



ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA



Entrepreneurship for the Earth-Quake Affected Region

After an intensive brainstorming on how best we can serve the earthquake-affected Kachchh and Saurashtra regions, a comprehensive package of intervention was conceived at the Institute way back in March 2001. It was perceived that any sort of intervention by an organisation of our stature and expertise should be sustainable, reconstructing and long lasting in nature. Accordingly, enterprise development and enterprise revival were targeted.

A proposal for financial support was submitted to several sponsors. Professionally handled negotiations over about a year have finally led to the sanction of financial support of EUR 1.5 million by the European Union. In its final version the sanctioned project aims at economic regeneration through micro enterprise creation, industrial rehabilitation and corporate linkage. In total, 2250 artisan units, 2700 potential entrepreneurs from rural areas, 1500 potential entrepreneurs from urban and semi-urban areas and 455 adversely affected enterprises are being targeted to be established/ re-established.

The task will be accomplished by partnering with around 25 NGOs located in the region. 100 NGO functionaries and 15 rehabilitation advisors will be developed to deliver the necessary inputs. Operating through these trained trainers/ advisors, the project intends to deliver its commitments. The project comprises of a number of activities centered around: Needs Assessment Survey, Workshops of Stakeholders, Trainers' Training Programmes, Entrepreneurship Development Programmes, Rural Entrepreneurship Development Programmes, Group Entrepreneurship Development Programmes, Industrial Rehabilitation Programme and Corporate Linkage Programme (CLP). It is the CLP which is innovative and most challenging as it involves networking and matching of around 25 corporate houses with some 260 small and medium enterprises for possible sub-contracting, ancillarisation and technology upgradation.

This is a prestigious project in terms of magnitude, context and comprehensiveness. Successful completion of the work may help develop replicable models of economic regeneration of disaster-struck regions across the globe and thus earn development status to entrepreneurship. We invite competent NGO's and enlightened corporates to join us in the endeavour.

- V.G. Patel

Why should there be an Entrepreneurial Approach to Fund Raising in the Third Sector? A Brief Note
- Dr. Tara Nair
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COLLABORATION WITH EUROPEAN UNION (EU)

EDI-EU Project for Economic Regeneration of Kachchh and Saurashtra

EDI-EU Project Launched

Entrepreneurship Development Institute of India (EDI) - European Union Project for Economic Regeneration of Kachchh and Saurashtra (EDI-EU PERKS) was launched at EDI campus on 6th May 2002 by Shri Rajiv Mehta, Adviser (Development), EU Delegation of European Commission in India.

Shri Mehta presented the views of Mr. Jose Felix Merladet, Counsellor, EU Delegation of European Commission in

India and the key figure behind the project. Shri Mehta stated that as a mark of solidarity, the European Commission (EC) extended its moral support to the earthquake affected people of India and sanctioned a Post-Earthquake Rehabilitation Programme EU-Gujarat (PERPEUG) for long-term rehabilitation of the victims of the earthquake. He also added that support would be rendered for overall development of social and physical environment of the population. The activities under the programme, he said, will cater to very crucial needs such as livelihoods, education, water, and sanitation thereby giving the affected families the opportunity to restart a healthy living, in a renewed ambience.

Shri Mehta stated that he was certain EDI would be instrumental in providing training to the other partners and working as a central catalyst of the reciprocal interactions and synergies among the NGO partners.

Expressing concern, he added that the European Commission shares the grief of the victims of earthquake, and has, therefore, come in their support through the rehabilitation package. Shri Mehta expressed confidence that all the PERPEUG activities will be conducted in the spirit of the principles guiding co-operation among the PERPEUG partners thus ensuring equality of chances for all the earthquake affected persons.

The Project at a glance

This prestigious training project sanctioned by European Union for earthquake amounts to 1.5 million Euro (Rs. 6.5 crores). EDI's financial contribution to the project cost will be to the tune of Euro 255245 (equal to Rs. 1.08 crores).

With the earthquake having disrupted lives of thousands in Gujarat and destroyed trade and business, especially in Kachchh and Saurashtra, Entrepreneurship Development Institute of India (EDI), Ahmedabad conceived this comprehensive package of intervention in the month of March 2001. A series of interactions and discussions have finally led to the sanction of the project which aims at economic regeneration through micro and small enterprise creation for potential entrepreneurs, and industrial rehabilitation and corporate linkage for existing entrepreneurs, in a period of two years. The focus will be on bringing about economic rehabilitation by implementing projects to train individuals to take up income and employment generation activities, to facilitate



EDI-EU Project for Economic Regeneration of Kachchh and Saurashtra (EDI-EU PERKS) was launched at EDI campus on 6th May 2002 by Shri Rajiv Mehta, Adviser (Development), EU Delegation of European Commission in India



Seen during the inaugural function are (R-L) Mr. Bipin Shah, Sr. Faculty & EDI-EU Project Director, Shri Rajiv Mehta, Adviser (Development), EU Delegation of European Commission in India, Dr. V.G. Patel, Vice president & Director, EDI & Dr. KVSM Krishna, Sr. Faculty & EDI-EU Project Director
Inset : Shri Rajiv Mehta presented the views of Mr. Jose Felix Merladet, Counsellor, EU

existing entrepreneurs to come up again and to conduct programmes to revive industrial / artisan clusters. The project begins operation from May 2002.

Needs Assessment Survey will be the primary step and would focus on identifying the support needs of existing and potential entrepreneurs and emerging natural resource base and environment friendly opportunities in the aforesaid affected areas.

This will be followed by a **Workshop of Stakeholders** wherein the emphasis would be on sharing the findings of the survey and evolving an action plan with the support of government officials, donors, NGOs, bankers, office bearers of industry associations, independent consultants and opinion leaders.

In the **New Enterprise Development** strategy the preliminary focus will be on Capacity Building of NGO functionaries. This is against the backdrop that the task will be accomplished by partnering with around 25 NGOs located in the region. The planned and specifically designed capacity building programmes will equip 100 NGO functionaries with skills to initiate and conduct various entrepreneurship development related activities. These trained personnel, in association with EDI faculty experts and resource persons, would then take up :

80 Entrepreneurship Development Programmes (EDPs) which will focus on imparting training to potential entrepreneurs on various aspects of initiating, conducting and operating their businesses successfully. Exposure will also be given on managing newer technologies. The EDPs will train 2000 entrepreneurs and target at setting up 1500 enterprises and 15000 employment opportunities.

135 Rural Entrepreneurship Development Programmes (REDPs) wherein the main emphasis and stress would be on rural and appropriate technologies, thus imparting training to 3375 potential rural entrepreneurs, leading to the setting up of 2700 micro enterprises. This strategy will thus generate 10800 employment opportunities.

25 Group Entrepreneurship Development Programmes (GEDPs) which envisage that the membership of the group is product based and every individual is owner of his/ her unit. For input purchase and output disposal all members will be trained to join hands. The entrepreneurs would also be trained and imparted skills that help them break conventional practices in business operation and adopt new result yielding competitive ones. Consortiums would be formed to give them technology, marketing and financial leverage. 2500 artisans will be trained with a target of creating 2250 enterprises, thus generating employment opportunities for 2250 people.

For **Industrial Reconstruction** one Capacity Building Programme to train 15 Rehabilitation Advisors will be put up. With the help of these Advisors, two Industry Reconstruction Activities viz. Industrial Rehabilitation Programme and Corporate Linkage Programme will be implemented.

Under the **Industrial Rehabilitation Programme**, 195 enterprises will be helped in the preparation of rehabilitation plans for their units, identification of suitable technologies, etc. A counselling-cum-consultancy cell will also be set up for such entrepreneurs with 15 EDI developed rehabilitation counsellors and consultants. A series of one-day workshops at various centres will be organised to create awareness among the affected entrepreneurs, conduct feasibility studies and develop rehabilitation plans for them.

Corporate Linkage Programmes would undertake the task of networking and matching of around 25 corporate houses with around 260 small and medium enterprises for possible sub-contracting, ancillarisation and technology upgradation.

