







August 2018

# CAPACITY BUILDING OF LOCAL SERVICE PROVIDERS (LSP) UNDER GEF-UNIDO-BEE PROJECT "PROMOTING EE/RE IN SELECTED MSME CLUSTERS IN INDIA"

# Training Need Assessment Report-Gujarat Dairy Cluster

Submitted to (Prepared under GEF-UNIDO-BEE Project)



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Prepared by



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# 1. PROJECT BACKGROUND

Bureau of Energy Efficiency (BEE), a statutory body under Ministry of Power, Government of India, in collaboration with United Nations Industrial Development Organization (UNIDO) is executing a Global Environment Facility (GEF) funded national project "Promoting energy efficiency and renewable energy in selected MSME clusters in India".

The overall aim of the project is to develop and promote a market environment for introducing energy efficiency and enhanced use of renewable energy technologies in process applications in 12 selected energy-intensive MSME clusters across 5 sectors in India (with expansion to more clusters later). This will enable improvement in the productivity and competitiveness of units, as well as reduce overall carbon emissions and improve the local environment.

### The details of the sectors and clusters identified is as below

Table 1: List of clusters identified

Sector	Cluster
Brass	Jamnagar, Gujarat
Ceramics	Khurja, Uttar Pradesh
	Morbi, Gujarat
	Thangadh, Gujarat
Dairy	Gujarat
	Maharashtra
	Sikkim
Foundry	Belgaum, Sikkim
	Coimbatore, Tamil Nadu
	Indore, Madhya Pradesh
Hand tools	Jalandhar, Punjab
	Nagaur, Rajasthan

CONFEDERATION OF INDIAN INDUSTRY – CII Sohrabji Godrej Green Business Centre has been engaged by Bureau of Energy Efficiency to carry out the assignment on "Capacity building of Local service providers (LSPs) under GEF-UNIDO-BEE project "Promoting Energy Efficiency and Renewable energy in selected MSME clusters in India" for the Dairy cluster of Gujarat.

# 2. TRAINING NEED ASSESSMENT

### 2.1 Objective of Assessment

The main objective of this assessment is to identify the gaps of Local Service Providers in the cluster in terms of skill set, technical knowledge and organizational strength. This analysis will help in maintaining a sustainable market linkages for the promotion of EE/RE technologies. There are various stake holders involved in the project which is depicted in the below figure:-

Out of this various stake holders the assessment was carried out in

- Local Service Providers
- Local Industrial Units

Training need analysis provide necessary knowledge and information on training and skill development requirement of LSPs and plant employees in the cluster. This information will help in the preparation of a good training strategy that can boost the knowledge and skill set on latest EE/RE technologies and their applications. Training need assessment is important for these reasons:-



Figure 1: Project Stake holders

- Increasing awareness among units for taking good quality services.
- LSPs are unaware of the rapid technological advancement in EE/RE technologies.
- Employees play a key role in making a plant energy efficient, so plants management are ready to spend resources for the training and development of their employees on latest trends in technologies.

### 2.2 Goals of Training Need Analysis

The main objective of training need assessment was to determine whether a training need exists and if it does, what type of training was required to fill the gap. The expectation of knowledge, skills sets and abilities of officials at different levels was different so there training needs were also different.

The training need assessment survey will identify the knowledge, skills and abilities needed to achieve those goals by minimizing the existing gaps which in turn enhance the productivity and thereby ensuring good quality products and services. The main focus should be on collective need that can add value to the overall competiveness of the cluster. This will help in:-

- Ensuring healthy competition
- Creating sustainable market environment
- Production improvements
- Staff development

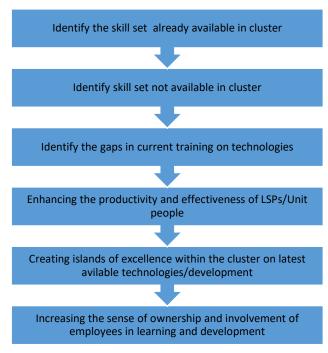


Figure 2: Objective of training need assessment

# 3. METHODOLOGY FOR ASSESSMENT

The entire activity was done in 3 phases



### 3.1 Desk Work Analysis

This phase mainly consists of data collection and development of questionnaire to understand the needs of the cluster. Detailed list of dairy units in the cluster has been obtained from Gujarat Cooperative Milk Marketing Federation Limited. With the help of collected data mapping of local service providers and industries have been done in the Gujarat Dairy cluster. In the mapping procedure LSPs are classified based on the technology provided, location served and on skill set. A training need assessment questionnaire has been developed to capture the information as shown below:-

