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Leveraging 'Make in India' to Eliminate Regional Disparity: Need and Opportunity based Framework for Industrial Development

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Abstract

Make in India is certainly a great initiative by newly formed Government in India and looking at the momentum it has gathered, it seems that it will surely have strong positive impact on Indian economy and overall socio-economic development in India. The aim of this study is to pin-point regional disparity and other development issues with reference to industrial development and propose a comprehensive framework with positive direction to 'Make in India' mission.The primary focus of the study is signifying 'need and opportunity' based industrial development for 'make in India' mission which aims at balanced economic growth in India. Funnel approach (India>Maharashtra>Dhule District in Maharashtra > Nardana Village in Dhule) is followed to identify issues and challenges with regard to industrial development.The study scans the present status of industrial development, infrastructure development, and regional disparities in different regions in India. Further as a part of narrowing down focus, study focuses at in-depth analysis of regional disparity in the state of Maharashtra and also attempts to find out the reasons for it. In continuation with 'Funnel approach' in-depth analysis for a'Dhule' (an underdeveloped District) and One small area' Nardana' (where an Industrial growth centre is declared) in that district is carried out and findings are noted using SAP-LAP framework. As such, the study intends to propose a strategic development path to actualize 'make in India' built on 'Need and Opportunity Model' applied for one small district and a village in it having potential for industrial growth.

Keywords: DMIC, Industrial Development, Make in India, MIDC, Nardana Growth Centre, SAP-LAP for Needs and Opportunities, SAP-LAP Framework

1. Introduction

The '*make in India*' initiative by new Government in India is becoming popular all over the World and it is gathering positive momentum with respect to attracting industries to invest in various sectors across India. The initiative is strategically planned and supported by other effortsof Govt. of India like reducing licensing structure and number of licenses required, promoting various sectors across all states and promoting special projects like DMIC (Delhi-Mumbai Industrial Corridor project). The very important thing about '*make in India*' initiative is that it is being promoted for all kinds of sectors through detail 'SWOT' analysis of that sector. This becomes vital attraction point for industries and investors as with ready statistics available they can relate this analysis with their development goals and they can plan their investment in India in particular sector/s

As such, '*make in India*' is first of its kind initiative directly driven and monitored by PMO. There are no doubts that it's surely going to attract huge investment across all sectors in India. The challenge is to straegically direct these investments and industrial initiatives for balanced socio-economic development of the country. Since independence, we had very strong and positive industrial development policy and overall industrial development is very good compared to the nations got freed in 1940s. But, the other side of the coin is that; industries were developed according to resources availability, political influences and state-centre relationship.

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So, if we look at industrial development, economic growth indicators and human development, we find a considerable amount of regional disparity in India which is a known issue to the government and consistently discussed in parliament and other strategic forums for finding solutions against it. This study focuses on '*make in India*'initiative as a 'gigantic step' not only for industrial growth but as a 'tool' for strategic development focusing on elimination/reduction of regional disparities. The study highlights regional disparity issue by narrowing down focus to a small village in one of the underdeveloped Districts in Maharashtra. Needs and Opportunities in this sample potential area are accessed and based on that the study recommends for a peculiar Need and Opportunity based approach to attract industries and investors and to actualize 'make in India' initiative.

2. Brief History of Industrial Policy in India

2.1 DIPP

Department of Industrial policies and promotion is the apex body responsible for policy making and promoting industrial development in India. The Department is responsible for formulation and implementation of promotional measures for growth of the industrial sector, keeping in view the national priorities and socio-economic objectives.

2.2 M/o MSME

Micro, Small and Medium Enterprises (MSME) sector has emerged as a highly vibrant sector of the Indian economy in last 4-5 decades. MSMEs not only play crucial role in providing large employment opportunities but also help in industrialization of rural & backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth. Ministry of micro, small and medium enterprises is the apex body in India for promotion and development of MSMEs.

The M/o MSME is having two Divisions called Small & Medium Enterprises (SME) Division and Agro & Rural Industry (ARI) Division. The SME division is managed through NSIC (National Small Industries Corporation). The Micro; Small and Medium Enterprises Development (MSMED) Act was notified in 2006 to address policy issues affecting MSMEs as well as the coverage and investment ceiling of the sector.

