

# ANNUAL REPORT 2007-08

## FOUNDATION FOR MSME CLUSTERS



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## FOUNDATION AT A GLANCE

Clusters of micro, small and medium enterprises (MSMEs) are found in abundance across the globe. Since the early nineties, cluster based development of MSMEs has been adopted in more than fifty countries. The Foundation for MSME Clusters was conceptualised to contribute towards this process of cluster based development of MSMEs and thus enhance their competitiveness, generate sustainable employment and alleviate poverty.

Foundation for MSME Clusters is a non-government, not-for-profit registered Trust that was conceived at the suggestion of the then Ministry of SSI, Govt. of India. Thereafter, it was established by Entrepreneurship Development Institute of India (EDI) in the year 2005 with technical support from the UNIDO Cluster Development Programme in India. The Foundation is steered by a Board of Trustees with support from a Governing Council under the Chairmanship of Prof. Y.K.Alagh.

### Vision

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

### Mission

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

### LIST OF BOARD OF TRUSTEES

1	Dr. Y.K. Alagh Chancellor Nagaland University, Chairman, IRMA, Vice-chairman and Emeritus Professor, Sardar Patel Institute of Economic and Social Research	Chairman
2	Chairman and Managing Director SIDBI-Lucknow	Trustee
3	Mr. Nitin Desai, Professor ICRIER, Former Under Secretary General, United Nations	Trustee
4	Shri Hari Sankaran Managing Director IL&FS, Mumbai	Trustee
5	Dr. Dinesh Awasthi Director, EDI	Trustee



## LIST OF MEMBERS OF GOVERNING COUNCIL

1	Dr. Y K Alagh, Chancellor Nagaland University, Chairman, IRMA, Vice-chairman and Emeritus Professor, Sardar Patel Institute of Economic and Social Research	Chairperson
2.	Mr. Nitin Desai, Professor ICRIER, Former Under Secretary General, United Nations	Trustee & Member
3	Chairman & Managing Director SIDBI, Lucknow	Trustee & Member
4	Mr. Hari Shankaran Joint Managing Director IL&FS, Mumbai	Trustee & Member
5	Dr. Dinesh Awasthi, Director, Entrepreneurship Institute of India	Trustee & Member
6	In-charge of UNIDO's Cluster Development Programme for India, UNIDO Headquarters, Vienna)	Member
7	Officer-in-charge for MSME Cluster Development Programme, Swiss Agency for Development and Cooperation (SDC), Embassy of Switzerland, New Delhi of Department of International	Member
8	Officer-in-charge for MSME Cluster Development Programme of Department of International Development, Government of Italy, Embassy of Italy, New Delhi	Member
9	Prof. Malcolm Harper SME Consultant London (UK)	Member



## MESSAGE FROM THE CHAIRPERSON

In the ideas propounded by Charles Sabel and Michael Piore, entitled “The Second Industrial Divide: Possibilities for Prosperity”, published in 1984, a powerful paradigm has found its way that focuses on building local social capital for local area development. This is because it is now more than 15 years since MSME clusters have ceased to be only a topic of just academic research. They have got requisite attention from the policy makers, practitioners and other economic entities. In India, the existence of a very large number of MSME clusters, their contribution to employment creation and export generation, and the challenges they face as a result of economic liberalization and globalization, has triggered a keen interest in policies to support under performing clusters and to help them achieve their potential on the basis of coordinated collective actions.

Within the larger context of the informalization of work in Indian industry in the reform and high growth phase, it seems clear that the MSME clusters are embedded in the received tradition of artisan based industrialization in many cases. Diamond polishing, specialized textiles and engineering clusters near skill bases are examples. Also there are similar bases emerging from raw material origins like footwear and silk textiles.

