

GUIDELINES FOR IMPLEMENTATION OF SFURTI COIR CLUSTERS

1. CDCG meeting has to be convened on the 20th day of every month in all clusters.
2. The R.O. should convene bimonthly meeting with all Implementing Agencies/CDE under their Jurisdiction at Regional Office.
3. The Implementing Agency must submit monthly report (Tool 7) and quarterly report to the NAFOs as per the prescribed format (Table 6, 7A and 7B) with a copy to TA and NA during the last week of every month/quarter. The NAFOs must submit monthly report (Tool 7) and quarterly report (Table 9,10,11,12,13,14) to the Nodal Agency on or before 5th of every month/quarter.
4. The Technical Agency must submit quarterly report to the Nodal Agency in the prescribed format (Table 8) with a copy to NAFO.
5. The fund utilised must be given in the prescribed form No. 19-A as per GFR along with Statement of Accounts. The head under the SFURTI viz. 1. Common Facility Centre 2. Product Development & Design Intervention 3. Market Promotional Assistance 4. Capacity Building Measures 5. Cost of Implementing Agencies 6. Cost of Cluster Development Executive 7. Cost of Technical Agencies 8. Surveys & Studies, which the fund has utilised has also to be given in the Statement of Accounts. The fund will be released for implementing various activities as per the AAP by the NAFOs to IAs as per the request, performance, monthly/quarterly reports and on production of utilisation certificate of the fund already released for the purposes.
6. The NAFO shall mark a copy of all letters addressed to IA, TA & CDE to NA and vice-versa also for information.
7. The Utilisation Certificate and Statement of Accounts have to be certified by the IA and endorsed by Regional Officer and forwarded to NA.
8. The IA cost shall be released every quarter by the Nodal Agency Field Officer after getting the Utilisation Certificate, Statement of Accounts and quarterly/monthly reports.
9. The Implementing Agency cost provided in the Scheme shall be utilised for the following purposes.
 - a) Conduct meetings with CDA , CDCG members etc. fortnightly at IA's office (the amount for one person for the meeting shall not exceed Rs.100/-)
 - b) As Technology fees for technology upgradation/Common Facility Centres for clusters upto Rs.2 lakhs for new technology adopted.

- c) If Implementing Agency is a Non-governmental organization, the salary of one official who is in charge of the cluster may be met from the IA cost, whose salary shall not exceed Rs.5,000/- per month.
 - d) TA/DA of the IA shall be met from the IA's cost according to their eligibility.
 - e) TA/DA of Cluster Development Executive for attending training, Seminars, meetings outside the cluster shall be met from IA's cost. CDE shall be paid TA/DA as per the eligibility of Group 'B' officials in Govt. of India.
 - f) Install one computer/laptop with printer and internet facility after following due purchase procedures at a cost not exceeding Rs.40,000/- and internet lease charges may be met from IA cost. The computer and the furniture shall be the property of the SPV and taken to their stock.
 - g) To submit reports, organise Special Purpose Vehicle, equity for SPV in case of NGO upto 10% of the project cost and for correspondence/communication charges for IA/CDE from IA's cost.
 - h) If the Implementing Agency has to change the Cluster Development Executive of the cluster it should be done with the approval of Nodal Agency and Nodal Agency Field Officer and training cost of the new CDE at Coir Board/Technical Agency have to be met from IA cost.
10. Under the CDE cost, the monthly remuneration of CDE is fixed as Rs.15,000/- with yearly increment of Rs.750/- for each completed year and service. The following amount will also be paid to the CDE in addition to salary for travel inside the cluster and communication.
- a) Local mobility expenses .. Rs.1000/- p.m.
 - b) Expenses for correspondence/Communication .. Rs. 500/- p.m.
(5% increase for local mobility expense/correspondence/communication for each year)
11. If the CDE is a Government/Federation/PSU/Corporation official, there is no provision for CDE salary. They are eligible to draw TA/DA within the cluster as per their eligibility.
12. The CDE cost will be released by the NAFO to IA quarterly according to their performance report and tour diary. The CDE should also submit their report in the prescribed formats (Table 1,2,3,4,5) to the IA and TA with a copy to NAFO & NA. The CDE should reside inside the cluster.

