I. Introduction

(1) The Indian Leather Sector

(a) The Indian Leather Sector occupies a very important place in the Indian economy on account of substantial export earnings, potential for creation of employment opportunities and favourable factor conditions for its sustained growth. The exports of leather & leather products increased from US$2.2 billion in 2003-04 to about US$ 3.5 billion in 2007-08. The industry ranks 8th in terms of foreign exchange earnings of the country. It employs about 2.5 million people, of which, about 1.77 million persons are employed directly and a majority are from vulnerable sections of society

(b) The sector has registered a compound annual growth rate of (CAGR) of 8.61 percent in exports over 2002-07. Simultaneously, the composition of exports has been changing, with an increasing share of value added products in the export basket, from 7 per cent in 1956-57 to around 80 percent, in 2007-08. Footwear is the largest value added product exported, constituting about 42% of total leather and leather product exports form the country (2007-08). India accounts for a share of 2.62% in the global leather trade during 2007. It is estimated by Council for Leather Exports (CLE) that India has the capacity to meet nearly 10 per cent of global leather requirement and would double its leather exports over the next 5 years

(c) The industry is clustered in pockets spread all over the country. While tanning is mainly concentrated in Tamil Nadu, Kanpur, Kolkata and Jallandhar, the footwear industry is concentrated in Agra, Kanpur, Noida, Chennai, Ambur and Ranipet. In the past, Mumbai and Kolhapur used to be strong in some types of footwear, known as Horachis and Kolhapuris; but of late, their importance as production centres has declined. Kolkata and surrounding areas produce a sizeable volume of footwear for the domestic market. Leather garments are concentrated in Delhi and Chennai; leather goods are dominant in Kolkata, with Chennai and Kanpur also producing some volumes. Saddlery manufacturing is concentrated in Kanpur alone

(2) Kanpur Leather Cluster

(a) Kanpur is one of the leading clusters for leather and leather product production and exports in the country. It contributes about 20% of total leather and leather products exports from the country. The table below gives the status of Kanpur's exports vis-à-vis the leading leather clusters in the country:

Region	Major Clusters	Exports in 2006-07 (Rs crores)	% Share in Total Exports
South	Chennai	5506.53	38.78
North	Agra, Jallandhar	3048.75	21.48
Central	**Kanpur**	**2776.00**	**19.36**
East	Kolkata	2032.33	14.30
West	Mumbai	862.94	6.08
Total		**14,200.01**	**100.00**

Source: Council for Leather Exports

(b) The cluster comprises of about 1600 units engaged in activities along the leather value chain producing semi-finished / finished leather, footwear, saddlery and other leather products, with direct / in-direct employment of more than 1 lakh persons. There has been a phenomenal growth in exports of Kanpur cluster from Rs.1274 crores in 2001-02 to Rs.2776 crores in 2006-07

(c) The industry in Kanpur comprises different sub sectors and the major sub-sectors are:

(i) **Tanning:** There are about 300 units of varying sizes and operating on different value chains. There are 30 large units with production capacity of 1000 hides per day, and about 100 small units with capacity of 30-150 hides per day. About 50 units are only into processing raw hides to wet blue 70 units are doing mainly job work

(ii) **Footwear:** In footwear and component sub sector there are about 1100 units, constituting the largest segment in terms of number of SME units in the cluster. There are about 100 big units out of which, 50 organized units make safety and fashion footwear with a production of 1000 pairs per day. The other 50 units are involved in making shoe-uppers which are largely being exported. The remaining 1000 are house hold units with a capacity of 50 pairs per day

(iii) **Saddlery:** There are 25 organized and 175 house hold units making saddler items and almost the entire production is exported

(iv) **Leather Garments and Gloves:** The presence of units manufacturing leather goods, garments and gloves sub sector is also increasing with about 40 units

(v) The table below gives a Snapshot of the performance of Kanpur Leather Cluster:

Sub Sector	Estimated number of Units	Estimated Turnover (Rs. Cr)	Exports (2005-06) Rs. Cr.	Exports (2006-07) Rs. Cr.	Growth YoY (%)	Kanpur's share in India's Exports
Finished Leather	300	1500	751	1186	58	26%
Footwear	1050	901	614	785	28	20%
Footwear Components	50	276	191	257	35	23%
Saddlery	200	408	365	408	12	95%
Other Products	40	164	116	140	21	5.68%
Total			**2037**	**2776**	**36**	**20%**

II. Project Background

(1) Context

(a) The leather industry is expected to grow significantly due to favorable conditions in export as well as the growth in the domestic markets. Besides, the conditions are quite appropriate for increased share of value added products, as evidenced by the past trends. However for sustaining the growth potential, particularly in the value added segment, the industry requires a large pool of skilled workforce. Apart from demand for new workers, there is a great need for capacity building of existing workers in order to improve productivity and competitiveness

(b) The demand for labor and capacity building of existing labour force is felt across the value chain both within the industry as well as its various segments. While maximum number of jobs would be created at the shop floor level, there is also a matching demand for skilled supervisors, designers, production managers, etc

(c) The existing institutional capacity for skill development is limited. Further many of the institutions do not cater the dynamism in the industry; many of the courses do not lay the needed emphasis on the practical aspects and thus do not focus on "employability" aspects. There is a large gap in quantitative as well as qualitative aspects among the existing training infrastructure. The proposed project aims at meeting these gaps and thus assists the industry in terms of provision of employable labor besides improving labor productivity through appropriate capacity building

(2) Project Scope

(a) The project targets an output of about 12,000 trained youth who will be placed in the industry in various positions across the value chain during the Eleventh Five Year Plan. A Multi Skill Development Center (MSDC) will be established with state of the art training infrastructure to achieve the target

(3) Project Sponsors

(a) Leading exporters from the industry have established a Special Purpose Vehicle (SPV) company called Kanpur-Unnao Leather Cluster Development Company Limited (KLC) to collectively address various common competitiveness challenges including skill development and infrastructure. KLC has identified skill development, among others, as a vital focus area for the actualization of the growth opportunities. KLC would take the lead in establishing MSDC, which will be a centre of excellence in Human Resource Development (HRD), offering multiple

courses and programmes to benefit the entire Kanpur leather cluster. Initially the focus would be to provide market led courses linked to placement in the local firms in the industry. Going forward, KLC aims to promote the institute to include various industry led events, seminars, conferences that will not only benefit players in the Kanpur cluster, but also the entire industry

(4) Kanpur-Unnao Leather Cluster Development Company Ltd

(a) Kanpur-Unnao Leather Cluster Development Company Limited (KLC) has been formed as Special Purpose Vehicle Company (SPV) in collaboration with IL&FS Cluster Development Initiative Ltd (IL&FS-CDI). KLC represents the industry leadership in bringing about the needed improvements in the hard and soft infrastructure for the industry, to address various competitiveness issues. IL&FS-CDI has partnered with the industry to share its experience and expertise in managing and implementing Public private partnerships and provide its advice to the industry I implementing the various projects identified by KLC

(b) KLC aims primarily at developing infrastructure projects that address the needs of the Kanpur leather cluster. Some of the pressing needs that affect the competitiveness and growth prospects of the cluster are: availability of uninterrupted and good quality power, effluent treatment infrastructure, testing facilities, skilled manpower shortage, etc. KLC aims to address these constraints through cluster based collaboration so that the common needs of the cluster participants are met. KLC has identified setting up of common effluent treatment plant, power plant, common testing lab and skill development as priority areas

(c) KLC proposes to establish a vocational education institute in Kanpur that will be an international centre of excellence aimed at imparting professional education in leather industry, particularly for the benefit of the footwear industry. This would enable industry to sustain growth and also create tremendous employment opportunities, many of which will lead to poverty alleviation The Centre would establish global partnerships with institutes of excellence to enable global knowledge sharing and bring in best practices in vocational education and establish global benchmarks in performance

