



Entrepreneurship Development Institute of India

(Sponsored by IDBI, ICICI, IFCI & SBI)

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FROM THE DIRECTOR'S DESK

During January-February 1985, EDI virtually went international. We accepted a UNIDO assignment to prepare a report on entrepreneurship development for developing countries to be presented at an International conference jointly sponsored by Government of India and UNIDO in February 1985 at New Delhi. To test the relevance of the Indian experiences in developing countries, I had an occasion to visit Sri Lanka, Malaysia and Philippines, and to interact with some 25 various small industries and entrepreneurship promotions related institutions and some 50 key individuals involved in policy making, training, research and extension services. It was gratifying to find that the Indian Entrepreneurship Development Model is already operative in countries like Sri Lanka and Malaysia. Identification and selection of entrepreneurs and selection and training of entrepreneur Trainer-Motivators are two significant areas where developing countries seek expert inputs. My report for the UNIDO, titled "Fostering Industrial Entrepreneurship in Developing Countries: Efforts, Issues and Strategies", was then presented at the New Delhi Conference in February 1985 where participants from some 20 countries and virtually all states of India shared their own experiences, anxieties and problems in developing indigenous entrepreneurship.

The long awaited Inter-Regional Workshop on Entrepreneurship Development for African countries sponsored by EDI Washington and IDBI, and hosted by our Institute was successfully organised in the first two weeks of January 1985. The highlights are presented in this bulletin in the next few pages. African countries and international agencies such as the World Bank, UNIDO, Commonwealth Secretariat and USAID found the EDP approach relevant for the local conditions. The agencies have assured support to the countries willing to initiate this experiment. Our Institute is likely to get requests for conducting entrepreneurship programmes in some of the countries, train their Trainer-Motivators at the Institute and participate in local workshops and seminars to generate support to this activity from

the policy makers and development banks etc. We have decided to gear up to meet such demands.

The success of our hosting this Workshop and the depth of our experiences have been rewarded by the Economic Development Institute of the World Bank confirming two more such Workshops in 1986 and 1987 to be held here. We are also sending a team of Faculty Members for conducting a seminar followed by detailed discussions in Washington with the EDI and World Bank staff in May 1985.

We have received an urgent request from the Industrial Development Bank of Mauritius to conduct a one week Motivation-cum-Management Training Programme for 30 entrepreneurs seeking assistance from this development bank. We will take up this assignment in the first half of April 1985.

Within the country, we have made a strong beginning in Orissa last month where the Entrepreneurship Programme has received excellent support from the state government and industrial organisations. The programmes initiated earlier at Arunachal Pradesh, Sikkim, Patna also have yielded excellent results.

We are greatly encouraged by the performance of the participants of the first batch of the Accredited Trainer-Motivator Programme. These trainees have started their first EDP as a part of field work in their own state. Since we want to spread the entrepreneurship movement through such qualified and competent Trainer-Motivators, we have immediately begun a special programme for some 14 trainers from the North-East Region. Our real concern, however, is to ensure that

- (a) the local organisations use the trained trainers for entrepreneurship development work rather than any other short term priority activity, and
- (b) they permit these trainers to conduct EDPs on the comprehensive and systematic lines propagated by EDI rather than somewhat ad hoc, crash programme approach for self-employment targets.

INTER-REGIONAL WORKSHOP ON

SPONSORS : Economic Development Institute of the World Bank, Washington,



INAUGURATION

His Excellency, Shri B. K. Nehru, Governor of Gujarat, inaugurated the Inter-Regional Workshop on Entrepreneurship Development which was attended by 27 participants from 8 African Countries. The Workshop was jointly sponsored by the Economic Development Institute of the World Bank, Washington and the Industrial Development Bank of India, Bombay and was hosted by the Entrepreneurship Development Institute of India, Ahmedabad.

In his inaugural speech the Governor made an interesting comparison — just as meek and uncertain youngmen are transformed into firm and resolute soldiers by the military training, similarly persons of certain qualities are developed into successful entrepreneurs by the EDP training inputs.

ABOUT THE WORKSHOP



The Inter-Regional Workshop on Entrepreneurship Development (January 7 to 19th, 1985) was divided into tiers. In the first-tier, 17 participants representing the development banks, financial institutions, small scale promotional agencies and other related organisations from Ghana, Kenya, Liberia, Malawi, Nigeria, Tanzania, Uganda and

Zambia were initiated into rudiments of entrepreneurship development. They were put through the sessions dealing with identification, selection, training and motivation of new entrepreneurs, the various methods involved and the ways and means to get the best possible out of the budding ones in varying circumstances.

In the second-tier, these African participants were joined by their senior colleagues who made and moulded the industrial policies in their respective countries. On the strength of the Workshop inputs and keeping in view the varying socio-economic conditions in their own countries, the participants formulated action plans for their respective countries. The action plans included the various possible manners in which EDP could be adapted and the need to identify a focal agency which could co-ordinate for implementing the same, and to mobilise their government to approach the international agencies to get required assistance and help. The Workshop involved three levels of participants — participants from the operational level, those from the policy making level and the observers from the international agencies for developmental activities.

