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# Reports

DECEMBER '96 TO APRIL '97



ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

## From the Director's Desk



By Dr. V. G. Patel

### Inter Regional Centre - A Matter of Satisfaction and Pride

EDI has now formally become the Inter-Regional Center for Training in Entrepreneurship and Investment. This follows formal approval of Government of India of the UNIDO proposal to strengthen and operate the Institute for training and capacity building of developing countries in the crucial areas of industrial project preparation and appraisal, entrepreneurship development and related HRD activities.

This is the first time UNIDO has taken this step of creating an international focal point in a developing country for the benefit of the developing countries. We must compliment Ministry of Industry, Government of India, for supporting this project which is basically funded from Indian contributions to UNIDO. The Institute has earned this status on the basis of its already acquired professional recognition as a Center of Excellence in Entrepreneurship Development and its successful completion of a series of UNIDO-Gol programmes on Industrial Project Preparation and Appraisal. While EDI has been active in developing country training in entrepreneurship development, for more than a decade, investment training is a new strength which will be added with the support of UNIDO expertise.

For India, it should be a matter of pride since an Indian institution, out of a choice of a number of other reputed institutions in the developing world, has been chosen for this recognition and responsibility. Apart from sharing Indian know-how and knowledge in entrepreneurship development, the Center will further strengthen linkages with participating countries and transfer of knowledge, technologies, experience as well as expertise.

In a period of three years this Center will become self sufficient. International programmes which were until now handsomely subsidised, will be fully paid for by the participating countries.

The unique feature of this Center is the identification and development of national focal points: in the developing countries so that at the end of the three years, atleast in three countries such focal point institutions are expected to emerge, adequately staffed with trained personnel and able to propagate the concept and methodologies of entrepreneurship development and project preparation and appraisal.

Approximately 350 professionals including staff of national focal points, developmental financial institutions and entrepreneurs will be trained through organising standard and specialised training programmes related to industrial investment projects and entrepreneurship. These contributions of the Center will partially meet one of the major constraints to industrial development in the developing countries i.e. shortfall of well studied industrial projects backed by responsible entrepreneurs.

People who feel good about themselves  
Produce good results  
Courtesy : The One Minute Manager  
By : Kenneth Blanchard, Spencer Johnson

## NATIONAL FACILITY FOR INNOVATIONS

The EDI has been sanctioned to establish a National Facility for Science and Technology based Entrepreneurial Innovations, by the National Science & Technology Entrepreneurship Development Board, Department of Science and Technology, Govt. of India. The Centre seeks to facilitate the evolution of technology-driven enterprises by effectively tapping the indigenously available high grade technologies through induction of smoother technology transfer processes.

This acquires yet more importance when seen against the fact that the competitive world of today calls for constant technology upgradation and reaches out for Science and Technology as one of the main factors in the setting up of new enterprises and in the expansion of the existing ones. While products and process technologies, developed indigenously in Central R & D laboratories, Universities and Project Research Centres are inherently sound, they are either not known to the entrepreneurs or not always suited for

production on a commercial scale. Thus, inclined towards fulfilling the mandatory requirements in this area, the National Innovation Centre, set up at the Institute, will facilitate evolution of technology-driven enterprises by providing appropriate information on the process of technology transfer, create a National Data Bank and Information Centre on Innovative Business Opportunities and Technologies, and provide support to entrepreneurship development programmes at a national level by means of imparting information on business opportunities.

This centre will benefit the new as well as the existing entrepreneurs of the country by disseminating required information through bulletins prepared on selected projects and technologies. Information related to products and process technologies, technological upgradations and innovations will be extensively made available by the Centre.

The strategic planning in all these areas will work within a

broader framework of identification and upgradation of technologies and its ultimate benefit to a large sector.

The National Innovation Centre is indeed a great step towards developing new technology-driven enterprises and bringing the existing entrepreneurs face to face with upgraded technology options.

## ATTENTION PROJECT CONSULTANTS

An Information Data Bank is being created as a part of the Innovation Centre. Professional assistance will be required from experts, to help the entrepreneurs implement their technology-driven enterprises. Innovators, consultants and technology providers are invited to register with the EDI stating their innovations or fields of expertise and client reference.

Write to Innovation Project Director at EDI's Head Office.

## SECOND COMMONWEALTH ENTREPRENEUR TRAINER-MOTIVATORS' PROGRAMME FOR AFRICA



Participants of the programme seen with Mr. Ramesh Dave, Senior Faculty, EDI, during the Ring-toss exercise

As a measure to promote sustainable entrepreneurship development in the African continent by way of tapping entrepreneurial potential among various target groups, the Management Development and Productivity Institute (MDPI), Accra, Ghana, is actively involved in organising a series of Entrepreneur Trainer-Motivators' Programmes for African countries with resource person's support from the EDI

and funding support from the Commonwealth Secretariat.

The second programme in the series was organised in Accra, Ghana during April 1 - 21, 1997, with 24 participants representing 13 African countries. Mr. Ramesh Dave, a Resource Person from EDI was assigned the task of organising this programme with expert faculty selected from the local institutions. At the end of the programme, the following

decisions were taken to institutionalise entrepreneurship development activities in the African continent

To establish a nodal agency in each of these African countries to work exclusively on ED activities.

To organise a workshop for policy-makers in the African countries to help them understand the concept of entrepreneurship and its role in the economic growth of the country.

To set up a follow-up mechanism to evaluate activities carried out by the trained trainers in their respective countries that would highlight the problems encountered by them while implementing the activities.

To organise refresher courses for trained trainers to help them update their knowledge in the specialised areas of Entrepreneurship Development.

