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## A word from the DI&C

A Cluster Development Agent (CDA) is not merely an agent but the quintessence of whole CDP process. Hence the sincere dedication from the part of the CDA is highly essential for a cluster in any sector to flourish. It is obviously a fact to be acknowledged that our present CDAs have put in relentless effort for the identification of clusters in different sectors through out the state (almost 60 in number). But it is also to be kept in mind that such enthusiasm and vigor has to be shown by them in future proceedings also ie in development of the identified clusters.

CDA s take-up the rather difficult task of instilling trusts in the cluster actors. Being an unavoidable part of the CDP, the job/role of a CDA never comes to an end as the whole chain of events in cluster development programme has to go on, keeping up with the pace of changes in the global and national industrial scenario. To be in canter with the rapid changes the cluster will be obliged to upgrade their technology, skills and available informations. . This process of up gradation cannot be done without a hand from reputed institutions and concerned agencies. The interaction with such organizations of prominence provides a wide arena for the CDAs to sharpen their skills from career point of view as well as individual enlightenment. This will later help in moulding them up as consultants in this sector. So I call upon all CDAs in our state to put in tenacious efforts as they build up the backbone of the Cluster Development activities.

## An Awareness Programme for the Chief Officials of Bankers

- CDP in the State

Most of the financial institutions in Kerala are not fully aware about the Cluster Development Programme (CDP) in the state. This creates too much confusion amidst cluster actors and officials of various bankers when they approach with some proposals/projects. For getting a good outcome through cluster approach in a sector, the role of the financial institution is inevitable. So Department of Industries, Govt. of Kerala (GoK) decided to conduct an awareness workshop for the chief officials of various financial Institutions in the state and it was held on 05 August 2004. Shri PK Kunhalikutty, Hon. Minister for Industries & IT inaugurated the workshop. He asked bankers not to miss the opportunity to raise their volume of business by networking with clusters. The financial contribution from the Government to promote Industrial clusters this year will also increase – he assured.



Shri PK Kunhalikutty, Hon. Minister for Industries & IT inaugurating the awareness workshop for the bankers.

By operating the channels of credit to the clusters, the banks can improve their CD ratio in the state, he noted. The chief officials/delegates from all the leading nationalized and other banks had participated. Shri. John Mathai IAS, Principal Secretary, Industries elaborated on the support and assistances offered by Government to the CDP, in his presidential address.

Shri PH Kurian IAS, Director of Industries and Commerce (DI&C) stressed the role of Bankers in CDP in his welcome speech. Dr. N. Krishana Mohan, Regional Director, Reserve Bank, Shri. Narasimhan, CGM, SBI, Shri. Umesh Shenoy, GM, Canara Bank, Shri. Deepak Arora, UNIDO and Shri Gunasekharan, GM, SIDBI

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## Workshop and Training Programmes - Initiated by Kottayam Rubber Cluster

A Skill up-gradation training programme for the workers and management staff of the Cluster members was conducted by Kottayam Rubber cluster in association with DCSSI in September 2004. The DI&C inaugurated the six day training programme on 11.09.2004.



Top : Welcome speech of Shri. Sathyaraj, CDA, Kottayam Rubber Cluster.

Bottom : Shri. Lambert Joseph, Director, SISI addressing the participants of the Workshop on SA8000.



On 23<sup>rd</sup> September 2004 they organized a workshop regarding Social Accountability 8000 (SA 8000). It is a Global Workplace Standard, a tool for retailers, brand companies, suppliers and other organizations to assure just and decent working conditions in the supply chain. SA8000 is a leading workplace standardisation and verification system because it offers a unique combination of attributes that make it highly credible and efficient.

Shri. Prabhakaran, SA8000 auditor of TUV (International certifying agency), Shri. Ganesh, Territory Manager, International Certification Ltd & Shi. Dhanapal, CDA Salem Textile Committee were active participants in the workshop.

## News from the Clusters

### Kalady Rice mill Consortium (P) Ltd. at Ernakulam

The first phase action plan of the cluster is setting up of a plant for rice bran oil. Rice bran is a by-product from rice mill and at present is being sold to some outside agencies for very low price. If it is stored for more than 12 hrs its quality will be degraded so the price will also come down. If they set up a plant as proposed above for rice bran edible oil it will improve the profit margin of the individual units. So they decided to establish such a plant by the



Hon. Minister for Industries & IT addressing the cluster members on the occasion of foundation stone laying for the edible oil extraction unit.

consortium in this cluster. On 10<sup>th</sup> September 2004 our Hon. Minister for Industries & IT had laid foundation stone for the plant of the consortium. Shri. P.Joy, MLA presided the function, Shri PH Kurian, IAS and Senior officials from Industries Department were also present along with the cluster members.

