



EDI REPORTS

FROM THE DIRECTOR'S DESK

B-SCHOOLS TO GO THE ENTREPRENEURSHIP WAY

Here's a piece of good news to all those who are involved in the entrepreneurship movement: Business schools have opened their doors to entrepreneurship inputs. For years, these institutions concentrated on creating efficient managers. The graduates would inevitably land up with high-paying jobs as executives at Fortune 500 companies. They were trained to manage an already existing business enterprise and work towards the upward flow of profits. Setting up small enterprises was not thought of as an area that required training...afterall, isn't Bill Gates, one of the most successful entrepreneurs of the decade, a college dropout?

Many factors however have led the B-schools to change their stand. The job market doesn't really offer an open-arm welcome and many passouts find it difficult to secure the placement they desire. Moreover, at times there is a dissonance between the curriculum and the job requirements. And this leads to a gap between what the students know and expect and the actual industry demand. Failure and subsequent frustration are often the results.

Of late though, management institutions are waking up to the fact that entrepreneurship is an equally challenging option and there are opportunities galore yet unexplored. Prestigious management schools such as the IIMs, Indian School of Business, Business Management Association, Nirma and others have incorporated entrepreneurship inputs as part of their curricula. While the Nirma Education and Research Foundation, under the recently initiated banner 'NirmaLabs' aims to incubate entrepreneurs by providing the right environment, graduates

passing out from the other schools have already established successful ventures in areas as diverse as textiles to food joints to artificial flowers! Even internationally, the once-upon-a-time rigid Harvard Business School, today flaunts its entrepreneurship programme and so does the Sloan School of Management at MIT. Among others, is the Babson College,



B-SCHOOLS TO GO THE ENTREPRENEURSHIP WAY

USA that offers an MBA in entrepreneurship.

The institutes focus more on attitudinal change and motivate their students to do away with the fear of risks and failures and plunge in confidently into the business circle. They have realised that the right kind of orientation can do wonders to the spirit of the youth.

New enterprise creation and taking over family businesses are the common teaching inputs. Another big challenge is to make the students shrug off their complacency and move out from the small-enterprise idea to the big-business dream. Aim higher and achieve more is the underlying message.

Gladly, it is not only the big institutes that are witnessing transformations. Entrepreneurship Development Centres, business consultants and smaller educational institutions with entrepreneurship courses are on the rise too. With more awareness comes more action on the field and with such a prolific germination of training institutes, one can envisage the future economy in the hands of successful entrepreneurs.

So where does this leave EDI? Are we facing stiff competition that should leave us insecure about our own student turnout? I really don't think so. The demand is such that new institutes are most welcome. The competition only serves to make us work harder and produce better results. Moreover, as a seasoned institute, we are ready to help the newcomers with our rich experiences. Playing its role, EDI will simultaneously keep its knowledge resource updated and will continue to remain eager to learn and share its experiences with other institutions that are willing to introduce entrepreneurship as a part of their curricula.

I foresee a wave of change in mindsets and attitudes of the people, which will ultimately materialise into successful entrepreneurship development. The Institute awaits excitedly...

- DR. DINESH AWASTHI

ENTREPRENEURSHIP EDUCATION

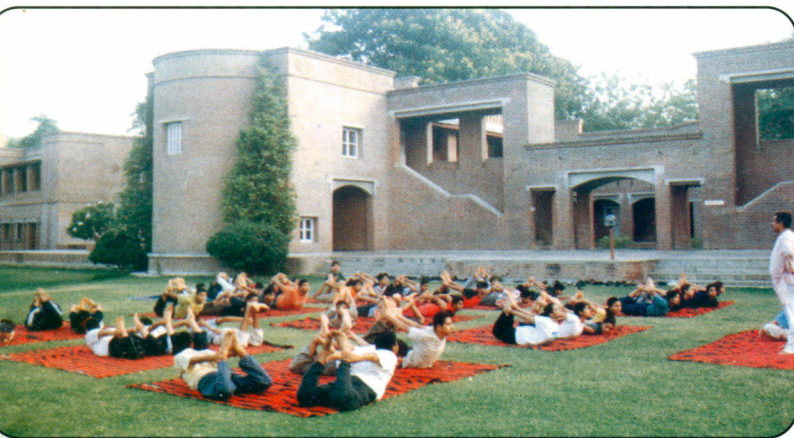
DEVELOPING YOUNG MINDS FOR AN ENTERPRISING FUTURE

Young minds form easy moulds. Most of the Indian education system operates on this basic theory. And therefore, emphasis has always been on all-round development of children with a futuristic idea of creating smart, confident and successful citizens. Surprisingly, the kids themselves are well aware that early grooming is essential for a bright future.

Realising the fact that today's children are tomorrow's world-class achievers and nation-builders, every year many national institutions concentrate on conducting different types of programmes for school children. To infuse entrepreneurial capability and dynamism among the children, entrepreneurship education is necessary from a young age. EDI conducted a 5-day Summer Camp, eleventh in the series, for children between 12 – 16 years of age, during 2 – 7 May 2004. The camp, organised at EDI campus, was attended by 65 children, from various locations viz. Gurgaon, Ratlam, Sangli, Nagpur, Thane, Mumbai, Palanpur, Rajkot, Deesa, Vadodara and Gandhinagar. At Ranchi too, EDI conducted a 5-day Summer Camp for children, in which 6 boys and 5 girls participated.