## MANAGING FARM ACTIVITIES 'ENTREPRENEURIALY'

At the invitation of Kerala Horticulture Development Programme (KHDP), EDI organised the second training programme on 'Integrated Management of Horticulture Enterprises' during February 24 - March 5, 1997. The programme was organised after the overwhelming success of first such programme held in 1995-96. 21 participants from different parts of Kerala attended this programme which was specifically designed for technical officers, technical assistants of KHDP and selected master farmers. Thus the participants were drawn from the resource persons of KHDP as well as progressive farmers who had assumed leadership roles in their villages and were in a position to disseminate knowledge to other farmers.

The success of the programme stands as an endorsement of KHDP's belief that agriculture can be viewed as an entrepreneurial activity. KHDP, a joint effort by the Kerala Government and the European Economic Community (EEC) sees agriculture as any other venture



A participant expressing her views on the programme, during the valedictory function. Also seen in the picture are (right to left) Mr. A. Narayanan, Faculty Member, EDI, and Mr. Jan Timholt, Project Implementation Specialist.

that can be operated on professional lines. It has been trying to encourage the farmers associated with it to regard their farming activities as "Agri-Business" and manage them entrepreneurially. One of the methods in which this is sought to be achieved is by

designing suitable training interventions and with this objective, KHDP invited EDI to conduct the programme.

In order to render the course design complete, a need assessment was carried on by the Institute, prior to its finalisation. The course design was distinctly

planned in order to achieve the following objectives:

- To provide training in entrepreneurship and management.
- To provide the participants an insight into entrepreneurial behaviour.
- To reinforce the training

skills of the target group by equipping them with modern scientific management tools and techniques.

The curriculum format widely covered hard skills to enable the participants to understand the utility of management inputs, as well as soft skills to effectively deliver the training inputs on a long term basis to the final target group, i.e. the individual farmers.

Guided by the principles of active learning, the classroom sessions, case studies, role plays, simulation exercises, etc. ensured active participation of the learners.

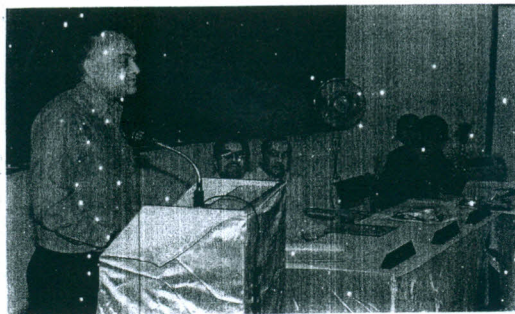
In order to maximise its reach value and to generate more interest, the programme, to the extent possible, was conducted in Malayalam. With the assistance of KHDP team, the reading material and the case studies were prepared in Malayalam.

The training programme was successfully completed on March 5, 1997. The participants found the course contents highly useful and embedded within a well articulated framework.

## SHARPENING SKILLS ON ENTREPRENEURSHIP

Against the observation made by experts that entrepreneurial values should be inculcated in the younger generation at the right time, the New Education Policy, the Union and the State Governments have been taking effective measures to introduce 'entrepreneurship' as a subject in +2 level in secondary schools. This strategy was formulated out of the basic idea that such a training would initiate students of vocational courses to launch their own enterprises and hence become self-employed/ entrepreneurs. The EDI, has also consistently been a buttress to the government in initiating the spirit of enterprise amongst students by way of developing textbooks for the 11th and 12th standards.

However, 'Entrepreneurship' is a specialised subject and thus it was planned to organise a training programme for teachers of the vocational stream who are involved in teaching the subject. Accordingly, a 10-day training programme was organised underlining the notion that only expert teachers and trainers can orient the potential students towards self-employment. This Teachers' Training Programme trained 50 teachers of 10+2, from vocational stream in Gujarat State Schools. The training programme was organised during 26 March to 4 April, 1997.



Mr. B. K. Sinha, Commissioner of Education, Govt. of Gujarat, addressing the participants during the valedictory function of the programme.

The Teachers' Training Programme was a conscious effort to enable the teachers to teach entrepreneurship as a subject, more effectively and with an in-depth understanding of the different aspects of entrepreneurship training and teaching. The scholastic bend of the programme also envisioned to equip the teachers in such a way that they develop motivation and confidence in their students, besides designing entrepreneurship related inputs in vocational courses/ camps. The training methodology was also mindful of opening up new avenues of knowledge and information in order to help them set up new enterprises.

The comprehensive and exhaustive curriculum of the programme had been systematically planned to comprise key inputs for developing knowledge, skills and attitudes of the teachers.

The valedictory programme was presided over by

Mr. B.K.Sinha, Commissioner of Education, Government of Gujarat. Although Mr. Sinha felt that there were some lacunae in the planning and implementation of vocational courses, he strongly held that the standard of ITI courses is quite good. Nevertheless, he expressed that with concerted efforts towards better planning of vocational courses, the significance of this stream can be substantially reinforced. Mr. Sinha opined that in the present scenario where job opportunities are limited, the need to inculcate entrepreneurial values in children, at a tender age, acquires yet more importance. In the same context he also listed the need to provide a favourable environment for enterprise creation. Mr. Sinha appreciated the efforts of the EDI in this direction and also requested the institute to send its suggestions and a complete report so as to enable the government to improve upon the standard of vocational stream.

## GENDER, TECHNOLOGY AND ENTREPRENEURSHIP DEVELOPMENT

The programme entitled 'Gender, Technology and Entrepreneurship Development', was held at the EDI campus from 6 to 8 January, 1997. It was sponsored by Canadian International Development Agency (CIDA), New Delhi.

The programme was open to women graduates with formal education in technology. With this as the criteria, 27 young technologists; were selected for the programme.

The input structure of the programme had three distinct but organically integrated phases.

Phase one of the programme was inclined towards making the participants understand the concept of gender, the extent of its influence and maintenance in society. It also exposed the participants to the gendered nature of the process of science and technology. These two exercises together equipped the participants with gender sensitivity so that they could identify gender bias in their personal and public lives. This phase may be termed as the sensitization/ awareness creation phase.

Phase two of the programme, not just introduced the participants to the fields of business and entrepreneurship but also gave them an in-depth insight into the subjects. This phase may be called the enterprise experience phase.