13. No TA/DA is admissible to any person other than the fund earmarked for the respective purpose under the Scheme.
14. For each cluster NAFO should nominate one person from Regional Office as Cluster a Co-ordinator and report NA.
15. The Technical Agency shall make visit to the clusters for giving technical support for proper and speedy implementation of the scheme once in a month and should submit report to Nodal Agency in the prescribed format (tool 4).
16. The TA cost i.e. Rs.4 lakhs per cluster provided in the Scheme will be released in 4 equal installments in the first 4 years after getting the utilisation certificate, certified statement of account and activities through their NAFO.
17. The money for implementation of the SFURTI Scheme forwarded by the Head Office to the NAFO shall be remitted in the nationalised banks which is giving higher rate of interest in the form of short term deposit. In no case SFURTI fund shall be utilised for any other purpose. If SFURTI fund is utilised for purposes other than SFURTI activities, it will be viewed seriously and departmental action will be initiated.
18. The SFURTI components like Common Facility Centre, Capacity Building measures, Market Promotional Assistance and Product Development & Design Intervention may be implemented with the concurrence/approval of CDCG and recommendation of IA with validation by NAFO. The NAFO shall send the validated proposals to NA for approval and the amount allocated by NA for those purposes will be released through NAFO to IA. NAFO may recheck the approvals where ever required for fund release with NA/SFURTI cell before release of funds to the clusters/IA.
19. The TA/DA of Coir Board officials incurring in connection with SFURTI and expenditure for conducting Review meetings of SFURTI, stationery etc. to be met from the head “**Plan General - Strengthening of Headquarters**”.
20. The NAFO shall be given TA/DA advance of Rs.5,000/- for each cluster from the head “**Strengthening of Headquarters**” for undertaking tour to SFURTI coir clusters for implementation of the Scheme. The advance sanctioned shall be settled before 31st March each year.
21. The implementation of the SFURTI shall be completed by all clusters during the year 2008-09 and 2009-10 shall be for monitoring the performance of the implementation of the scheme.

3. Tools for CDE (Tables 1, 2, 3, 4, 5)

CDE Reporting Structure

To be submitted by	CDE
To be submitted to	IA
Frequency of preparation	Quarterly
Submission Deadline	7 days from end of the reporting period
Additional Attachments	Nil

Table 1: CDE Structure in Place; to be filled by CDE, Quarterly

CDE working in the cluster since (month and year)	
Is the CDE formally trained in CDP methodology	Yes/No
Is the CDE working full time for the cluster?	Yes/No
If no, list job responsibilities (other than SFURTI CDE work)	
CDE's TA& DA pending for how many months?	
CDE's salary pending for how many months?	
Number of work days spent in the cluster	
Number of work days spent outside the cluster for cluster related activities	

Table 2: CDE Structure is Working/Responsive; to be filled by CDE, Quarterly

Stakeholder confidence on CDE	1	2	3	4	5
Entrepreneurs suggest CDE activities					
Entrepreneurs invite CDE to their group meetings					
CDE welcomed to firms without prior appointment					
Local institutions invite CDE for their MSE related functions					
Institutions seek help of CDE in mobilizing firms					
CDE's ability to document					
CDE's ability to make presentations					

Score: 1 = No, 2 = Sometimes, 3 = To a great extent, 4 = Mostly, 5=Always

Table 3: Activity Review; to be filled by CDE, monthly

S. No	Activity as per Action Plan approved by SSC	Time (Qtr.)	Outcome and actual No. of Direct Beneficiary	Problems faced
1.				
2				
15				
S.No	Unplanned Activity	Time (Qtr.)	Actual No. of Direct Beneficiary	Problems faced
1				
2				
3				
4				

Note- No more than 30% of the activities should be un-planned. Hence 70% or more will be planned activities. Here there are 15 planned (approved) and 4 activities which are un-planned

