



THREE - DAY CAPACITY BUILDING PROGRAM

on

“GOODS & SERVICES TAX (GST)

&

CONTRACT MANAGEMENT”

(mainly pertaining to Procurement of Goods & Services)

27-29 April, 2017

IICA Campus, Manesar

INDIAN INSTITUTE OF CORPORATE AFFAIRS (MINISTRY OF CORPORATE AFFAIRS)

Indian Institute of Corporate Affairs (IICA) is a 21st century unique world class institution established by the Ministry of Corporate Affairs, Government of India for holistic treatment of all issues impacting on corporate functioning to help business of today and shape tomorrow's. The state-of-the-art campus of IICA is located at Manesar, Distt. Gurgaon, Haryana. The **Centre for MSME**, an integral part of Indian Institute of Corporate Affairs (IICA) has been established to foster understanding of the regulatory framework, encourage innovative responses to business environments and focus on all other relevant issues affecting the MSMEs. It enables capacity building through training and interactions such as seminars and workshops, engages in documentation and research on MSMEs practices, encourages cluster development initiatives and uses its pivotal cross-cutting position to create synergy on various facets of the MSME sector.

ABOUT THE PROGRAM

Contract Management has become a specialized function in Public & Private procurement. **With the Central Govt. Ministries and Undertakings buying goods and services of at-least Rs. 2 lakh crore worth of every year, the big question "How to enhance efficiency of public and private sector through Effective Contract Management" becomes even more important.**

Besides, India's defence budget is likely to see a modest hike of 9% to Rs.2.6 lakh crore (Defence allocation budget 2016-17), will give opportunities to SMEs & Corporate for meeting the input requirements of the large production of defence equipments.

India purchased Rs. 38,000 crore of defence equipment from overseas in F.Y.15 and the government wants a significant proportion of this to be manufactured in India. Defence manufacturing is one of the 25 focus areas of the Make in India programme. In view of the launch of the much awaited Defence Procurement Policy 2016, the Defence Experts have opined that the separate bidding process for MSMEs under 'Make' procedure will not only boost domestic industries but would also make foreign companies bring down their prices.

The offset policy is aimed at ensuring that tech transfer takes place when India places orders for the purchase of equipment. Offset under defense purchases are suitably focused to support the SMEs & Indian Corporate houses in the country, in upgrading their capacities, capabilities & technology, as under offset rules, Foreign Firms should invest at least 30% of the contract value in India. Hence, **Futuristic Opportunities for SMEs & Corporate houses in Public Procurement through Offset policy and multiplier provisions come into existence - a special session on this topic is being included in the three day program agenda.**

The supply order / contract, which often takes the form of a purchase order, is the primary tool with which the purchase management professional can properly allocate these risks between the purchaser and the seller.

Every contract seems to provide adequate protection when it is negotiated and signed. However, during contract performance, disputes often arise between buying organizations and their suppliers. Not having a good contract management process in place has consequences to both the buying organization and the consuming departments. If no one is managing the performance of the contract, an organization is likely to fail to meet its goals that it had for the project associated with the contract. Such failures may include delayed timelines, cost overruns and more.

Hence, a short term three day capacity building training program on Contract management and GST for Procurement managers and other persons who deal with such issues is being introduced by IICA.

GST (The Goods and Services Tax)

With the advent of Goods and Service Tax bill, present indirect taxes – Excise Duty, Custom Duty, VAT/CST, Octroi, Luxury tax will be integrated into a single and simplified nationwide indirect taxation structure – Goods and Service Tax (GST). SMEs need to stay focused and flexible for the short term and committed for the long term. The implementation of GST will lead to the abolition of other taxes such as Octroi, Central Sales Tax, state-level sales tax, entry tax, stamp duty, telecom licence fees, turnover tax, tax on consumption or sale of electricity, taxes on transportation of goods and services, etc., thus avoiding multiple layers of taxation that currently exist in India. Goods and Services Tax (GST) is a comprehensive tax levied on manufacture, sale and consumption of goods and services at a national level. Through a tax credit mechanism, this tax is collected on value-added goods and services at each stage of sale or purchase in the supply chain.

