

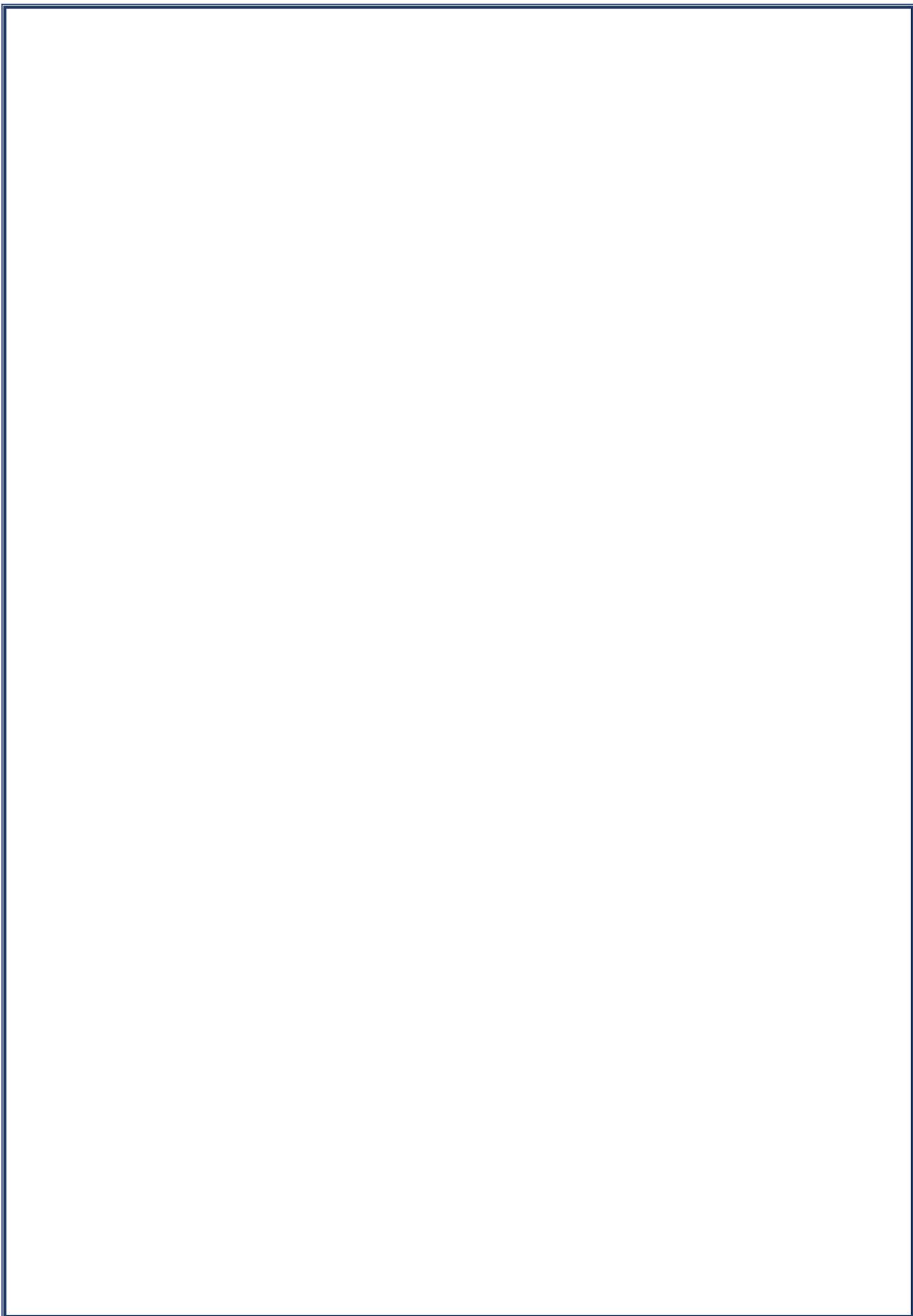
Annual Report

Foundation for MSME Clusters (FMC)

2015-16

We assist institutions undertake effective and inclusive cluster based local economic development in developing and transition economies.





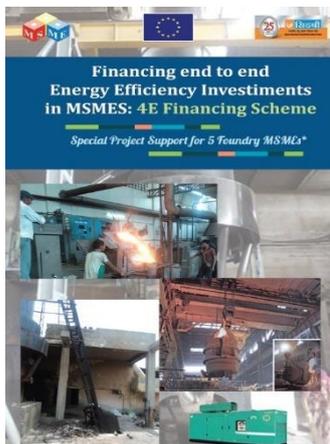
2015-16: The Year at a Glance

Reducing Carbon footprint of MSMEs saving 24000 MT of Coke in four years-Sustainable Development of MSMEs- A European Union (EU) funded Project



Promoting Responsible Business among MSMEs- Award for Responsible BMOs in India had 165 participants; 28% increase in participation since last year (EU)

More than 6000 workers impacted with Occupational Health & Safety- A CSR initiative in 11 sectors across 9 states. Say YES to Sustainable MSMEs in India with EU



Enhancing Access to Institutional Finance. A total of 101 MSMEs helped in availing loans from Banks (EU)



*Strengthening the Supply Chain-
Assessment of Market Requirements
for Rice in Tanzania, Ghana and
Nigeria- A GIZ funded Study*

*Waste of one can be resource for
another industry- Creating
enterprises to make paver blocks
from foundry slag – Department
of Science & Technology Project*

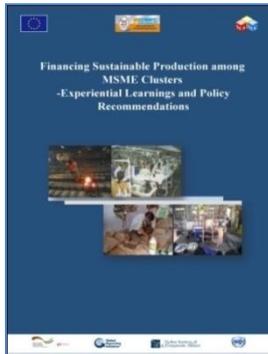


*Supporting Traditional
Industries-Technical Agency for
Coir Board, and KVIC under the
SFURTI Scheme in, a total of 33
clusters across 9 states*

*Creating smart clusters in line
with make in India drive of Govt.
of India- FMC is the Design,
Monitoring and Evaluation Agency
(DMEA) for 5 industrial clusters –
A SIDBI Project*

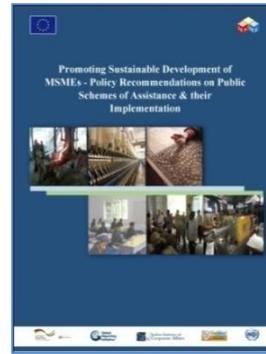


Publications 2015-16



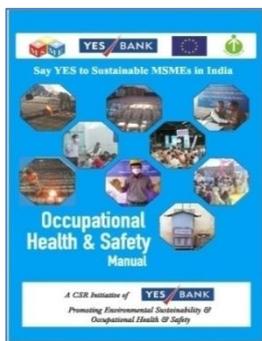
Financing Sustainable Production among MSME Clusters

A document based on concrete examples of lending requests highlighting problems of financing across different clusters.



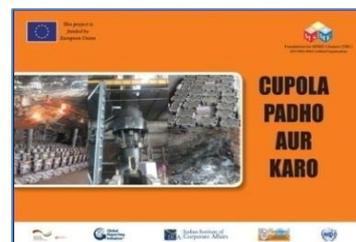
Promoting Sustainable Consumption and Production Practices in MSMEs

Policy Paper including the analysis of the various schemes of assistance provided by the govt. of India.



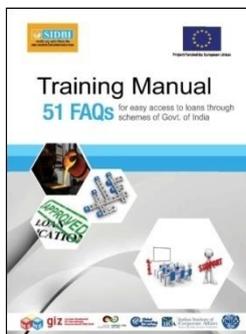
Occupational Health & Safety Manual

Pictorial manual with best OHS Practices for MSMEs



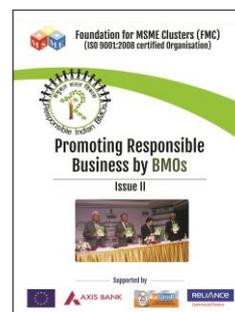
Cupola Padho Aur Karo

A manual giving information on functioning of Cupola furnace



Training Manual on Availing loans for MSMEs

An FAQ helping MSMEs to avail loans and become aware about schemes of Government of India



Case Study Booklet Issue II

A compendium of case studies of the Award for Responsible BMOs.