PLEASURES OF LEISURE

In evenings and on holidays the delegates were treated with select engagements and entertainment.

Apart from dinner parties hosted by IDBI, INDEXTb, CED, GSFC and others, their visit to Vishala was an exclusive affair — a life - long experience !

Similarly their participation in and enjoyment of kite-flying on the KITE-FLYING DAY at some of the houses they visited in the city was only too exciting for them to forget !!

One of the Observers from the International Agencies, during the Valedictory Function quipped something which gave an appropriate sum-up to our efforts in this direction, "Now I know why people abroad keenly aspire to attend seminars and conferences organised over here !"



Delegates enjoying their dinner at Vishala

ENTREPRENEURSHIP DEVELOPMENT

and Industrial Development Bank of India, Bombay.

WHAT THEY HAD TO SAY



MR. S. M. PALIA, Executive Director, Industrial Development Bank of India, Bombay: "Entrepreneurship is one of the critical inputs for the economic development of any country, it is probably the most scarce resource for the developing countries. There is an urgent need to identify, harness and develop the latent entrepreneurial resources in each community and region; for, by developing the local people that the regions can be really developed."



DR. V. G. PATEL, Director, Entrepreneurship Development Institute of India, Ahmedabad: "The myth, the entrepreneurs are only born, stands broken. By its methodical approach EDI has raised the EDP training inputs to the dignity of an applied science and is trying to establish its flexibility to suit the people of all culture and climate."



DR. V. V. BHATT, Economic Development Institute of the World Bank, Washington: "The entrepreneurship development should be evaluated not only on the basis of the number of entrepreneurs trained or percentage of units running successfully, but also in terms of entrepreneurial awareness created in the locality. Judged from this point of view, the Workshop achieved immense breakthrough..... Now the Entrepreneurship Development Institute of India will need to have an International Division to meet the requirements of the developing countries."



MR. SHRIRAM IYER, Chief, African Division of the World Bank: "...all efforts by the participants of this Inter-Regional Workshop in the direction of adopting entrepreneurship development programmes in their own countries are likely to be supported by the World Bank."



DR. N. D. NZOMO, Chairman, Industrial Development Bank Limited, Kenya: "The concept of entrepreneurship development is a new religion to which we stand converted. But in order to further consolidate our faith in EDP, we require regular reminders by, and close contacts with, the proponents of this faith, just as, in spite of Christianity being 2000 years old, people still require, every Sunday, a weekly reminder to keep their belief intact."



MR. FRANCIS A. DENNIS, Assistant Project Manager, Liberian Bank for Development and Investment: "Initially I felt that the Workshop like many others had hardly anything in its store for proper use in the economic and industrial development of my country, but as the sessions went on my doubts got converted into firm faith. Ultimately I came to realise that the Workshop was somewhat different. I was happy to find that during the sessions and other proceedings tried and tested methodologies were being offered that could be successfully used in my country with intelligent variations here and there."

WISHING THEM ALL THE BEST

(An informal session with the entrepreneurs from Arunachal Pradesh)

"Here is the limit of motivation," I thought while entering the lecture-room to meet the 28 budding entrepreneurs from Arunachal Pradesh who had come over to complete the second phase of their training programme.

I was looking at Ramen Techī, who had only a few days back received the shocking information about the sudden demise of his child - to add fuel to the fire, which one, his son or the daughter, was dead was not known. I remembered when the shocking message was conveyed to him, he was so confused and bewildered by the incomplete information that he did not even weep. Weep for whom? which one of his two kids? I think being afraid of bewailing for the loss of the wrong one - he chose to weep in silence!

Normally, a father would have rushed to his native place - for in the face of such a loss, everything else becomes secondary. But not for Ramen Techī. He maintained his quiet and decided to continue with his training programme, revealing at one stroke the highest degree of commitment that anybody could have.

I heaved my brooding mind and found Techī, all eyes, intently looking at me. I gave him a reassuring smile and swung into action.

One by one the participants described their gainful training at Ahmedabad and how most of the training inputs received at Itanagar would have come to naught had they not come over here.

After all but one of them had narrated their experiences, I eagerly nodded at the last one to speak. He was somewhat differently dressed than others and looked more relaxed. He stood up and said, "Sir, I am not a participant."

"Then, how come you are here?" I blurted out.

"I am doing my engineering here and have come to see off my cousin." He hesitated for a moment and then spoke again, "Can I have your permission to express my feelings?"

Since all the participants had finished, so, I thought, his speaking would be a befitting end to the informal talk I had with the trainee-entrepreneurs.