There is a growing realization amongst CXO's of Indian companies that implications of GST aren't just on the tax part, but the bold reform will also lead to change in the way business is conducted. Though driven by a regulatory change, this path breaking Law - GST offers a transformative opportunity for companies to reconfigure their supply chains, logistics and business models. We realize that It is important that companies are mentally prepared for GST.

While realizing strong need for hand-holding of Vendors, SMEs and Corporate on GST, we have introduced a full day dedicated training program on – **“Preparation of GST for becoming future ready”**.

DIRECTORATE GENERAL OF SUPPLIES AND DISPOSAL (DGS&D) Rate Contracts

DGS&D (Website: <http://www.dgsnd.gov.in>) is a Central Purchase & Quality Assurance Organization of Govt. of India, Department Of Supply, Ministry Of Commerce with rich and varied experience of over 100 years in procurement and inspection of large variety of stores.

DGS&D is engaged in diversified activities like:-

- Conclusion of Rate Contracts for about 20000 items in over 350 product categories.
- Fixed quantity/ad-hoc procurement on request.
- 6000 GOI users spread across the country.
- Interacts with over 10000 tenders including DGS&D registered suppliers.
- Pre-dispatch inspection against DGS&D contracts and direct orders on request.
- Formulates procurement policies and procedures.
- Cargo clearance at major ports.
- Provides consultancy in the procurement management.
- Estimated procurement by State Govts, public sector undertaking & other Government entities (excluding central govt.) based on Rate contract is Rs.6000 crore.
- DGS&D provides single point contact to Govt. users and vendors/suppliers for procurement of commonly used goods.

DGS&D rate contracts are entered into with eligible bidders considering i) capacity of tendering firm ii) quantity committed against the existing rate contract iii) estimated annual requirement and iv) reasonable price range, so as to include products of established and reputed manufacturers as also items produced by different sectors, so that a wider choice is given to the user department. Rate contracts are concluded with registered suppliers including foreign suppliers and their Indian agents.

A rate contract is an agreement between the purchaser and supplier to supply stores at specified prices during the period covered by the contract. A legal contract would come into existence with

the placement of individual supply order and each such supply order placed by DGS&D will constitute a separate contract.

The decision to extend a supplier contract should be made when buying organization is confident that the supplier is still the best fit. Buying organizations can only truly have this confidence after assessing three aspects of their supplier situation: the supplier's performance, buying organization's current requirements, and the market.

Thus, with a view to clarifying and discussing various important issues that will enhance efficiency of Contract Management in public & private purchasing, **Indian Institute of Corporate Affairs (IICA)** is organizing a three day capacity building program on “**GST and Contract Management**”.

The primary objective of the program is to bring together various professionals involved in public procurement/contract management from different Government departments, PSUs, State Governments, Private organizations to share the best practices and to discuss the critical issues like intricacies in public procurement, enhancing efficiency of public and private sector through **Effective Contract Management**, policy review, regulatory issues and many other related issues. It will be a unique opportunity to participants to interface with leading CEOs, professionals and the eminent expert speakers.

LEARNING OBJECTIVES

This three day capacity building training program will equip the participants to acquire proper knowledge and mind-set to:

- Provide necessary analytical support in respect of high value contracts.
- Renegotiate Contract in changed market forces.
- Ensure that Suppliers and / or contractors comply with obligations that have to be performed by them under the contract
- Identify the document that becomes a legally enforceable part of a contract
- Identify and prevent common risks and inherent risks allocated between Seller and Purchaser and how these risks can be mitigated.
- Determine the most appropriate form of agreement for a particular situation including Contract / Agreement towards Consultancy Services
- Reduce the risk of delaying a project by using contract negotiations.
- Improve their contract skill.
- How to structure contracts
- Learn to write a contract's key legal provisions such as indemnities and limits of liability
- Learn to write a contract's key commercial provisions such as pricing and delivery
- Learn to write a contract's key technical provisions such as specifications and warranties
- Learn to make use of effective styles of contract writing
- Understand how the importance of contracts will differ among international suppliers
- Align understanding of the principles for writing contract language that is clear and ideally suited for international procurement situations
- How GST will create an open and conducive taxation environment. What impact it will bring on the Business Model.
- What Preparation of GST is required for becoming future ready.