VIDEOS



Audio visual documentary on the methodology of the EU funded Project

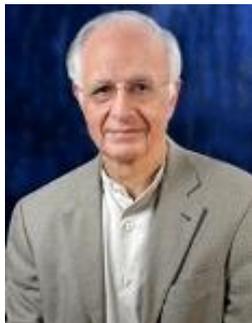


A visual journey of the YES BANK CSR initiative

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CHAIRMAN'S MESSAGE



The UN development agenda adopted by world leaders in September 2015 comprises of 17 Sustainable Development Goals (SDGs) to address increasing concerns of inclusive growth and the health of the planet and its eco system. Of these, five goals (1, 7, 12, 13 and 17) are directly linked with development of MSMEs as the backbone of economies; and other goals also have indirect linkages with the MSME sector. India's growth strategies must aim to generate more employment opportunities for youth and must improve natural resource use efficiencies. This provides an opportunity to integrate efforts in order to meet, national and global aspirations in a defined time frame. For sustainable and inclusive economic growth, the aim of the SDGs, India must energise and grow its MSME sector, and other labour intensive sectors, and improve their production processes for sustainability.

The Foundation for MSME Clusters, with its vision of an economically progressive, socially connected, environmentally sustainable world, looks forward to contribute towards achieving these goals. We believe that, having a clear vision and strategy, effective implementation, on the ground, of various initiatives and schemes is the key to success. This year FMC has decided to increase its outreach by opening more offices across various states of India. It has become essential that we work closely with the state governments in light of the recent developments like transference of several schemes of assistance to the state governments. Therefore, we now have offices in 8 states viz. Punjab, Rajasthan, West Bengal, Madhya Pradesh, Odisha, Karnataka, Andhra Pradesh and Telengana. This year also marked practically the last year of our biggest project (2012-16) in terms of scale and scope, the European Union (EU)-funded project '*Scaling Up Sustainable Development of MSME Clusters in India*' a project led by FMC in partnership with GIZ, GRI, IICA, UNIDO and SIDBI. At the end of 2015-16, we had completed 47 of the 48 months of planned interventions in this project. The project with its 94% achievement in terms of overall outputs and 107% in terms of outcomes demonstrates itself as a model to scale up the implementation levels across several other sectors in less than five years timeframe. Food Processing, Brick Kilns, Textile Dyeing, Sponge Iron, Paper, ceramics and Leather are some of the key sectors ready for similar interventions.

Successful interventions in 474 MSMEs in the foundry sub-sector by ensuring use of cleaner technologies and adoption of more responsible business practices has lead to reduction in coke usage by 24,000 Metric Tonnes (MTs) during the project duration and post project saving of 13,000 MTs of coke per annum. There are 11 such sub sectors which are not only energy intensive but also socially challenging. Based on this model, YES Bank has funded an initiative called "Say Yes to Sustainable MSMEs in India", wherein the learning from the foundry sector have been shared and implemented in other sectors and geographies. This CSR initiative covered energy efficiency and implementation of OHS measures across 11 sectors and 9 states.

Micro, Small & Medium Enterprises (MSMEs) in India are the key stakeholders in the country's economic progress, but a large percentage of these are unorganized with informal workers i.e. virtually no access to social security. MSME workers specifically in the energy intensive sectors such as textile dyeing, plastics, leather, paper, rubber, electroplating etc are exposed to a unique collection of environmental challenges including noise, heat, vibrations, dust, gases, acids and other pollutants with adverse impact on their health. With well known problems of weak enforcement of law, the project therefore focused on the business case of business owners, as well as the moral case, by showing them visible savings linked to these measures, and also increasing goodwill among their employees.

Implementation of OHS activities in this project impacted more than 5000 workers directly and many more indirectly. Moreover, the project also worked towards providing social security to the foundry workers by identifying the most relevant insurance products suitable for them. This is coherent with the health insurance schemes launched by the Government of India to work towards creating a universal social security system for all Indians, specially the poor, the under-privileged and the workers in the unorganised sector.

The second edition of the award for "Responsible Indian BMOs" organized in January 2016 marked a step forward towards incentivizing the good work done by Industry associations where 165 BMOs applied. A total of seven awards were given at different levels. The award event was an overwhelming success with over 150 participants attending and sharing their experiences with one another.

Access to institutional finance is one of the key challenges that MSMEs face. As per Reserve Bank of India estimates, 92% of MSMEs have no access to institutional finance. Availability of finance for undertaking sustainability measures is still scarce to meet environmental, social and quality standards. A strong thrust to connect financing with MSMEs is on a high priority list of the Government, clearly articulated through the launch of MUDRA. The EU funded project capacitated BMOs and other intermediaries to build awareness on how to access formal credit including help in building their documentation records and ensuring interactions with local banks leading to a total of 101 enterprises being able to avail institutional finance. There is scope to upscale targeted initiatives for clusters where new banks and NBFCs may join in. Building on our experience under the EU project, this thrust can be taken forward towards providing credit facilitation to MSMEs.

The concept of measurement, monitoring and change was introduced by 'Aggregate Sustainability Reporting', a pilot undertaken along with Global Reporting Initiative (GRI). A cluster specific methodology of such reporting was created and disseminated among BMOs and their member MSMEs. This methodology has a vast potential to be used in clusters, sectors, supply chains, SEZs, EPZ, industrial estates etc. With the new National Voluntary Guidelines being shaped up, this concept can lead to sustainability principles among MSMEs being effectively embedded using aggregation framework. This project reinforces the need to work towards sustainable development of the MSMEs in India by Designing and Implementing Integrated National Programmes among sustainability challenged sectors.

Building capacities of existing and new BMOs to empower their members to implement sustainable production is very important. This is the route to achieving the national target of 20-25% reduction in Emission intensity of GDP by 2020 (COP 21, Paris) and moving towards the Sustainable Development Goals, 2030.

In this year FMC began to use its expertise in new sectors and new geographies with some new clients. FMC undertook a market research project with GIZ in rice milling in three African countries viz Nigeria, Tanzania and Ghana to help draft a growth strategy for inclusive growth. We have also stepped into the area renewable energy through Yes Bank funded CSR project and waste utilization through a Department of Science & technology project. These new areas have given us experience of working in diverse contexts with new challenges.

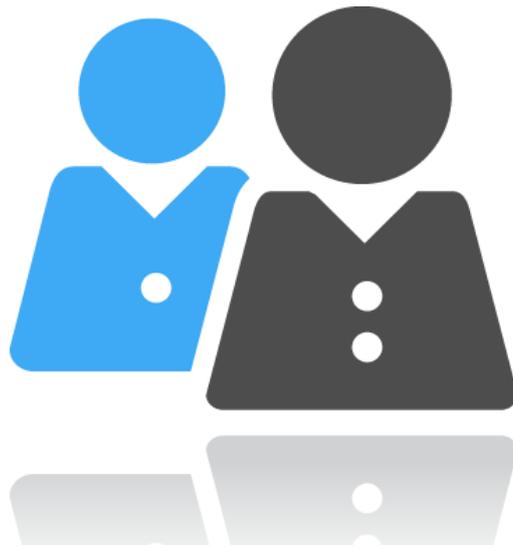
In our 11th year of existence, having developed project development and management capacities through our work, we are seeking to take bigger strides without three year growth strategy (2015-18) underway. The year 2015-16 being the first year of executing the growth strategy, FMC could break the recent trend of growth and we achieved a higher turnover of Rs 685 lacs, up from Rs 568 lacs in the previous year. We also attained encouraging new business development valued at Rs 838 lacs giving us a launch pad to move forward.

With our strategy we are moving into new pastures. We will now be working with new organizations like the SAARC Development Fund (SDF) and Ministry of MSME, in the eco-friendly Bamboo sector and tool rooms respectively. MSMEs need to use better quality tools and dies to improve their productivity and competitiveness, in line with 'Make in India'. We also plan to work in energy efficiency in the hospitality Industry. Hotel industry gives a new opportunity in the areas of renewable energy and energy efficiency. Tourism is another area where cluster approach can be successfully applied. Sustainable tourism initiatives can be undertaken with linkages with Ministry of Tourism and tourism departments at the state levels. Other areas like E-Waste and invigoration of rural enterprises are also being explored. Setting up ambitious targets for ourselves; we intend to achieve higher levels of output in the next year. This will require consolidation of our existing resources and forging new partnerships outside. We intend to empower our employees both in terms of their competency building and the strategic support to be given to them like improved financial systems, 'Management Information Systems' and improved information technology support for smooth functioning of the organization.