(d) IL&FS CDI the co promoter of KLC, brings with it, a rich experience of conceiving and implementing several PPP projects in physical and social infrastructure. IL&FS CDI provides commercially sustainable integrated business and institutional framework and solutions for the development of micro, small and medium enterprise clusters on PPP basis that would enable them to become globally competitive. IL&FS CDI has been working in various employment intensive sectors such as textiles &

apparels, footwear, food processing, engineering, etc. on a cluster concept, providing services related to project development, financing, engineering & designing of infrastructure, technology & market linkages and skill development

(e) With the objective of providing employable labor to industries which experience shortages in skilled manpower, skill development initiatives are being undertaken by IL&FS CDI across various sectors. Projects on vocational training, linked with placement, are being implemented by IL&FS CDI in sectors such as apparel, leather, services, etc. It has set a target of imparting employable skills to 5 lakh unemployed youth within 5 years. Named "Skills PRogramme for Inclusive Growth (SPRING), this program has twin objectives: to meet the skill requirements of the industry and in the process, also enable inclusive growth. Within a short period of 13 months, IL&FS CDI has set up 50 training centres under the PPP model and has trained about 14,000 persons, of which 13,000 have been placed in industry. In its skill development programs IL&FS uses cutting-edge, indigenous and affordable solutions in technology, training, content creation, and delivery services. It has delivered training mandate to a large number of varied clients such as the Central Government Ministry, State Governments, schools, banks, CRPF, and the International Labour Organization (ILO)

III. Manpower Requirement & Institutional Capacities for Training

a) At the national level, CLE has estimated that the industry has the potential to register impressive growth from about $3 billion to over $7 billion. With the increasing share of value added products in the production, it is expected that the footwear and product segments will have a significant share of this projected growth. Among the various value added products, footwear is expected to register rapid growth with its share in overall leather exports expected to increase from 38% currently to 56% by 2011. The value of footwear exports is projected to be US $ 4.3 billion out of the total US $ 7 billion in 2011. Kanpur is expected to be a major contributor towards achieving this target given that it is the largest center for safety footwear outside China and has a very fast growing formal footwear segment

b) The Kanpur cluster, which accounts for 20% of the country's exports, is also expected to experience rapid growth in at least retaining its overall share in the growth. The cluster currently provides direct and indirect employment to over 100,000 people. This is expected to grow significantly with the expected growth opportunities in the value added products segment in general and leather footwear / products segment in particular

c) Within the footwear and products segment, the need for skilled manpower is the largest at the operator level, namely for stitchers, clickers and lasting operators. There will also be a matching need for skilled supervisors, designers, merchandisers, etc. The Footwear sector in Kanpur is the fastest growing sub-segment and employing maximum number of skilled workforce. The growth of this sector calls for increased demand of the skilled manpower. As per a study conducted by IL&FS-CDI, based on a conservative estimate of continuation of current growth trends, it is estimated that the footwear segment alone will need about 30,000 trained youth during the next 4 years

d) The availability of cheap and growing work force in the country, which is often referred to as the country's "demographic dividend" has ironically failed to cater to the increasing demands of the industry, due to lack of sufficient efforts at imparting employable skills. The insufficient number of people with appropriate employable skills and the lack of required infrastructure in skill development limit the growth potential of the industry

e) There are currently about 53 institutions engaged in imparting leather related education and skills training in the country. Of these about 4 institutes are located in Kanpur. These institutes offer certificate, diploma, degree and postgraduate diploma courses in leather and footwear technology. The duration of the courses varies from 1 year to 4 years

f) The Central Leather Research Institute (CLRI), Hartcourt Butler Technology Institute (HBTI) Kanpur, and Government Leather Institute are engaged in

providing tertiary level education. International Institute for Saddlery Technology and export Management (IISTEM) offers diploma and operator level training modules, mainly with a focus on saddler industry. The current institutional infrastructure for training across various levels of skills does not adequately address the requirement of manpower of the industry. The capacity for operator level training, which is likely to generate maximum demand, is just about 200 as against demand for about 8000 persons annually. Besides, at the qualitative level, the courses being offered are not in tune with the practical needs of the industry

g) The current institutional infrastructure in and around Kanpur cannot fulfill the increasing demand for the skilled and semi skilled workforce. Thus there is a large gap between the demand and supply of manpower. The emerging skill shortage, due to the mismatch between the demands for specific skills and available supply, is a constraint to the possibility of actualizing the robust growth potential of the industry and has, in fact, emerged also as a critical factor impacting the competitiveness of the industry

h) As mentioned above, exports of footwear and footwear components are expected to register maximum growth. The tables below estimate manpower requirement in this segment based on growth trend:

Export of Footwear from Kanpur cluster

Commodity	2005-2006		2006-2007		2007-2008	
	No. of Pairs in Million	Fob. Value (Rs. Cr)	No. of Pairs in Million	Fob. Value (Rs. Cr)	No. of Pairs in Million	Fob. Value (Rs. Cr)
Footwear	12.1	593	14.8	785	19.2	780
Footwear Comp.	9.5	191	12.8	257	12.8	303
Total	**21.66**	**784**	**27.6**	**1042**	**32.0**	**1083**

(i) The following table provides the current capacity and estimated additional capacities considering the above trend continues:

Current and envisaged production capacities

Product	Present Capacity (2007-08)	Envisaged total capacity in 2011-2012	Envisaged Additional Capacity
Footwear & Component	32 million pairs	56 million pairs	24 million pairs

(j) The table below provides an estimation of present manpower employment in the leather footwear and component (upper stitching) segment of Kanpur leather cluster:

Estimated present employment: 2007-08

Product	Exports (Rs crores / Annum)	No. of Pairs in Million	No. of Operators	Corresponding Estimated Employment (Pairs / day)
Footwear	780	19.20	400 / day / 1000 pairs	25,600
Components (Upper)	303	12.75	325 / day /1000 pairs	13,650
Total Employment				**39,250**

(k) Based on the above projections and the interactions with industry associations, the overall additional manpower demand by the footwear segment of leather industry in Kanpur by 2012 is estimated at about 30,000 as indicated in the table below:

	Present Capacity (2007-08) /	Envisaged Additional Capacity	Envisaged total capacity in 2011-2012
Footwear & Component / Annum	32 million pairs	24 million pairs	56 million pairs
Footwear and Components / day @ 300 days working	1,06,677 pairs	80,000 pairs	1,86,667 pairs
Employment	**39,250**	**29,430**	**68,680**

(l) The following table provides a break up of skilled manpower required for each of the departments in footwear fabrication:

Product	Unit (Pairs)	Clicking	Closing	Lasting	Finishing	Supervisors	Others
Footwear	1000	42	252	60	15	16	15
Total		**400**					

(m) Accordingly, the table below provides skill wise manpower requirement of leather footwear and component industry in Kanpur by 2012 for various skills:

Employment	Present Employment 2007-08	Expected Total Employment 2011-12	Additional Manpower Requirement
Clicking	4121	7211	3090
Closing	24728	43268	18541
Sub Total	**28849**	**50480**	**21631**
Lasting	5888	10302	4415
Finishing	1472	2576	1104
Supervisors	1570	2747	1177
Others	1472	2576	1104
Grand Total	**39250**	**68680**	**29430**

Note: The spread of manpower across different processes is based on discussions with the industry

IV. Project Proposal

a) KLC proposes to establish a MSDC in Kanpur that will be an international Centre of Excellence aimed at imparting vocational training in leather industry, improving productivity and sharing global best practices in the leather processing and manufacturing

b) Initially, the institute will cater to the immediate needs of the Kanpur leather cluster, particularly in meeting the large skill gaps currently being felt in product segments. Currently, the shop floor work force constitutes about 90% of the total workforce. So the demand for skilled manpower at the operator level is the highest, with a matching need for good supervisors, designers and those at middle management levels. Keeping in mind the above need, the Project will initially focus on training at three levels; shop floor, supervisors and middle management

c) The Institute will also be positioned as a service provider in various related areas. These would take the form of conferences, seminars, executive development programmes, consultancy on productivity improvement, technology upgradation and so on