BENEFITS TO PARTICIPATING ORGANIZATIONS

- Ensure maximum efficiency and economy as well as to maintain competitiveness and transparency through contract administration.
- Evaluate Supplier Performance, your requirements and the Market price and competition for Contract termination/renewal decision.
- Protect your company from undue price increases.
- Improve risk management.
- Map and improve processes.
- Facilitating pre & post contract management.
- Reduce intellectual property risks.

TARGET AUDIENCE

- Beneficial for Vendors registered with NSIC, DGSnD, Ministry of Defence (MOD) and Ministry of Railways and with various Govt. Departments and PSUs as well as for Industries such as Textiles, Cotton sector, Jute, Silk, Powerlooms, Wool and Woolens Textiles, Food Processing, Agriculture, Chemicals, Leather and Leather goods, Khadi and Village Industries, Coir Industry, Apparel and Garment Industry, Gems and Jewellery, Electronics, Electronics security, Engineering and Automobile, IT Industry & Outsourcing, Real Estate, Infrastructure & Outsourcing, Consultancy and Services Industry & Outsourcing as well as Special Economic Zones (SEZ), Ports, Logistics AND Defence sector being sectors of strategic importance.
- Middle and Senior level personnel in Public Sector Undertaking (PSUs) dealing with procurement contracts.
- Middle and senior level Personnel in HR, business managers and managers in the corporate legal cell in charge of contract management and outsourcing in organizations from both manufacturing and IT sectors.
- Managers/Project Managers/Executives/Project Accountants –dealing with the Contractors and Contract labourers of the company.
- Beneficial to CEOs and Directors of Small & Medium Enterprises (SMEs), Chambers of Commerce & Industry, Small & Medium Business Development Chambers of India, Trade Promotion Organizations, **Women Entrepreneurs**, SME Consultancy and Research Institutes of India, SME Technology Development Council for SMEs, SME Business Clubs, State FINANCIAL CORPORATIONS, Industrial and Economic Development Associations, MSME Development Institutes (MSME-DI) etc.
- Beneficial to people with varying level of experience i.e. Senior Management, Middle, General Managers and Program Managers working in DICs (under Directorate of Industries), NSIC, SIDBI, MSME-DI, Office of DC- MSME, Office of DC-Handicraft and DC-Handloom, State Industrial Development Corporations, States Financial Corporations, SIDBI, EXIM Bank, BRICS Development Bank, IFC, German, US, European & UN development agencies), Officers of DRDO (Defence Research and Development Organization) and other development sector professionals.
- Beneficial to Academia, Corporate professionals, Established & Budding women entrepreneur, Existing & Prospective Entrepreneurs across various verticals viz. manufacturing products as well as IT & IT – Enabled services, Imports & Exports logistics & transportation, shipping lines, procurement specialists from municipalities, hospitals, school boards and academic institutions.

PROGRAM HIGHLIGHTS

- Dedicated 3 full days packed with information and Frontal lectures, guided debates, case studies and personal consultation
- Power point presentations
- The workshop also brings together experts from the industry to inspire changes & facilitate exchange of ideas with peer-to-peer networking.
- A certificate of Participation will be awarded to the participants after the successful completion of the program by IICA.

PROGRAM AGENDA

DAY-1 (27.04.2017)

