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CONTENTS

From the Desk of the Editor	2
Appointments	4
Questions of Cyberquiz – 54	4
MSMES in the Inclusive Growth Agenda	5
Tourism Entrepreneurship :	11
Thrust Areas for Action	
Letter to The Editor	14
Profile of Member Corporations	15
West Bengal Industrial Development Corporations (WBIDC)	
Do You Know?	16
Member Corporations - Their Activities	17
Micro, Small & Medium Enterprises	19
News from States	20
Economic Scene	22
Activities of COSIDICI	27
Success Stories of Karnataka State Financial	31
Corporation Assisted Units	
All India Institutions	32
Infrastructure	35
Answers of Cyberquiz – 54	35
Health Care	36

*The views expressed in the journal are those of the contributors and not necessarily of
the Council of State Industrial Development and Investment Corporations of India.*



FROM THE DESK OF THE EDITOR

YOGA - INTEGRATES BODY, MIND & SPIRIT

Yoga is an ancient system of physical exercises and postures, breathing practices and meditation intended to integrate body, mind, and spirit. Human beings are made up of three components—body, mind and soul and corresponding to these there are three needs—health, knowledge and inner peace. Health is physical need, knowledge is our psychological needs and inner peace is spiritual need; when all three are present then there is harmony. Yoga originated in India several thousand years ago, and its principles were first written down by a scholar named *Patanjali* in the second century B.C. The word *Yoga* comes from a Sanskrit word, *yukti*, and means “union”. Yoga is a spiritual discipline based on an extremely subtle science, which focuses on bringing harmony between mind, body and spirit.

Yoga is the art and science of healthy living. The holistic approach of *yoga* is well established and it brings harmony in all walks of life by integrating mental, physical, and spiritual dimensions of human life. Today, *yoga* is popular across the globe, not just because of its efficacy in the management of a number of diseases, but also its potential for providing relief from mental and emotional distress and providing a feeling of well-being.

Yoga Practices :

Good preparation for *yoga* requires spiritual and mental readiness as well as comfortable clothing and suitable space. Yoga practices generally begin with stretches, postures (*asanas*) and simple breathing exercises, intended to clear the mind as well as open up the lungs. The stretching, bending, and balancing involved in the *asanas* help to align the head and spinal column; stimulate the circulatory system, endocrine glands, and other organs; and keep muscles and joints strong and flexible. Yoga practice has shown to reduce the risk of heart disease by lowering blood pressure and anxiety levels. Western medical researchers have been studying *yoga* only since the 1970s

and clinical trials in the United States have demonstrated its effectiveness in treating asthma, osteoarthritis, heart disease, stress-related illnesses, high blood pressure, anxiety, and mood disorders. The practice of the *asanas* strengthens the body and creates a feeling of well-being.



V.S. RATHORE
Secretary General, COSIDICI

The breath control exercises, known as *pranayama*, emphasize slow and deep abdominal breathing. The practice of *pranayam* calms the mind, benefits the respiratory system, helps to induce a sense of relaxation, and is also useful in pain management. From the psychological view point, meditation sharpens the intellect and aids in concentration; it steadies the emotions and encourages a caring for others. Meditation has been shown to strengthen the human immune system. Through meditation, inner peace is experienced.

Benefits of Yoga in daily Life :

Improves flexibility, protects the spine, and builds muscle strength :

Improved flexibility is one of the first and most obvious benefits of *yoga*. Each time you practice *yoga*, you take your joints through their full range of motion which helps prevent degenerative arthritis and wear and tear of cartilage. Inflexibility in muscles and connective tissues & ligaments can cause poor posture. Strong muscles protect us from conditions like arthritis and back pain. When you build muscle strength through *yoga*, you balance it with flexibility. In contrast, muscle strength built in gyms and by lifting weights comes at the expense of flexibility.

Relaxes the nervous system, releases tension in limbs and boosts immunity :

Physical activity is good for relieving stress, and this is particularly true of *yoga*. When we contract and stretch muscles, move organs around, and come in and out of *yogic* postures, we increase the drainage of lymph (a viscous fluid rich in immune cells). This helps the lymphatic system fight infection, destroy cancerous cells, and dispose of the toxic waste products of cellular functioning.

While *asana* and *pranayama* improve immune function, meditation has the strongest scientific support of having the most beneficial effect on the functioning of the immune system, boosting it when needed (for example, raising antibody levels in response to a vaccine) and lowering it when needed (for instance, mitigating an inappropriately aggressive immune function in an autoimmune disease like psoriasis).

The practice of *pranayama* and meditation calms the mind. When we slow our breath and focus on the present, the balance shifts from the sympathetic nervous system (or the fight-or-flight response) to the parasympathetic nervous system. The latter is calming and restorative; it lowers breathing and heart rates, decreases blood pressure, and increases blood flow bringing around the relaxation response. The emphasis *yoga* places on being in the present moment helps relieve stress, as one learns not to dwell on past events or anticipate the future. After a *yoga* session one feels less stressed.

Increases self-esteem and gives inner strength:

Many of us suffer from chronic low self-esteem which is usually handled negatively by taking drugs, overeating, working too hard, over sleeping. This leads to poor health - physically, mentally, and spiritually. *Yoga* helps us to make changes in our life to overcome inertia and to change dysfunctional habits. Therefore, a positive approach is to practice *yoga*, which improves our self-esteem and worth, as *yogic* philosophy teaches that we are a manifestation of the Divine.

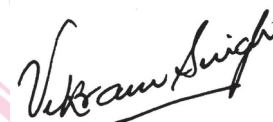
With regular practice one experiences feelings of gratitude, empathy, and forgiveness, as well as a sense that we are a part of something bigger. While better health is not the goal of spirituality, it's often a by-product.

Builds awareness for transformation :

In the realm of the spiritual, *yoga* brings awareness and the ability to be still, which makes it easier for us to break free of destructive emotions like anger, greed and jealousy. Studies suggest that chronic anger and hostility are as strongly linked to heart attacks as are smoking, diabetes, and elevated cholesterol. *Yoga* reduces anger by increasing feelings of compassion and interconnection and by calming the nervous system and the mind. It also increases our ability to step back from the drama of our life and remain steady in the face of adversities. There is evidence that *yoga* speeds reaction time and this extra split second allows us to choose a more thoughtful approach, thus reducing suffering for ourselves and others.

Conclusion :

The essence of *Yoga* is to make life more efficient and enjoyable. It is a continuous process and the deeper one moves into *yoga* practice, the more profound are its benefits. *Yoga* is being practiced widely across the globe, nearly 20 million people are practicing *Yoga* in US alone and this trend is further growing. In some countries, *yoga* has been incorporated in the school curriculum. With the efforts of our Hon'ble Prime Minister, Shri Narendra Modi who had proposed holding an *International Yoga Day* in his UN General Assembly speech in September 27, 2014, the UN General Assembly (UNGA) has declared **June 21** as "**International Yoga Day**", recognizing ancient India's 'holistic approach to health and well-being.'



(V.S. RATHORE)



APPOINTMENTS

- ◆ **Shri Anindo Majumdar, IAS** has been appointed as Chairman & Managing Director, Delhi Financial Corporation {DFC}, New Delhi vice Shri S.K. Srivastava, IAS.
- ◆ **Dr. M. Beena, IAS** has been appointed as Managing Director, Kerala State Industrial Development Corporation Ltd. {KSIDC}, Thiruvananthapuram vice Shri Satyajet Ranjan, IAS.
- ◆ **Shri Yogesh Kumar Goel, IAS** has been appointed as Managing Director, Punjab State Industrial Development Corporation Ltd. {PSIDC}, Chandigarh vice Shri Raminder Singh, IAS.
- ◆ **Smt. Mamta Verma, IAS** has been appointed as Managing Director, Gujarat Industrial Investment Corporation Ltd. {GIIC}, Gandhinagar vice Shri G.C. Murmu.
- ◆ **Dr. Rajesh Kumar, IAS** has been appointed as Managing Director, State Infrastructure & Industrial Development Corporation of Uttarakhand Ltd. (SIDCUL), Uttarakhand vice Shri Shailesh Bagauli, IAS.



QUESTIONS OF CYBERQUIZ~54

- Q.1 The BPO company aims at stemming the migration of American jobs to foreign shore. Registered in a different country so as not to be governed by the US labor laws, it moots a concept called "Hybrid Sourcing" which involves housing a host of software developers on a ship just coast of a US harbor. Name the company. [a] Sea Code; [b] Hybrid BPO; [c] American BPO; [d] BPO-America.
- Q.2 Which IT company's logo was designed by Chetan K.S., then a seventeen-year-old student of SpasticS Society School run by Spastics Society of Karnataka, India ? [a] MindSpace; [b] Sepctramind; [c] MindTree Consulting; [d] Bazee.com
- Q.3 Which Indian company has the distinction of being the world's first CMMi ver 1.1 Level 5 and PCMMI level 5 certified software services company ? [a] Infosys Technologies; [b] TCS; [c] CMC Limited; [d] Wipro Technologies.
- Q.4 DEC, the second largest computer company in the world in the 1980s, is no more existing. But its familiar 'digital' logo is very much alive. Which company now owns it ? [a] Digital GlobalSoft; [b] Compaq; [c] HP; [d] Lenovo.
- Q.5 Which company's corporate philosophy is "You can make money without doing evil" ? [a] Infosys; [b] Google; [c] Apple Computer; [d] Yahoo !
- Q.6 The "Intel Inside" campaign is one of the world's largest co-operative marketing programs, supported by thousands of PC makers who are licensed to use the Intel Inside logos on their products and promotions. Who launched this campaign in 1991 ? [a] Gordon Earl Moore; [b] Robert Noyce; [c] Anand Chandrasekher; [d] Dennis Carter.
- Q.7 Which legendary CEO from the American computer industry was the official photographer in the wedding of Larry Ellison and Melanie Craft ? [a] Bill Gates; [b] Steve Jobs; [c] Michael Dell; [d] Steve Wozniak.
- Q.8 "Make Money Fast" (MMF) is the name of an electronically forwarded chain-letter scheme that has been made famous by many a scamster since introduced in 1988. Who first wrote it ? [a] David Rhodes; [b] George Parker; [c] Charles Ponzi; [d] Victor Lustig.
- Q.9 What effort is being funded by Arthur C Clarke, Paul Allen, Gordon Moore and Hewlett-Packard cofounders William Hewlett and David Packard? [a] Spaceship One; [b] SETI (Search for Extraterrestrial Intelligence); [c] Internet 2 Project; [d] Commercial Tourism to Moon.
- Q.10 The SnowWhite design language is an industrial design language developed in the 1980s by the famed frog design. In this design, the computer cases have vertical and horizontal stripes for ventilation and aesthetic look. It also makes the case look smaller than it actually is. Which Apple computer used this design language first ? [a] Lisa; [b] Apple I; [c] Apple IIc; [d] AppleiMac.



For Answer see Page No. 35



MSMEs IN THE INCLUSIVE GROWTH AGENDA : A PERSPECTIVE

* P M Mathew

The concept of 'inclusive growth' is an add-on "growth vs distribution". The consensus of the late-20th century, and early 21st century is that, rather than 'growth' and 'distribution' being treated separately, there needs to be an approach where the two aspects meet each other. Thus comes the discussions on the so called 'inclusive growth'. While the global consensus and the level of polemics has settled down on the above lines, the practice among countries tell a different story. Depending upon the particular situation of countries, the theory, practice and common understanding of 'inclusive growth' vary.

The concern with the role of micro, small and medium enterprises (MSMEs) in India has significant political and social overtones. It began with the 'Freedom Struggle' in the country, wherein, the role of self reliant political units of administration and a decentralized economy that is based on local resources, business opportunities, and markets was articulated. In the model developed by economist Mahalanobis, the small enterprise sector in India was visualized as an engine of growth, but playing a subsidiary role to the core sectors of the economy. Though the perception on 'inclusive growth' was there from the days of the Second Five Year Plan, the word was coined much later.

While the popular perception on 'inclusive growth' continues, there are several challenges on the sustainability side. In addressing these challenges, one's socio-political perception matters a lot. An important and generally acceptable factor is sustainability. The sustainability debate has come as part of the debates on India's growth paradigm and experience.

Irrespective of the rates, growth and diversification have significantly taken place in the Indian economy over the past several decades. While growth is a hard core economist's concern, it is the challenge of policy to ensure that the fruits of growth are made felt to the majority of the people. It is in this context that social cushions are needed.

Traditionally, this essentially social role has been visualized in the context of the MSMEs.

While, traditionally, this social role was perceived to be performed through an automatic route, the situation has changed drastically in the recent past. While the economy changes structurally, there are likely to be leaders and laggards in such a change. The laggards are likely to be left out. How can they also be accommodated into the mainstream? This is a challenging question. At the periphery of the Indian economy, SMEs perform their crucial role.



Inclusiveness: Differing Perceptions

Strategy becomes all the more important in a discussion on inclusiveness. India's strategy of MSME development has broadly undergone three generations of strategies: First, there was the traditional strategy of **protection and reservation**. This was followed by a strategy which was closer to a **rights-based approach**. Thirdly, and more recently, the country follows a **capabilities approach**. Under this approach, it is assumed that, given proper capabilities, the country can take its MSME sector into the mainstream of the development agenda.