Sustainable development is the need of the hour in Kachchh and Saurashtra and this can be brought about mainly through creating self-employment and employment opportunities in the area. Through its enterprise development and rehabilitation activities, EDI targets at accomplishing these objective successfully.

EDI-EU PERKS

GEOGRAPHICAL COVERAGE



Resurgent Gujarat : Business Partnership Meet 2002

Underlined with the determination to rebuild the economy of Gujarat in the wake of the devastating earthquake of January 2001 as also to bring to the fore the enormous investment potential of Gujarat, the Government of Gujarat and Ministry of External Affairs, Government of India jointly organised a Mega International Event, Resurgent Gujarat : Business Partnership Meet, 2002 during 8-10 February 2002 at Ahmedabad. Few major highlights of the Meet were to facilitate inward and outward technology transfer between Indian and International firms and organise business match making between companies in Gujarat and foreign/ domestic companies.

It was in line with this objective that EDI, under the banner of ENTRIXIE Project invited a delegation of 12 entrepreneurs from U.K., Germany and Austria.

During the one-to-one meetings the delegates met at least 33 Gujarat-based Entrepreneurs. Most Entrepreneurs from Gujarat were interested in Information Technology related ventures.

To ensure that the preliminary meetings get translated into actual tie-ups where by export promotion, investment promotion or some technology transfers take place, a regular follow up strategy was planned. The Delegates from Europe were requested to send a report on the entrepreneurs they met in India and the nature and type of collaborations that can be expected. Based on the feedback from both sides, it was subsequently decided in the ENTRIXIE Project Partners Meet that a reciprocal visit to Europe by an Indian Delegation of Entrepreneurs be planned.

EDI Facilitates Business Tie-ups Between Indian & European Entrepreneurs

EDI arranged to invite a delegation of 12 members representing UK, Austria and Germany for the Resurgent Gujarat Partnership Meet. The delegates from Europe included Entrepreneurs, Consultants, Representatives of Industry & Trade Associations and Training Institutions.

They were invited under the banner of Entrepreneurship Training and Information Exchange for Small Business in India and Europe (ENTRIXIE) Project. The ENTRIXIE Project has been co-financed by EDI and the European Commission.

Mr. Russel Goodill from Training 2000, Blackburn, UK; Mr. Anton Sabo from BFI, Linz, Austria; Mr. Guenter Plafky from DAA, Munich, Germany and Mr. Umesh Menon from EDI, Ahmedabad are the Project Directors of the representing countries.

The Project concentrates geographically on Blackburn in UK, Linz in Austria, Munich in Germany and Ahmedabad and Bangalore in India. The main objectives of ENTRIXIE Project are to improve reciprocal knowledge and understanding between SMEs in Europe and India, train the entrepreneurs in doing business in India and Europe and ensure collaborations among SMEs.

As an offshoot of the project, the entire SME sector in the partner regions stands to gain by way of

- ◆ Access to training materials,
- ◆ Access to information on opportunities and trade conditions,

Commissioner, Development and Humanitarian Aid, European Commission visits EDI



Mr. Poul Nielson, Commissioner (Minister Rank), Development and Humanitarian Aid in the European Commission (extreme right) visited EDI on February 1, 2002. Accompanying him was (on extreme left) Michel Caillouet, Ambassador and Head of the EU Delegation in India. Also seen in the picture is Dr. V. G. Patel, Vice President and Director, EDI (in the centre)




Dr. V. G. Patel, Vice President & Director, EDI explaining the activities of the Institute to Mr. Poul

- ◆ Networking by virtue of multiplier effects of the exchange programme.

The project is expected to lead to a wider understanding of conditions prevalent in the SME sector in the partner regions.

Letter of Acknowledgement



सत्यमेव जयते

INDUSTRIES COMMISSIONERATE
 Government of Gujarat
 Block No. 1, Udyog Bhawan, GH-4,
 Sector-11, Gandhinagar-382 017.

IEB/IC&CH/GM(IP-1)/Partmeet / 4179 14/03/2002

Dr. V G Patel
 Vice President & Director
 Entrepreneurship Development Institute of India
 Near Village Bhat, P O Bhat 382428
 Fax: 079 3969160

Dear Sir,

I take this opportunity to thank you for the efforts put in by EDI in mobilizing and organizing the visit of delegates to Resurgent Gujarat: Business Partnership Meet 2002.


I am happy to learn, they had good time discussing with the Gujarat based entrepreneurs and have found their visit to the event fruitful. Further, I am delighted to know that 15 to 20 tie ups may result out of interaction. We would request you to keep us informed about the developments in these regards.

As, the delegation also comprised of ENTRIXIE Project Directors from UK, Austria and Germany, which represented the business interest of the entrepreneurs of that region/country, this would significantly help in generating awareness about the potentials the State has to offer as an investment destination.

On behalf of Industries Department, Industries Commissionerate and iNDEXTb, I once again thank EDI and Mr. Umesh Menon, Project Director, for efforts put in without which this event would not have been a success!

Thanking you,

With regards,


 Hasmukh Adhia

Office : 91-79-3225827 /3225840 Fax : 91-79-3225828
 E-Mail : comind@ic.guj.nic.in

As a result of EDI's effort in the partnership meet 5 entrepreneurs are presently on a trip to Europe to explore possibilities of business tie-ups. These entrepreneurs are Mr. Amit Agrawal, Jindal Worldwide Ltd., Ahmedabad; Mr. Vaqar A. Khan, Anmol International, Ahmedabad; Ms. Shefali Kapoor, Vijay Software developers, Baroda; and Mr. Shafee A. Maniar, Maniar & Co., Ahmedabad

“You achieve only as you are determined to achieveand as you keep at it until you have achieved.”

Robert H. Lauer

Mr. Ash Verma, Chief Executive of Southall Regeneration Partnership Ltd., Mr. John Butler,

International Business Development, British Telecom and Mr. Peter Cowen from British

Telecom were invited by EDI under the ENTRIXIE Project to explore possibilities of promoting investments by Indian companies in southall, UK.

In a brief interview, the dignitaries presented their views on developing partnership relations with India, particularly Gujarat.

Q. Could you please throw some light on the advantages that you foresee from your visit.

Ans. Our visit will certainly help establish working partnership relations with people in Ahmedabad, Mumbai, Bangalore and Delhi. Through this effort we are also trying to create business opportunities for companies in India, particularly small and medium size enterprises. This is also a characteristic of West London economy. Our focus is also on developing some collaborative projects in the coming months and years so that the economy of Gujarat which has suffered disastrously in the earthquake, revived. Through our efforts, we also foresee a significant increase in job opportunities, we are looking forward to Indian companies establish their business operations in Europe. West London is a thriving industrial & economical area and this is quite a reason to set up operations here we are looking forward to knowledge exchange and some creative and collaborative projects.

Q Please comment on the Indian IT sector.

Ans. It would be wrong to presume that the IT industry in India lacks behind. In fact much of the software development for product in Europe & UK is actually undertaken here in India. I can also see Indian software development companies progressing fast and setting up operations in UK. Relevant skills and education in the area is also available in India. Besides, many Indian in UK have also progressed fast in the IT sector. Even in the recent Resurgent Gujarat Partnership Meet, the main focus was on IT we met some 20 - 30 entrepreneurs from the field and explored possibilities of business linkages.

Q How will Gujarat entrepreneurs benefit from the tie-ups and projects that we are talking about.

Ans. I can see two distinct advantages. First, we can establish partnership and services of information exchange so that viable business opportunities can be turned into mutually beneficial projects.

Secondly, we have access to a lot of companies and organisation that are willing to support investment in West London, so collaborations between such organisations and those in India is something we are positive about.