He came forward and standing by my side spoke in the Queen's English, "My brothers and sisters, I am perhaps happiest to see you all here and more gratified to find you struggling to be enterprising. Don't be bothered by whether you will succeed or fail in your venture. You have already succeeded in establishing one point - **We too can do it!**

"The consciousness that you have spread in your people by choosing the challenges of being an

entrepreneur rather than soft-peddalling employees, is more than sufficient for others to follow your suit and succeed. You have more than achieved **your share of success!**"

—Ashok K. Sinha (EDI)

WE ARE SIMULTANEOUSLY ACTIVE

Sikkim : Good Results, More Programmes

A General EDP which was started in Gangtok, Sikkim during September 1984, was concluded in the second week of December 1984. Out of 28 participants selected for this programme, 25 have completed the training and prepared their project plans. Out of them, 22 participants have submitted their loan applications and twenty have already been sanctioned loans by financial institutions. The total investment of Rs. 27 lacs so far sanctioned is estimated to generate employment for approximately 120 persons.

Impressed with the outcome of this General EDP and EDI's approach, the Govt. of Sikkim has agreed to depute one officer from the Directorate of Industries to ensure that the project implementation plans of these participants do not suffer due to bottlenecks commonly faced by first generation entrepreneurs.

The government has also approved EDI's proposal to organise in Sikkim one Motivation Programme for existing entrepreneurs and one Extension Motivation Programme for the officers of various organisations of Sikkim involved in promoting small-scale industries. These two programmes will be conducted during April/May 1985.

Arunachal Pradesh : 15 Projects Sanctioned

A group of 28 participants visited Gujarat in November-December 1984 for business exposure/technical orientation during the second phase of



Mr. Ramen Techī receiving his sanction letter from Mr. Matin Dai, Secretary Industries, Arunachal Pradesh.

their training programme. On their return to Itanagar, they finalised their project plans and loan applications and submitted the same to financial institutions and Arunachal Pradesh Industrial Development and Financial Corporation Limited (APIDFC). The Corporation formed a team of 3 officers including EDI trainer/motivator to appraise the loan applications on a priority basis which resulted in a sanction of loans to 15 applicants within the short span of 10 days. These sanction letters were distributed to the trained participants during the valedictory function of the programme organised by EDI and chaired by **Mr. Matin Dai**, Commissioner of Industries, Arunachal Pradesh.

EDI is also initiating here two programmes for self-employment activities which would commence during the first week of March 1985. In order to continue this activity and create an atmosphere to motivate prospective entrepreneurs, one Extension Motivation Programme for the officers of various institutions of Arunachal Pradesh engaged in promoting small-scale industries has also been conducted.

ORISSA : Sound Beginning

A General EDP promoted by the Govt. of Orissa and IDBI was inaugurated on February 1, 1985, in Bhubaneswar. An intelligent promotional work coupled with a careful selection gathered 30 highly potential participants for the programme. The first phase of the programme is already over and almost all the participants have selected their products. The participants will be visiting Ahmedabad for technical orientation/business exposure during which time they will be imparted intensive AMT inputs.

Bihar : Good Results in Sight

EDI has organised in association with Bihar Industrial and Technical Consultancy Organisation (BITCO) an EDP for general target group at Patna keeping in view two objectives — first, to train the

local trainers and help BITCO internalise EDI's approach towards entrepreneurship development, and second, to establish the fact that a systematic and committed approach to entrepreneurship development will produce results in terms of developing first generation entrepreneurs in a state where the small scale industrial sector is at its infancy.

It is heartening to note that out of 33 participants 26 have already prepared their project reports and submitted applications for financial assistance to State Financial Corporation/Commercial Banks. It is expected that when all the projects which are now at the planning stage are implemented, there would be a net investment of about Rs. 84 lacs providing an employment opportunity to about 200 persons other than the participants themselves.

SUPPORT TO VARIOUS INSTITUTIONS

During January and February, 1985 EDI has provided following professional support to various institutions in the selection of entrepreneurs for various programmes and in imparting Achievement Motivation Training :

- o In the State of Uttar Pradesh in Fatehpur and in Lucknow, Achievement Motivation Training (AMT) for EDPs organised by UPICO.
- o In industrially backward areas of Bilaspur and Nurgpur in Himachal Pradesh AMT for the participants of EDPs conducted by HIMCON.
- o AMT input for the participants of an exclusive programme for Science and Technology graduates organised by the Govt. of Haryana at the Management Development Institute Campus, Gurgaon.
- o Designing promotion strategy for an EDP for self-employment, supporting the local trainer in implementing promotional measures and imparting AMT to the participants of EDP organised by RAJCON at Kishangarhbar, a rural and backward area in Rajasthan, having no marked industrial activity.

AVAILABLE

Audio-Visual Presentation Of Success Stories

An audio-visual presentation, transferred on to VHS Cassettes, of four rural and one woman entrepreneurs is available for EDP promotional and motivational activities.

The rendering of the success stories has been done in such a way that they can be used to generate interests in new target groups and inspire them with "We-too-can-do-it" kind of feelings. The presentation can also be used to convince

the policy makers and the institutions about the efficacy of the EDP process and its potentials.

The total viewing is altogether of over forty-five minutes. The cost of one VHS Cassette is Rs. 1000/- plus packing and forwarding charges.

The presentation can be dubbed, at an extra cost, into a local language, if so desired.

For further details please write to the Publicity and Promotion Division, EDI.