The more recent policy announcement of the Government of India provides indication on this. On one hand, there are the flag-ship programmes that are meant for meeting the objectives of national policy. On the other hand, as a corollary, there is a focus on skilling and entrepreneurship creation. The synergy of these two aspects is capable of ensuring that the creativity and energies of the people of this country, are channelized into productive and socially meaningful activities. The Government, of late, has taken several steps in this direction. However, the finer aspects of these need to be properly understood.



Significance of the New Policy Thrust

The new public policy approach in India which distinguishes between 'government' and 'governance', has much significance against the debates on the policy process in the country. Studies have shown that, public policy-making in India has frequently been characterized by a failure to anticipate needs, impacts, or reactions which could have reasonably been foreseen, thus impeding economic development. Policies have been reversed or changed more frequently than warranted by exogenous changes or new information. India's policy making structures have been cited to be so much inefficient or incapable with difficulty in formulating the "right" policy and then sticking to it.

According to Agarwal and Somanathan (2005), a "good policy-making process" would meet the following criteria :-

- ◆ The problems and issues confronting a sector are subjected to expert analysis;
- ◆ Information on overlaps and trade-offs with other sectors is systematically gathered and made available to policy-makers;
- ◆ Opposing points of view within and between sectors, are properly articulated, analyzed and considered and those likely to be benefited or harmed are identified and their reactions anticipated;
- ◆ Decisions are made with due legal authority, after consultation of those likely to be affected, and with the involvement of knowledgeable persons in the sector(s) concerned;
- ◆ Those responsible for implementation are systematically involved in the process, but are not allowed to take control of it;
- ◆ Policy-makers and/or their advisers have the honesty, independence, intellectual breadth and depth to properly consider and integrate multiple perspectives and help arrive at optimal policy choices within a reasonable time.

The record of MSME development initiatives in the country over the last 6 years demonstrates the presence of varied programmes, targeting

functional areas, subsectors and social groups. However, there is a general perception that the benefits of the programmes did not actually reach the intended beneficiaries in the manner and time they were envisaged. In this context, there are two imperatives: first, there needs to be an integrated view of programmes. Besides, there needs to be a focus on the actual delivery of these programmes, without having leakages.

Based on the indication given by the Economic Survey and the latest Union Budget, there are some important steps that need closer examination and critical review:

Focus on Start-up

While there has been an accepted model of start-up promotion around the world today, India, with its significant demographic dividend needs to give top priority on harnessing the motivational skills of the young people, than equipping them as wage earners. As indicated by the Union Budget and the Economic Survey, a beginning has been made in this direction by putting forward an integrated approach to start-up.

Thrust on Local Manufacture

India's backlash on the manufacturing front, over the last two decades, has caught significant policy attention. The National Manufacturing Competitiveness Programme (NMCP) and the National Manufacturing Policy were a response to that. However, an assertion on positioning the country as the world's manufacturing hub, with clear milestones, is a remarkable development.

India's new perspective on manufacturing was kick-started with its new policy on defence equipments that was announced in May, 2014. Following this, a policy on local manufacture was announced by the Prime Minister on August 15, 2014. Banding India's manufacture with a central place for MSMEs, was the first attempt in Independent India towards boosting the morale and self-esteem of the MSME sector.

A New Understanding on Skill Development

Even against the major initiatives on technical and vocational education, the Indian economy suffers from a serious skill-gap. However, the dimensions of the problem have not been holistically understood and translated into policy interventions.

Until recently, the policy approach was essentially one of strengthening vocational education infrastructure, and to prove add-ons to it.

A major departure from the above approach was introduced by the Union Budget 2014. The Budget has an integrated approach by which modular and motivational skills are harnessed side by side. The flagship programme, 'Skill India', if properly organised, can go a long way in triggering a vigorous start-up movement in the country.

Integrated view of Manufacture and MSME Niche

As noted already, the National Manufacturing competitiveness Programme (NMCP) and the National Manufacturing Policy, have undoubtedly highlighted the importance of boosting manufacture in the country. However, on translating the Programme into schemes, the record so far has not been commendable. More recently, the identification and thrust given to three focal sectors is indicative of the more concerted effort that is likely to go into these subsectors. They are: (1) defence production; (2) electronics; (3) textiles.

Harnessing the Potential of Socially Marginal Groups

Managing multiculturalism is indeed great challenge and opportunity in the MSME constituency. India as a country, and more specifically in the rural setting, the configurations of caste and language get reflected in enterprise clustering and recruitment strategies. With India's diverse groups of communities from different cultural backgrounds getting empowered and achieving educational attainments, the socially marginalized groups are likely to be increasingly absorbed by the MSMEs. But how far are MSMEs equipped to manage such diversity? It is, at the time a question of social engineering and public policy.

The so called 'Social Marginality Thesis' states that, the marginal communities in a society contribute more significantly to economic development, than the mainstream communities. This globally demonstrated behaviour pattern has significant implications for India's development strategy. In India, the socially marginal groups, as per the Constitution have been identified as eligible for some special protection and privileges. The setting

up of the Ministry of Minority Affairs has gone a long way in coordinating these activities. However, how to harness the economic potential and special capabilities of these communities in the agenda of economic development? This crucial question has remained only partially addressed so far.

On one hand, the minority groups in any society often have difficulty in getting integrated with the mainstream, and therefore, they often try to identify particular economic time zones. On the other hand, in many countries, the minorities are not properly integrated into the main stream economic sectors by public programmes. As a result of these, one can find ethnic and regional minorities in most countries remaining comfortable with their particular economic activities. Example: Batik craft in Vietnam, crafts and cloth of Yugur minority in China, ethnic food items of Chinese Kazak minority, are examples. In the Indian context, brassware in Moradabad, lace-making in Narzapur, wooden toy-making in Channapatnam, and Udupi Hotels in Karnataka are some of the examples having their ethnic stamp and reputation.

The Union Budget 2014 came out with a programme for the upgradation of skills and training in ancestral arts for development of the minorities. This programme called 'Up gradation of traditional skills in arts, resources and goods', announced by Budget, would be launched to preserve the traditional arts and craft which are a rich heritage. Despite this high relevance of multi-culturalism and the significant economic role of the minorities, no attempt so far has been made to identify and integrate the role of these communities with the existing knowledge system that support policy making in the country.

Critical Areas of Concern

Despite all the changes, as outlined above, there are critical areas that deserve special mention: 1. use of knowledge for development; 2. entrepreneurship as a critical resources; 3. a massive capacity building in an integrated manner; 4. integration of social consciousness with a business case (eg: promotion of social enterprises)

Knowledge for development

The rapid changes in the so-called 'developed economies', are associated with a new dynamics, new rules, and new drivers for success. The



greatest structural change in the global economy during the past quarter century, has been the growth of the knowledge economy. The prominence of knowledge as a critical input implies a division between the old economy and the so called new economy. These countries are changing from an industrial economy based on steel, automobiles, and roads to a 'new economy' built on silicon computers and networks. This implies a significant shift in economic relationships, that is as significant as the previous displacement of the agricultural age by the industrial age. The 'new economy' is all about competing for the future, the capacity to create new products or services, and the ability to transform businesses into new entities. While these new entities could not be imagined yesterday, the day after tomorrow, they may be obsolete as well. There are some important, but overlapping themes that differentiate the 'new economy' from the old. They are: 1) Knowledge; 2) Digitization; 3) Virtualization; 4) Molecularization; 5) Integration/internet working; 6) Dis-intermediation; 7) Convergence; 8) Innovation; 9) Prosumption; 10) Immediacy; 11) Globalization; 12) Discordance; and Boom of self-employment.

In India, despite its long history of MSME development policy, our efforts towards knowledge creation and its transmission to the context of this sector, is much below global standards. For example, the lifting of quantitative restrictions (QRs), that offered a protective framework to the MSMEs, was abandoned. However, being exposed to the open market, the sector did not get the benefit. While a level playing ground was expected to be brought through the liberalization policy, the result was not in tune with the expectations of the sector. At the policy level, it was argued that innovation is the mantra of sustainability of the sector, but action in this regard was relatively constrained.

In a knowledge economy, the sustainability of MSMEs cannot be expected on a stand-alone basis. It needs the benefits of inter-sectoral linkages. Here, the old concepts of development dependent essentially on imported technology, have a lesser role. In the 'new economy', space and time are crucial, they need to be best used through local knowledge systems. India's track record relating to knowledge systems specific to

the MSME sector needs much more improvements. Such a knowledge system needs to be integrated and should touch upon and nourish the whole value chain that is applicable to the MSMEs. 'Make in India', as a strategic approach, marks a departure from this beaten track. Of course, its implications on MSMEs is debatable.

Entrepreneurship as a Critical Resource

Traditionally, in India, entrepreneurship was considered as emerging from the business communities. This stream of thinking underwent a radical change in the early 1970s, which gave way for proactive entrepreneurship development policies through structured Entrepreneurship Development Programmes. Though this resulted in the mainstreaming of entrepreneurship development through institutions and programme, the impacts are yet to be measured properly. Yardsticks for measurement need to be properly developed. Entrepreneurship development initiatives involve two crucial components: 1) program modeling; 2) delivery of programs. Several evaluation studies have indicated constraints on both counts.

Given the huge size of the country, and the large size of its young population, it is necessary to develop a proper approach to understanding, measurement and planning for entrepreneurship development. It is in this context that a resource approach needs to be preserved and nourished. Against this imperative, the track record of policies and strategies needs close examination.

Integrated Capacity Building

The word capacity building, in itself, is an integrated concept. In any economy, the prevailing features of labour market determines the type of capacity that needs to be created. However, approaches to capacity creation may vary.

The country presently faces the challenge of a significant mismatch in the labour market. It leads us to the imperative for skilling India's young population on a war footing, so that their absorption into the productive sectors of the economy can be enhanced. This solid argument was put forward by the Prime Minister, in his Independence Day Speech last year. He announced the flagship programme called 'Skill India', which provides an outline for the country's labour market policy.

However, the details of such a policy need to be worked out. The Ministry for Skill Development and Entrepreneurship has been set up in November 2014 to give fresh impetus to the 'Skill India' agenda and impart employable skills to its growing workforce over the next few decades.

As India transforms itself into a knowledge economy, there exists the need for energising, motivating, and skilling its population, especially the young, not only in quantitative, but qualitative terms as well. This demands much more meticulous work relating to institutions, programmes and standards. Such a strategic approach presupposes a National Policy that acts as a thumb rule for India's labour market agenda.

Skill development, however, cannot be viewed in isolation. Skills are fundamental to, but not sufficient for gaining decent jobs or to become a good entrepreneur. Labour market interventions, of which skill development forms a major part, needs to be demand-driven; they need to be an integral part of the employment and economic growth strategies. Coordination with the other national macroeconomic policies and strategies is, therefore, critical. Therefore, the need for initiatives in development of skills and entrepreneurship has to come from the need for enhanced income opportunities, including: 1) wage employment; 2) self employment; and 3) labour export. Wage employment ensures income for survival. Self-employment, besides contributing to subsistence, is catalytic to income and employment multiplier. Labour export adds to the foreign exchange resources of the country. An integrated labour market policy has to take care of all the three in a scientific manner. While all these different aspects, though structurally interconnected, are taken care of by various Ministries and Departments of the Government of India, there needs to be functional synergy.

It is estimated that, during the seven-year period of 2005-2012, only 2.7 million net additional jobs were created in the country. This indicates that the supply of wage employment in the country is much shorter, in relation to the demand. Therefore, at least a part of the job seekers, given the right motivation and orientation, can be channelized into the entrepreneurship stream. This necessitates provision of proper business development

services (BDS), which includes training in entrepreneurship and mentoring as well. Recognizing the imperative for skill development, the National Skill Development Policy was formulated in 2009. The National Policy on Skills and Entrepreneurship Development 2015 supersedes the Policy of 2009. The objective of this policy is to provide a framework for labour market interventions at scale, *with speed, standard (quality) and sustainability*. It aims to provide an umbrella framework to all skilling activities being carried out within the country, to standardize them and to ensure that they are market-driven. In addition to laying down the objectives and expected outcomes, the Policy also identifies the institutional framework which will be the vehicles to reach the expected outcomes. Skill development is the shared responsibility of a multi stakeholder platform, including government, employers and individual workers, with NGOs, community based organizations, private training organizations and other stakeholders playing a critical role.

The Prime Minister's vision of 'Skill India' needs to be taken forward within the framework a meaningful labour market policy, where every Ministry/Department at the national and State level have a specific role to play. These roles need to be specified in relation to their specific expertise, so that duplication of efforts are minimized.

Social enterprise

'Impact investment' and 'social enterprises' are two key concepts in the semantics of responsible business today. However, these concepts are yet to pick up in the Indian context.

India, given its huge size, faces several social problems. These social problems need to be addressed basically in terms of the present resources and opportunities. In every social problem or social cost, there is an opportunity in waiting it is the perception relating to tapping these opportunities, that is central to the agenda of sustainable enterprise development. 'Enterprise' is a basic human trait which needs nourishment in a particular context. In the case of a social problem, the opportunity is inherent and it has to be identified and channelized for a meaningful solution. It is in this context that the relevance of social enterprises arise.



Social enterprises are defined as enterprises that operate like a business, produce goods and services for the market, but manage their operations and redirects the surplus in pursuit of social and environmental goals. They are revenue-generating businesses with a twist. Whether operated by a non-profit organization or by a for-profit company, a social enterprises has two goals: (1) to achieve social, cultural, community; economic or environmental outcomes; and (2) to earn revenue. On the surface, many social enterprises look, feel and even operate like traditional businesses. But looking more deeply, one discovers the defining characteristics of the social enterprise: the mission is at the centre of business, with income generation playing an important supporting role.