(1) Training Courses

(a) The centre will focus on HRD, which will lead to improved productivity in the leather industry. Accordingly, the centre would offer courses relevant to the industry across the value chain, across most segments of the industry. The courses would be tailored to address gaps in training facilities for improved productivity on shop floor, besides enhancement of capacities in supervisory, managerial and support areas

(b) A large part of the programmes would cater mainly to the operations such as clicking and closing, and related supervisory and managerial courses. These skills are required in the footwear, apparel and products segments. Considering the importance of Saddlery in Kanpur, there will be emphasis on introducing programmes aimed at bringing about professionalism in the segment as well. Given its potential for rapid growth as compared to other segments, footwear segment is expected to be the largest clientele for the Institute. Based on needs and the emerging opportunities, the focus of courses would also expand to include other areas such as tanning, generic support services such as computer operation, retail activities and so on

(c) The training courses would be structured in such a way that the needs of industry are met. Since the courses are highly skill oriented a large component of the course emphasis will be on practical training in the form of different exposure visits to the industry and the guest lecturers by industry professionals

(d) Course Objectives

(i) To provide knowledge and skills to work as a professional in the occupation according to the requirements of the potential employers in the industry

(ii) To develop abilities to operate and use equipment, tools and instruments used in the trade

(iii) To develop soft skills and attitudes to integrate smoothly in the employment environment

(e) The initial list of courses to be offered by the institutes are as follows:

Sr. No	Courses Offered	Duration	Batch Size
1	Clicking Operator	6 weeks	30
2	Closing Operator	6 weeks	30
3	Supervisory Course in footwear technology	6 months	25
4	Supervisory course in machine maintenance	6 months	25
5	Supervisory course in footwear technology	6 months	25
6	Training course in Quality Control	6 months	25
7	Training course in merchandizing	6 months	25
8	Training Course in Export Management	6 months	25
9	Training course in footwear manufacturing technology	1 year	50
10	Training course for creative designing	1 year	50

(f) The training program will have 30 trainees per batch for Clicking and Closing operation. The duration for the course will be 6 weeks. The syllabus will include basic training; machine operation and key performance points followed by periodical assessment tests. The total number of persons to be trained is more than 3000 every year.

(2) Training Methodology & Design

(a) Training would be so designed to take into account, the special needs of a range of beneficiaries with varying profiles, such as person with varying levels of literacy, education, skill, economic status, cultural differences, occupational aspirations, gender sensitivities etc.

(b) The training techniques for imparting skills to the targeted beneficiaries would be different from the traditional approach of training in a formalized training programme. It is essential to integrate theory, practical and attitudinal experiences and relate them to the occupational standards for motivation. Trainers will have freedom to use their judgment, ingenuity and innovative efforts in designing instructions, which produce the best results. More than 80% of total course duration would essentially be hands-on-practice

(c) The training would be based on specially designed competence based curricula taking into account the aptitude of the prospective beneficiaries and needs of the potential employers. The training methods and modes to be adopted are:

(i) Demonstrations
(ii) Tutorials (individualized attention)
(iii) Small projects
(iv) Mini-lectures, assisted with models and multimedia aids
(v) Self learning materials, material already available in training institutions
(vi) Workshop/ Laboratories
(vii) Visits to sites, industries

(d) Course delivery would be supported by need based use of multi-media and innovative teaching aids. The use of multi–media technology in addition to providing audio-visual content will also provide the following advantanges:

(i) Standardization of content
(ii) Increase in number of people that can be trained at a time
(iii) Candidates can learn at their own speed thus offering them flexibility
(iv) Shortage of trainers, if any, can be suitably addressed
(v) Intricate techniques and 'difficult to teach' topics can be simulated
(vi) Flexibility and improved learning experience for the trainees

(e) Considering the low communication skills of a majority of the target segments that will be trained on shop floor operations, a multi-media approach of the programme can help the trainers communicate the concepts in a better manner and enable faster acquisition of skills

(f) For introducing flexibility and to make training effective and interesting, the content will be broken down into short modules

(g) Trainee manuals with training material will also be provided to the trainees. The trainers will also be provided a comprehensive manual for standardised and effective delivery of the course content