2.3 National Manufacturing Policy (2011)

With a goal of quantitative and qualitative change in the manufacturing sector, the Department has notified the National Manufacturing Policy (NMP). NMP aims at enhancing the share of manufacturing in GDP to 25% and creating 100 million jobs over a decade. The policy is based on the principle of industrial growth in partnership with the states. Further, government has declared NIMZ (National Investment & Manufacturing Zones) policy in 2013. NIMZ would be different from SIPZ in terms of structure as minimum area requirement would be 5000 hectares, managed by state governments and special attention will be given to employment intensive industries, energy sector, food processing units, etc.

3. Review of Literature

3.1 Infrastructure Challenges in India and Initiatives by Government

While India is aiming at mission 2020 for world superpower, the major obstacle perceived in development is infrastructure. Estimates advocate that lack of adequate infrastructure brings down India's GDP growth by 1-2 per cent every year. In recent years, rapid growth, stresson electricity, railways, roads, ports, airports, irrigation, sanitation systems is increasing continuously. Such Physical infrastructure has a direct impact on industrial development, growth and economy as a whole.

Geethanjali Natraj (2014) noted that it's vital to overcome the deficit in infrastructure to achieve inclusive growth. She has also pointed that Infrastructure development will also help create a better investment climate in India. Electricity generation is very crucial factor for overall development. In India, the gap between electricity production and demand is affecting manufacturing sector in very large extent. According to Geethanjali Natraj (2014) major hurdles in infrastructure development are land acquisition, financing, regulatory framework, slack capacity, uneven private participation, governance constraints.

3.2 Government Initiatives for Infrastructure Development

3.2.1 Modified Industrial Infrastructure Upgradation Scheme

(MIIUS)-Industrial Infrastructure Upgradation Scheme

(IIUS) was launched in 2003 with the objective to enhance competitiveness of industry by providing quality infrastructure through public private partnership in selected locations. The scheme was reviewed and again launched as MIIUS. Under MIIUS, apart from infrastructure up-gradation in existing industrial parks priority was given to Greenfield projects especially in backward areas including North Eastern Region (NER).

3.2.2 Industrial Corridors

3.2.2.1 DMIC (Delhi Mumbai Industrial Corridor)

The DMIC is proposed to be developed on either side along the alignment of the 1483 km long Western Dedicated Rail Freight Corridor between Dadri (UP) and Jawaharlal Nehru Port Trust (JNPT), Navi Mumbai.

The DMIC project covers the six states of Uttar Pradesh, Haryana, Madhya Pradesh, Rajasthan, Gujarat and Maharashtra. The Japanese Government has also providing financial support for DMIC project up 4.5 billion dollars for the projects with Japanese participation involving cutting edge technology.

3.2.2.2 CBIC (Chennai Bengaluru Industrial Corridor)

The corridor is planned to improve infrastructure in Chennai-Bengaluru area. Japan International Cooperation Agency (JICA) Study team has already submitted report for Comprehensive Master Plan for CBIC in 2012. The progress of the prioritized projects identified is being reviewed periodically.

3.2.2.3 BMEC (Bengaluru-Mumbai Economic Corridor)

It's an initiative which is a result of international collaboration of Department of Economic affairs with UK especially UK trade and Investments (nodal agency from UK). The Collaboration is working with DMICDC for finalising the plan.

3.2.2.4 AKIC (Amritsar-Kolkata Industrial Corridor)

The Amritsar-Kolkata Industrial Corridor is an ambitious project aimed at developing an Industrial Zone spanning across seven states in India. AKIC spread across in the states of Punjab, Haryana, U.P., Bihar, Jharkhand, West Bengal and Uttarakhand. It will have an impact on more than 20 important cities in the region. This corridor covers one of the most densely populated regions of the country which houses nearly 40% of India's population but lags behind in industrial activity.

3.2.2.5 VCIC (Vizag- Chennai Industrial Corridor)

The proposed Visakhapatnam Chennai industrial corridor is expected to give a strong boost to the economic prospects of the Seemandhra region. This prominent project is expected to create more than 50,000 jobs, both directly and indirectly, in the first phase alone. This Project would potentially transform the industrial landscape of the region.