The purpose of phase three was to provide the participants with the behavioural and managerial skills that are

essential while launching and running an enterprise. The critical inputs at this stage included training for developing assertive communication and negotiation skills.

Intervention methods like counselling and personal interactions were also adopted to build confidence in the participants to take up activities that are traditionally known to be unsuitable for women as they fall outside the gendered opportunity structure offered to them.

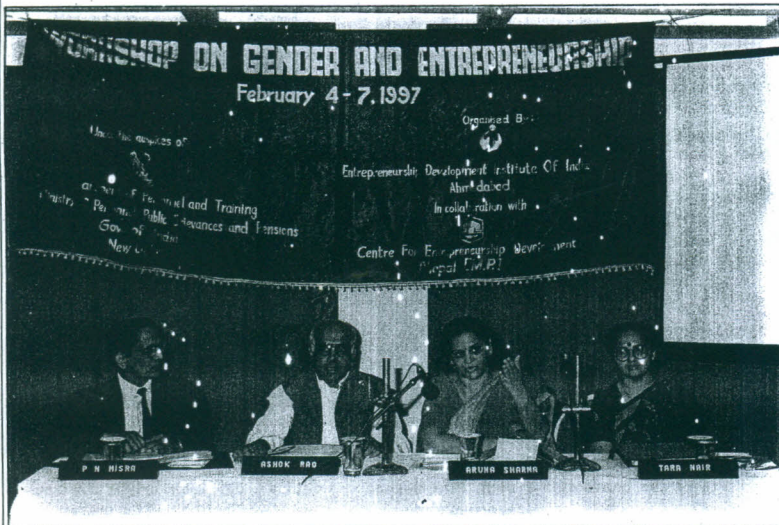
The training programme aimed at equipping the women with necessary skills, expertise, confidence and attitudes to enable them to act as change agents and role models to break down isolation of women in a male dominated domain. All the foregoing objectives spelt out the aim of widening the entrepreneurial and employment base for women with science and technology background, thereby accelerating the industrial growth.

The elaborate and exhaustive programme content was accordingly formulated to fulfill the purpose of the programme.

The training methodology that comprised classroom lectures, audio visual presentation and a session called 'knowing yourself', received complete involvement from the participants. It exposed them to the constraints faced by women and the way women

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## GENDER AND ENTREPRENEURSHIP WORKSHOP



Ms. Aruna Sharma, Additional Secretary, Village Industries, Govt. of Madhya Pradesh, presenting her observations in the panel discussion. Also seen in the picture are (left to right) Mr. P. N. Mishra, Executive Director, CEDMAP, Mr. Ashok Rao, Minister, Govt. of Madhya Pradesh and Ms. Tara Nair, Faculty Member, EDI.

The EDI has been entrusted with the challenging task of designing and implementing a programme on 'Gender Planning in Entrepreneurship', by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India.

Realising the need for the integration of women into the mainstream of political, economic and social life, the institute was selected to act as the nodal agency for designing strategies and developing modules in 5 selected states, i.e. Karnataka, Kerala, Uttar Pradesh, Madhya Pradesh and Maharashtra, to achieve desired results in this direction.

A two-phased approach was adopted to raise awareness and bring about an attitudinal change in EDP trainers, policy makers, planners and support system officials.

In phase-I of the programme, it was planned to train resource persons from state level entrepreneurship institutions. It was envisaged that these resource persons would, in turn, train other trainers and also organise and conduct sensitisation workshops right upto the grassroot level in the districts. Accordingly 25 resource persons from five selected states were trained. This programme was conducted in June 1996.

In phase-II of the programme, it was planned to train planners and policy makers in order to motivate them to bring about suitably modified policies and interventions for a gender equitable participation and operation in the sphere of entrepreneurship. Two states, i.e. Uttar Pradesh (U.P.) and Madhya Pradesh (M.P.) were selected and two gender sensitisation workshops were conducted in U.P. in November, 1996. One of these was organised for policy makers and the other for

planners at the state level.

As the sequel to this, two state level workshops were organised in Bhopal in the month of February, 1997, by the institute, in collaboration with the Madhya Pradesh Centre for Entrepreneurship Development.

The first two day workshop was organised on 4th and 5th February 1997, for planners and policy makers. It was widely attended by District Magistrates, Deputy Commissioners, Vice-Chancellors and Representatives of the Chamber of Commerce of the state. In the inaugural function, the Chief Guest for the occasion Smt. Mrinalini Garde, Director General, Academy of Administration, Bhopal, called the attention of the participants towards gender biases that are deep rooted in our cultural milieu.

Smt. Garde, while expressing her views mentioned that for a noticeable improvement, what was needed was a 'level playing field' and that only sensitisation could bring this awareness in the society. She strongly believed that women should be educated to demand their share rather than ask for favours.

The theme paper presented by Ms. Tara Nair, Faculty Member, EDI, sought to introduce the social relations framework of Gender Planning Training and its relevance to Entrepreneurship. In its first section, the paper traced the evolution of gender perspective in development theory and practice over the past four decades. These changes were interpreted in the context of entrepreneurship in the latter half. The paper put forth that policies should be formulated in a way that they go a long way in achieving the much desired integration of women in the mainstream development process. The discussion of the paper mainly centered around the validity of the model developed by western scholars, in the context of India. The argument put forth that the Indian family

is almost a sanctimonious institution and any attempts to bring it within the purview of a particular model will have the effect of destroying it.

Other honourable speakers for the occasion listed the importance of phase-wise approach to women entrepreneurship development, which they felt could be facilitated through simplified procedures. They also observed the need to expose women to training programmes in large numbers and to induce entrepreneurial values in education, right from childhood. Emphasis was also placed on the necessity of short, medium and long term policies. Short term policies, it was said, should address problems in the areas of banking, training/ advisory services and institutions; education was recommended to be the focus of medium term policy approach; and promotion of networks and associations, appropriate social legislations were suggested to be under the long term policy.

