

EDI REPORT

Entrepreneurship Development Institute of India

(Sponsored by IDBI, ICICI, IFCI & SBI)



Participants from IDBI - who attended the EDP appreciation programme are seen along with EDI-faculty.



Dr. Misra, EDI Faculty summarising the problems faced by the entrepreneurs before the members of the financial/developmental Institutions, at the 'Entrepreneurs Meet' (Guwahati)

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VISIT TO ABIDJAN (IVORY COAST)

The World Bank organised a Consultation on Fisheries in the African Development Bank, Abidjan (Ivory Coast) during October 12-15, 1987 and one of the important agenda in the Consultation was 'Private-Sector in Fisheries Development' with specific reference to EDP.

The Consultation was sponsored by the World Bank, African Development Bank, EEC, UNDP and FAO. The World Bank invited EDI expert to present EDP approach and its role in increasing privatisation in fishery projects.

EDI expert participated in the Consultation and explained in detail

EDI's EDP approach and its applicability in African countries. The delegates found the approach replicable and relevant in developing African countries and they approved the suggestions of training fishermen/artisans engaged in fishery related activities so as to increase the contribution of private-sector in this field which in turn, will increase the income-level as well as supply of entrepreneurs in the sector.

They also deliberated the need of Regional Entrepreneurial Development Institute in Africa. However, due to non-availability of experienced professionals in this field, it was

suggested that EDI should be considered as a resource organisation or a regional centre. Looking to the needs and environment of developing African countries, EDI expert expressed that an 'Extension Window' of EDI can be opened at ADB where EDI professionals can look after ED activities to be carried out in the African continent subject to funds being made available for the same by the World Bank and other international agencies. The proposal was prima-facie accepted in the action-plan and the Consultation also passed a resolution for making efforts in this direction.

ED TRAINING PROGRAMME FOR S&T TEACHERS

An Entrepreneurship Development Training Programme for Science and Technical Teachers of North-East Region was organised from August 17-30 1987.

This programme was sponsored by Department of Science and Technology, Govt. of India, New Delhi. The main objective of the programme was to impart certain entrepreneurship development inputs to the teachers of science and technical institutions so that they can facilitate in running entrepreneurship courses in their organisations. The main areas which were covered, were selection of entrepreneurs including new selection techniques,

developmental inputs, developmental institutions and entrepreneurship motivational inputs, managerial inputs, (Including all functional areas of management, like - finance, marketing, personnel, production, etc.), identification of opportunities in North-East region, preparation of project report, feasibility of project and management skills, which included problem solving and decision making etc.

An emphasis was also made on how to organise EDPs in different areas for different types of target groups as well as importance and methodology of follow-up support provided to EDP trainees. An effort was also

made to discuss the problems in entrepreneurship development in North-East regions as well as to exchange the views of experienced entrepreneurs of that particular region.

Since the programme was made for teachers of different science and technical institutions, an emphasis was made to discuss the methodology of introducing entrepreneurship in the curriculum of S&T organisations. DST, in consultation with other organisations, has prepared a model syllabus which was distributed to all participants for their understanding as well as discussions on the topics.

By observing what entrepreneurs say and do, it is possible to understand their mental attitudes. Positive mental attitudes will greatly contribute to successful accomplishments. How entrepreneurs act is a reflection of what they think about themselves and their environment.

See Geoffrey G. Meredith et al. : 'The Practice of Entrepreneurship', (Geneva, ILO, 1983).

SPECIAL PROGRAMME ON BOG AND PROJECT COUNSELLING

A special programme on 'Business Opportunity Guidance and Project Counselling' was initiated by the Institute from November 9 17, 1987 at the Institute's campus, for EDP trainers, development and promotion officers, and others involved in counselling, guiding and promoting new entrepreneurs.

The objectives of the programme were - To establish the significance of BOG component in the development of entrepreneurs from various target groups - To train Trainer-Motivators, Development and Promotion officers in various facets of BOG and techno-economic assessment related to project plan preparation — To strengthen their knowledge in identifying new Business Opportunities and developing their skills for guiding entrepreneurs in selection of viable business and counselling them and To suggest ways and means for generating business ideas/project feasibilities in a given location and the tools to assess their viability.