(*Source: DIPP Report 2013-14, Ministry of Commerce and Industries*).

3.3 Developmental Challenges, Reforms and New Opportunities

The reform momentum has picked up in the last year with authorities putting forth a number of important reform initiatives. These reforms include a major expansion of social protection coverage with the passage of the National Food Security Act, a new Land Acquisition Bill that replaced more than 100-year-old legislation, a new Pension Bill that allows foreigners to invest in Indian pension fund companies, a Banking Laws Bill that allows for new banking licenses, a Companies Bill that replaces sixty-year old legislation and increases transparency and corporate accountability. (*India Development Report: 2014, World Bank,).*

After the new government came in power in the year 2014, the biggest reforms are formation of 'NITI Aayog' and 'make in India' initiative which is directly monitored by PM And PMO. NITI Aayog (National Institution for Transforming India Aayog) is a policy think-tank of Central Government which replaced the prestigious 'planning commission' and aims at involving the states in economic policy. It is supposed to provide strategic and technical advice to the central and the state governments as well. *(Source: pmindia.gov.in)*

'Make in India' is an international marketing strategy, conceptualized by Hon'ble PM of India Narendra Modi on 25 September 2014 to attract investments from businesses around the world and strengthen India's manufacturing

sector. The main purpose is to generate employment, boost the national economy, and convert India to a self-reliant country and to give the Indian economy global recognition. The major reforms under 'Make in India' include making India a manufacturing hub and economic transformation in India, eliminating laws and regulations, making bureaucratic processes easier and shorter, and make government more transparent, responsive and accountable. (*source: 'make in India' website: makeinindia.com*)

Easwaran PS (2014*), senior Director at Deloitte ToucheTomatsu India* has recommended 5 key considerations for actualizing 'make in India' initiative viz. 1) An investment led model for jumpstarting manufacturing growth, 2) Improving competitiveness in manufacturing by enhancing total factor productivity, 3) Focus on gross capital formation, 4) Demand driven, innovation-led manufacturing, 5) managing supply chain complexity effectively. In the 4th consideration he has specifically mentioned the opportunities in Textiles, Leather and renewable energy equipment's industry. *(Source: 'The SME WhiteBook 2014-15' by Business world)*

3.4 Industrial Development and Regional Disparities in Maharashtra

Maharashtra state is divided into 6 regions for the purpose of developmental administration and planning & monitoring industrial development. The regions are Aurangabad, Nashik, Amravati, Pune, Konkan and Nagpur. If we look region wise statistics, it clearly shows disparity in regions and within regions itself also.

The Table 1 clearly shows concentration of industries in Konkan and Pune region. Amravati region is least industrial development of all the regions. It also shows that more employment opportunities are through MSMEs.

4. Research Questions

- What could be the methods to actualize Make in India Campaign?
- Can 'Make in India' be successful to eliminate or reduce regional disparity in terms of industrial development and overall socio-economic development.

5. Research Objectives

- In-depth study of one region w.r.to industrial development and socio-economic development using "funnel approach"and find out 'needs & opportunities' for industrial development.
- Propose 'Need and Opportunity' based framework for industrial development through 'make in India'.

6. Research Methods

This is primarily an exploratory research. '*Funnel approach*' is used to narrow down research and propose a sample framework. For collection of data on - '*Needs and Opportunities for industrial development*' two methods used viz.

1. Content Analysis and
2. Focused Group interviews which were carried out with
- Industry Association members (owners of SMEs) in Dhule City (District place),
- College going students and
- Farmers in Nardana Village and Shindkheda. (Tehsil in which Nardana is situated). SAP-LAP framework is used to recapitulate the data from interviews.

