instruments, Magnet Compass, Theodolite Making, Telescope Making, Calipers, Binoculars, Drawing Instruments, etc. The survey involved tools and techniques like Questionnaire, Observation and Personal Interview.

### **Technical Demonstration Programme undertaken for the Surveying Instrument Cluster in Roorkee :**

A Technical Demonstration Programme (TDP) was conducted at Roorkee with the objective of inculcating technical and entrepreneurial skills among the artisans belonging to this community. The programme also imparted a direction to them so that they could initiate own ventures and earn a decent livelihood.

The Technical Demonstration Programme ensured more income and skill enhancement for the participating artisans by focusing primarily on theodolite making, telescope, magnet compass, etc. Technology upgradation was a much emphasized object of the programme so as to ensure viable and self-sustaining enterprises.

### **Units update**

As of now, 104 units on Surveying Instruments have been established and 243 employment opportunities have been generated. Average investment in establishing a unit is close to one and a half lac rupees. Recently two enterprises for cutting and finishing of Surveying Instruments and for making Surveying Instruments have been established with the project cost of ₹ 1.5 lac and ₹ 1.2 lac, respectively.

*(Contd. from pg.17)*

### **MSME Umbrella Programme...**

Ms. Christine Falkenberg, International Longterm Expert Sequag GmbH presented the colossal coverage of the project.

The Workshops led to improved business development services and responsible business behaviour on the part of BMOs who got equipped to offer services through sustainable business models and become effective dialogue partners of the Government.

Mr. Mukesh Gulati, Executive Director, FMC, especially thanked GIZ for developing a comprehensive programme, with the vision of a positive MSME environ. Mr. Gulati also enumerated various ways in which 'aware' BMOs would tangibly impact the factors of growth and success.

The valediction of the programme took place on November 19, 2011. Present on the occasion were Mr. Sanjay Pal, Programme Director, Mr. B. P. Murali, Former Chief Faculty-EDI and members associated with the programme.

*(Contd. from pg. 19)*

### **On a Common Platform ....**

entrepreneurs and spoke about the advantages that could accrue from their association. As regard SIDBI's contribution, he said that SIDBI would motivate the BDS Providers and MSME Entrepreneurs by giving them soft loans. Mr. Bhanoo also expressed willingness to help Micro, Small and Medium Enterprises' entrepreneurs and BDS providers, as and when required. Mr. Bipin Shah, Project Director announced that a BDS desk would soon be started at Naroda Industries Association (NIA). The desk would play the role of a mediator between BDS Providers and the concerned authority, and establish better tie ups between the two stakeholders.

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## New Faculty Members at the Institute

**P. Ganesh**

**B.E. (Mechanical);**

**M.B.A. (Gold Medalist);**

**NIRMA Institute of Management, Ahmedabad**

[p.ganesh@ediindia.org](mailto:p.ganesh@ediindia.org)

Possesses around 27 years of industry experience with top of the line organizations like; Tata Steel (Jamshedpur), Maruti Udyog Ltd. (Gurgaon), Apollo Tyres Ltd. (Gurgaon), Coats Viyella India Ltd. (Ambasamudram), Arvind Mills Ltd. (Ahmedabad) and Ashima Ltd., (Ahmedabad). He has also been actively engaged in academia as visiting faculty in Management Institutes in Ahmedabad. His areas of interest include Production & Operations, Supply Chain Management, Data Warehousing & Business Intelligence, IT and MIS and ERP Implementations.

**Avdhesh Jha**

**M.Sc., M.Ed., Ph.D.**

**Gujarat University**

[avdhesh@ediindia.org](mailto:avdhesh@ediindia.org)

Possesses 11 years of experience in teaching and training Research Psychology and Philosophy. Has more than 20 books to his credit. Has presented more than 15 research papers in national and international conferences. A member of the inspection team of National Council for Teacher Education (NCTE), a life time member of All India Association for Educational Research (AIAER) and Resource Person at Indira Gandhi National Open University (IGNOU) and Gujarat Technical University (GTU). His areas of interest include Research Methodology, Management, Teaching Methodology and Psychology.

