



Foundation for MSME Clusters



ISSUE  
V

# Promoting Responsible Business by **BMOs**





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**BMOs**

**ISSUE V**



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# ACKNOWLEDGEMENT

We are delighted that this unique Award Programme for "Responsible Indian BMOs" has now successfully entered its fifth year. This year is special, as with the support of the Office of Development Commissioner, Ministry of MSME, we have taken the Award Programme to a new height by organizing "Cluster Conclave and 5th BMO Award: Innovate to Lead". We are indeed thankful to Shri Giriraj Singh, Hon'ble Minister of State, Independent Charge, Ministry of MSME, Dr A K Panda, Secretary, Ministry of MSME and Shri Ram Mohan Mishra, AS&DCMSME, Ministry of MSME for their valued guidance and support in this effort.

Around 160 BMOs from 17 states applied this time for the Award. While sixteen best cases have been detailed in this publication, efforts made by the other applicant BMOs are also very impressive. We heartily congratulate all the BMOs for the good work being done by them for promoting responsible production.

We firmly believes that putting across the message of "Responsible Production" to the huge mass of 60 million plus MSMEs can happen more meaningfully if intermediary organizations, including the BMOs, not only at the National and State levels, but also at the District, Cluster and Industrial Estate levels become further empowered to provide both common solutions as well as technical support to its member as well as non-member MSMEs.

We are grateful to Shri Amitabh Kant, CEO, NITI Aayog for kindly agreeing to address us and also felicitate the Awardees. We are also thankful to Dr A K Panda, Secretary, Ministry of MSME for kindly agreeing to address and felicitate the Awardees too. The Jury under the Chairmanship of Shri S K Tuteja, Former Secretary, Ministry of SSI&ARI, Dr H P Kumar, Former Chairman, NSIC, Shri Rakesh Rewari, Former DMD, SIDBI, Shri Viraf Mehta, Former Chief Executive, Partners in Change, and Dr Annapurna Vancheswaran, Senior Director, TERI have given us valuable guidance and supported us in framing the parameters for evaluation and in the selection of award winning BMOs. We are indeed deeply obliged to them.

We are also grateful to our knowledge partners Birla Institute of Management and Technology (BIMTECH) and India SME Technology Services Ltd (ISTSL) for guiding and steering the Award process. We also sincerely thank our partners and principal sponsors including EU Switch Asia, GIZ, UNIDO, SIDBI, CEMCA, CBS, iHelp, EESL and Kaushal Shala Foundation for the same.



**Dr Tamal Sarkar**  
Executive Director



# Table of Contents

## CHAPTER 1

### **Business Membership Organizations: Forms, Status and Challenges**

1.1	Backdrop	9
1.2	What is a BMO?	10
1.3	Registration of BMOs	10
1.4	Level of BMOs	11
1.5	BMOs across the country	12
1.6	Analysis of 1600 BMOs	13
1.7	Sectoral BMOs	13
1.8	Issues faced by BMOs at District / Cluster / SPV level	15

## CHAPTER 2

### **Services by BMOs: Is Infrastructure a bottleneck?**

2.1	Introduction	17
2.2	Basic Infrastructure Available with BMOs	17
2.3	Paid Services Provided by BMOs	18
2.4	Schemes Used by BMOs	19
2.5	Support from Other Organizations	20

## CHAPTER 3

### **Responsible Behavior by BMOs**

3.1	Changing Business Values	21
3.2	Challenges of MSMEs	21
3.3	Role of BMOs in Promoting Responsible Business	22
3.4	National Voluntary Guidelines: Role of BMOs	22
3.5	Current Roles of BMOs in Promoting NVGs	24

**TABLE AND CHART:**

Table 1	- MSMEs in India	9
Table 2	- Spread of Product Specific BMOs	13
Table 3	- Percentage of BMOs Having Requisite Infrastructure (2018)	17
Table 4	- Schemes Used/Promoted by BMOs (For MSMEs)	19
Table 5	- Support from Other Organizations	20
Table 7	- NVGs and Suggestive Role of BMOs	23

**FIGURE:**

Figure 1	- Level of BMOs	11
Figure 2	- Geographical Spread of BMOs	12
Figure 3	- Cluster, District, State & Country Level BMOs	13
Figure 4	- Spread of Top 5 Product Specific BMOs	14
Figure 5	- Vicious Cycle (referred from Training Module of FMC)	16
Figure 6	- Virtuous Cycle (referred from Training Module of FMC)	16
Figure 7	- Paid services provided by BMOs	18

# ABBREVIATIONS

<b>ASIDE</b>	:	Assistance to States for Development of Export Infrastructure and Allied Activities
<b>BMO</b>	:	Business Membership Organization
<b>CEMCA</b>	:	Commonwealth Educational Media Centre for Asia
<b>CETP</b>	:	Common Effluent Treatment Plant
<b>CII</b>	:	Confederation of Indian Industries
<b>CFC</b>	:	Common Facilitation Center
<b>CICU</b>	:	Chamber of Industrial and Commercial Undertaking
<b>CTTC</b>	:	Central Tool Room and Training Centre
<b>DCMSME</b>	:	Development Commissioner Ministry of Micro, Small and Medium Enterprises
<b>DPR</b>	:	Detailed Project Report
<b>EDP</b>	:	Entrepreneurship Development Programme
<b>EEPC</b>	:	Engineering Export Promotion Council
<b>EESL</b>	:	Energy Efficiency Services Limited
<b>FICCI</b>	:	Federation of Indian Chambers of Commerce and Industry
<b>FICO</b>	:	Federation of Industrial and Commercial Organization
<b>FIEO</b>	:	Federation of Indian Export Organisation
<b>FMC</b>	:	Foundation for MSME Clusters
<b>GEF</b>	:	Global Environment Facility
<b>GIZ</b>	:	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GHG</b>	:	Green House Effect
<b>IDFC</b>	:	Infrastructure Development Finance Company
<b>KVIC</b>	:	Khadi and Village Industries Commission
<b>MATU</b>	:	Marketing assistance & Technology Up- Gradation Scheme
<b>MCF</b>	:	Municipal Corporation of Faridabad
<b>MSECDP</b>	:	Micro & Small Enterprises - Cluster Development Programme

<b>MSME</b>	:	Micro, Small and Medium Enterprises
<b>NABARD</b>	:	National Bank for Agriculture and Rural Development
<b>NBCFDC</b>	:	National Backward Classes Finance & Development Corporation
<b>NIRD</b>	:	National Institute of Rural Development and Panchayati Raj
<b>NSIC</b>	:	National Small Industries Corporation
<b>NULM</b>	:	National Urban Livelihoods Mission
<b>NVG</b>	:	National Voluntary Guidelines
<b>OASME</b>	:	Odisha Assembly of Small and Medium Enterprises
<b>OHS</b>	:	Occupational Health and Safety
<b>ORMAS</b>	:	Odisha Rural Development and Marketing Society
<b>PCRA</b>	:	Petroleum Conservation Research Association
<b>PMEGP</b>	:	Prime Minister Employment Generation Programme
<b>PMKVY</b>	:	Pradhan Mantri Kaushal Vikas Yojna
<b>PPDC</b>	:	MSME-Technology Development Centre
<b>R&amp;R</b>	:	Rehabilitation & Resettlement
<b>RSG</b>	:	Response Services Group
<b>SBI</b>	:	State Bank of India
<b>SDGs</b>	:	Sustainable Development Goals
<b>SIDBI</b>	:	Small Industries Development Bank of India
<b>SFURTI</b>	:	Scheme of Funds for Regeneration of Traditional Industries
<b>SHG</b>	:	Self Help Groups
<b>SGSY</b>	:	Swarnajayanti Gram Swarozgar Yojana
<b>SPV</b>	:	Special Purpose Vehicle
<b>TEV</b>	:	Techno Economic Viability
<b>TPSS</b>	:	Tarasankar Panchgram Seva Samiti
<b>TUF</b>	:	Technology Upgradation Fund Scheme
<b>QCI</b>	:	Quality Council of India
<b>UNIDO</b>	:	United Nations Industrial Development Organization
<b>ZED</b>	:	Zero Defect Zero Effect

