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The Observatory Mirror



ISED SMALL ENTERPRISE OBSERVATORY

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National Business Start-up Strategy in Focus
Regional Enterprise Development Audit
ISED-CMEDS at the help of State Governments
Kerala Workshops Brainstorm Enterprise Strategy
Kerala Enterprise Development Report Getting Shape



Institute of Small Enterprises and Development

ISED House, ISED Road, Cochin -682028, India.
Tel: 0484 2808171, 2808727, 2809884



With the dismantling of the Planning Commission, and with the new regime of the NITI Aayog, the States in India face several opportunities and challenges relating to enterprise development. Unlike in the past, the State governments now have enough space for articulating their case with the Union government. More than that, there is an enhanced responsibility for the Centre and the States to work on a new equation of partnership. This, alternatively, demands that the State governments have to do much homework.

The ISED understands this changed environment and people's aspirations. The ISED Centre for Monitoring Enterprise Development in the States (ISED-CMEDS) is a Knowledge Centre within the institute, helping the State governments in undertaking Enterprise Development Audits. I am happy to note that of late, the Government of Kerala has approached the Institute seeking its support for such a challenging exercise.

This issue of the Observatory Mirror is devoted to a discussion on Regional Enterprise Development Audit, and its usefulness for planning and implementation of programmes at the State and District levels. I hope, this volume will help practitioners and all who are interested in enterprise development at the regional level.

A handwritten signature in black ink, appearing to read 'P.M. Mathew', written in a cursive style.

P.M Mathew

Prime Minister to Come out with a Start-up Strategy



The Prime Minister had announced a new programme, 'Start up India- Stand up India' on August 15, 2015. He is likely to come out with a strategy soon, it is reported. In this context, ISED wishes to discuss some of the key issues in the area. Please Read, the *ISED Policy Briefs*, "The MSME Start-up scene in India", and "India: Start-up, skills and Entrepreneurship".

Kerala Enterprise Development Report Getting Shape

As the State of Kerala is moving towards its Assembly Elections, the so- called "Kerala model of development" has, once again, become a subject of active debates. Originally mooted by a group of Kerala economists, the interpretation need to be examined beyond the limits of the discipline of Economics.



Here is an initiative by the Institute of Small Enterprises and Development. Following its track of regular national level reporting on developments in the industrial sector, comes an addition: the 'Kerala Enterprise Development Report 2016'. The report of twelve chapters attempts a practical stock-taking of Kerala's record on the enterprise front. It questions both the 'investment approach' and the 'resources approach', and examines how knowledge and capabilities can take the State into a path of accelerated growth and distributive justice. It will be released in February 2016.

REDA for Branding the States & Districts

Regional Enterprise Development Audit (REDA) is ISED's strategic tool for branding the States and Districts in the area of enterprise development. 'Development audit' is different from 'social audit'. 'Social audit' is a process of reviewing official records and determining whether state-reported expenditures reflect the actual money spent on the ground. A development Audit, on the other hand, looks at the involvement of various stakeholders against the actual experience of development. It further evaluates the strengths and weakness of the stakeholders and systems. The audit also offers suggestions for improvement of the existing order of things, through dialogues, collection of fresh data and insights, and their interpretation.

Once the Development Audit is complete, the Report should be used to develop a strategic plan for development, addressing the areas raised, as issues needing improvement in the Audit. A comprehensive Development Audit can help an organisation or system to build on its strength, overcome its weakness, and address opportunities for future growth

In India's post-Independence development scene, both the Union Government and the States have been designing and implementing various development programmes from time to time. Most of these programmes have been traditionally, sponsored by the Central Government. Now, a time has come, wherein, the State Governments have to do a lot of homework regarding the design and implementation of development programmes, and for their meaningful implementation, in a national canvas of 'cooperative federalism'. Today, the platform is one of competition among the States, rather than vigorously grabbing Centrally sponsored schemes. It needs meticulous home work. Branding the States and Districts has become all the more important.

