



Training  
Programme for  
**Cluster  
Development  
Executives**

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**18th January 2005 to 10th May 2005**

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Phase I : 18th January, 2005 - 29th January, 2005

Phase II : 30th January, 2005 - 2nd May, 2005

Phase III : 3rd May, 2005 - 10th May, 2005

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Supported by :

**Office of the Development Commissioner  
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Ministry of Small Scale Industries, Govt. of India

Organised by :



**Entrepreneurship Development Institute of India  
Ahmedabad, Gujarat**

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## Background

Over the last decade, the significance of clusters and their role to promote economic growth has been well recognised. As an outcome, emphasis on cluster and network development has increased both in developed and developing countries. Clusters are widely considered effective platforms to enlarge the production base, trigger growth, alleviate poverty and redress regional economic imbalances. In India, the Abid Hussain Committee Report has recommended the cluster development approach as the main pillar of SSI development policy.

On the basis of its wide experience on cluster development in several countries, UNIDO has since 1996, been implementing Cluster Development Programmes in India. At the same time, several Indian SME support institutions both at the national and state levels are currently formulating and implementing cluster development initiatives. EDI has also developed sufficient expertise in cluster development through its involvement in industrial and artisan clusters for the last five years. Sufficient strides have been achieved in the Brass Parts Cluster, Jamnagar and Engineering Cluster, Rajkot (Gujarat) because of EDI's constant endeavour to develop these clusters. The Institute has undertaken several research studies of Indian clusters and in association with UNIDO, organised a training programme to develop Cluster Development Executives (CDEs), for the first time in India. The success of this initiative encouraged EDI to organise more such programmes; and about 300 CDEs have been trained by the Institute till date.

The Cluster Development Approach, being still in a nascent stage in India, there is a need for resource persons who can undertake development of clusters in a professional and effective manner. Based on the experience of Ministry of SSI, Govt. of India, UNIDO and EDI, this training programme has been specially designed for executives, professionals and managers of Govt. departments, industry promotion offices, development agencies, and office bearers of industry associations who will undertake industrial promotion in a cluster mode as Cluster Development Executives (CDEs).

This training programme will be conducted by EDI in active association with UNIDO. The programme is designed to promote dissemination of cluster development methodology in order to support cluster development initiatives in the country. Various state govts., industry promotion departments/offices of the Govt. of India, industry associations are pursuing industrial promotion under cluster mode. There is a need to train selected officials and professionals who can streamline such development initiatives as Cluster Development Executives (CDEs).

## Objectives of the Training Programme:

The programme aims to endow competent professionals with necessary knowledge, skills and attitudes required to be an effective CDE. The programme shall equip the participants so as to

- understand the dynamics of a cluster and the role of various cluster actors
- carry out Diagnostic Study in an effective manner and prepare a strategic intervention plan
- streamline development initiatives in a purposeful manner
- establish network among cluster actors and ensure their capacity building and
- ensure holistic development of the cluster.

## Programme Schedule:

The training programme is divided into 3 phases involving classroom training, skill development as also field exposure.

### Phase: I: 18th January - 29th January 2005

#### Module 1: Overview of the Cluster Development Process

- Introduction to the development process
- Understanding the scope of one's own activity within the cluster
- Necessary and sufficient conditions for cluster development
- Changing role of participants as Cluster Development Executives

#### Module 2: Attitudinal reorientation and developing soft skills

- Co-operation and its advantages (win-win relationships)
- Inter-personal communication



### **Module 3: Understanding a cluster and its internal dynamics**

- Understanding historical evolution of cluster development
- Identifying various actors in the cluster and their inter-relationship
- Understanding the factors affecting cluster development
- Information needs and sources of information for cluster mapping
- Vision building for the cluster
- Identifying thrust areas and strategic options for cluster development along with possible partners therein.

### **Module 4: Business Profiling and Value Chain Analysis**

- Understanding the process of institutional growth/change
- Business profiling instrument covering market, technical, financial and human resource development audit.
- Value chain analysis of cluster actors
- Profiling other actors in the cluster
- Facilitating formulation of action plan for growth/change that would fulfill the redefined goals of various actors.