The valedictory speech of Mr. Ashok Rao, Minister, Govt. of Madhya Pradesh, stated how quite a few women had built up their success realms in the areas of dairying, animal husbandry and other allied activities. He added that with adequate financial, technological and marketing support, the achievements in these and other areas could be far more appreciable.

The second workshop was also organised at Bhopal on Feb 6th and 7th, 1997, for the officials of the support system. The workshop was widely attended by the officials from the Directorate of Industries, M.P.F.C., K.V.I.C., Lead Banks, S.I.S.I., N.S.I.C. and other state corporations.

The discussions in the workshop addressed certain major issues such as,

- Training needs of women Entrepreneurs
- Credit flow to entrepreneurs: The Impact of Gender Bias on Women's business

Industrial Extension Services - Extent of use by women entrepreneurs.

The Chief Guest, Smt. Jamuna Devi, Minister, Women and Child Welfare, Government of Madhya Pradesh, expressed concern on various problems faced by women. She emphasized that economic situation of women should be improved and the age old laws should be changed, besides being simplified. Smt. Jamuna Devi looked forward to a close and integrated system where the bureaucracy, political processes and field level officials worked in harmony with each other.

The second day of the workshop concentrated on the different elements of 'Fostering Entrepreneurship in a Gender Sensitive Environment'. The recommendations centred around extending technical training, assistance through support agencies, and other benefits to women. It was opined that there

should be some linking agents within the administrative system who can provide the necessary advice to potential women entrepreneurs. Besides, the need for simplified rules and the implementation of strategies that could force the bankers to co-operate with deserving women by giving them credit, were also stressed upon.

The two workshops highlighted the need for Gender Planning in Entrepreneurship, for a balanced socio-economic development. What also emerged as a glaring truth was the gender inequality prevailing in the society inspite of careful policy making efforts. Realising that the desired change is yet to be achieved, the need to accelerate the participation of women in socio-economic development by helping them set up their own enterprises, was regarded as the key area that needed to be worked upon.

## ADVANCING THE FRONTIERS OF GROWTH IN JAMMU AND KASHMIR

With the advent of a new era of peace and stability in Jammu and Kashmir, it has now become increasingly important for the J&K government to speed up work in the areas that would lead to an overall development, strengthening and more importantly, the reconstruction of the economy. Keeping this in view, the government has complied with the EDI's proposal to organise one 'Entrepreneurship Development Programme' in order to hasten the pace of industrial growth by increasing the supply of new entrepreneurs, and one 'Intrapreneurship Development Programme' to improve and accelerate the growth of existing enterprises. The EDI will thus work upon strategic thrust areas to bring about radical changes in the present economic scenario of Jammu and Kashmir.

The "Entrepreneurship Development Programme" emphasizes upon the basic realisation that the essentially important task before the government is to channelise the local youth's energies towards productive activities, and then to convert these human resources into productive assets. The Programme is inclined towards motivating and training local youth to take up entrepreneurial activities, thereby helping them utilise their skills in the right direction. The focus also lies on giving the participants, first-hand information/ knowledge about their proposed projects through technical/ inplant training. The participants will also be enlightened about the opportunities available in

Jammu and Kashmir.

The 'Intrapreneurship Development Programme' was prompted by the necessity of sharpening the vision and the capabilities of top-level functionaries of existing enterprises, in order to achieve the two fold objective of helping them recognise the resources and then utilise them judiciously. The programme also seeks to train them in identifying and perceiving opportunities, besides creating an entrepreneurial environment within the system that induces team building spirit and leadership qualities in its people.

Working within a result-oriented framework, the government of J&K has also requested the Institute to prepare diagnostic reports on 25 sick units in the state, in the first phase. The project on diagnostic reports for Jammu and Kashmir, seeks to rehabilitate the revivable sick industrial units in J&K, empower the entrepreneurs in a way to enable them to sense the possible business threats and then work upon their weaknesses to combat with them. The project will also provide guidance on the ways that help in better and meaningful use of funds available for the revival of sick units. This will serve the dual purpose of creating a healthy industrial environment wherein the entrepreneurs will feel motivated to set up new enterprises and expand the existing ones.

These programmes to be organised by the Institute are together a systematic approach that aims at working on the developmental aspects, thereby contributing in a big way towards the overall development of the state.

## DEVELOPING INTRAPRENEURIAL TRAITS IN EXECUTIVES OF MEDIUM AND SMALL SCALE INDUSTRIES

The second training programme on Intrapreneurship Development was organised in Bangalore from January 27 to February 02, 1997. This was held as a sequel to the first such programme organised in Ahmedabad during Oct. 23 - 29, 1997. Both these programmes were sponsored by Small Industries Development Bank of India (SIDBI).

The programme was designed for managers, executives, owner-managers and supervisors of medium and small scale industries to help them realise their latent intrapreneurial potential and to motivate them to utilise the same in their respective organisations. Almost all the 19 participants who attended the programme belonged to the small scale industries operating at the higher end of SSI sector.

Considering that the growth pattern of an organisation is influenced to a large extent by its environment, creativity, skills, expertise, competencies and dynamism of its workforce, it becomes important to inculcate entrepreneurial values in its planners and decision makers (often executives) so that they are able to perceive business opportunities and resources and then put them to use judiciously. The process of tapping and cultivating these entrepreneurial traits in an individual, is termed as 'intrapreneurship'. Intrapreneurial traits in an individual/ workforce do not just give momentum to industrial development, but also empower an organisation to combat the challenges and competition. It was to attain this goal that the two programmes on 'Intrapreneurship Development' were organised.

The essential features of the programmes were to :

- develop the spirit of 'intraprise' among participants,
- make them aware of their latent entrepreneurial potential,

- help them develop intrapreneurial leadership style and become achievers within the organisation,
- ensure that intrapreneurial vision resulting in creation of an enterprise is further developed,
- provide them with a forum of like-minded executives and entrepreneurs for further activities.