Table 2: Training need assessment questionnaire

LSP Training Need Assessmer	t Form for Gujarat Dairy Cluster
	· ·
Name of the Local Service Provider(LSP)	
Address	
Contact Person Name	
Designation	
Mobile No	
Email ID	
Existing Skill set?	
Education Level?	
What are your area of services?	
What type of Industries you cover?	
Type of challenges faced?	
Type of chancinges faceu:	
Type and name of OEM you work with?	

LSP Training Need Assessmen	t Form for Gujarat Dairy Cluster
New areas you would like to Learn?	
The Walled you would like to Learn.	
Areas in which training is required?	
In which Language Training material is required?	
Is training material required in soft or hard copy?	
Expectation from the Project?	

The questionnaire consists of mainly 2 components

- General Information includes questions regarding type of company, name, year of existence etc.
- Specific Information Identify the existing knowledge and skill set ,to understand the type of challenges faced by LSPs and new areas of learning required by the LSPs/ Industries.

From the detailed mapping, more than 50 LSPs were identified in Gujarat Dairy cluster. The preliminary desk work helped in understanding the size of LSPs and what service they provide.

### 3.2 Field Survey

In this phase detailed discussions happened with LSP's and dairy units in the form of a structured interviews and these meetings helped us in understanding the perceptions of different stakeholders in terms of training needs, what are the areas of improvement, various gaps that exists in terms of technology/services .The survey was conducted for around 20 LSPs and some of the major dairy units in the cluster.

**Table 3: Activities of field survey** 

	Field Survey
Activities	<ul> <li>Understanding the organization</li> <li>Interviewing LSPs and key personnel's of Dairy Units</li> <li>Collecting Information (General and Specific )</li> <li>Identifying the gaps that exists</li> </ul>
Purpose	The primarily focus was on performance related issues that are directly concerned with training needs or any other issues influencing their performance. This helped in establishing a baseline for the training program
Outcome	<ul> <li>Identified training needs for individuals</li> <li>Supporting evidence of the performance problem these training needs will address.</li> </ul>

	Field Survey					
<ul> <li>Identified in performance</li> </ul>	ŭ	needs	that	may	significantly	influence
<ul> <li>Able to iden</li> </ul>	itify the techn	ological	gaps			

The following table shows an analysis of the outcome of the interaction had with various local service providers and dairy employees in the cluster.

**Table 4: Outcome of TNA** 

### **Meeting with Local Service Providers**

- Employees of local service providers in Gujarat dairy cluster are well educated with good skill set
- Most of the service providers were big (avg 50 employees) in Dairy cluster
- LSPs have good sound knowedge in the services and technologies that they are serving to the cluster
- Some of the LSPs are having in house training facility where they train different stakeholders in the cluster
- Few of the LSPs are registered with Gujarat Energy Development Agency and are already promoting EE/ Technlogies
- Huge market challenge more technology suppliers providing same technology at different price

### **Meeting with Industrial Units**

- Each dairy units has inhouse maintenance people for the regular maintenance activities.
- Plant people are aware of regular O&M of an equipment but still there exists a gap on knowledge of improving energy efficiency.
- Training should mainly focus on latest EE/ RE technologies with less focus on O&M.
- All dairy unit employees are well qualified with high knowledge and skill level

### 3.3 Analysis of Data

After conducting the field questionnaire survey to various local service providers, dairy units, associations etc., the data from various sources were analyzed to identify the areas of improvement, target group specific training needs and preferred training delivery mechanisms. A sample data collection sheet from one of the LSPs is attached below. Detailed list of survey forms is attached in Annexure 1.