How the State, District, and Local governments have performed in the past in relation to enterprise development initiatives? What is the potential? How can such a potential be tapped? What is the way forward? The Audit" seeks to provide answers to these questions. The specific objectives of such an exercise are the following:

- To help the State Governments/ District Councils/Local governments to draw meaningful local enterprise development plans.
- To help them implement national programmes in a locally meaningful context.
- To help them produce maximum results from existing programmes through effective synergies.
- Help to design innovative programmes.
- To help them link up with Central Ministries effectively.
- branding of local success stories and innovative programmes(e.g. Kudumbasree in Kerala, 'Electricity for all' in Gujarat).
- To suggest ways and means of ensuring people's participation in the design and the implementation of programmes.
- To enhance the interest and involvement of financial institutions in public programmes for enterprise development

The Audit will result in a report containing recommendations and action points, as to how the State/local governments can create success stories in enterprise development. It will also provide the opportunity to have a global reporting that enables to discuss the Report's recommendations with global forums such as the World Economic Forum and the United Nations Conferences.

Prof.K.L.Krishna Lauds India MSME Report



India's noted econometrician and Chairman of the Madras Institute of Development Studies(MIDS), Prof. K.L.Krishna has complimented ISED Small Enterprise Observatory, and India MSME Report series, for their achievements. "The MSME sector deserves a lot of policy support. "I wish to compliment Institute of Small Enterprises and Development for its persistent endeavour over a long period", he said in a communication addressed to the ISED Director.

ISED-CMEDS at the help of State Governments

With the dismantling of the Planning Commission, and with the new regime of the NITI Aayog, there are several opportunities and challenges relating to enterprise development by the State governments. Unlike in the past, the State governments now have enough space for articulating their case for enterprise development with the Union government. It also implies that, under India's federal system, there is an enhanced opportunity for the Centre and the States to work on the basis of a new equation of partnership. This, alternatively, demands that the State governments have to do much homework, both at the State and sub-State levels.

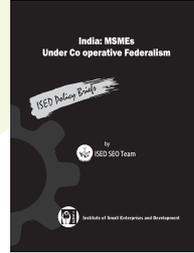
With special focus on enterprise development and employment promotion, ISED has conducted detailed studies on the emerging scene of partnership. The ISED Centre for Monitoring Enterprise Development in the States(ISED-CMEDS) is a Knowledge Centre within the Institute, meant for helping the State governments, District Administrations and Panachayati raj institutions in shaping appropriate enterprise development strategies. The Gujarat State government has sought assistance from ISED in the context of 'Vibrant Gujarat'. More recently, the Government of Kerala has approached the Institute seeking its support for such a challenging exercise, under the Institute's Regional Enterprise Development Audit(REDA) Project.

The task of enterprise development is really complex, and it demands substantial homework by the State governments. While, of late, there has been a significant national focus on skill development, start-up, and financing new ventures, especially through schemes like the MUDRA, an effective functioning of all these requires the background support of a strong knowledge system at the State level. Such knowledge systems must cover basic labour market data on the one hand, and advanced data on enterprise growth and innovation on the other.

Despite such an imperative, most State governments today do not have even bare data on the number of enterprises that they have brought into the stream under public programmes. Improving such a weak base of planning and program implementation is the challenge before both governments, planners and knowledge institutions today. The ISED-CMEDS strives to sensitise the State governments and the panchayati raj institutions to improve this situation and offers handholding support.

New titles from ISED

- India : MSMEs Under Co-operative Federalism
- MSMEs in India focal themes in 2015
- Gender and Enterprise in India- Key issues in 2015
- India's MSMEs : Beyond 2015
- India's MSMEs in 2015 : Lessons from the Subsectors
- MSMEs : Public Policy and Policy Institutions
- Rural MSME Scene in India Towards Structural Changes
- Small and Medium Enterprises : The Global Story in 2015
- India : Start-up, Skills and Entrepreneurship
- The Story of MSME Finance : 2015
- MSMEs : the Growth and Transition Agenda



ISED News Scan

Scott Wang visit ISED

The Vice President (Asia Pacific) of the World Trade Centres Association (WGCA), Mr. Scott Wang visited the ISED on December 5, 2015. While having detailed discussions with Dr. P.M. Mathew, Director, he explored

opportunities of collaboration between the two institutions. Joining with the WTCA, the Institute plans to play a more active role in supporting the SME sector, especially on the export promotion front. Mr. Scott Wang was accompanied by Mr. Bose K. Nair, Vice President, of the World Trade Centre, Bangalore.