Organizations may be placed on the social enterprise compass, which measures enterprises and organizations on a continuum between the private and public sectors. On the vertical axis, each enterprise or organization is categorized by its primary objective, from “social purpose” at the top to “commercial purpose” at the bottom.

A ‘social economy’ develops because of a need for new solutions for issues in a socially responsible manner (social, economic or environmental) and to satisfy needs which have been ignored (or inadequately fulfilled) by the private or public sectors. By using solutions to achieve not-for-profit aims, a social economy has a unique role in creating a strong, sustainable, prosperous and inclusive society. Defining the limits of a social-economy sectors is difficult due to shifting politics and economics; at any time organizations may be “partly-in, partly-out”, moving among sub-sectors of the social economy.

Successful social enterprises play a role in fulfilling governmental policy objectives by:

- ◆ Increasing productivity and competitiveness;
- ◆ Contributing to socially-inclusive wealth creation;
- ◆ Enabling individuals and communities to renew local neighbourhoods;

- ◆ Demonstrating new ways to deliver public services; and
- ◆ Developing an inclusive society and active citizenship.

Given the vastness of the country, India has produced several social enterprise models. They range from purely government-designed ones to private models. Though there are many names in this area, the country still lacks in a social enterprise policy at the national level.

Despite India’s remarkable GDP growth over the last two decades, one-third of the country’s 1.2 billion population still lives below the poverty line. Besides, more than 40 per cent of children under five are malnourished, while the World Health Organization says some 620 million people are forced to defecate in the open. Therefore, responding to these issues through socially targeted investments, or ‘impact investments’, is a major challenge.

Social enterprises can play a key role in India’s agenda of inclusive development. However, just like in many other countries, they are not officially or legally recognised as a sector in India, even while they play an important part in the fight against poverty.

While the challenges lie in defining what a social enterprise is, once defined, it could pave the way for strong policies to help such businesses go from idea to innovation. This could include investments, loans and grants for start-ups, incentives such as tax-breaks, subsidies on land, power and water. Currently, most start-up social enterprises get their funding from foreign investors. However, there is enough capital in India, particularly with the government and big corporations, to act as important investors.

Conclusion

Translating the concept of ‘inclusive’ from a political slogan into a no-nonsense, action oriented concept, is the challenge before policy makers today. Small and medium enterprises, as a constituency can play a significant role in this regard.



** The author is Director, Institute of Small Enterprises and Development, Cochin. Source : Yojana*



TOURISM ENTREPRENEURSHIP : THRUST AREAS FOR ACTION

G. Anjaneya Swamy

Economists and policy makers in their search for solutions to economic development have narrowed down on the inner drives and entrepreneurial spirit of the people. Whatever might be the supply and potential of resources, nothing happens until all those resources are judiciously put into use by an entrepreneur. Thus, it is appropriate to describe an entrepreneur as a change agent and catalyst. Entrepreneurs are known for their vision, drive and talent, who are adept in identifying opportunities and exploiting them for the good of the society. Entrepreneurs endow economic value to the resources. To quote Peter Drucker (2009) "every mineral is another rock and every plant is another weed, till someone finds a use". They add to the material well being of nations through their relentless endeavours. To quote George Gilder, "All of us are dependent for our livelihood and progress on the creativity and courage of the particular men/ women who accept the risks which generate our riches".

Entrepreneurship and Economic Development

As Meier and Baldwin have put it, "Development does not occur spontaneously as a natural consequence when economic conditions are right in some sense, a catalyst or agent is needed, and this requires entrepreneurial activity". In this context, it may be noted that tourism as an industry has taken off and is growing at an impressive rate all over the world. In the service industry, tourism proved to be a better bet, thanks to the various virtues like the need for low capital and easy to set up businesses.

Therefore, the scope for entrepreneurship is relatively more in the tourism sector, given the wide range of services to be provided to the tourists, involves all commercial activities spread across the whole spectrum of tourism and allied sectors. These include transportation, hotels and catering, travel agencies, tour operator, entertainment, production and marketing of works of arts and crafts, conferences/events and exhibitions, management of parks and other recreation places.

Innovative Tourism Products - Key to Future Growth

The fact that innovative tourism products hold the key for the success and sustenance of Indian tourism



needs no emphasis. In spite of the widely acclaimed benefits of tourism, the initiatives of the government and developmental agencies to take Indian tourism to the next level are far from satisfactory. Not many new tourism destinations worth mentioning have been developed in the last several decades. As a result, the pressure on the existing tourism destinations is increasing by the day with improvements in the road network, transport options, telecommunication facilities and a steep increase in the incomes of the tourism customers apart from the changes in the lifestyles and preferences. Therefore, it is high time that new product/ destination development is paid greater attention now than before. Following are some of the initiatives which may catapult Indian tourism into a new orbit.

Promotion of Unique / Mystery Sports

Unlike the west, where some unique spots which defy nature and logic are promoted vigorously, India is yet to identify its mystery spots and market them. For instance, Jatinga near Haflong in Assam where birds from far off countries arrive during September-November every year and hit a specified ridge and commit suicide. It is a mystery indeed! Similarly, a water pond in Mahanandi in Kurnool district of Andhra Pradesh where the water level is constant throughout the year. The tank here is 1.5 m (5 ft.) deep. The mystery is that no one knows how the water enters the tank - and that it is always the same level and crystal clear. The fact that water is so pure and clear where even a small coin also is very clearly visible from the top further compounds the mystery. Another mystery spot worth mentioning could be the Bhangarh Fort near Alwar in Rajasthan, said to be one of the most haunted sites in the world.



Yet another place is Shani Signapur in Maharashtra where the houses in the entire village are without doors, leave alone locks. Legend goes that there is a strong belief among the people there that if anybody steals anything, he/she is severely punished by the God. Too strange to believe in the contemporary society!

All these exciting and strange destinations offer tremendous potential from the tourism perspective. Exploitation of these resources calls for entrepreneurship. Product design, strengthening accessibility, accommodation and other tourist friendly facilities need to be put in place. All these places which are known in the respective regions may be put on a larger canvas such that the curiosity, mystery surrounding these places and the folklore of these places offer Unique Selling Propositions (USP). Therefore, it is high time that appropriate emphasis may be laid on unconventional tourism products like these are included in the National/State tourism policies.

Promotion of Less known Destinations

Given the size of the nation and the diversities, there are many attractions with a huge potential which needs to be exploited and put across the National Tourism Map. For instance, the Pulicat lake and the Bird Sanctuary in Nellore district of Andhra Pradesh (150 km from Chennai), the scenic beauty of Muppanae in Karnataka with good camping facilities, Parambikulama Eco tourism spot abutting the famous Top Slip, Meghamalai in Theni district in TamilNadu - a haven for trekkers are just a few attractions which are second to none, though ironically are not known much in the tourism circles, barring a few Special Interest Tourists. Similarly, Lambasingi near Visakhapatnam in Andhra Pradesh is one place which receives snowfall every year in the whole of South India needs a special mention. It is obvious that there are several places across the country awaiting this kind of attention.

Accessible Tourism

It is an irony that compared to the products of manufacturing sector, the service sector, more particularly, the tourism sector is yet to realise and appreciate the specific needs of the people with disabilities. While nations and the various productive sectors all over the world are harping on "Inclusive Growth" tirelessly, tourism sector

seems to be lagging behind with respect to the concern for differently abled people. It may be noted that the urge to visit various places of interest, explore and experience the myriad variations of nature are basic human instincts. It is disheartening that the specific needs of a sizable section of disabled people, whose number is estimated to be more than 600 million around the world, are not taken cognizance of in an organised fashion. Apart from meeting the social objectives like equity and social justice, the size of the market truly provides enormous opportunities for new investment in terms of product design and development. According to European Network for Accessible Tourism (ENAT), accessible tourism includes creation or modification of infrastructural facilities like: barrier free destination, hassle free transport, high quality services, participation in activities and exhibits, convenience in accessing and handling transactions with respect to booking systems and other service acquisition tasks.

Thanks to the internet, online travel planning and booking have become more accessible to all the segments. However, the facilities at travel terminals and the destinations leave much to be desired.

Pro-Poor Tourism

Visiting places, meeting people, enjoying the scenic beauty and savouring different cuisines are natural human instincts and are economic status, domicile, gender and age neutral. However, willingly or unwillingly, Indian tourism over the years evolved itself to focus on the urban rich and elite. If the trend continues, no wonder it may soon be described as, "Tourism of the elite, by the elite and for the elite" !

In spite of huge development in the tourism infrastructure with respect to transport, accommodation and other services, vast section of the Indian society from the rural and semi-urban places are still outside the tourism experience. It is an irony that while products from manufacturing sector could effectively reach out to the rural markets even in remote places, tourism as a product is yet to be promoted in an all inclusive fashion! Nothing could better capture the potential of rural and unexplored markets for tourism than C.K. Prahalad's popular theme, "Fortune at the bottom of the pyramid"! Therefore, it is high time

that rural markets are explored. Change in the attitude, tourism product development at affordable cost, a warm welcome approach for involvement and participation of the rural folks are some of the issues to be addressed. Excepting some popular pilgrim centers across the country, all other tourism products are comparatively missing out on this huge rural tourism market.

Excursion/Tour Packages for Students

It is quite intriguing that no major tour operator/ travel portal has any product in their product mix designed to suit the specific needs of students of schools/colleges. It is anybody's knowledge that now-a-days, almost all the education institutions organise short excursion trips/study tours/industry visits. Given the size of the nation, number of institutions and the growing enrollment of students, the size of the market is so huge and is waiting to be tapped in an organised fashion. This market is usually served by bit players in the industry, largely from the unorganised sector and in an unprofessional way, quite often at the cost of the safety and security of the students in their trips. A case in point is the tragedy where 24 engineering college students from Hyderabad lost their lives due to sudden upsurge of water in the Beas river let out from Larji Hydro Electric Project downstream. Cases of cheating and exploitation are also not few and far between. The teachers who plan with the help of student representatives may not have the professional expertise to design the tour schedules in terms of fool proof itineraries, cost effectiveness and contingency plans to meet unexpected events. As a result, stranded groups of students at many bus and railway stations with dislocated schedules and stress ridden faces are a common sight.

Man-made Tourism Resources

With thousands of kilometers of vast coastlines on both East and West, it is disheartening to note that not much is heard about beach tourism. Excepting Goa on the west coast and Puri beach on the east coast in the country, we cannot boast

of beaches internationally known. Of course, there are several beaches of different hues all along the coast line, largely catering to the local/regional markets. There is ample space and scope for the promotion of atleast half a dozen world class beach tourism destinations with less investment. Water sports are another tourism product which is crying for attention.

Theme/Amusement parks

Theme and Amusement parks are manmade tourism attractions, though involving larger capital outlays which cater to the tourists of all ages and orientations. At the present pace, it is anybody's wonder as to how many years the nation will take to have any theme park close to Disneyland, though not similar ! When Universal Studios of USA could fully leverage its Hollywood moorings, equally renowned in terms of history and spread, Mumbai Bollywood studios and studios in Chennai and Hyderabad are yet to make significant strides. Any initiative in this regard will be an instant hit given the film crazy population. The role played by Ramoji Film City in Hyderabad deserves all the praise in this regard. Bombay and Chennai could also leverage their film studios and rich film heritage.

Time to Act

All these innovative business opportunities offer tremendous potential from the tourism perspective. Exploitation of these resources depends on the entrepreneurial spirit and a culture that accepts tourists with open arms, true to the India spirit of "Atithi Devo Bhava"! Product design, strengthening accessibility, accommodation and other tourist friendly facilities need to be streamlined/improved. Each place has its beauty and speciality which could be marketed. Identifying the Unique Selling Propositions (USP) is an art and is a function of entrepreneurial ingenuity. Therefore, it is high time that appropriate emphasis is laid on unconventional tourism products and are included in the National/State tourism policies for promotion and development.



The author is Senior Professor of Tourism in the School of Management of Pondicherry Central University. Dr. Swamy is also the coordinator of UGC-SAP: DRS Level II program of the Deptt. of Tourism Studies. Dr. Swamy is a prolific writer on Entrepreneurship and allied issues and has a good number of research publications in Indian and International Journals.



LETTER TO THE EDITOR

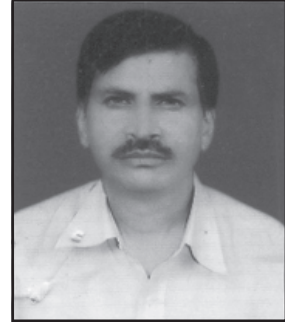
Dated : 10/06/2015

Dear Editor,

I am glad to see that COSIDICI bi-monthly Magazine which gives cogent and interesting news regarding the current topics, News from States, Economic Scene, MSMEs, Infrastructure etc. is regularly coming out with its informative issues. Moreover, the write-ups on successful units financed by SLFIs are very inspiring and thought provoking. All the issues are well covered and managed.

All the best to COSIDICI team for all their future endeavours.

Best regards,



Yours Sincerely,

Sd/-

(RAM SINGH PAL)

Indian Institute of Human Rights,
A-15-17, Paryavaran Complex,
Maidangarhi Marg, New Delhi

A person goes towards any substance addiction because either they are deprived of love; or crisis in life; or low self esteem and seeking public approval for feeling good. Help them to heal the pain in order to give up the addiction.

There are no secrets to success. It is the result of preparation, hard work, and learning from failure.