Why should there be an Entrepreneurial Approach to Fund Raising in the Third Sector? A Brief Note

Dr. Tara Nair
with support from

B.S. Hareesh and T. Navin, Students of EDI's Post Graduate Diploma in Management of NGOs (PGDMN)

The dramatic growth in the number of domestic and international NGOs in the 1990s has been attributed to the rise in donor funding available for NGO activity. It is a fact that there was a perceptible increase in the share of the bilateral assistance channelled to NGOs in the developing countries during this decade. For instance, OECD countries channelled 5 per cent of the aid from its member countries in the mid-1990s through NGOs as against 0.7 per cent in the mid-1970s. At the same time, the funding sources (especially Northern NGOs) have become fewer. While the flow of funds may have increased for NGOs in specific countries at particular time points (for instance, during disasters like the earthquake in Gujarat), the overall funding flow has been on the decline. It may be noted, for example, that overseas development assistance from OECD countries declined by about 5 per cent by 1992-93. The broad implication of this trend is that the Southern NGOs are faced with a situation, where obtaining time-specific and fixed-budget funding in the form of grants (whether directly, or, through government) is no longer an easy option.

How does this affect the third sector in the developing countries? How does the sector face up to this challenge? In this note we shall try to discuss these issues rather briefly.

On the negative side, first and foremost, the apparent drain in the international aid market may mean further worsening of the already acute problem of lack of resources. Even those donors who have started emphasising upon sustainability are yet to show any commitment to diversification of funding base and gradual reduction in NGO dependence on them. Under this situation, a sudden withdrawal of donor support may put many NGOs in dire distress. Given that local resource mobilisation is highly resource intensive, this may lead to many smaller NGOs getting off the development bandwagon mid-way. At least a few of them, if allowed to stay longer in the sector, could offer innovative solutions to several ills of the development process.

On the positive side, such a crisis may drive NGOs towards devising creative fund resourcing strategies which may stand them in good stead in the long run. One such strategy is local resource mobilisation. We need to appreciate that the Northern NGOs, when they started working for social issues - be it human rights, slavery abolition, child welfare or women's rights - did not have access to foreign funds. They had to rely on building awareness in society about the problems they had

identified and building up financial assets by seeking contributions from well-wishers. In contrast, Southern NGOs, who, right from their birth, have been nurtured by foreign funds developed an unhealthy dependence on international donor agencies. When resources were readily available donors were happy to allow dependence to set in so that they could remain indispensable in the development process. As a result of all these, the NGOs in the developing countries have been spending enormous amounts of time and energy in just attracting foreign funders. Many of them viewed donors and their representatives as 'task masters' and themselves as implementers whose basic responsibility was to continue churning out results to justify investments and continued funding. Paradoxically, in spite of successful implementation of projects, the local NGO, more often than not, found itself in the same financial position as before, necessitating another round of negotiations with the same or a different funder. In short, the strategic vision of most of donor-financed NGOs could not span beyond attending to the immediate transaction needs and never included a relationship perspective.

It is in this context that the NGOs in the developing countries are being urged to reflect on their actual and potential roles and to recognise the importance of achieving long term sustainability like any other entrepreneurial organisation. This means that the third sector organisations have to ensure that they are in a position to sustain the programmes and services they develop, especially, with respect to their access to a wide range of financial and non-financial resources. Any NGO with a vision to make lasting impact in the social sphere should develop strategies to mobilise resources from alternative sources. Such resources may include individual donations, funds from domestic government departments and agencies, contribution from business and corporate bodies, philanthropic organisations and NGOs' own income generation activities. For instance, though altruism is considered as one of the basic motivations for giving, gifts and donations from individuals is a largely untapped source of funding in India. Notably, the findings of the study done by the Asia-Pacific Philanthropy Consortium in Bangladesh, India, Indonesia, Nepal, Pakistan and the Philippines have shown that the "market for giving" in these Asian countries is substantial. But, it is important that NGOs who intend to tap this potential market segment builds up a campaign and make their appeals for assistance as part of a tightly disciplined programme.

Another largely ignored fund-raising strategy relates to mobilising grants to create endowments. Endowments can be used to establish grant-making foundations at the national or community levels. Such foundations can accept donations in a variety of forms like cash, securities, insurance, real estate and personal property. These could then be invested and the earnings distributed in the form of grants to the needy smaller organisations. (See Exhibit I) In short, a prudent and well planned fund raising strategy that combines international and domestic sources would

help local NGOs reduce their dependence on foreign funds and enjoy more flexibility in pursuing their own development agenda, apart from diversifying of funding resource base. In other words, they can become mission-oriented rather than money-oriented and can get the organisational structure and practices shaped by local culture and context rather than the needs of the donors. Most importantly, this would make them more accountable to the people.

Exhibit I

Major Sources of Local Resource Mobilisation

Source	Type of Resource	Implications
Corporates	Financial Non-financial	Project-specific support for short term
Philanthropy	Financial Non-financial (including volunteering)	Closer networking and well organised campaigns for mobilising resources; effective when used in combination with other sources
Target Community Contribution	Monetary Effort	Ownership of processes borne by the community; primacy of long-term sustainability of the organisation
NGO enterprise	Surplus generated	Primacy of long-term sustainability of the organisation
Foundations	Return on invested funds	Primacy of long-term sustainability of organisations; smaller GROs and CBOs gain out of networking; assured flow of income

CONFERENCE ON CURRENT TRENDS IN ENTREPRENEURSHIP RESEARCH

DECEMBER 11-13, 2002

Papers are being solicited for the 5th Biennial Conference on 'Current Trends in Entrepreneurship Research' organised by the Institute. The Conference is envisaged as a forum to bring together researchers working on various aspects of entrepreneurship theory and practice. A Special session is planned this year on

"Repositioning the EDP Approach in the Current Context : Issues in Structure and Methodology"

The deadline for submitting papers is 31st August. EDI is planning to publish an edited volume containing selected papers.

Papers and abstracts should be sent to :

Dr. Tara Nair



Entrepreneurship Development Institute of India

Ahmedabad

The Institute will provide local hospitality, including accomodation. Limited travel support can be made available to scholars who cannot otherwise participate. For more information, visit our website : <http://www.ediindia.org>

PROMOTION OF MICRO ENTERPRISE AND MICRO FINANCE

Micro Enterprise & Micro Finance Strategy : Salves to Poverty and Unemployment

24 participants from 12 countries, across the world, viz. Ghana, Uganda, South Africa, Lesotho, Mozambique, Zimbabwe, Seychelles, Mauritius, Maldives, Vietnam, Bulgaria and Bolivia, attended the training programme on 'Managing Micro Enterprise and Micro Finance Development'. The programme was sponsored by Indian Technical & Economic Co-operation, Ministry of External Affairs, Govt. of India.

In the recent times, Non-Government Organisations have expanded the range of their activities to encompass various socio-economic issues; unemployment and poverty being the prime ones. NGOs, through a variety of activities for the grassroots have successfully targeted

economic growth and have initiated a whole gamut of developmental activities.

Approaches that have been proved to play a predominant role in addressing the issues of poverty and unemployment in rural areas are - Micro Enterprise and Micro Finance Development Strategies.

A number of NGOs are now getting involved in both these developmental initiatives. However, where on one hand, NGOs are beset with the art of introducing innovation in their programmes and services when it comes to implementing these strategies, on the other hand, they are clouded with some constraints that restrict the impact of these interventions. This calls for the need to develop capacities of professionals from developmental agencies to enable them to manage these critical initiatives.

In the light of this need, the curriculum of this programme was designed in a way to build managerial capacity of functionaries to enable them to acquire and develop management skills, review current developments and adopt strategies to successfully implement the twin initiatives.

Besides classroom lectures-cum-discussions and field visits, the training approach, also incorporated Adult Learning Principles/Experiential Learning. Perspectives on Management of Micro Finance Delivery System, Self-Help Group Promotion Approach, Entrepreneurship Development Process, Achievement Motivation Training and Competency Development were shared.

In view of the changing rural scenario and the attitudes and preferences of the rural populace, the participants were brought closer to the ways and techniques of application of Micro Finance and Micro Enterprise Development Strategies, specifically to rural situations and local contexts.