**Naresh Singh**

**B.A. (Honours), M.A., M. Phil., Ph. D. (Sociology)**

**PGDFM, NET Qualified**

[naresh@ediindia.org](mailto:naresh@ediindia.org)

More than 2 decades of experience in the areas of teaching, research, training, consulting and project management. Has worked with reputed management institutes like; Institute of Health Management Research (IHMR), Jaipur, Narsee Monjee Institute of

Management Studies, Mumbai and ICFAI Business School, Gurgaon. Has presented several papers in National and International Conferences and has more than 100 research papers, cases, case-lets, articles, book reviews to his credit. His areas of interest include Microfinance, Social Entrepreneurship, NGO Management, Public Policy Management and Business Environment. Currently he is coordinating Post Graduate Diploma in Management – Development Studies at EDI.

**Prashant Vallabh Singh**

**B.Com., M.B.A. (Rural Development)**

[prashant@ediindia.org](mailto:prashant@ediindia.org)

Possesses over five years of experience in teaching, training and consultancy. Started his career with Council for Advancement of People's Action and Rural Technology (CAPART), Ministry of Rural Development, Govt. of India. Has worked as a Project Officer in Rajeev Gandhi Watershed Mission, an ambitious project of Govt. of India at Jhabua, Madhya Pradesh. He was also associated with Banaras Hindu University, Varanasi as an Asst. Professor. Mr. Singh has participated in several conferences, seminars, Quality Improvement Programmes and workshops of National and International repute. His areas of interest include Microfinance, Community Participation and Watershed Management.

**Chaitanya Vyas**

**M.B.A., Ph.D. (Marketing), NET Qualified**

[chaitanya@ediindia.org](mailto:chaitanya@ediindia.org)

Possesses over 6 years of experience in teaching and industry. Has worked as an Academic Associate at IIM-A and as an Asst. Professor at Nirma University. Presented papers on Marketing at several national and international conferences. Has won the Best Paper Presentation Award at Birla Institute of Technology and Science (BITS), Pilani, Rajasthan. His areas of interest include Marketing, Consumer Behaviour, Marketing Research, Advertising and Research Methodology.

## Executives learn the dynamics of CSR



*Participants of 'Corporate Social Responsibility for Executives of Central Public Sector Enterprises' seen with (6<sup>th</sup> from L) Dr. Dinesh Awasthi, Director-EDI and Faculty Members of EDI associated with the programme*

The Institute organized a two-day orientation workshop, over September 15 and 16, 2011, on 'Corporate Social Responsibility for Executives of Central Public Sector Enterprises', under the aegis of Department of Public Enterprises, Govt. of India and Tata Institute of Social Sciences, Mumbai (TISS).

The programme sought to create awareness among Central Public Sector Enterprise Executives about the latest guidelines of Department of Public Enterprises (DPE), and impart knowledge on how to identify the basic requirements of society and accordingly select need based activities and execute the projects in such a manner that the society benefits to the maximum. Participants from two major public sector enterprises namely Hindustan Petroleum Corporation Ltd. and The State Trading Corporation of India Ltd. participated in the programme. The participants were exposed to various facets of sustainable social

development interventions through sessions and field visits.

During the valediction of the Programme, Dr. Dinesh Awasthi, Director, EDI awarded certificates to the participants and delivered the valedictory address. Dr. Awasthi congratulated the participants and urged them to go beyond mere charitable activities, traditionally undertaken by the companies under CSR banner, and think about sustainable development interventions along with communities in different areas to improve the socio-economic status of people. He advised the participants to propagate and nurture entrepreneurial spirit among the lesser privileged and voluntary organisation and make them partners rather than beneficiaries of development programmes. The participants appreciated the exposure derived and stated that the programme had changed the very perspective of CSR for them and had added new dimensions to their understanding.