PROFILE OF MEMBER CORPORATIONS

West Bengal Industrial Development Corporations (WBIDC)

WBIDC OFFERS

West Bengal attracts mettle:

West Bengal Industrial Development Corporation, a company registered under the Company Act was incorporated in 1967. It is the premier agency of the Government of West Bengal, administered by the Commerce & Industries Department for conceptualizing, developing and facilitating growth of industry, investment and infrastructure in West Bengal. It provides support to industries through the following four ways :

- ◆ Facilitation;
- ◆ Financing;
- ◆ Incentives and
- ◆ Industrial Parks.

WBIDC also plays an active role in assisting implementation of new investments through ' Shilpa Sathi ' an integral part of the Corporation.

WBIDC- Responsibilities

- ◆ Spearheading the promotion of West Bengal as industry - friendly destination.
- ◆ Financing medium & large scale industries through different loan schemes.
- ◆ Catalyzing business, trade and industrial links with domestic as well as foreign institutions, organisations and companies.
- ◆ Conceptualization of new projects as well as assistance to entrepreneurs towards implementation and follow-up.
- ◆ Disbursing Incentives to medium and large scale industries on behalf of the Government of West Bengal.
- ◆ Development of modern industry-specific Industrial Parks with state-of-the art infrastructure.
- ◆ Dissemination of information related to prospects of industries in state.

WBIDC – Corporate Social Responsibility

- ◆ Framing and implementing appropriate Resettlement and Rehabilitation Package in consultation with the stake holders.
- ◆ Organizes avenues of livelihood for project Affected persons.
- ◆ Development of social infrastructure in the neighborhood of the project areas.

Hooghly Met Coke And Power Company Ltd.

Hooghly Met Coke and Power Company Ltd (HMCPCL) is a joint venture between **Tata Steel Ltd.** (Tata Steel) and **WBIDC**. The company is setting up merchant coke ovens unit adopting the heat recovery route at Haldia, West Bengal. The project is intended

for sale of metallurgical coke in the international as well as domestic market and also supply of coke to the blast furnaces of Tata Steel at Jamshedpur.

To produce world class low ash metallurgical coke, the entire coking coal requirement will be imported from countries such as Australia, Canada, CIS countries, Indonesia etc. The unit would have an annual coke production capacity of 1.6 million tons. Excess heat produced in the coke oven process will be utilized to produce electricity. The power capacity would be around 120 MW. Power generation would be done by Tata Power Company Ltd.



*Dr. Krishna Gupta, IAS
M.D., WBIDC*

This new generation technology based on the heat recovery process will have emission levels lower than those resulting from older, by-product coke oven type technology. The West Bengal State Pollution Control board and the Environment Ministry have already given an NOC to the project. Come 2008 the company hopes to start its operations with complete support from West Bengal Government, Ministry of Shipping, Haldia Dock Complex and Kolkata Port Trust. The Haldia Development authority has agreed to extend every infrastructural support to ensure prompt execution of the project. The company plans to derive its skilled and unskilled manpower from its operating environment, giving a fillip to the industrial and local development at Haldia. The envisaged cost of the project is around Rs.1150 crores.

Haldia Petrochemicals Ltd:

Haldia Petrochemicals Ltd is a modern naphtha based Petrochemical Complex located 125 kms from Kolkata, at Haldia, West Bengal, India.

It is jointly promoted by West Bengal Industrial Development Corporation, The Chatterjee Petrochem (Mauritius) Co. Ltd. and the Tata Group with an investment of \$1.2 Billion.

Bengal Srei Infrastructure Development Limited (BSIDL)

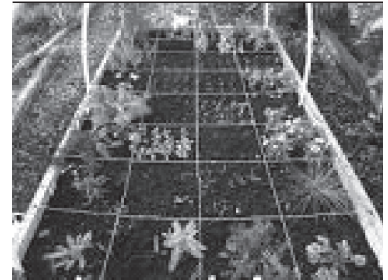
Bengal SREI Infrastructure Development Limited (BSIDL) a subsidiary of SREI Capital Markets Ltd. (SCML) was formed as a Joint Venture with WBIDC and commenced operations in early 2005 with an aim to facilitate the creation of infrastructure facilities in West Bengal and act as a catalyst for sustainable economic development and industrialization of West Bengal.

DO YOU KNOW !

Healthy Soil is Vital to Human Life on Earth

- ◆ Since soil is the basis for plant growth, it contributes to the maintenance of both the natural and planted landscape. It supports the forests, wetlands, jungles, prairies and grasslands that spawn the planet's amazing vegetative biodiversity. Those plants—some of which we are still discovering—provide food, fuel, animal feed, medicine and raw materials for clothing, household goods and other essentials. Plants in turn help prevent soil erosion.
- ◆ Soil also supports animal biodiversity, above and below ground. It's essential to the lives of both wildlife and domesticated livestock. And the soil itself is teeming with a fathomless number of micro-organisms and insects as well as familiar organisms such as earthworms that maintain soil quality, provide nutrients, break down toxic elements and interact with water and air to help maintain a healthy natural environment.
- ◆ Soil is important in providing an adequate water supply and maintaining its quality. Soil and the vegetation it supports catch and distribute rainwater and play a key role in the water cycle and supply. Soil distribution can impact rivers, lakes and streams, changing their shape, size, capacity and direction.
- ◆ The water absorption properties of soil play

a role in reducing pollution from chemicals in pesticides and other compounds.



- ◆ Soil provides both the foundation and base materials for buildings, roads and other built infrastructure.
- ◆ Soil holds the key to Earth's history, containing and preserving artifacts of the planet's past, both its natural and its human/cultural antecedents. You can thank soil for those dinosaur fossils every kid loves to see at a natural history museum as well as the relics that tell us how our own human story evolved.
- ◆ And critical to Earth's future, soils and how we use them play an important role in helping us to address climate change. Soil organic matter is one of our major pools of carbon, capable of acting as either a source or sink. Soil contains the fossil fuels that drive climate change when extracted but when left underground give us the chance to reduce the greenhouse gas emissions that drive climate change and reach our eventual goal of a zero-emissions world.



Our thoughts and words should be in harmony when we give our opinion to others. If we create a negative thought and speak sweet words, it is conflicting energy. Convert at the level of thoughts, not words, this is integrity.

MEMBER CORPORATIONS - THEIR ACTIVITIES

29 industrial areas of Delhi to be brought under single body

Delhi Industries Minister, Shri Satyender Jain in June 2015 said all 29 industrial areas of the capital would be brought under an umbrella body within a year and provided essential infrastructure for smooth manufacturing and production. Government has planned to bring up two fully developed industrial areas in Bakrola and Rani Khera.

“There should be a single agency. All industry areas would be brought under the Delhi State Industrial and Infrastructure Development Corporation (DSIIDC) within a year...two major industrial areas would come up at Bakrola and Rani Khera with all the adequate infrastructure unlike the existing ones,” he said. The 22 non-conforming industrial areas”, languishing due to poor infrastructure, would be “authorised” by the government by working with concerned agencies.

Kundli-Manesar-Palwal Expressway to be completed by 2016

Haryana Chief Minister, Shri Manohar Lal Khattar in June, 2015 outlined the various initiatives for better transportation network in the state, including more intra-city bus services, fully automated vehicle inspection centres among others.

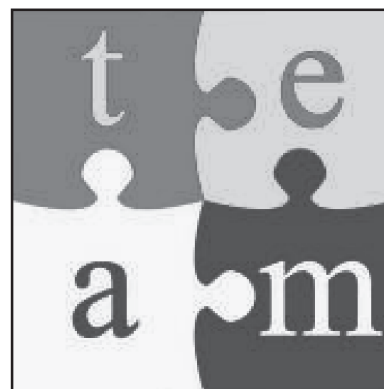
Speaking at the 35th meeting of National Capital Region Planning Board (NCRPB) Shri Khattar said that the Kundli-Manesar-Palwal Expressway will be completed before March 2016. He informed that Haryana State Industrial and Infrastructural Development

Corporation (HSIIDC) is the nodal agency to implement the project. The state government, through HSIIDC, has recently submitted a proposal to NCRPB for seeking financial assistance to the tune of Rs.457.81 crore.

Punjab to bring one-time settlement policy for sick units

The Punjab government will introduce one-time settlement (OTS) policy in the state, with a view

to bring the blocked industrial investment into productive use and to revive the state industry. The policy would provide the much-needed relief to those industrial units that raised



loans from the state-level financial institutions such as Punjab State Industrial Development Corporation (PSIDC), Punjab Financial Corporation (PFC) and Punjab Agro Industries Corporation (PAIC) but had gone into losses, either because of recession or poor demand.

Under the policy, besides hundreds of small-scale industrial units, 60 large- and medium-scale industrial projects as well as 15 industrial projects of PAIC are likely to get revived and PFC, PSIDC and PAIC are expected to effect recovery of significant public money.

A senior official in the industry department said this was an effort to give relief to sick units and revive them. Under the scheme, the state-level financial institutions would rehabilitate the sick units through OTS.

Earlier, PFC waived off loans of 782 units under the OTS scheme and settled Rs 900 crore on account of interest and penal interest during January 1, 2010 to December 31, 2014. The PSIDC is an institutional promoter, the organisation's aim is to promote infrastructure and industrial development in the state wherein it had invested in the equity in the various public, joint, assisted and private sector units. PFC is an institution of state which was incorporated to perform the role of a development bank in the state.

The corporation was established with an objective of granting loans to establish new industrial concerns, modernisation and expansion/diversification of existing activities, among others. PAIC is entrusted with the responsibility of

promotion and facilitation of agro-based industries, including agro-processing, dairy processing and poultry processing, agro residue processing, food & horticulture processing and agro chemicals manufacturing

KSIDC gives Rs 1.75 crore to Kerala Govt.

State public sector unit Kerala State Industrial Development Corporation (KSIDC) on June 06, 2015 handed over a cheque for Rs.1.75 crore to the state government as its profit share for the fiscal 2013-14. For the past eight years, KSIDC has been consistently paying out dividend to the state government. In the financial year 2013-14, KSIDC sanctioned projects involving a capital investment of Rs.152.38 crore with direct term loan assistance of Rs.54 crore and share capital assistance of 18.37 crore. The new project is expected to generate employment for 1,000 persons directly or indirectly. The Corporation has also registered Rs 60 crore in disbursement and a record of Rs.101 crore in recovery for 2013-14. The income has come to Rs.53.48 crore during 2013-14 and the profit was 30.49 crore. KSIDC has diversified its activities to create infrastructure for various industries in the state. Besides development of basic facilities at Industrial Growth Centres, KSIDC is actively involved in the development of Life Sciences Park, Business Incubation Centres, Light Engineering Industrial Park, Electronic hubs, Women's entrepreneurial and Youth's entrepreneurship activities.

Tamil Nadu to come up with new aerospace policy to attract investments

TamilNadu is set to come out with a new policy to attract aerospace manufacturing industries to the state. The state has managed to attract around Rs.1,500 crore for the upcoming aerospace components manufacturing park, which will spread over 250 acres at Sriperumbudur near Chennai.

Speaking on the sidelines of the 6th edition of Tamil Nadu Manufacturing Summit, Shri B. Elangovan, general manager of Tamil Nadu Industrial Development Corporation (Tidco) said the state wished to create a complete ecosystem and infrastructure to attract investments in this sector besides introducing a new policy. *"In ten years*

from now, we want to manufacture aircraft in the state," said Shri Elangovan. He said the state had to compete with Karnataka, which has a strong presence in the aerospace industry. Bangalore-Chennai- Hyderabad is considered as the aerospace hub in India with its strong ecosystem in place for attracting investments. Tamil Nadu has made plans for setting up a maintenance, repair and overhaul (MRO) facility spread in 50 acres in Meenambakkam. *"The TEFS study was completed for creating aeroparks in multiple locations in the state and an exclusive policy is on the anvil for aerospace industries,"* he said.

TIDCO is expecting major Original Equipment Manufacturers (OEMs) and more than 50 companies to set up shops in the park by 2015-end. These companies are largely SMEs and the park will have a design centre, common testing and training facilities, aero complex, centre of excellence, warehouse and composite development centres.

SICOM to float two funds to revive capital market biz

SICOM, is set to revive its capital market operations by launching two funds that would invest in real estate projects and businesses with stressed balance sheets. The two funds would mobilise over Rs.1,000 crore as initial capital, and the pool would be used to cut collateralised credit deals at rates of 14-18%. *"We intend to pool in the funds from private equity funds and other financial services institutions,"* said Shri Ashish Kumar Sinha, managing director, SICOM. *"The special situations fund would invest in well-managed companies that are undergoing temporary financial stress. We'll also lend to companies that do not have enough growth capital".* SICOM is hoping to get its AIF (alternative investment fund) licence from Sebi in three-four months.

The NBFC is talking to several prospective institutions to participate in the two funds. State Industrial and Investment Corporation of Maharashtra, or SICOM, was established in 1966 by the Maharashtra government with the objective of industrialising backward areas in the State.

MICRO, SMALL & MEDIUM ENTERPRISES (MSMEs)

Govt. notifies framework for revival, rehabilitation of MSMEs

The government on May 29, 2015 notified a framework for MSME revival and rehabilitation. The framework's key features are identification of incipient stress; formation of committees by Banks and for distressed MSMEs; and a Corrective Action Plan by the Committee. Before a MSME loan account turns into a Non Performing Asset (NPA), banks/creditors are required to identify incipient stress in the account.