An important element of the programme was presentations by participants on his / her country with focus on the status of the country in the field of micro enterprise and micro finance development. During these presentations many crucial issues came to the fore and it was discussed as to how these countries could benefit from the Indian experiences in the field of micro-enterprise and micro-finance development.

Field visits to micro-enterprises, self help groups, micro



Participants of the programme seen during a classroom session



A participant receiving certificate for successful completion of the course from Mr. Emmanuel Barwa, Joint Secretary (TC), Ministry of External Affairs, Govt. of India. Mr. Barwa urged the participants to examine distinctly the various facets of Micro Enterprise culture and introduce innovative measures that lead to economic growth of developing countries.

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NGO Functionaries Adopt the Role of Development Consultants

Non-Government Organisations have come to play an increasingly significant role on the developmental front. Successful implementation of socio-economic development activities at the grassroots have imparted the NGOs an understanding on the ways to exploit rural resources and induce in the rural populace the desire to set up own business.

However, for maximum impact, it is necessary that NGO functionaries further develop specialised knowledge necessary to design and implement result-yielding economic activities.

In order to strengthen the capabilities of NGOs and provide them with professional support in the areas of income generation activities and development of rural industries, EDI conducted a SIDBI sponsored programme titled "Certificate Course to Develop Rural & Small Business Consultants", during December 3, 2001 - February 22, 2002.

This programme had 25 participants selected (out of 60) by conducting behavioural tests. The 25 participants

represented 12 states of the country, viz. Manipur, Uttaranchal, Tamil Nadu, Meghalaya, Maharashtra, Bihar, Gujarat, Jammu & Kashmir, Karnataka, Chattisgarh, Assam and Rajasthan.

Through this programme the Institute aimed at creating first ever cadre of Development Consultants and equipping them with skills that are critical for the functioning of NGOs and the execution of income generation and economic development programmes. The trained consultants are expected to provide necessary professional advice and support in various areas of business management so that an upsurge in the economic development process is ensured. Their services will also lead to development of rural and small industries and clusters, streamline the operations of NGOs, assist donor agencies with regard to assessing capabilities of NGOs and help them carry out project monitoring and evaluation. Individual entrepreneurs will also benefit by way of business counselling.

The Chief Guest for the inauguration of the programme was Shri Harsh Kaul, General Manager, SIDBI. Shri Kaul expressed happiness over the initiation of this first-of-its kind course and urged the participants to acquire necessary expertise so that they can contribute substantially to their organisations (i.e. NGOs) and also help entrepreneurs by expert advice & counselling. He asked the participants to adopt the role of a knowledge provider so that the entrepreneurs benefit and hoped that this would bring about development of rural small-scale sector in the country. Stating the need to strengthen the Small Industry Sector Base in the country, Shri Kaul, said that this course was in this very direction and will tremendously benefit the small-scale sector as well as the developmental sector.

The participants also got an opportunity to interact with Ms. Madhura M. Chatrapathy, a well-known social worker and an entrepreneur from Bangalore who was the chief guest for the valedictory function.

Addressing the participants, Ms. Madhura Chatrapathy said that they would be playing the role of facilitators and urged them to look for opportunities beyond just the local level & resource. She added that the training imparted to participants had a balance of academics and practical application and so this should be put to experimentation as much as possible. She also added that human resource should be first focussed upon and put to best use. Ms. Chatrapathy also welcomed the idea of a Refresher Course, subsequent to this programme (perhaps a month after it) so that a lot of experience sharing could take place besides fine tuning knowledge and experiences of trained participants. Ms. Chatrapathy concluded by once again

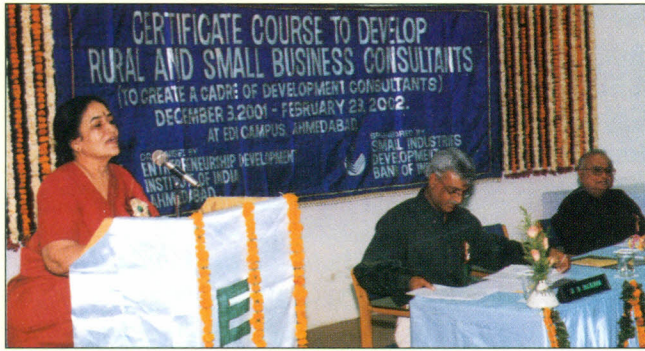


Shri Harsh Kaul, General Manager, SIDBI was the Chief Guest for the inaugural function. Shri Kaul voiced the need to strengthen the small industry sector base in the country and urged the participants to take on this role. Also seen on the dais are (L-R) Dr. V. G. Patel, Vice President & Director, EDI and Mr. S. B. Sareen, Programme Director



Participants seen during the valedictory function

asking the participants to adopt the role of entrepreneurial facilitators.



Ms. Madhura Chatrapathy, a well known social worker & an entrepreneur from Bangalore and Director, Asian Centre for Entrepreneurial Initiatives (ASCENT) was the Chief Guest for the valedictory function. Also seen on the dais are (R-L) Dr. V. G. Patel, Vice President & Director, EDI and Mr. S. B. Sareen, Programme Director.

Ms. Chatrapathy, in her address, quoted incidents to drive home the fact, that the trained consultants could induce significant changes if they looked for opportunities beyond just the local level and resource.

Expressing his views on the programme, Dr. V.G. Patel, Vice-President & Director, EDI appreciated SIDBI for sponsoring this programme and showing concern and commitment towards rural development. Dr. Patel highlighted the problems of rural poverty, urban poverty and unemployment, adding that an answer should urgently be found to create income generation activities. He said that it is in this context that this cadre is important and equally important is the course as it focuses on some essential aspects such as; 'how to organise micro & rural development programmes'; 'how to organise entrepreneurship development programmes for urban areas' and 'how to help existing entrepreneurs succeed in this extremely competitive business scenario'.

Dr. Patel advised the participants to offer quality, result-oriented services so that the urban and rural poor could benefit greatly.

The programme Director, Mr. S.B. Sareen expressed his happiness over the success of the programme. He said that this was another great step by EDI towards ensuring capacity building of NGOs as also effective execution of income generation activities.

Marketing Mechanism : A Determinant of Sustainability of Rural Enterprises

'Access to Markets' is one of the keys to retaining competitive edge in business. However, most firms aiming at higher levels of performance mainly focus on upgrading manufacturing practices and ignore certain other critical determinants of growth. Although improved manufacturing practices and technology are important, to draw sustainable advantages from these efforts, it is

equally significant to understand the realities of changing markets and devise appropriate marketing strategies. Due to lack of exposure and knowledge, some rural manufacturers find the problem particularly grave. NGOs that help set up enterprises in rural areas also find 'marketing' an impediment to success of these enterprises. A cadre of NGO professionals trained in marketing of rural products could significantly ensure improvement in an organization's competence and competitiveness.

Knowledge and skills in marketing products / services, can generate rewarding and impact-making opportunities for a manufacturer.

EDI, therefore, organized a "Training Programme on Rural Marketing for NGOs" during 18 - 23, February, 2002. The programme was sponsored by National Bank for Agriculture and Rural Development.

Of the 48 nominations received, 29 NGO functionaries were selected for participation. They represented 14 states of the country, viz. Assam, Uttaranchal, Tamil Nadu, Maharashtra, Gujarat, Karnataka, Uttar Pradesh, Rajasthan, Kerala, Andhra Pradesh, Haryana, West Bengal, Orissa and Jammu & Kashmir.

The training programme focussed on imparting learning on aspects such as market research and analysis, understanding consumer behaviour, market survey,



Shri Sukhbir Singh, CGM, NABARD, Ahmedabad (in the centre) was the Chief Guest for the valedictory function of the programme. Shri Singh's address brought forth as to how expertise in rural marketing can prove to be a major contributor in creating and fostering entrepreneurial processes within a unit in a rural setting.