### **Module 5: Analysing potential for each actor group and drawing up plans for their capacity building for positive relationship dynamics in the cluster**

- Vision building and providing a strategic road map for the cluster
- Documentation and report preparation

#### **Phase: II: 30th January -2nd May 2005**

This phase includes field level orientation at the respective clusters wherein participants get practical experience in the methodology. Participants would utilise this phase to:

- understand cluster actors
- prepare diagnostic study, including cluster mapping
- prepare a tentative action plan covering vision for the cluster and strategy to realise the same

#### **Phase III: 3rd May - 10th May 2005**

##### **Module 1: Presentation of the findings of the Diagnostic Study and Action Plan**

##### **Module 2: The process of formulating and implementing cluster development initiatives**

##### **Module 3: Development of soft skill competencies**

- Understanding group dynamics and the operation of formal/informal groups
- Conflict resolution
- Understanding and developing soft skills for effective performance viz., problem solving, information gathering
- Network building and strengthening, creation of new networks

##### **Module 4: Monitoring and Evaluation**

- Understanding the need for separate monitoring and evaluation tools, programme and project monitoring and evaluation techniques
- Presentation of results in the desired format
- Monitoring shortcomings
- Review and wrap up

### **Qualification criteria:**

The programme is designed for selected officials of Small Industries Service Institute.

### **Pedagogy**

The programme will be highly interactive in nature. Classroom lectures will be limited to presentation of analytical tools and frames of reference. Case studies, group discussions and experiential learning process will be extensively followed during Phase I and III of training. As a part of Phase II i.e., field work, the participants are expected to complete the diagnostic



study of their respective clusters and prepare an action plan and implementation strategy covering short term and medium term (3 years) initiatives for the respective clusters.

### **Venue:**

The classroom training will take place at EDI Campus, Ahmedabad, where adequate learning and residential facilities are available. All the participants are expected to stay on the campus during the training period.

### **Faculty**

This programme will be delivered jointly by faculty members from EDI, UNIDO as also guest faculty from specialised institutions/professions.

### **Benefits to the participants:**

At the end of the training programme, the participants will:

- Be able to facilitate holistic development of their respective clusters, thus becoming successful cluster development executives.
- Have acquired knowledge related to diagnostic study of industrial and artisan cluster.
- Be equipped with the skills to formulate action plans and facilitate shared vision for cluster development.
- Be in a position to take up a variety of initiatives directed towards developing a given industrial/artisan cluster.
- Be in a position to form networks among cluster actors and ensure their capacity building.
- Be able to facilitate holistic development of their respective clusters, thus becoming successful cluster development executives.

### **Fees:**

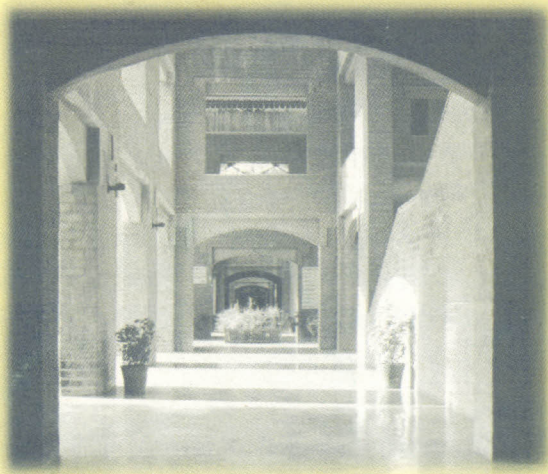
The programme is supported by the office of the DC (SSI). No fees will be charged from the Participants. However, to and fro travel cost will have to be borne by the participants/sponsoring institute/department.

## About the Institute:

Entrepreneurship Development Institute of India (EDI) is an autonomous, not-for-profit institution sponsored by all India financial institutions. It is now an acknowledged National Resource Institution committed to investment promotion, entrepreneurship education, training and research. Its efforts in spearheading entrepreneurship movement in India and other developing countries has led to the emergence of a range of training programmes and workshops in the area of investment promotion and entrepreneurship development.

Recognising its contribution, the Institute has received support from the World Bank, UNIDO, ILO, Commonwealth Secretariat and several other international agencies. The Institute's international activities cover a range of entrepreneurship and investment promotion related training programmes and workshops. Ever since its inception in 1983, the Institute has interacted with 30 developing countries helping them build institutional capabilities for industrial development. So far, over 800 professions from developing countries have benefited from EDI's capacity building programmes including the one on Industrial Project Preparation and Appraisal co-sponsored by UNIDO.

EDI also developed sufficient expertise in cluster development through its involvement in industrial and artisan clusters for the last five years. Sufficient strides have been achieved in the Brass Parts Cluster, Jamnagar and Engineering cluster, Rajkot (Gujarat) because of EDI's constant endeavour to develop these clusters. The Institute has undertaken several research studies of Indian clusters and organised Cluster Development Executives' programmes in association with UNIDO. EDI has also developed training manuals (in association with UNIDO) which provide a roadmap on cluster development for the professionals/organisations involved in this task.



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