Diamond polishers starting from artisan skills went on to the domestic retail chain pursuing the value chain. Gitanjali Diamonds, for example acquired Nakshatra in 2000. In late 2006, India made its first conquest in the US jewelers retail segment. Gitanjali Gems, by then a Rs 3,467-crore gems and jeweler outfit, led by Mehul Choksi, acquired Samuels Jewelers Inc, the ninth largest chain in the US in a Rs 200-crore deal. In May 2007, Shrenuj Diamonds acquired an 84% equity stake in SGS (Simon Golub and Sons) for \$22.7 million. The two deals put together made the US market wide open for Indian firms. SGS distributes to 2,400 retail outlets in the US. Similarly, Samuels Jewelers has a wide reach—97 stores across 18 states of the US. Both SGS and Samuels have revenues of about \$150 million each. This gives the Indian firms direct control of 1% of the \$30-billion jewellery market of the US. In Nov.2007, Gitanjali Gems aquired US jewellery retail chain Rogers for an undisclosed sum. This was the company's second largest acquisition in the world's largest jewellery market. Privately-held Rogers is headquartered in Middletown, Ohio and operates 46 retail stores under brand names 'Rogers Jewelers' and 'Andrews Jewelers'. Rogers has revenues of \$80 million. Earlier (Feb.2007) the company bought 70% stake in Tri-Star Worldwide, a Canada mark licensee and a direct customer of BHP Billiton. More acquisitions are on the agenda. These are not cases of backward linkage from a large firm to a cluster based SME, but that of a smaller unit having grown in size and then planning forward linkages on a global plane in a dramatically successful manner.



'Cluster Development' has now been globally recognized an important strategic tool to achieve higher level of industrial development of a geographical region or of a country. All over the world Micro, Small and Medium Enterprises (MSME) producing same or similar types of products and facing common opportunities and threats are found existing in a typical geographical locations and these geographical location of MSMEs are called "clusters". The secret of success of 'over achieving' clusters are 'cooperation and joint action' by individual enterprise in the cluster and to link them up with 'supply chains' within and outside of the cluster.

Therefore a non-political, not-for-profit, operationally autonomous and professionally managed international foundation in India was set up to take the process of mutual sharing and learning and also to undertake a number of initiatives to spread the movement for entrepreneurial development through holistic cluster development in the country and the humanity at large.

The Foundation during its three years existence has been successful in building a good working relationship with various reputed institutions at state, national and international level. Some of these are UNIDO, United Nations Development Programme, Swiss Agency for Development & Cooperation, IFC (World Bank group)), Ministry of Agro & Rural Industries, Department of Science and Technology, Ministry of Micro, Small & Medium Enterprises (Government of India), Government of West Bengal and Government of Kerala. The Foundation is working in the direction of achieving the objectives it set before it. It has attracted talented, committed and competent human resources. It has grown from 4 to 15 during the last three years in terms of full time human resources. The Foundation has continuously generated surplus despite no externally available surplus to begin with.

The Foundation has decided to continue to focus its attention on India, thanks to the tremendous interest that the national and state institutions have taken on the subject. The challenges that India faces currently relate to availability of relevant skills to help her grow, ensure access of technology and to availability of finance for those who have been left out of. The Foundation has decided to humbly contribute to the national agenda by achieving her objectives around inclusive growth in clusters. In terms of thematic areas, the Foundation has initiated work around interface of clusters with micro-finance, technology/innovation, skills, mapping, social responsibility, energy and poverty.



There has been varying emphasis on cluster development initiatives across the world. In developed world the focus is on promotion of innovation in clusters whereas in transitional economies the focus of initiative is on productivity and linkages with better value chains. There is clear time framework of implementing a cluster initiative, though there are programmes which are implemented as a dynamic long-term process. The striking feature of cluster development initiatives in most of the countries is the inter-government departmental collaboration and also a high degree of interface between different governmental agencies. Role of facilitators in promoting this process is also well recognized. At the operational level, disappointment comes often due to insufficient funding and timeframe. Success is measured through a wide spectrum of parameters ranging from take up rates of project to number of jobs, spin-offs, innovations created, increased cooperation, ability to attract additional funds and specific goals per individual project.

Though Foundation is only 3 years old, yet it engaged a reputed consultant for strategic configuration and evolution of roadmap of the foundation for the year 2013. Report of the Consultant is attached as 'Annexure1". Structurally 3 divisions have been created namely Policy and Strategy, Implementation and Coordination and Training and Capacity Building. These divisions are responsible for the implementation for assignments and develop in-house human resources to achieve the roadmap drawn for ourselves.

I am grateful to all the institutions that have reposed their confidence by working with the Foundation on several areas of strategic importance. I would also like to complement the Foundation staff who have done well to help the organisation grow while adhering to the values and mission that we stand for.