Table 4: Output Review; to be filled by CDE, quarterly

Inputs provided	Response	No. of families benefited	Of which SC/ST families
1. Purchase of Machinery			
Machinery identified	Yes/ No		
Supplier identified	Yes/ No		
Contribution of Stakeholders received	Yes/ No		
Order placed and delivered	Yes/ No		
In use	Yes/ No		
2. Establishment of CFC	Yes/ No		
CFC identified	Yes/ No		
Land and building identified	Yes/ No		
Machinery identified	Yes/ No		
Bank loan (if any) cleared	Yes/ No		
Contribution of Stakeholders received	Yes/ No		
Order placed and delivered	Yes/ No		
CFC Working	Yes/ No		
3. Design and product development support provided	Yes/ No		
4. Market promotion assistance provided	Yes/ No		
5. Exposure visits to other clusters & institutions undertaken	Yes/ No		
6. Need based trainings provided	Yes/ No		
7. Support for cluster level networks	Yes/ No		
8. New BDS/BDS providers introduced	Yes/ No		
9. Capability enhancing measures like health/literacy camps, insurance/pension schemes etc undertaken	Yes/ No		
10. Total families benefited in the quarter (without overlap for the quarter)	NA		
11. Total cumulative families benefited (without overlap for the intervention period)	NA		
Any other remarks			

Table 5: Outcome Review- to be filled by CDE, quarterly

Attributes (Outcome increase due to CDP)	Amounts/ Number where applicable	No of Families benefited	Of which SC/ST
Turnover (Rs lakh)			
Savings (Rs lakh)			
Employment (No.)			
Average wage increase (Rs.)			
Average increase in number of days of work (for existing employment only)			
CFC created/revived			
Network created/revived			
Loan disbursed (Rs lakh)			
Improved Working conditions	NA		
Reduced Migration	NA		
Total families benefited in the quarter (without overlap for the quarter)	NA		
Cumulative families benefited (without overlap for the intervention period)	NA		

Tools for IA (Table 6,7A and 7B)

IA Reporting Structure

To be submitted by	IA
To be submitted to	NAFO
Copy and feedback on tables 1,2,3,4,5 from	TA
Frequency of preparation	Quarterly
Submission Deadline	15 days from end of the reporting period
Additional attachment tables	Table nos. 1,2,3,4,5

Table 6: IA Structure is in Place and Working; to be filled by IA, quarterly

Name, cell number, e-mail, highest qualification, years of experience in CDP	
Is the IA Representative formally trained in CDP?	Yes/ No
CDCG meeting conducted for the quarter and Report available	Yes/ No
Follow-up of CDCG meeting done	Yes/ No
Support CDE in Annual Plan preparation	Yes/ No
Support CDE in creation of Consortium	Yes/ No
Support CDE in organizing contribution of stakeholders for purchase of machinery and creation of CFC.	Yes/ No
Support CDE in implementation of CDP	Yes/ No
Organise joint meeting of CDE, IA, TA once every quarter for review and filling of M&E format	Yes/ No
Support CDE in conducting diagnostic studies, once during project period	Yes/ No
Total number of days spent	
Any other remarks	

Table 7A: Fund Usage; to be filled by IA, quarterly

S.No	Fund Usage of NA	Rs lakh
1	Fund sanctioned during the financial year	
2	Fund disbursement during the financial year	
3	Expenditure during the financial year	
4	Expenditure during the current quarter	

Table 7B: Fund Usage; to be filled by IA, quarterly

S.No	Activity	Expenditure in Activities (Rupees)			
		NA	Other SI (Estimated)	Cluster (Estimated)	Total
1	CFC				
2	Design & product development support				
3	Market promotion assistance				
4.1	Exposure visits				
4.2	Need based trainings				
4.3	Support for cluster level networks				
4.4	Others (e.g. capability enhancing measures undertaken (Health, literacy camps, insurance schemes etc)				
Total					

Tools for TA (Table 8)

TA Reporting Structure

To be submitted by	TA
To be submitted to	NAHQ
Copy to	NAFO
Frequency of preparation	Quarterly
Additional Attachment	Nil
Submission Deadline	7 days from end of the reporting period