Eight participants from Banks, Voluntary Agencies, Engineering

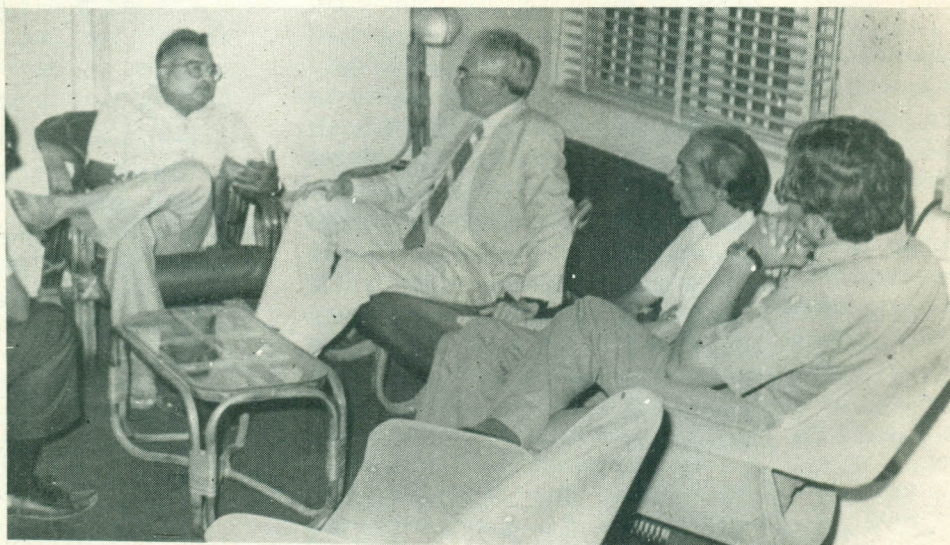
Colleges, Industries, SFCs and IEDs etc., attended the programme.

Some of the issues that emerged during the lively interaction among the participants and faculty were :

- 1) There is a need for identifying new & innovative business opportunities and orienting financial institutions to motivate first generation entrepreneurs to take-up these projects.
- 2) Non-availability of information and data is a big hindrance to trainers and support organisations in providing better business opportunity counselling to new entrepreneurs. Suggestions were put forward to have an industrywise, locationwise data compiled by the Institute which could be made available to all those interested in utilising the same.
- 3) Business opportunity identification being related to location and target group requires a different approach — like special opportunity related to

either a location (for example North East) or a target group (for example women).

- 4) Emphasis on manufacturing activity in all promotional programmes should be now diverted to self-development and servicing enterprises and proper business opportunities should be identified for service oriented ventures also.
- 5) Projects having high technology should be identified and promoted. This was strongly expressed by the participants representing financial institutions.
- 6) The present approach of B.O.G. emphasises information and knowledge part of the training. However, since entrepreneurs cannot be suggested opportunities on adhoc basis, there is a need to develop their capabilities and skills and equip them to identify and select appropriate business opportunities, and this could be achieved through proper development inputs.



Mr. John Eddy American Consul General, Bombay being briefed on the activities of the Institute by Dr. V.G. Patel & the faculty on his visit to EDI-I on October 14 1987.

EDP APPRECIATION PROGRAMME

FOR OFFICIALS OF IDBI

The emphasis placed on Entrepreneurship Development Programme as an appropriate strategy to facilitate emergence of first generation entrepreneurs is evident in the multitude of institutions engaged in conducting EDPs. The nature and extent of material and manpower resources invested in this activity now calls for additional efforts to stream line and monitor Entrepreneurship Development activities in general and Entrepreneurship Development Programmes in particular. The national financial institutions led by IDBI have been playing a major role by way of sponsoring/funding EDPs conducted by various agencies, especially technical consultancy organisations.

Considering the role of IDBI in supporting EDP conducting agencies, it was considered appropriate to expose the officials at policy making as well as operational levels to various facets of entrepreneurship development so that they would be in a better position to interact with EDP conducting agencies, which are being funded by IDBI.

Prompted by the earlier EDP appreciation workshops held in Delhi during 5-8 January 1987 for officials of IDBI and in Pune during 2-5 February 1987 for officials of State Finance Corporations, EDI organised the third EDP appreciation workshop for IDBI officials during 2-5 November 1987.

In the calm natural setting of NIBM campus at Pune, officials of IDBI and EDI faculty interacted intensively for 4 days on various themes of entrepreneurship development. The participants were exposed to the principles and practices involved in identifying and selecting potential first generation entrepreneurs, designing need based programmes inputs and

providing follow up support for trained entrepreneurs. While deliberating on the issues connected with implementation of EDPs by various EDP conducting agencies it was noticed that all is not well with EDPs especially when it comes to certain practices adopted for selection of potential entrepreneurs. The participants appreciated the need to go about systematically in identifying, selecting and training entrepreneur-trainer-motivators whose role is crucial in a sensitive result oriented HRD activity. Having understood the systematic approach that one needs to adopt while conducting EDPs, the participants felt that they are now in a better position to interact with EDP conducting agencies now being funded by IDBI.