# Micro and Small Enterprises for **WOMEN ENTREPRENEURS**

To encourage women to come to the fore and make powerful statements of entrepreneurial grit and success, is the need of the hour. There have been result-oriented efforts from various quarters to ensure women entrepreneurship development. With this objective, EDI, under the aegis of Tata Steel Rural Development Society (TSRDS) and Tata Steel, Jamshedpur, Jharkhand, conducted a 5-day training programme on 'Entrepreneurial Development for Micro and Small Enterprises for Women Entrepreneurs' during 20-24 September, 2011 at Jamshedpur. 50 women from different Self Help Groups of Jharkhand and Orissa participated in this programme.

The main objective of this programme was to enable women entrepreneurs to set up enterprises despite hindrances and to help them explore various facets of entrepreneurship. Mr. Sanjeev Paul, Vice President (Corporate Services) of Tata Steel inaugurated the programme. In his inaugural address, he talked about the ways to deal with the factors that restrict women from giving vent to their ideas and aspirations.

Distinguished faculty members of EDI viz., Mr. Mayank Upadhyay, Mr. Raman Gujaral and Dr. Amit Kumar Dwivedi, addressed the participants. The participants were exposed to various facets of entrepreneurship such as; the trends and the contemporary developments in Women Entrepreneurship & Competency Assessment, Entrepreneurial Motivation, New Enterprise Development, Business Opportunity Identification, Business Plan Preparation, Role of Effective Business Plans, Co-preneurship & Productivity Development



Mr. Sanjeev Paul, Vice President (Corporate Services) of Tata Steel addressing Women Entrepreneurs during the programme. Also seen are (2<sup>nd</sup> from R) Dr. Amit Dwivedi, Faculty-EDI and Executives of TSRDS

and exposure visits to impart a more practical understanding.

The valedictory function was organized on 24<sup>th</sup> September, 2011. Ms. Surekha Nerurkar, a well-known

social worker was the chief guest of the function. Ms. Surekha congratulated EDI on successful completion of the training programme and motivated women to relegate their inhibitions to a backseat. The Chief Guest highlighted how history is writ with cases of dynamism by women entrepreneurs who fought against odds to make a mark.

The programme was well received by the participants who appreciated the inputs and the knowledge imparted to them. They stated that the information shared with them about gender sensitive policies

and the strategies that could help them succeed in business would go a long way in helping them carve a successful future.



(R-L) Dr. Dinesh Awasthi, Director-EDI and Shri R. K. Saraf, Chief General Manager, SBI inaugurating the State Bank of India Branch at Kudasan, Gandhinagar



Dr. Dinesh Awasthi and Shri R. K. Saraf penning down a few words of appreciation & inspiration in the Guest Book

# NABARD officials to aid development

A 5-day training programme on Cluster Development Executives for National Bank for Agriculture and Rural Development Officials concluded on 21<sup>st</sup> October, 2011. The programme started on 17<sup>th</sup> October, 2011 with 31 executives from different NABARD offices such as; Gujarat, Tamil Nadu, Rajasthan, Haryana, Uttar Pradesh, Orissa, Bihar, Karnataka. The main objective of the programme was to provide the participants with necessary knowledge and skills to formulate development strategy, prepare action plan and carry out monitoring and evaluation in cluster development. Mr. Sanjay Pal, Programme Director said that the executives will be able to help NGOs involved



Participants of the programme seen with (in the centre) Dr. Dinesh Awasthi, Director, EDI; (4<sup>th</sup> from R) Mr. Sanjay Pal, Programme Director and EDI Faculty Members

in cluster development programmes in areas such as; Handicrafts, Handlooms, Food Processing, Leather, Honey making, Brass & Belt metal etc. not only in terms of enhancing revenue, but also by way of imparting technical assistance.



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