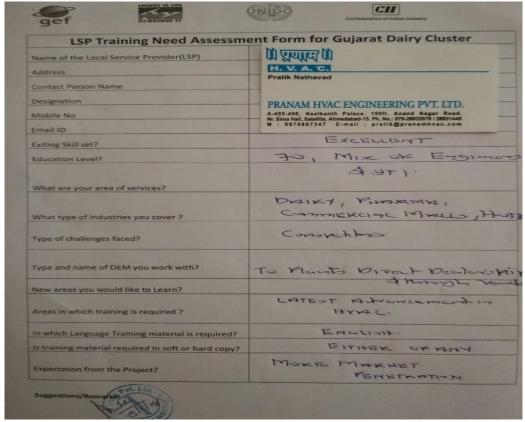


Figure 3: Filled in questionnaire

By analyzing the various data collected from LSPs and dairy units, following inferences were made:-

### **Skill Set**



Figure 4: Skill set of stakeholders

The existing skill set of LSPs in Gujarat Dairy cluster is high as most of them are bigger OEMS and service providers and are equipped latest technologies and services. However there are some smaller LSPs in the cluster which do the repair and maintenance activities fall in the low and medium skill category. These LSPs need to get trained by the bigger OEMS such that there service can be used by the units in a productive way.

### **Educational Qualification**

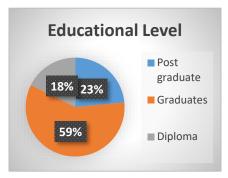


Figure 5: Educational qualification of stakeholders

Most of the stakeholders who participated in the survey are highly qualified. Local service providers and all the employees of dairy units in the cluster have a mix of post graduates, graduates and diploma holders. Even though the skill set of LSPs are high in the cluster, the survey helped in identifying various gaps regarding awareness about latest EE/RE technologies.

### **Gap Analysis**

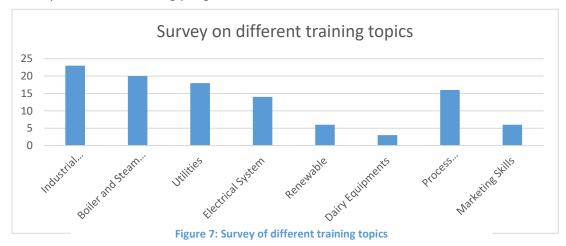


Figure 6: Gap analysis

The gap analysis helped in identifying the exact requirement on what training should be given. Two major concerns shown by the LSPs in the cluster are lack of awareness on various advancements happening in EE/RE technologies and market challenges due to cross selling and competitive price. Some of the requirements from various LSPs / dairy units on technological aspect are:-

- Latest advancements in Industrial Refrigeration
- Best practices on energy efficiency in compressor and pumps
- Energy saving measures in Boilers and Steam System

Based on the survey and data analysis, a frame work has been designed for the training programs in Gujarat Dairy Cluster. The graph below shows the interest shown by the various stake holders on various topics for the training program:-



- Most of the dairy units and local service providers shown interest in Industrial Refrigeration
  as one of the main topic for training program. This was due to fact that refrigeration is one
  of the critical application in a dairy plant, training on latest technological advancement as
  well as best O&M practices would help the in making it more energy efficient.
- There was a good response from the cluster on training on Boiler and Steam system. There are small boiler manufacturers in the cluster who have limited access to big dairy plants as most of the plants are dependent on bigger OEMS. These local service providers wanted this training program as a platform to enter into the dairy market and learn about latest EE practices in boiler and steam system.
- In utility section, most of the equipment's are supplied by bigger OEMS like Atlas Copco, Kirloskar, and Grundfoss etc. The demand for this topic came from the dairy units. . They wanted to mainly understand what are the recent developments happening in optimizing the energy consumption in utility section like Demand Side controller for Compressed Air System.
- Electrical system was another topic which was selected by units and local service providers in the cluster. Most of the stakeholders were interested on energy efficient motors, harmonics mitigation, power factor improvement and electrical safety.
- Some of the cluster specific topics identified for the training program were process optimization, waste heat recovery, evaporative condensers etc.
- Market challenge and how to overcome the cross selling due to competitive price was one
  of the concern shown by the local service providers in the cluster. Some of the LSPs wanted
  training on marketing skill development to become more competitive in the market.