While deliberating on the effectiveness of EDPs i.e. not only developing entrepreneurial components but also facilitating the setting up of enterprise, there was an enthusiastic exchange of ideas on the role of environment. It was felt that there should be no let up in the efforts to encourage and develop first generation entrepreneurs just because the environment is not conducive or because there is widespread sickness in small scale industries. There was a general agreement to the effect that while making attempts to develop first generation entrepreneurs through EDPs, parallel efforts be made by EDP conducting agencies to prevail upon the support system for creating an environment conducive for emergence and growth of small enterprise.

Mr. Paranjyothi, Chief Adviser TECSOK, Bangalore shared TECSOK'S experiences in conducting EDPs over the past

several years, giving an idea to the participants about the process that an organisation goes through, where by learning from experience results in continuous efforts to stream line EDPs.

During the concluding session of the workshop, the participants' feedback was sought and discussed. The following points emerged :

All the participants felt that the objectives of the workshop have been "very well" accomplished.

All participants felt that the coverage of the workshop was "very good". There were recommendations to use more audio-visuals.

Some of the participants felt that it would be interesting to interact with EDP trained entrepreneurs as a part of the workshop.

There was a general feeling that before launching EDP in a given region officers of the support system organisations be exposed to such an "EDP appreciation workshop".

It was felt that such a workshop should also be organised for officials of banks and SFCs, funding/conducting EDPs.

The programme was inaugurated by Mr. Dandekar, Deputy General Manager, IDBI. On the concluding day, Mr. Subramaniam, Deputy General Manager, SIDF, IDBI made valuable contributions by way of sharing his ideas on the role of IDBI officials in EDPs.

**- B. P. MURALI -
Training Faculty**

ENTREPRENEURS' MEET IN GUWAHATI

In order to understand and solve problems & irritants faced by entrepreneurs, EDI has adopted the strategy of organising Entrepreneur's Meets in various states so that first-hand information can be obtained from entrepreneurs on policy and operational problems encountered while availing various facilities created by developmental organisations for SSI sector.

Such a Meet provides a common platform to bring entrepreneurs and heads of developmental organisations together which on one hand helps solving the problems of entrepreneurs and on the other, improves the industrial environment of the state as such. The first such meet was organised in Bhubaneswar (Orissa); the second in Simla (Himachal Pradesh) and now, the third in Guwahati (Assam) during November 29 & 30, 1987.

The Entrepreneurs Meet in Guwahati was organised in collaboration with NEITCO and NISIET, the lead agencies in organising EDPs in Guwahati and a questionnaire was sent to 100 trained entrepreneurs of EDI/NEITCO/NISIET to collect data related to problems that they had faced in obtaining finance/infrastructure/licence etc. 40 entrepreneurs had sent back this questionnaire with relevant details and subsequently, 37 participated in the Meet. From the institutions side, Director of Industries, MD-AFC, MD-AIDC, GM-IDBI, MD-SBI, representatives from IFCI, NABARD, KVIC, NEC, NEITCO, NISIET were present.

The key issues which emerged out of the discussion were :

- Delay in getting allotment of land (to an extent of even 5 years)
- Problem in availing subsidy and seed capital
- Problem in getting scarce raw-materials
- Unencouraging response from implementation-level officers.

It is disheartening to know that many entrepreneurs had to wait even for 4 to 5 years for obtaining land/shed for setting up their enterprises. On the one hand, more than 100 sheds are occupied for non-industrial purposes and on the other, entrepreneurs are not able to get sheds.

A proposal was made by EDI expert to reserve 15% of land/sheds to trained entrepreneurs as the State Govt. and various other funding agencies have contributed a lot financially and professionally in the development of these entrepreneurs. The Director of Industries and MD of Infrastructural Corporation, Govt. of Assam, have assured to move the proposal with appropriate authorities.

Infrastructural facility in the state is not increasing in a pace that will satisfy the needs of potential entrepreneurs. The State Govt. has its own funds constraint for acquiring more land to create such a facility on a war-footing. However, IDBI General Manager has assured financial support to such a project which will take care of constructing sheds. It seems, under the present circumstances, the situation may not improve and Institutes like ours should think about motivating entrepreneurs in such locations.

The second major problem encountered was non-availability

of subsidy on time. While appraising projects, financial institutions consider subsidy as a means of finance and in reality, the entrepreneur never gets the subsidy before the commencement of commercial production and sometimes, it takes 2 years, compelling the entrepreneur to look for alternative sources for getting financial assistance even at an interest rate of 24%.

While deliberating on this issue, it was indicated that due to paucity of fund and delay in availing reimbursement of subsidy from the Central Govt., the State is not in a position to disburse subsidy. All the officials who participated in this Meet accepted this as a genuine problem, but were not sure of the solution.