An MSME may also voluntarily initiate proceedings if it apprehends failure of its business or its inability to pay debts and before the accumulated losses of the enterprise equals to half or more of its entire net worth. Banks shall set up one or more committees to provide reasonable access to all eligible MSMEs which have availed of credit facilities from the bank. Under the Corrective Action Plan (CAP), the Committee may explore various options to resolve the stress in the account. "The options may include: rectification—regularize the account to prevent it from becoming NPA; restructuring the account if it is prima facie viable and the borrower is not a willful defaulter; and, if both these options not feasible, then recovery. During the CAP operation period, the enterprise shall be allowed to avail of secured and unsecured credit.

Google India aims to get 20 million Indian SMEs online by 2017

Google India has launched a nationwide initiative to help small medium businesses to go digital and get an online presence on Google search and Google maps, without having to invest in a website



or domain. Google India will get 20 million SMEs online by 2017 by using a mobile app, 'Google My Business', which will help businesses to create and manage their business information across Google products for free in Hindi and English.

West Bengal govt to invest Rs.26k crore to boost MSME, textile sectors

West Bengal Chief Minister Ms. Mamata Banerjee has said that the Bengal government had initiated a plan to invest over Rs.26,000 crore for developing the MSME and Textile sector. She also said that a separate textile policy of state was being formulated. Under the plan MSME projects would be set up in joint ventures or through PPP.

Delhi exporters' body seeks clear policy on small units

Delhi Exporters Association has requested the government to formulate a "clear cut" policy for MSMEs and the cottage industry to help boost exports. "Main cause for export decline is the lack of confidence amongst foreign buyers in India's ability to supply products on time and at proper quality and price," it said. High transaction cost and interest rates for exporters too are responsible for declining exports.



The intention should be reformation not punishment. Anger gives punishment, depletes the energy of the one who has made a mistake. Love empowers them and brings about reformation.



NEWS FROM STATES

ANDHRA PRADESH

Andhra govt clears Rs.2003-cr projects

The Andhra Pradesh government has cleared seven projects that would need investments to the tune of Rs.2,003 crore and would likely create 35,700 jobs in the state, a review meeting by the State Investment Promotion Board (SIPB) said. Chief minister Shri N Chandrababu Naidu asked the industries department at the meeting to give monthly updates on the status of the projects. "The Economic Development Board was asked to prepare feasibility reports of projects".

JAMMU & KASHMIR

Centre to give J&K another Rs.2,473 crore

The Centre will release Rs.2,437 crore to the Jammu & Kashmir government this year, taking the total relief package to the flood ravaged state to more than Rs.5,000 crore, besides working on a long-term development plan for the state, home minister Shri Rajnath Singh and finance minister Shri Arun Jaitley said on 16th June, 2015. NITI Aayog CEO Shri Sindhushree Khullar and Secretary, Expenditure, Shri Ratan P Watal will visit J&K to develop a longterm vision for the development of the state, and their suggestions will be considered by the government in that respect. The larger plan regarding development of infrastructure in power, highways, health, HRD, water resources, tourism, textile and education sectors will be rolled out after suggestions from them.

GUJARAT

Gujarat companies queue up to get listed on SME bourse

With easier listing rules and significantly smoother regulatory mechanism, many small and medium enterprises (SMEs) have are listing on the SME exchange of the BSE. At present, 94 companies are listed on the SME bourse and about 32 companies, most of which are located in Gujarat, are in queue to get listed.



"Out of the total 32 companies, which have filed Draft Red Herring Prospectus (DRHP) with BSE SME exchange, 12 are from Gujarat, representing more than 37 per cent of the companies who have made recent filings," said Shri Mahavir Lunawat, managing director, Pantomath Capital Advisors Private Limited.

Earlier this month, a BSE SME official said the exchange is targeting to list about 100 companies by the end of current financial year. Recently, BSE SME Exchange had revised the listing norms thereby requiring higher post-issue paid-up capital at Rs.3 crore against the previous requirement of Rs.1 crore. Also, now the net worth requirement and tangible assets requirement has been increased to Rs.3 crore from Rs.1 crore.

Similar platform on the National Stock Exchange (NSE) named Emerge, however, has received lukewarm response from SMEs. So far, only seven companies have been listed on NSE Emerge since its inception. The market-capitalisation of the BSE SME platform is Rs 7,819 crore, as on June 15. The total market capitalisation of NSE Emerge is Rs 430 crore.

TELANGANA

Telangana unveils industrial policy

The Telangana government unveiled its new industrial policy on 12th June, 2015 which focuses on time-bound approvals for setting up projects in the State. Telangana Chief Minister Shri K Chandrashekar Rao said his office would have a "chasing cell" to monitor the progress of various



proposals, while presenting the features of the policy.

According to the new policy Telangana State Industrial Project Approval and Self-certification System (TS-iPASS), penal action will be taken against government officials if there is any undue delay in processing applications, the CM said, adding that mega projects would get permissions in 15 days. The industrial policy framework, which was passed in the Telangana Assembly in November 2014, had promised to offer minimum inspection and maximum facilitation.

The policy prescribed norms for giving permissions to mega (investments of Rs.200 crore and above), large (Rs.10 crore-Rs.200 crore) as well as small and medium project proposals. The government identified 14 core areas for a focused approach which include life sciences, pharma, information technology, aerospace, automobiles, textiles, minerals and transportation and logistics, among others. The CM also launched a solar power policy which will ensure single window clearances to solar projects.

100 smart cities to be developed in states

Of the 100 proposed smart cities across states and Union territories, 20 would be selected this financial year, it is learnt. The rest would join the club in two batches of 40 each in the next two years, said a source in the government. Once the entire smart-city plan is rolled out across the country, Uttar Pradesh will account for the most (13), followed by Tamil Nadu (12), Maharashtra (10), Madhya Pradesh (seven), and Gujarat and Karnataka (six each). Though the timeline hadn't been defined, the entire exercise of making 100 cities 'smart' could take a decade or more.

Among those that could be part of the 100 smart city list are Lucknow, Allahabad and Varanasi in UP; Chennai, Coimbatore and Madurai in Tamil Nadu; Ahmedabad, Gandhi Nagar, Surat and Rajkot in Gujarat; Amritsar, Ludhiana and Jalandhar in Punjab; Gurgaon and Faridabad in Haryana; Shimla in Himachal Pradesh; and Haridwar and Roorkee in Uttarakhand.

While the Union Cabinet had cleared central funding of Rs.100 crore per city, per year through a period of five years in April, Prime Minister Shri Narendra Modi is scheduled to announce the finer details later. He will also provide the details of the Atal Mission for Rejuvenation and Urban Transformation (AMRUT). A combined funding of Rs.1 lakh crore was cleared for 100 smart cities, as well as for the rejuvenation of 500 others.

Selection of potential smart-city candidates will be based on a two-stage competition called 'city challenge'. While states will first compete to name their cities, the second stage will be about cities making the cut. The evaluation of cities and towns will be based on criteria framed by the Ministry of Urban Development, in consultation with states. The Centre has mandated every state be made a part of the smart-city universe.

MANIPUR

Rs.3,950.92-crore Manipur budget presented

Manipur Chief Minister Shri Okram Ibobi Singh, who also holds the finance portfolio, presented the Rs.3,950.92 crore budget for the current financial year in the assembly on 26th June, 2015. According to a press note issued by the government, the chief minister said that a full budget could not be presented as the plan size for 2015-16 was yet to be finalised.

When someone has made a mistake, they are in pain. We feel they have done wrong, and we are in pain because of their mistake. Truth is they are in more pain than anyone else.

ECONOMIC SCENE

JICA drawing up plan for Chennai-Bengaluru corridor: Govt.

The Government has assigned the Japan International Co-operation Agency (Jica) to prepare a comprehensive plan for selected industrial areas along the Chennai-Bengaluru Industrial Corridor, commerce and industry minister Ms. Nirmala Sitharaman said.

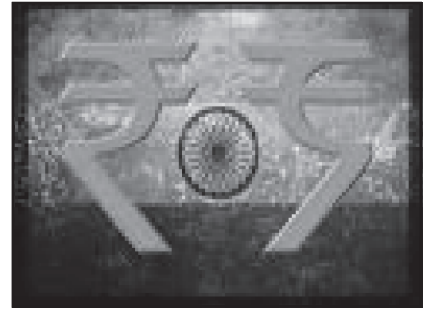
Govt mulling proposals for urgent measures to perk up exports

With shipment shrinking in April, 2015 for the fifth consecutive month, the commerce ministry has begun an analysis of the merchandise exports and is evaluating proposals for urgent interim support to perk up growth and prevent job losses. The study will initially cover five sectors that had a significant share in the country's export basket last fiscal — engineering (accounting for 23% of total exports), pharma (5% including bulk drugs, drug intermediates, drug formulations and biologicals), petroleum (18.33%), farm products (12.6% including agriculture and allied products, plantation, marine and cotton), gems and jewellery (13.3%).

To improve data base of the merchandise exports, the ministry will hold a meeting shortly with Directorate General of Commercial Intelligence and Statistics (DGCIS), customs department, NSDL Database Management (which helps in collection of data from special economic zones) and the think tank ICRIER (helping DGCIS with online surveys to collect services exports data). Issues that will be discussed include linking all ports to the electronic data interchange system for faster and better capturing of data. Close to half of the around 220 ports in the country are yet to be EDI-linked, leading to delays in data collection and assessment.

Interim measures being suggested for certain affected sectors include raising the duty credit scrip benefits under the Merchandise Exports From India Scheme and increasing the duty

drawback rates. Also being considered are reintroduction of the 3% interest subvention scheme (for all sectors) and enhancement of



the scope of the Market Access Initiative scheme (for marketing projects, capacity building, support for statutory compliance, studies and project development). Citing a decline in order booking position in April, exporters had warned that if the trend continues for the next six months, there could be shedding of workforce.

Another sector the ministry is keen on giving a push is project goods which currently are performing far below potential. Exports from the sector last fiscal were just \$41 million (that too, an 11% contraction). The ministry has asked agencies such as DGCIS to devise a better method of data collection on project exports. The government is keen on boosting project exports (through better credit access to interested companies via special lines of credit and Buyers' Credit Scheme) especially in markets in Africa, Asia, Latin America, Caribbean region and non-EU countries in Europe with major infrastructure needs.

GST threshold set at Rs.10 lakh

Traders with a turnover below Rs.10 lakh a year won't have to register for or pay the goods and services tax (GST), and those with annual sales of Rs.10 lakh to Rs.50 lakh will need to pay the tax at a rate lower than the standard GST rate.

The concessional tax rate would, however, not be available for traders making interstate transactions irrespective of their turnover. The quantum of concession will be decided by the proposed GST Council which will also determine the standard GST rate. The threshold levels were finalised by

the empowered committee of state finance ministers that met at Thiruvananthapuram in May 2015.

For northeastern states, the threshold could be Rs.5 lakh. The proposed minimum turnover levels for GST to kick in would mean two things: Thousands of small traders with annual sales below Rs.10 lakh would go out of the tax net (in many states the VAT threshold is Rs.5 lakh and below, though in others it is Rs.10 lakh and above.) Some tiny units will come under the tax net given that the central excise duty is now payable only for units with Rs.1.5 crore turnover.

Experts said keeping the turnover threshold for GST as low as Rs.10 lakh would be a problem for small businesses given the compliance requirement and use of sophisticated IT network in tax payment and claiming of credits that small traders may not be equipped for. "In any tax regime, 80-90% of revenue would come from the limited number of leading assesseees, while the administrative cost would far outweigh the revenue from small taxpayers".

Exports plunge 20.19% in May; down for sixth month

Exports declined 20.19% in May to \$22.35 billion, the sixth consecutive month of contraction, owing to a softening of crude oil, metal and other commodity prices, besides weak demand in major overseas markets such as China, the Opec and euro zone, a relatively stronger rupee and domestic bottlenecks. Reflecting the underlying weakness in the domestic manufacturing sector and tepid domestic demand, imports shrank 16.52% in May. This resulted in a trade deficit of \$10.4 billion.

ADB to raise annual lending to India by 50%

The Asian Development Bank would step up annual lending to India by 50% to \$3-4 billion during 2016 to 2018 from \$2-3 billion now, its president Shri Takehiko Nakao said on 16th June, 2015.

"In India, ADB aims at increasing its sovereign and non-sovereign lending from the present \$7 billion-\$9 billion in three years from 2015 to 2017

to \$10 billion-\$12 billion between 2016 and 2018 using ADB's expanded lending capacity," said Shri Nakao. ADB's annual lending capacity is expected to increase to about \$20 billion a year from the current level of \$13 billion based on the merger of its Asian Development Fund lending operations with its Ordinary Capital Resources balance sheet. The bank's latest economic outlook for India published in March projects GDP to grow 7.8% in FY16 (from 7.3% in FY15), rising to 8.2% in FY17. It is expected to revise its growth projections for the current fiscal in July. The strong growth outlook was backed by good macroeconomic indicators such as a decline in inflation and the current account deficit, and reforms to further open up certain sectors for foreign direct investment and reduce fuel subsidies. Efforts to expedite clearances for crucial infrastructure projects would also sustain the growth momentum.

Mr. Nakao expressed strong support for reforms in the labor market as well as the proposed new goods and services tax. He also lauded government's effort to boost public spending. "The strong commitment in the budget to raising public investment by 25% in critical infrastructure sectors such as roads, railways, and urban development will further crowd in much-needed private investment," he said. India is the largest borrower from ADB. Since 1986, ADB has approved 189 sovereign loans to India totaling \$31.3 billion. It has also approved 50 non-sovereign loans, equity investments, and guarantees totaling \$3.6 billion.