Also seen are (R-L) Mr. Rohit Gandhi, Distinguished Visiting Faculty, EDI and Mr. Sanjay Pal, the Programme Director.

market segmentation, pricing and distribution, innovative rural marketing strategies, concepts of marketing management and rural marketing, knowledge on various promotional strategies in rural marketing, etc. Information on establishing market linkages was also

focused upon.

The training methodology was a judicious blend of classroom lectures, group discussions, case studies, audio-visual presentations and field visits.

All participants also prepared an elaborate implementation plan at the end of the programme. They expressed confidence in areas such as product development, quality control, pricing & distribution policy, packaging and product promotion. The participants also opined that the course had given them an opportunity to explore new avenues and had brought them at a level where they possessed complete understanding on rural marketing, effective retailing, and designing of promotional strategies. The Course Director, Mr. Sanjay Pal said that the participants now knew as to how to design marketing strategies that work best in a particular context and were now in a position to extend marketing support to rural manufacturers.



A participant of the programme expressing his views.

A glimpse into the implementation plan of some participants

At the end of the programme each participant prepared an implementation plan. This is how some of them perceived their roles as marketing experts.

"I will start a complete marketing support unit which will take care of aspects such as; product quality, design, packaging, branding and quality control. Besides supervising these aspects, I will design product specific strategies for marketing"

- Mr. Dibya Jyoti Pattanaik
People's Forum
Centre for Research, Development and Documentation
Bhubaneswar

"I have received valuable inputs on important principles of marketing and I would like to use my knowledge in identifying potential buyers and markets. 'How to compete in the market' would also remain my area of concern. I choose to divide the activities to be taken up, in 2 sections. These are as follows".

Activities to be undertaken within 1-6 months	Activities to be undertaken within a year
Better designing of the product	Networking with other organisations
Market survey	Participating in exhibitions
Setting up a marketing outlet	Training other staff members in marketing rural products
Initiating the process of establishing market linkages	Deciding pricing strategy
Taking care of branding & packaging	Organising more display of products
Maintaining quality of the product	Upgrading skills of producers
Resorting to promotion and publicity of rural products	Establishing a monitoring and evaluation system
Exploring possibilities of export marketing	Establishing market linkages
Taking care of design development	Marketing in an organised manner

- Ms. Shrekha Shinde
Jankidevi Bajaj Gram Vikas Sanstha
Pune

PROGRAMMES FOR PERFORMANCE IMPROVEMENT OF EXISTING ENTREPRENEURS

Review-cum-Management Consultancy Assignment For CIPET

A review-cum-management consultancy assignment was pursued by EDI for the Central Institute of Plastic Engineering and Technology(CIPET). The assignment was sponsored by CIPET,Corporate, headquartered at Chennai. The assignment involved plastic industry structural analysis, activity analysis : costs and pricing of various services offered, manpower utilisation and an analysis of performance and potential of the institution. The assignment had its genesis on the perceived need for peer review by CIPET and was in accordance with the requirements of the Expenditure Reform Commission of the Government of India. The study revealed that, broadly, scope for self sufficiency orientation of the institution in terms of meeting revenue expenditures has potential to remain sustained and that manpower utilisation is optimal given potential. The analysis revealed the need for greater 'autonomy' orientation of the Institution with regard to performance appraisal of

manpower, scope for great enhancement of revenue incomes by marginal cost pricing of services etc. EDI has also identified the need for, and modes by which CIPET could serve as an apex institution for plastic and allied industries in the Indian sub-continent. Interventions amongst SMEs in the sector, synergisation of roles of support institution and industrial associations and research (market/competitor) for industry is warranted.

The strengths of CIPET as also industry needs warrant infrastructure and equipment upgradation on a sustained and regular basis. Government support to meet depreciation charges of CIPET in future viz. about Rs. 4 Crores/year currently was evident. Smaller and Medium Enterprises(SMEs) that are largely dependent on CIPET for skilled managerial and supervisory manpower as well as for technical services can scant afford to invest on this front.

Revitalisation and Cost Management Programme for Corporates

This is a unique programme funded by the Coir Board. The objective of the programme has been largely to demonstrate options for cost reduction in the coir industry.

Good results have been witnessed in terms of :

Aspects of professionalism in management including Systems etc. for about 25 coir entrepreneurs being pursued through Coir Board officials. They have been groomed to serve as business counsellors. Counseling requirements in terms of systems may vary depending on size and nature of operations. On a demonstration basis, one unit is implementing all necessary systems for efficient management and cost reduction through better inventory and cash planning.

Other than 2 consortiums for export and 2 manufacturers' consortiums, one more consortium company "Natural Fibre Raw Material Consortium Pvt. Ltd." has been established. The size(working capital for operation) of this consortium which is effectively to serve as a raw material bank is Rs. 6 lakhs. Equity base is 50% and 50% is contribution expected from Coir Board/UNDP and Market Development Assistance(MDA) Scheme of Ministry of Commerce, (GoI). This being a demonstration project implemented for the first time in the sector involving about

30 members (Small Scale Manufacturers and Exporters), the project has merited Coir Board/UNDP support for the concept. An 8% service charge payable for advisory services to Coir Board will ensure that the grant is effectively recouped with a 12 ½ year period. Cash and bulk purchase of raw material through this demonstration initiative will highlight this option to reduce costs.

Manufacturers are, therefore, integrating backward as to directly purchase raw material. Avoiding working on job work basis and buying raw material on credit are means to increase margins and reduce costs.

In order to increase margins and to also serve as a hedge to fall in export orders, manufacturing consortiums (2 Nos.) are participating together in local fairs in India targeting the domestic market. Joint participation would help reduce relevant costs on per unit basis. This will also help them cut out 'middlemen costs'.

An integrated project is to be established by consortiums of exporters and manufacturers separately under ideal financing schemes as to reduce operational costs as also relevant financial costs.

The manufacturer consortiums plan to set up project for

raw material purchase separately upon implementation of raw material bank above. This will further help reduce costs for units in consortiums. The implementation of a raw material bank alone will give greater credibility while approaching regular financial and development institutions. Manufacturers are also registering with NSIC to better access government purchase requirements of coir products all over India. This will cut out 'middlemen costs'. Project profile development for value added products and a 'training manual' for coir entrepreneurs is under preparation by EDI.

Cost reduction through efficient IT use in marketing, common website development and cost reduction on an enterprise basis through common participation in international trade fairs in India (Bombay) and abroad (Germany) has been already demonstrated. This UNDP and Coir Board support project could serve as a demonstration project for artisanal clusters throughout India. Consortiums or Self Help Groups of tiny and small coir manufacturers is expected to replace the current 'Co-operative-Society-Raj' (with concomitant high labour costs and high Government budgetary implications) making industry progressively efficient.

Cluster Development Agents' Programme : Follow-up of Implementation Phase

The implementation phase of the Second Cluster Development Agent (CDA) training programme that concluded in January 2002 is in progress. EDI, with UNIDO, Cluster Development Programme, India is on the verge of completing a training manual for Cluster Development Agents. Initial initiatives of trust building, group formation of SMEs to commonly resolve business

problems are all in progress in industrial and artisanal clusters in the sub-continent. About 35 participants representing State Governments and industrial development institutions are working in about 35 different clusters in India and Pakistan. The follow up phase of programme implementation is scheduled till June 2002.

National Entrepreneur Trainer-Motivators' Awards Presented at EDI



Prof. Manubhai Shah, Managing Trustee, Consumer Education & Research Centre presenting ETM awards to Shaikh Gaffar Razzak, Mr. Abhiram Dabir, Dr. Arun Kuksal & Shri Shakti Nandan Mishra

The National ETM awards were instituted by EDI in the year 1991 to recognise the contribution made by trainer-motivators in the field of entrepreneurship. The awards are given once in two years to two outstanding entrepreneur trainer-motivators.

This year, however, the committee unanimously decided to award two special prizes also besides the first and the second ones.