Table 1. 'Industrial Development' profile of Maharashtra

Regions Details	Aurangabad	Nashik	Amravati	Pune	Konkan	Nagpur
Population (in lacs)	187	186	113	234	286	118
Literacy %	76	78	85	83	87	85
GDP Growth 2014 (%)	7.9	12.3	16.8	10.9	13.8	14.7
Per Capita Income	66,561	80,341	66,836	1,10,742	1,54,080	88,253
Industrial Units	6174	7000	**1810**	**9198**	**11642**	3171
Employment (in lacs)	0.64	0.71	**0.24**	**3.74**	2.87	0.69
MSMES	11954	**21467**	7426	75080	**47984**	17208
Employment in MSMES (in lacs)	1.49	**2.70**	0.90	8.68	**7.48**	2.11

(Source: Maharashtra Government Reports)

Funnel Approach followed for conducting this study:

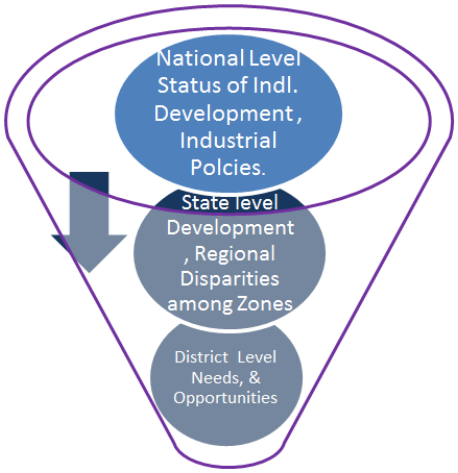

Figure 1. Analysis of needs and opportunities in different regions of the subject district

7. Findings

This section includes the findings derived from analysis of secondary data sources and findings as a result of focused group interviews.

7.1 Findings from Secondary Data

7.1.1 Disparity in Different Districts of Maharashtra

The Graphical representation on per capita income of various districts of Maharashtra. Maximum is 167,100 (Mumbai) and Minimum is 50,120 (Nandurbar).

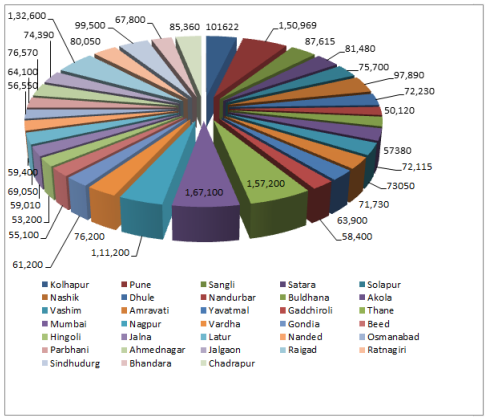

Figure 2. District wise disparity in Maharastra.

7.1.2 Intra Region Disparity: Disparity among Districts within Regions in the State of Maharashtra

As discussed above, industrial development is not equal in all states as well as all districts of the single state. Further, we can see intra-region disparity i.e. disparity existing within the same industrial development region

Table 2. Pune region

District	Kolhapur	Pune	Sangli	Satara	Solapur
Literacy Rate	81.51	86.15	81.48	82.87	77.2%
Per Capita Income	1,01,622	**1,50969**	87,615	**81,488**	**75,779**
Educational Infra-structure (Technical and Professional)	31 ITI, 2 Universities, 2 Colleges	**53 ITIs, 8 Universities,** 8key Institutes	16 ITIs, 2 Colleges	**15 it is, 2 Colleges**	24 ITIS, 1 University, 1 College

Table 3. Nashik region

District	Nashik	Dhule	Nandurbar	Jalgaon	Ahmednagar
Literacy Rate	82.31	72.80	64.38	78.20	79.06
Per Capita Income	**97,896**	**72,230**	**50,124**	74,394	76,573
Educational Infra-structure (Technical & Professional)	**39 ITIs, 2 Universi-ties, 3 Colleges**	9 ITIs, 6 Colleges	**9 ITIs, 1 Colleges**	44 ITIs, 1 Univeir-sity, 5 Colleges	29 it is, 2 Universi-ties, 3 Colleges

Table 4. Amravati region

District	Buldhana	Akola	Washim	Amravati	Yawatmal
Literacy Rate	83.5	88	82.80	87.35	82.6
Per Capita Income	57380	**72,115**	**73050**	71,730	63,900
Educational Infrastructure (Technical & Professional)	14 ITIs, 1 College	9 ITIs, 1 University, 2 Engg.Colleges	**6 ITIs, 2 Colleges**	25 ITIs, 1 University and 3 Colleges	23 ITIs , 1 College

From the Table 2-4, it is clear that disparity exists within the regions also. Within regions also if we look at development figures like per capita income there seen a clear concentration of industries limited to 1 or 2 cities/towns. So 1 or 2 Districts in each region are having concentration of industries, SMEs and technical/ professional educational infrastructure.

