



Since April 1970, when the first comprehensive Entrepreneurship Development Programme (EDP) was implemented in Ahmedabad, this programme strategy has always been supported by almost total subsidies. The beneficiaries, the potential entrepreneurs, never had to pay for the training-cum-counselling inputs. After almost 22 years, the programmes still depend upon external financial support. The recent national evaluation of the EDP strategy by the EDI, at the instance of the IDBI, the ICICI and the IFCI, covering all states, all major target groups and all types of organisations, has now proved the effectiveness of these programmes in terms of new enterprise creation, investment and employment generation, diversification of sources of entrepreneurship, self-employment of the educated and uneducated unemployed, etc. From a variety of criteria of cost benefits, the investments in financing EDPs have been worth their while. For a rupee spent on training and developing a new entrepreneur, there would be a very few developmental initiatives which have yielded higher returns.

And this is despite the fact that not more than 33% of those trained under the programmes have been able to start their enterprises. Almost an equal number has been blocked in the process of becoming entrepreneurs after getting training because of

## FROM THE DIRECTOR'S DESK OPPORTUNITIES AND THREATS

reasons other than internal to the programme. If the start-up rate is raised to 50%, which is quite possible if timely and adequate credit is extended to the trainees, and if all those who are trained maintain their profitability and survival performance at 91% which is significantly higher than that of non-trained SSI units, there should be no looking back for EDPs in our country.

However, there are now new threats to the programme, just when its credibility and image are expected to be very high because of the findings of evaluation. The days of subsidies for the programmes may soon come to an end because of financial crunch faced by sponsoring institutions as well as the new economic thinking which requires banking institutions to go for profitability thereby reducing their involvement in what used to be called "development banking". Not only less money may flow to EDP training, but less credit may also flow to first-generation new entrepreneurs when banks look at the bottom line.

While this negative scenario may suddenly change if the 8th 5-year plan provides substantial financial resources for the EDPs (now that EDPs are incorporated in the new SSI policy), time has

come for entrepreneurship development organisations to face the emerging challenges and think of alternate strategies. These will have to be in two thrust areas:

First, innovations are required for evolving imaginative packages of training for newly identified target groups whose needs are to be fulfilled. Good fees can be charged and earned if relevant programmes for needy target groups with qualitative services are announced. In short, marketable products. If private sector training companies offering (employment) skill development programmes such as computer proficiency can charge no less than Rs.5,000/- without assuring a job, there is no reason why an EDP cannot find "buyers" by charging Rs.3,000/- for making a person an owner of his or her business!

Secondly, innovations are required in training methodology itself. The 3 months', part-time or 6 weeks', whole-day EDP approach taking only 25 to 30 persons at a time and working with them from 3 to 6 months so as to make less than half of them self-employed is too time-consuming, slow and limited in impact when massive national needs are to be addressed. Why can't we have training techniques which deal with a larger group of 50 or 100

at a time? Why can't a trainer counsel a fairly large number, if necessary, in an unstructured programme? In many places in the world, such techniques have been evolved and large group training has become very effective. Can there be a distance learning process to reach out to a large potential group?

The challenge, therefore, is to get out of the possible staleness in our approach to entrepreneurship training. Such a staleness is bound to creep in when subsidised programmes don't have to survive on either quality or market acceptance. Credibility of ED institutions will now be tested when they try to charge fees for the services.

In other words, all that we try to develop in an entrepreneur in terms of entrepreneurial traits (need for achievement, initiative, risk taking, searching environment, seeking out opportunities, and so on) will have to be cultivated and revealed within the entrepreneurship organisations themselves. There is no reason why the "ring toss" game or "boat game" should remain the key methods of AMT even after more than two decades of use in EDPs. There have to be innovations in everything that we do in training just as an entrepreneur must remain ahead of the game in business.

Dr. V. G. Patel

## INTERNATIONAL TRAINING PROGRAMME ON INDUSTRIAL PROJECT PREPARATION AND APPRAISAL' FOR DEVELOPING COUNTRIES

Mr. Shashikant Lakhani, the Minister of Industries, Government of Gujarat, inaugurated an international training programme on 'Industrial Project Preparation and Appraisal' organised by the United Nations Industrial Development Organization (UNIDO) and sponsored by the Government of India and the Government of The Netherlands on the Institute campus on September 28, 1992. This 4-week programme was targeted at senior officials engaged in the formulation and appraisal of medium and large-scale industrial projects. Twentyfive participants from the Ministry of Industry, economic planning, development banks, state national financial institutions and industrial development corporations representing 13 developing countries from Asia and Africa attended the programme.