## CHAPTER 1

# Business Membership Organizations: Forms, Status and Challenges

## 1.1 Backdrop

Globally, micro, small and medium enterprises (MSMEs) have given big boost to their economies and India is no exception. Here, 63 million MSMEs are estimated to account for 32 per cent of gross value added and 29 percent of GDP of the country in 2015-16. MSMEs are often classified with respect to various parameters like employment, turnover, assets, investment in plant and machinery, etc. In India, MSMEs are defined with respect to investment in plant and machinery (for manufacturing) and investment in equipment (for services). However steps are being taken for shifting from an investment based to turnover based categorization.

Table 1: MSMEs in India

Classification	Manufacturing Enterprises (Investment in plant and machinery)	Service Enterprises (Investment in equipment)
Micro	Does not exceed Rs 2.5 Million	Does not exceed Rs 1 million
Small	More than Rs 2.5 million but does not exceed Rs 50 million	More than Rs 1 million but does not exceed Rs 20 million
Medium	More than Rs 50 million but does not exceed Rs100 million	More than Rs 20 million but does not exceed Rs 50 million

The existence of Indian MSMEs is deep rooted in its 5000 plus clusters. It is estimated that 70 per cent of the manufacturing enterprises exist in clusters. Evolution of these clusters has helped to reap the benefit of mutual co-existence. However, the growth has not been as high as compared to their potential. The reasons for this underperformance are many and are often related, among others, to lack of "targeted joint action" and "promotion of passive cooperation" among the enterprises to address issues related to finance, infrastructure, technology, human resources, market, raw material, etc. Growth is also constrained due to lack of efforts to promote vertical networks too.

Of late, issues related to responsible growth have also emerged as an area of critical importance and has got national importance with the announcement of Zero Effect growth, Kaushal Bharat, Swacch Bharat and equally importantly with the resolve of the global community in the form of Sustainable Development Goals (SDGs) and in particular SDG 8 (promoting decent work) and SDG 12 (promoting responsible consumption and production). However, it is but natural that given the enormous pressure of handling various aspects of business, almost always, sustainability challenges appear as a cost which is in need of further time and resources commitment.

It is here, that conglomeration of MSMEs and entrepreneurs, which are historically the most trusted ally of the MSMEs, can play a significant role by demonstrating the scope of sustainable development and even working out means through which MSMEs can attain sustainability. Such conglomerations are also known as Business Membership Organizations (BMOs).

## 1.2 What is a BMO?

Business Membership Organization (BMO) refers to any organization in which firms, companies or individual entrepreneurs are members. Besides, BMOs can have special category members (non industrial/non entrepreneurial) depending upon the objective of the BMO. BMOs include chambers of commerce, industry associations, federations, apex bodies and SPVs of enterprises/entrepreneurs, employers' organizations, etc. They serve as a link for entrepreneurs with government, service providers and other stakeholders.

Until the late 1990s the country was mostly having national, regional, district and sectoral level BMOs. With the advent of the Cluster Development Program in late nineties, cluster level BMOs started getting registered or rejuvenated throughout the country. Lately, also within clusters, activity/product specific BMOs, Parks/Special Purpose Vehicles (SPVs) have also become a very common phenomenon.

## 1.3 Registration of BMOs

Legal registration of BMOs mostly happen under some of the following Acts:

- (a) Societies Registration Act, 1860
- (b) Indian Trusts Act, 1882
- (c) Cooperative Societies Act, 1912
- (d) Companies Act, 1956

- (e) Companies Act u/s 25, now u/s 8
- (f) Companies Act u/s 32 (Producer's Company)
- (g) Bombay Industrial Relations Act, 1946

## 1.4 Level of BMOs

Figure 1: Level of BMOs



## 1.5 BMOs across the country

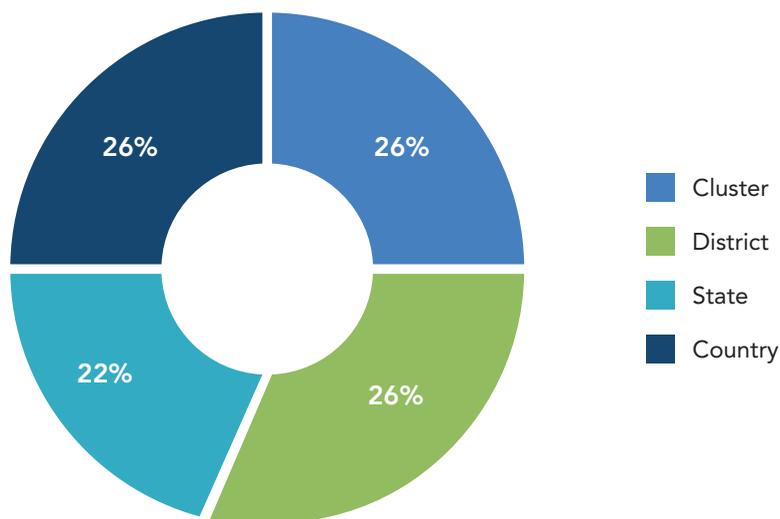
It is estimated that there are around 3500 BMOs in India. On the basis of data of around 1600 plus BMOs available with the Foundation for MSME Cluster (FMC), state-wise presence of BMOs have been classified according to their geographical presence as presented in the figures below. However, this data is only indicative and will give a truer picture with the availability of data of all BMOs in India.

Figure 2: Geographical Spread of BMOs



## 1.6 Analysis of 1600 BMOs

Figure 3: Cluster, District, State & Country Level BMOs



The 1600 BMOs are almost equally distributed among the four BMO levels.