It's also seen that skill development (technical and professional) and industrial development is not matching in the particular region. For example, Dhule District has 8 engineering colleges and 9 ITIs and 2 Professional Training Institutes but industrial development is not so good. It's mainly based on Cotton and Oil based Industry. So, if we look at balance of manpower/ skill development, employment opportunities actually hardly 1-2% of the engineers work in the same district. Others have to migrate to big industrial cities like Nashik, Pune, Mumbai or Aurangabad where concentration of industry is high. Because of polarization of industrial development and unplanned development of technical educational institutes competition is also very high to get employment/job in industries. Youth also faces problems of sub-standard wages because of less demand andmore supply situation.

7.2 Industrial and Socio-economic Development in Dhule District

Now this section is focused on Dhule District i.e narrowing down emphasis to one district as a part of Funnel approach for study.

7.2.1 Existing Status of Industrial Set Up

Table 5. Industrial development details of Dhule District

Name of Indl. Area	Land acquired (in hect.)	No. of plots developed	No. of plots allotted	Industrial Rate per Sq. Mtr. (In Rs)	No. of vacant plots.
Dhule	5.25	25	25	120/-	-
Addl. Dhule	307.82	695	617	120/-	78
Nardana Phase - 1	224.17	05	02	75/-	03
Nardana Phase - 2	431.09	132	89	75/-	43

The major industrial clustersare 'power looms' and 'Edible Oils'. The ancillorisation is seen in the areas of - textile mill based industries small machinery, dairy based small accessories, sugar mill based equipments, electric and electronic spares to be supplied to big industries at Jalgaon, Nashik or Auranagabad. Around *1900 industrial* units are registered with District Industrial Centre and *26000 people are employed* in these units. Out of 26000 people employed there around 9500 are working in big units, 3500 in SMEs and rests are working with micro industrial units. That shows that *50 %* of the employment is in micro industries and growth of small and medium industries is very slow. Government Reports also highlight that there is lack of awareness about NMCP (National Manufacturing Competitiveness Program) and Credit Linked Capital Subsidy Scheme (CLCSS) for technology upgradation of Micro and Small Enterprises.

7.2.2 Findings from Focused Group Interviews

The findings from focused group interviews are abridged down using SAP-LAP framework[16].

7.3 Dhule MIDC Area

7.3.1 Situations

S1. Unavailability of unskilled labours.
S2. Defective drainage system of MIDC Dhule.
S3. Lack of training initiatives for SMEs.
S4. Lack of initiatives for entrepreneurship development

7.3.2 Actors

A1. MIDC Dhule Office
A2. Dhule MIDC Area Industry Association
A3. District Industrial Centre, Dhule.

7.3.3 Processes

P1. Training initiatives for unskilled and skilled labours
P2. Training initiatives for SMEs
P3. Promote DIPP programs and identification of potential opportunities.

7.4 Nardana Industrial Area

'Nardana' a small village in 'Shindkheda' Tehsil District Dhule has been identified as '*Growth Centre*'neighboring to DMIC project of Central Government. Accordingly Maharashtra Industrial Development Corporation (MIDC) has started their planning and development work. MIDC has planned to develop an industrial area on 750 hect.of land. MIDC has already acquired approx.650 hect.of land. The reservation of water for 4.38 MM^3 per year has been granted by Irrigation Department. MIDC has provided the water supply scheme for this industrial area. Presently MIDC is developing phase-I having land 480 hectand also completed construction of roads partially. MIDC has also provided the water supply distribution pipe lines. *(Source: Interview with District Industries Officer and District Information Office and actual site visit).*

7.4.1 Situations

S5. No banking facility available in or near industrial area.
S6. Absence of medical facility/ health centrein or near industrial area.
S7. Inadequate public transport facility
S8. Unavailability of skilled manpower.
S9. Slow infrastructure development.
S10. Drinking water and sanitation facilities are not adequate.