Enterprise Development: ISED Workshops bring New Light



The Kerala model of the development, from time to time, has attracted significant attention in academic and policy circles. However, 'enterprise' which is the key driver of the structural changes in the economy has not gained any significant attention

in the Kerala context so far. It is in this context, that the ISED jointly with the Government of Kerala, has initiated a research project on assessing Kerala's enterprise scene, and its potential in the overall context of sustainability of the 'Kerala Model'. The Kerala Enterprise Development Report 2016 will be released next month.

The Project has several components, meant to capture and unravel the State's experience on the enterprise front. Capturing stakeholder aspirations, which provides the link between the economics and politics of enterprise development, is a challenging task. In this context, the Institute, jointly with the Directorate of Industries & Commerce, Government of Kerala, organised three Stakeholder's Workshops during the month of December 2015. The Workshops were marked by the active participation and involvement of the various departments of the Government of Kerala, local governments, people's representatives financial institutions, researchers and entrepreneurs. The rich inputs of the Workshops are meant to be the nutrient for the forthcoming Report.



India Micro Small and Medium Enterprise Report (2007 -2014)



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ISED- International Internship Programme

The International Internship Programme in Sustainable Development (IIPSD), a tailored programme meant for those interested in the subject areas of SMEs and private sector development, is open now. Open for candidates from various educational and career backgrounds, this is the First Quarter call for the year 2016. Selected interns in this Quarter may also get the opportunity of participating in the Institute's prestigious Project, 'Kerala Enterprise Development Report 2016'. Details, please email us at: director@isedonline.org

ISED Invites Senior Researchers/Consultants

ISED invites correspondence from Senior Researchers/Policy Experts for short-term Programme assignments in various parts of India. The preferable backgrounds are, research, public administration and finance. Experts, already in service or outside, and interested in socially relevant work with focus on enterprise and employment, are invited to correspond with their brief bio sketch to: Director, ISED, Cochin-682028, email: director@isedonline.org; 09446501871

ISED Key Publications Index

Book ID	Title
ISED-173	A Directory of Women's Industrial Enterprises in Kerala
ISED-085	A Situational Analysis of Small Industry Associations in India
ISED-022	Aasoothranthinte Puthiya Maanavum Vyavasaya Valkaranavum (Malayalam)
ISED-049	An Approach Paper on Development of Small Enterprises in Kerala
ISED-128	An Evaluative Study on Women's Organisations in Kerala
ISED-156	Bank Finance for SSIs : The Regional Dimension
ISED-093	Beyond Financial Inclusion: Making Finance Work for the Entrepreneurial Poor
ISED-057	Beyond Old Equations -Small Enterprise Experience and Perspectives in India
ISED-144	Building a Coalition for Enterprise Development
ISED-074	Business Development Services for Small Enterprises A Regional Study
ISED-070	Can Changes in Credit Assessment Help?
ISED-067	Can Flexible Specialisation be the Alternative? An Exploratory Study on Cane and Bamboo Industry
ISED-079	Capital, Caste, Class and Gender : The Political Economy of Women's Organisations in an Indian State(1880-1984)
ISED-066	Change and Choice in Gender Structure :An Inquiry into the Declining Female Labour Participation in Kerala Industry
ISED-168	Coconut Shell Resources of Kerala Utilisation and Technologies
ISED-075	Collective Approach to Poverty Alleviation in India :A National Study
ISED-141	Community Participation in the Development of Primary Education : Recent Experience and Emerging Issues
ISED-108	Continuity and Change: Dynamics of Economic Transition in a Pre-Industrial Society in North-East India
ISED-100	Craft Entrepreneurship Clinic - Iringalakuada
ISED-167	Craft Entrepreneurship Clinic -Kannur
ISED-130	Craft Entrepreneurship Clinic -Neeleswaram, Ernakulam Dist
ISED-117	Credit Unions and Small Enterprise Finance
ISED-092	Database of the Kerala Economy
ISED-185	Data-base of the Kerala Economy - 2002 and Beyond: ISED Perspectives
ISED-086	Decentralised Planning for Small Enterprise Development: An Experiment at Kalady, Kerala, South India (Report on Local-level Skill Mapping).
ISED-131	Development of a Sericulture Co-operative Network, Kerala : An Evaluation Report.
ISED-065	Development of Small Enterprise Clusters: An Alternative Approach
ISED-105	Development of Small Enterprises: Challenges and Opportunities
ISED-162	Development Theory, Planning and Informalism
ISED-163	Econometric Evaluation of the SEWA Bank in India
ISED-080	Economic Liberalisation and India's Modern Small-scale Industries
ISED-089	Edu. Entrepreneurship Clinic - Chengannur
ISED-078	Edu. Entrepreneurship Clinic - Pathanamthitta
ISED-176	Edu. Entrepreneurship Clinic - Perumbavoor
ISED-084	Employment Generation in the Agro and Rural Industries Sector in India
ISED-174	Employment in Women-preferred Industries: A Study on Garment Industry in Kerala, India.
ISED-121	Energy and Green Business: The Way Forward for MSMEs
ISED-153	Energy Conservation in Marine Fisheries: A Study on Attitudes and Knowledge.
ISED-164	Entrepreneurship Development in the Renewable Energy Sub-Sector In Asia: Report of an International Workshop