The main objective of these camps was to inculcate the spirit of enterprise among children at a tender age and motivate them to achieve excellence in life and career. The sessions focussed on creative and motivational inputs that challenged the children and made them think out of the box. Interesting exercises like mental gyms and puzzles were designed for the target group.

Good memory and concentration power coupled with the right values pave the way to a bright and successful career. With this reasoning in mind, the children were also exposed to yoga and value education classes. Theoretical knowledge sans practical experience is of no use. The participants



Children participating in a yoga session conducted at the camp

were, therefore, taken on industrial visits to various small-scale set-ups in the city so as to acquaint them with the actual production procedures. Parents of the participating wards were also involved in the activities. A 'Parent-Meet' was organised at the time of inauguration and before the valedictory ceremony. They were apprised of their child's performance and potential by giving them an 'individual-specific observation report'. This found great appreciation from the parents, who insisted that EDI take follow-up action too, after the camp session.

Keeping up the tradition, EDI also held the annual 'Summer Camp for Youth' during 9 – 19 May 2004. In all, 38 students, belonging to cities like Mumbai, Chennai, Gurgaon, Vadodara, Nasik, Jabalpur, Burhanpur and Virudhunagar participated in this programme. All set to begin their careers soon, the youth need to be oriented towards challenging and new avenues like entrepreneurship. Setting up one's own business venture can be a viable career option – it was this concept that was explored in the camp, through various activities.

The camp focussed on development of the right attitude and temperament needed for becoming a successful entrepreneur. Apart from the soft skills, they were also given inputs via various case studies, industrial and institutional visits and lectures. Their visits were to institutions like the Indian Institute of Management, Nirma Institute of Management, National Institute of Fashion Technology and Mudra Institute of Communication. Simulation games and role-plays kept up the enthusiasm levels and ensured

that the participants learnt from each and every activity performed at the camp.

Towards the end of the camp, the young learners acquired not only the basic skills of entrepreneurship, but also developed an ability to acknowledge their own latent potential. They were left much more confident about their capabilities and strengths.

During the valedictory function, Dr. V.G. Patel, former Director, EDI, interacted with the participants and inspired them to grow and develop into a world-class cadre of entrepreneurs. In his address, he said that commitment to quality, responsiveness to market needs and professionalism in every aspect of business are the key values of any successful entrepreneur.

Dr. Sunil Shukla was a satisfied Camp Leader at the end of the two programmes. Said he, "The feedback from both the batches has been very encouraging. We tried to be very innovative this year and have incorporated some changes in our basic inputs. The participants also had the opportunity to interact with some young achievers like Ms. Prutha Desai, an earthquake victim; Mr. Krishnakant Jha, Editor, Gandhinagar Samachar; Ms. Janki Gadhavi, a teenage orator and Mr. Manoj Somani, a young entrepreneur. Talks with them were very inspiring." He added that EDI would organise similar camps in South East Asia and the Middle East as well, as there were a lot of demands.



Dr. V. G. Patel handing over a certificate to a participant at the valedictory ceremony. Also seen are Dr. Dinesh Awasthi, Director and Dr. Sunil Shukla, Camp Leader.

MICRO ENTERPRISE AND MICRO FINANCE DEVELOPMENT

AGRI-CLINICS TO SERVE AS PANACEA FOR NEEDY FARMERS

Agricultural sector, the backbone of the Indian economy, is a major source of employment and revenue generation. In order to be globally competitive, however, the agro-industry needs to work on several fronts such as use of biotechnology, marketing agro-products, improving quality standards etc. Ineffectiveness of state-sponsored support agencies for extension services has found a solution in the form of a scheme to set up Agri-Clinics and Agri-Business Centres in order to provide counselling to the farmers.

EDI launched a two-month 'Training Programme on Agri-Clinics and Agri-Business Centres', specially catering to agriculture graduates. Sponsored by leading organisations such as the National Institute of Agricultural Extension Management (MANAGE), National Bank for Agriculture and Rural Development (NABARD), Small Farmers' Agri-Business Consortium (SFAC) and the Ministry of Agriculture, Government of India, the eight-week long programme was scheduled from 29 June to 28 August, 2004.

The course structure was designed by recognising the existing lacunae and setbacks in the agricultural sector that prevent farmers from getting their rightful dues. An Agri-Clinic or Agri-Business Centre set up in the rural areas will provide expert services and advice to farmers on cropping patterns, technology dissemination, crop protection from pests and diseases, market trends and prices of crops and clinical services for animal health, which will enhance productivity of crops/animals. The programme not only aimed at generating employment opportunities for the trained graduates in the service sector, but also at helping the rural economy develop by bringing in easy access to technology and infrastructure.