It may be worthwhile to create a revolving fund of Rs. 25-30 lacs for a small state like Assam which can be utilised for disbursement till the reimbursement from the Central Government takes place. This issue needs deliberation at higher levels.

There were also problems related to availability of Seed capital, particularly the State Government's scheme on Seed Capital operated through AIDC on which the rate of interest charged is 17%. The basic objective of allocating seed capital is to help those technocrats having professional capacity, but without adequate resources for the projects that they have conceived. Therefore, the objective of seed capital is to provide finance at a very low interest rate.

On deliberation, it was found that the government machinery is moved to review the rate of interest and MD-AIDC has assured a reduction in the same.

LAYING THE FOUNDATION OF EDI-EDP MODEL IN GHANA & NIGERIA

As a part of the World Bank assignment to initiate and institutionalise Entrepreneurship Development activities in developing countries, Entrepreneurship Development Institute of India (Gandhinagar) has completed the second phase of its Ghana assignment. A group of ten middle level Ghanaian officers have been trained as Entrepreneur Trainer-Motivators (ETMs) to initiate, plan and implement Entrepreneurship Development activities for small and medium scale entrepreneurs in their country. Two officers from Nigerian Bank for Commerce and Industry also joined the group to undertake the training.

The training programme started on 26th October for 8 weeks during which skills of these trainer-motivators were developed to assess entrepreneurial competencies, evaluate project plans and provide necessary support for implementing the projects selected by indigenous first-generation entrepreneurs. Intensive behavioural inputs were also provided to facilitate them to act as friend, philosopher and guide - the

multifarious roles that an ETM is required to perform for identification, selection and development of entrepreneurial talents.

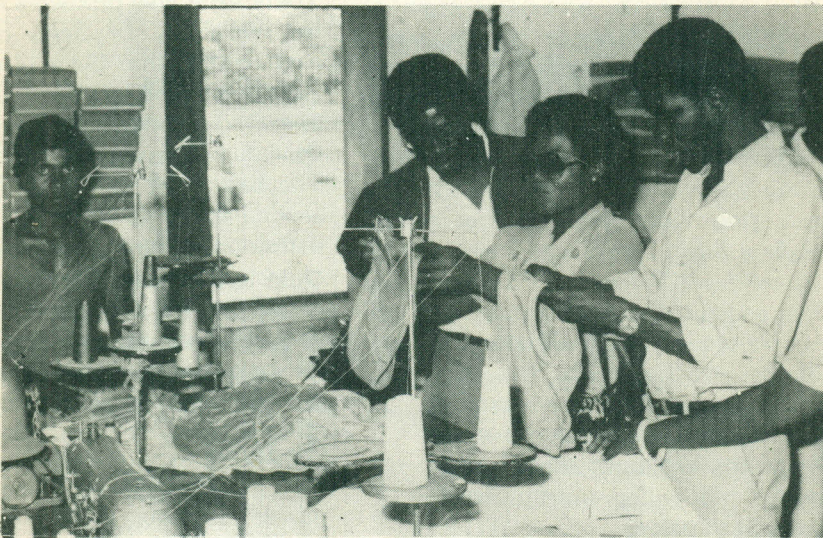
This programme is an off-shoot of the 3 Inter Regional Workshops for African & Asian countries on Entrepreneurship Development sponsored by the Economic Development Institute of the World Bank (EDI-W). The impact of these workshops was positive and strong and in the process, has generated a keen interest among a number of developing countries to suitably modify and introduce EDPs in their countries.

In Ghana, EDI team of experts assisted the National Board for Small Scale Industries (NBSSI), Accra, by conducting a brief country-review to assess small-scale enterprise related activities, institutions for technical assistance, credit delivery, constraints at the level of policy regulations and infrastructure. This assignment was initiated on 24th April 1987 by EDI entering into an agreement with NBSSI set up by the Government of Ghana and the team completed country-review during the

month of September 1987. On finding it feasible to adopt EDI-EDP Model in Ghana, the team identified 10 Entrepreneur Trainer-Motivators who were undergoing training at the Institute's Campus.

In the third phase, two EDI-I experts will assist these trained Trainer-Motivators in conducting Entrepreneurship Development Programme (EDP) and in identifying economically viable projects for first-generation-entrepreneurs. The trainer-motivators will be placed in the National Board for Small Scale Industries which has been recognised by the Institute as a Nodal Agency to carry out Entrepreneurship Development (ED) activities in Ghana.