As India gears up to retrace the high growth path, the MSME sector assumes a pivotal role in driving the growth engine. FMC through its wide range of experience is prepared to contribute its part towards it.

Arun Maira

ABOUT US & OUR SERVICES



About FMC

Micro, Small and Medium Enterprises (MSME) sector has emerged as a highly vibrant sector of the Indian economy over the last six decades. The 48 million MSMEs have been instrumental in generating large-scale employment; contributing towards rise in incomes of labour and returns to capital; promoting regional development; and touching the lives of the most vulnerable and marginalised sections, such as women, backward communities and minorities contributing enormously to the socio-economic development of the country including the national missions like Make in India and Swachh Bharat (Clean India).

FMC was legally constituted as a non-government, non-profit registered in the year 2005. It was technically supported by UNIDO Cluster Development Programme. The head office of the FMC is in New Delhi, India. It currently has offices in West Bengal, Rajasthan, Madhya Pradesh, Andhra Pradesh, Telengana, Punjab, Odisha and Karnataka.

Vision

An economically progressive, socially connected, environmentally sustainable and spiritually rooted world composed of interconnected yet diverse local social-economic systems.

Mission

To assist institutions undertake effective and inclusive cluster based local area development in developing and transition economies.

Objectives



Cluster initiatives become inclusive



Cutting edge methodologies, tools, information and resources are accessible



Effective linkages emerge between clusters and important thematic institutions in the areas of competitiveness, innovation, energy, environment, business responsibility, finance, infrastructure, investment, R&D and local governance



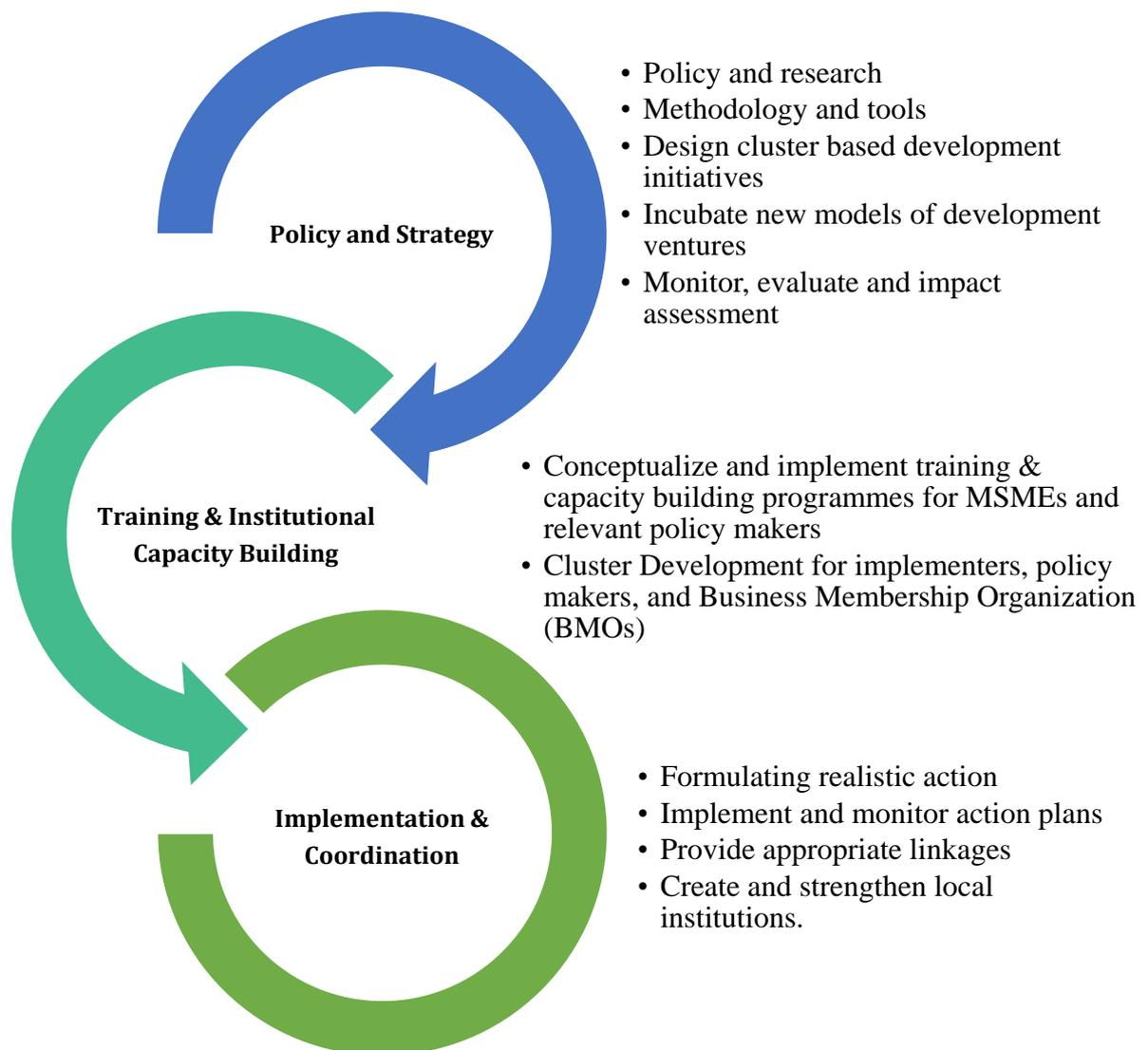
Trained and competent professionals and institutions are available to facilitate cluster-based development



Models of strong community based civil society organisations emerge to take up cluster based sustainable development initiatives

Our Services

FMC provides and enables services in three broad areas of 'Policy & Strategy', 'Implementation & Coordination' and 'Training & Institutional Capacity Building' by collaborating with International Agencies, Governments, Financial Institutions, Academic Organizations, Technical Bodies, Industry Associations, Non-government Organizations and Corporate bodies.



Specific Services offered by thematic cells of the FMC

The FMC operates and provides the above services through Five Cells. Every cell is headed by a 'Cell Head' and works based on its business plan. The cell heads are responsible for generating and executing the business under the guidance of the concerned Directors. The following cells, along with the services offered by them are given below:

Energy & Environment

- Energy audits and implementation of recommendations
- Stimulate Renewable Energy usage
- Lean manufacturing
- Waste recycling



Infrastructure

- Creation of formal networks/special purpose vehicles (SPVs) in clusters
- Preparation of Detailed Project Reports for common facility centres/industrial parks
- Implementation of common facility centre projects



Policy & Research

- Specialized research studies
- Intervention Methodology preparation
- Case-studies preparation
- Product market surveys
- Cluster Observatory
- Preparation of policy recommendation



Training & Capacity Building

- Conceptualize & prepare training modules
- Organizing national training initiatives for policy makers & development practitioners
- National BMO capacity building initiatives and organisation of national awards
- Institutionalization of education on Cluster Development Programme (CDP) in academic institutions
- Aggregate reporting



Productivity & Competitiveness

- Implement Cluster Development Programmes (CDP)
- Project management services for national cluster initiatives



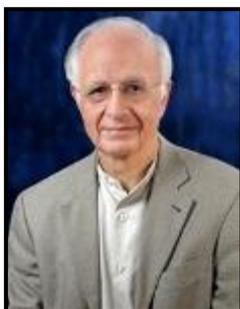
ORGANISATIONAL STRUCTURE



Organisational Structure

FMC is steered by an eminent **Board of Trustees** at the apex level, chaired by **Mr. Arun Maira**, former Member, Planning Commission, and Chancellor Central University of Himachal Pradesh.

The Board comprises of other eminent persons and institutional representatives including Prof. Y.K. Alagh, Chancellor, Central University of Gujarat and Vice Chairman of Sardar Patel Institute of Economic and Social Research, Ahmadabad, Dr. Rajnish Karki, Strategist, Organisation Design, Dr. H.P. Kumar, former Chairman and Managing Director NSIC, Mr. Rakesh Rewari, former Deputy Managing Director, SIDBI, Dr. Sunil Shukla, Director, Entrepreneurship Development Institute of India (EDI) and Mr. Ajay Sud, Advocate.



Mr. Arun Maira



Prof. Y. K. Alagh



Dr. Rajnish Karki



Dr. H.P. Kumar



Mr. Rakesh Rewari



Dr. Sunil Shukla



Mr. Ajay Sud

HUMAN RESOURCES



Our Human Resources

The FMC views its Human Resources not just as means to undertake implementation but as bearers of the values, ethos with willingness to contribute to society.