Speaking at the inauguration ceremony, held on 29 June, 2004, at the Institute, the Chief Guest, Mr. Bhawar Puri, Chief General Manager, NABARD, said that with agricultural reforms being ushered in by the new government at the Centre, the agricultural sector



Mr. Bhawar Puri, Chief General Manager, NABARD, lighting the ceremonial lamp at the inauguration

today provides a conducive environment to set up a business enterprise. “EDI has acted at the right time by starting the programme when the scenario is extremely favourable.” He added that the government extension services in the rural areas are not adequate and the trainees of this programme can play a huge role in developing the sector by providing the farmers with the needed equipments, infrastructure, financial aid and technological advice at an affordable price. The passing out graduates are provided with loans on attractive terms by banks, with 100% refinance from NABARD. “And considering the fact that there is no competition, the trainees have a very bright future in the field,” he concluded.

With a total of 24 participants from Gujarat, Maharashtra, Rajasthan, Bihar and Tamil Nadu, the programme was supplementary to the government extension system. These agriculture graduates and dairy and food technologists were encouraged to set up their centres and offer professional extension services to innumerable farmers.

EDI Director, Dr. Dinesh Awasthi said that the programme intended to encourage the participants to create small enterprises in the rural areas, thus becoming entrepreneurs in the service sector. The Institute has been playing a pioneering role in the move towards self-employment and has been working diligently towards augmenting the nation’s entrepreneurial potential. This programme asserted that enterprises could be successfully set up even in the rural areas. “EDI has launched several entrepreneurship development programmes in the past, but soiling hands in the field of agriculture had been a low-key affair till date. We treat this programme as the beginning of a long-term affair with the agricultural sector.”

Elaborating further, the Programme Director, Mr. Manoj Mishra said, “The programme is second in the series of training programmes started last year, as a result of which, many micro-enterprises have cropped up in Gujarat. Some of them are the Mushroom Cultivation at Navsari, the Medicinal Park in Dhule and shops selling hybrid seeds, fertilizers, chemicals and farm equipments. Moreover, GMMF (Amul) has agreed to provide retail franchisee rights to the trainees for their outlets in different parts of Ahmedabad. The programme strongly believes that private extension services must flourish in order to assist the small and marginal farmers.”

Based on ten modules, the course covered subjects such as Launching Agri-enterprises, Market Survey, Strategic Positioning of Agri-products, Business Guidance, Behavioural Dimensions, Finance and Marketing, Application of IT in the Agricultural Sector, Legal Framework of Forming an Organisation, Tax and Pollution-Control Measures, Negotiating Crisis Situation etc. While it involved inputs from various resource persons engaged in forward and backward linkages of agro-business, main emphasis was on imparting skills on preparing goal oriented project profiles.

By the end of the training programme, the students had gained considerable knowledge about the agro business including practical experiences through field visits. In the last phase of training programme, the participants were required to submit a detailed project report as a reflection regarding how they intended to utilise the programme inputs while presenting their case to various commercial banks. Some of the topics selected by the participants were: Establishment of horticulture clinic, Vermicompost unit, Rose-oil extraction unit, Micro-propagation and Secondary hardening unit of Banana.

The valedictory ceremony found all the participants voicing their praise for the programme.

Excerpts from feedback:

“We were like un moulded clay; this programme has helped us shape our ideas”, said **Ms. Maurvi Vasavada.**

“Normally we get to learn such skills after we devote 10-12 years at some organisation. EDI has provided it all to us in two months”, opined **Mr. Mayur Chharodiwala.**



Dr. Dinesh Awasthi handing over the certificate to a participant after course completion. Mr. Manoj Mishra (L) and Mr. Rahul Kumar (R) are also seen.

PERFORMANCE & GROWTH OF EXISTING ENTREPRENEURS

EDI WORKSHOP TO BOOST GOVERNMENT INITIATIVE

The Indian entrepreneurial sector is largely based on the genealogical system of passing down the reins of the family business to newer hands. Co-existence of many such families having similar businesses led to the formation of clusters, and the economy of the respective area was greatly influenced by the prosperity of the clusters therein. However, with the opening of the Indian markets to the technologically superior foreign goods, the traditionally driven, labour-intensive clusters found it difficult to hold on to their ancestral professions.

One such deeply affected sector is the Handicrafts Industry. A huge number of over 2000 artisan clusters of the country face several common problems such as lack of technology upgradation, inadequate capacity to source the requisite raw materials as well as marketing of products, inability to avail institutional credit, poor linkages with support institutions, absence of product innovation and diversification and inadequacies in the area of infrastructure. A handicraft artisan in relative isolation is not able to address these problems on his/her own. To help revive this dying industry, the Government started the 'Baba Saheb Ambedkar Hastashilpa Vikas Yojna' (AHVY), which mainly aims at promoting Indian handicrafts by developing artisan clusters into professionally managed and self reliant community enterprises on the principles of effective member participation and mutual co-operation. But the success of such well-intended projects demands the conceptualisation of an ideal operational strategy and developing a frame of reference for professional support to the agencies involved in AHVY.

EDI strives to identify, motivate, train and create micro and rural entrepreneurs through self-employment and small business development

programmes; and has been a forerunner in conducting several Cluster Development Agents' (CDA) training programmes in association with UNIDO, (CDP) in India. The Institute felt the need to sensitise various representatives of AHVY implementing agencies on 'Evolving Strategies for Professional Support for AHVY Implementing Agencies', and submitted a proposal to the Development Commissioner (Handicrafts), Ministry of Textiles, Government of India, to conduct a workshop.