### 3.4 Training workshops

After the identification of training needs, the topics for the programs should be designed in such a way that the training plan caters the priorities of a wide range of stakeholder's mainly local service providers and unit employees who are working at shop floor. After consultation with the main stake holders in the cluster and based on the survey results some of the key topics identified shown in Figure 8. Others include renewable energy, waste heat recovery, process optimization, evaporative condenser etc.

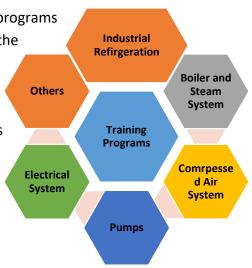


Figure 8: Identified training modules

As a part of the training need assessment, specific training modules will be prepared for the cluster which will cover:-

- Basics of the technology
- Best Practices and Case studies
- Specific benchmarking figures
- Latest advancements in technology on energy efficiency
- Safety guidelines for efficient operation
- Infographics and pictures

The training materials will be based on internationally available training courses and on locally developed case studies such that it

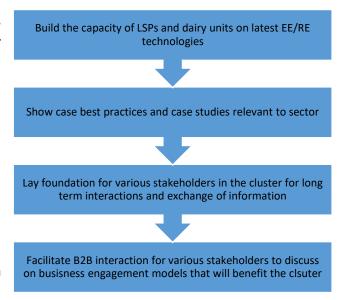


Figure 9: Objective of training program

can be adopted by all the stake holders in the cluster. Some of the possible modalities for facilitating training is shown below:-

- Class room Training
- Plant visits
- Training videos
- Training manuals/pamphlets

The table below shows the schedule of the various training programs in Gujarat Dairy Cluster

**Table 5: Training Program schedule** 

Dates	Location	Theme	Target Audience	No of Participants
9-Apr-18	Rajkot	Electrical &	Electrical/Mechanical	50
19-Apr-18	Surat	Utilities, Thermal Utilities,	Maintenance Operator/Technicians , local	
26-Apr-18	Banas	Refrigeration	dealers, technology providers,	
30-Apr-18	Ahmedabad	System & Renewable	Plant operators and maintenance engineers	

# 4. CONCLUSION

Training need analysis conducted for various stakeholders in the cluster helped in identiying the gaps and methods to bridge the same. It also identified various training needs and what model can be developed for prparation of cluster specific modules can be the appropriate modules for each target group.



Stakeholders of Gujarat Dairy cluster are higly skilled and had good educational background, so training modules should focus more on advancements in EE/RE technologies.



There is a huge competition among various local service providers in the cluster to become technologically competitive. Market challenge and how to overcome the cross selling due to competitive price was one of the concern shown by the local service providers in the cluster.



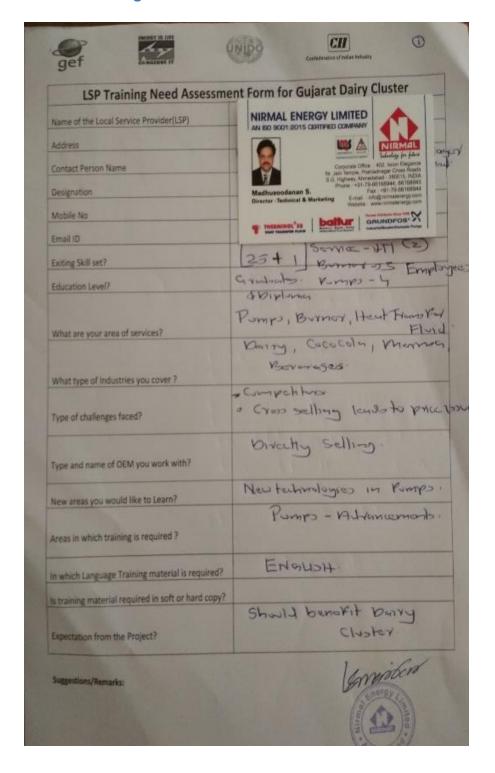
Detailed course content would cover relevant case studies and best operating practices that would benefit the various stakeholders in the cluster.