Y.K.Alagh



### 3. WHAT WE DO AND OUR ORGANISATIONAL STRUCTURE

The Foundation for MSME Clusters was conceptualised to contribute towards the process of cluster based development of MSMEs and thus enhance their competitiveness, generate sustainable employment and alleviate poverty. Subsequently, the Foundation was legally constituted as a non-government, non-profit registered trust in the year 2005. The Foundation seeks to achieve the following objectives:

- ❖ Cluster initiatives become inclusive
- ❖ Cutting edge methodologies, tools, information and resources are accessible
- ❖ Effective linkages emerge between clusters and important thematic institutions in the area of finance, infrastructure, environment, investment, R&D, social responsibility and local governance
- ❖ Trained and competent professionals and institutions are available to facilitate cluster-based development

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

The Foundation provide and enable the provision of services in the areas of advocacy, advice, training and research by collaborating with international agencies, government institutions, financial institutions, banks, academic institutions, technical bodies, industry associations, non-government organisations and corporate entities interested in development of MSME through sub-contracting and sourcing. Specifically the Foundation provide:

- Designing cluster based MSME development initiatives
- Mapping clusters in regions and countries
- Conceptualisation and implementation of related training programmes
- Monitoring, evaluation and impact assessment of cluster initiatives
- Innovative action research in cluster development
- Development of 'Business Development Services' (BDS)
- Institutional capacity building for cluster based development
- Capacity building initiatives for industrial associations and non-government organisations
- Undertaking policy and implementation research in cluster development



## Policy and Strategy Division

The policy & strategy division helps to familiarize the policy makers and senior development practitioners about the cluster based approach and how it can be applied effectively within their sectoral and thematic mandate. It provides solutions in the form of cluster mapping, devising policies, defining the focus and designing of assistance architecture of impact making development initiatives. The Foundation builds on its dynamic think-tank on cluster based issues while drawing upon in-house knowledge and international experiences.

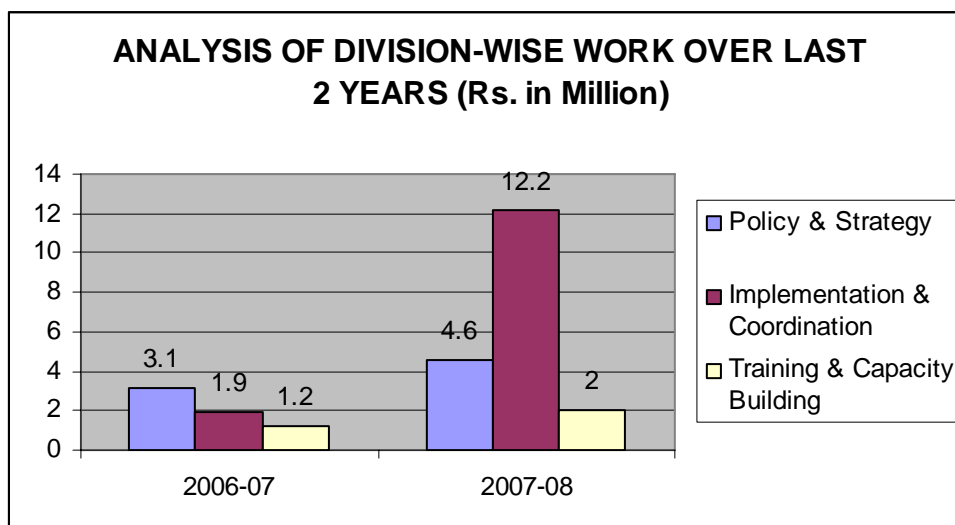
## Implementation and Coordination Division

This division undertakes the coordination of field based projects among a variety of sectors with wide ranging development objectives. It supports the local institutions by providing solutions emerging from the contextual need and a basket of tools that the organization has developed over several years of its experience. The division continues to expand its frontiers of applied knowledge by learning from the field. The main deliverables are methodologies, tools and field based solutions for achieving impact on the field in diverse contexts.

## Training and Capacity Building Division

There is need to develop cadre of effective development professionals who can apply the knowledge for holistic inclusive development. This division has developed a range of training curricula and runs class and field based training initiatives to bridge the gap. Moreover, through this division, the Foundation undertakes the responsibility of training the trainers to strengthen the capacities of a number of resource institutions in Indian and abroad to help build their capacities for long terms sustenance.