INTRODUCTION 10:00 am - 10:30 am 10:30 am - 11:30 am	Registration Welcome Address (Evolving Theme & Introduction of the Delegates): Mr. Rajesh Batra, Head, Centre for MSME,IICA Welcoming Chief Guest:	
SESSION 1 11:30 am to 01:30 pm	Basic Concepts of GST Important Concepts & Definitions under GST. Incidence and Levy of GST – Taxable Event, who is liable to pay and what would be the measure of tax. Concept of Input Credit under GST Availment and utilization of credit under GST – major changes in the input credit mechanism from existing system.	
01:30 pm - 02:15 pm	Networking Lunch	
SESSION 2 02:15 pm to 04:00 pm	Preparation for GST & Transitional Provisions under GST General Provisions for administration of GST, migration of existing taxpayers to GST, carry forward of existing input credit under GST, Pending cases, refunds etc. Scope of Tax Planning during transition period.	
04:00 pm to 04:15 pm	Tea Break	
SESSION 3 04:15 pm to 05:15 pm	Import, Export & SEZ GST on Cross Border Transactions, concept of import and export under GST. Impact of GST on units enjoying Tax exemption and the units under SEZ.	

DAY-2 (28.04.2017)

<p>SESSION 4 10:00 am to 11:00 am</p>	<p>Drafting commercial Contracts</p> <ul style="list-style-type: none"> • What is a contract • What agreements are contracts • Essential elements of a supply contract • Structuring the agreement • Essentials to be kept before drafting an agreement • Relevant Clauses of the agreement • Withdrawal OF Acceptance • Discharge of Contracts • Rate Contract and its Distinctive Features • Contract / Agreement towards Consultancy Services • Effectively proofread and organize contract revisions • Review of contract before signature. 	
<p>11:00 am to 11:15 am</p>	<p>Tea Break</p>	
<p>SESSION 5 11:15 am to 01:00 pm</p>	<p>Overview of Supply Risk Management and its relationship with contract law and contracting</p> <ul style="list-style-type: none"> • Supplier Risk Mitigation and Management through Contracting • Identify and prevent common and inherent risks allocated between Seller and Purchaser and how these risks can be mitigated. 	
<p>01:30 pm - 02:15 pm</p>	<p>Networking Lunch</p>	
<p>SESSION 6 02:15 pm to 03:30 pm</p>	<p>Contract Negotiations</p> <ul style="list-style-type: none"> • How to Reduce the risk of delaying a project by using contract negotiations. • Agreeing most favorable terms with vendors, addressing both economic and quality concerns of the organization. • Contract Negotiations steps • How to Renegotiate Contract in changed market forces. • Process for negotiating 	
<p>03:30 pm to 03:45 pm</p>	<p>Tea Break</p>	
<p>SESSION 7 03:45 pm to 05:00 pm</p>	<p>Contract administration & management</p> <ul style="list-style-type: none"> • How to determine the best form of agreement (general terms agreement, letter of intent, etc.) for a particular situation • Special Conditions of Contract (SCC) • Different types of remedies that can be used. • Different ways for resolving disputes – advantages and disadvantages. • How to determine Force Majeure provisions and Indemnity provisions. • How to write a contract's key legal provisions such as indemnities and limits of liability • How to write a contract's key commercial provisions such as pricing and delivery • How to write a contract's key technical provisions such as specifications and warranties • Identify the document that becomes a legally enforceable part of a contract. • Post-award management of contracts / resolution of issues (viz. request for payments, amendments, disputes etc.) • How to ensure that Suppliers and / or contractors comply with obligations that they have to be performed under the contract. • Monitoring and implementation of the running contracts. • Provide necessary analytical support in respect of high value contracts. 	

DAY-3 (29.04.2017)