Being accepted, a workshop on 'Identifying Professional Support Need for AHVY Implementing Agencies', under AHVY Ahmedabad, was conducted by EDI on 28-29, March 2004. Attended by 27 participants, the workshop intended to:

- ❖ develop a frame of reference along with working and analytical tools for development of artisan clusters for 'Individual Entrepreneurship Development' & 'Group Entrepreneurship Development' approaches.
- ❖ sensitise AHVY implementing agencies on possibilities and advantages of adopting cluster development framework.
- ❖ identify professional support needs of these agencies and to evolve a modus operandi for the same.

The Chief Guest of the inauguration ceremony, Mr. R.K. Meena, Deputy Director, Office of Development Commissioner (Handicrafts), Mumbai, elaborated on the AHVY project, its importance and relevance in today's globalised era. Adding to his views, Mr. V.K. Mahajan, Asst. Director, Hoshiarpur and representative from Delhi Office, highlighted the key schemes of the Office of Development Commissioner (Handicrafts) for cluster development. Both felt EDI's efforts would boost the government initiative.

Dr. Dinesh Awasthi, Director, EDI, in his address, spoke on the need for the cluster development approach. "Individual artisans face varied problems such as low education, limited exposure to markets, lack of finance, low quality of raw materials, less developed skills etc. Group Entrepreneurship is the answer to

these, as the group collaborates for input purchase and output disposal and works on the basis of common facilities including a management team. Such cluster development programmes are gaining international recognition for strengthening artisan-based clusters."

Course Director, Mr. Manoj Mishra, elaborated that the main purpose of the workshop is to enhance capacity of the AHVY implementing agencies in the areas of finance, marketing, cluster approach, networking with support institutions and the role of CFC towards a sustainable programme. "Individual and Group Entrepreneurship Development approaches, sharing experiences of cluster circumstances and development of artisanal clusters, understanding the internal dynamics of a cluster, carrying out business profiling and value chain analysis, presentation of reports on cluster structure and warranted initiatives, identification of support needs of AHVY implementing agencies – have been some of the key issues of deliberations", highlighted Mr. Mishra.

Among the participants were representatives of NGOs under AHVY/Marketing Centre and Service Centres. Classroom lectures, case studies, group discussions and experiential learning processes were extensively used at the two-day workshop, during which, the participants were trained to initiate sustainable plans for cluster development, as well as to identify and address professional gaps so as to successfully implement the plans.



Mr. R. K. Meena, Deputy Director, Office of Development Commissioner (Handicrafts), addressing the audience at the inauguration ceremony

PERFORMANCE & GROWTH OF EXISTING ENTREPRENEURS

'HAND' LING THE CLUSTERS 'CRAFT' ILY: THE EDI APPROACH

The handicrafts sector is one of the industries identified by the Government of India, to be developed and promoted through active intervention techniques by various agencies, in order to meet with the global challenges. This sector, besides providing for the economic and social needs of the craftsmen, also plays an important role in earning valuable foreign exchange for the country. By and large, concentrated in the small scale and cottage sector, the Handicrafts Industry is highly labour-intensive and is depended upon by approximately 5 million people for their daily earnings. This sector also forms a considerable part of our national exports.

Development of this cluster has been taken up by the Central and State Governments to enable it to achieve global standards and accelerate exports. Prior to undertaking any kind of cluster development programme, a thorough examination is a must. A cluster has to be initially visualised in the context of possessing both 'hardware' as well as 'software' capacities. The hardware relates to

necessary infrastructure, 'vertical depth', strength of the supply chain and presence of necessary Private and Public Service Providers (PPSPs). The software of a cluster refers to levels and avenues of interactions and co-operative behaviour amongst cluster actors to successfully meet challenges and exploit opportunities. Software also refers to the presence of an autonomous governance mechanism amongst cluster actors to do the same.

Declining clusters might have severe limitations on both fronts and interventions with regard to encouraging greater co-operation and synergised efforts in certain areas viz. capacity building of associations, synergising roles of institutions with SMEs etc. may have to be particularly pursued in the context of growing as well as stagnant clusters. Cluster Development activities in India, although in a nascent stage, are being given a boost by the entrepreneurial endeavours of EDI. Its efforts in Jamnagar, Rajkot, Allepy and Nagaland



Participants of the Sensitisation Programme at Jodhpur

are worth mentioning. About 250 EDI trained Cluster Development Agents are working in dozens of artisan clusters across the country. These CDAs represent State Government Industries Department officials, Handicraft & Handloom Department officials, commodity boards, NGOs etc.

Having realised the immense potential in the rural handicrafts sector, the Development Commissioner, Handicrafts, New Delhi, assigned a project for baseline survey and mobilisation of the artisans under the AHVY scheme to EDI, at the following locations and clusters: Alappuzha in Kerala, famous for its palm mat weaving industry (housing 350 artisans); Binka, Tarabha, Orissa, known for its brass statues, utensils and small pots (employing 400 artisans); Gwalior, MP, renowned for its exquisite carpets (housing 200 artisans) and Jodhpur, Rajasthan, where one sees the wood carving industry (employing 300 artisans) flourish.