This programme will be a landmark in the area of ED as a model successfully tried in India now being replicated in a countries having entirely different socio-political structure. The collaboration arrangement will also provide continuous support to organisations in Ghana for planning developmental activities and in the process, will become a guiding model for other African countries as well.



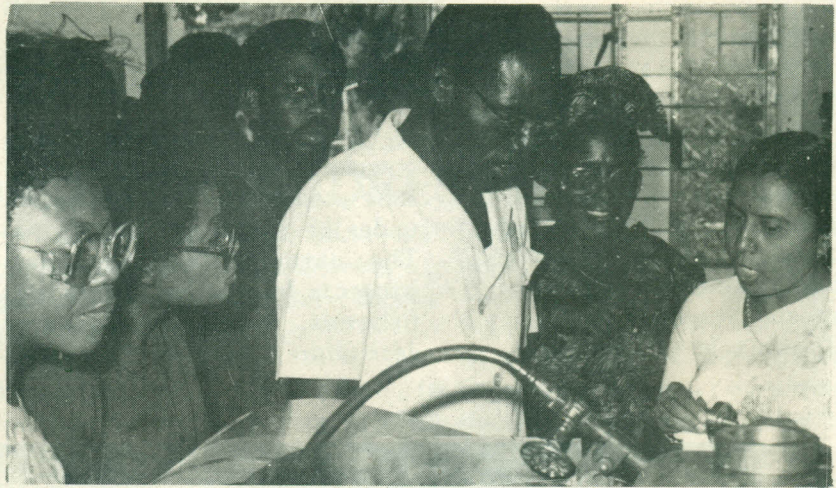
Participants of the International ATC keenly observing work process at a hosiery unit.



Participants interacting with the entrepreneur Bharti Mehta at her factory.



Participants enjoying a taste of traditional Gujarat while sporting traditional African attire.



EDI - EDP MODEL — FEED BACK

On the occasion of the valedictory function of the International Accredited Trainers' Course on December 16, 1987. The Chief guest Shri R.V. Chandramouli, Chief Secretary, Govt. of Gujarat said that potentialities and talents are inherited by all countries, what is important is exploiting them properly for all round development. He also stated that EDI-I is playing a catalyst's role in this direction. Sharing their experiences on the occasion Ms. Fiona Comfort a participant from Ghana, stated that the introduction of

EDP for Ghanaian women, who form nearly 60% of the population, will further enhance their contribution to the national economy. EDP will certainly improve the quality of women entrepreneurs so that they will break out of the petty trading sector into manufacturing which has hitherto been the preserve of men only.

Mr. Jacob Aingo-Anasah, a participant from Ghana stated that through EDP activities in Ghana, they will be able to tackle the problems of unemployment and surplus labour and motivate people to

become employed. It will also encourage the use of local raw materials for the manufacture of local products to reduce import.

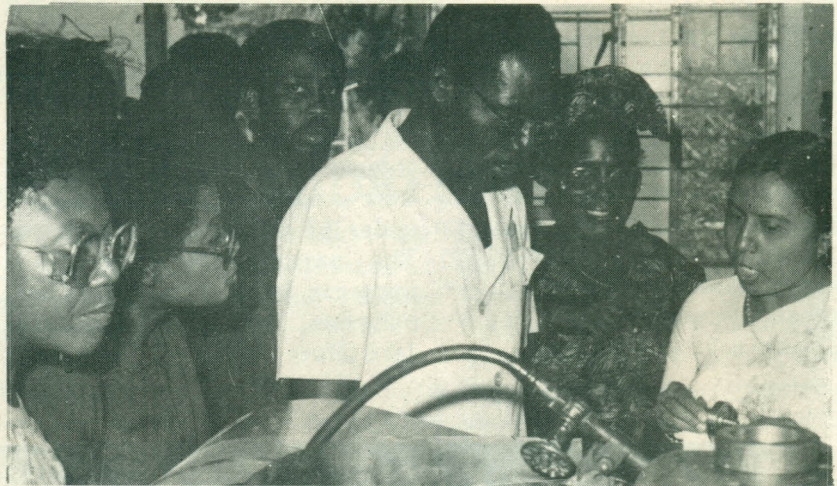
Mr. Usman Balarabe a participant from Nigeria stated, that they were the first batch of Nigerians to undergo such a comprehensive Trainer-Motivators Course and The Nigerian Bank for Commerce and Industry has decided to adopt the EDI-EDP model with little modifications as it is scientific in approach and delivery and is research based.