1st award winner - Shaikh Gaffar Razzak of Maharashtra Centre for Entrepreneurship Development, Aurangabad won Rs. 21,000/- cash, a citation and a trophy as the 1st prize. Shri Gaffar has conducted 24 EDPs and a number

of short term other programmes in his career of 15 years as an ETM. Out of 454 entrepreneurs trained by him, 328 have already started their industrial ventures.

2nd award winner - Mr. Abhiram Dabir of Maharashtra Centre for Entrepreneurship Development, Aurangabad won Rs. 15000/- cash, a citation and a trophy. As of now Shri Dabir has conducted 20 EDPs thus training 509 entrepreneurs out of which 322 have already set up their enterprises.

Special award winner - Dr. Arun Kuksal of Institute of Entrepreneurship Development, U.P. won Rs. 5,000/-

Continued on page 16

STRATEGIC INTERNATIONAL PROGRAMMES

Honing Expertise of Women Entrepreneur Trainer-Motivators (ETMs)

Entrepreneurs, it is believed, have some inherent creative talents, skills and traits. Where on one hand this is true, evidences also suggest that entrepreneurs can be created by well-designed training interventions. Entrepreneurship Development Programmes, conducted by a cadre of Entrepreneur Trainer-Motivators is a proven approach towards creation of well-planned, sustainable business enterprises.

However, as the phenomenon of rapid changes across the world has become the order of the day, the ETMs also need to maintain and expand the boundaries of their knowledge, thus keeping pace with emerging business opportunities and the changing business practices. Particularly so, when it comes to draw forth entrepreneurial responses from women, the task of an ETM becomes yet more challenging, and advanced level of expertise on the part of women ETMs becomes indispensable.

EDI, during March 4 - 29, 2002, conducted a Capacity Building Programme for Women Entrepreneur Trainer-Motivators & Business Counsellors of Asia and Pacific

Regions. The programme was attended by 18 ETMs from 6 developing countries such as Brunei, Tonga, Sri Lanka, Bangladesh, Malaysia and Maldives. The programme was sponsored by the Management & Training Services Division (MTSD) of Commonwealth Secretariat, London, U.K.

The focus of the programme was on developing a cadre of hard core professionals for working towards promotion of economic activities among women in the Asia and Pacific Regions. The participants were equipped with new tools and techniques to lead women to New Enterprise Creation and also, by their efforts, intensify the efforts of policy makers and planners towards economic development of women.

As an outcome of the programme's emphasis on practical training, by the end of the programme, all participants were ready with their action plans. Classroom lectures-cum-discussions, field visits, interactions, simulation exercises, achievement motivation training were some of the highlights of the training methodology. Well planned course curriculum aimed at sharpening skills of participants in the areas of extending support to potential women entrepreneurs in establishing their new enterprises; developing skills to counsel small business women entrepreneurs; honing expertise to promote partnership among women entrepreneurs of Commonwealth through networking and influencing policies related to New Enterprise Creation and Women Entrepreneurship Development.

Mr. S.B. Sareen, the Programme Director felt that "rapid Changes on the business scene demand ETMs to become more familiar with new approaches, trends and opportunities. He said he was happy that the programme had achieved its objectives and that the participants were so confident about adding pace to the process of economic development of women.

Feedback of a participant of an international programme for ETMs

C/o Zambia Institute of Management
P.O box 31735
Lusaka

The High Commissioner
High Commission of India
P.O. Box 32111
Lusaka

Attn : Mr. M Subashini - Counsellor (P&I)

Dear Sir

COMPLETION OF STUDIES : "NEW ENTERPRISE CREATION TRAINING PROGRAMME FOR DEVELOPING COUNTRIES" (ITEC/SCAAP SCHOLARSHIP)

I am pleased to inform you that I have successfully completed the New Enterprise Creation Training Programme for which I was sponsored under the Indian Technical and Economic Co-operation Programme (ITEC). The programme was held at the Entrepreneurship Development Institute of India.

I would like to thank the Indian High Commission most sincerely for the opportunity you accorded to me. I found the programme to be highly beneficial not only to me but also to my employer, Zambia Institute of Management (ZAMIM) and Zambia at large. The programme exposed me to the comprehensive entrepreneurship development process and has equipped me with the relevant tools to effectively co-ordinate/organise entrepreneurship development related activities in my Institute.

The Entrepreneurship Development Institute of India is indeed the national resource centre in entrepreneurship training, education and research in the sense that I found the Institute to be most conducive for entrepreneurship development. The facilities are to international standards and the resource persons were up to the mark. I would recommend anyone to go and study there.

Once again, thank you for the opportunity.

Yours sincerely


Joshua Milinga

Cc Director (ZAMIM)



Participants of the programme seen with Dr. V. G. Patel, Vice President & Director, EDI and Mr. S. B. Sareen, Programme Director

Action plans developed by some participants :

RAMLI RAYA from Malaysian Entrepreneurship Development Centre, Malaysia.

Today, I see myself as a key facilitator of Women Entrepreneurship Development Training, expert in project planning and project implementation. I am now confident enough to take entire responsibility of Women EDPs conducted by my organisation. My first step back home will be to take up a research on factors that inhibit women from taking to entrepreneurship. Subsequently, I will address these hindering factors through seminars and workshops and try to create as much awareness as possible.

Designing a curriculum that suits local conditions and opportunities with which women can easily relate to, will follow this. I will try to conduct atleast 6 Women Entrepreneurship Development Programmes every year.

AHMED SHUKRY HUSSAIN, Ministry of Atolls Administration, Bangladesh

The knowledge that I have gained and the experience that I have obtained would certainly increase my performance in running training workshops and courses on entrepreneurship development and, in particular, on small business.

I plan to take up activities that aim at bringing women into the economic mainstream but in initiating these, I see certain immediate problems, such as -- lack of interest in women, lack of resources/ equipment, etc. and unavailability of proper accommodation for participants. My first step would, therefore, be to address these issues by approaching policy makers, decision making authorities and influential people. My next step would be to conduct short duration programmes addressing women potential entrepreneurs. This will help create awareness and acceptability for Entrepreneurship Development Programmes for Women. I also plan to involve women entrepreneurs so that they become role models for potential women entrepreneurs and also counsel them to adopt entrepreneurship as a career.

Strengthening Project Evaluation Skills

Letter of Acknowledgement

Ministry of Trade and Industry
P.O.Box 914, Rundu, Namibia
Tel : 066-255916 Ext. 23
Fax : 066-255351
February 26, 2002

H.E. S.N. Srinivazan
First Secretary and Head of Chanery
High Commission of India,
P.O. Box 1209, Windhoek, Namibia
Excellency

I have the honour to acknowledge and appreciate the Government of India for sponsoring my training course on "Industrial Project Preparation & Appraisal and Financial & Economic Analysis of Industrial and Infrastructure Projects through UNIDO's Software Viz, Comfar-III Expert" conducted by Entrepreneurship Development Institute of India (EDII), Ahmedabad (Gujarat State), India which I attended from January 07 to February 15, 2002 under the Government of India's Special Common Wealth African Assistance Plan (SCAAP)/ Indian Technical and Economic Co-operation (ITEC) Programme.

I am happy to inform your Excellency that my training course in India was fruitful, successful and enjoyable. I would like to see my other country men and women been send to this excellent Institute (EDII) which has got well qualified and experienced faculty members especially on entrepreneurship point of view. I have learnt a lot from this institute and hope that all skills and knowledge gained would be put on use. India is a good, friendly and a well enterprise nation.

Through your Excellency, I would like to thank all the faculty members of EDII especially those who were involved in training me through our Training Programme Director, Umesh Menon. Such training programme should be intensified and encouraged in our country for the growth and expansion of our economy.

Thanks once again for offering me a scholarship to attend this training course in India and hope that I will not be forgotten in the near future to attend other training programme in India to enhance my knowledge capacity and skills.

I have indeed arrived back safely to Namibia on the 17th of February 2002 in Windhoek and arrived in Rundu on the 20th of February 2002 morning time.

I wish you all the best and good stay in the Republic of Namibia.