The training methodology, which was planned and developed by experienced faculty, included lectures, discussions, simulation exercises, role play, case studies and interactions.

The participants were also asked to present their intrapreneurial action plans, i.e. what intrapreneurial activity they would be taking up in their respective organisations after the programme, and the strategies they would implement to execute their plans. This was deluged with participation and interest.

In order to maximise its output, the programme delved further into the subject by organising lecture cum demonstration on internet.

The valedictory function was presided over by Mr. B.P. Murali, Sr. Faculty and Incharge of Southern Regional Office (EDI), Bangalore, who presented mementos to the three best intrapreneurial plan presenters, and also expressed his satisfaction at the programme being a great success. The participants rated the programme as highly successful. In fact, most of the topics covered during the academic sessions received high ratings. It was suggested that more of such programme should be organised for small scale industries sector and that they should be made regional. Since the inputs, duration and exercises were regarded as highly relevant and adequate, it was suggested that the same model be continued for future programmes. This programme was conducted by Dr. Sunil Shukla, The Programme Director.

## PROGRAMME ON BUSINESS OPPORTUNITY IDENTIFICATION AND PROJECT REPORT PREPARATION (BOI-PRP)

An integrated BOI-PRP programme was conducted during January 20th to 25th, 1997, at the EDI campus. It was open to all those involved in the identification of BOs, preparation and appraisal of project reports, training of entrepreneurs, consultants, professionals in corporate and project planning, development officers, business counsellors and owner-managers. This year

it was decided to partially orient the programme towards entrepreneurs and hence, it witnessed active participation from the entrepreneurs than from the officials of the support system.

Realising that major constraints to economic development in developing countries are lack of information on appropriate business opportunities and comprehensive

project reports, the programme was specifically designed to address these issues. In the light of this, the need to provide viable business ideas to existing and potential entrepreneurs, and subsequently transform the ideas into projects, acquires immense importance. Here, it becomes apparent that the entrepreneurs and officials of the support system need to be trained in identification of business

opportunities and should be well versed in new approaches in the preparation of project reports by employing latest tools and techniques.

In fact, the BOI-PRP programme worked towards familiarising the participants not just with the techniques for identification of business opportunities but also other viable opportunities as perceived by experts in the field. It also

provided the participants an insight into the generation of new business ideas, linking business opportunities to entrepreneurs' core competence, by matching profiles of the entrepreneurs to enterprises. New techniques for market analysis, appropriate technical feasibility assessment and financial viability using tools such as computer software, etc. were also covered in detail.

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## NATIONAL CONVENTION OF NGOs ON RURAL ENTERPRISE DEVELOPMENT (RED) STRATEGY

A 3-day national convention of NGOs/VOs on RED strategy was organised by the EDI during Feb. 5 - 7, 1997, at Ahmedabad. The convention was sponsored by Small Industries Development Bank of India (SIDBI) and was planned with a view to provide a common platform to the NGOs, the sponsors (SIDBI/NABARD, etc.) and the officials of the support system, to debate upon the crucial issues related to rural enterprise promotion, which have emerged from EDI-NGO collaborative efforts while organising RED programmes in the past 8 - 9 years. The major objectives of the convention were to :

- share the experiences of NGO trainers on the RED activities,
- expose the participants to the changing socio economic scenario & the role of NGOs,
- familiarise the participants with the latest training techniques and SIDBI's support schemes for promotion of micro enterprises in the rural areas,
- evolve a need based training approach for rural enterprise promotion under the changed socio economic scenario,
- help NGOs form a national network and draw a future course of action.

The convention was attended by 52 trainers, representing 45 NGOs from different parts of the country. It was inaugurated by Prof. S.R. Hashim, Member, Planning Commission, Government of India. Shri Brij Mohan, Chief General Manager, SIDBI, was the guest of honour. The function was later presided over by Dr. V.G. Patel, Vice-President and Director, EDI. Prof. Hashim, in his inaugural address, stressed the need for improving upon the productivity in the farm sector and at the same time urged the NGOs to work towards creating employment opportunities in the non-farm sector, in order to reduce the burden on the agricultural sector. He suggested the adoption of Self Help Groups (SHGs) approach and asked the NGOs to work as a catalyst and a motivator in the process.



Prof. S. R. Hashim, Member, Planning Commission, Govt. of India, addressing the NGOs during the inaugural function. Also seen in the picture are (left to right) Dr. Dinesh Awasthi, Senior Faculty and Head-RED, EDI, Mr. Brij Mohan, Chief General Manager, SIDBI and Dr. V. G. Patel, Vice President and Director, EDI.

Referring to the 9th five year plan, Prof. Hashim said that agricultural development would be given top priority since it has potential towards accelerating the growth in a manner which is more sustainable and desirable.

Shri Brij Mohan, CGM, SIDBI, stressed upon the need for involvement of NGO sector in promoting rural micro-enterprises and called for a professional approach in the implementation of development programmes. He also expressed his views on many issues related to credit delivery to rural poor, from the commercial banks.

Dr. V.G. Patel, in his address, stated that EDI-RED approach has been developed on the basis of a pilot project, besides, the success shown by EDI NGO efforts in the past has proved the effectiveness of the strategy. He also informed the house that EDI is committed to the development of rural entrepreneurship and expressed hope that the government and institutions like SIDBI would continue with their support.

Prof. Indira Hirway of Gandhi Labour Institute, Ahmedabad and Dr. Jeemol Unni of Gujarat Institute of Development Research, Ahmedabad, made a presentation on the research findings of SIDBI sponsored study on 'Evaluation of Rural Entrepreneurship Development Programmes'. They observed that the REDP is a worthwhile strategy for promoting enterprises in rural areas which generate income and employment for the local people in a very cost effective manner. In the subsequent technical sessions of the convention, presentations were made by

SIDBI, ILO & NID, besides the NGOs and the EDI faculty. The SIDBI presentation highlighted their schemes for the promotion of rural industries and the ILO presentation focused on their approach towards promotion of micro enterprises. The NID presentation centered round product designs and product development, and their impact on improving the marketability of the products.