Brief Profile of the FMC Staff Members

Mr. Mukesh Gulati
Executive Director

Mr. Mukesh Gulati is an internationally acknowledged MSME development expert with focus on clusters, value chains and business development services. An engineer and MBA from one of the IIMs, he has set up FMC as a not-for-profit institution in 2005 to undertake a wide range of MSME development initiatives in India. He now heads FMC. He had in 1996 initiated and successfully steered policy adoption of MSME cluster development as a key approach in India over a period of one decade. He continues to train policy makers and development practitioners in several developing countries. During his career, he has authored several publications.

Email: mukesh@msmefoundation.org

Dr Tamal Sarkar
Director

Dr. Sarkar is D. Phil in the Economics of Cluster Development. He has 20 years of experience in industrial development, with special reference to MSME. He has extensive hands-on experience in cluster development and specializes in cluster development and poverty alleviation. He has authored a number of policy and methodology documents in the area of cluster development, poverty alleviation and resource-based planning. He is also a pioneer trainer in the area of cluster development.

Email: tamal@msmefoundation.org

Ms Sangeeta Agasty
General Manager
Head Policy & Research

Ms. Agasty is a Post Graduate in Management from XIMB and a Post Graduate in Economics from SU. She has more than 12 years of experience in MSME Cluster Development with special focus on Project Designing & Implementation, Monitoring & Evaluation, and Policy & Research. She has vast experience of working in the area of productivity & competitiveness, sustainable production and value chain management. She has worked in engineering, textiles, leather, food processing and heritage industries. As an international cluster development expert, she has worked for organisations like UNIDO, UNDP, EU, GIZ, World Bank, ADB, AFDB, DIE, & SIDBI in more than 10 countries. She is also a reputed trainer in cluster development, project management, research & business forecasting methods.

Email: sangeeta.agasty@msmefoundation.org

Mr. ASK Sharma
General Manager
Head Infrastructure

Mr. Sharma is a Post Graduate in Geological sciences from Osmania University, Hyderabad and Post Graduate in Business Management from IGNOU, New Delhi. He has 25 years of experience in SME Development and worked in reputed organizations like National Institute of Micro, Small and Medium Enterprises (NIMSME) and APITCO Limited. His areas of expertise include preparation of Techno Economic Viability Studies and Detailed Project Reports for infrastructure projects, SME Profiles, business plans for individual enterprises, implementation of soft and hard interventions in MSME clusters. His international assignments include countries like Qatar, UAE, South Africa, Montenegro, Palestine, related to training on Cluster Development and preparation of DPRs.

Email:ask.sharma@msmefoundation.org

Mr. Vishal Dev
General Manager
Head Energy &
Environment

Mr. Dev is a Post Graduate in Entrepreneurship Management from XLRI, Jamshedpur and Graduate in Mechanical Engineering. He has an experience of 13.5 years working in steel, power and foundry sector. He has been associated with FMC since 2013 working in the area of sustainable resource utilization, resource efficiency, energy & environment conservation and Lean management in the MSME space. His area of interest is business consultancy, energy conservation and lean management. He is a vivid reader, likes to meet people and make friends.

Email:vishal.dev@msmefoundation.org

Ms. Neetu Goel
Senior Manager
Head Training &
Capacity Building

Ms. Goel is an MBA and has done her bachelor's in Economics. She has more than 7 years' experience in industrial development, with special reference to MSMEs through cluster development program. She has coordinated and implemented several projects in various thematic areas like energy and environment, occupational health and safety, sustainable production including GRI Reporting, financing, etc. through projects of DST, European Union, GIZ etc. She heads an annual Award event "Award for Responsible Indian BMOs". Currently she heads training and capacity building cell in FMC Delhi.

Email:neetu.goel@msmefoundation.org

Mr. Ravinder Dwivedi
Head
Punjab

Mr. Dwivedi is a Post Graduate in Commerce from CSJM University and also has done Master in Social Work from MPBH University, Bhopal. He has 11 years experience in community development in rural areas. During his involvement with Organisations like BASIX, UNIDO, IIRD (Indian Institute Rural Development), Gramodaya Sansthan and Rishi Valley Institutions he has undertaken community based economic development activities like formation of SHGs and JLGs, linking community with MFIs.

Email: ravinder.dwivedi@msmefoundation.org

Mr. Sagnik Lahiri
Head Madhya Pradesh &
Rajasthan

Mr. Lahiri has an experience of 9 years in the area of cluster development with a focus and interest in livelihood promotion among unemployed youth, women and household/micro enterprises. He has experience in conceptualizing and strategizing implementation of various projects in the area of livelihood promotion and employment generation among rural as well as urban poor. He also is experienced in networking with various Government Departments like SFURTI supported scheme of Khadi and Village Industries Commission, Ministry of MSME, SIDBI, multi donor agencies like KFW, GIZ, UNDP, corporate and PSUs like Citi Foundation, ACC, GAIL, Yes Bank, along with incubation of social venture like SUTRA, a marketing company for artisans' products.

Email: sagnik.lahiri@msmefoundation.org

Mr. Anijit Bhattacharya
Head West Bengal

Mr. Bhattacharya holds degree of Master of Business Administration in Marketing and Post graduate in Bio Science, is associated with the organisation since 2011. He has hands on experience in cluster development in more than 10 SME clusters. He is good at network building among cluster stakeholders, negotiation and liaison with clients, action plan preparation, project implementation, and team management. As a project coordinator he prepared 32 need assessment studies, 3 diagnostic study reports, 1 detailed project report for SME clusters.

Email: anijit.bhattacharya@msmefoundation.org



Ms Suchismita Nayak
Head Odisha

Ms. Nayak is an M.Phil in Economics from Berhampur University, Odisha. She has more than 10 years' of experience in Micro Enterprise Development, MSME and Artisan Cluster Development, Entrepreneurship Development, Skill Development & Assessments. She pioneered in promoting and the establishment of commodity based Clusters, which are owned and run by Tribal SHGs in Koraput District of Odisha. She also experienced in value chain analysis for most of the upcoming cluster development initiatives by APITCO in the state of Odisha.

Email: suchismita@msmefoundation.org

Mr. Amit K Tyagi
Head Finance

Mr. Tyagi has 12 years of experience in finance related area with special reference to SME clusters. He is a Post Graduate in Commerce, Delhi University and also done Masters in Business Administration (Finance) from SMU, New Delhi. He heads the finance division of the FMC. He has been involved in strengthening existing Financial Products and creating financial linkages of MSME units with Banks and NBFCs. He has created Frequently ask questions (FAQs) ,Training tools for MSMEs on Banking and Finance and also wrote an article on MSME Financing for an MSME Website by Reliance Commercial Finance.

Email: amit.tyagi@msmefoundation.org



Ms Sakshi Chatwal Head
Human Resource

Ms. Chhatwal is a post graduate in Human Resources from IGNOU. She performs various activities of Human Resources in the organization which includes Talent Acquisition, Joining and Induction, Training & Development, Performance Management system, Employee Engagement, Grievance Handling, Employee Separation etc. Apart from this she is also involved in Establishment and Co-ordination of various activities. Previously she was working in the HR department of Jindal Steel and Future Group.

Email: sakshi.chhatwal@msmefoundation.org

Ms Shivani Seth Head IT
& Communication

Ms. Seth is a post graduate in Information Technology from Punjab University, Chandigarh. She has 14 years of experience in IT Enabled Services with specialization in IT training and Communication mechanisms. She has worked extensively on web based branding and communication technologies creating outreach for the organization. Being an expert in creating online systems she has designed Management Information Systems (MIS) and also written Process manuals.