P.S.Sindimba
Economics and Head of MTI
Rundu Regional Office

Opening up of the world economy and removal of trade barriers have made it indispensable for countries to adopt and promote a culture of sustained improvement so that they attain global competitiveness. A strategic approach to economic advancement, primarily involves a systematic approach to identification of business opportunities, formulation of industrial project preparation and their appraisal. UNIDO studies bring out that lack of appropriate skills in this area is a major constraint in the development of a country. The situation is more grave in the developing country context. In response to this need, the Institute organised an ITEC sponsored training programme titled 'Industrial Project Preparation and Appraisal'.

Officials from development financial institutions, commercial banks, private and para-statal project consultancy organisations and government institutions engaged in 'Industrial Project Preparation and Appraisal' attended the programme. The countries represented were Republic of Namibia, Mozambique, Nepal, Syria and Vietnam.

The participants got an understanding on the knowledge and skills required for the purpose of evaluating the project and the entrepreneur. They also acquired understanding on evaluating projects, considering

various facets like Marketing Analysis, Technical Analysis, Financial Analysis, National Cost Benefit Analysis and Entrepreneur Assessment Techniques.

The sessions throughout the programme were interactive, live and promoted experience-sharing. Country Presentation by participants were also well received. Educational video films and discussions of real life case studies also imparted practical experience on project preparations, appraisals and entrepreneur assessments. Study tours to institutes, banks, development financial institutions, industry associations and NGOs provided a great learning opportunity to all.

According to the Project Director, Mr. Umesh Menon, "the participants were given exposure on marketing, production, environment, financial analysis of industrial projects and they are now certainly in a position to assess investment projects more accurately.

Some highlights of the Study Tour

During Study tours to Mysore and Bangalore, the participants got an indepth insight into the workings of several successful Banks. Detailed interactions were also organised with Bankers of financial institutions such as; Kaveri Gramin Bank - Mysore, Canara Bank - Bangalore

Continued on page 19

National Entrepreneur Trainer Motivators' Awards Presented at EDI

Continued from page 13

cash and a citation as the special award. He has trained and developed 228 entrepreneurs. 81 of these have started their industrial ventures.

Special award sinner - Shri Shakti Nandan Mishra, Asst. Director, CSTRI, Guwahati won Rs. 5000 cash and a citation as the special award. Out of 116 entrepreneurs trained by him, 65 have already set up their entrepreneurial ventures.

National Convention of ETMs, which was also inaugurated on this occasion by Prof. Manubhai Shah, Managing Trustee, Consumer Education & Research Centre had 80 delegates, representing various Entrepreneurship Development Institutions. from around 20 states across the country. Besides, Chief Executives of state level Entrepreneurship Development Institutions also participated. The main objective of this biennial convention is to provide a common platform for interactions to field trainers and ED professionals so that they share their varied and rich experiences and draw valuable conclusions. The convention also exposed the participants to the changing socio-economic scenario

and their role therein. By the end of it, the participants evolved a long-term plan for the growth and success of entrepreneurship development related activities on a sustainable basis.

The delegates deliberated on some of the major themes in the area of Entrepreneurship such as; Revitalisation and Rehabilitation of SMEs; Cluster Oriented Initiatives as a Solution to Industrial Decline; Changing Profile of Entrepreneurs and Evolving Role of ETMs; Entrepreneurship in Education and ETMs : Problems, Issues and Workable Solutions thereof. Some of the critical factors that were focused in the discussions were innovative management strategy required for survival and growth of SSIs; changing market trends, quality consciousness and need to expand boundaries of business to international markets. Cluster approach was also an area which was discussed under a broader context of growth and success of SMEs. All participants also agreed to the point that the success of EDPs is largely contingent upon updated information and skills of ETMs in view of the fast changing market economy. Further in order that maximum number of entrepreneurs benefit from this enhanced knowledge and approach, it was decided that ED organizations conduct more number of full-fledged ED programmes.

In the concluding address, Dr. V.G. Patel, Vice-President & Director, EDI, emphasised on conducting more fee-based ED related activities on account of limited availability of funds. He highlighted how people shy away from paying large sums of money for participating in an ED related activity whereas they happily part with this money for a professional course. This mindset, he said, needs to be changed and the fact that with proper training and guidance, any person, irrespective of structural aspects, can become an entrepreneur, should be driven home. The most important requirement cited by him was "success" of the programme which he added could only be rated in terms of number of enterprises set up. For this, he urged the trainers to update their knowledge and develop a well designed teaching material.



Prof. Manubhai Shah inaugurating the National Convention of ETMs

International Seminars and Conferences

1. How to Become a Better Business Adviser (June 24 - July 5, 2002)

For further details please contact :
International Training Centre of the ILO
Small and Medium-sized Enterprise Development
Programme
Viale Maestri del Lavoro 10
10127 Turin, Italy
Phone : 00 39 011 6936 776/ 6936 665/ 6936 111
Fax : 00 39 011 6936 589 or 6638 842
Telex : 221449 CENTRN-I
E-mail : SME@itcilo.it Website : <http://www.itcilo.it>

2. Global Business and Technology Association Meeting Beyond the Boundaries :

Challenges of Leadership, Innovation, Integration
and Technology (June 25 - 29, 2002)
For further details please contact :
Nejdet Delener, Ph.D. Associate Dean for Academic
Affairs,
Tobin College of Business St. John's University, New
York City
8000 Utopia Parkway, Jamaica, New York 11439
Phone : (718) 990-6764 Fax : (718) 990-5966

3. 8th Annual Micro Finance Training Programme (July 15 - August 2, 2002)

For further details please contact :
Microfinance Training Programme (MFT)
Naropa University
2130, Arapahoe Avenue, Boulder, CO 80302, USA
Phone : +1 303 245 4805 Fax : +1 303 245 4919 or
E-mail : NFT@Naropa.edu/mft. Alternatively visit their
website at : www.naropa.edu/mft.

4. Monitoring and Evaluating Developmental Activities (August 5 - 30, 2002)

For further details please contact :
The Training Office, Overseas Development Group
UEA, Norwich. NR4 7TJ. UK
Fax : +44 (0) 1603 505262
e-mail : odg.train@uea.ac.uk or visit
website at : www.odg.uea.ac.uk

5. Gender Mainstreaming : Practical Skills and Critical Analysis (August 5 -30, 2002)

For further details please contact :
University of East Anglia, Norwich, UK

6. 32nd Entrepreneurship, Innovation and Small Business Conference (formerly ESBS Seminar) (September 8 - 10, 2002)

For further details please contact :
Isbelle Riviere, Ceram Sophia Antipolis, France
Phone : 33-4-93-95-45-14 Fax : 33-4-93-95-44-29
Website : www.ceram.edu/eisb

7. Policies and Strategies for SME Development : How to Design Programmes to Improve the Enabling Environment for SMEs (November 4 - 15, 2002)

For further details please contact :
International Training Centre of the ILO
Enterprise Development Programme
Viale Maestri del Lavoro 10
10127 Turin, Italy
Phone : 00 39 011 6936 776/ 6936 665/ 6936 111
Fax : 00 39 011 6936 589 or 6638 842
Telex : 221449 CENTRN-I
E-mail : SME@itcilo.it Website : <http://www.itcilo.it>

Micro Enterprise & Micro Finance Strategy : Salves to Poverty and Unemployment

Continued from page 8

finance institutions and apex financial institutions gave first hand information and exposure to participants. Interactions with practitioners from micro finance institutions further strengthened their learning.

Dr. Naresh Singh, Programme Director, expressed happiness over the fact that each participant had prepared a strategy for implementing new programmes & projects on micro enterprise & micro finance development. The participants, in their feedback,

appreciated the inputs given to them and stated that curriculum was a good combination of practical & theoretical training, giving an in-depth insight into various practices and techniques.

This was the 14th International Training Programme on 'Managing Micro-Enterprise and Micro-Finance Development'. In all, 165 participants have been trained in these 14 programmes. This year during the curriculum analysis exercise, two new inputs were added - Credit Participatory Rural Appraisal and Credit Ratings of Micro Finance Institutions.

