



III-B. Consultancy Development Centre (CDC)

1. PREAMBLE

In the Eleventh Five Year Plan, Consultancy Development Centre (CDC) reoriented its activities in line with its mandate of development and promotion of consultancy capabilities in the country and towards this, has been working in the following niche areas:

- Strengthening educational and capacity building programmes in consultancy leading towards competency enhancement of professionals/experts;
- Facilitation to government ministries/ departments in various consultancy requirements including carrying out consultancy projects/studies emerging from various Plan activities/schemes;
- Initiatives towards development of young professionals and women consultants;
- Policy document for development of consultancy profession in the country;
- Database of experts/professionals to provide facilitation to ministries/government departments for various consultancy requirements;
- Associate with and work on National Projects.

In line with the above niche areas, a Road Map till 2018 has been prepared, envisaging the following role for CDC:

- To be developed as knowledge centre for the development of consultancy profession at the National level and act as an advisory body to the Government on Professional services;

- To be engaged in Policy, Education, Capacity Building and Research in consultancy services and develop trained human resource in consulting;
- To facilitate Government ministries/ departments in the selection and engagement of consultants/experts to enable implementation of priority plan schemes/projects;
- To develop skills and competencies in technology commercialization and transfer of technology through training and certification of experts working in the area.

2. ACTIVITIES USING PLAN SUPPORT

During the year, the various plan activities/ programmes were carried out (depicted in figs 87 to 90) under the following heads:

- Development of Education and Capacity Building for Competency Enhancement of Consultancy Skills in the Country and Asia Pacific Region
- Consultancy Support for Projects/ Activities for Developmental Programmes including North East and J&K
- Projects/ Activities for Priority Sectors including SMEs
- Projects/ Activities for Development of Consultancy

2.1 *Development of Education and Capacity Building for Competency Enhancement of Consultancy Skills in the Country and Asia Pacific Region*

The details of projects/ activities under each of the above are as follows:

Educational Programmes

MS Degree Programme in Consultancy Management in collaboration with BITS, Pilani

The MS Programme in Consultancy Management was carried out from 5 Centres namely Delhi, Bengaluru, Chennai, Hyderabad and Pune.

The 13th batch commenced with 110 students and the 12th batch continued in parallel with 76 students.

Certificate Courses in Consultancy

During the period under report, CDC started a new certificate course on 'Consulting Skills', of three months duration.

The Certificate course on 'Technical Consulting' which commenced in the previous year, also continued.

These courses were started based on demand from industry and working professionals who wish to work as internal consultants to organizations and young professionals who wish to opt for consulting as a career option.

Two batches of each of the two courses, comprising 25 students in each course were completed and the third batch is in progress

Collaboration with Management Development Institute (MDI) for Post Graduate Programme in International Business

CDC collaborated with MDI for their post graduate programme in International Business. Besides giving theoretical inputs on consulting processes including the tools, engagement methods, documentation, etc, CDC is also guiding the students for carrying out live consulting projects, expected to be over by February 2010.

Training and Capacity Building

The details of training and capacity building programmes conducted during the year are as follows:

- Two days Training Programme on "Project Management was held from 27th-28th May, 2009. The Programme was attended by 38 participants
- Two Training Programmes on 'Selection of Consultants' were held in CDC (fig 87). The first Programme was held on 24th July, 2009, which was attended by 50 participants and the second programme held on 26th August, 2009 was attended by 23 participants.



Fig 87: Training Programme on 'Selection of Consultants and Client Consultant Agreement (SECCA)'

- Training Seminar on 'How to use web facilities for marketing purposes' was held for CDC employees.
- A two-days training programme on 'Project Management' was held during 27th-28th August, 2009 in CDC (fig 88). The programme was attended by 40 participants.



Fig 88: Training Programme on 'Project Management'



- A two-days training programme on “Consulting Skills” was held during 17th-18th September, 2009 in CDC. The Programme was attended by 15 Participants including one from Malaysia
- A one day training programme on “Technical Consulting” was held at Bengaluru on 9th October, 2009. The Programme was attended by 22 participants

In addition to the training programmes, CDC conducted awareness seminars on “Selection of Consultants and Client Consultant Agreement” for Government officials. The seminars were conducted for the officials of the following organizations:

- a) Ministry of Development of North Eastern Region
- b) Ministry of Overseas Indian Affairs
- c) Ministry of Chemicals and Fertilizers
- d) Defence Research and Development Organization

A total of 145 professionals were exposed through the seminars.

Scheme for Fellowship to Students of Academic Institutions for carrying out live consulting assignments

Objective

To provide Fellowships to students associating with CDC and other consultancy firms/agencies, for carrying out live projects/assignments relating to consultancy; leading towards creation of awareness of the consultancy profession and promotion of consultancy as a career option.