Email: shivani.seth@msmefoundation.org

FINANCIAL PERFORMANCE

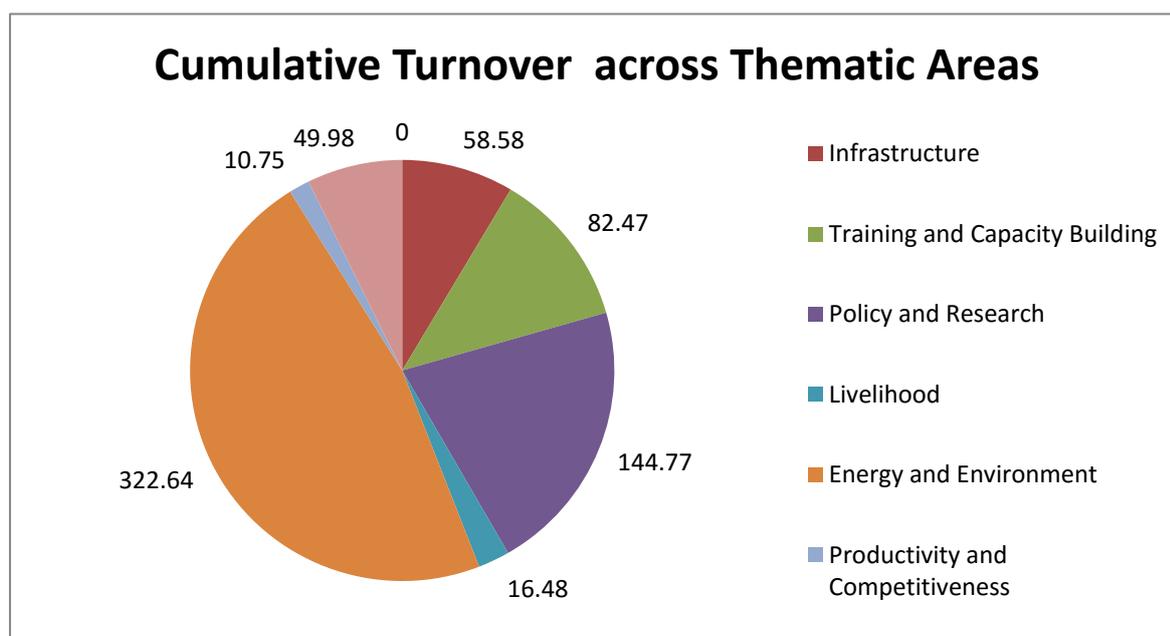


Financial Performance

The year 2015-16 has seen a breakthrough from a relative stagnation for the last three years. This was the first year of our three year strategic plan (2015-16 to 2017-18) and a step towards achieving the targeted vision. The journey of organisational evolution has been transitional and transformational. FMC as an organisation not only became a local entity but was also successful in defining what we want to do, and how we do it. Our resolve to carve a niche for ourselves has been further strengthened by our three year growth strategy. This enhances our ability to scale impact in sustainable development enhancing competitiveness of small industries.

*Total Turnover Rs
685.67 lacs in FY-2015-
16 compared to Rs
568.18 lacs in FY 2014-
15 representing an
increase of 21%*

Analysis of business across cells



During the financial year 2015-16 the thematic area of ‘Energy and Environment’ was the most dominant with a turnover of Rs. 322.6 lacs out of a total turnover of Rs. 685 lacs. This thematic area has been dominating the total turnover for the last four years due to the implementation of the European union funded project. Policy & Research has been another consistent performer amongst the thematic areas with various national and international studies being conducted.

This year, we decided to dissolve certain thematic areas as cells including Livelihood, Technology & Innovation and Productivity & Competitiveness. With our thrust on states, we are working on these areas by forming a miscellaneous basket named as Productivity & Competitiveness.

Activities, Achievements and Performance



Activities, Achievements and Performance

Energy & Environment

Scaling Up Sustainable Development of MSME Clusters in India- Enhancing the competitiveness of less sustainable MSME clusters, while reducing their environmental and social impacts (May 2012-April 2016)

A group of 6 institutions including the Foundation for MSME Clusters (FMC) in the lead undertook a European Union-funded project “Scaling Up Sustainable Development of MSME Clusters” in four foundry clusters located in Ludhiana, Phagwara, Jalandhar, Batala and Amritsar in Punjab; Jaipur & Ajmer cluster in Rajasthan and Howrah cluster in West Bengal, covering almost 20% (1100 foundries) of the entire foundry sub-sector in the country. The project was undertaken to demonstrate scaled up replication of energy efficient technology diffusions, adoption of occupational health & safety practices (OHS), inducing change through measurement and sustainable financing among similar enterprises co-located in clusters. An audio visual documentary has been prepared to showcase the methodology of the interventions made through this project and is available on <http://fmc.org.in/videos/>



Divided Blast Cupola (DBC)

The Project targeted 500 MSMEs to adopt clean and socially friendly production methods/technology, thereby reducing their carbon footprint. These enterprises, among other things, have benefitted from the introduction and adoption of improved indigenously available technology called Divided Blast Cupola (DBC). This has led to reduced coke usage by an average 25% hence, positively impacting the environment with a Return on investment between 12-18 months for the enterprises.

A self-assessment of the project has been done on the basis of outputs and outcomes being achieved. A calculation based on the expected outputs and outcomes (according to log frame) has resulted in 107% of achievement in project outputs and, 94% of achievement in project outcomes.

*A total of 474 MSMEs intervened
with Energy Efficient Measures
leading to a cumulative 24000
Metric Tonnes of Coke saving*

The implementation of the project gave us a lot of learning and a methodology on how technology diffusions can be implemented in MSMEs. However, the scope for technology improvement varies significantly across different clusters thus requiring customized approach for every cluster. Adoption of simple operational methods may have more scope for energy efficiency when compared to capital intensive equipment change particularly among the micro small and medium enterprises. The role of local equipment providers, supervisors and operational staff handling machines and materials therefore becomes significantly important. Externally, the non-availability of high end BDSPs willing

to serve the micro enterprises remains a critical bottleneck that the project has been able to only partially address.

Foundry workers as in other energy intensive sectors are exposed to a unique collection of environmental challenges including noise, heat, vibrations, dust, gases, acids and other pollutants. Moreover, a large majority of these workers are contractual and the owners consider spending on their health and safety as additional costs. The project therefore targeted business case and conscience of the owners to spread goodwill among their employees showing them visible savings linked to these measures. Access to Institutional finance is yet another challenge for the MSMEs (92% of MSMEs have no access to institutional finance). The Project has capacitated BMOs and other intermediaries to build awareness on how to access formal credit including help in building their documentation records and ensuring interactions with local banks.

More than 5000 workers from 375 enterprises were impacted through better working conditions and Occupational Health & Safety

101 Enterprises linked with Financial Institutions to enable their access to institutional finance

There are around 5,500 registered foundry enterprises in India clustered in 47 locations producing 10 million MTs of various grades and castings. Approximately, 90% of these enterprises being micro and small enterprises which often use obsolete and inefficient melting technology and these MSMEs produce 60% of the entire production. There is a huge scope of interventions in these foundries as among the other energy intensive sectors to reduce their adverse environmental and social impact. **As per our internal estimation, the project demonstrates a methodology of implementing sustainable production measures in energy intensive sectors across MSMEs in India.** This is a positive step towards our national climate mitigation targets.

Say Yes to Sustainable MSMEs in India: A CSR Initiative funded by YES Bank limited (September 2015-June 2016)

Recognizing the role of the Indian MSME sector towards its economic growth, YES bank undertook its CSR activities that further its policies to help improve MSMEs their environmental and social track record that helps MSME workers along with their communities to enhance their work and social life which in turn helps the society at large. “Say Yes to Sustainable MSMEs in India”, works extensively towards promoting environmental sustainability and occupational health and safety within MSME sector was launched by Yes Bank in



MoU signing between FMC and Yes Bank with Ms Namita Vikas, Group President & Country Head, Yes Bank Limited

March 2015, along with FMC.

A pilot initiative was taken up in 2014-15, that helped 20 MSMEs in the foundry sector reduce nearly 2000 MTs of CO2 emissions and also strengthened their OHS systems benefiting 907 workers.

A total of 56 MSMEs intervened with Energy Efficient Measures leading to a reduction in 4648 MTs of Carbon Emission

The second phase of “Say Yes to Sustainable MSMEs in India” has been a scaled up initiative implemented in 9 different states across 11 sectors directly impacting 334 MSMEs. The program also aimed to improve the working conditions of 7500 workers in 250 MSMEs through multifaceted Occupational Health & Safety interventions.

The sectors chosen for this program involved energy intensive manufacturing processes and generates huge impact on the environment due to use of rudimentary technology & practices. The occupational health and safety conditions in these sectors are also worse and needs immediate intervention.