Industrial production rose 4.1% in Apr

India's industrial output grew 4.1 per cent in April, compared with 2.5 per cent in March. The recovery was mainly on account of a surge in the manufacturing sector. In April, the rate of manufacturing growth rose to 5.1 per cent, against the previous month's 2.8 per cent.

Of the total expansion of 4.1 per cent, 3.85 percentage points were accounted for by the manufacturing sector alone. Manufacturing growth zoomed due to a surge in capital goods production to 11.1 per cent, compared with 8.6 per cent in March.



Centre targets \$47.5-billion textile exports in 2015-16

The government has set the textile and clothing export target at \$47.5 billion for the current fiscal, aiming for an almost 14% rise in outbound shipments from the actual level of 2014-15. "The achhe din for the textile sector has started to arrive," textile minister Shri Santosh Kumar Gangwar said. The country's overall textile and garment exports grew roughly 5% in the last fiscal to \$41.4 billion from a year before. Still, the exports fell short of the official target of \$45 billion for 2014-15. Earlier, quick estimates had showed that the exports during the April-February period went up by nearly 2% from a year before. The textile ministry has sought a quick resolution of the India-EU free trade agreement, which would pave the way for duty-free access of Indian textile and garment items to the EU, which account for more than a third of the country's garment exports.

The ministry has asked for continuation of the interest subvention scheme, which was withdrawn from late 2014, to boost exports. Industry executives say under the scheme, certain segments like the SMEs, handlooms, handicrafts and garments, were entitled to a 3% interest subvention on export credit. Currently domestic textile exporters are given a 2% export incentive for outbound shipments only to the US, the EU, Canada and Japan — the markets where the appetite is far more for garments than for textiles. The industry wants certain incentives to capture markets in countries such as Bangladesh, Vietnam and Cambodia.

Tax sops, other incentives proposed to boost e-transactions

To discourage transactions in cash and thereby curb black money, the government is considering giving incentives to electronic transactions in the form of tax rebates, waiver of charges on card payments such as purchase of rail tickets and discounts on utility bill payments.

The finance ministry on 17th June 2015 put up the draft proposals for facilitating electronic transactions as under :-

- ◆ Removal of convenience fee/service charge/surcharge levied on card payments for essential services
- ◆ Discount by utility service providers to users for small ticket payments through e-channel
- ◆ Creation of acceptance infrastructure for collections of revenue, fee and penalties
- ◆ Reduction in fees charged to a merchant by banks for providing debit and credit card services
- ◆ Rationalization of fee on debit/credit card transactions
- ◆ Tax rebate to merchants as well as consumers
- ◆ Approval for non-banks to install white-label point of sales terminals.

Finmin sets up two panels for rollout of GST from April 2016

Gearing up to roll out GST from April 1, 2016, the Finance Ministry on 17th June, 2015 set up two committees to suggest tax rates and look into IT preparedness for the new indirect tax regime. The committee formed under the Finance Ministry's Chief Economic Advisor would "recommend possible tax rates under GST that would be consistent with the present level of revenue collection of Centre and States." While making recommendations, it would take into account expected levels of growth of economy, different levels of compliance and broadening of tax base under Goods and Services Tax (GST). "The Committee would also analyse the sector-wise and state-wise impact of GST on the economy and is expected to give its report within two months." The Steering Committee has been formed under the Co-Chairmanship of Additional Secretary of Revenue Department and Member Secretary of Empowered Committee (EC) of State Finance Ministers. The panel has members from Revenue Department, Central Board of Excise and Customs, Goods and Services Tax Network (GSTN) and representatives of state governments.

Govts plans 500 incubation centres for professionals

The Centre plans to set up 500 incubation centres on the Public-Private Partnership model across the country in the next one year to create more skilled professionals, Minister of State for Micro, Small and Medium Enterprises (MSME) Shri Giriraj Singh said in Coimbatore on 5th June, 2015. "Though 65 % of the Indian population is below 35 years of age, only 2% of them are skilled. These incubation centres will provide technical knowledge to them to make them skilled professionals or entrepreneurs".

Forex reserves rise to \$352.71 bn

India's foreign exchange reserves stood at \$352.71 billion as of June 5, which had touched \$354 billion on May 15. Forex reserves increased for the second straight week after falling by \$2.3 billion in the week ended May 22.

The reserves are up \$40.13 billion from a year ago and had a record quarterly accretion of \$30.1 billion during January-March.

Indirect tax collections up 37% in May

Indirect tax collections increased by 37.3 per cent in May, leading to a 39.2 per cent rise in the first two months of the current financial year over a year before. This would help the Centre contain its fiscal deficit at 3.9 per cent of the country's gross domestic product in the current financial year.

It appears the sharp surge in April was due to a 100-plus per cent rise in excise duty collection, fuelled mainly by the increase in rates on petroleum. And, the good indirect collection for May was on account of the additional cess on diesel and petrol, as well as the clean energy cess.

Manufacturing PMI at 4-month high in May

Manufacturing activities in May grew at the fastest pace in four months, showed the HSBC Purchasing Managers' Index (PMI).

Manufacturing PMI rose to 52.6 points in May from 51.3 in April. This was the highest PMI reading in

2015, but for January's 52.9. A PMI reading above 50 shows expansion, while one below that indicates contraction.

Gross domestic product (GDP) figures in June showed that manufacturing activity rose 7.1 per cent in 2014-15, against 5.3 per cent in 2013-14. The outlook for 2015-16 remained uncertain as April data showed moderation in manufacturing growth compared with March, and May showed high growth recovery somewhat. Manufacturers did not hire additional hands due to the uncertainty of continuing growth.

The sharpest rise in manufacturing output was reported by producers of consumer goods. PMI data was not in sync with the Index of Industrial Production, which continued to show weakness in consumer goods, particularly durables. PMI also showed an increase in capital and intermediate goods' production. The higher output was due to improved demand from domestic and foreign markets.

Economy grows 7.3% in FY15, industry beats expectations

India's gross domestic product (GDP) grew 7.3 per cent in 2014-15, slightly less than the advance estimate of 7.4 per cent. The growth is based on a new methodology of calculating GDP, with 2011-12 as the base year, against 2004-05 used earlier. According to this methodology, the economy expanded 6.9 per cent in 2013-14 and 5.1 per cent in 2012-13.

India's growth in 2014-15 was a little lower than China's 7.4 per cent (for 2014). At 7.5 per cent, India's growth in the quarter ended March this year, however, was higher than China's seven per cent. The growth in the March quarter was in line with the advance estimates and the highest among large economies. Data for the previous quarters, released by the Central Statistics Office on 29th May, 2015, saw major revisions. GDP growth for the first quarter stood at 6.7 per cent, against the earlier estimate of 6.5 per cent; growth for the second quarter was revised to 8.4 per cent from 8.2 per cent. GDP growth for the third quarter, earlier estimated at 7.5 per cent, was revised to



6.6 per cent. As such, economic growth in the second half of the year slowed to seven per cent from 7.6 per cent in the first.

In 2014-15, agriculture and allied sectors registered growth of only 0.2 per cent, against the advance estimate of 1.1 per cent, owing to a sub-normal monsoon and unseasonal rain. Agriculture had recorded 3.7 per cent growth in 2013-14. In the third and fourth quarters, farm sector production fell 1.1 per cent and 1.4 per cent, respectively. Growth in industrial projection was better than projected in the advance estimates. It stood at 4.8 per cent, against the estimate of 4.5 per cent. The manufacturing segment grew 7.1 per cent in 2014-15, against the advance estimate of 6.8 per cent.

National Industrial Corridor Development Authority on anvil

The Central government is giving shape to a National Industrial Corridor Development Authority (NICDA), to consolidate the financing and to expedite the massive work on the economic corridors.

The body will have a financial corpus of Rs.19,000 crore and it will be headed by a CEO. It will also

be entrusted with the work of planning and designing of the corridors. The government has so far conceptualised five economic corridors: Delhi-Mumbai Industrial Corridor (DMIC), Bengaluru- Mumbai Economic Corridor (BMEC), Chennai-Bengaluru Industrial Corridor (CBIC), Visakhapatnam-Chennai Industrial Corridor (VCIC) and Amritsar-Kolkata Industrial Corridor (AKIC). According to the plan, out of the Rs.19,000-crore corpus, around Rs.2,000 crore will be allowed for four industrial corridors and the rest will be set aside for DMIC. Except for the funding part, the DMIC will not be administered by the NICDA. The body's main function will be planning and designing of the other four corridors in terms of creation of investment zones, special economic zones and industrial parks.

The DMIC covers six states including, Uttar Pradesh, Haryana, Rajasthan, Madhya Pradesh, Gujarat and Maharashtra. BMEC will cover Karnataka and Maharashtra, while the CBIC is expected to cover Tamil Nadu, Karnataka and Andhra Pradesh. On the other hand, the VCIC plans to include only Andhra Pradesh and Tamil Nadu. Lastly, the AKIC is expected to run through seven states - Punjab, Haryana, Uttar Pradesh, Uttarakhand, Bihar, Jharkhand and West Bengal.

Our thoughts and feelings create our energy field. This energy field has an effect on our body, on people, on nature and on matter. Our consciousness vibrates into the universe.

If our energy field is pure and powerful everyone will get touched with our pure vibrations. This will help them to emerge their own purity and power. This is the true meaning of blessing people.

ACTIVITIES OF COSIDICI

Executive Committee Meeting of COSIDICI:

The Executive Committee Meeting of COSIDICI was held on June 19, 2015 at "India International Centre", New Delhi and was well attended by the Member Corporations.

Strengthening of Training Programmes for Officers of SLFIs :

The members felt that to provide a wider spectrum and help in further upgradation of the skills and knowledge of the officers of SLFIs, COSIDICI may also organize training programmes. There was a pool of talent in the Corporations with officers who were specialists in their field and had a wide range of experience. These officers could provide very useful training and insights into the working of the SLFIs. It was decided that each training programme could be on one topic of interest viz. Strengthening of Loan Recovery, Revival of Corporations, Financial and organizational restructuring.

The members felt that the first training programme could be on Strengthening of Loan Recovery. Haryana Financial Corporation had launched many schemes for recovery which had been quite successful. The Corporation had now decided to sell those units where recovery had not been possible and for this the Corporation would take the help of various ARCs in the country including the ARC promoted by SIDBI viz. ISARC. The members suggested that Haryana Financial Corporation could recover loans u/s 32G of the SFCs Act i.e. as arrears of land revenue. The Executive Committee was informed the recovery of DFC had been facilitated under this section since the hon'ble Supreme Court had ruled that the Managing Director or any designated officer of an SFC can act as "competent authority" in terms of Section 32G of The SFCs Act, 1951 for recovery of dues as arrears of land revenue. Other Corporations like MPFC, BSFC, WBFC are also using this section effectively. The State Government of Madhya Pradesh had bought all the NPAs of MPFC thus cleaning its balance sheet. Now MPFC is recovering on behalf of the State

Government and has already recovered 60% of the total outstanding. The expenses involved are debited to the State Government. HFC had found section 31 of SFCs Act very useful and had settled cases under it within six months. The provisions of SARFESAI Act were also found to be very useful by the SFCs. However, it could not be used in rural areas in case of agricultural land.



Financial Restructuring and Revitalisation of SFCs :

Shri P. Joy Oommen, CMD, KFC informed the Executive Committee that the CGTSME scheme was a very useful mechanism for risk mitigation while providing financial assistance to new/grass-root entrepreneurs. However, only 2 or 3 SFCs were given permission viz. APSFC, TIIC & KFC. SIDBI had stopped coverage of loans under CGTSME when KFC reached the mark of Rs.25 crore. Later on, the scheme was changed and the State Governments were requested to contribute Rs.100 crore to the corpus of CGTSME whereafter the credit guarantee cover would be 10 times of the contribution. In order to avail of the scheme, KFC had initially contributed Rs.10 crore to the corpus with CGTSME. But later on, State Government Guarantee was made mandatory making the Scheme not feasible. Hence, KFC had withdrawn its contribution.

KFC was also the nodal agency of Kerala State's KSEDM scheme under which it had already helped 1400 entrepreneurs in setting up their projects. Recognising the success of the scheme, the State Finance Minister had raised the upper limit of soft loans from Rs.4 lakhs to Rs.7 lakhs for an entrepreneur and from Rs.10 lakhs to Rs.15 lakhs for technocrats. For groups (more than one entrepreneur) it was fixed at Rs.20 lakhs. KFC

also provided training to the loanees thus increasing the chances of their success. KFC had now undertaken fee-based activities like Development of IT Parks, providing consultancy etc.

Shri Pahwa from Haryana Financial Corporation (HFC) shared that HFC was earlier financing industry in rural areas wherein agricultural land was taken as collateral security. However, such financing resulted in 90% of the loans becoming NPAs. As a result, HFC's networth became negative and the Corporation became ineligible for refinance from SIDBI. HFC stopped rural financing and started giving loans only for industries coming up in industrial areas developed by HSIIDC. The Corporation, after taking permission from HSIIDC, auctions the industrial land of defaulters and has achieved 100% recovery from sale of such assets. In the year, 2011, the board of HFC had decided to wind-up the Corporation. However, in the recent board meeting the winding-up process of the Corporation was put on hold. The Board had formed a Committee to explore ways in which HFC could be revitalized which suggested two options

- ♦ to carry on its activities like the other SFCs after revival. This would be possible only if the State Government gives an interest-free loan so that HFC could have low cost funds. Also, competent staff comprising of professional would need to be inducted.
- ♦ in case revival is not possible, it would approach that State Government for liquidation.