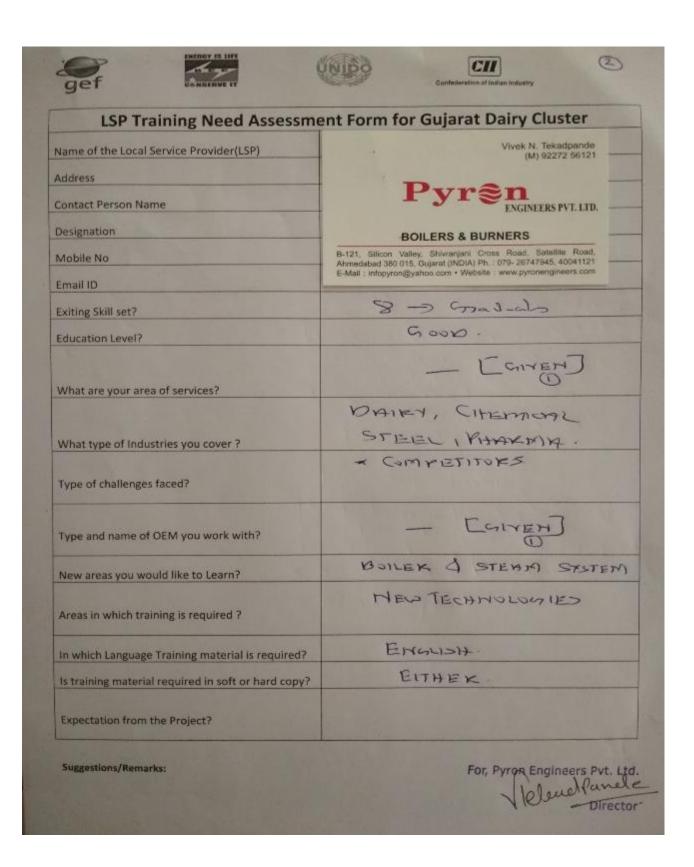


Survey results showed most of the stakeholders are interested in getting trained on Industrial Refrigeration and Boiler/Steam Systems