7.4.2 Actors

A4. MIDC Dhule Office
A5. SIDBI and IDBI
A6. Maharashtra State Transport Department.
A7. Industrial Training Institutes in the region.
A8. District Administration (ZilhaParishad)

7.4.3 Processes

P4**.** Opening of Bank / branches and funding SMEs.
P5. Improving public transport facilities.
P6. Training of people.
P7. Fast infrastructure development (power, roads,water)

7.5 Summarizing Needs and Opportunities through 'Learning' Part of SAP-LAP Framework

As we have already noted down situations, actors and processes above, needs and opportunities will be highlighted through LAP i.e Learnings, Actions (Steps required) and performance (expectations).

7.5.1 Learnings

L1. Educational infrastructure is good in terms of professional education like engineering, medical, pharmacy, etc but job opportunities are very less in the region for these highly qualified students. Within 50 kms of both the industrial area, there are 4 engineering, 2 management and many other UG/PG Institutes are there. Manpower availability in skilled, unskilled, administrative purpose will not be an issue at all. Strong opportunity for industry-academic research centres and training centres.

L2. Ample water availability for industrial usage Jamphal Dam and Sulavade barrage for Nardana MIDC and Dhule MIDC is having separate Dam only for industrial area.

L3. Geographical location of Dhule is strategically ideal for setting up big industries as two National Highways passing through viz.NH-3 and NH-6. Hazira Port is at 5 hr distance, Indore and Surat (big industrial hubs) are at 5 hrs distance by roads. The place is ideally suitable for warehouses / storage of agricultural products or Cold Storages as time of transportation to big cities like Mumbai, Indore, Surat will be 5 hrs and cost of setting and maintaining warehouses it will be comparatively very low.

L4. With existing industries background and other infrastructural facilities especially for textile, edible oils there is big opportunity for export oriented food processing plants, oil plants, apparels plants and agricultural based businesses.

L5. For Renewable power generation (Solar and Wind Farms) this area strategically suitable as it serves the basic needs for sunlight availability for almost 11 months and average wind speed in many regions like *Nardana, Songir, etc.*

8. Recommendations through SAP-LAP Matrix based on Needs and Opportunities

Table 6. SAP-LAP Matrix

SAP	Learnings	Actions (required)	Performance (Expected)
S1, S3 A1, A2 P1, P2, P3	L1	1. Facilitate growth of SMEs through MIDC by promoting various DIPP initiatives. 2. To start skill based training programs in the region	Employment generation
S4, S9 A1, A5, A7 P3, P7	L3, L4	Promoting Agri-based businesses and Creating infrastructure eco-system for such businesses. Promoting the region for Warehousing and cold-storage systems	Identify region as a Cluster for Edible Oil, Food Processing, etc.
S9 A8 P7	L5	Government to identify various sites in the region of PPP projects on Power and encourage big industries in the sector to start plants in the region.	Renewable Power Hub
S9,S10 A8, A4 P5, P7, P3	L2, L3, L4	Develop strong and sustainable industrial infrastructure so that big industries like automobile plants can be attracted to this region	Major Industrial development through big industries

9. Conclusion and Future Directions

The peculiar objective of this effort is to suggest the 'need and opportunity' based framework to actualize 'make in India' initiative.It follows a 'funnel approach' narrowing down the focus to one District i.e 'Dhule' in Maharashtra State and a small village 'Nardana' in Dhule District which is a proposed 'Industrial growth centre'.

The following diagram explains the process which in turn will lead to strategic industrial investment in respective regions which will result in growth of industries, SMES and employment opportunities.

Figure 3. 'Proposed need and opportunity based framework'.

The intention of such approach is to propose a 'part to whole' system thinking theory approach towards 'make in India' initiative aiming at elimination / reduction of regional disparities in industrial and socio-economic development. Further research can be conducted in the subject region and other regions as well with focus on 'employment opportunities','reasons for migration of skilled people', 'political factors', 'effectiveness of industrial development schemes',etc. within the context of industrial development. India has approximately 680 districts as on date. If we develop 680 reports based on above model, it will be a great step towards 'make in India' happening.

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