### Shoranur Agricultural Consortium (P) Ltd.

They had registered the consortium as private limited and conducted a survey regarding the list of materials and the quantity required in the cluster. This will help them to set up a Raw Material Bank (RMB). Now they are preparing a project report about the setting up of a RMB and it will be submitted to Canara bank within a short time. Around Rs. 1 Crore is required at a time for this purpose.

The consortium, which includes the margin money of Industries department, will invest 50 Lakhs of rupees; balance 50 lakhs is expected as loan from the bank.

The Shoranur local body offered a CFC under their custody to the consortium having machinery and also offered space for the RMB.

## Pathanamthitta Agro Food Consortium (P) Ltd

This consortium in Pathanamthitta district includes three associations they are : Spices, Fruit processors and Confectionary. To evaluate the products in the cluster they conducted a workshop about the Evaluation of Food and Agro based products. It is a known fact that the competitive quality and impressive packaging are very essential for wide marketing at the domestic as well as at international level. To evaluate the present standard and quality of products as well as packaging, an evaluation camp was held on 9<sup>th</sup> October 2004. Shri RK Paniker, Food Agro Industries Consultant handled the technical session. Officials of DIC, CDAs, Official of K-BIP etc. attended the programme. The Cluster development approach was highlighted followed by a catalogue show of all the food products including personal interactive session with food technologist and the other cluster actors like K-BIP and CDA, Kottayam Rubber cluster. The District President of KSSIA Shri. John Philip inaugurated the workshop, Shri. Mathews Chairman of the consortium presided over the meeting Shri. Easso Ommen MD of the consortium made the welcome speech. Shri. KM Panickar Consultant in Food Industries made a presentation on the need for Quality up Gradation and Good Manufacturing Practice in



Inaugural speech of Shri. John Philip, District President of KSSIA

his Principal address, Shri Sathyaraj, CDA Kottayam Rubber Cluster and Shri. S Santhosh K-BIP delivered the Keynote address. Shri Vijaya kumar, Manager, DIC concluded the inaugural session with vote of thanks. The Consortium with assistance from CDA Shri. Rajendran of Pathanamthitta DIC had organized this Function. After this workshop they also convened a meeting of the directors of the consortium and has decided to inaugurate the consortium in November 2004, they have also agreed to set up a RMB as first phase of action and a CFC in the Second phase.

## Adoor General Engineering Consortium (P) Ltd

General Engineering units spread over the Pathanamthitta district already have an association. Now they have registered it as private limited company. It includes the units, which are engaged in lathe

works, Rolling shutters, gate and grills, garden equipments, steel furniture and fabrication work. Online with the formation of consortium they have decided to establish a RMB, for which they are conducting a survey to find out the total quantity of materials required in the cluster.

## Sree Chitra Wood Craft and Carving Development Society

A group of artisans who are engaged in wood craft & carving based at Thiruvananthapuram has registered a consortium as 'Sree Chitra wood craft and carving development society' for setting up a CFC and a RMB. . Diagnostic study has already been completed in this regard.

## Tera Tiles Consortium

Members of tile industry based at Thrissur district have formed a consortium as 'Tera Tile Consortium (P) Ltd'. They are in the process of setting up a Common Facility Centre for Technology & Skill upgradation, expanding marketing linkages and for new product development. The consortium purchased land for mining and they are planning to setup a common clay processing plant in this mining area. The processed clay will be distributed to member units of the consortium.

## Ethnic Food from Palakkad

At Karipode village in Palakkad District there are around 300 families traditionally engaged in manufacturing of ethnic food (rice murukku) as cottage industry. Trust building among cluster members has been completed and a consortium has been registered as "**Karipode Nice Food Consortium (P) Ltd**". Scientists from CFTRI, Mysore have visited the cluster on October 26 & 27, 2004 for preliminary study regarding the standardisation of the product. A detailed technical study by CFTRI is being organised by Industries Department for this sector.