## 1.7 Sectoral BMOs

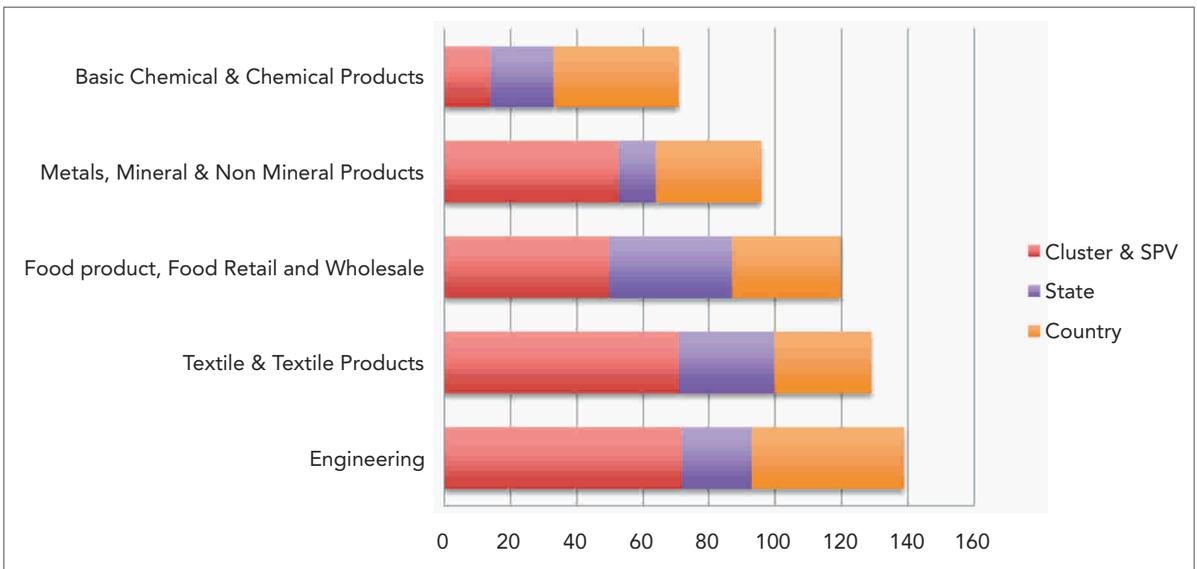
Many a time, BMOs represent a specific product. Out of the 1600 odd BMOs for which information is available with FMC so far, around 952 are product specific BMOs. Based on a clubbed 2-digit National Industrial Classification (NIC), the 831 'product specific' BMOs can be categorised as below

Table 2: Spread of Product Specific BMOs

Sl No	Classification	Cluster & SPV	State	Country	Total
1	Food product, Food Retail and Wholesale	50	37	33	120
2	Textile & Textile Products	71	29	30	130
3	Leather and Leather Products	20	1	5	26
4	Wood and Wood Products	8	3	3	14

5	Paper and Paper Products	0	4	5	9
6	Basic Chemicals & Chemical Products	14	19	38	71
7	Rubber, Plastic, Petroleum and Coal Products	23	18	19	60
8	Metals, Mineral & Non Mineral Products	53	11	32	96
9	Electrical and electronic	27	9	18	54
10	Engineering	92	21	46	159
11	Construction	24	4	7	35
12	Non-Food Retail and Wholesale	34	7	5	46
13	Travel, Tourism, Hotel & Restaurant	24	7	6	37
14	Transport and Warehousing support for transportation	24	2	8	34
15	Education & Research	2	3	15	20
16	Other services	7	3	31	41

Figure 4: Spread of Top 5 Product Specific BMOs



Some of the major findings of the analysis are as follows:

- Majority of the sectoral BMOs are either at the cluster or country level
- Highest number of BMOs at cluster level belong to the category “ Engineering” followed by “Textiles & Textile Products” and “Metals, Mineral & Non Mineral Products”.
- Highest number of BMOs at state level belong to the category “Food product, Food Retail and Wholesale” followed by “Textiles & Textile Products” and “Engineering”.
- Highest number of BMOs at country level belong to the category “Engineering” followed by “Basic Chemicals & Chemical Products” and “Food product, Food Retail and Wholesale”.
- The category 'Paper and Paper Products' have the least number of BMOs followed by 'Transport and Warehousing support for transportation' category.

## 1.8 Issues faced by BMOs at District / Cluster / SPV level

BMOs at the state and country level are relatively strong in influencing the policies related to issues faced by their members. Some of the major challenges faced by BMOs at district/cluster/SPV level are as follows:

1. **Limited vision:** This restricts BMO from having a holistic perspective about the role they can play in the growth process of their members.
2. **Limited sources of income:** Lack of innovation to introduce innovative income generating services makes the BMO functionally weak to implement its action plan.
3. **Lack of efficient secretariat:** While office bearers remain busy in managing their own factories/establishment, lack of a professional secretariat rules out the implementation of various planned activities, creating further disinterest among members.
4. **Lack of own office:** In the absence of own office, it becomes difficult to get good human resource and function professionally.
5. **Lack of support infrastructure:** Lack of computer, computer trained executives, websites and email practices severely restrict their outreach.
6. **Poor communication:** Most of the BMOs have little understanding of the importance of communication and public relations. This keeps the number of their members low and growth stagnant.

These Challenges may trap BMOs in a vicious cycle of inefficient functioning, low membership base and sustainability issues. The figure below shows that in the pictorial form.

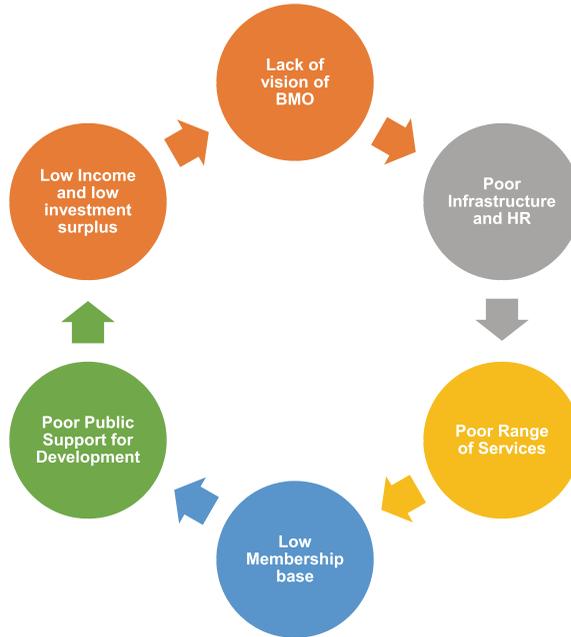


Figure 5: Vicious Cycle (referred from Training Module of FMC)

However, an inspired leadership with a solid vision can convert this cycle into a virtuous cycle as exhibited below

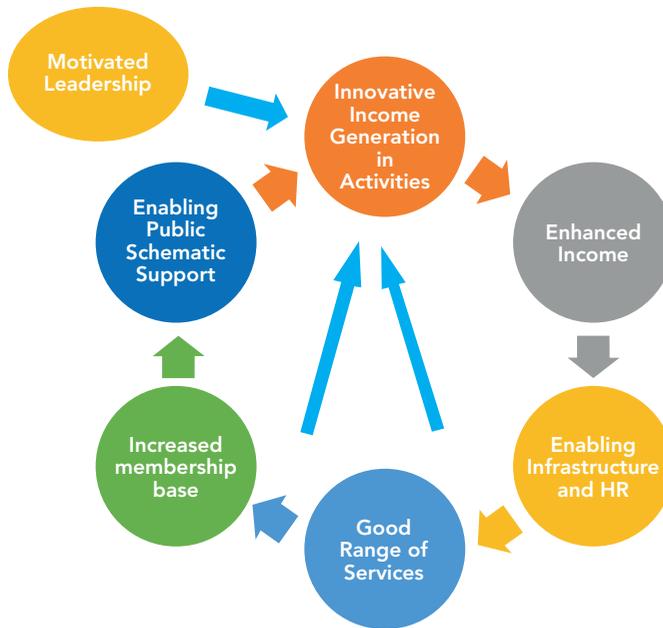


Figure 6: Virtuous Cycle (referred from Training Module of FMC)

## CHAPTER 2

# Services by BMOs: Is Infrastructure a bottleneck?

## 2.1 Introduction

As mentioned in the previous chapter, BMOs face multiple obstacles due to lack of awareness, resources and innovation. Amidst all these challenges some BMOs are evolving and delivering to change the status quo. This chapter deals with an analysis of infrastructure available and services provided by the 160 such BMOs who have taken initiatives and applied for the 5th Award for Responsible BMOs, 2019 organized by Foundation for MSME Clusters.