2nd Convention of Diploma in Business Entrepreneurship and Management (An Open Learning Programme)



Mr. B. P. Murali, Chief Faculty, EDI, addressing the learners and invited guests during the inauguration of the one-day Convention of the Institute's Open Learning Course on Diploma in Business Entrepreneurship and Management. The Convention provided the learners a platform for meaningful and impact-oriented interactions. Apart from deliberations and discussions on the problems and issues faced by the learners, lectures were also organised on 'Opportunities in Upcoming Areas' and 'Effective Project Implementation'. Experience sharing by successful learners was also much appreciated.



This course is supported by Friedrich-Naumann-Stiftung (FNSt), a foundation of international repute from Germany and National Science and Technology Entrepreneurship Development Board (NSTEDB), Dept. of Science & Technology, Govt. of India. Keeping with the aim of 'New Enterprise Creation and Management', the learners enrolled for the course are imparted knowledge and skills in launching and managing their enterprises.

An important part of the Convention was an Exhibition by learners who have set up their enterprises. Seen in the picture are some learners with their products displayed.

EDI's Forthcoming Programmes

(June - September, 2002)

Sr. No.	Activity	Location	Period
1.	EDP for Earthquake Affected Youth (sponsored by Wagh Bakri)	Ahmedabad	June 10 - July 06, 2002
2.	11 th National Summer Camp on Entrepreneurial Adventure for College going Youth	EDI Campus	June 17 - 27, 2002
3.	Under EDI-EU PERKS a) Training of Trainers' Programme b) Training Programme for Industrial Rehabilitation Counsellors c) Training of Trainers' Programme	EDI Campus EDI Campus EDI Campus	June 10 - July 5, 2002 June 14 - 28, 2002 June 17 - July 12, 2002
4.	National Programme for Cluster Development Agents (CDA) (First Phase)	EDI Campus	July 5 - 16, 2002
5.	Cluster Development Agents (CDA) Programme sponsored by Govt. of Gujarat, (First Phase)	EDI Campus	July 18 - 29, 2002
6.	One-year Post Graduate Diploma Courses in Business Entrepreneurship & Management and Management of NGOs.	EDI Campus	From Sep. 9, 2002
7.	Faculty Development Programme (FDP) in Entrepreneurship (sponsored by ITEC, Ministry of External Affairs, Govt. of Gujarat)	EDI Campus	Sep. 23 - Nov. 1, 2002
8.	14 th National Programme on Succession Planning for Entrepreneurial Continuity (SPEC)	EDI Campus	Sep. 30 - Oct. 11, 2002

Dates for Submitting Application Forms For PGDBEM & PGDMN have been extended Till July 15, 2002.

Management of NGOs (PGDMN) 2002-2003

The Course

- ◆ PGDMN, the only course of its kind in India, aims at equipping aspirants keen to manage and professionalise the social sector.
- ◆ The course imparts knowledge on establishing collaborative initiatives between the NGOs themselves and between the NGO and the Government.
- ◆ Alumni with reputed NGOs and campus job placement.
- ◆ National and International agencies offer project placements.

The Schedule

A 12-month programme, spread over 4 terms. The academic year begins from September 9, 2002.

Fellowships

Fellowship support covering 50-75% of the course cost is provided to select fresh as well as NGO nominated candidates.

Eligibility

- ◆ Bachelor's degree in any discipline. Students appearing for the final degree exam may also apply.

Strengthening Project Evaluation Skills

Continued from page 16

and SIDBI - Bangalore. The participants were enlightened on important issues such as; project appraisal, schemes to promote entrepreneurship techniques of Post Credit Management, etc.

A presentation at Canara Bank on 'Project Appraisal and Management from Risk Management Point of View' was rated as 'immensely insightful'. Various aspects of Management Control System and Management Information System of Financial Institutions were also focussed upon and discussed as pre-requisites for socio-economic development of an economy. Exposure to activities of SISI threw light on its various schemes for small entrepreneurs.

- ◆ If you are working with an NGO with around 2-3 years of experience, you are eligible to seek fellowship support.

How to Apply

- ◆ Visit our Website www.ediindia.org for details about EDI and the course.
- ◆ Write to us for further information or mail us on pgdmn@ediindia.org
- ◆ Send us a DD of Rs. 500/- favouring "EDI, Ahmedabad" payable at Ahmedabad for prospectus and application form.

Selection Process

A Written Test to judge the entrepreneurial potential in the applicants will be held on July 20, 2002 at Ahmedabad, Bangalore, Lucknow, Guwahati, Delhi, Hyderabad, Chennai, Bhubaneshwar & Ranchi. The Personal Interview of selected candidates will be held between August 1 & 3, 2002 at EDI campus, Ahmedabad.

◆ **LAST DATE FOR SUBMITTING APPLICATIONS : July 01, 2002**

Please contact for further details, Course Director, PGPs at EDI, Ahmedabad.

The study tour was appreciated by participants who felt that they had learnt about schemes and issues that could be replicated. They also established contacts with experts so that crucial issues could be discussed in future.

“If you want to build a ship, don't drum up the men to go to the forest together wood, saw it, and nail the planks together. Instead, teach them the desire for the sea.”

Source : Harvard Business Review
Excerpt : From the Article By Heike Bruch & Sumantra Ghoshal



We groom future tycoons

EDI offers 1 year Full Time
**Post Graduate Diploma in Business Entrepreneurship
& Management (PGDBEM) 2002-2003**

Family Business Management (FBM)
specialization for those intending to
Join Family Business

New Enterprise Creation (NEC)
specialization for those intending to
Establish Own Business

The Course

PGDBEM is designed to impart entrepreneurial skills to succeed in today's tough business environment. The course has 2 specialization streams:

- ◆ FBM - Family Business Management
- ◆ NEC - New Enterprise Creation

The Schedule

A 12-month programme, spread over 4 terms. The academic year begins from September 9, 2002.

Fellowships

Select fellowships from IDBI, Bharti Foundation and SBI subject to guidelines.

Eligibility

- ◆ Bachelor's degree in any discipline. Students appearing for the final degree exam may also apply.
- ◆ Business firms who would like to sponsor graduates with a view to reducing their dependency on employment and/or encouraging them to form a strong ancillary base.
- ◆ Graduates who wish to become small enterprise

counsellor, consultant and entrepreneurship teacher-trainer.

How to Apply

- ◆ Visit our Website www.ediindia.org for details about EDI and the course.
- ◆ Write to us for further information or mail us on pgdbem@ediindia.org
- ◆ Send us a DD of Rs. 500/- favouring "EDI, Ahmedabad" payable at Ahmedabad for prospectus and application form.

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◆ **LAST DATE FOR SUBMITTING APPLICATIONS : July 01, 2002**

Please contact for further details, Course Director, PGPs at EDI, Ahmedabad.



Entrepreneurship Development Institute of India

(Via Ahmedabad Airport & Indira Bridge)
P.O. Bhat 382 428, Dist. : Gandhinagar, Gujarat, India
Phone : 91-(079)3969161/3969162/3969163 Fax : 91-(079)3969164
E-mail : ediindiaad1@sancharnet.in Website : <http://www.ediindia.org>

Bangalore Office : No. 133, XA 'A' Cross, I Main Road, II Stage, West of Chord Road, Bangalore 560 086 Telefax : (080) 3496580, 3490384
E-mail : ediro@giasbg01.vsnl.net.in

Lucknow Office : 432/36, Kala Kankar Colony, Old Hyderabad, Lucknow-226 007.
Phone : (0522) 780820 Telefax : (0522) 780856 E-mail : edinro@sancharnet.in

Guwahati Office : Karam Chandani Building, 2nd Floor, Maniram Dewan lane, B/h Skylab, Ulubari, Guwahati-781 007.

Cuttack Office : Friends Colony, Bajraka Bati Road, Cuttack-753 001.

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