Started on 23 April, 2004, the project is spanned over a period of three years, inclusive of six elaborate stages. The first of the six, a Need Assessment Study, is in process and is nearing completion. This four-month phase involved a baseline study of the artisans employed in the above mentioned activities and a complete survey of the problems they face. This intensive study has helped the EDI trainers come up with the strengths, weaknesses, opportunities and threats faced by these clusters, thus paving the way for the second phase, on Trust Building Activities. This phase will include conducting awareness camps,

building of self-help groups among the artisans and training them in areas of credit access.

This will be followed by consequent stages on Quality Improvement & Product Diversification, Market Linkages, Credit Facilitation and Infrastructure Development. The rural artisans are challenged by a horde of problems and EDI's intervention hopes to bring about effective solutions through innovative and cluster-specific approaches.

A Sensitisation Programme conducted in Jodhpur, was met with tremendous success. Another meeting was held on 25 August, 2004 at Bairasar among the artisans from Tarabha and Bairasar and DCH, State Government Officials (Dist. Administration), Bankers and EDI faculty members. Apart from them, there were also representatives from support organisations such as HPO, PD, DRDA, NABARD etc. Key issues such as the problems faced by the artisans, finance and banking, follow-up actions, marketing and formation of Self Help Groups were discussed at length. The artisans also expressed their views with regard to the craft and suggested that they would be happy to extend their co-operation to EDI.

A similar large-group discussion was also held on the same day at Gulapara for artisans belonging to Binka, Gulapara and Mishrapali.

EDI's efforts were deeply appreciated by all present.

(Based on views of Mr. Manoj Mishra on the formation of Self-Help Groups)

NARMADA (Ladies Hostel) was inaugurated on 23 April, 2004, at EDI campus by Ms. Stuti Kacker, Joint Secretary, Department of SSI and ARI, Government of India.



Ms. Stuti Kacker seen with Dr. Dinesh Awasthi and other faculty, staff and students of EDI. Also seen are EDI GB Members- Dr. Sailendra Narain (extreme left) and Dr. Y. K. Alagh (next to him).

EDI MODEL ADOPTED BY DEVELOPING NATIONS

India has always believed in extending a helping-hand to the smaller and lesser-developed nations of the world. The Initiatives for ASEAN Integration, funded by the Ministry of External Affairs, Government of India, is one such channel that is magnanimously supporting development causes in these countries. Recently, this government body assigned EDI the task of setting up EDI-like Entrepreneurship Development Centres (EDCs) in four countries namely: Cambodia, Lao PDR, Myanmar and Vietnam (CLMV). This initiative just proves that entrepreneurship is now being recognised, the world over, as a great career option and that EDI is an acknowledged leader in developing budding entrepreneurs.

The arduous task of setting up EDCs began in January this year, when a GOI-appointed high-power delegation, including EDI Director, Dr. Dinesh Awasthi, visited CLMV countries and EDI's proposal to set up training centres in these nations was accepted. The Institute then conducted a five-day Appreciation Workshop on Entrepreneurship Development for policy makers from ASEAN countries, from 19-23 April, 2004.

The role of Small and Medium Enterprises (SMEs) in economic development and employment generation is proved beyond doubt and every developing economy is now opening its doors to young entrepreneurs with viable business ideas. However, the right atmosphere, conducive to growth and development is a must. For the 21 delegates from Cambodia, Indonesia, Lao PDR, Myanmar, Philippines, Singapore and Vietnam, lessons in entrepreneurship development were a new avenue, not fully explored in their nations. This workshop, therefore, intended to acquaint them with the



International delegates seen attending one of the sessions

phenomenon of entrepreneurship: its requirements and benefits.

The main objectives of the workshop were to help the participants understand the process of entrepreneurship development and the support needs of various target groups; acquaint them with interventions to promote SMEs; help them develop an action plan to promote entrepreneurship; clarify the roles of relevant stakeholders and mobilise support for ED initiatives.

Based on four broad modules, the course covered the following areas in detail:

Need assessment of each country and identification of viable business opportunities; process of entrepreneurship development, need for planned intervention and options for planned intervention; policy framework for promotion of SMEs and organisational framework for an ED organisation and facilitation of an action plan to adopt entrepreneurship development strategy in the respective countries.

The fourth module was deemed important so as to make the inputs learnt at the workshop practically viable in each country. Delegates from all participating nations prepared and presented their action plans. From these presentations, a common thread that emerged was the lack of SME-friendly economic policy and limited access to finance. On both counts, assistance from GOI and EDI were seen as welcome moves.

Further, it was decided to organise similar Appreciation Workshops in the CLMV countries for the local officials. To concretise all efforts, it was also



Mr. C. M. Bhandari, Joint Secretary, MEA, GoI, being felicitated with a memento

agreed upon to set up EDI-like institutions in these countries. The selection and recruitment of Directors and faculty members of each such institute will be EDI's responsibility and EDI would also train these new recruits in India.

Mr. C.M. Bhandari, Joint Secretary, Ministry of External Affairs, Government of India, was present for the valedictory ceremony. In his address to the participants, he spoke on the importance of human values in an industrialising society. Stressing on the need for the right attitude, he also touched upon effective utilisation of the available resources. "I am happy that an institute of national repute such as EDI has organised such a workshop to spread the entrepreneurship movement in these countries," he concluded.