The convention ended on 7th Feb. 1997. Dr. V.G. Patel in his valedictory speech said that a convention of this kind should be organised every year and asked the participants of the convention to disseminate the information and learnings to others. He announced that from next year onwards, the EDI would give one award to the BEST NGO TRAINER, based on his or her performance in REDPs. He also suggested that trainers can document successful cases of rural entrepreneurs and EDI can then publish these.

Speaking in the valedictory function, Mr. Tirkey, Dy. General Manager, SIDBI, Ahmedabad, elaborated on the approach of SIDBI in promoting micro enterprises. He appreciated EDI's efforts in bringing the NGOs and the sponsors together to deliberate upon many developmental issues of common concern. He assured SIDBI's support in future endeavours in this area.

As an outcome of the convention, a national network of NGOs was formed. Besides, eight regional networks were also formed with an objective to share the information with each other and take up the developmental issues jointly at the regional level.

## MARCHING TOWARDS ZENITH :

### *The Open Learning Programme in Entrepreneurship*

Against the backdrop of the preconceived notion that entrepreneurs are always born, the EDI felt the necessity of popularising the concept of created entrepreneurs.... the fact that entrepreneurs are not merely born but can be trained and developed through well conceived training. The institute has proved the efficacy of its belief by successfully completing several entrepreneurship development programmes (EDPs) in the past. However, to do away with the limitation of reaching out to a wider section of people and area, the institute evolved and launched the 'Open Learning Programme in Entrepreneurship' (OLPE) in January 1995. OLPE, a highly innovative Entrepreneurship Development Programme, is imparted through correspondence and personal counselling. The programme acquires immense importance when seen against the major issue of unemployment faced by the country. It enables the unemployed youth of the country, to set up their own enterprises and thus become 'job givers' rather than 'job seekers'. It even grooms students in a way that they can set up their ventures immediately after the completion of their studies.

The OLPE is sponsored by Friedrich-Naumann-Stiftung (FNSt), a foundation of international repute from Germany, and supported by National Science and Technology Entrepreneurship Development Board (NSTEDB), Department of Science and Technology, Govt. of India. There is also a facility of fellowship from the NSTEDB, for learners with Science and Technology background. Besides, in one of the recent moves, State Bank of India (SBI), Ahmedabad Circle, has offered to give incentive in the form of fellowship to 50 women and 50 SC/ST candidates desirous of joining the course. This will

prove to be a great step towards encouraging and motivating women and SC/ST learners to join the programme.

The course aims at 'New Enterprise Creation and Management' where the learners are imparted necessary knowledge and information in Business Opportunity Identification, Market assessment and preparation of 'Project Report' of the planned enterprise. The course also encapsulates management inputs and information on statutory regulations related to the successful running of an entrepreneurial venture.

OLPE was initially launched in Gujarat and Karnataka and was gradually extended to cover ten more states, i.e. Madhya Pradesh, Maharashtra, Delhi, Punjab, Haryana, Kerala, Andhra Pradesh, Tamil Nadu, Uttar Pradesh and Rajasthan. Besides this, to provide one-to-one counselling, the institute has appointed one or more nodal agencies in each state, accounting for a total number of 26 nodal agencies in all the states. In addition, some individual counsellors who are also working for OLPE, provide expert guidance to the learners with regard to their future ventures and also take care of their problems in connection with the course. They also evaluate the assignments and assess the term end examination papers of the learners. The two month follow-up support extended by the counsellors further makes the course highly effective. The emphasis is upon the essential idea that for OLPE to be successful, the counsellors' network must be strong.

The OLPE has announced 10 batches till April '97 and 7 of them have already been completed. Needless to say OLPE has received an exceptional response which is quite visible in the fact that it started with 42 learners in January 1995 and has 1026 learners today. This comprises 775 S&T learners and 251 non

S&T learners. The total number of women learners stands at 180, out of which 104 women are with science & technology background.

The self instructional study material of the OLPE, the personal counselling and two contact sessions which are conducted by experts in different disciplines have initiated several learners to set up their own enterprises. The curriculum of the programme is such that it makes the course highly beneficial for college students, employees, executives, professionals, technocrats, traders and enterprising women. The exhaustive syllabus has been prepared after careful study and research.

Further, as a testimony to the course designers being abreast with the latest training methodologies, the analytical study of the OLPE, the instructional modes and techniques are monitored and pursued regularly for any possible upgradation and improvements.

It is also very heartening to learn that SIDBI has announced an 'Enterprise Award' for 300 women learners who complete the programme successfully and set up their enterprise. The amount of the award would depend upon the quantum of loan sanctioned by banks/ state finance corporations or any other financing agencies.

With expansion and upgradation of the 'OLPE' on the anvil, it is gaining rapid popularity amongst the target groups, particularly amongst students with science and technology background. The programme, and the follow up support upto two months after the successful completion of the training phase, have enabled some of the learners to set up their own enterprises and some are in the process of setting up.

Today, after two years of initiation, OLPE has made commendable progress in its field. The learners term the programme as 'very useful' and the overall feedback of the programme is highly positive and encouraging.

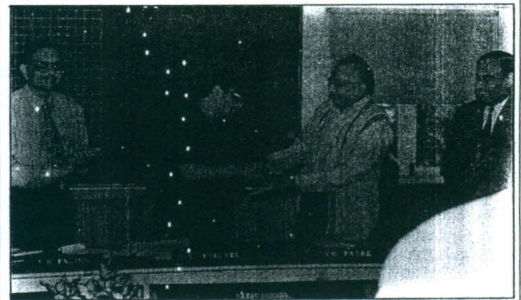
Speaking on the topic of "The Starting Crisis", Dr.V.G.Patel, Vice President & Director, EDI, pointed out the mistakes that first generation entrepreneurs generally commit while setting up their enterprises. Dr.Patel also talked at length on the strategies to be adopted to avoid the crisis.