Tables 8: TA Structure is in Place and Working; to be filled by TA, Quarterly

Name of the TA representative, formally trained in CDP?	
Work days (full) spent in the cluster	
Work days (full) spent outside the cluster for cluster related work	
Inputs	
i & ii. Training of current CDE, IA representative, designated NAFO official in CDP	Yes/ No
iii. Support towards conducting diagnostic studies	Yes/ No
iv. Action plan preparation for the current year	Yes/ No
v. Action plan validation for the current year	Yes/ No
vi. Guidance to enhance effectiveness in the areas of market linkage, design and product development, identification of CFC opportunity, credit capability	Yes/ No
vii. Training to CDE & IA on issues of implementation in the cluster with inputs from NAFO for the quarter	Yes/ No
viii. Support CDE and IA in filling up of M&E tables	Yes/ No
ix. Identification/Linkage with BDS provider(s) Formation of CDCG	Yes/ No
x. Strengthening of cluster related association, society, network and IA. Participated in the CDCG Meeting	Yes/ No
xi. Participation in CDCG meeting	Yes/ No
Total number of days spent	
Any other remarks	

Tools for NAFO (Tables 9,10,11,12, 13, 14)

NAFO Reporting Structure

To be submitted by	NAFO
To be submitted to	NAHQ
Frequency of preparation	Quarterly
Additional attachments	Nil
Submission Deadline	15 days from end of the reporting period

**Table 9: Overall Structure is in place and working; to be filled by NAFO, Quarterly for each cluster
(To be derived from Tables 1, 2, 6, and 8)**

Serial No.	Name of the Cluster- (<i>Separate sheets for Khadi/ Village and Coir Clusters</i>)	Response	Gross Answer
1	Full time CDE is in place and formally trained in CDP	Yes/No	Yes/No
2	CDE remains in the cluster for around 15 days in one person-month (of 22 working days)	Yes/No	
3	CDE Salary and Allowances not pending for more than current month	Yes/No	
4	IA is formally trained and is in regular touch with CDE, NAFO and TA	Yes/No	Yes/No
5	TA is trained in CDP methodology	Yes/No	Yes/No
6	TA visits cluster at least once in 2 months for 2-3 days each and participates in quarterly evaluation meetings and CDCG meeting	Yes/No	
7	TA provides guidance to enhance effectiveness in the areas of machinery purchase, establishment of CFC, design and product development, market promotion, exposure visits, BDS linkages, capability enhancing measures.	Yes/No	Yes/ No
8	CDCG is constituted with all cluster stakeholder groups and meets regularly (at least quarterly) and minutes of the same available	Yes/No	Yes/No
	NAFO has designated one person from the office for overseeing cluster development and the person is formally trained and participates in CDCG Meeting	Yes/No	Yes/No

Note- Gross answer is yes for each level if all sub-responses are yeas and If Gross Answer is yes for all, Overall Structure is in Place.

Table 10: Overall Structure is in place and working – separately for khadi and village industries clusters by KVIC NAFO and that for coir clusters by Coir Board NAFO (for the state as a whole, quarterly)

(To be derived from Table 9)

Levels	Number of Clusters	Of which Clusters in the North East
CDE system working		
IA system working		
TA system working		
CDCG system working		
NAFO system working		

Table 11: Output Review – separately for khadi and village industries clusters by KVIC NAFO and that for coir clusters by Coir Board NAFO (for the state as a whole, quarterly)

(To be derived from Table 3)

Inputs provided	Response	No. of families benefited	Of which SC/ST families
1. Purchase of Machinery			
Machinery identified	Yes/ No		
Supplier identified	Yes/ No		
Contribution of Stakeholders received	Yes/ No		
Order placed and delivered	Yes/ No		
In use	Yes/ No		
2. Establishment of CFC	Yes/ No		
CFC identified	Yes/ No		
Land and building identified	Yes/ No		
Machinery identified	Yes/ No		
Bank loan (if any) cleared	Yes/ No		
Contribution of Stakeholders received	Yes/ No		
Order placed and delivered	Yes/ No		
CFC is working	Yes/ No		
3. Design and product development support provided	Yes/ No		
4. Market promotion assistance provided	Yes/ No		
5. Exposure visits to other clusters & institutions undertaken	Yes/ No		
6. Need based trainings provided	Yes/ No		
7. Support for cluster level networks	Yes/ No		
8. New BDS/BDS providers introduced	Yes/ No		
9. Capability enhancing measures like health/literacy camps, insurance/pension schemes etc undertaken	Yes/ No		
10. Total families benefited in the quarter (without overlap for the quarter)	NA		
11. Total cumulative families benefited (without overlap for the intervention period)	NA		