Feedback from Participant:

Says Dr. Khin Maung Latt, a delegate from Myanmar, "The themes covered during the workshop were extremely useful. The role clarity module and Stakeholders' Analysis have sharpened my ideas regarding entrepreneurial traits. Higher authorities from each CLMV nation, too, should be invited so that we can jointly develop future activities based on mutual understanding."



Dr. Dinesh Awasthi interacting with participants

TOWARDS A SHELTERED FUTURE : EXHIBITION-CUM-SEMINAR ON LOW COST & INNOVATIVE HOUSING TECHNOLOGIES

Survival in a demanding environment has always been a great challenge for man. And one among the various steps that he takes to adapt is the building of a secure shelter. Rural and urban housing development is a national issue that needs to be addressed. Various measures have been taken in this regard. Energy efficient technologies have been developed, which not only convert waste into value-added composite materials for low cost housing, but also generate employment in rural areas.

To better acquaint the users with the latest technological developments and innovations in this sector, the International Centre for Advancement of Manufacturing Technology (ICAMT)-UNIDO and the Building Materials and Technology Promotion Council (BMTPC), in co-operation with EDI, organised an international seminar and exhibition on 'Managing Low Cost and Innovative Housing Technologies', from 22-27 August 2004, at EDI premises. Kumari Selja, Hon'ble Minister of State (Independent Charge) for Urban Employment & Poverty Alleviation, Government of India inaugurated the event.

The event was a part of the Inter-Regional Programme on 'Capacity building for transfer of



Kumari Selja, Hon'ble Minister of State (Independent Charge) for Urban Employment and Poverty Alleviation, delivering her inaugural address



(L-R) Shri M. Sahu, Project Director, ICAMT; Shri C. M. Bhandari, Joint Secretary, MEA, GOI; Kumari Selja, Hon'ble Minister; Shri DBN Rao, Director General, BMTPC and Dr. Dinesh Awasthi, Director, EDI

energy-efficient and eco-friendly technologies and promotion of local investments in the area of materials based on local resources for low cost housing in Africa, Asia and Latin America', which is being implemented by ICAMT-UNIDO, with support from BMTPC. The exhibition-cum-seminar mainly aimed to disseminate information relating to production, cost, design and application of innovative housing materials and to promote networking and co-operation between countries for the adoption of appropriate and affordable technologies for low-cost housing.

This is the second time that EDI hosted the event. Dr. Dinesh Awasthi, Director, EDI, welcomed the distinguished invitees and briefed them about the exhibition and the five-day seminar. Construction requirements, he opined, are found all over the world and innovative methodologies are sought after. "Low cost housing does not mean inferior housing. On the contrary, it means efficient housing at better prices", he said. The cost-effective exhibits on display were proof to the claim.

The Minister, in her inaugural address said that technology transfer in the areas of low-cost housing and material-manufacturing are the need of the hour. Innovative and inexpensive methods could produce highly successful results. She commended the roles played by EDI, BMTPC and HUDCO in undertaking such pioneering work. Further, she assured Government assistance and co-operation for transfer of low-cost, innovative, waste-based building materials and disaster resistant techniques.

Among others present for the inauguration were Shri DBN Rao, Director General, BMTPC and Shri C.M. Bhandari, Joint Secretary, Multilateral Economic Relations, Ministry of External Affairs,



Hon'ble Minister Kumari Selja having a word with Dr. Dinesh Awasthi. Seen in the centre is Shri DBN Rao.

Government of India. While Shri Rao spoke about the seminar inputs that would be provided to the delegates, the latter elaborated on the objective of sharing technology with developing countries.

The participants, belonging to countries like Bhutan, Sri Lanka, Vietnam, Cambodia, Myanmar, Venezuela, Lao PDR, Sudan, Cuba and China, included senior level technocrats, policy makers, researchers and technologists, representing various industrial R & D institutions, enterprises and Government departments of Housing, Industry and Infrastructure.

As part of the Government's efforts towards ASEAN Integration and the South-South Co-operation movement, this seminar, as a Capacity Building Programme, offered a common platform for informational exchanges between the countries involved. The presentations made by eminent experts in the field, highlighted the quality, training, standardisation and certification aspects. Participants also presented a short report on the existing technologies used in building materials' production with emphasis on local materials of each country.

As Chief Guest of the valedictory ceremony, Dr. George Assaf, UNIDO Representative and Regional Director for South Asia, said that migratory trends and mismanagement of agro-industrial wastes pose a great problem for developing countries. While increasing housing demands have to be met with, conservation of natural resources is also a timely need. "Low-cost and energy efficient technologies need to be developed and shared. I am happy to note that this seminar has brought together senior experts from various nations, who have made informative presentations on the local materials being used in the construction industry."



Dr. George Assaf, UNIDO Representative and Regional Director for South Asia, presenting a certificate to a participant at the valedictory ceremony

CLUSTER REVIVAL PROCESS DOCUMENTED FOR POSTERITY

Resistance to change is a commonly observable phenomenon in almost all walks of life. Tradition offers a certain sense of security, which feels threatened by innovation. But such rigidity only rusts the sector, making it unproductive and incompetent.