# **5. ANNEXURE**

### Annexure 1 – LSP Training Need Assessment Questionnaire

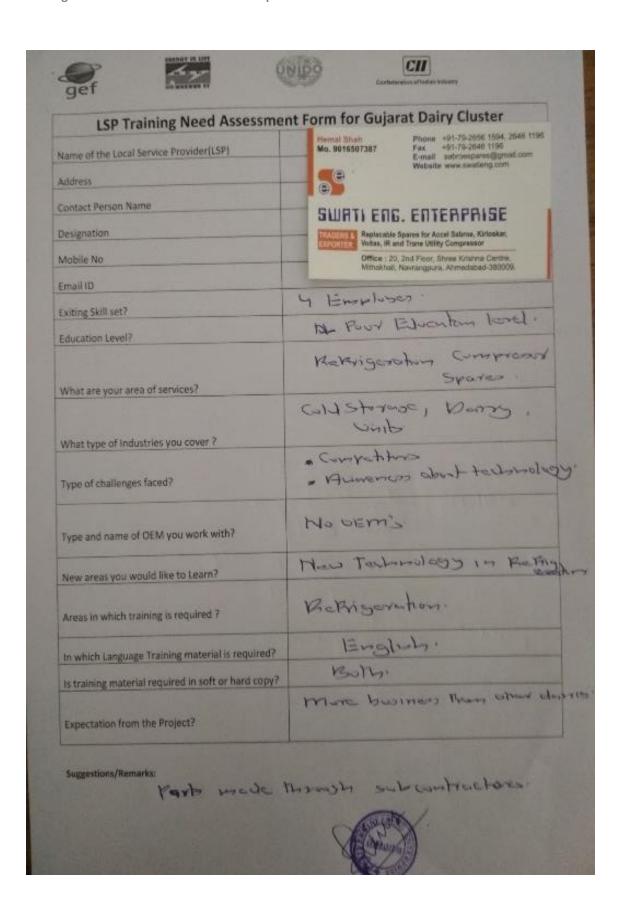




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Address	GRUNDFOS
Contact Person Name	CHONDEOS //
Designation	Pikin Modi Urmi Solar Systems Ltd
Mobile No	9426616303 Plot No. 5208, Phose-4 info@urmisolar.com Road No. T-1 (Towards Remotil www.urmisolar.com, GLD.C. Vatva
Email ID	Ahmedsbad-382445, Gujarut
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LSP Training Need Assessme	nt Form for Gujarat Dairy Cluster
Name of the Local Service Provider(LSP)	(SELECON)
Address	HIMANSHU K. SHAH
Contact Person Name	ELECON ENGINEERING CO. LTD.
Designation	12, 2nd Floor, Shree Krishna Center, Nr. Mithakhall Six Road, Navrangpura, Ahmedabad - 380 009, Gujarat, India.
Mobile No	Tel.:+91-79-26406683/84/85 Fax:+91-79-26401363   Mobile:+91-99099.07871
Email ID	Email : hkshah@elecon.com   Web : www.elecon.com
Exiting Skill set?	Concellator & Post Grand
Education Level?	more than 500 Employe
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Suggestions/Remarks:	

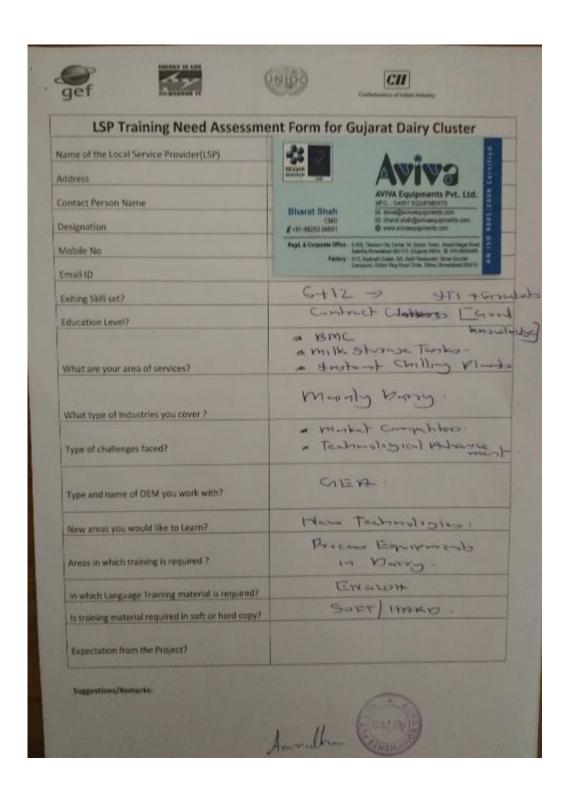
LSP Training Need Assessme	ent Form for Gujarat Dairy Cluster
Name of the Local Service Provider(LSP)	क्र प्राथम्य क
Address Contact Person Name	H. V. A. C. Pratik Nathavad
Designation  Mobile No	PRANAM HVAC ENGINEERING PVT. LTD.  A-405-406, Neelkanth Palace, 100ft. Anand Nagar Read, Nr. Sima Hall, Satellite, Ahmedabad-15. Ph. No.: 679-26833576   26831445
Email ID	M : 9979867347 E-mail : pratik@pranamhvac.com
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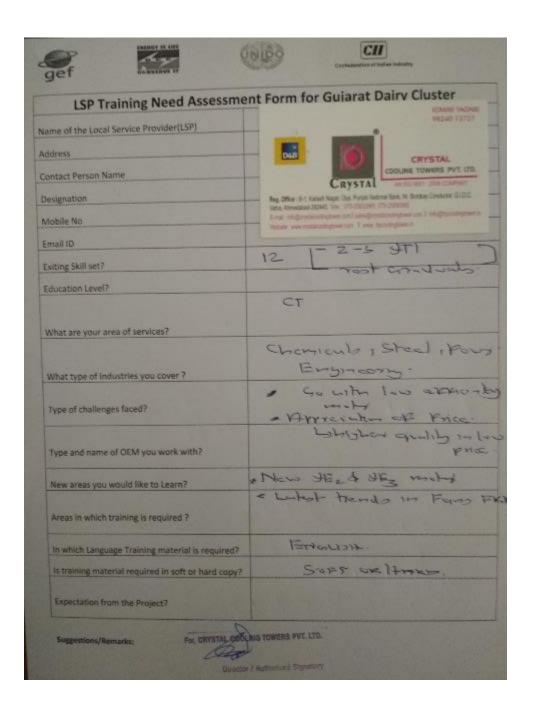
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Type of challenges faced?	- Market
	Marine Emerso)
Type and name of OEM you work with?	Thermon
New areas you would like to Learn?	Automation.
Areas in which training is required ?	Astomation.
In which Language Training material is required?	EHELDH
Is training material required in soft or hard copy?	Eithor VE Many
	The second second second second
Expectation from the Project?	
Suggestions/Remarks:	A-RH

