



Course name: CLUSTER DEVELOPMENT EXECUTIVES (CDES) PROGRAMME

Proposed dates: January 6, 2020 – February 14, 2020

Duration: 6 weeks

Rationale:

In the present decade, significance of clusters and their role in promoting economic growth has been increasingly recognized. As an outcome, emphasis on clusters and network development has increased both in developed and developing countries. Clusters are now widely considered as an effective platform to enlarge production base, trigger growth, alleviate poverty and redress regional economic imbalances.

Cluster Development Programme (CDP) has become one of the most effective instruments to ensure survival and growth of existing micro, small and medium enterprises (MSMEs). Experience shows that successful implementation of the Cluster Development Programme (CDP) could help MSMEs to improve their business performance, adopt appropriate technology, improve quality and productivity, increase turnover and export, and improve HR and overall management efficiency. Joint initiatives nurtured under CDP could help the cluster firms go for value addition, product customization, brand building, and improvement of marketing and export performance. This would ensure their holistic development and contribute towards Local Economic Development (LED). These efforts are needed to enhance competitiveness of the cluster MSMEs and make them stand tall in the globalized economy.

Objectives:

Successful implementation of a cluster development programme would require involvement of a person, known as Cluster Development Executive (CDE), who can streamline development initiative in the desired manner. The programme aims to improve knowledge and skill of the participants which would enable them in successful implementation of CDP. The programme would give them an in-depth understanding of clusters and their significance, dynamics of MSMEs working in clusters, role of trust building and CDE, consortium approach for developing holistic business performance, role of business development services (BDS), private-public-partnership (PPP) mode in developing common facility centres (CFCs) and improving global competitiveness of the cluster firms/MSMEs.

Target group:

The programme is targeted for the following professionals:

- Responsible for promoting/supporting micro, small and medium enterprises in Union/Provisional Government.
- Senior and Middle Level Professionals/Officials from Ministry/Department of Small and Medium enterprise (SME)/Ministry of Industry
- Officials responsible for Industry Promotion/Local Economic Development (LED)
- Representatives of Banks and other Financial Institutions
- Professionals working with National and International Development Organizations
- Officials working with Export-Import Promotion Agencies/Departments
- Representatives of Organizations working with Micro Enterprise/MSME/SME Promotion and Development
- Cluster Development Supporting/Implementing Agencies, Non-Government Organizations (NGOs) working on Clusters/MSMEs



- MSME/SME Consultants, Private Consultants, Export/Import Consultants, Chartered Accountants, Business Development Service Providers (BDSPs)
- Representatives of Industry Associations, Chamber of Commerce & Industry, Business Membership Organisations (BMOs)

Pedagogy

The CDE programme is delivered using various tools and techniques to hone the knowledge and implementation readiness of participants through classroom lectures, group assignments, field visits, stakeholder interaction, case study, diagnostic study, action plan preparation etc. The course is designed to provide a first-hand experience of designing a cluster intervention, which they can readily implement in their own country, based on learning from classroom, interaction and cluster visits.

Course Content:

Module 1 - Understanding Clusters and their Internal Dynamics based on examples of successful clusters in India and outside: The participants study the internal dynamics and other factors that were responsible for the establishment and growth of Jamnagar Brass Parts Cluster, Trissur Jewellery Cluster, Tirupur Textile Cluster as well as Banana Processing and Furniture clusters based in Nicaragua.

Module 2 - Learning from Cluster Interventions in Developed & Developing Countries, with special reference to leather cluster in India, food processing cluster in Russia, green tea cluster in Vietnam, Silk products cluster in Lao PDR.

Module 3 - Business Profiling Instrument and Value Chain Analysis using case study of successful Indian clusters with special reference to handloom cluster in Chandernagore and Jeans Manufacturing cluster in Bangalore and Bellary. Experience of textile cluster in Austria and Mexico will also be discussed as a part of International experience sharing.

Module 4 - Cluster Diagnostic and Developing a Long Term Vision for the Cluster Participants are made to visit cluster around Ahmedabad, Baroda, and Rajkot for cluster diagnosis and understanding the long-term vision of clusters through stakeholder interaction.

Module 5 - Action Plan Preparation by taking Engineering clusters at Baroda as an example.

Module 6 - Implementation of Cluster Development Programme(s) using case study of Auto Components Cluster in Jalandhar, Ludhiana and Phagwara, where CDPs have been implemented by EDII. The experts share their experiences with the participants.

Module 7 - Developing Business Development Service Market with the aim of developing industry connect with other developing countries for mutually commercial benefits or policy level engagement. The participants are made to study and reflect



upon the project reports of leather cluster in Kolkata, Shantiniketan and visit Dyes & Chemicals cluster in Ahmedabad.

Module 8 - Capacity Building of Business Membership Organisations (BMOs) through cross-country partnerships. Representatives from BMOs like ITAMMA, ILPA and Jamnagar Factory Owner's Association interact with the participants.

Module 9 - Establishing Common Facility Centre (CFC) under Private-Public-Partnership (PPP) approach. Apart from lectures, participants get a chance to visit CFCs in and around Ahmedabad.

Module 10 – Monitoring and Evaluation (M&E) by sharing best practices from leather cluster in Kolkata, and Bamboo clusters in Agartala

Module 11 - Study Visit to engineering and jewellery clusters in Rajkot/ Baroda/ Rice Mill cluster in Tarapur, Anand.

Expected Outcome:

On completion of the training programme, participants will be able to understand the significance of clusters and their contribution to local economy. They will learn how to implement Cluster Development Programme for improving global competitiveness of the local industry. He/she will be aware of the successful Indian cluster and how it is supporting the large industries as well as providing large number of job opportunities for the people. They will be able to do cluster diagnosis, prepare long-term vision, draw up action plan and implement CDP in a strategic and purposeful manner. He/she will be able to understand how business development services provided through the cluster interventions and establishment of common facility centre (CFC) under private-public-partnership approach in India have changed the face of MSME sector. The participants will be able to understand and ensure holistic development of the clusters in their country through a cluster twinning approach, which will provide mutual benefit to clusters in both partner countries. This would in turn help in addressing larger issues like poverty eradication, employment creation, income generation and local economic development (LED). The proposed CDE programme will help in showcasing the strengths of manufacturing sector in India. It will provide an opportunity to present classical examples of successful cluster development in India, develop BMO level linkages, and foster cluster twinning between India and partner countries.