## ANALYSIS OF DIVISION-WISE WORK DONE OVER LAST 2 YEARS





#### 4. OUR PERFORMANCE AND ITS IMPACT

The Foundation has completed almost 3 years of operation as on 31<sup>st</sup> March, 2008. During the year 2007-08 the Foundation continued to provide development services in the areas of training, capacity building, research, diagnostic studies and handholding of clusters. The schemes, methodology and implementation & evaluation tools provided by the Foundation to the SFURTI are being implemented in 104 clusters across India. Government of West Bengal has started its cluster development initiative in 19 clusters taking technical support from the Foundation. The Foundation, based on methodical research, developed a scheme for Technology Information Forecasting and Assessment Council (TIFAC) to “Strengthen Innovation and Technology Absorption in SMEs”. The assignment is the part of a World Bank collaborated National Innovation Programme with a proposed budget of Rs. 50 billions over the next 5 years. The Foundation with grant support from Department of Science and Technology, Government of India has undertaken to develop innovation clusters in India that will help SMEs develop commercially viable new products and services in technology intensive sectors in the country. Kerala Bureau of Industrial Promotion (KBIP), Government of Kerala, has entrusted the work of benchmark study of 7 clusters in Kerala State covering customer and internal perception, environment, performance analysis, market strategies and technology changes and proposing a change in management plan and strategy to achieve the changes in the clusters.

The outcomes of the Foundations’ working with different agencies are noteworthy. As a result of its working with Iran University of Industries and Mines and Iran University of Science and Culture, a Foundation is being set up in Iran to take up the functions of Foundation for MSME Clusters.

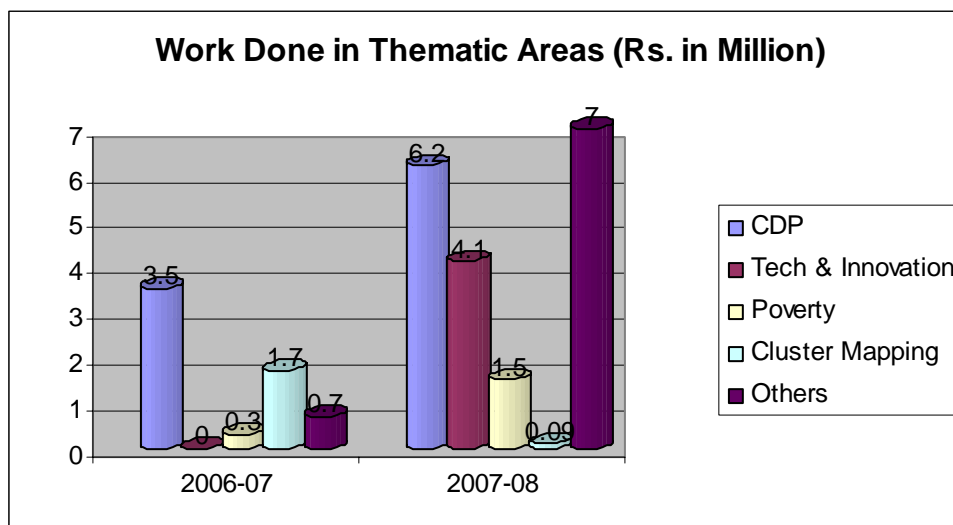
#### NAME OF ASSIGNMENTS AND AGENCIES

S. No.	Name of the Agency awarding the assignment	Assignment name
<b>PROJECTS CONTINUING FROM PREVIOUS YEAR 2006-07</b>		
1	Ministry of Micro, Small & Medium Enterprises, Government of India’s agencies Khadi & Village Industries Commission (KVIC) and Coir Board	Support to SFURTI – a cluster development initiative for traditional industries
2	Swiss Agency for Development & Cooperation (SDC) – India	Policy and Status Paper on Cluster Development in India Clusters in ‘Poverty Hot Spots’ Strategic Roadmap for the Foundation
3	United Nations Development Programme (UNDP)	To coordinate the preparation of District Level Plans through Public-Private-Community Partnership as the Lead Technical Support Organization