Scope

The live consulting projects would be both from engineering and management consulting, aiming towards helping the students in developing skills and competencies on consulting processes, tools, methods, diagnosis and documentation and presentation.

Status

Fellowship Proposals of 90 students have been accepted.

Project Report on Indian Institute of Consultancy Management (IICM)

Objective

To prepare a project report for setting up Indian Institute of Consultancy Management (IICM) leading towards the following:

- To develop excellence in consultancy skills, tools, processes and methodologies by imparting quality education in a productive and innovative environment.
- To identify, motivate, nurture and nourish talent to pursue consulting as a career.
- To provide avenues and opportunities engaged in consulting to refurbish and enlarge their knowledge and skill base on a continuing basis.
- To involve client organizations, R&D and academic institutions, professional bodies, etc, for effective collaboration leading to overall development of the consulting profession.

Status

Project has been initiated and interviews are being conducted with eminent professionals.

Study on Impact Assessment of MS Programme and Strategy for Strengthening content and delivery of educational and capacity building programmes in Consultancy

Objectives

- To carry out an Impact Assessment of the MS Degree Programme in Consultancy Management in collaboration with BITS, Pilani and identify gap areas along with action plan to overcome the gaps

Status

Inception Report has been presented and based on the inputs/suggestions received appropriate

action is being taken by consultant.

Project for Knowledge Management through Capturing Consulting Experiences of Eminent Consultants

Objective

- To act as a repository for reference, both for the industry as well as the academia.
- To serve as a ready reference for consultants in various sectors for common issues faced and their solutions thereby eliminating the need for reworking on the same issues.
- To act as reference material for the participants of various courses/training programmes conducted by CDC.

Scope

A document highlighting the consultancy experiences of eminent consultants aimed at enhancing the following:

- How to market consultancy services
- Managing consultant client relations
- Getting commitment of client to recommendations/proposals of the consultant
- What makes a Proposal a “Winning Proposal”
- Art of presenting/documenting findings and recommendations
- Pitfalls in consulting
- Any other parameter relevant to consulting
- Feedback of client

Status

Two Project Review Committee Meetings (PRC) were held and inception report has been submitted by the consultant. Data collection is in progress.

Scheme for Internships for Promoting Consulting as a Career Option

Objective

The scheme aims at attracting professionals and students opting consultancy as a career option.

The interns are expected to work on consultancy related projects/assignments for a period of one year with CDC/consulting organizations.

Status

Scheme has been deliberated in Project Advisory Committee.

Scheme for Exposure of Consultants and clients to International Practices including Seminars and Conferences

Objective

The scheme aims at exposing consultants and clients to International Consulting Practices in order to create awareness and understanding of issues relating to consultancy. Exposure shall be for international consultancy events covering those conducted by International organizations in consulting such as the International Federation of Consulting Engineers (FIDIC), International Council for Management Consultants (ICMCI), World Academy of Productivity Sciences (WAPS) and the Technical Consultancy Development Programmes for Asia and the Pacific (TCDPAP).

Schemes Initiated

- a) Exposure of senior officials of ministries/ departments of central and state governments through sponsoring a delegation of officials;
- b) Financial assistance to consultants for participation;
- c) Subsidy for participation in training programmes including Seminars conducted by ADB, FIDIC, ICMCI including any other multilateral funding agency.

Status

Six senior government officials attended the FIDIC Annual Conference.

Scheme for Capacity Building on use of Consultancy Services for Ministries/ Departments of Central/State Governments/ PSUs and Client Organizations

Objective

Creating awareness and understanding of issues



pertaining to consultancy for the client organizations relating to the following:

- Awareness to clients on outsourcing and promoting its use;
- Why and when to engage consultants;
- Benefits of using consultants;
- Methods of sourcing consultants ;
- Engagement of consultants (preparing TOR for consultant, selection process, evaluation criteria, fee structure and issues in consultancy agreement)
- Monitoring/Evaluation of consultant's Performance

Status

Agreements have been signed with TCOs for delivery of 200 programmes by the TCOs in various states across the country. Out of these, 80 programmes have been organized.

2.2 Consultancy Support for Projects/Activities for Developmental Programmes including North-East and Jammu & Kashmir

Capacity Building of Entrepreneurship Development Consultants in North East and Jammu & Kashmir

Objective

Strengthening the consultancy capabilities in the state of J&K and North-East Regions.

Scope

- Study of plans/schemes of central and state governments/agencies in North-East/J&K and identify opportunities available for development of entrepreneurs;
- Identify appropriate technologies from CSIR and other R&D institutions located in this region in line with the opportunities identified;
- Based on the above, develop a model framework for mentoring of entrepreneurs by the consultants along with plan for training and certification of consultants including development and training modules and training material;

- Develop, train and certify, 100 consultants for Entrepreneurship Development in North-East/J&K regions;
- Develop a database of consultants operating in this region who can provide the required consultancy services based on opportunities identified.