<p>SESSION 8 10:00 am to 11:30 am</p>	<p>Contract termination/renewal decision.</p> <ul style="list-style-type: none"> • Periodic Review of contract. • Economic evaluation of business Contracts, monitoring the price contracts. • Establish and improve work System for Continuous review and maintenance of all standard documents and evaluate existing contracts • Evaluate Supplier Performance, your requirements and the Market price and competition for Contract termination/renewal decision. 	
<p>11:30 am to 11:45 am</p>	<p>Tea Break</p>	
<p>SESSION 9 11:45 am to 01:00 pm</p>	<p>Alternate Dispute Redressal (ADR)</p> <ul style="list-style-type: none"> • Arbitration • Mediation (Pre and Post Litigation Mediation) 	
<p>01:00 pm - 01:45 pm</p>	<p>Networking Lunch</p>	
<p>SESSION 10 01:45 pm to 03:00 pm</p>	<p>Futuristic Opportunities for SMEs & Corporate houses in Public Procurement through Offset policy and multiplier provisions</p> <p>India purchased Rs. 38,000 crore of defence equipment from overseas in F.Y.15 and the government wants a significant proportion of this to be manufactured in India.</p> <p>A) Offset Policy for Defense Procurement - Offset under defense purchases are suitably focused to support the SMEs & Indian Corporate houses in the country, in upgrading their capacities, capabilities & technology.</p> <ul style="list-style-type: none"> • Understanding of off-set proposals technically. • Understanding of technical & commercial evaluation off-set offers • Fulfillment of off-set obligations in terms of direct purchases and direct foreign investments • Offset Procedure • Defence offset Obligations • Compliance with the offset obligations <p>B) Offset Contract</p> <ul style="list-style-type: none"> • Contents of an Offset Contract • Monitoring Implementation of the offset Contract 	
<p>03:00 pm to 03:30 pm</p>	<p>Valedictory – Workshop concludes followed by Certificates Distribution. Vote of Thanks - Rajesh Batra, Head-Centre for MSME, IICA</p>	

Programme Details

Venue	Indian Institute of Corporate Affairs Plot no.:- P 6,7,8, Sec. 5, IMT Manesar, Distt. Gurgaon (Haryana), Pin Code - 122 050
Start Date	27 April, 2017
End Date	29 April, 2017
Last Date for Registration	22 April, 2017
Program Charges (for 3 days with workshop on GST)	Residential – Rs.28,750/- (Rs.25,000/- + 15% service tax) (includes two nights stay on 27 & 28 April, 2017 in Double Occupancy) Non Residential – Rs.23,000/- (Rs.20,000/- + 15% service tax)
Program Charges (for 2 days without workshop on GST)	Residential – Rs.23,000/- (Rs.20,000/- + 15% service tax) (includes one night stay on 28th April, 2017 in Double Occupancy) Non Residential – Rs.17,250/- (Rs.15,000/- + 15% service tax)

*** Please note: Group discount (10%) may be availed for a group of two or more participants from an organization for a program, on up-front payment before the start of the program.**

*** Register now and get 10% early bird discount on the program fee on/before 15th April, 2017.**

Payment Mechanisms:

A. NEFT - Following are the details for NEFT payment:-

S. No.	Particulars	Details
1.	Name of the Beneficiary	Indian Institute of Corporate Affairs
2.	Account Number	604810210000007
3.	Type of Account	SB-10
4.	Name & Address of Bank Branch	Bank of India, Electronic Niketan, CGO Complex, Lodhi Road, New Delhi-110003
5.	Branch Code	6048
6.	MICR Code	110013052
7.	NEFT IFSC Code	BKID0006048

B. Demand Draft:

The programme fee may also be paid through a demand draft drawn in favour of “Indian Institute of Corporate Affairs” payable at New Delhi.

For more information contact:

Mr. Rajesh Batra,

Head-Centre for MSME

Indian Institute of Corporate Affairs

Plot no.:- P 6,7,8, Sec. 5, IMT Manesar,

Distt. Gurgaon (Haryana), Pin Code - 122 050

E-mail: rajeshbatra.iica@gmail.com, rajesh.batra@iica.in

WORKSHOP FACILITATOR



Mr. Rajesh Batra
Head-Centre for MSME
Indian Institute of Corporate Affairs
(Ministry of Corporate Affairs)

Rajesh Batra is currently responsible for several development activities through Capacity Building measures by taking serious initiatives in Entrepreneurship Education, Information, Research and Consultancy, Collaboration for Policy Facilitation, professional endeavours for institutional strengthening, Sector guidelines and advocacy to develop best practices for SMEs.

He has long experience of dealing with promotion, development and financing of Micro, Small and Medium Enterprises as well as Agriculture Rural Industries segments, SME competitiveness enhancement and institutional strengthening. Over the last 24 years, he has worked extensively in the Policy development work, Business Strategy, Project Management, Imports, Program management, Procurement & Logistics / Supply Chain Management (SCM) and Business development.