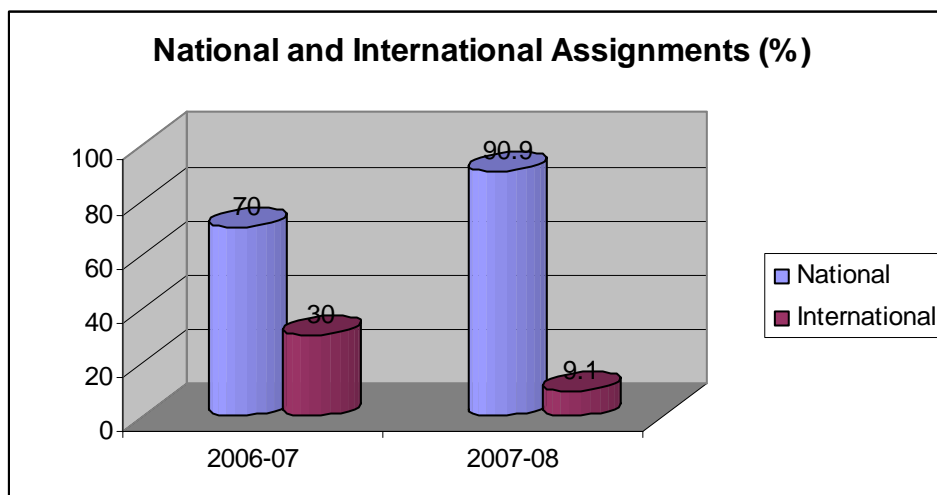


NEW PROJECTS DURING 2007-08		
1	Iran University of Industries and Mines	Training programmes for Cluster Development Agents (CDAs) (Apr 07)
2	Iran University of Science and Culture	Training of Trainers program (July 07)
3	Gulf Organisation of Industrial Consulting (GOIC)	Introductory Workshop on Cluster Development (July 07)
4	Iran University of Science and Culture	CDA Training Programme in Iran (Aug 07)
5	Department of Science and Technology, Government of India (DST)	Promoting Innovative Clusters in India
6	DC (MSME), Ministry of MSME, Government of India	Training of Officers of DC (MSME)
7	Kerala Bureau of Industrial Promotion (KBIP)	Benchmark Studies of Seven Clusters in Kerala
8	National Manufacturing Competitive Council, Government of India (NMCC)	Survey of various industry units in Meerut city
9	Technology Information Forecasting and Assessment Council (TIFAC)	Technology upgradation in clusters – A Policy Paper
10	Directorate of Micro & Small Scale Enterprises, Government of West Bengal	Technical and Handholding support in implementing Action Plan in 19 clusters under Directorate of M&SSE, Government of West Bengal

## 5. ANALYSIS OF BUSINESS IN THE YEAR 2007-08



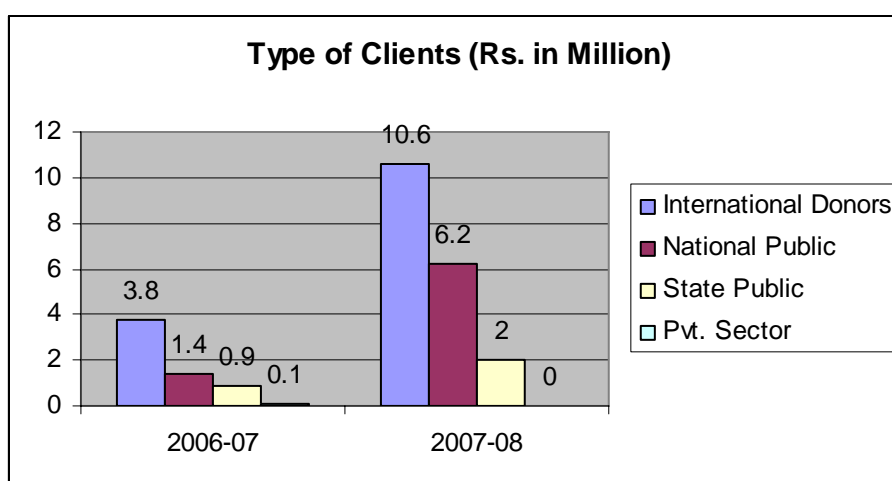
## ANALYSIS OF NATIONAL AND INTERNATIONAL ASSIGNMENTS



### Financial Operations of the Foundation (Figures: Rupees in millions)

	Year 2005-06	Year 2006-07	Year 2007-08
Gross Turnover	0.3	6.3	18.8
Surplus generated	Nil	2.9	2.6
Amount of Projects awarded	0.3	20.3	30.6
Fixed assets created	Nil	0.04	0.8*