## Another cluster from Wood

Three locations at Malappura district namely Kottakal, Perinthalmanna & Edavanna has been identified for developing clusters. Diagnostic study has already been completed in three locations. They decided to form region-wise SME associations. Trust building activities were conducted at Perinthalmanna & Edavanna. At Perinthalmanna, the registration of consortium is

under progress. Land has to be identified for setting up Common Facility Centre. At Edavanna, the members have applied for consortium registration. They have demarcated one acre of Panchayat land for setting up Common Facility Centre with plan fund from District Panchayat and their own resources.

### Calicut Plywood Consortium

Plywood manufacturers based at Feroke, Kozhikode decided to form a consortium for raw material procurement. They have conducted a meeting for trust building in this regard and registered the consortium as “**Calicut Plywood Consortium (P) Ltd**”. The diagnostic study of the consortium will be completed shortly. They conducted an exposure visit to Plywood cluster at Ernakulam district.

#### **(An Awareness Programme for the Chief Officials of Bankers - CDP in the State contd. from page 1)**

addressed the gathering. Shri V Rajagopal, GM, K-BIP concluded the session with vote of thanks.

After the inaugural session, a technical session was held. DI&C made a lengthy presentation about the cluster development activities going on all over the state. The UNIDO delegate presented nicely about the setting up Industrial clusters based on UNIDO model and role of FIs in CDP, Shri S Gopala Krishnan, SBI, Mumbai and Shri. Abraham Joseph, SBI also put up a presentation about the activities they had taken initiatives on to develop the Coir cluster. This cluster was developed with the support of SBI in Alleppy district. The GM of SIDBI explained about their assistances rendered to the CDP. Another Cluster, Kottayam Rubber, established Raw Material Bank (RMB) with the support of State Bank of Travancore. Shri Mahadevan, Manager, SBT who was involved in the process of RMB setup shared his experiences with the participants.

Majority of the chief officials from banks made a request to the department to conduct a training programme to their development officers of respective banks about the CDP. According to the request department had decided to conduct a three-day training programme in CDP for the development officers in several financial institutions.

### Kadathanad Steel Engg. from Kozhikode

A consortium was formed with the name “**Kadathanad Steel Engineering (P) Ltd**” at Vatakara in Kozhikode district. The main objective of the consortium is to set up a raw material bank. They have submitted a proposal to a Bank for the same and it is under consideration.

### Uravu Ecolinks Ltd

Diagnostic study has been completed for setting up a consortium at Wayanad in the Bamboo sector. The consortium formation is expected for setting up a Raw Material Bank, for product development, for skill up gradation and expanding marketing linkages. The name of the consortium is “Uravu Ecolinks Ltd”

### Garments in Kasaragod

Garment manufacturers based at Kasaragod have decided to register a consortium as ‘**Kasaragod Readymade Garments**’. The main aim of consortium formation is to set up a Raw material bank and CFC. Byelaw has been registered to form the consortium.

## Emerging Clusters

### One potential cluster from Silk Industry

Balaramapuram is a village in Trivandrum district known for traditional Handloom products, from the early ages. At one period more than 1000 people were engaged in this sector. But the Present scenario in this sector is very pathetic. Due to the price hike of cotton yarn and surplus power loom products available in the market, the last few years saw most of the looms in this area slowing down.

The Thiruvananthapuram Taluk Sericultural Co-operative Society Ltd. have introduced an innovative idea, ie., re-engineering the looms and making them suitable for weaving silk yarn.

But the facilities available in the individual units are limited and they are unable to set up the pre looming facilities like reeling, twisting, de-gumming, dyeing etc. At present they are depending units at Karnataka and Tamilnadu, which has considerably reduced their profit margin. So a group of people who are engaged in the manufacture of Silk fabric has shown interest to form an association for commercial gain. The main objectives of the consortium are setting up a common pre looming and finishing facility and establishment of a common marketing outlet and a RMB in their cluster.

They registered a consortium as private limited under the name of Kerala Handloom Silk Consortium (P) Ltd and it was inaugurated on 18.09.04 by the District Panchayath President Smt. Sasikala Sivasanker. Shri. Dr. N Gopalapaniker Chairman of the consortium made a welcome speech. Shri. V Rajagopal GM, K-BIP distributed the financial assistance offered the Panchayath for women entrepreneurs who have the looms. The purpose of the assistance is to modify their looms to make it suitable for silk Yarn weaving. Shri Parayil Sasi, Panchayath member, presided over the meeting. Shri S Santhosh, K-BIP, Shri Mohan, MD of this consortium also delivered a speech in this occasion. Shri Santhosh Kumar, Serifed, concluded the meeting with vote of thanks.