This analysis deals in basic facilities available with BMOs, paid services offered by them to their members and the schemes they have benefited from in their operations. This analysis is for the period of April 2015 to March 2018. As the analysis is with reference to the limited number of applications; this may not be a representative sample. But this analysis may give an indication regarding the current situation of BMOs.

## 2.2 Basic Infrastructure Available with BMOs

To function efficiently and be useful for members, at the minimum, a BMO must be registered. Else neither can it open any account nor can it get any support from any agency. Lack of registration also does not make it a serious candidate for promotion of advocacy. The second most important thing is to have its own office facilities. Else a BMO is often perceived as controlled by a person or a group and this limits its growth. After having an office it is important to have paid staff to provide appropriate services. Creation of website add to the branding of the BMO. Above all accreditation through quality certification makes a BMO efficient, more accountable to its members and strongly promotes its openness and raises confidence among its members. The table below shows the availability of the basic facilities like office, paid staff, website, registration and accreditation status of the BMOs.

Table 3: Percentage of BMOs Having Requisite Infrastructure (2018)

Classification	Office	Paid Staff	Website	Accreditation
Cluster & SPV	86	66	24	2
District	88	45	22	2
State	80	71	43	3
Country	100	100	90	10

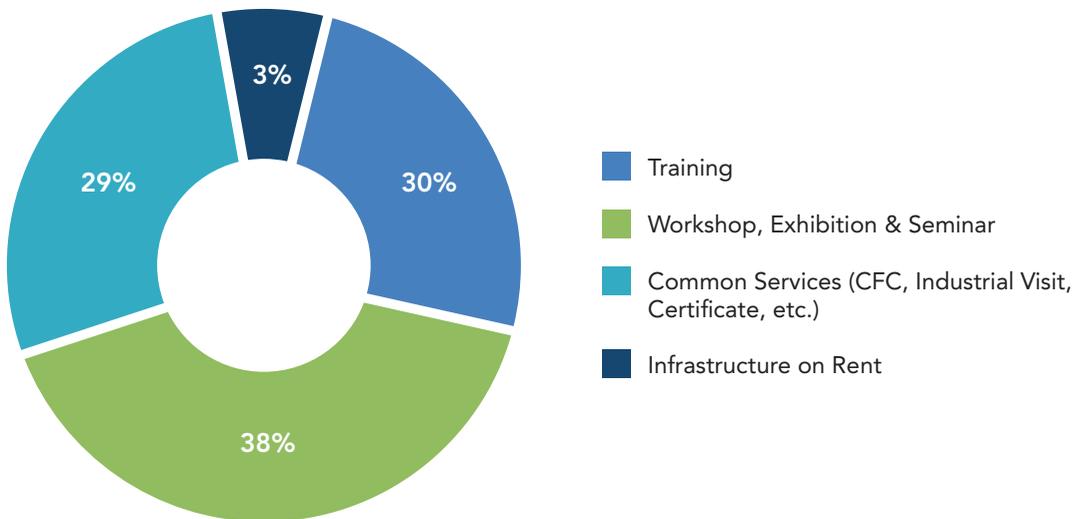
Undoubtedly the BMOs clearly understand the need for registration, most of them being registered. However, district and cluster level BMOs has scope for improvement, when it comes to availability of paid staff. Both cluster district and even state level BMOs have huge scope for improvement when it comes to market itself and its member through creation of website and also going for quality accreditation. **Hence policy support is warranted in the areas of qualified staff recruitment and website creation and accreditation.**

### 2.3 Paid Services Provided by BMOs

Paid services refer to the services rendered by BMOs to their members on payment basis. These services create revenue for the BMOs and promote its financial sustainability to pursue more meaningful and useful goals. Analysis of paid services provided by BMOs is for the period of April 2015 to March 2018.

The 144 paid services by 160 BMOs were grouped under four broad heads i.e. 'Training and Skill Development', 'Industrial Visit, Exhibition, Seminar & Workshop', 'Joint Activities (CFC, Certification, website etc)' and 'Infrastructure on Rent'. Analysis of these services is as below.

Figure 7: Paid services provided by BMOs



BMOs are evolving and have done highest amount of activities in the category of 'Workshop, Exhibition & Seminar', closely followed by Training and 'Common Services' including common facility centre, certification, common raw material purchase, etc. However, a huge

number of BMOs did not offer any paid services in 3 years. **Hence policy support to route MSME promotion activities through BMOs as paid services by them, with partial support of the Government, will be a useful tool.**

## 2.4 Schemes Used by BMOs

Government and other supporting agencies offer various schemes to facilitate working of BMOs.

Table 4: Schemes Used/Promoted by BMOs (For MSMEs)

Sl No	Name of Schemes
1	Ministry of Textiles (TUF Scheme)
2	Ministry of Social Justice and Empowerment (Scheduled Caste Sub-Plan, Backward Caste Subsidy Loan (NBCFDC), Mobile Dispensary)
3	ASIDE Scheme
4	ORMAS (Handicrafts fair participation)
5	Ministry of Women and Child Development (Support to Training and Employment Programme)
6	Ministry of MSME (SFURTI, Work shed Scheme, KVIC Yarn Procurement scheme, PMEGP, Marketing assistance & Technology Up- Gradation Scheme (MATU), Technology Upgradation and Marketing Promotion, International Co-operation)
7	DCMSME (ZED Rating, MSECDP, Lean Manufacturing)
8	Ministry of Textiles (Artisans card)
9	Ministry of Health and Family Welfare (ASHA)
10	Ministry of Labour and Employment (National Child labour program, Aam Admi Bima Yojana)
11	Ministry of Housing & Urban Poverty Alleviation (Social mobilization & Institutional Development under NULM)
12	Ministry of Agriculture (Rashtriya Krishi Vikas Yojna (RKVY))
13	Ministry of Skill Development and Entrepreneurship (Pradhan Mantri Kaushal Vikas Yojna (PMKVY))
14	Ministry of Rural Development (SGSY scheme, Indira Awas Yojana)
15	Pradhan Mantri Jan Dhan Yojana

## 2.5 Support from Other Organizations

Around 25 organizations provided financial support to the BMOs directly and/or indirectly. These include various multilateral and bilateral agencies as also national development organizations and corporate

Table 5: Support from Other Organizations

National	International	Corporate
Quality Council of India (QCI)	Deutsche Gesellschaft für	Samsung
Engineering Export Promotion Council (EEPC)	Internationale Zusammenarbeit (GIZ)	Dell
Small Industries Development Bank of India (SIDBI)	Chinese National federation of Industries	Share India Securities
National Bank for Agriculture and Rural Development (NABARD)	Siemenpuu foundation, Finland	SBI
National Small Industries Corporation (NSIC)	Mercury Phoenix Trust, UK	HDFC Bank
State Bank of India (SBI)	France Liberty, France	Bajaj Finserv
Federation of Indian Export Organisation (FIEO)	RSG, UK	International Tractor Ltd
Confederation of Indian Industries (CII)	White Ribbon Alliance (Meternal Health & Rights safe Motherhood)	Sangeeta Steel Corporation
Federation of Indian Chambers of Commerce and Industry (FICCI)	World bank GEF	IDFC Bank
Council for Leather Exports	GO ZETTERS	Yes Bank Ltd
Petroleum Conservation Research Association (PCRA)	Indonesian tool room	

## CHAPTER 3

# Responsible Behavior by BMOs

### 3.1 Changing Business Values

The changing business environment has transformed the expectations from business entities. Providing only quality service or product is not good enough as compliance to social and environmental norms are also the order of the day. To create a good image and also to cater to the social needs, industrial organizations are not only following responsible business practices but are also emphasizing on getting responsible value chain partners. Not the least all these add up to the mega challenge of creating better living conditions and sustainable growth.