Fixed assets of Rs.0.7 million through DST project



### BRIEF DESCRIPTION OF THE PROJECTS BEING EXECUTED BY THE FOUNDATION

(Project carried over from Previous Year)



SFURTI – Khadi & Village Industries Commission (KVIC) and Coir Board (Agencies of Ministry of Micro, Small & Medium Enterprises, Government of India): It is a combined assignment of Khadi & Village Industries Commission (KVIC) and Coir Board, both agencies under the Ministry of MSME. The assignment was awarded to the Foundation in November 2006. Under the contract the Foundation was to provide technical support for a cluster development initiative to rejuvenate traditional industries. KVIC and Coir Board have been provided strategic inputs in the areas of training, preparation of strategic action plans and development of monitoring/evaluation framework. Out of total 5 modules under the project, 3 modules were completed and delivered in the previous year to the client's satisfaction. The Foundation has provided to the Coir Board the remaining two modules. However, KVIC had decided to defer these two modules during the previous year, restarted in the year 2008-09.

Swiss Agency for Development and Cooperation (SDC): In December 2006, the Foundation had undertaken an assignment with SDC that had three components – (i) Policy and Status Paper on Cluster Development in India, (ii) Policy Paper on Clusters in 'Poverty Hot Spots' and (iii) Drawing up Strategic Roadmap for the MSME Foundation. The component (i) Policy and Status Paper on Cluster Development in India - has been completed.

The assignment under components (ii) Clusters in Poverty Hot-spots - which requires mapping the micro-enterprise clusters in the poverty hotspot blocks/districts and estimate their contribution to the local economy, exploring the role played by the producer entrepreneurs and their impact on poverty alleviation- will be to be completed in the first quarter of 2008-09. Work on component (iii) Strategic Roadmap for the MSME Foundation – to estimate the need for cluster development initiatives in India and suggest a suitable structure and roadmap for itself– will also be completed in the first quarter of year 2008-09.

United Nations Development Programme (UNDP): The services of the Foundation were engaged in the month of December 2006 to assist UNDP for 18 months to help draw a multi stakeholder based collaborative district plan for sustained economic growth and social development. The Foundation as a Lead Technical Support Organization (LTSO) is to coordinate the work, collate the learning and facilitate experience sharing amongst the different institutes across 4 districts in 4 States. The program was executed in the Districts of Rajnandgaon (Chattisgarh), Ganjam (Orissa) Dungarpur (Rajasthan) and Mandla (Madhya Pradesh). This initiative will be concluded by May 2008.

#### ASSIGNMENTS RECEIVED AND EXECUTED DURING THE YEAR 2007-08

IRAN University of Industries and Mines: CDA Training: Iran University of Industries and Mines sought the services of Foundation for MSME Clusters for organizing and successfully running the Cluster Development Agents training program during April 2007.



IRAN University of Science and Culture: A Training Program for Training of Trainers was successfully conducted by the Foundation in July 2007 on behalf of the Iran University of Science and Culture. Again, a CDA training program was also organised for the University during August 2007.

Gulf Organisation for Industrial Consulting (GOIC): A Workshop on awareness on cluster development was conducted at Doha (Qatar) on behalf of Gulf Organisation for Industrial Consulting (GOIC) during July 2007.

Department of Science and Technology (DST), Government of India: The Department of Science and Technology awarded a project "Promoting Innovative Clusters in India" in October 2007 for a duration of one year. The project aims to trigger public-private based innovations among SMEs based in clusters. The initiative also looks at possibilities of innovations based on cooperation and joint working by SMEs, Accordingly, the Foundation has studied both international and national best practices and policy framework that supports innovation. The objective is to learn lessons and methodologies required for successful implementation. The work under the project is progressing well.

Kerala Bureau of Industrial Promotion (KBIP): In the month of December 2007, KBIP awarded this assignment jointly with Entrepreneurship Development Institute of India (EDI), Ahmedabad. The scope of the work require benchmark study of 7 clusters in Kerala State covering customer and internal perception, environment, performance analysis, market and technology strategies for the cluster products, proposing future marketing strategies and technology changes and proposing a change management plan/strategy to achieve this change. This is to be done through comparison of the clusters with similar benchmark clusters, analysis of present situation by conducting diagnostic study, technology study

and market study including customer satisfaction, identifying trends in national/international markets, gaps for capturing international markets and than proposing a change management plan/strategy. The project is progressing well and 70 per cent of the work has been completed and the remaining work is slated to be completed within the timeframe of 8 months provided.