Table 12: Outcome Review – separately for khadi and village industries clusters by KVIC NAFO and that for coir clusters by Coir Board NAFO (for the state as a whole, quarterly)

(To be derived from Table 5)

Attributes (Outcome increase due to CDP)	Amounts/ Number where applicable	No of Families benefitted	Of which SC/ST
Turnover (Rs lakh)			
Savings (Rs lakh)			
Employment (No.)			
Range of average wage increase (Rs.)			
Range of increase in number of days of work (for existing employment only)			
CFC created/revived			
Network created/revived			
Loan disbursed (Rs lakh)			
Improved Working conditions (no. of clusters)			
Reduced Migration (no. of clusters)			
Total families benefitted in the quarter (without overlap for the quarter)	NA		
Cumulative families benefitted (without overlap for the intervention period)	NA		

Table 13: Fund Leverage – separately for khadi and village industries clusters by KVIC NAFO and that for coir clusters by Coir Board (for the state as a whole, quarterly)

(To be derived from Table 7B)

S.No	Amount Spent (Rs Lakhs)			
	Nodal Agency	Cluster Stakeholders	Support Institutions	Total
Qtr 1				
Qtr 2				
Qtr 3				
Qtr 4				
Total (for the year)				

Table 14: Financial Usage – separately for khadi and village industries clusters by KVIC NAFO and that for coir clusters by Coir Board (for the state as a whole, quarterly)

Activities	Sanctioned Amount (Rs Lakh)	Disbursed Amount (Rs Lakh)	Utilization amount (Rs Lakh)
CFC			
Design & product development support			
Market promotion assistance			
Exposure visits			
Need based trainings			
Support for cluster level networks			
Others (e.g. capability enhancing measures undertaken (Health, literacy camps, insurance schemes etc)			
Total			

Tools for NAHQ (Tables 15, 16, 17, 18, 19)

NAHQ Reporting Structure

To be submitted by	NAHQ
To be submitted to	SSC
Frequency of preparation	Quarterly
Additional attachments	Nil
Submission Deadline	30 days from end of the reporting period

Tables 15: Collation of Systemic Review – separately for khadi and village industries clusters by KVIC HQ and that for coir clusters by Coir Board HQ, quarterly

(To be derived from Table 10)

Levels	Number of Clusters	Of which Clusters in the North East
CDE system working		
IA system working		
TA system working		
CDCG system working		
NAFO system working		

Table 16: Output Review – separately for khadi and village industries clusters by KVIC HQ and that for coir clusters by Coir Board HQ (for the 6 regions as a whole, quarterly)

(To be derived from Table 11)

Inputs provided	No. of clusters	No. of families benefited	Of which SC/ST families
1. Purchase of Machinery			
Machinery identified			
Supplier identified			
Contribution of Stakeholders received			
Order placed and delivered			
In use			
2. Establishment of CFC			
CFC identified			
Land and building identified			
Machinery identified			
Bank loan (if any) cleared			
Contribution of Stakeholders received			
Order placed and delivered			
CFC working			
3. Design and product development support provided			
4. Market promotion assistance provided			
5. Exposure visits to other clusters & institutions undertaken			
6. Need based trainings provided			
7. Support for cluster level networks			
8. New BDS/BDS providers introduced			
9. Capability enhancing measures like health/literacy camps, insurance/pension schemes etc undertaken			
10. Total families benefited in the quarter (without overlap for the quarter)	NA		
11. Cumulative families benefited (without overlap for the intervention period)	NA		

Table 17: Outcome Review – separately for khadi and village industries clusters by KVIC HQ and that for coir clusters by Coir Board HQ (for the 6 regions as a whole, quarterly)

(To be derived from Table 12)