Such situations often arise in the traditional industries that stick to age-old methods of production. They refuse to change with technological advances, either for lack of awareness or for lack of resources. The internationally known, fifty year old Brass Parts Industry at Jamnagar was undergoing a similar problem when it faced competition from external markets. The small and medium scale brass parts enterprises, concentrated in the town of Jamnagar, provide employment to about 50,000 people. It was hence necessary to not only revive the cluster but also make it globally competitive by providing technological guidance.

The Government of Gujarat, with support from United Nations Industrial Development Organisation (UNIDO), commissioned EDI to execute a Cluster Development Programme at Jamnagar, to address the existing problems and upgrade the technical know-how of the local manufacturers. Initially chalked out for two years beginning from April 2002, the success of the project has made the sponsors extend it to two more years. The achievements have been commendable. The figures speak for themselves:

Export earnings have increased from Rs. 120 cr. (before EDI's

Glory Returns- The Jamnagar Brass Parts Industry

(A Success Story of EDI's Cluster Development Programme)



ENTREPRENEURSHIP
DEVELOPMENT INSTITUTE OF INDIA,
AHMEDABAD, GUJARAT, INDIA

With financial support from
COMMISSIONERATE OF INDUSTRIES, GOVT. OF GUJARAT

intervention) to Rs. 200 cr; there is an almost 25% improvement in quality and productivity; the average rejection rate has come down to 2% from the existing 20% and the annual turnover has gone up from Rs. 260 cr. to Rs 480 cr.

“It is a commentary on EDI's success in Jamnagar that the Gujarat Government has asked EDI to continue with the project for two more years, till the Common Facility Centre (CFC) is established with support from the association and the State and Central Governments. The CFC will enable a long-term sustainability of the cluster in terms of adopting new technologies and strengthening the cluster actors,” said Mr. K.K. Shaw, EDI Technologist and CDP In-charge.

Speaking about the impact of the project in the Jamnagar Brass Parts Industry, Mr. Sanjay Pal, an EDI Faculty Member involved with the project, said,

“It induced new dynamism in the cluster and revived the spirit of hope and aspiration in the entrepreneurs. An overwhelming response was witnessed to all the programmes carried out as part of the project. The data bank of BDS providers and FAQ proved to be very useful to them.”

Encouraged by the successful endeavour, EDI has documented the whole cluster revival process in the form of a book, published in June 2004. This twenty-page book, titled, '**Glory Returns- The Jamnagar Brass Parts Industry (A Success Story of EDI's Cluster Development Programme)**' is a brief and comprehensive documentation of the initiative, the problem areas, the technologies transferred and certain case studies.

Having crossed yet another milestone, EDI is now steering its way toward Rajkot, and has initiated the development of the diesel engine cluster there.

***The book received encouraging response from all.
Feedback from distinguished personalities:***



27 July 2004

Dear Dr. Awasthi,

Thank you for your letter dated 17th June 2004 and also the enclosed documentation "Glory Returns", which I found it to be extremely educative.

I wish EDI all the best in its future endeavours.

With best wishes,


(Kamal Nath)

Dr. Dinesh Awasthi
Director
Entrepreneurship Development Institute of India
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P.O. Bhat 382 428
Distt. Gandhinagar
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Dr. Amarjit Singh, I.A.S.
Commissioner

Commissionerate of Health,
Medical Services, Medical Education
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Dr. Jivraj Mehta Bhavan,
Gandhinagar - 382 010.
Phone : (079) 3253271
Fax : (079) 3256430
E-mail : cohealth@gujarat.gov.in

No.Com/Gen/PA
July 12, 2004

Dear ,

Thank you very much for sending me the documentation on Jamnagar Brass Parts Industry. It has been done very nicely and is indeed a worthwhile effort.

I would like to place on record my sincere appreciation for the excellent work that has been put in by EDI in the development of Jamnagar Brass Parts Cluster.

With regards

Yours sincerely

(Amarjit Singh)

Shri Dinesh Awasthi
Director
Entrepreneurship Development Institute of India
Near Village Bhat
Via Ahmedabad Airport & Indira Bridge
P.O. Bhat - 382 428

MILESTONES CROSSED HAILED AT RAJKOT MEET

EDI's efforts in the Rajkot Engineering Cluster Development Project are on in full swing, with all activities being performed as per schedule. The initial Diagnostic Study of the Cluster, in line with the UNIDO methodology, has been successfully completed. Awareness-building seminars too have been conducted. Training of freshly recruited BDS providers is currently being organised and will continue till December 2004.

EDI experts are now working at providing them with enterprise upgradation programmes, technological workshops, personal counselling, organising buyer-seller meets and developing a data bank of BDS providers.

The Institute's Innovation Centre has been in-charge of the project. Continuous efforts are on to identify the manufacturing lapses and replace the old processes with innovative and more productive ones. The success ratio of the project can also be gauged from the fact that over

67 technologies have been smoothly transferred to the cluster workers. Some of them are:

- Recuperator system for minimising fuel consumption
- Change in carbide insert for increasing tool life
- Electropolishing of stainless steel
- Blackening of bearing cages

A Performance Appraisal Meet was held among the members of the Cluster Development Co-ordination Committee (CDCC), on May 7th, 2004, in Rajkot. Attended by 13 distinguished committee members, including Chairman, Shri Suresh Chandra, AS&DC (SSI), Government of India; Shri Dinesh Awasthi, Director, EDI; Shri Amir Subhani, Joint Development Commissioner, DCSSI and Shri R.J. Shah, Principal Chief Industrial Advisor, Government of Gujarat, the meeting highlighted the progress made in the project work.