### Another innovative Cluster from Wood sector

Entrepreneurs who are engaged in the manufacturing of wood products have decided to come together to achieve a common goal, in a trust building meeting held on 05.09.2004 at Chadayamangalam in Kottarakara taluk of Kollam district. Shri. Anil Kumar, CDA and Shri S Santhosh, K-Bip were the officials who participated in this meeting. They elected Shri M. Afsal Basheer as the leader of the consortium and registered as Pvt ltd Company. They prepared a short-term action plan for the consortium under the guidance of the above officials. It is understood that the major problems of the cluster are lack of knowledge in the finishing process of product and its latest technologies, scarcity of skilled laborers, lack of new designs, absence of linkages with reputed institutions and organizations. At the end of the meeting they were able to locate a plot for setting up a CFC for finishing work and a team visited there on that day itself and approved it.

### One more Food consortium from Kozhikode

Banana chip manufacturers located at Kozhikode town decided to form a consortium for availing Common Facility Centre. Trust building has already been completed. Diagnostic study will be completed shortly.

### Garments Cluster in Ernakulam

The Garments Manufactures Association (GMA) conducted an awareness workshop regarding CDP on 23.09.2004 at Cochin. Shri B Prasanna Kumar, GM, DIC inaugurated it. GMA President & Secretary delivered keynote address; Officials from DIC and K-BIP described about the cluster and its methodology. After the inaugural session an interactive session on the procedures and benefits of CDP was a fruitful one. Shri Jayaprakash, CDA and S Santhosh, K-BIP actively participated in the session. They, the cluster actors have decided to go on with the activities of CDP in

their sector in Ernakulam district. The GMA includes the manufactures of women apparels, Gents apparels and under garments.



Shri. B. Prasanna Kumar, GM, DIC Ernakulam inaugurating the awareness workshop in Garment cluster.

A group of women entrepreneurs in GMA who manufactures women apparels have decided to form a consortium as private Ltd. This group is concentrated in the Angamally area of the district. Their main objective is to set up a CFC, Training Center, Common trading center and RMB in Angmally area. They conducted an exposure visit to Tirupur Cluster and made some linkages with entrepreneurs like machinery suppliers and garment exporters.

### Toys manufactures from Kottayam District

A group of women entrepreneurs who are engaged in Soft/Fur Toy manufacturing at Pallom area in Kottayam district was made aware about the various aspects of the CDP at a programme held on 6<sup>th</sup> October 2004. The District Panchayath President presided over the meeting. Shri Jose Kannapadam CDA and Shri. Santhosh K-BIP talked about the Cluster development approach and its benefit. Another meeting (second level) has been proposed to be held on November 2004 to make a draft plan.

### Food from Kottayam

An awareness meeting with the entrepreneurs who are engaged in the food sector was held at District Industries Centre, Kottayam during August 2004. They have decided to form a consortium for setting up a CFC and trading center.

### Association for Printing units

The people who are engaged in printing works at Ernakulam are facing some common problems like high material cost and lack of facilities. They decided to form a consortium as a private limited company. The objective of the consortium is setting up of post press facilities and Raw Material Bank.

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## What is Cluster Development Programme? -A discourse for the FIs in the State

Three days from 8<sup>th</sup> September- 10<sup>th</sup> September 2004 spend at Cochin and the officials from several Financial Institutions (FI) in Kerala came to know what the CDP was. Thanks to the reverberating sessions handled by experts Shri V Padmanad former Professor at EDI Ahmedabad and presently occupying the status of National Expert on CDP did lion's share of the talking, Shri Mukesh Gulati , Focal point Manager at UNIDO, New Delhi also took three sessions. Shri Mahadevan ,Manager, SBT, Kottayam, Shri Mohanan Nair, AGM, Union Bank and Shri Abraham Joseph, DGM, SBI shared with the participants their experiences in funding Kottayam Rubber Cluster, Perumbavoor Plywood Cluster and Alleppy Coir Cluster respectively. Their prompt interaction had proved worthy in the fact that the officials from various FIs who attended the programme , at the end felt more confidence in the CDP activities. Shri. NK Mohanan, Additional DI&C talked about the assistances given by the Industries Department and Shri Rajagopal, GM, K-BIP discoursed on the role of K-BIP in the CDP. Last day of the 3 day long training



Participants along with DI&C and Shri Mukesh Gulati ,Focal Point Manger, UNIDO-CDP, New Delhi



Shri. PH Kurian IAS interacting with the bank officials who participated in the training programme.

programme Shri. PH Kurian, IAS held a brief discussion about the CDP in Kerala which provided the delegates of the FIs with a platform to field their queries about the CDP in Kerala.