Status

Meeting of the PRC was held during which inception report was presented and data collection is in progress.

2.3 Projects/Activities for Development of Priority Sectors including SMEs

Study on Consultancy Interventions in Central Plan Schemes of the Eleventh Five Year Plan

Objectives

- To study the Eleventh Five Year Plan schemes of departments/agencies of the central ministries and identify specific projects/activities requiring consultancy interventions considering the overall objectives and the expected outputs for the schemes;
- To identify consultants specific to the identified activities;
- To develop a database of consultants and mount the same on a portal to act as an interface between the consultants listed in the database and the client ministries/ departments.

Scope

Proposing the following with respect to each scheme/project:

- List of services/activities requiring consultancy interventions;
- Broad TOR/Scope of Work along with Deliverables;
- Expertise/skills/competencies required by consultants/experts;
- Based on the above, develop a matching database of consultants;

- Develop a portal containing the information on projects/activities and the consultants to facilitate match-making;
- Mount the database and the opportunities on a Portal.

Status

Two PRCs were held and design of portal has been initiated.

Study on Strategies for Enhancing Quality in Consulting

Objective

To develop a framework for enhancing the quality in consulting, leading to better performance/output by consultant and increasing client confidence.

Scope

- The scope covers both engineering and management consulting profession;
- Study the following with respect to consultancy profession, both with respect to India and internationally followed models/processes:
 - Accreditation/Certification – both for individuals and organizations
 - Legislation/Statutory recognition
- Carry out an empirical survey comprising desk research with respect to India and international practices supplemented with personal interviews involving a few leading consultants and clients in India and to identify comprehensive set of parameters for assessing/evaluating quality of consulting assignments. Some of the parameters could be;
 - Tools, methods, processes for delivery
 - Mechanism for client feedback
 - Evaluation Processes/methods including tools
 - Client Certification with respect to consultant's performance

- Based on the above, propose framework comprising strategy and plan for enhancing quality in consulting with respect to the following:
 - Accreditation/certification
 - Legislation/statutory recognition
 - Tools, methods, processes for delivery
 - Mechanism for client feedback
 - Evaluation processes/methods including tools
 - Client Certification with respect to consultant's performance
 - Any other parameters for enhancing quality in consulting

- Testing the framework on about 15 consultancy assignments of diverse nature covering both technical and management and make appropriate modifications in the proposed framework;

- Discuss the framework in 4 interactive seminars to be organized in different cities and comprising representatives of consultants, clients, policy makers, and other related stakeholders;

- Finalize the report incorporating the inputs/suggestions received from the interactive seminars.

Status

- Inception Report has been submitted by the Consultant;
- Meeting of the PRC held;
- Questionnaire circulated to members for their comments.

Developing a Pool of Technology Transfer Consultants including packages for Transfer of Technology (TOT) of Rural Technologies of R&D organizations including a database of Trained Consultants

Objective

To develop a pool of certified specialists/facilitators/consultants in the area of Technology Commercialization and Transfer of Technology



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(TC&TOT) for facilitating transfer of laboratory level technologies to manufacturers/users.

Scope

- Develop TC&TOT Package/ documentation manuals;
- Apply the TC&TOT documentation on Technologies of R&D Institutes;
- Develop Training Modules, Material and deliver Training;
- Certification process of Trained Personnel.

Status

- Inception report was presented to the PRC.
- Four CSIR Laboratories in the areas of chemical sciences, life sciences, electronics and mechanical engineering have been approached for application of the documentation on technology.
- Documents have been sent for review of PRC members.

2.4 Activities for Development of Consultancy

Journal in Consultancy (half yearly)

'Consulting Ahead' (fig 89) is devoted to the publication of articles advancing knowledge through research and cases in all sectors and disciplines of consulting. The July'09 issue was published and disseminated widely.



Fig 89: Journal – Consulting Ahead

Consultancy Business Opportunities – A fast Announcement Service

The daily email alert publication continued. All the consulting opportunities, both national and international, are uploaded on the website and members can access the required information using their password. The scope of the information has also been enlarged to cover opportunities arising in various central and state governments, PSUs and other multilateral and bilateral agencies. Facility has been provided to access the information according to sectoral specialization, date wise and country specific options.

Consultancy Vision

Two issues of the quarterly newsletter 'Consultancy Vision' covering news, views, programmes and activities of the Centre and its members were brought out and circulated widely.

3. FINANCIAL PERFORMANCE

During the year 2009-10 a plan budget of Rs. 4.50 crores was approved for CDC for undertaking the various plan activities. For the year 2008-09 support of Rs. 2.0 crores was provided. The total expenditure was Rs. 358.24 lakhs and the total revenue generation from various programmes and activities was Rs. 301.93 lakhs.