National Manufacturing Competitive Council (NMCC): NMCC assigned to the Foundation the task to undertake a quick survey among the various industry units in the Meerut city region to identify the potential leading industrial products vis-à-vis feasible cluster locations. The assignment also included to arrive at an approach plan for a planned cluster development programme in the Meerut city region based on survey analysis and interactions with various stakeholders including the local entrepreneurs, local industry chambers, industry associations, banks and development institutions, State Government authorities/NGOs etc. The assignment was completed to the satisfaction of NMCC

Technology Information Forecasting and Assessment Council (TIFAC): TIFAC awarded the assignment to the Foundation in the month of March 2008 for preparation of detailed Project Report on Technology Up gradation of SMEs in

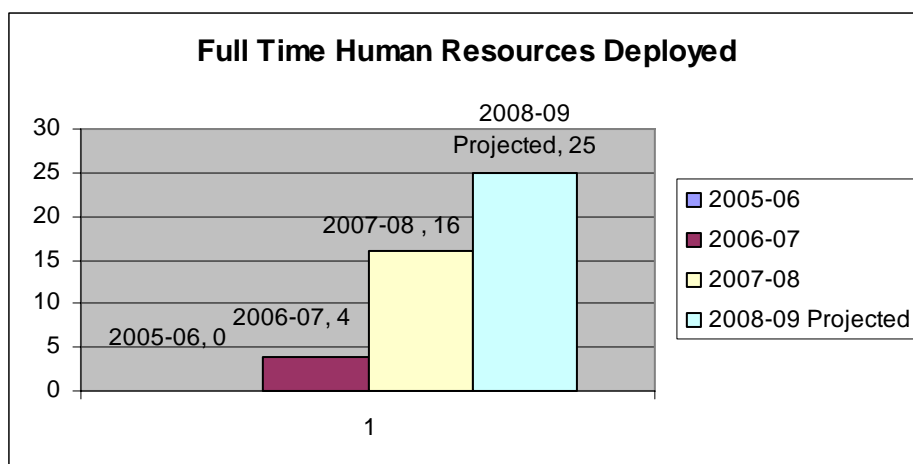


preparation of National Innovation Project. This assignment is part of the World Bank funded National Innovation Programme to be executed by the Ministry of Science & Technology. The task was completed to the within the timeframe provided by TIFAC.

Directorate of Micro and Small Scale Enterprises (DMSSE), Government of West Bengal: The Directorate of Micro and Small Scale Enterprises, Government of West Bengal awarded a project for technical support to the Cluster Development Executives (CDEs) for implementation of Micro and Small Enterprises Cluster Development Programme. The project was awarded in the moth of March 2008 for the programme to run in 19 clusters in West Bengal.

## 6. OUR HUMAN RESOURCES

The Foundation is proud to have a motivated team of professionals largely from the development field, but also from the areas of finance, micro-finance. Of the total staff strength of 16 persons, 14 are full time. Out of 16, 2 of them are doctorate while 11 of them hold post graduate qualifications in management, economics, rural development, social work and public administration. At the gender level, there are 4 women among the team of 16.