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ENTREPRENEURSHIP- AN ALTERNATIVE APPROACH FOR RURAL DEVELOPMENT

A Rural Entrepreneurship Development Programme funded by Ford Foundation was initiated by the Institute in Ikauna block of Bahraich district (most backward) in U.P. The objective of this experiment was to evolve a replicable model of rural development through entrepreneurship

The Institute began this project on the assumption that the rural poor have a great potential and desire to improve their standard of living. A team of EDI experts started intensive promotional work in Ikauna and in response received 96 applications from 10 villages. Out of these, 68 applicants were individually assessed for their entrepreneurial competencies and finally 22 were selected for training.

Simultaneously, the team spent several weeks identifying opportunities for tiny and small ventures consistent with profile of the participant and the region. Out of the 22 participants, 4 opted out and the remaining 18 participants underwent the training programme. The different inputs like motivation training, management, marketing, finance etc., were redesigned considering the education level of the participants (most of them were semi—literate)

By December, the training was completed and the project reports were prepared by the participants under the guidance of EDI experts. The participants chose their projects from the following—fisheries, animal husbandary, sericulture, soap & detergent

making or from the service sector comprising, printing press, transport service, tyre repairing etc. One of the to be first generation entrepreneur has chosen photography as his entrepreneurial career.

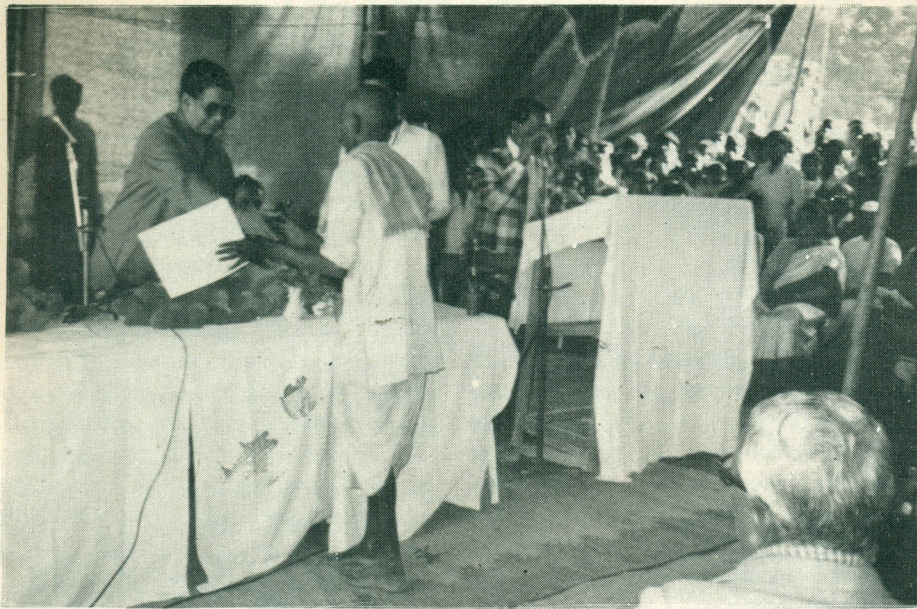
undergone technical training for setting-up and running their units and several loan applications have also been sanctioned. Only a few are in the process of approval

EDI has finished the first phase. However, its real task starts right now because the success of the model will depend on the survival rate of the project.

The Institute has also stationed a trainer at Ikauna for two years for proper follow-up work.



Shri Mal Pal Singh, Hon'ble Minister of State for Food and Civil Supplies, Govt. of U.P. delivering his presidential address. Chief guest and to his right are Mr. Shiva Khare, Block Pramukh, Ikauna & Mr. Ehtesham Ali, MLA. To his left is Dr. Ammar Rizvi, Hon'ble Minister for Revenue and Parliamentary Affairs, Govt. U.P.,



Chief guest Dr. Ammar Rizvi, Hon'ble Minister for Revenue and Parliamentary Affairs, Govt. of U.P. giving away the certificates to participants who completed training phase of the Rural Entrepreneurship Development Experiment.