More than 6000 workers impacted with improved working conditions and Occupational Health & Safety Measures

Lean Manufacturing in various clusters across India along with National productivity Council (NPC) and Quality Council of India (QCI)

The LMCS (Lean Manufacturing Competitiveness Scheme) of MoMSME (Ministry of MSME), Government of India aims at improving the productivity, competitiveness & quality of MSMEs in India. This scheme aims at increasing the productivity of MSMEs by focusing on reduction/elimination of industrial wastes, and implementing resource efficiency by reducing operating costs. FMC is an empanelled lean consultant with NPC and QCI. We work with the MSME clusters to form Lean groups and implement lean practices. This scheme grants a total of Rs 36 lacs (maximum) per cluster for a maximum duration of 18 months. FMC is working with 3 lean groups in Punjab as Lean Consultant.



Promoting Sustainable and Inclusive growth by Enterprise creation through Science & technology based Innovative Solutions (Sub-Sector- Foundry) - Department of Science & Technology, Govt. Of India (September 2015 Onwards)

Solid waste management is one of the major challenges faced by many countries around the globe. Inadequate collection, recycling or treatment and uncontrolled disposal of waste in dumps can lead to severe hazards, such as health risks and environmental pollution. Almost 500,000 tonnes of slag and 6 million tonnes of burnt sand from foundries are estimated to be used for land-filling and some of it also dumped into ponds.



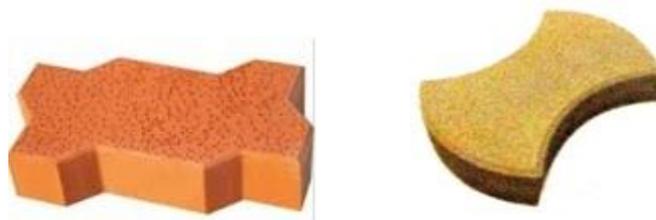
Foundry Slag



Manufacturing Paver Blocks from Foundry Slag

Department of Science & Technology, Government of India funded a project for establishing units to develop paver blocks from foundry slag. Under the project, the foundry waste from the targeted clusters will be used for manufacturing paver blocks/bricks, thereby solving the disposal of foundry wastes in these clusters. The project will work towards creating new enterprises and assisting existing enterprises to undertake recycling and waste-to-wealth management of solid wastes generated in

foundry enterprises as new entrepreneurial opportunity or product diversification for reaping economic-environmental benefits. This project targets a total of 50 units to be established for commercialization of paver blocks made through foundry waste. Waste of one can be resource for another industry. This industrial symbiosis can help realize Circular economy which is an industrial system that is restorative or regenerative by intention and design



Sample Paver Blocks

Policy & Research

Assessment of Markets and Market Requirements for Rice in Tanzania, Ghana and Nigeria-Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (April 2015-November 2015)

A study to determine consumer preferences in the different market segments for rice (domestic, export, urban consumption, rural consumption, animal feed etc.) and their implications for the domestic rice supply chains supported by CARI (Competitive African Rice Initiative) was conducted through the MGF (matching-grant fund) which is implemented by Deutsche Gesellschaft für Internationale



Nigeria Rice Wholesale Market

Zusammenarbeit (GIZ) GmbH in cooperation with Technoserve, Kilimo Trust, and John A in Tanzania, Ghana and Nigeria respectively. This project was supposed to be undertaken in 3 phases- Preparatory phase, Field study, and Synthesis of findings and report writing.

Information was drawn from government reports, district surveys; national and international research reports, Institutional publications, documents by value chain stakeholders etc. The second phase i.e. field study was undertaken during the months of September and later in October. The field study included both market assessment and supply assessment. The final report incorporating all the analysis was developed and submitted for redesigning the project strategy and its implementation.

Assessing industrial innovation process and suggesting policy support framework in India- Department of Science & Technology, Government of India (February 2015- January 2016)

“National Innovation Survey-India” was one of its kind initiatives to measure the status of innovation in India by National Science and Technology Management Information System (NSTMIS) of Department of Science & Technology, Government of India. The detailed study provided findings with nationwide firm level coverage across multiple sectors to gauge the innovativeness of enterprises. The study undertaken by FMC complements the survey intended to provide insights for improved policy making through understanding the importance of National regional and cluster Innovation Systems in promotion of innovation among enterprises. The study is a case study based research to assess the process of innovation and understand causalities of factors driving the same. Enterprises that have successfully created/ executed innovations and also enterprises have been studied through a

framework of scope, opportunities and challenges linked with the stakeholders that were involved.

SIDBI-Design Monitoring & Evaluation Agency DMEA- Small Industries Development Bank of India (February 2016)

To encourage selected MSME clusters to gradually develop themselves into “Smart Clusters” in order to become a strong pillar of the “Make in India” initiative, SIDBI has carried out studies in 30 MSME clusters, using specialized agencies, to identify the factors hindering availability of adequate and timely institutional credit, infrastructure and marketing gaps and lack of support services affecting the growth and competitiveness of these clusters. SIDBI intends to start detailed



interventions covering all the gap areas in these clusters. Out of the 30 MSME clusters studied, SIDBI proposes to make intervention addressing skill gap and infrastructure gap initially in 5 MSME clusters, which are Ludhiana, Rajkot, Coimbatore, Bhagalpur and Agartala. On successful launch and based on the experience and findings in these clusters, the interventions may be rolled out in the remaining clusters. Based on the findings of the studies carried out by SIDBI, the structural design of interventions consists of three layers viz. (i) Design Monitoring & Evaluation Agency (DMEA), (ii) Theme Intervention Experts (TIEs) for Skill and Infrastructure Development and (iii) Cluster Intervention Teams (CITs). It is a 36 month long project which kick started in Feb, 2016

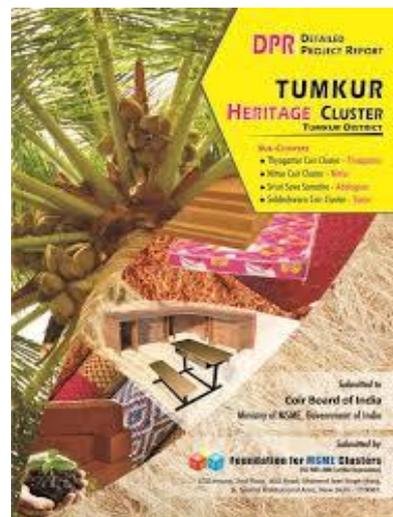
FMC in the role of a Design, Monitoring and Evaluation Agency (DMEA) is working in 5 industrial clusters of Ludhiana, Rajkot, Coimbatore, Bhagalpur and Agartala and guiding the entire process of designing and execution of the cluster development project with purposive goals to help transform the **clusters become smart clusters in line with make in India drive of Government of India**. In order to ensure sustainability, DMEA will focus on institutional capacity building and strengthen linkages with value chain stakeholders within and outside the clusters, besides public and private institutions. The structural design of interventions consists of three layers viz. (i) Design Monitoring & Evaluation Agency (DMEA), (ii) Theme Intervention Experts (TIEs) for Skill and Infrastructure Development and (iii) Cluster Intervention Teams (CITs). It is a 36 month long project which kick started in Feb, 2016.

Infrastructure

Technical Agency for Coir Board, NIMSME and KVIC under the revamped SFURTI Scheme in Karnataka, West Bengal, Odisha, AP and Telangana (February 2015-January 2018)

FMC was appointed as Technical Agency (TA) for Coir Board and Khadi and Village Industries Commission (KVIC) under the Revamped SFURTI Scheme in the 9 states of Karnataka, Tamil Nadu, Andhra Pradesh, Telangana, West Bengal, Odisha, Madhya Pradesh, Haryana and Punjab. A total of 33 clusters have been entrusted to FMC for TTA support

Diagnostic Study Reports (DSR) for 5 village Industries clusters in Andhra Pradesh, 2 clusters (Bhadrak Agarbatti and Mayurbhunj multi product cluster) in Odisha and one Cluster in West Bengal (Basanti Cluster) have been completed and submitted to KVIC for approval. Detailed Project Report (DPR) work for Bidar (Karnataka) has been initiated. An apex Special Purpose Vehicle (SPV) for Tumkur Heritage cluster has been formed and technical specifications of machinery for Tumkur, Kumta and Attur Coir Clusters have been submitted to Coir Board.