Attributes (Outcome increase due to CDP)	Amounts/ Number where applicable	No of Families benefitted	Of which SC/ST
Turnover (Rs lakh)			
Savings (Rs lakh)			
Employment (No.)			
Range of average wage increase (Rs.)			
Range of increase in number of days of work (for existing employment only)			
CFC created/revived			
Network created/revived			
Loan disbursed (Rs lakh)			
Improved Working conditions (no. of clusters)			
Reduced Migration (no. of clusters)			
Total families benefitted in the quarter (without overlap for the quarter)	NA		
Cumulative families benefitted (without overlap for the intervention period)	NA		

Table 18: Fund Leverage – separately for khadi and village industries clusters by KVIC HQ and that for coir clusters by Coir Board HQ (for the 6 regions as a whole, quarterly)

(To be derived from Table 13)

S.No	Amount Spent (Rs Lakhs)			
	Nodal Agency	Cluster Stakeholders	Support Institutions	Total
Qtr 1				
Qtr 2				
Qtr 3				
Qtr 4				
Total (for the year)				

Table 19: Financial Usage - separately for khadi and village industries clusters by KVIC HQ and that for coir clusters by Coir Board HQ (for the 6 regions as a whole, quarterly)

(To be derived from Table 14)

(Rs lakh)

Activities	Budget Sanctioned	Fund Disbursed	Fund Utilized	North East
CFC				
Design & product development support				
Market promotion assistance				
Exposure visits				
Need based trainings				
Support for cluster level networks				
Others (e.g. capability enhancing measures undertaken (Health, literacy camps, insurance schemes etc)				
Total				

Glossary

- 1. CDE- Cluster Development Agent**
- 2. CDP- Cluster Development Program**
- 3. CDCG- Cluster Development Coordination Group**
- 4. CFC- Common Facility Centre**
- 5. M&E- Monitoring and Evaluation**
- 6. NAHQ- Nodal Agency Head Quarters**
- 7. NAFO- Nodal Agency Field Office**
- 8. IA- Implementing Agency**
- 9. SI- Support Institution**
- 10. SC/ST- Scheduled Caste/ Scheduled Tribe**
- 11. SSC- Scheme Steering Committee**
- 12. TA- Technical Agency**

Tool 7. Monthly Progress Report.

To be submitted by	IA
To submit to	NA & NAFO
Prepared for	Every month
Submission dead line	Last week of every month

Progress Report for the month of

1	Name of cluster		
2	Name of IA, Contact Person and contact No.		
3.	Name of CDE and Contact No.		
		Reporting Month (Rs.)	Total Amount (Rs.)
4.	Amount Received from Nodal Agency		
	i) CDE Cost		
	ii) IA cost		
	iii) Core/complimentary Activities		
	Total		
5.	Utilization certificate submitted to NAFO		
	Visits	Reporting month (Nos.)	Total (Nos.)
	No. of TAs visits (No. of days)		
	No. of IAs visits (No. of days)		
	CDCG meetings held		
	Details of Programmes*		
6.	No. of Awareness Programmes conducted (No.of participants)		
7.	No. of Exposure visit conducted (No. of participants)		
	No. of EDPs conducted		
		Reporting month	Status of completion of activities
8.	CFCs started (Give the activity) & Status		
9			
10	Product Development & Design Intervention		

Details in bracket to be furnished in Bracket.

* Details of programmes may be included in the list according to the cluster action plan and programmes conducted. A summary of activities conducted and Statement of Account upto reporting month may also be enclosed.

Signature, name of IA & Date

DETAILS OF FUNDS UTILIZATION (Rs. Lakhs)

S.No	Head of Account	Name of Activities	Funds Sanctioned by Nodal Agency	Funds utilized during the Month				Cumulative funds utilization during the year			
				SFURTI	IA	Cluster Actors	Other Sources	SFURTI	IA	Cluster Actors	Other Sources
1.	Capacity Building (CB)										
2.	Product Development & Design Interventions (PD)										
3.	Market Promotion (MP)										
4.	Common Facility Centre (CFC)										
5.	Miscellaneous (Misc)										
6.	CDE cost										
7.	IA cost										
	Total										

Signature, name of IA & Date