*Shri Suresh Chandra, AS & DC (SSI), GoI,
on one of the industrial visits at Rajkot*



Mr. K. K. Shaw making a presentation to CDCC members.
Chairing the meet was Shri Suresh Chandra.

Dr. Awasthi welcomed all invitees and explained the purpose and background of the project. EDI, he

stated, would continue to contribute towards the development of Indian clusters.

Shri K.K. Shaw, Faculty, EDI, in his capacity as Member-Secretary of the Committee, gave a detailed presentation about the activities completed, the strategy adopted, successful achievements and the areas that need further focus. Shri Rajveer Singh, National Officer, UNIDO, congratulated EDI on the excellent results produced in a short span of time.

The Chairman, in his concluding remarks, said that he was satisfied with the overall performance of the project. Congratulating the BDS providers for their valuable contribution, he further informed that the Ministry of SSI would like to help the State Government and other organisations to take up more such clusters for development in the near future. The results of the Rajkot project, he opined, are encouraging and laudable.

CII CONFERENCE

Small and medium enterprises (SMEs) have the potential to meet with the outsourcing requirements of our defence and industrial sectors. Realising this, the Confederation of Indian Industries (CII) organised the 'SME Linkage 2004', a conference aimed at bringing buyers and sellers under one roof and forging ties for business interactions. The three-day event saw the possibility of the SMEs tapping the outsourcing opportunities in the Army, Navy and Air Force, thus making a move towards indigenisation of the defence sector.

Dr. Dinesh Awasthi, Director, EDI, participated in the conference and chaired a session on 'Banking and Financial Options' on 26 March, 2004.



Dr. Dinesh Awasthi (in centre) chairing a session at CII Conference

THE INSTITUTE'S FORTHCOMING PROGRAMMES. . .

1. Training Programme on '**Financial Management & Accounting System for NGOs**'
1 - 6 November, 2004
2. International Training Programme on '**Managing Micro Enterprise & Micro Finance Development**'
Sponsored by ITEC Division, Ministry of External Affairs, Govt. of India
8 November - 17 December, 2004
3. Training Programme on '**Project Appraisal & Entrepreneur Assessment for Members of STED Projects**'
Sponsored by Department of Science and Technology, Govt. of India
20 - 27 November, 2004

RESEARCH IN ENTREPRENEURSHIP

THE SIXTH BIENNIAL CONFERENCE ON ADVANCES AND TRENDS IN ENTREPRENEURSHIP RESEARCH

(9-11 FEBRUARY, 2005)

The field of entrepreneurship, in the past decade, has witnessed much enlargement and considerable enrichment. No more restricted to the typical business ventures, entrepreneurs are today found in diverse professions such as education, medicine, law, media, architecture, engineering, social work and even research. Given the dynamic nature of Entrepreneurship and Intrapreneurship, these fields have spurred substantial research, theory and controversy that have broadened and deepened our understanding of the phenomena.

The *Sixth Biennial Conference on Advances and Trends in Entrepreneurship Research* to be held under the aegis of the Centre for Research in Entrepreneurship Education and Development (CREED), aims to provide a forum for researchers, educationists and professionals to share their work and experiences in the field of entrepreneurship.

Indicative focus areas in which papers may be submitted are:

- Policy - entrepreneurship linkages
- Strategic management and entrepreneurship
- Operational and managerial issues in entrepreneurship
- Socio-psychological dimensions of entrepreneurship

- Innovative enterprise
- Informal sector and entrepreneurship
- NGOs and entrepreneurship
- Local governance and entrepreneurial communities
- Entrepreneurship in global economy
- Gender issues in entrepreneurship

This is not an exhaustive list. Papers on related issues and topics are also welcome.

Contributors may e-mail their submissions to bincon6@ediindia.org

SUBMISSION DEADLINES:

- Abstracts of papers, not exceeding 200 words, should be submitted by **10 October, 2004**. Authors whose abstracts are accepted will be notified and asked to submit their full papers.
- Full papers, not exceeding 5000 words, typed in double-space, as per the prevalent format and guidelines for publications in academic/professional journals, along with an electronic version of the paper in Acrobat pdf Format/MS Word Format, should be submitted by **4 November, 2004**.

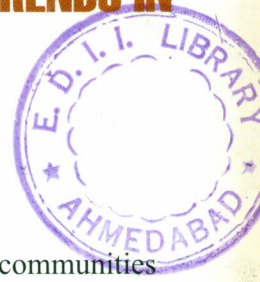
Invitees to the Conference shall be the guests of EDI. The Institute will meet on-campus boarding, lodging and local expenses. Participating delegates not presenting papers, will be required to pay a conference fee of Rs. 1500/- per delegate.

Contact for information: bincon6@ediindia.org

Other Contacts

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