Shri Manoj Jain, Manager (Tech.), UPFC, Kanpur informed the E.C. that the Corporation had a negative networth and needed support to survive. Its revival proposal was pending with the State Government. It needed support from SIDBI and all the stakeholders for its revival. The E.C. Resolved that : *"COSIDICI may take up the matter of OTS by UPFC with SIDBI and all efforts be made to help the Corporation towards this end"*.

In this connection, Shri V.S. Rathore, Secretary General, COSIDICI informed the E.C. that COSIDICI vide its letter dated February 26, 2015 to Shri Devendra Fadnavis, Hon'ble Chief Minister of Maharashtra had urged for revival of MSFC.

Shri A.P. Mathur, G.M., RFC, Jaipur said that Government of India has set-up MUDRA Bank - as a subsidiary of SIDBI but SFCs were not included as eligible lending institutions with it. COSIDICI vide its letter dated July 23, 2015 had requested MUDRA Bank to use the network of SFCs as well as their proximity to the first generation entrepreneurs and enlist SFCs as 'eligible institutions' for refinance from it. Shri Mathur further informed that RFC had undertaken insurance business for which it had collaborated with National Insurance Company. RFC's sanctions have gone upto Rs.200 crore in F.Y. 2014-2015 (from Rs.84 crore in 2013-14).

Shri B.K. Khandelwal (from MPFC) informed that MPFC was financing commercial construction and real estate activities for which it took loan from HUDCO @ 10.5% to 11% and kept a spread of 3 – 4%. The State Government has guaranteed the loan. The Corporation took a collateral security of 150% and is having 100% recovery in such loans. MPFC has also undertaken fee-based activities like transaction advisory services for selling of property, litigation etc. MPFC's loan disbursements were around Rs.400 crore in the year 2014-2015.

Shri B.S. Pai Angle, G.M., EDC Goa informed that EDC Goa was also the nodal agency for the State of Goa for its entrepreneurship development scheme. It funded graduates from Rs.15 lakhs to Rs.20 lakhs. The State Government contributed 50% of the loan, 10% was by the entrepreneurs and 40% by EDC at interest rates of 8% p.a. for men and 6% p.a. for women. The Corporation had lent Rs.90 crore to 5000 borrowers and recovery had been around 85%. Government of Goa had also given land for development to EDC Goa. Shri Angle further informed that EDC Goa was receiving funds from Government of Goa earmarked for Land Acquisition as well as deposits lying unclaimed with the banks. The Corporation has received around Rs.150 crore which is partly invested and partly used for lending operations. EDC was paying interest at 4% p.a. to the State Government earlier and has now increased it to 8% p.a.

Members were of the view that inspite of so many constraints faced by the SFCs atleast nine of them

were performing well. The SFCs were contributing towards the overall development of the States as alongwith the financial assistance they provide hand-holding services including technological and marketing guidance to the entrepreneurs and were also acting as nodal agencies for many of the schemes of their State Governments.

Shri Oommen informed the Executive Committee that in the meeting of COSIDICI officials held with SIDBI team on February 03, 2015, it had been brought to the notice of SIDBI that refinance support from SIDBI had declined in the past 2-3 years. It was pointed out that in case of SFCs which are performing well and complying with the norms, insistence of State Government guarantee by SIDBI should be dispensed with. It was suggested that SIDBI must continue its support to well-performing SFCs through the refinance window and in its role as Supervisor for SFCs, must play a proactive role in initiating the process for amendment of the SFCs Act, take up plans with Government of India/State Governments to revitalize potentially viable SFCs. Further, SFCs should be involved in various Committees for MSMEs set up by Gol.

Shri N.K. Maini, DMD-In-charge, SIDBI had appreciated the role played by SFCs over the years. He felt that while a few of the SFCs were performing reasonably well despite the various challenges, many SFCs which had high NPAs have stopped their lending activities and are focusing on recoveries through settlements under OTS/legal process. In the changing environment where "Universal Banking" had become the order of the day, Shri Maini agreed that SFCs were facing competition from banks, which have now been extending term loans to MSMEs in a big way and are also able to provide a composite package to meet all their banking needs. The banks have access to cheaper sources of finance as compared to the SFCs. However, SFCs over the years, have developed their own expertise in the area of term lending to MSMEs with their State-wide branch network and local experience, which could be leveraged for fee based activities. Although some of the SFCs have strengthened business processes and have developed robust appraisal systems with pro-active client

relationship approach, there is still a need for having more efficient and effective risk assessment mechanism as well as



monitoring of loan portfolios. Shri Maini had suggested that the long term road map of SFCs could be to ultimately become corporatized State level SME focused institutions by conversion into NBFCs, with lower State Government holdings. This would enable them to raise resources through public deposits and place them in a better and competitive situation vis-à-vis commercial banks.

SIDBI was requested that The SFCs Act which was last amended more than 14 years ago (in September 2000) needs to be urgently amended to allow operational flexibility to enable the SFCs to take up activities which are currently not permitted like trading, housing, education and infrastructure including large scale industry which would help them improve their viability.

SIDBI has agreed to :

- ♦ take up with Government of India for amendment of the SFCs Act, particularly with regard to loan limits/new areas of business.
- ♦ continue hand holding of better performing SFCs by SIDBI.
- ♦ meet the concerned State Government officials to discuss about infusion of equity in the respective Corporations/road map for future.

COSIDICI vide its letter dated July 23, 2015 has forwarded the recommendations made by the committee of CEOs of SFCs pertaining to the amendment of The SFCs Act 1951 to SIDBI.

Registration of SIDCs u/s 45-1A of the RBI Act, 1934 – Diversification Of Activities:

Shri B.S. Pai Angle, General Manager, EDC Goa informed the E.C. that the SIDCs were set up as wholly-owned State Government undertakings. Their operations are monitored closely by the State

Government who makes appointment of their Board of Directors and their accounts are also audited by the Office of the Comptroller and Auditor General of India (CAG). COSIDICI in 2000, based on the request of the member corporations had taken up the matter with the Reserve Bank of India and impressed upon them the desirability of exempting SIDCs from the provisions of the RBI Act on the ground that SIDCs, unlike other NBFCs, were subject to State Government control, on the one hand, and supervision of IDBI/SIDBI through inspections, on the other. The RBI had agreed to COSIDICI's request and exempted SIDCs, being government companies, under section 617 of the Companies Act, from the applicability of the provisions of the RBI Act relating to maintenance of liquid assets and creation of reserve fund, as also Directions relating to acceptance of public deposits and prudential norms. However, the requirement of statutory registration of SIDCs under section 45-1A of the RBI Act, 1934 continued.

These SIDCs are engaged in creating industrial infrastructure and setting up of industrial parks, estates, SEZs etc. The SIDCs which had registered as Non-Deposit taking NBFCs are finding it difficult to periodically furnish the voluminous data required by the RBI in its quarterly returns as it is very tedious and consumes a lot of man hours thus impeding their operations. In this connection, Shri Mahavir Singh, Addl. G.M., HSIIDC, Chandigarh informed that HSIIDC had earlier registered itself as NBFC. Later on the finance income of the Corporation decreased and therefore, HSIIDC de-registered itself. Shri Singh advised that registration with RBI as an NBFC is mandatory only if the financial income of a Corporation is more than 50% of its total income.

COSIDICI vide its letter dated 20th & 26th February, 2015 had forwarded a Proforma to be filled by the Member Corporations. The Executive Committee was informed that COSIDICI has received response from 13 SIDCs Member Corporations (out 29). Of these, only five SIDCs viz. KSIIDC, Bangalore; SICOM, Mumbai; PIPDIC, Pondicherry; PSIDC, Chandigarh; KSIDC, Kerala are registered with RBI. COSIDICI was requested

to follow-up the matter with the members so that RBI could be approached in the matter.

COSIDICI National Awards For "Outstanding Entrepreneurs":

The Executive Committee appreciated the efforts of Shri P. Joy Oommen and COSIDICI in organizing the COSIDICI National Awards function which was held on November 25, 2014 at AI Saj Convention Centre, Kazhakuttom, Thiruvananthapuram. They felt that the COSIDICI National Award Function, 2014 had been successful in its objective viz. of giving visibility to the contribution made by the SLFIs towards the industrialisation and economic progress of the country and to motivate the successful units to continue with their good performance. The Executive Committee also felt that COSIDICI may obtain information on whatever "special incentives" have been provided by States to attract investment, from the respective SFCs/SIIDCs and share among other Member Corporations.

Further, the Executive Committee decided to hold the COSIDICI National Award Function - 2015 at a convenient venue which may be decided later on in consultation with the President COSIDICI. COSIDICI was requested to formulate the criteria for nominations and send them in September, 2015 to Member Corporations so as to give them sufficient time to select the awardees.

Essay Writing Competition organized by COSIDICI :

The Executive Committee appreciated the initiative of COSIDICI for holding an Essay Writing Competition on the topic "Need for Diversification of Activities of SLFIs in the current Economic Scenario of India" and felt it would impart a sense of participation among our Member Corporations. The Executive Committee, urged the Members to participate in the competition and share their experiences by giving Articles on the above topic.

COSIDICI Executive Telephone Directory, 2015 for COSIDICI' Member Corporations:

The Executive Committee was happy to note that COSIDICI has recently published "***COSIDICI Executive Telephone Directory 2015***" for its Member Corporations.

SUCCESS STORIES OF KARNATAKA STATE FINANCIAL CORPORATION ASSISTED UNITS

ALVA's Health Centre, Mudbidre

Alva's Health Centre is a partnership concern constituted in the year 1986. The promoters include Dr. M. Mohan Alva, Mr. Vivek Alva and Mr. Vinay Alva. The health centre offers advanced medical facilities like cardiosoft TNT and scanning with colour doppler.

KSFC advanced a loan of Rs.147 lakhs for expansion and modernisation of the Health Centre, which has grown into a multi-specialty hospital with sophisticated medical equipment, offering services in the field of allopathy, homeopathy and ayurvedic medicine.

Alva's Health Centre made a turnover of Rs.99.60 lakhs, Rs.103.33 lakhs and Rs.120.68 lakhs respectively during the years 2006, 2007 and 2008.

Their associate, Alva's Education Trust, was also sanctioned Rs.75 lakhs for establishing the ayurvedic medical college and hospital.



Hotel Premier Karwar

Mr. Dinakar Sukru Salunke was a civil contractor. Since Karwar is a tourist destination, he recognised the potential for hotel industrial by establishing Hotel Premier. He availed financial assistance of Rs.36.84 lakhs in 2003 from Karnataka State Financial Corporation. The hotel is running successfully with a turnover of Rs.71.50 lakhs in the year 2007-2008.

With a view to expand his business, he also availed an additional loan of Rs.100 lakhs for a new hotel project.



A positive attitude may not solve all your problems, but it will annoy enough people to make it worth the effort.

ALL INDIA INSTITUTIONS

RBI allows ARCs resolution period beyond 8 years

The RBI has given asset reconstruction companies (ARCs) long resolution period (beyond eight years) to ensure smooth working of restructuring package for stressed accounts. The time for redeeming security receipts (SRs) held against assets might be extended in congruence with the resolution period approved by joint lenders forum and a corporate debt restructuring (CDR).

At present, ARCs get up to eight years for resolution of stressed assets. However, in most cases, the repayment period goes beyond eight years. In such cases, ARCs holding part of stressed assets, had expressed their inability to go along with other lenders beyond eight years due to regulatory constraints. They insisted on an exit at the end of five or eight years, jeopardising the restructuring efforts of a majority of lenders. With the amendments, ARCs will be able to play an effective role in resolution of stressed cases.

IFCI gets Rs.200 crore to promote biz among SCs

Government has allocated Rs.200 crore to IFCI Ltd to promote entrepreneurship among the people belonging to scheduled caste (SC). To promote entrepreneurship among the SCs, the government on May 06, 2015 launched *Credit Enhancement Guarantee Scheme (CEGS)* for SCs for providing credit enhancement guarantee facility to banks extending financial assistance to young and start-up entrepreneurs, belonging to SC.

Under the scheme, it will provide guarantee to public sector banks which in turn provide financial assistance to those entrepreneurs. *"The guarantee cover under the scheme shall be ranging from Rs 20 lakh to Rs 5 crore,"* said the release. IFCI Ltd. is the nodal agency for the scheme and has been entrusted with the responsibility of managing it.

Banks' export credit dips on high interest rates

High interest rates have hit the export credit portfolio of Banks. RBI data show banks' export

credit as of April had fallen by 8.7 per cent from the Rs.48,200 crore a year before to a b o u t Rs . 4 4 , 0 0 0 crore. In the same period a



year ago, export credit had shown 13.4 per cent growth, from Rs.42,500 crore as of April 2013. Among all sectors, export credit saw the sharpest decline in deployment of gross bank credit as of April this year.

After the government withdrew the three per cent interest subvention scheme for exports in April 2014, the cost of rupee credit has gone up significantly, say exporters. The government withdrew rupee export credit to the MSME (micro, small and medium enterprises) sector and from almost all engineering export products. Getting bills discounted from a foreign bank which have a tie-up with the importer's bank has become a much more viable option. However, the window is available to only large export houses, based on their counterpart importer's credit record with their respective foreign lender.