### 3.2 Challenges of MSMEs

Traditionally, such responsible business practices were considered important for the large units. However, following environmental and social norms is becoming increasingly relevant not only for large firms but also for MSMEs as well, due to both legal reasons as well as for satisfying customer, stakeholder and community needs. Even though the MSME sector has a significant impact on the resources, environment and community, they could do little to mitigate the adverse effects created by many of them in the process of industrial growth that caters to millions of employment. This phenomenon is happening due to, among others, the following reasons:

Firstly, the MSMEs lack access to knowledge of responsible production and are sometimes overwhelmed by the various alternatives available. Also, due to their diversified nature and dispersed existence, it is not easy to reach out to MSMEs based in every nook and corner of the country that has an estimated 63 million MSMEs spread across 3.3 million square kilometers.

Secondly, there is a serious lack of availability of efficient and affordable service providers who understand the need and pain of MSMEs and are willing to walk the talk with them in this change process. Also MSMEs often do not feel comfortable enough to discuss their challenges with new faces (service providers) as they are skeptical that they may get penalized by sharing information about their activities and thus get trapped in a vicious cycle.

Thirdly, often individual MSMEs lack the resources to individually address issues which are more of collective dimension, e.g. pollution, relocation of polluting units, alternate energy generation, etc.

Fourthly, MSMEs are not aware of various schemes available with the government and banks for their support.

### 3.3 Role of BMOs in Promoting Responsible Business

It is here that the BMOs can play a very proactive role. Firstly, BMOs being the most trusted ally of MSMEs can play a very significant role in spreading the word and motivating the MSMEs to come out of the vicious cycle and challenge the sustainability issues upfront. This can be done at a minimum cost as the cost of spreading the knowledge through well informed BMOs is very minimal.

Secondly, BMOs can pass their trust to the newly found service providers and promote their services. BMOs can negotiate an appropriate price and product suiting the requirements of their members and pass the negotiated price advantage to their members as well as non-members.

Thirdly, BMOs as a collective entity can promote various activities like organizing workshop, providing trainings, giving services and creating Common Facility Centers (CFCs) to address various types of activities for promoting responsible business. In all the above cases the activity needs to be linked to promoting or bringing a change in the status quo of sustainable practices.

Fourthly MSMEs need to be made scheme and loan ready by helping them to do due diligence in this respect.

### 3.4 National Voluntary Guidelines: Role of BMOs

To support responsible businesses, Ministry of Corporate Affairs has proposed National Voluntary Guidelines (NVGs) for organizations with a special mention of its applicability for MSMEs. These guidelines offer nine principles for coherence in the activities and sustainable contribution of those activities. These suggested activities are neutral to the size or turnover of the organizations and can be adopted by MSMEs as well. It encourages businesses to recognize their negative impact on the environment and community, and take steps to mitigate that.

The NVGs designed for individual entities can also act as indicators, for the group of enterprises through their BMOs, to identify areas in need of significant work. Their efforts will help the members of BMOs in creating change without putting much pressure on resources of individual organizations. Above all, NVGs provide the national framework to address the sustainability challenges and provide a confident road map to the MSMEs for following responsible business.

Although NVGs have been prepared at the national level, there is no specific suggestion to our knowledge as to how the BMOs can promote them. In what follows we map some activities, which are indicative and not exhaustive, as to what the BMOs can do on their own or taking support from agencies, institutions and schemes to energies the MSMEs for fulfilling the expectations of the NVGs.

**Table 7: NVGs and Suggestive Role of BMOs**

Sl No.	NVGs and Suggestive Role of BMOs
1.	Promoting optimal material consumption, renewable, minimization of nutrient loss and waste management
2.	Promoting conservation of natural capital through reduction of soil degradation and loss of bio-diversity and preservation of fresh water and marine eco system
3.	Promoting reduction of noise and air pollution and GHG emission
4.	Promoting energy efficiency and renewable source of energy
5.	Promoting improvement in cleanliness and sanitation within and outside the workplace of member firms
6.	Promoting improvement in cleanliness and sanitation in the local community
7.	Providing vocational education for families of workers and local community
8.	Promoting employment and entrepreneurship of workers and local community
9.	Promoting improvement in workplace conditions, setting up of hospitals, dispensaries, clinics, mobile health vans, etc. for workforce / stakeholders / community
10.	Providing linkages for social benefit for workers
11.	Guiding/handholding for setting up governance structure, promoting transparency, policy advocacy, gender mainstreaming, reducing/eliminating child labour, forced labour, slavery and human trafficking and promoting human rights, R&R of displaced community
12.	Promote members to provide value to their customers and consumers responsibly

### 3.5 Current Roles of BMOs in Promoting NVGs

In order to recognize the efforts made by these BMOs to encourage its members to comply with these guiding principles, the Foundation for MSME Clusters (FMC) has launched "Responsible Indian BMOs Awards". This award tries to identify efforts made by the BMOs in creating a positive difference in the society and environment.

The applications were received for this award highlighting the activities done by the BMOs in order to achieve their goal. Some of the major areas where BMOs have contributed towards promotion of NVGs are as follows:

**ZED awareness and certification programme**  
**Implementation of Lean Manufacturing competitiveness scheme**  
Recycling of wax by producing wax sheet for beekeeping  
**Child Care & Protection**  
**Plantation drive and maintaining parks**  
**Farmers/artisans/unemployed youths training programme**

**Treating waste effluent and providing treated water for reuse**

Entrepreneurship, educational and cultural development for scheduled tribe entrepreneurs

**Promotion of Shram Gaurav Award**

Promoting improvement in workplace by setting up hospitals, dispensaries, clinics

Providing Rural Employment

**Promotion of craft creations by physically and mentally challenged artisans**

**Accident Free City**

Swachh Bharat Pada Jatra

**Go Green Movement**

**Job Fair**

Re-use of waste of agriculture

Waste collection and reuse of plastic

Credit Linkage of SHGs

**Promoting production of safe product**

**Minimization of nutrients loss and waste management**

**Energy Saving**

Promoting employment and entrepreneurship of workers & local community

Health camp and blood donation

Skill Development Program

**Foundry Waste Management**

Improvement in workplace conditions

Health and safety training for members workers

Awareness and implementation of infrastructure in industry to control air pollution

**Creation of CETP**

Promoting energy efficiency and renewable source of energy

Health Camp & OHS Program

Promoting women employment and entrepreneurship development

# CASE STUDIES





**Jagtar Singh**  
President

## ASSOCIATION OF LUDHIANA MACHINE TOOL INDUSTRIES

Green Initiatives to Check Anti-tree and  
Anti-environment Attitude

**Association of Ludhiana Machine Tool Industries** is registered as a society. It has 368 MSME machine tool manufacturers as members. BMO has an office situated at 383, industrial area, Ludhiana in the State of Punjab.

**Genesis of Responsible Activity:** Trees along banks of barrages, canals, and roads are almost vanished in Punjab and Ludhiana is no exception. Ludhiana never experienced such anti-environment attitude as it is happening since last one decade. The city has been denuded of all greenery. This has led to harsher weather with alarming temperatures. Such scenario in the city has prompted the BMO to take up green initiatives.