### Brief Profile

Mr. Mukesh Gulati	Qualification: MBA and Bachelor of Engineering Specialization: 1) Cluster based development 2) MSME development 3) Project Monitoring 4) BDS development Experience: 20 years
Dr. Tamal Sarkar	Qualification: Ph.D. (Economics) Specialization: 1) Cluster development 2) BDS promotion 3) SME association capacity building Experience: 18 years
Mr. Deepak Arora	Qualification: MBA (Marketing and Finance) Specialization: 1) Institution building 2) Strategy formulation for development of Clusters 3) BSD development & Strategic Marketing Experience: 12 years
Mr. Parvinder Pal	Qualification: M.A (Economics) Specialization: 1) Micro enterprise development management 2) Conceptualization, strategizing and coordination of projects Experience: 25 years
Mr. Amar Singh	Qualification: B.A (Hons) Specialization: 1) Administration 2) Finance Experience: 25 years
Ms. Sukanya Banerjee	Qualification: MA Economics) Specialization: 1) Research 2) Coordination Experience: 7 years
Mr. Ranjan Singh	Qualification: PG Diploma in Quality Management, BE (Electrical) Specialization: Managing Techno-Commercial projects Experience: 11 years
Mr. Brajesh Pandey	Qualification: Post Graduate Diploma in Rural Development Specialization: 1) Strategy formulation and Implementation 2) Project Monitoring, Evaluation and Documentation and Management as per ISO 9000 standards 3) Policy and Programme Analysis 4) Liaisoning and networking with Government, technical institutions and Civil Society Organizations Experience: 9 years
Dr. Rajeev Sharma	Qualification: Ph.D (Economics) Specialization: Microeconomics and Research and teaching Experience: 5 years
Mr. Iqbal Ahmed	Qualification: Masters in Social Work (Social Development) Specialization: Project Management Experience: 8 years
Mr. Vishwamohan	Qualification: Post Graduate Diploma in Rural Development Post Graduate Diploma in Rural Development (PGDRD) (specialization in Rural Marketing)



Prasad	Specialization: 1) Project management 2) Capacity Building 3) Policy Advocacy 4) Research and Documentation 5) Liasoning Experience:9 years
Ms.Teresa Khanna	Qualification: Msc Development Studies and Masters in Social Work (Family and Child welfare) Specialization:1)Project Management 2) Logical Framework Analysis 3) Communication 4)Training 5) Policy Analysis 6) Co-ordination 7)Documentation 8)Financial Budgeting, Accounting 9)Networking Experience:10 years
Mr. Nikhil Mathur	Qualification: Post Graduate Diploma in Forestry Management (PGDFM) Specialization:1)Project Management 2)Capacity Building 3)Research Experience:10 years
Ms. Preeti Bharati	Qualification: MBA (Finance) and Masters in Agricultural Economics MS (Agricultural Economics) Specialization:1) Research and analysis, both theoretical and empirical 2) survey designing Experience:12 years
Mr. Sagnik Lahiri	Qualification: BA (Political Science) Experience: 1.5 years
Ms. Antara Ghosh	Qualification: Post Graduation in Public Relation Specialization: Public Relation Experience: 3 years





## 7. NOTES TO THE ACCOUNTS & AUDITORS REPORT AND AUDITED STATEMENT OF ACCOUNTS

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

### INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDING ON 31st MARCH 2008

EXPENDITURE	AMOUNT	INCOME	AMOUNT
To Accounts & Legal Consultancy fees	232,730.00	BY Cosultancy Charges	14,724,751.00
To Bank Charges	2,230.00	BY Grant recd.	4,117,976.00
To Advertisement Exp.	9,916.00	By Intt. On saving Bank Account	27,855.00
To Misc. Exp.	30,164.00		
To Consultancy/ Salary Paid	10,062,882.00		
To Medical Support	459.00		
To Office Equipment Maint. Exp.	46,684.00		
To Office Expenses	102,050.00		
To Postage & Courier Exp.	58,979.00		
To Printing & Stationery	240,270.00		
To Organisation Promotion exp	23,724.00		
To Telephone & Internet charges	173,486.00		
To Toure& Travels exp.	3,572,348.00		
To Water & Electricity Expenses	50,585.00		
To Computer Repair & Maint.	159,958.00		
To Books & Periodicals	25,915.00		
To Board of Trust Meeting Exp.	16,572.00		
To Governing Board Meeting Exp.	13,135.00		
To Rent Office & Guest House	463,714.00		
To Guest House Accomodation Exp.	55,549.00		
To Training & Exposure Visit Exp.	133,821.00		
To Honorarium	22,750.00		
To Hospitality	2,210.00		
To Stipend Exp.	95,000.00		
DSTO Cordinator Selection exp.	5,937.00		
Foreign Exchange diff.	278,491.34		
short & Excess	200.00		
Staff Accident Insurance	11,573.00		
Workshop Exp.	216,672.00		
Audit fees(External Auditor)	11,236.00		
Depreciation	126,381.00		
Income over Expenditure tfd to serve & Surplus	2,624,960.66		
<b>TOTAL Rs...</b>	<b>18,870,582.00</b>	<b>TOTAL Rs...</b>	<b>18,870,582.00</b>