(h) Training Strategy for Adult Learning: Majority of the participants in the programme will be young adult learners, many of whom might be from marginalized and deprived communities, who have a typical learning style and behavioural profile. The programme would therefore address the following issues:

(i) Young adult learners tend to decide for themselves what is important to learn. As such, learning strategies need to enable them to see an overall picture and then pick-up those parts considered important to their learning

(ii) Young adult learners need to validate the information presented based on their beliefs and experience. Co-operative and Collaborative Group Learning whereby the trainee becomes a resource person is an essential part of the training strategy

(iii) Young adult learners expect that what they are learning will be useful in their long-term future and hence a key focus of the learning outcomes is the acquisition and development of skills that make the learner employable or self-reliant

(iv) Young adult learners from marginalized communities, backward classes and women tend to be inhibited in formal training sessions facing a trainer. Technology enables the trainer to be a facilitator and guide on their side rather than reinforce the superior-subordinate relationship

(3) Life / Soft Skills

(a) As the project is targeted at the underprivileged segment of the society with little exposure to the emerging opportunities in the market place, it is felt necessary to provide additional training to make the trainees self confident and capable of integrating smoothly in the industry work environment and meet industry's requirements. Accordingly, special emphasis would need to be laid on developing soft skills and provide supplementary inputs to the trainees

(b) Emphasis will be laid on developing skills like basic oral communication, teamwork, etc. Besides candidates would also be made aware of how they can contribute to the success of the enterprise, the possible challenges to the enterprise, including job redundancy, so that they constantly strive to upgrade their skills after obtaining placement. A soft skills module called Life Skills and Knowledge (LINK), developed and used effectively by IL&FS-CDI in similar programmes, will be imparted to the trainees to improve the overall self esteem of the students. LINK would cover

essential life skills such as hygiene, maternal health, savings, insurance, workplace etiquette, group behaviour, etc.

(c) The above initiatives of developing soft skills, innovative training inputs and pre and post-training counseling would serve the aim of providing the industry with manpower that will not just use the jobs as a means of livelihood, but will also be motivated and willing to move up the value chain and contribute to innovations in the job. Also it will reduce the likelihood of high employee attrition

(4) Supplementary Training Inputs

(a) In order to enhance the effectiveness of the trainees for prospective jobs, the training programme would include additional training inputs. It is envisaged that these additional inputs would enable condition their attitudes and adapt themselves to the workplace. These additional inputs would come in the form of:

Factory Visits: To enable the trainees to get a feel of the actual working environment

Guest Lectures: By industry professionals, particularly for supervisory level courses

(5) Trainers

(a) To run various programs simultaneously and ensure optimum utilization of infrastructure, it is proposed to deploy skilled and adequate resources for conducting the training programmes. These resources would be specialists in areas required for training the youth and carefully chosen. On need basis, support staff would also be deployed to assist in the smooth conduct of the program

(b) The success of the training programme would depend on the trainers and the quality of training. To ensure quality and standardized delivery of the programme across the country, the trainers would undergo a specially designed "train the trainer" (TOT) programme on an ongoing basis. The course content for TOT would be developed by IL&FS-CDI, which has extensive experience in that regard. This programme would enable the trainers to effectively use multi-media for delivery of the course; impart pedagogic skills; appreciate the needs of the trainees; improve their own soft skills; and orient themselves to the needs of the industry. The programme would also instruct the trainers on the best practices in production worldwide. The TOT would also include special modules on objective assessment methods and assessment criteria, besides providing orientation in soft skills. Subsequently, a refresher course would be

planned to introduce course corrections to the content, delivery, administration, etc

(6) Guidance

(a) Guidance should be considered as a continuous process spanning the entire training programme. It should ensure that individuals are provided with prerequisites to pursue courses of training designed to realize their potential and fulfill their life plans, to facilitate transitions back and forth as needed between training and the world of work, their occupations for developing a satisfying career

(b) Guidance system should help the trainees to choose the training programme best suited to their needs & interest and enable them to make effective choices.