Detailed project Report (DPR) for Tumkur Heritage Cluster

Project Management Consultancy West Bengal and Odisha

Directorate of Micro & Small Scale Enterprises (DMSSE), Government of West Bengal has appointed FMC as the Project Management Consultant (PMC) for development of clusters in the state. During initial phase 6 clusters were entrusted to FMC. DMSSE also entrusted FMC with task of conducting quick survey in 15 clusters cutting across the sectors like food processing, engineering, textiles, furniture, alternative power. These clusters spread in the districts like East & West Midnapur, Jalpaiguri, Coochbehar, Nadia, Malda, Murshidabad, Burdwan and Uttar Dinajpur. In June 2015, 20 more clusters were given for preparation of Quick Survey Reports (QSR).

Director of Industries, Government of Odisha appointed FMC as one of the 8 preferred consultants for DSR, DPR preparation and providing handholding services to MSME clusters in the State. In the first phase, FMC is entrusted with task of preparation of DSRs for 2 clusters which are Jharsuguda and Rourkela Engineering Cluster. These DSRs have been completed validated and submitted to DC-MSME for Scheme Steering Committee approval. The DSRs are yet to be approved although 50% of the amount has been received.

Training and Capacity Building

Industry associations (BMOs) are the most trusted vehicle for up-scaling sustainable production among MSMEs. Capacity building of BMOs is the route to overcome the challenges.

BMO Awards is a break through at national level eliciting high level of interest and competition among them. These BMOs understand, appreciate and have started progressing in the direction of sustaining these initiatives. There is a need to carry on with this activity so as to institutionalize it and seek involvement of several other institutional and policy actors. This will also lead to high level of sensitization among the BMOs of MSMEs that will therefore undertake several more collective SCP initiatives in future

The Second annual Award for Responsible Indian Business Membership Organisations (BMOs) was organized by Foundation for MSME Clusters (FMC) on the 22nd

January, 2016. The award function was inaugurated by the Secretary, Ministry of MSME, Dr. Anup Kumar Pujari. 165 BMOs participated in the Award from 22 states. These BMOs have worked in a diverse range of areas such as mainstreaming of food vendors, setting up of common effluent treatment plants, facilitating in eco friendly textile products, skill development for women and unemployed youth, environmental support, replacing fossil fuel, water testing facilities for providing clean water for industrial workers and promoting handicrafts etc. 7 BMOs were finally selected for best “Responsible Indian BMOs” awards that were given away by Ms. Ayumi Fujino, Representative and Regional Director, South Asia of UNIDO.

Release of Compendium of Case Studies by BMOs along with Mr. J.P. Singh (SME Head, Axis Bank), Mr Sanjay Athalye (CMO and CRO, Reliance Commercial Finance), Ms Ayumi Fujino (Regional Director, South Asia, UNIDO), Mr. Rakesh Rewari, (Director Board, NSIC) and Mr. Wolfgang Leidig (Program Director, GIZ)

Compendium of Award Winning cases showcasing Responsible Activities undertaken by BMO's across the country published and disseminated

**AUDITER'S REPORT
&
AUDITED STATEMENT
of ACCOUNTS**



FOUNDATION FOR MSME CLUSTERS (FMC)
USO HOUSE, 2nd Floor, USO Road,
Off Shaheed Jeet Singh Marg,
6, Special Institutional Area,
New Delhi - 110067 INDIA

BALANCE SHEET AS AT 31st March, 2016

SOURCES OF FUNDS	SCHEDULE	As at 31.3.2016	As at 31.3.2015
<u>CAPITAL FUND</u>			
Corpus Fund		5,000	5,000
Reserve Fund	A	19,024,729	18,458,483
Fixed Assets Fund	B	2,694,389	2,691,726
TOTAL (₹)		21,724,118	21,155,209
<u>APPLICATION OF FUNDS</u>			
<u>FIXED ASSETS</u>			
(A) Gross Block	C	3,457,178	3,171,842
(B) Less : Depreciation		233,720	128,635
(C) Net Block		3,223,459	3,043,207
<u>INVESTMENT</u>			
Equity in Sutra Handicrafts Private Limited		-	1,000,000
<u>CURRENT ASSETS, LOANS & ADVANCES</u>			
(A) Cash & Bank Balance	D	15,828,724	25,316,368
(B) Loans & Advance		2,538,750	2,889,622
(C) Amount Receivable		18,849,379	5,921,179
		37,216,852	34,127,169
<u>Less :CURRENT LIABILITIES & PROVISIONS</u>			
(A) Liabilities	E	18,671,193	16,974,223
(B) Provisions		45,000	40,944
		18,716,193	17,015,167
Net Current Assets	D-E	18,500,659	17,112,002
TOTAL (₹)		21,724,118	21,155,209

Notes on Accounts form an integral part of these financial statements

For FOUNDATION FOR MSME CLUSTERS (FMC)

Sd/

MUKESH GULATI
Executive Director

PLACE : NEW DELHI
DATED : 07.07.2016

Auditor's Report

As per our separate report annexed of even date
For AMRIT PAUL SINGLA & ASSOCIATES
Chartered Accountants
FRN.014199N

Sd/

Amrit Paul Singla
Partner
Membership No.93695

FOUNDATION FOR MSME CLUSTERS (FMC)
USO HOUSE, 2nd Floor, USO Road,
Off Shaheed Jeet Singh Marg,
6, Special Institutional Area,
New Delhi - 110067 INDIA

INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDING ON 31ST MARCH, 2016					
EXPENDITURE	Current Year	Previous Year	INCOME	Current Year	Previous Year
To Legal & Professional charges	70,860	234,200	By Consultancy Charges	14,644,353	13,453,448
To Audit Fees	50,000	44,944	By Miscellaneous Income	598,106	248,665
To Bank Interest & Charges	440,393	304,545	By Grant Received	51,048,242	42,094,579
To Board of Trustees' Meeting Expenses	122,201	297,199	By Donation	56,750	-
To Books & Periodicals	24,633	31,759	By Interest from Savings Bank Account	36,382	-
To Bonus & Rewards	131,744	709,976	By Interest On Bank Fixed Deposit	1,071,735	1,022,156
To Repair & Maintenance	208,259	110,923			
To Salaries Paid	19,027,087	17,960,505			
To Consultancy Paid	15,538,836	10,134,533			
To EPF Contribution of FMC	1,154,013	1,077,507			
To EPF Processing & Admin Charges	79,625	95,569			
To European Union Project Expenditure (through GRI, Amsterdam)	3,080,891	4,809,895			
To Honorarium	253,000	212,300			
To Membership & Participation fees	34,498	4,405			
To Miscellaneous Expenses	67,187	142,328			
To Office Expenses	653,999	603,479			
To Postage & Courier Expenses	66,275	85,906			
To Printing & Stationery	866,946	573,888			
To Quarterly Review Meeting	68,944	138,814			
To Office Rent	2,879,485	2,740,588			
To Community Welfare Expenses	11,950	369,119			
To Contingency Expenses	612,858	508,300			
To Employees' Welfare Expenses	235,000	282,500			
To Stipend & Internship Expenses	158,510	89,000			
To Telephone, Fax & Internet Charges	779,615	754,921			
To Tours & Travels Expenses	7,114,742	7,435,323			
To Training & Exposure Visit Expenses	130,476	580,487			
To Short & Excess	3,377	476			
To Foreign Exchange rate difference	56,444	144,530			
To Water & Electricity Charges	220,392	210,600			
To Workshop Expenses	8,297,758	3,829,397			
To Website Development & Maintenance	95,000	86,000			
To Unrecoverable balance w/off	1,486,517	1,169,676			
To Depreciation	233,720	128,635			
To W/off- Fixed Assets	-	2,840			
To Grant in Aid for Acquiring Technology	450,000				
To Loss on sale of equity shares	678,000				
To Documentary Film Exp. (YBL-CSR)	524,692	-			
To Tree Plantation, Maint & Donation Exp	16,950				
To EU Project Expenses Others	964,445	586,088			
To Income over Expenditure t/d to Reserve & Surplus	566,246	327,691			
TOTAL ₹.....	67,455,568	56,818,848	TOTAL ₹.....	67,455,568	56,818,848

Notes on Accounts form an integral part of these financial statements

For **FOUNDATION FOR MSME CLUSTERS (FMC)**

Sd/

MUKESH GULATI
Executive Director

PLACE : NEW DELHI
DATED : 07.07.2016

Auditor's Report

As per our separate report annexed of even dat
For AMRIT PAUL SINGLA & ASSOCIATES
Chartered Accountants
FRN.014199N