Rajesh has done his masters in commerce and postgraduate management courses in the areas of Foreign Trade and Marketing. Rajesh is with Indian Institute of Corporate Affairs (IICA) as Head, Centre for MSME since 25th April 2014.

He is working very closely with the industry and with different GOI offices at the Ministry level, State bodies, industry associations/chambers of commerce, entrepreneurship development institutes, SMEs, national and international supporting partners and banks/financial institutions to ensure capacity building at both ends: at the government level as well as at the industries. He gets invited to speak and chair sessions by organizations such as Ministry of MSME and its constituent institutions, Industry Associations and other leading Institutions as well as for select interaction meeting. Before joining IICA – an autonomous institution under the Administrative Control of Ministry of Corporate Affairs, Government of India, he was working as Dy. General Manager with India's apex SME development organization – The National Small Industries Corporation Ltd. (NSIC) – The Premier Mini – Ratna Government of India Enterprise under Ministry of Micro, Small & Medium Enterprises.

WORKSHOP SPEAKERS



Mr. Rajeev Bhargav
CA

Rajeev is a Chartered Accountant from the Institute of Chartered Accountants of India, an Associate of the Institute of Company Secretaries of India, Law Graduate and Post Graduate in Commerce.

Rajeev is a practicing Chartered Accountant in Delhi and has expertise in Corporate Taxation, Company Law and foreign exchange laws. He is providing consultancy to many reputed companies on various aspects of Taxation and Compliances. He has keen interest in mentoring startups and entry level businesses by handholding them in managing their initial challenges and helping a number of entry level businesses under virtual CFO model. Rajeev is an active speaker on various matters related to Compliances and is also associated with Indian Institute of Corporate Affairs as Guest Faculty for its Seminars.

He is having over 12 years of experience in various aspects of Finance & Compliances. He has exposure to manufacturing and service industries across all size of companies.

He has worked with organizations like Itron (USA), Maccaferri (Italy), s.Oliver (Germany) and Orient Craft prior to founding his CA Firm 'R Bhargav & Associates'.



Mr. Sanat Kumar
Sr. Advocate

Educational Qualifications:-

- B.A.(Hons.) Economics (Delhi University)
- LL.B (Campus Law Centre, Delhi University)

Professional Experience:-

- Enrolled as an advocate in the year 1980.
- Practiced as an Advocate mainly in the Delhi High Court and Supreme Court of India.
- Have dealt with various types of matters in the civil side viz. Writ Petitions, Civil Suits, Appeals, Arbitration matters etc.
- Have been regularly appearing before the Hon'ble Delhi High Court, Hon'ble Supreme Court of India and other judicial forums in Delhi including Arbitral Tribunals.
- Designated as Senior Advocate by Hon'ble Delhi High Court in April, 2016.
- Was Legal Retainer/Panel lawyer for:-
- National Small Industries Corporation Ltd. (a Public Sector Enterprise).
- MMTC Ltd. (a Public Sector Enterprise).
- Northern Railway, Ministry of Railways



Sh. Madhusudan Jena
Chief Manager (Law)
MMTC Ltd.,

Education

- M.A. in Public Administration
- From Utkal University, Bhubaneswar, Orissa
- Pass out 1986.
- LL.B. specialized in Taxation, Labour and Industrial Law
- From Utkal University, Bhubaneswar, Orissa
- Pass out 1989.
- LL.M specialized in Labour and Industrial Law
- From Andhra University, Visakhapatnam, AP
- Pass out 2012

Career Summary

- In-house lawyer of MMTC Limited for last 20 years having expertise in handling indirect tax litigation at various forums.
- In-Charge GST impact and implementation team of the company.
- Guest Lecturer in MMTC Training and Development Centre, New Delhi on indirect tax and commercial contracting.
- Advisor and mentor for law firms in indirect tax litigation.