Around 31 officials from various Institutions throughout the state like SBI, SBT, Bank of India, Canara Bank, Indian Bank, South Malabar Gramin Bank , Kerala Financial Corporation, Kerala State Industrial Development Corporation, Syndicate Bank, Lord Krishna Bank, IOB, Catholic Syrian Bank, Federal Bank, Punjab National Bank, Union Bank, SIDBI etc participated. From the feedback of the delegates it is understood that they have accepted the concept of cluster approach. They also enquired and collected the details about the clusters, which have been identified in the state.

### CD activities in the Kottayam Rubber Cluster

The Changanassery Association NRFPMC (Natural Rubber and Fibre Product Manufacturing Consortium (P) Ltd) has taken fore hand in constituting a Federation of rubber Industries in Kottayam as FRIA (Federation of Rubber Industries Associations) . This apex federation brings together five specific associations in the cluster including rubber strap and sheet manufactures. About a total of 400 enterprises are represented. The apex federation has arranged suppliers meets for dye and chemical suppliers from Ahmedabad . The association has taken office space on lease and is utilizing the services of an NDA (Network Development Agent). Establishing MCGF like support for consortia of tiny units is under progress; the Changanassery association is also willing to serve as an implementing agency.

The rubber band manufactures in this cluster had also decided to form a consortium as private Ltd and it is in the final stage. This consortium is to operate a CFC on lease basis to manufacture bands. Concurrence letter is being received from bank and MCGF support from SIDBI is expected for this CFC.

NRFPMC has been commonly participating in fairs such as IITF Delhi, Rubber Expo (Mumbai), Kerala B2B Meet 2004 at Kochi etc. In fact several of the trade desk representatives from different countries who participated in the B2B Meet is in constant touch with the association even now.

To improve their marketing technology they are securing support from SES consultant, Germany. Mr. Elmar Mundorf, SES Germany who had visited the Cluster for a preliminary study.

## CDA training for Coir Officials

Government of Kerala (GoK) has committed itself to the development and production of value added, diversified and innovative products, based on a cluster approach, which will provide much needed impetus to ensure critical mass for forward integration. In short, the Government seeks to bring about empowerment of traditional sector to meet even global challenges. Industrial Policy 2001 lays great emphasis on Cluster development and states, "sector specific clusters of industrial units will be promoted with the assistance of financial institutions and skill development facilitated through common facility centers and training institutions."

Coir Department, GoK has accorded sanction to Kerala Bureau of Industrial Promotion (K-BIP) for conducting the training programme on Cluster Development Agents (CDAs) to the officials of Department of Coir. The Director, Coir Development has forwarded as a list of officials who will be participating in the training programme.



Shri Mukesh Gulati, UNIDO, New Delhi addressing the participants in the inaugural session of the training programme for coir officials.

The first phase of the training programme was conducted during 19<sup>th</sup> - 21<sup>st</sup> October 2004 and from 25<sup>th</sup> - 29<sup>th</sup> October 2004 (8 days) at Ernakulam. Twenty officials from the Department of Coir and three from Kerala Coir Workers Welfare Fund Board participated in the training programme

The inaugural session of the training programme was held on 19<sup>th</sup> October 2004. Shri. V. Rajagopal, General Manager, K-BIP welcomed the gathering. He emphasised on the importance of cluster Development and the role of CDA's. Smt. V. Bhavani, Additional Secretary (Coir), during her inaugural address, urged

the participants to become proactive when they go to the field as CDAs. Shri. Mukesh Gulati, Focal Point Manager, UNIDO, New Delhi & Shri. V. Padmanand, National Expert, Cluster Development also addressed the gathering during the inaugural session. Shri. S. Santhosh, Manager, K-BIP expressed vote of thanks.