Sd/

Amrit Paul Singla
Partner
Membership No.93695

FOUNDATION FOR MSME CLUSTERS (FMC)
USO HOUSE, 2nd Floor, USO Road,
Off Shaheed Jeet Singh Marg,
6, Special Institutional Area,
New Delhi - 110067 INDIA

<u>PARTICULARS</u>	<u>AMOUNT (₹)</u>
	<u>31.3.2016</u>
<u>SCHEDULE-A</u>	
<u>RESERVE FUND :</u>	
Balance as per previous Balance Sheet	18,458,483
Add: Excess of Income over Expenditure	<u>566,246</u>
Total (₹)	<u><u>19,024,729</u></u>

SCHEDULE-B
FIXED ASSETS FUND:

Balance as per previous Balance Sheet	2,691,726
ADD : Fixed Assets purchase from Grant this year	<u>37,800</u>
Deferred Grant for Fixed Assets	<u>2,729,526</u>
Less : Transferred to Revenue	<u>35,137</u>
Total (₹)	<u><u>2,694,389</u></u>

For FOUNDATION FOR MSME CLUSTERS (FMC)

Sd/-
Mukesh Gulati
Executive Director

FOUNDATION FOR MSME CLUSTERS (FMC)
USO HOUSE, 2nd Floor, USO Road,
Off Shaheed Jeet Singh Marg,
6, Special Institutional Area,
New Delhi - 110067 INDIA

PARTICULARS	AMOUNT (₹)	
	31.03.2016	
<u>SCHEDULE-D</u>		
<u>CURRENT ASSETS, LOANS & ADVANCES</u>		
<u>CURRENT ASSETS</u>		
<u>Bank balance with a Scheduled Bank</u>		
A/c-357010100007429 (Axis Bank Limited)	871,908	
A/c-357010100042291 (Axis Bank Limited) FCRA Account	513	
A/c-013694600000631 (Yes Bank Limited)	4,093,335	4,965,757
Fixed Deposits-Axis Bank Ltd	10,862,967	10,862,967
Total (₹)		15,828,724
<u>Loans & Advances</u>		
Income tax deducted at source	2,169,402	
Security Deposit (Jaipur Office)	22,000	
Security Deposit (Kolkata Office)	20,000	
Security Deposit (Bangalore Office)	49,000	
Security Deposit (BBI Office)	14,000	
Security Deposit (Ludhiana Office)	10,000	
Security Deposit (Photocopier)	15,000	
Receivable from DIC, Suri, Birbhum	21,853	
Advance with Staff Members	92,590	
Old world Hospitality Pvt Ltd	104,905	
Imprest Account	20,000	2,538,750
Receivables		18,849,379
Total (₹)		18,849,379
<u>SCHEDULE-E</u>		
<u>CURRENT LIABILITIES & PROVISIONS</u>		
<u>CURRENT LIABILITIES</u>		
Overdraft with Axis bank	7,865,966	
DST Grant (unspent balance)	3,473,421	
Yes Bank Limited	3,675,381	
Global Reporting Initiative (GRI), Amsterdam	3,656,426	18,671,193
<u>PROVISIONS</u>		
Audit fee Payable	45,000	45,000
Total (₹)		18,716,193

For FOUNDATION FOR MSME CLUSTERS (FMC)

Sd/

Mukesh Gulati
Executive Director

FOUNDATION FOR MSME CLUSTERS (FMC)
USO House, 2nd Floor, USO Road,
Off Shaheed Jeet Singh Marg,6 Special Institutional Area,
New Delhi - 110067 INDIA

SCHEDULE-C

COMMON FUND FIXED ASSETS AS ON 31.3.2016

NAME OF ASSETS	W.D.V AS ON 1st APRIL,2015	ADDITION/ (DISPOSAL)		TOTAL	DEPRECIATION	W.D.V AS ON 31st MARCH,2016
		Before Sep, 15	After Sep, 15			
Air Conditioners	29,600	25,100	-	54,700	8,205	46,495
Furniture & Fixture	147,844	41,876	21,440	211,160	20,044	191,116
Biometric Machine	14,536	-	-	14,536	2,180	12,355
Desktop	-	144,300	-	144,300	86,580	57,720
Inverter SUKAM	35,547	-	30,000	65,547	7,582	57,965
Office Fixture & Fittings	54,415	-	-	54,415	5,441	48,973
TFT	5,935	-	-	5,935	3,561	2,374
ERP 9	-	-	18,000	18,000	5,400	12,600
UPS	14,729	-	-	14,729	2,209	12,519
EPBX, Panasonic	-	32,456	-	32,456	4,868	27,588
Vending Machine	16,149	-	-	16,149	2,422	13,727
Laptop	16,400	63,000	-	79,400	47,640	31,760
USB Modem (Tata Indicom)	16,326	-	-	16,326	2,449	13,877
TOTAL- (A)	351,480	306,732	69,440	727,652	198,583	529,070

DST FUND FIXED ASSETS AS ON 31.3.2016

NAME OF ASSETS	W.D.V AS ON 1st APRIL,2015	ADDITION/ (DISPOSAL)		TOTAL	DEPRECIATION	W.D.V AS ON 31st MARCH,2016
		Before Sep, 15	After Sep, 15			
Air Conditioners	87,945	-	-	87,945	13,192	74,753
Camera	14,253	-	-	14,253	2,138	12,115
Computers	3,788	-	-	3,788	2,273	1,515
Laptop	14,668	-	-	14,668	8,801	5,867
Laser Jet Printer (HP)	9,210	-	-	9,210	1,382	7,829
LCD Projector (Panasonics)	17,672	-	-	17,672	2,651	15,021
Polycom Sound System	14,939	-	-	14,939	2,241	12,698
Furniture & Fixture	24,604	-	-	24,604	2,460	22,144
TOTAL-(B)	187,079	-	-	187,079	35,137	151,942

EU FUND FIXED ASSETS AS ON 31.3.2016

NAME OF ASSETS	W.D.V AS ON 1st APRIL,2015	ADDITION/ (DISPOSAL)		TOTAL	DEPRECIATION	W.D.V AS ON 31st MARCH,2016
		Before Sep, 15	After Sep, 15			
Motor Bikes	443,480	-	-	443,480	-	443,480
Crockeries	7,590	-	-	7,590	-	7,590
Furniture & Fixtures	125,620	-	-	125,620	-	125,620
Laptops	644,283	31,800	-	676,083	-	676,083
Computers	106,440	-	-	106,440	-	106,440
Printers	25,357	-	-	25,357	-	25,357
Wireless Router	5,700	-	-	5,700	-	5,700
USBs (Data Card)	23,482	-	-	23,482	-	23,482
Cameras	54,273	-	-	54,273	-	54,273
Air Conditioners	234,243	-	-	234,243	-	234,243
Cupboard	17,100	-	-	17,100	-	17,100
LCD Projector (Banq)	50,000	-	-	50,000	-	50,000
Spare parts, PPEs, FABs	705,073	6,000	-	711,073	-	711,073
Fax Machine	7,778	-	-	7,778	-	7,778
Fans	2,337	-	-	2,337	-	2,337
Water Filter	4,350	-	-	4,350	-	4,350
Invertors	47,542	-	-	47,542	-	47,542
TOTAL-(C)	2,504,648	37,800	-	2,542,448	-	2,542,448
TOTAL-(A+B+C)	3,043,207	344,532	69,440	3,457,178	233,720	3,223,460

Corporate Office

Foundation for **MSME** Clusters (FMC)
USO House, 2nd Floor, USO Road,
6 Special Institutional Area,
Off Shaheed Jeet Singh Marg, New Delhi-110067

Ph: +91-11-40563323/4

Fax: +91-11-41688589/90

Email: info@msmefoundation.org

State Offices

Andhra Pradesh/Telangana

507, Krishna Vamsi Residence,
Opp. Bharat Petrol Pump, Hyderabad-500045

Karnataka

Flat no 101, #43, 6th Cross, RMV 2nd Stage,
Boopasandra, Sanjay Nagar Post,
Bangalore-560094

Punjab

Flat no. 4492, Ground Floor, Dandra Road,
Dugri, Ludhiana-141003

Rajasthan

F-109, B-6, Cine Star Mall, Vidhyadhar
Nagar, Jaipur -302039

Madhya Pradesh

E3/219, Behind Archies Gallery, 10 No.
Market, Arera Colony, Bhopal-462016

Odisha

Rajendra Nagar, Madhupatna,
Cuttack-753010

West Bengal

96 Garia Station Road,
Kolkata- 700084