**Implementation of Responsible Activity:** In the year 2015, the idea of adopting Cheema Chowk Park for plantation drive was discussed in the board meeting and executive gave their consent. Within three months an amount of Rs. 13.38 lakhs was mobilized from the members. Soil filling, pipefitting and water pumping system were completed by end of December 2015. By June, 2016, plant and gardening work including lighting work was completed.

**Beneficiaries and Benefits:** This resulted in better storm water collection in the locality, reduction of urban heat island effect as asphalt and concrete make neighboring areas warmer, providing clean air as trees remove several pollutants from air, act as centre for community as parks provide residents to interact with each other and a place for physical activity like walking.



**Upkar Singh Ahuja**  
President

## CHAMBER OF INDUSTRIAL AND COMMERCIAL UNDERTAKING (CICU)

Employment Generation through Job Fair

**Chamber of Industrial and Commercial Undertaking (CICU)** is registered under the Society Registration Act. It has 1206 members. It is situated in Ludhiana in the State of Punjab

**Genesis of Responsible Activity:** A large section of the youth in Punjab was migrating overseas in search of employment. At the same time ITI passed youths were reportedly not getting their desired jobs. The Job fair is also likely to cut down on reported social evils from a section of the local youth. CICU thus started Job Fair from 2013.

**Implementation of Responsible Activity:** The first Job fair was done in 2013. Its success created a resolve in CICU to continue the event in all subsequent fairs. The Job Fair has now become a regular annual event for CICU.

**Beneficiaries and Benefits:** The Job fair is an annual event of CICU. In the April 2015 Job Fair 6000 youths applied and 30 different companies gave job to 2100 youths. The Job fair was also organised in 2017 which came up with 5000 technical and non-technical job vacancies. As many as 35 companies including manufacturers of auto parts, sewing machine, machine tools, auto parts and tractors were present. Preparations also took place for the Job Fair of 2018 too during the reported period and it was held successfully in May 2018.





**Sanjeev Khemka**  
President

## FARIDABAD INDUSTRIES ASSOCIATION

Swachchata – Clean & Green Faridabad Abhiyan

**Faridabad Industries Association** is registered as a section 8 company. It has 397 members who are mostly small, medium and large enterprises. It is situated in Faridabad in the State of Haryana.

**Genesis of Responsible Activity:** Idea of clean and green Faridabad was inspired by Swachh Bharat Campaign of Government of India. Poor hygiene and sanitation facilities of town in general including park at Sector 12, besides local Government schools and slums who are in state of neglect, have prompted the association to implement responsible initiatives.



**Implementation of Responsible Activity:** The BMO adopted town park for maintenance with approval from Haryana Urban Development Authority in the year 2017. For effective lifting of the garbage from inaccessible colonies, provided 300 cycle rickshaws and 70 wheelbarrows to Municipal Corporation of Faridabad (MCF) by 2017. Provided JCBs to MCF for 6 months to remove municipal and solid wastes. Upgraded toilets, flooring and ceilings for 10 local schools besides constructions of community toilets at slums with help from MCF, which provided land, water and sewerage connection.

**Beneficiaries and Benefits:** There is a marked improvement in park premises, which has a footfall of 50000 now. Up gradation of toilets is benefitting 3000 school children. More than 200 residents in JJ colonies are now having toilets there by avoiding open defecation. Significant improvement in cleanliness can also be observed in slums due to removal of municipal wastes.



**Gurmeet Singh Kular**  
President

## FEDERATION OF INDUSTRIAL AND COMMERCIAL ORGANIZATION (FICO)

Accident Free Ludhiana

**Federation of Industrial and Commercial Organization (FICO)** is registered as a society. It has 1845 members. It is situated in the city of Ludhiana in the State of Punjab.

### **Genesis of Responsible Activity:**

There are 40 blind spots in Ludhiana, which are major cause of accidents and notable among them is Vardhaman Chowk. The center is

at higher elevation compared to both sides of the road, which makes it impossible to see upcoming vehicles from opposite direction and becomes a blind spot for drivers. 7 people lost their lives in last year alone due to fatal accidents.



**Implementation of Responsible Activity:** FICO adopted the Vardhaman Chowk in association with Vardhaman Textiles, District Transport Office and traffic police. During initial phase leveling of road was done to make visibility proper, followed by development of slip lanes on all four sides, to ease traffic congestion. Traffic signal system was modernized and proper signboards and reflectors were installed to regulate traffic and mitigate accidents.

**Beneficiaries and Benefits:** The local residents and commuters travelling on Ludhiana – Chandigarh highway are the major beneficiaries. Accidents reduced by more than 50%, with no major fatalities since a year. Now, Vardhaman chowk is the most decorated crossroad in the city with proper visibility, working traffic signals and service roads. Motivated by the success, Municipal Corporation of Ludhiana is now targeting other blind spots in the city, besides taking care of maintenance of Vardhaman Chowk in collaboration with National Highways Authority of India.



**Md. Sirajuddin Ahmed**  
Chief Adviser

## GRAM VIKAS PARISHAD

Child Care and Protection

**Gram Vikas Parishad** is registered as a society. It has 5980 artisan members. It is situated in Nagaon District in the State of Assam.

**Genesis of Responsible Activity:** Since inception, Gram Vikas Parishad stands against violence, exploitation and abuse against children including commercial sexual exploitation, trafficking, abandoned children, missing children, run away children, orphan, children suffering from natural calamities or needing medical help, etc.



**Implementation of Responsible Activity:** On the basis of survey at Nagaon district, it was found that here there are lots of children who need care and protection. In order to implement the Project, they requested for support from various Government departments. Once selected by the Social Welfare Department of Government of Assam, they got the financial support to run the programme.

**Beneficiaries and Benefits:** Gram Vikas Parishad is now running few projects related to childcare and protection like CHILDLINE 1098 services, open shelter home for children, children home, non-residential primary school for SCs, National crèche scheme for children of ailing and working mothers, etc. It is estimated to benefit thousands of member and non-member firms and over 1000 families of the local community.



**Anil Mittal**  
President

## HARYANA CARPET MANUFACTURERS ASSOCIATION

Ek Kadam “New Technology” Ki Aur

**Haryana Carpet Manufacturers Association** is registered as a society. It has 102 micro and small firms as members who are mostly into making of handwoven Carpets. It is situated in Panipat city in the State of Haryana.

### **Genesis of Responsible**

**Activity:** Average income of a worker was not more than Rs. 200 per day, which barely meets household requirements. BMO

leaders planned to introduce tufting process, where in electrical guns are used to insert yarn into carpet rather than weaving, which is a three times faster process.

**Implementation of Responsible Activity:** After convincing member firms to opt this new technology, a trainer cum electrical gun supplier was identified. The BMO then selected units whose production is low and are willing to send their workers for training. The beneficiaries were then identified with major emphasis for labourers who are marginal, migrant and BPL. The first batch of training on electrical tufting then started in June 2016. So far more than 80 programs have been conducted benefiting 4000 workers.

**Beneficiaries and Benefits:** Production increased by 20 to 30 percent thereby increasing turnover and profit. On an average a skilled tufting artisan is now getting Rs. 250 to Rs 300 as wage per day, which is a more than 30% increase.