Responsibilities:

- To monitor court cases and formulate strategy in indirect tax litigation
- Draft/Vet legal documents and contracts
- Advise on standardization of various contract and all other legal aspects of commercial transactions
- Supervise compliances of various statutory provisions
- Managing a team of lawyers and briefing on legal issues
- To review and advice on legal implications of internal policies and procedures
- To review on-going cases and suggest strategy
- To ensure all legal interests of company are adequately protected in all areas of its business operations.

Skills

- Ability in drafting contract/notices/show-cause replies
- Ability in management of indirect tax issues and conducting litigation in various forums.
- Ability to multi task
- Ability in coaching and mentoring.
- Ability in formulating strategies and concepts

About IICA CAPACITY BUILDING PROGRAMMES

The success of our various programmes and workshops owes to the active participation of various stakeholders such as Ministry & its constituent institutions, Central & State PSUs, DC-Handicrafts, DC-Handlooms, DC-MSME, NSIC, Ministry of Science & Technology, BSE-SME, National Stock Exchange, Department of Industries & Commerce of various State Governments, Financial Institutions, MSME Associations, International Organizations like ZDH/SEQUA, GIZ, UNIDO, IGEP Foundation etc.

Indian Institute of Corporate Affairs (IICA) through its Centre for MSME, is an approved implementing agency with the Ministry of MSME for “Implementation of the Scheme – Building awareness on Intellectual Property Rights (IPR) for Micro, Small and Medium Enterprises” (a Component of National Manufacturing Competitiveness Program).

Our Workshops are designed to be very limited, to allow for close interactions among the participants and allow focus on individual queries as well.

Some of the feedback we have received on the recent workshop (conducted between July 2015 - December, 2016) is given below:

- The workshop is very beneficial – **VLCC Personal Care Ltd.**
- Workshop is good – **Visa Info World Pvt. Ltd.**
- Very well organized session - **Manav Rachna University**
- Very well organized - **Amity University, Haryana**
- All session of the workshop is interesting and useful – **Unicon Human Power Pvt. Ltd.**
- First Train-The-Trainer Program for Ministry of MSME Officers - Overall feedback of the Five – Days Train-The- Trainer Program on “Strategic Management of IPR with higher focus on Industrial Design & Trademarks” (05 - 09September, 2016)” conducted at IICA,Manesar in terms of parameters such as course structure, agenda, contents, quality, support of trainer, environment and infrastructure of IICA has been received excellent & outstanding from the delegates.
- Session on “ERP” was found most interesting & brilliant – **DGS&D, Goodie International Pvt. Ltd., MSME-DI-Ahmedabad**
- Session on “Six Sigma” was found most interesting & brilliant – **Bovian Health Care Pvt. Ltd., MSME-DI-Mumbai, Goodie International Pvt. Ltd.**
- Session on “Just in Time” was found most interesting & brilliant – **Yamuna Cable Accessories Pvt. Ltd., MSME-DI-Cuttack, Goodie International Pvt. Ltd.**
- Session on “Important issues of Exports” was found most interesting & useful – **Bridge & Roof Co. (INDIA) Ltd., Rangsutra Crafts India Ltd**
- Session on “How to reduce dependence on few major customers and expand customer base” interesting & useful – **IAC Electricals Pvt. Ltd., Devans Modern Breweries Ltd.**
- “I really appreciate your leadership and the kind of efforts you are putting in at the Centre for MSMEs, IICA, in designing & delivering high value knowledge support/services to the SME sector and its stakeholders. I have gone through the programme Contents of your Workshop on Financial Management, and I find it really practical & tremendously helpful for its target audience, specially SMEs” - **UNIDO**
- “We found IICA’s training module to be comprehensive and well designed” - **GIZ**
- Session on “Globalization and Foreign Exchange Issues” was found most interesting & useful - **Udaipur Chamber of Commerce and Industries (UCCI), Central Bank of India**
- Session on “Working Capital Management” & “Governance & Taxation System”, MSME Finance was found most interesting & useful - **Federation of Madhya Pradesh Chambers of Commerce and Industry, M.P. Small Scale Industries Organization (MPSSIO)**
- All sessions were found most interesting & useful - **Mohali Industries Association**
- Session on “Goods & Service Tax” was found very useful -**Indian Industries Association**