Exporters are getting rupee credit at around 11 per cent from domestic banks. However, if the bills are discounted from foreign banks which have a tie-up with importers, the rate of interest is less than two per cent per annum. In addition, payment is in dollars.

Capital infusion in state-run banks would be need-based

The government has decided to infuse capital in public sector banks (PSBs) based on the requirement of individual lenders - which is a departure from the precedent set last year. The government has asked PSBs to make detailed presentations on their capital requirement for the current financial year. If the government is

convinced that a bank needs funds, then it will infuse capital. The government has earmarked Rs.7,940 crore for capital infusion in PSBs in 2015-16.

Last year, the finance ministry decided to infuse capital in nine PSBs depending on their performance. Two parameters were applied for identifying the banks. First the weighted average of return on assets for all PSBs, for the last three years put together, was arrived at and all those who were above the average were considered. The second parameter used was return on equity (ROE) for these banks for the last financial year. In F.Y. '15, the government infused close to Rs.6,990 crore compared with Rs.11,200 crore that was allocated by the previous government during the interim Budget.

RBI for better strategies to deal with bad loans

Reserve Bank of India on June 11, 2015 made a case for developing better strategies to deal with the problem of bad loans as hiding them would aggravate the situation for the Banks as well as borrowers. An account becoming an NPA is not a sin. It would be a better strategy, that if there is a weakness in the account, rather than postponing and hiding the problem, the bank recognizes it and lends a helping hand (to borrowers), said RBI Deputy Governor, Shri S.S. Mundra. Stressing that there is no regulation in the world that prohibits "rehabilitation" of NPAs, he said, "if exposure is too big, bank is in a weak position. In either of the situation one of the parties will be in a weak position. *".....once you declare an NPA the realities are known and both the parties can sit across the table and workout a support plan which is more realistic and which is likely to succeed"*. As of December, 2014, gross NPAs in PSBs were at Rs.2,60,531 crore or 5.6% of the total advances. The top 30 defaulters are sitting on bad loans of Rs.95,122 crore, which is more than one-third of the entire NPAs of public sector banks. It amounts to 36.50%.

SIDBI electronic platform to make it easier for start-ups to access institutional funds

Raising institutional finance - both equity and debt - is likely to become easier for early-stage start-

ups. SIDBI which targets micro, small and medium enterprises (MSMEs), is setting up an electronic platform for institutional investors, angel and venture capital funds, start-up accelerators and incubators ventures to meet the financing needs of early-stage start-ups. The collaborative electronic platform under the National Innovation Finance Programme (NIFP) is currently in the development phase in the Centre for Innovation and Incubation and Entrepreneurship (CIIE) of Indian Institute of Management (IIM), Ahmedabad. The high-end technology platform, backed with analytics tools, will enable investors to manage and monitor investments in small enterprises, while giving start-ups a one-stop shop for meeting their funding needs. At the pilot stage, the electronic platform would offer assistance to 10-15 start-ups, before ramping it up to the need of 500-odd companies.

According to Shri K.I.Mani, General Manager, SIDBI, SME Development Centre, the development bank is playing the role of a "market maker" in this exercise, while collaborating with different stakeholders, including the IIM Centre and the German sustainable development agency, GIZ GmbH. *"We want to bridge the gaps in the MSME system, rather than become the biggest lender to the sector"*

ARCs to buy Rs.14 k-cr NPAs in FY 16 : CRISIL

Given the low systemic absorption capability, asset reconstruction companies (ARCs) will acquire non-performing assets (NPAs) worth only Rs.12,000-14,000 crore in 2015-16, according to a CRISIL-Assocham study. The capital constraints, expectation mismatch on valuations, low recovery rates and longer resolution timeframes are certain reasons for inadequate absorption capacity of ARCs.

The study, *'ARCs-The new normal: Growth tempered, recovery in the crosshairs'*, says it is imperative for ARCs to innovate through models like consortium bidding to acquire larger assets and share risks considering that access to capital remains critical.

Though gross NPAs of Indian banks will edge up in fiscal 2016 by 20 basis points to 4.5 per cent of

advances i.e. by Rs 60,000 crore to Rs.4 lakh crore, however only a fifth of the incremental NPAs is likely to be sold to ARCs. The bad loans are seen rising mainly because of withdrawal of regulatory forbearance on restructuring and high slippages from restructured assets, as much as 40 per cent of assets restructured between financial years 2011-14 have degenerated to NPAs.

Assets under management (AUM) of ARCs will grow slower at 11 per cent (net of redemption) in FY16. The fresh issuances of security receipts (SRs) will grow around 18 per cent, as they grapple with the new guidelines. AUM of ARCs will taper to 11 per cent in FY16 compared with 30 per cent in F.Y. '15 which was a four-fold increase over F.Y. 2014.

SIDBI offer for MSMEs on Make in India Fund

MSME lender SIDBI will offer a concession of 50 basis points (bps) to eligible borrowers under the Make in India scheme. "SIDBI has set up a Rs.1,000 crore 'Make in India' fund for MSMEs" said Shri Kshatrapati Shivaji, CMD, SIDBI. The objective is to make our MSMEs world-class manufacturing hub. Under the fund, concessional finance will be provided to identified MSME sectors. The net profit of SIDBI increased by 26.8% to Rs.1,417 crore.

Govt. may infuse Rs.19 k cr into PSU banks in FY 16

The government is likely to take the bank investment company (BIC) route - an omnibus holding company model proposed by the P. J. Nayak Committee set up to review governance in banks - to meet the capital infusion requirement in public sector banks (PSBs).

The Finance Secretary, Shri Rajiv Mehrishi, in the US with Finance Minister, Shri Arun Jaitley to promote investment in India, told a private news channel on Monday that the government would infuse Rs.19,000 crore in banks this financial year, adding the amount could double next financial year.

The planned capital infusion into state lenders, which account for more than 70 per cent of all outstanding bank loans, is more than double the Budget estimate for this financial year. Banks will need more funds, as they have to provide more capital for the rise in non-performing assets (NPAs). According to ICRA, gross NPAs in the system might rise to 5.9 per cent this financial year from 4.4 per cent in 2014-15. As the government isn't keen to allocate the funds from the Budget, a BIC could be used to meet the huge funding requirement. By 2018, PSBs will need Rs.2.4 lakh crore of capital to meet Basel-III norms, according to a finance ministry estimate.

For a BIC to be formed, existing Acts such as the Bank Nationalisation Act, the SBI Act and the SBI (Subsidiary Banks) Act have to be repealed and all banks have to be incorporated under the Companies Act. The government will then transfer its holdings in banks to the BIC.

According to the recommendations of the Nayak committee, a BIC would be constituted as a core investment company, under Reserve Bank of India (RBI) registration and regulation. The nature of its business would make it akin to a passive sovereign wealth fund for government banks. Welcoming the change in approach for capital infusion, PSB executives said initially, the provisions for capital infusion might come out of annual Budgets.

Credit growth at tepid 3.7% in first 9 months of FY 15

Bank credit grew at tepid 3.7% rate during the first nine months of the past financial year at Rs.63,51,900 crore, according to the data released by RBI. The number of borrowal accounts increased by 3.7% to 12.2 crore in December 2014 from 11.7 crore in March, 2014. Small borrowal accounts each with credit limit up to Rs.2 lakh, constituting three-fourths of total number of borrowal accounts had a share of 7.3% in total outstanding credit in December, 2014.



Every disappointment in life can be stepping stone to greater things.



INFRASTRUCTURE

Change in Mega Food Park scheme Approved

The Cabinet approved a modification in the Mega Food Park scheme on 6th May, 2015 to streamline its implementation to attract investment in the food processing sector. The decision would benefit 6,000 farmers directly and 25,000 indirectly in each mega food park.

The CCEA also approved a proposal to revise the Double Taxation Avoidance Agreement (DTAA) between India and South Korea to provide tax stability, boost economic cooperation and investment between the two countries. The Cabinet also gave its approval to sign an MoU on renewable energy co-operation between India and Seychelles to strengthen bilateral co-op in this field.

Govt cancels 22 SEZs for lack of 'satisfactory' progress

The government has cancelled approvals of 22 special economic zones, including that of Tamilnadu Industrial Development Corporation and True Developers, as no "satisfactory" progress was made to execute the

projects. The decision was taken in the meeting of the Board of Approval (BoA) headed by Commerce Secretary Shri Rajeev Kher on May 19, 2015.



Govt to clear 6 pharma parks with Rs.180-cr investment

Government is set to approve six pharma parks this year at an estimated investment of Rs.180 crore to promote the pharmaceuticals manufacturing. "This year the six pharma parks will be allocated on pilot basis and in the next year the Ministry will seek Rs.1,000 crore from the finance Ministry for setting up parks across the country," Fertiliser and Chemical Minister Shri Ananth Kumar said in June.

ANSWERS OF CYBERQUIZ~54

- 1.[a] **Sea Code** : The company is being promoted by techies David Cook and Roger Green backed by investor Barry Shillito, a former US Assistant Secretary of Defence.
- 2.[c] **MindTree Consulting** : According to company's website, "the decisive skyward, blue brush stroke is Chetan's way of communicating imagination. The red stands for action, a and the bright yellow bubbles represent joy". These are the three things the company values.
- 3.[d] **Wipro Technologies** : Wipro achieved these distinctions in 1998 and 2001 respectively. Both these certificates are awarded by the Software Engineering Institute (SEI), a research and development center sponsored by the US Department of Defence and operated by Carnegie Mellon University. According to the official websites, Capability Maturity Model Integration (CMMI) is a process improvement approach that provides organisations with the essential elements of effective processes. It can be used to guide process improvement across a project, a division, or an entire organisation. The People Capability Maturity Model (People CMM) is a framework that helps organisations successfully address their critical people issues. Based on the best current practices in fields such as human resources, knowledge management, and organizational development, the People CMM guides organisations in improving their process for managing and developing their workforces.
- 4.[a] **Digital GlobalSoft** : Digital Global Soft, formerly, Digital Equipment ((India) Limited, is an IT services company in India. Earlier a 51% subsidiary of DEC, it is now a part of HP, having the name Hewlett-Packard GlobalSoft Limited.
- 5.[b] **Google.**
- 6.[d] **Dennis Carter** : Dennis Carter was a Marketing Manager in Intel. Intel created a co-op fund where it would take a percentage of the purchase price of processors and put it in a pool for advertising funds. Available to all computer makers, it offered to cooperatively share advertising costs for PC print ads that included the Intel Logo.
- 7.[b] **Steve Jobs.**
- 8.[a] **David Rhodes** : Also known by his Internet name Dave Rhodes, David was sentenced to ten-year imprisonment. Later on he denounced the scheme in his own website as a condition for his people.
- 9.[b] **SETI (Search for Extraterrestrial Intelligence)** : SETI is a scientific effort aimed at discovering intelligent life in other parts of the universe. It involves detection of radio signals as a sign of presence of intelligence in other parts of the universe.
- 10.[c] **Apple Iic** : The design had pure white as the color of the case, that is why the name SnowWhite.



HEALTH CARE !

How To Get Rid of A Bad Cough Today with These Great Hints ?

You can be negatively affected by cough, both physically and emotionally. There are several tips given below to enable you to start How to get rid of a dry cough.

When you have an assault, make a note about the environment you're in. In time you should begin to see patterns and be ready for environmental factors which could cause issues for you.

A great hint that will help you to get rid of a cough is to keep your home clean. You're going to be much more susceptible to having a cough attack, if your house is messy. Make sure you do not use any cleaning products because they may also trigger cough that have harsh substances in them.

It is important that you just keep work environment and your house clean if you've cough. Germs and dust can worsen your cough symptoms and cut off oxygen to your own lungs. Because dust piles up fairly quickly, it's recommended that you dust your furniture and appliances one or more times weekly.

There are specific medications that exacerbate or cause cough symptoms. Not everyone understands this. Aspirin and some NSAIDs might do that. Furthermore, beta blockers, a sort of medicine used for hypertension and heart disease, may cause cough symptoms. It's important for the doctor to know your entire medical history, including any medications you are currently taking, so they can treat your cough.

There's a medication available that can help for lengthy amounts of time, if allergy symptoms cause one to have moderate to severe cough attacks. Omalizumab is an arbitration that is able to control allergic reaction symptoms.

For those who have cough, know your triggers.

What could it be that causes a cough episode to come on? Many common triggers are allergies and irritants. For some, it is



exercise or excessive temperatures. Cough strikes can be also caused by anxiety or mental problems. Knowing what causes your episode can also be what will help you find a treatment that is proper.

Take note of how your diet affects your cough. Often special foods like peanut butter contain allergens for anyone afflicted by cough. For those who have particular food-based triggers, manage your diet to prevent those ingredients and minimize your cough symptoms and episodes. Track your symptoms to ensure a new food doesn't cause increased cough problems, if you attempt it How to get rid of a cough. Keep all your regular cough appointments that are scheduled, no matter how you're feeling. Cough is understood to intensify the effects of the common cold and the flu, especially respiratory infections and the affiliated sinus. Hence it is suggested for those who have cough to keep influenza shots during the wintertime.

Know what triggers your cough and how exactly to avoid them. Triggers are different for each individual, so it may take some time to determine what yours are. Keep a diary of them.

With some patience and some work, you can keep it, although cough can be extremely difficult. It merely requires research, as well as, requesting your doctor what to do and just how to treat it so that you can breathe better. ■■■

When everything comes your way, you're in the wrong lane.