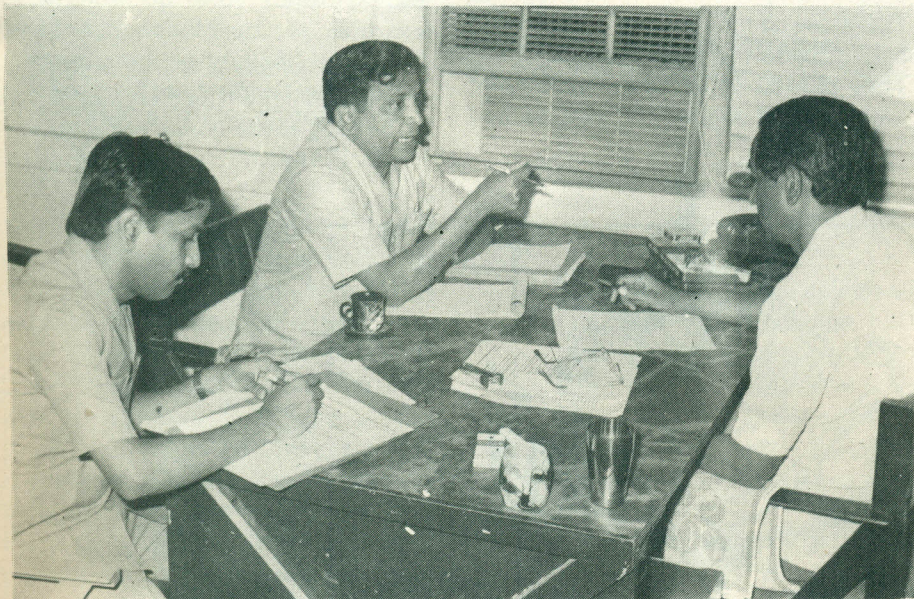
VALEDICTORY ADDRESS

A valedictory function to mark the completion of the Rural Entrepreneurship Development Experiment (REDE) - Phase I was organised at Ikauna Block of Bahraich district in U.P. on 21st December, 1987. Chief guest Dr. Ammar Rizvi, Hon. Minister for Revenue and Parliamentary Affairs, Govt. of U.P. in his valedictory address stressed the need for

development of small scale and cottage industries in rural areas for generating employment and reducing the burden on land.

He said that this was Bapu's dream to improve the lot of rural poor, while appreciating the efforts made by EDI I in this direction. He said REDE team has come all the way from Bapu's

home land to transform his dream into reality. Shri Man Pal Singh, Hon. Minister of State for Food and Civil Supplies, Govt. of U.P. who presided over the function appreciated the missionary zeal and commitment of the EDI team and appealed to the Institute to carry on with this development work in the entire rural India.



Mr. K.N. Chitnis, DGM-IDBI and Director IED, Bihar discussing training activities of the IED recently set-up in the state of Bihar with Dr. H.C. Raval and Mr. B.P. Murali during his visit to the Institute on 28th Sept., 1987.

MOHAMMAD SAHEB THE GREATEST PERSEVERER

When the Great Mohammad was born, Arabia was a land of ignominies. Infanticide was a common practice. Slaves were bought and sold like commodities. Women were beaten tortured and branded. Divided in small tribes, people constantly fought with one another. They gambled, drank heavily, and killed people freely. In brief, there was a chaos of values. It was a state of anarchy.

In such an environment, the Great Mohammad was born to do the most enterprising of all jobs - to establish peace and order, to build a system which was human in form but divine in its efforts. And to achieve that, Mohammad Saheb had to keep on making efforts in one direction or another till the last moment of his life. Born in the family of the Chief of the Qureish, who was also the keeper of the Kaaba, Mohammad Saheb lost his father before he was born and his mother when he was just seven. From his very birth, he was a quiet and thoughtful person given to virtuous deeds and noble values.

So, when he grew up, the first step he took was to help his cousin Zubair to form a league which put an end to lawlessness and established some value and norms of conduct. He gave another jolt to existing practices when his wife, Khadija, bought a slave boy to look after him, and he started

treating him as his son and not a servant. While rebuilding the Kaaba, inspite of being chosen to fix the sacred Black Stone, he called his kinsmen to share the honour - thus displaying the spirit of equality, cooperation and conciliation.

But when Mohammad Saheb started preaching people to bring into practice the same and live a peaceful and pious life since God was one and all men and women equal, the hardcore Qureish started creating problems. They jeered at him and started persecuting him and his followers.

But undaunted by the hostilities, Mohammad Saheb went on convincing people about the need to have a social set up based on equality and respect for one another. No amount of hunger or persecution weakened his commitment to the goal. Not even when they laughed and threw dirt and stones at him. He went on giving protection to the poor and deprived people to the extent that he gave away everything in the process. He had no oil to light his lamp while praying. "If ever we had oil, we never burnt it, we ate it", Ayesha, his second wife, once remarked.

The growing influence of Mohammad Saheb made the Meccans desperate. They plotted to kill him. But by that time he had shifted to Medina and

built a new base for himself there.

But the Meccans did not hesitate to attack him even there. In all Mohammad Saheb had to face 26 encounters with the Meccans during which many of his followers were killed, and he himself escaped from the jaws of death many a time. But never for once he wavered from his goal. Slowly but surely, Mohammad Saheb went on establishing the social order based on a set of values that provided peace and protection to the people.

As a matter of his unending efforts, untiring persuasion, sacrifice, forbearance and resistance to all the onslaughts on his person as well as faith, the Meccans in general and the hard-core Qureish in particular, had in the end, to 'Submit' themselves to Mohammad Saheb.