**Rajive Chawla**  
Chairman

## **INTEGRATED ASSOCIATION OF MICRO, SMALL AND MEDIUM ENTERPRISES OF INDIA**

**Employment Generation through Job Fair**

**Integrated Association of Micro, Small and Medium Enterprises of India (IamSMEofIndia)** is registered as a section 25 company. It has 6245 MSMEs as its members. It is situated in District Faridabad in the State of Haryana.

### **Genesis of Responsible Activity:**

This specific activity started its operation in October 2017 but was preceded by a series of activities including workshops on lean manufacturing, energy efficiency; Zero Defect and Zero Effect Rating, etc. which ultimately culminated into this activity. The activity supported zero defect and zero effect vision of the nation.



**Implementation of Responsible Activity:** Accordingly IamSMEofIndia in October 2017 instituted “Go Green Movement” to motivate the MSMEs to join the mission by setting up Zero discharge units, enrolment in ZED certification programme, construction of energy efficient green building, etc.

**Beneficiaries and Benefits:** The above drive has motivated more than 3000 MSMEs to take the initiative by establishing effluent treatment plants (ETPs), enrolling and getting ZED certified, making their industries paperless, recycling and waste management process, energy efficiency targets and achievements, cleanliness drive and many more similar activities. To encourage and motivate MSME fraternity, it also prepared a Special Award called “Swachh Shree Award”.



**Bharat Singh Pipal**  
President

## JUTA DASTKAR FEDERATION

### Blood donation and Health Camp for Workers

**Juta Dastkar Federation** is registered as a society. It has 830 members who are mostly into shoe making business. It is situated in Agra district of the State of Uttar Pradesh.

#### **Genesis of Responsible Activity:**

In one of the factories, fire broke out which caused many casualties. During treatment availability of blood was a great challenge. Secondly the workers working in shoe industry reportedly faces health problem like eczema, lungs problem, other skin diseases etc.



**Implementation of Responsible Activity:** After the incident of fire, the association took initiative to solve the problem of blood shortage. In this regard blood donation camp was started by the BMO where BMO members donate blood. Also, BMO started the health camp for the workers where general health check-up is done for the workers and their family for free.

**Beneficiaries and Benefits:** Blood donation helps the society at large as it helps in keeping the sufficient blood stock in the city and health camp benefits the workers and their family.



**Sadhan Sinha**  
Secretary

## MALLARPUR NAISUVA PRODUCER COMPANY LIMITED

Promoting Vermicompost from Organic Waste:  
"Matara Jaiba Sar"

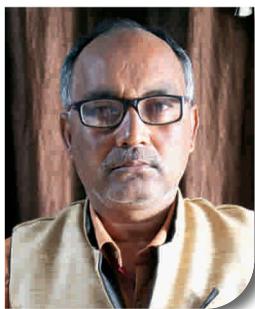
**Mallarpur Naisuva Producer Company Limited** is registered as a producer company. It has 650 members. It is situated in Mallarpur village of District Birbhum in the State of West Bengal.

**Genesis of Responsible Activity:** The BMO found that huge amount of organic waste, consisting mostly of leaves and flowers, estimated at 60 tonnes per month, used to lie on the roadside in a field near Tarapith Temple and also near the riverbed, thereby reportedly polluting the water and plastics and obstructing flow of water to the farming land. Mallarpur Naisuva tried to clean it initially for some time but soon realised that the voluntary model was not working. Hence after several brainstorming it was decided that waste material be converted into organic fertilizer (vermicompost) for promoting environmental situation in the village and also simultaneously converting the situation into a viable business model.



**Implementation of Responsible Activity:** Mallarpur Naisuva started meeting with all local bodies and Tarpith Temple Committee. The Temple Committee agreed to pay Rs 15,000 per month for waste collection. Members and the local youth formed a producers company. They were trained in various parts of the production value chain including collection and segregation of waste, pit preparation for vermicompost, pit maintenance, etc. Members created pits in their own land to create vermicompost.

**Beneficiaries and Benefits:** At present around 1080 tonnes of waste are cleared from the dumping ground and river beds and are being converted into vermicompost. This has led to reduction of chemical fertilizers and instead farmers are getting organic fertilizer at a cheaper price now. The organic fertilizer has been named as "Matara Jaiba Sar". Income level of the members has also increased by 30 per cent.



**Bidyut Maity**  
President

## MOYNA VIVEKANADA MISSION

Creating Skilled Workforce through Training of Trainers

**Moyna Vivekanada Mission** is registered as a Society. It has 25 members. It is situated in Moyna block of District Birbhum in the State of West Bengal.

### **Genesis of Responsible Activity:**

Would be teachers did not have adequate skill set to provide training in vocational courses to the trainee. This required training of the future trainers in vocational courses like computer hardware, beautician course, tailoring etc. so that they acquire enough skill set and certified trainer in these are to provide training to the trainee/students.



**Implementation of Responsible Activity:** After completing the training of two years as per norms, the students find themselves ready for the profession of teaching with complete satisfaction to all. During this period, they prepare themselves under the guidance of lecturers and also get practical knowledge of teaching through practice teaching. Through various other training courses, the local youth and the guardians of the students also get also find themselves eligible to start their own career in their trained professions.

**Beneficiaries and Benefits:** Among the 50 passed out, 30 have been employed . The others are engaged in different educational organizations to guide and coach the students of elementary level. Among the 25 Hardware Trainees, 6 have started their own business in local markets, 14 are engaged in private organizations and the rest 5 have opted for further professional training.



**Satwik Swain**  
Secretary General

## ODISHA ASSEMBLY OF SMALL AND MEDIUM ENTERPRISES (OASME)

Promoting Zero effect production through ZED Training

**Odisha Assembly of Small and Medium Enterprises (OASME)** is registered as a Society. It has 780 members who are manufacturing in different sectors. It is situated in Cuttack District in the State of Odisha.

### **Genesis of Responsible Activity:**

The idea and motive for organizing ZED Certification programs was initiated by Central Tool Room and Training Centre (CTTC), Bhubaneswar. The authorities of CTTC realized that a responsible BMO like OASME can disseminate the values of importance of ZED Certification for MSMEs throughout Odisha so that MSMEs can become more competitive and responsible in their manufacturing process.



**Implementation of Responsible Activity:** ZED programmes were new to OASME and the on-line programme needed to be well understood by the programme coordinator. All the details of the event had to be uploaded on-line. It took 4 to 5 days for the programme coordinator to update on the mobile applications and the operational guidelines. On receiving approval from QCI, OASME organized 5 training programmes between January to March 2017.

**Beneficiaries and Benefits:** 364 MSMEs got aware on ZED scheme through these 5 training programmes. 119 MSMEs registered themselves for ZED certification.



Ganesh Prasad K.  
President

## PAKSHI RURAL DEVELOPMENT & TRAINING SOCIETY

Keep Environment Clean and Green

**Pakshi Rural Development & Training Society** is registered as society. Its members are professionals and master trainers and committed to Swatch Bharat Abhiyan. It is situated, in District Tumkur in the State of Karnataka.

**Genesis of Responsible Activity:** Inspired by the Swatch Bharat Mission, BMO members decided to work on motivating the residents of Tumkur District to keep the environment clean and green through organizing awareness programs, construction of toilets, proper waste disposal management.

**Implementation of Responsible Activity:** It followed a multi pronged approach with the help of institutions like NIRD, Panchayt Raj and Forest Department. Initially two of its members who are master trainers organized awareness programs on Swatch Bharat Mission in various districts of the state including Tumkur for three months. They then participated in tree plantation programs in various parts of the district and also conducted cleaning programs in temples, churches, bus stands, railway stations and market yards.