Book ID**Title**

ISED-040	Enterprise Development: Global Issues and Currents in 2014
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ISED-186	Evaluation Report on Co-operative Rural Development Project
ISED-060	Feasibility Study for a Non-Banking Financial and Investment Company
ISED-045	Finance for Small Enterprises in India,
ISED-104	Financial Sector and SMEs in India: Problems and Prospects
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ISED-129	India : Directory of Non-Governmental Agencies in Enterprise Development
ISED-134	India : Manufacturing Competitiveness in MSMEs
ISED-073	India : MSME Programmes and the Progress Card
ISED-090	India : The Regional MSME Scene
ISED-012	India Micro Small and Medium Enterprises Report - 2007
ISED-014	India Micro Small and Medium Enterprises Report - 2008
ISED-015	India Micro Small and Medium Enterprises Report - 2010
ISED-018	India Micro Small and Medium Enterprises Report - 2011
ISED-016	India Micro Small and Medium Enterprises Report - 2012
ISED-017	India Micro Small and Medium Enterprises Report - 2014
ISED-059	India- MSMEs and the Economy: The Global Kaleidoscope
ISED-063	India Needs a Small Enterprise Commission
ISED-087	India: Manufacturing Competitiveness and MSMEs
ISED-088	India: MSMEs and the Enterprise Eco-system
ISED-061	India: Next Generation Strategies for MSME Development
ISED-041	India: The Economy, Political Transition and MSMEs
ISED-054	India: The Regional Ecosystem and MSMEs
ISED-023	India: The State of Development of Small and Medium Enterprises -2005
ISED-004	India's MSME Ecosystem: Change and Choice
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ISED-071	Indian Small Firms under Globalization: Has Policy Helped?
ISED-038	India's MSME Scene: The 2014 Story and the Way Forward
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ISED-135	Initiatives for Women Empowerment in Kerala: A Study on BSS
ISED-030	Innovation and Micro&Small Enterprises Development in Africa and Asia
ISED-101	Institutional Intervention and Informalism : A Study on the Kerala Experience.
ISED-150	International Conference on Local Economic Development and SMEs: A Report
ISED-187	International Conference on Small Enterprise Development : The International Experience and Asia-Pacific Imperatives
ISED-098	International Cooperation for Small Enterprise Development
ISED-097	International Trade, ASEAN, and MSMEs
ISED-020	Keralathinte Cherukidavyavasayavikasanam: Oru Sameepanarekha(Malayalam)
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INDIA MICRO, SMALL & MEDIUM ENTERPRISES REPORT 2014

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- Regional Round up
- Inclusive Entrepreneurship Strategy
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ISED Small Enterprise Observatory
Institute of Small Enterprises and Development
Gurgaon - 122 008, India
www.isedaction.org



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Shri.Narendra Modi, Prime Minister of India

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Mr.S.S.Mundra, Deputy Governor, Reserve Bank of India



Institute of Small Enterprises and Development (ISED) is an interdisciplinary Centre with small enterprises as its key constituency. Along with research, advisory services, advocacy, networking, and training, the Institute is an active participant to policy dialogue on small enterprises. The Institute is affiliated to the Indian Association of Social Science Institutions(IASSI), as its Permanent Member.