The valedictory function of this training programme was presided over by Dr.V.G.Patel, Vice-President and Director, EDI. He stated that although two weeks was too short a period to learn about entrepreneurship in totality, it had definitely guided the participants towards the path of success and motivated them to achieve success in their ventures.

engineering, telecom industry, pharmaceuticals and computer technology. Resource people from various industries apprised the participants of the opportunities available as well as the ancillary requirements of various large organisations.

The EDI has also ensured its support to the participants in the creation of new enterprises. The follow-up meeting planned to be organised every 6 months after the completion of the programme would monitor the progress of the trainees towards launching their enterprises and the difficulties they may face will also be discussed during the meetings with representatives of support agencies.

## SBI TRAINING FELLOWSHIPS FOR WOMEN AND SC/ST CANDIDATES



Shri. R. N. Sengupta, Chief General Manager, State Bank of India, Ahmedabad Circle (Second from left) handing over a cheque of Rs. 2.5 Lacs to Dr. V. G. Patel, Vice President & Director, EDI.

The institute had launched the Open Learning Programme in Entrepreneurship (OLPE), in January 1995, in collaboration with the Friedrich-Naumann-Stiftung (FNSt). The OLPE course, a distance learning programme in Entrepreneurship, develops and reinforces entrepreneurial traits in women, students, employees, professionals, technocrats as well as job seeking graduates, thereby helping them set up their own enterprises.

As a major encouragement to women and SC/ST candidates desirous of joining this course, the State Bank of India (SBI), Ahmedabad Circle, has granted

fellowships to 50 women and 50 SC/ST candidates. Giving a further edge to their ambitions, it will also provide credit support to the candidates on the basis of merit. Recently a cheque of Rs.2.5 lacs was presented by Shri R.N.Sengupta, Chief General Manager, State Bank of India, to Dr.V.G.Patel, Vice-President and Director, EDI.

This offer of incentive in the form of fellowships and credit support will not just advance the enterprising spirit in women and SC/ST learners but also rekindle an urge to launch their own enterprises, and successfully and profitably carry on with its activities.

## PROGRAMME ON INDUSTRIAL PROJECT PREPARATION AND APPRAISAL

An international training programme on Industrial Project Preparation and Appraisal, sponsored by the UNIDO, was organised at the EDI campus during Nov. 25 to Dec. 13, 1996. 19 delegates from 14 developing countries such as Bangladesh, Bhutan, Cambodia, China, Nepal, Mauritius, Egypt, Uganda etc. participated in the programme.

The training programme aimed at sharpening the skills and capabilities of professionals involved in the preparation and appraisal of industrial projects. Stemming from the developmental objectives of the UNIDO, the programme worked within the larger framework of disseminating information and equipping the delegates with expert methodology and approach for use in the formulation and appraisal of industrial projects.

Mr.H.Adhiya, Director, Department of Industrial Promotion and Policy, Ministry of Industry, Govt. of India, inaugurated the programme and appreciated the efforts of the EDI in training the officials of the support system, across the globe. Later Dr.V.G.Patel, Vice-President and Director, EDI, honoured the proceedings with his personal address.

The training programme worked within a very updated and latest realm and extensively covered certain significant areas such as Industrial Policies and Strategies and Introduction to UNIDO Manual, Project Identification, Market Analysis, Financial Analysis, COMFAR, Economic Cost Benefit Analysis and Environment Impact

Analysis. Certain other special topics that were incorporated in the main discussion and widely covered were, 'New Technique in Assessing Competencies of a Promoter' and 'Challenges that an entrepreneur faces while implementing a venture'.

As a part of the programme curriculum, three field visits were also organised in order to provide the participants an insight into the set up of Indian enterprises. Visits to big business houses, like Core Parenterals, Prarthana Constructions and Gujarat Industrial Investment Corporation enabled the delegates to understand from close quarters, the relevance of technology choice, marketing aspects and the approach of top performers towards enterprise building. In order to further broaden the understanding of the delegates on the support that facilitates the emergence of new ventures and sustains their growth, a representative from Industrial Extension Bureau (INDEXTB) was invited to make a presentation.

The programme was concluded on Dec. 13, 1996 and the valedictory function was presided over by Dr.R.Banerjee, Managing Director, Gujarat State Financial Corporation, and Mr.Urs Zollinger, a Representative of UNIDO. Mr. Zollinger announced that the EDI would be established as an Inter-Regional Centre for UNIDO. The delegates felt that the programme was highly useful in terms of its coverage, and the exposure given to them. They also put forth that the training material, the quality of presentation and the instruction techniques were highly commendable.

## PROGRAMME ON 'GENDER'...

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overcome those constraints to make their presence felt in the field of entrepreneurship.

Field visits were also a part of the training methodology, where participants were given an opportunity to interact with successful women entrepreneurs who have set up technology-oriented enterprises. During the interactions, they were educated about the crucial strategies to combat 'gender biases'.

The participants were also given information on business opportunities in the areas of plastics, bio-chemistry, chemical engineering, mechanical

## MANAGING FARM ACTIVITIES 'ENTREPRENEURIALY'

At the invitation of Kerala Horticulture Development Programme (KHDP), EDI organised the second training programme on 'Integrated Management of Horticulture Enterprises' during February 24 - March 5, 1997. The programme was organised after the overwhelming success of first such programme held in 1995-96. 21 participants from different parts of Kerala attended this programme which was specifically designed for technical officers, technical assistants of KHDP and selected master farmers. Thus the participants were drawn from the resource persons of KHDP as well as progressive farmers who had assumed leadership roles in their villages and were in a position to disseminate knowledge to other farmers.