(c) Guidance will take into account the requirements of the employment, the individual and the family. It will ensure that all necessary information concerning the work and career opportunities is available and actively disseminated

(d) Particular attention will be given to guidance for girls to ensure that:
   (i) Guidance is gender-inclusive and gender sensitive to take into account the psychological, social and personal problems.
   (ii) Girls are encouraged and motivated to take advantage of the opportunities available

(7) Assessment, Evaluation & Certification

(a) Assessment / Evaluation will be the integral part of the learning process. An efficient system of assessment and evaluation of skills or vocational competence is one, which identifies an individual who fits into the job for which he/ she is trained. Such a system has to be systematic, objective, transparent and reliable. Continuous evaluation of the teaching and learning process including formative assessment will be undertaken with participation of faculty, learners and external assessors to ensure that the programme is effective

(b) **Certification**: Every student will be awarded a certificate evidencing completion of the course. The certificate will be based on third party assessment satisfactory to the industry. Based on industry feedback, the centre will consider options for award of certificates by National Council for Vocational Training, FDDI or CLRI. The Centre will issue the certificate, which will list the competencies acquired by the trainees

(8) **Organisational Structure**: The Centre would be managed by a Director, who is well versed in the sector, with a passion for academic excellence, research, innovation and industrial productivity issues. The Director will report to the Board of Directors of KLC. In order to ensure that the Director's energies are not dissipated in routine administrative matters, he will be supported by the Project management team of IL&FS-CDI, which has extensive experience in managing large scale skill development programmes. The Centre would be supported by professionals discharging their respective responsibilities as the heads of the following cells:

(a) **Training Cell:** Head-Training cell, supported by technical faculty, would be appointed during construction stage and would continue during the operations stage and would have the following responsibilities:

(i) Pre-Training Phase:
- (AA) Planning and development of Course Curriculum
- (BB) Employing core faculty for each sector
- (CC) Planning and Development of Capacity building for faculty

(ii) Training Phase:
- (AA) Training
- (BB) Mentoring
- (CC) Preparation of candidates for next stage of employment
- (DD) Arranging faculties

(iii) Post Training Phase
- (AA) Co-ordination with placement cell
- (BB) Mentoring and advise on trouble-shooting for induction in industry working environment
- (CC) Course examination and certification

(b) **Candidate Sourcing, Placement & Corporate Communication Cell**

This Cell would be led by a senior professional responsible for the following activities:

(i) Pre-Training Phase
- (AA) Outreach programme formulation and rollout
- (BB) Development of soft skills and other foundation course modules
- (CC) Establishing Industry Linkage

(ii) Training Phase
- (AA) Enrolment of the candidates
- (BB) Mentoring

(CC) Coordinate with Training Cell for conduct of soft skill courses

(DD) Obtaining firm commitments from industry for placement

(iii) **Post Training Phase**

(AA) Mentoring and advise on trouble-shooting for induction in industry working environment

(BB) Handholding for self employment

(c) **Administration Cell**

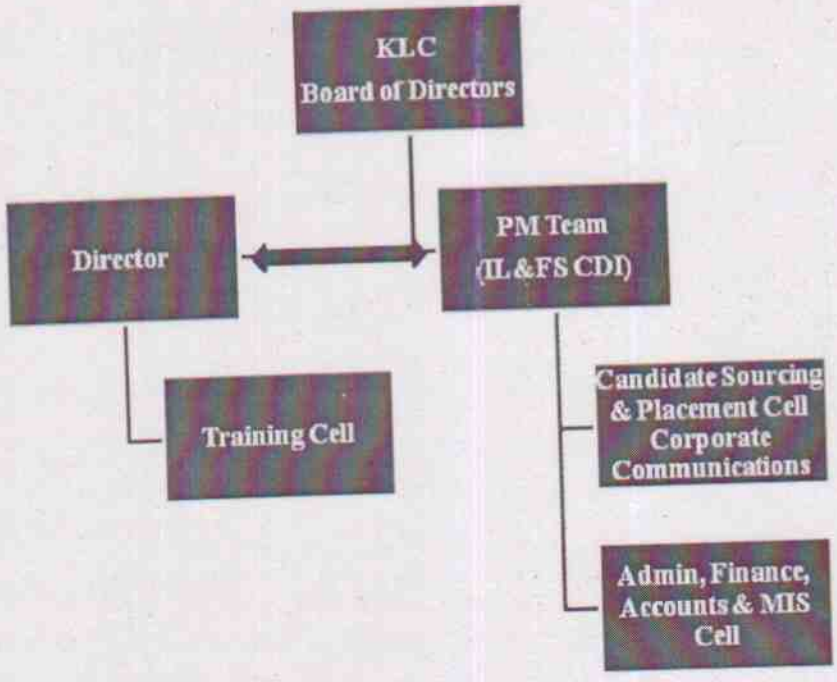
Administration Cell would comprise of an Administration Officer with required support staff to perform the following operations:

(i) Maintenance of the Training Center
(ii) House Keeping
(iii) Daily IT Operations
(iv) Employee Management
(v) Material Procurement
(vi) Electricity / Water Supply

(d) **Finance, Accounts & MIS Cell**

This Cell would take care of the day-to-day accounting operations, submission of compliance reports to EPB-GoUP, MIS, impact assessment and related functions

(e) **Suggested Management & Organisational Structure is as under:**



(9) Infrastructure Requirement

(a) The Skill Development Centre is conceived as a centre of excellence in HRD. It would have complete infrastructure facilities comprising institutional building, class rooms, staff rooms, workshop, laboratory, library, computer centre, stores, etc. required for providing job oriented training leading to increased productivity and employment. In addition, the centre would also have administrative building to support the training activities. Conference hall and meeting rooms would also be provided for conducting seminars, workshops and international conferences, aimed at exchange of information on the state of the art technology changes in the industry.

(b) **Land and Building:** It is proposed to acquire land admeasuring 3 acres to house the entire facility. The exact location would be closed to the industry cluster in and around Kanpur. The total built up area for institutional, administration and other buildings is estimated to be 61,440 sq. feet (**Annexure I**). The balance land would enable expansion of HRD facilities as well as provision of hostel facilities as per needs, in future

(c) **The machinery equipment and other infrastructure:** The centre would focus largely on hands-on practices, with a large component of training in the workshop and laboratory. State-of-the-art equipment as used on industry shop floors would be installed in the Centre, so that the training is imparted according to the needs of the industry. In addition to the main equipment used in production, training aids and equipment comprising computers, projectors, etc. will also be provided in sufficient number to enable students to learn effectively. Support infrastructure in the form of tables, desks and similar furniture, tools, black boards and such other support infrastructure would also be provided. The detailed list of equipment needed for the various courses is provided in **Annexure II-IV**

(d) A key feature of training will be the extensive use of technology to deliver the training. The training material will be converted into multimedia format to provide an audio-visual aspect to the training. These would take one or more of the following forms, viz., film translation of instructional material into multimedia content, films, power point projection etc.

(e) The multimedia courses will be delivered by trained faculty with the help of K-YAN, an innovative teaching aid that will eliminate the need for traditional teaching aids such as computers, projectors, etc. The K-YAN, developed and patented by IL&FS, is a fully integrated unit – high-performance computer, projector, CD/DVD writer and audio system all rolled into one. It is ideal for class-room instruction and enables collaborative learning and with a K-YAN, the training centre will not

require a computer lab setup. It has been deployed by over 1500 institutions at more than 150 locations in India and abroad

(f) **Utilities:** Power supply would be required for the operation of machinery, appropriate lighting and ventilation at the training centre. Besides wherever there are power shortages and load shedding, to ensure uninterrupted training, gensets are to be provided. Water would also be needed for use of trainees, trainers and other staff at the training centre

(g) **Soft Infrastructure:**

These would include development of:

i) IT software required for CAD/CAM and similar automated machines
ii) IT software for a robust MIS, virtual placement centre etc.
iii) Soft skills programmes comprising life skills, motivation, etc.
iv) Syllabus and detailed course curriculum and their continual revisions and improvements
v) 'ToT curriculum