LSP Training Need Assessment	Form for Gujarat Dairy Cluster
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Address	
Contact Person Name	DOWED"
Designation	CONTROL MAIN SAME
Mobile No	+91 90040 04123 January Demonstration
Email ID	Mix of telimine 4
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Type and name of DEM you work with?	Drect
New areas you would like to Learn?	Substation.
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Is training material regulates at sort of man copyr	
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LSP Training Need Assessment Form for Gujarat Dairy Cluster		
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LSP Training Need Assessmen	nt Form for Gujarat Dairy Cluster
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What type of Industries you cover ?	Pous Must.
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Type and name of OEM you work with?	Direct.
New areas you would like to Learn?	EE Mayach
Areas in which training is required 7	Hew Technologies
In which Language Training material is required?	English.
is training material required in soft or hard copy?	Either up 12my
Expectation from the Project?	



Lar Haming Need Assessi	nent Form for Gujarat Dairy Cluster
me of the Local Service Provider(LSP)  tress extact Person Name esignation	Rang Refrigeration & Engineers 291/271, Panchratria Estate, G.LD.C. Phase -4 Valva, Ahmedicad - 382445 Manish Dave M.: +61 96257 86648 C: +91 78909 28928 E.mail: rang refrigeration@gmail.com web: www.rangrefrigeration.in
obile No nall ID	skype : manish dave\$275
olling Skill set?	[Grand Diploma
ducation Level?  What are your area of services?	* Humanin Compressed
What type of Industries you cover?	Chemical, Cold Storax
Type of challenges faced?	Market Childrenson
Type and name of OEM you work with?	Corner, Subra, Varlacker
New areas you would like to Learn?	No Tochrologies about
Areas in which training is required ?	Couling System
in which Language Training material is required?	English.
is training material required in soft or hard copy	e L

LSP Training Need Assessme	nt Form for Gujarat Dairy Cluster
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Address	- ADTT SHOW
Contact Person Name	Gajjar Compressors Pvt. Ltd.
Designation	Plet No. 5310, Phase VI. Beside Hotel Sai Paleon. Visit or I www.accompressionida.com
Mobile No	Opis Remail Prides chandes. E-mail: lithun@piccompressurelis.com Uh. Weshar Lief. GGC, Verva.  Assentate: 3F2 445, IRDIA:
Email ID	BERCHARD STATE OF THE STATE OF
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Education Level?	Skilled
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Type and name of OEM you work with?	Here Dealers
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In which Language Training material is required?	をからかり
is training material required in soft or hard copy?	Either ox than
Expectation from the Project?	

LSP Training Need Assessment Form for Gujarat Dairy Cluster		
Name of the Local Service Provider(LSP)	Anupam Renewable Energy Private Limited	
Address	Anupam Renewable Energy Private Limited, 138, GIDC, Vithal Udhyognagar, Anand, 388121, Gujarat, India. Tel: +91 2692 235210, ext.290 Website: www.anupamgroup.com	
Contact Person Name	E. Avadhuth	
Designation	Manager- Marketing	
Mobile No	9913604355	
Email ID	mkt@anupam-arepl.com	
Exiting Skill set?	Technical	
Education Level?	Graduate	
What are your area of services?	Renewable Energy, On-Grid & Off-Grid systems	
What type of Industries you cover?	All Corporate, NGO Trusts, Institutions etc.	
Type of challenges faced?		
	Promotion of Technology	
Type and name of OEM you work with?	Energy Efficient	
New areas you would like to Learn?	About Energy Savings	
Areas in which training is required?	Tank dadin aftik D. I. i	
	Technicality of the Product	
In which Language Training material is required?	English	

Is training material required in soft or hard copy?	Soft
Expectation from the Project?	Market Promotion