At the time when the Prophet was leaving for his heavenly abode, the Meccans were sitting on his right, the Medinits on his left and others in the middle. Mohammad Saheb, thus successfully implemented his plan to establish an order which was called 'Islam' - meaning "Submission" submission to the will of God. A true entrepreneur in matters of perseverance has to follow the example set by Mohammad Saheb. Even the hostility of the worst kind should not deter him from what he has set for himself to achieve.



ACHIEVEMENT MOTIVATION

— its use in North East Hills

The utility of Achievement Motivation concept is shortlived. This view may raise eyebrows and vehement protests from seasoned and experienced AMT trainers. But in view of the social behavioural patterns in the hills of North East Region an examination of the value and validity of Achievement Motivation concept in developing entrepreneurship is necessary.

The concept of AMT has been propagated in India on the basis of experiences gained in Kakinada. The concept has been widely used. The trainers with urban background have tried this capsule in the hills of North East.

The main theme of Achievement Motivation is individualistic. Intense desire to do something of his own propels an individual to initiate actions to reach his set-goals. Achievement Motivation training tries to develop entrepreneurial qualities, creates an awareness and equips an individual in launching calculated risk bearing economic ventures. In Western life-style where social behaviour revolves round an individual and not on family as a whole, the process has gained popularity.

An analysis of the social behaviour of hilly people in North East India may be helpful in developing an insight and an awareness in evaluating the efficacy of AMT.

The basic lifestyle of the people in the hills of North East Region is funloving, easy going and full of gay. Behind this outward manifested behaviour, the basic objective of the people is to protect their own ethnic identity from external threats. The crux of the problem lies in mistrusts, apprehensions and suspicions of these people against "outsiders"

From the experiences gained while conducting entrepreneurship development programmes in different

parts of North East Region, two distinct social behaviours are observed. In Mizoram, Manipur and Nagaland, the belligerent attitude of the people, prolonged fights against unacceptable domination, hard way of life have developed strong determination and will power. The deeprooted aggressive postures for sovereignty and not for statehood, aggression against 'foreign domination' have developed strong power motivation amongst these people. Power motivation is to be used for enterprise building.

A different trend is observed in the social behavioural pattern of the people in Khasi, Garo, Arunachal and Karbialong regions. Here the people are affectionate, have warmth and are friendly once the barrier is broken and trust is developed. The strong affiliation motivation has been developed due to close-knit family life group affiliations.

In both the cases, the strong desire to alleviate the conditions of living and for social development to establish own identity play important roles.

The religious bondage, basic education spread mainly by the Church have germinated discipline, respect for superiors (acceptable to the group). This pattern, on the other

hand, has enhanced the importance of guidance, counselling and direction. If the deeprooted conviction is disturbed while conducting AMT sessions, noise created amongst the participants fizzle out the purpose of entrepreneurial development programme.

Unfortunately most of the AMT trainers are unaware of the sociological behaviours of the people of hills in North East Region and try to inject the same stereotyped AMT module followed in plains and developed areas. The immediate ecstasy of the participants often mislead the trainers.

In short the search for ethnic identity is the positive strength which can be effectively utilised for developing entrepreneurship. The money spinning developmental activities are the detrimental force in North East Region and as such continuous counselling and follow-up measures are necessary. Meaning of life, desire to develop the community through individual actions, protection of ethnic identity are to be used for developing entrepreneurship else the exercise will lead to a fiasco.

Amar Lahiri Majumdar

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CALCUTTA - 45

Entrepreneurs are calculated risk-takers. They enjoy the excitement of a challenge, but they don't gamble. Entrepreneurs avoid low-risk situations because there is a lack of challenge and avoid high-risk situations because they want to succeed. They like achievable challenges.

See Geoffrey G. Meredith et al. : 'The Practice of Entrepreneurship', (Geneva, ILO, 1983).

- to share experiences on entrepreneurship development activities;
- to discuss and analyse operational, organisational and environmental problems and issues;
- to have an opportunity to present papers/articles on various aspects of Entrepreneurship Development.
- to identify new avenues for developing entrepreneurial culture.

Trainer-Motivators from any organisation having experience of conducting at least two Entrepreneurship Development Programmes (EDPs) independently and aiming to make a career in this field, are cordially invited. Participation will be confirmed by a screening Committee. Those desiring to submit a paper on Entrepreneurship should do so at least thirty days in advance. Awards have been instituted for best paper. Details of the themes for the paper available on request. Board and lodging expenses for the meet will be borne by EDI-I.

VENUE : EDI-I CAMPUS

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