**Beneficiaries and Benefits:** Besides the member firms, 3200 families were motivated to construct toilets in their homes. More than 500 people spread across Tumkur District were motivated to upscale cleanliness drive in their respective villages. More than 1300 residents planted trees in front of their house.





**Prakash Bansal**  
President

## **SAMALKHA INDUSTRIAL ASSOCIATION**

**Making Samalkha Slag Free – A Relief for the Local Community**

**Samalkha Industrial Association** is registered as a society. It has 25 members who are mostly into making of foundry and its machined products especially chaff cutters. It is situated in Samalkha in District Panipat in the State of Haryana.

**Genesis of Responsible Activity:** The 30 odd foundries in Samalkha produce an estimated 1000 tonnes of slag waste. These slag used to be thrown all over the places creating lot of inconvenience and dirt for the local dwellers. The industry used to give money to the slag collectors who used to collect the slag from them and then use it for dumping, creating waste hazards for the residents.



**Implementation of Responsible Activity:** When Samalkha Industrial Association came in the know of a technology that can use slag effectively to replace stone chips in the making of paver blocks they consulted the technology givers and organised several workshops and also made demonstration of the technology in the foundries.

**Beneficiaries and Benefits:** As a result today Samalkha has put in place around 7 numbers of jaw crushers and other equipments to create slag chips in 7 foundries. These foundries collect slag from all other foundries. This has made the cost of paver block cheaper and foundries do not have to give money for disposal of slag to random locations and create hazards for the citizens of Samalkha.



**Pratik Joshi**  
President

## SANSTHAPAN

Promoting Zero effect production through ZED Training

**Sansthapan** is registered as a Society. It has 20 members who are mostly in bamboo farming and bamboo products making. It is situated in Kalahandi District in the State of Odisha.

### **Genesis of Responsible Activity:**

Considering the abundance of bamboo in the region and limited income opportunity of the local tribal community mostly artisans and farmers, Sansthapan

felt the need to create sustainable livelihood opportunities by providing skill-based training to farmers, artisans, unemployed youths and others dependent on forest resources.



### **Implementation of Responsible Activity:**

President of Sansthapan first got himself trained in the area of bamboo production. A proposal was submitted on developing Bamboo processing cum training centre to Divisional Forest Officer, Kalahandi North Division and the same was and was approved. Thereafter, Vacuum Pressure Impregnation Plant and other bamboo processing machinery were installed. 6 training programmes in different villages were organized on bamboo cultivation, propagation and multiplication on bamboo, establishment and management of bamboo nursery, commercial cultivation and management of bamboo, bio fertilizer and vermicompost for productivity enhancement of bamboo, insect pest of bamboos and their management, Culm management, harvesting, stacking and storage of bamboo, bamboo shoot production and value addition, post-harvest preservation, craft development etc.

### **Beneficiaries and Benefits:**

More than 200 farmers got trained and enhanced their skill set in the above-mentioned production technology/processes.



**Budhadeb Sengupta**  
Secretary

## **SANTINIKETANI ARTISTIC LEATHER GOODS MANUFACTURERS WELFARE ASSOCIATION**

**Employment Generation by Skilling**

**Santiniketani Artistic Leather Goods Manufacturers Welfare Association** is registered as a Society. It has 112 members who are mostly into leather goods manufacturing activity. It is situated in Sriniketan of District Birbhum in the State of West Bengal.



**Genesis of Responsible Activity:** Most of the artisans have learnt the craft in an informal way (non-institutional) from family members/neighbors. As a result, they were unable to maintain uniqueness and accuracy while carrying out mass production as per deadline. This has resulted in to some business loss as well.

**Implementation of Responsible Activity:** The Association through its various meetings among members, ideation came up with 4 training programmes which are as per the requirement of the member stakeholders. These programmes are a) Basic Skill Development Program, b) Advanced Skill Development Program, c) Basic Product & Design Development Program and d) Advanced Product & Design Development Program. Each of these courses is offered **3 month certificate course**. Course contents are divided into two sections – theory and practical. The course fee is Rs 500 per head for non-members and Rs 200 per head for members and are trained by expert designers and EDP experts. Practical training is conducted in concerned member units.

**Beneficiaries and Benefits:** A total of 16 batches (480 person) have undergone training in the last 3 years. 70% of the participants are recruited in member units, and 20% have opened their own entrepreneurial venture Remaining secure job opportunities outside Birbhum district, like in Kolkata, Chennai, etc.



**Shyamal Sarkar**  
Secretary

## **TARASANKAR PANCHGRAM SEVA SAMITI (TPSS)**

**Fibre and Fertilizer reduces use of Synthetic Fibre and Chemical Fertilizer**

**Tarasankar Panchgram Seva Samiti (TPSS)** is registered as a society. It has 540 members who are mostly into handloom, kantha stitching (hand embroidery) and tailoring. It is situated in Labpur block of District Birbhum in the State of West Bengal.

**Genesis of Responsible Activity:** Banana is grown in plenty in this block. As per past practice, once the banana was harvested, the trees were left alone as waste material on the road side. TPSS took up this challenge and found that technology existed for creation of organic fertilizer, replacement of synthetic fibres used in clothing and other appliances from banana tree. They then discussed this issue with their members and farmers and found that the model can work if there is a win-win situation for all.



**Implementation of Responsible Activity:** After getting an in principle agreement from local bodies, activities started with awareness programme. The local community was mobilised and youths were given training in fibre extraction and juice preparation which gets converted into bio-fertilizer. Then they created a producer company that involved 1018 members. The technology and machinery were put into place thereafter.

**Beneficiaries and Benefits:** Firstly, the products, banana fibre and bio-fertilizer have reduced the use of synthetic fibre and chemical fertilizer. Secondly it has involved the members from the local community in this new business and enhanced their family income by 30 per cent. There has been a 15 per cent increase in employment. The cost of bio-fertilizer is also 10 per cent cheaper for 300 farmers who have started using it.



**MSME TECHNOLOGY DEVELOPMENT CENTRE, AGRA  
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- 2) CONSULTANCY SERVICES -**
  - a) Energy Conservation & Air Pollution Control
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  - c) NCVT affiliated long term training courses.
  - d) High End Management Programme such as Six Sigma, Project Management, Logistic & Supply Chain Management etc.
  - e) Other short term training programme, Artificial Intelligence, Cloud Computing, Digital Marketing, Business Analytics, HR Analytics, Export Documentation & Marketing, MS Project, Solar PV Technology, Robotics & Automation, 3 D Printing, TQM, Internal Auditor, Energy Management, ZED, GST etc.
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  - b) Design Development & Manufacturing of Dies & Patterns
  - c) Conventional & CNC Machining of Cast & Forged components
  - d) Investment Casting

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# FMC SERVICES

## Energy & Environment

- Energy Audit
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- Recycling of Foundry Waste

## Productivity & Competitiveness

- Market Promotion of Handicrafts
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- Cluster Development Program
- Common purchase of Raw Materials
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- Promotion of Products of Start-ups
- Techno Economic Viability (TEV) Studies

## Policy & Research

- MSME and Cluster Development Policy
- Market Research
- Industry and Cluster Based Research

## Training & Capacity Building

- How to prepare the Detailed Project Report (DPR) for CFC
- How to Double your Profits
- Make your Association a Profit Center too
- Schemes for MSME Development
- How to Create an SPV
- Skill Development
- Cluster and Value Chain Development

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