The success of the programme stands as an endorsement of KHDP's belief that agriculture can be viewed as an entrepreneurial activity. KHDP, a joint effort by the Kerala Government and the European Economic Community (EEC) sees agriculture as any other venture



A participant expressing her views on the programme, during the valedictory function. Also seen in the picture are (right to left) Mr. A. Narayanan, Faculty Member, EDI, and Mr. Jan Timuoli, Project Implementation Specialist.

that can be operated on professional lines. It has been trying to encourage the farmers associated with it to regard their farming activities as "Agri-Business" and manage them entrepreneurially. One of the methods in which this is sought to be achieved is by

designing suitable training interventions and with this objective, KHDP invited EDI to conduct the programme.

In order to render the course design complete, a need assessment was carried on by the Institute, prior to its finalisation. The course design was distinctly

planned in order to achieve the following objectives :

- To provide training in entrepreneurship and management.
- To provide the participants an insight into entrepreneurial behaviour.
- To reinforce the training

skills of the target group by equipping them with modern scientific management tools and techniques.

The curriculum format widely covered hard skills to enable the participants to understand the utility of management inputs, as well as soft skills to effectively deliver the training inputs on a long term basis to the final target group, i.e. the individual farmers.

Guided by the principles of active learning, the classroom sessions, case studies, role plays, simulation exercises, etc. ensured active participation of the learners.

In order to maximise its reach value and to generate more interest, the programme, to the extent possible, was conducted in Malayalam. With the assistance of KHDP team, the reading material and the case studies were prepared in Malayalam.

The training programme was successfully completed on March 5, 1997. The participants found the course contents highly useful and embedded within a well articulated framework.

## SHARPENING SKILLS ON ENTREPRENEURSHIP

Against the observation made by experts that entrepreneurial values should be inculcated in the younger generation at the right time, the New Education Policy, the Union and the State Governments have been taking effective measures to introduce 'entrepreneurship' as a subject in +2 level in secondary schools. This strategy was formulated out of the basic idea that such a training would initiate students of vocational courses to launch their own enterprises and hence become self-employed/ entrepreneurs. The EDI, has also consistently been a buttress to the government in initiating the spirit of enterprise amongst students by way of developing textbooks for the 11th and 12th standards.

However, 'Entrepreneurship' is a specialised subject and thus it was planned to organise a training programme for teachers of the vocational stream who are involved in teaching the subject. Accordingly, a 10-day training programme was organised underlining the notion that only expert teachers and trainers can orient the potential students towards self-employment. This Teachers' Training Programme trained 50 teachers of 10+2, from vocational stream in Gujarat State Schools. The training programme was organised during 26 March to 4 April, 1997.



Mr. B. K. Sinha, Commissioner of Education, Govt. of Gujarat, addressing the participants during the valedictory function of the programme.

The Teachers' Training Programme was a conscious effort to enable the teachers to teach entrepreneurship as a subject, more effectively and with an in-depth understanding of the different aspects of entrepreneurship training and teaching. The scholastic bend of the programme also envisioned to equip the teachers in such a way that they develop motivation and confidence in their students, besides designing entrepreneurship related inputs in vocational courses/ camps. The training methodology was also mindful of opening up new avenues of knowledge and information in order to help them set up new enterprises.

The comprehensive and exhaustive curriculum of the programme had been systematically planned to comprise key inputs for developing knowledge, skills and attitudes of the teachers.

The valedictory programme was presided over by

Mr. B.K.Sinha, Commissioner of Education, Government of Gujarat. Although Mr. Sinha felt that there were some lacunae in the planning and implementation of vocational courses, he strongly held that the standard of ITI courses is quite good. Nevertheless, he expressed that with concerted efforts towards better planning of vocational courses, the significance of this stream can be substantially reinforced. Mr. Sinha opined that in the present scenario where job opportunities are limited, the need to inculcate entrepreneurial values in children, at a tender age, acquires yet more importance. In the same context he also listed the need to provide a favourable environment for enterprise creation. Mr. Sinha appreciated the efforts of the EDI in this direction and also requested the institute to send its suggestions and a complete report so as to enable the government to improve upon the standard of vocational stream.

## GENDER, TECHNOLOGY AND ENTREPRENEURSHIP DEVELOPMENT

The programme entitled 'Gender, Technology and Entrepreneurship Development', was held at the EDI campus from 6 to 8 January, 1997. It was sponsored by Canadian International Development Agency (CIDA), New Delhi.

The programme was open to women graduates with formal education in technology. With this as the criteria, 27 young technologists, were selected for the programme.

The input structure of the programme had three distinct but organically integrated phases.

Phase one of the programme was inclined towards making the participants understand the concept of gender, the extent of its influence and maintenance in society. It also exposed the participants to the gendered nature of the process of science and technology. These two exercises together equipped the participants with gender sensitivity so that they could identify gender bias in their personal and public lives. This phase may be termed as the sensitization/ awareness creation phase.

Phase two of the programme, not just introduced the participants to the fields of business and entrepreneurship but also gave them an indepth insight into the subjects. This phase may be called the enterprise experience phase.

The purpose of phase three was to provide the participants with the behavioural and managerial skills that are

essential while launching and running an enterprise. The critical inputs at this stage included training for developing assertive communication and negotiation skills.

Intervention methods like counselling and personal interactions were also adopted to build confidence in the participants to take up activities that are traditionally known to be unsuitable for women as they fall outside the gendered opportunity structure offered to them.

The training programme aimed at equipping the women with necessary skills, expertise, confidence and attitudes to enable them to act as change agents and role models to break down isolation of women in a male dominated domain. All the foregoing objectives spelt out the aim of widening the entrepreneurial and employment base for women with science and technology background, thereby accelerating the industrial growth.

The elaborate and exhaustive programme content was accordingly formulated to fulfill the purpose of the programme.

The training methodology that comprised classroom lectures, audio visual presentation and a session called 'knowing yourself', received complete involvement from the participants. It exposed them to the constraints faced by women and the way women

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