Shri. Mukesh Gulati, Focal Point Manager, UNIDO, New Delhi & Shri. V. Padmanand, National Expert, Cluster Development handled the technical Session of the Training Programme. Shri. V. Rajagopal, GM, K-bip made a presentation on "Cluster Development Interventions in Kerala" during day 1 of the training programme. Smt. V. Bhavani, Additional Secretary (Coir) participated in the Day 1 of the training programme. She urged the officials of the Department of Coir to fully utilise the training programme and to implement the ideas once they enter the field for setting up clusters. Shri. P. H. Kurian, Secretary (Investment Promotion) & Director (Industries & Commerce) addressed the trainees during the 2<sup>nd</sup> day and asked the officials to act as facilitators / Development Officers than as inspectors. He also explained on the potential in the coir sector for setting up Industrial Clusters. Shri. Kumara Swami Pillai, Deputy Director, Coir Board, Shri. S. P. Sreedharan, Manager, DIC, Kasaragod, Shri. N. Sathyaraj, CDA Kottayam rubber cluster, Shri. S. Santhosh, Manager, K-BIP, Dr. Saji Gopinath, Associate Professor, IIM, Kozhikode, Shri. Jayan, Shri. Suresh & Smt. Manikutty of the Alleppey Coir Cluster handled one technical session each during the training programme.

The important topics covered during the training programme were

1. Introductory inputs on the significance of cluster.
2. Changing role of participants as CDAs
3. Co-operation & its advantages
4. Significance of paradigm & Paradigm shift.
5. Methodology for cluster Diagnosis
6. Formulation of an action plan
7. Vision building for clusters.
8. Business Development Service provisions.
9. Sourcing funds for cluster Development.
10. Product marketing

Group exercises were given to each participant, equipping them to perform as efficient CDA. Presentations were made by the participants each day morning, on the topics covered in the previous day. The response received from the trainees reveals that the training was very beneficial to them and was able to gather more information on cluster development. On the final day of the training programme of the phase 1, clusters were identified by the CDAs where they will be doing the diagnostic study (1 month). The 2nd phase of the training programme is scheduled to be conducted during December 13-18, 2004 at Kochi. The CDA's have to prepare a diagnostic study report of the identified clusters which will be discussed in detail in the 2<sup>nd</sup> phase and modifications, if any, can be made in the study, making them fine-tuned for acting as Cluster Development Agent in the identified clusters. Exposure visit will also be arranged to Coir Cluster, Alleppy and Rubber Cluster, Kottayam during the 2nd phase, enabling the CDA's gather more information on the developed clusters in the State.

### Tools used for Cluster Development

- ◆ Selection of cluster
- ◆ Mapping
- ◆ Diagnostic study
- ◆ Action plan
- ◆ Vision of the Cluster
- ◆ Value chain analysis
  - Identification of pressure points and intervention
- ◆ BDS - Business Development Service
- ◆ Bench marking of best practices
- ◆ Cluster to Cluster learning
- ◆ An external catalyst - CDA
- ◆ Monitoring Mechanism

(contd. from page 5)

### Association of Cashew processors

On 28<sup>th</sup> September, 2004 the entrepreneurs who are engaged in Cashew processing and related activities came together to discuss about Cluster development programme. Around thirty of the Industrialist located at town area in Kollam district participated in the meeting. Shri. AC Rajan, DGM, KSIDC coordinated the meeting. Shri. V Rajagopal, GM, K-BIP, Shri. Chellappan, GM, DIC and Shri. S Santhosh, K-BIP addressed the meeting and interacted actively with the participants regarding CDP.

A second level meeting was held at the DIC, Kollam on 27<sup>th</sup> October 2004. Shri PH Kurian IAS, DI&C was present and interacted with the group. They decided to register a consortium as private ltd for setting up a raw material bank, CFC and trading center.

The proposed Cluster can avail the benefits of the Industrial Infrastructure up gradation scheme and urge the Government to declare Kollam as Town of Excellence.

### Visit of Namibia team



Shri. V Rajagopal, GM, K-BIP, presenting about Industrial Clusters in Kerala

Delegates from the Ministry of Trade & Industry of Republic of Namibia visited Kerala on 26<sup>th</sup> October 2004 to understand about the Industrial development especially Cluster development activities going on in our state. They held talks with Shri. PH Kurian IAS regarding the activities intended for the development of Industries and CDP in Kerala. Shri. V. Rajagopal, GM, K-BIP gave a detailed presentation on the above and clarified their doubts. They also interacted with some leading entrepreneurs of Kerala.