Mr. Lakhani, in his inaugural address, emphasised the significant policy shifts which encompassed globalisation, liberalisation and privatisation among the Third



Mr. Shashikant Lakhani, the Minister of Industries, Gujarat, lighting a lamp to inaugurate the UNIDO-sponsored programme on 'Industrial Project Preparation and Appraisal' for the developing countries. On his left are Dr. V. G. Patel, Director, EDI, Mr. Kurowski, UNIDO expert, and Mr. A. Prasad, Additional Chief Secretary, Industries & Mines Dept., Govt. of Gujarat.

shifts bring into a sharper focus the need and the skills for better project preparation and appraisal. UNIDO must be complemented on designing a 4-week course on Industrial Project Preparation and Appraisal. He noted with satisfaction that the programme not

logical and financial aspects of project preparation and appraisal, but also social cost benefit analysis.

Dr. V. G. Patel, Director of the Entrepreneurship Development Institute of India, Ahmedabad, in

the need for well-studied project reports in the establishment of new ventures. He also stressed the need to develop the skill of persons engaged in preparing and appraising industrial projects. Dr. Patel pointed out that such a programme would be helpful in equipping the participants in designing and competently appraising viable project reports. As the EDI has a long, rich experience, it will try its best to meet the expectations of the participants and UNIDO. Dr. Patel expressed satisfaction over the fact that UNIDO has selected the EDI for implementing such a programme.

Dr. Kurowski, a UNIDO expert from Vienna, underlined the objective of the programme mainly to raise the quality of human resources in the member-countries engaged in industrial development. He briefed the gathering about the course structure and inputs.

The function concluded with a vote of thanks by Mr. V. G. Patel.



At an impressive ceremony at the historic Registan Square in Samarkand, Uzbekistan, on September 19, 1992, Mr. V. G. Patel, Director of the Entrepreneurship Development Institute of India, Ahmedabad, received the prestigious Aga Khan Award for Architecture from His Highness The Aga Khan.

In the creation of the EDI campus the Award recognized the contribution of: (1) Mr. Bimal Hasmukh Patel, the architect of the EDI campus; (2) the Entrepreneurship Development Institute of India; (3) Dr. V. G. Patel, the Director of the EDI and its founder; (4) M/s. Ganon & Dunkerley, the prime contractors for building the EDI campus.

The Master Jury award citation for the EDI reads:

"The innovative programme in education and training in entrepreneurship is housed in an open, congenial campus. The fruitful collaboration between the Director of the Institute and the architect produced a fine example of a low-cost, low-maintenance building which promises easy replicability. The architect is commended for his confident use of formal elements growing out of the Indo-Islamic architectural heritage. A series of geometrically structured courtyards and loggias are the primary organizing framework. The variation of open, closed and transitional spaces provides light and shade, and creates an inviting environment for work interaction and repose."

## The EDI campus and its architecture

The campus was built in 1987 following a national-level architectural competition. The primary building materials are exposed brick and concrete stone for the flooring and wood for the doors and windows. The campus, situated on a 23-acre site, was constructed at a cost of Rs. 1.87 crores.

The EDI campus is presently composed of seven buildings. Three of these are for academic and administration facilities. They include two seminar halls for thirty persons each, a conference hall for eighty persons, computer facilities, and office spaces for the faculty and administrative staff. Within these three buildings, the facilities are organized around central open-to-sky courtyards which are landscaped with stone paving, trees and lily ponds. Two other buildings also built around central landscaped courtyards are for residential facilities. One of these has twenty bedrooms and the other has ten bedrooms along with recreation facilities and lounges. All the bedrooms



Mr. Bimal Patel, Architect of the EDI campus, and Dr. V. G. Patel, Director, EDI are seen with the Trophy awarded to the Institute by His Highness The Aga Khan.

have attached toilets. Of the two other buildings, one houses the library and the other houses the catering and dining facilities. An auditorium, already designed, has yet to be built. Further expansion of some of the facilities has also been envisaged.

The planning of the EDI campus, particularly the organization of buildings around geometrically regulated courtyards and landscaped outdoor spaces, respects the deep structures governing much of Indo-Islamic architecture. The architect of the campus, Mr. Bimal Patel, conducted a study of Indo-Islamic architecture and believes that there is much that one can learn from it to enrich contemporary architecture in India.

It is an architecture that is based on rigorous geometries, but one that pays much attention to the sensuous relationship among human beings, buildings and nature.

Despite the fact that the architect of the EDI respects the heritage of the Indo-Islamic architecture, the architecture of the EDI campus is nonetheless contemporary. It does not slavishly recreate the architecture of the past - either in the organization of the buildings or in the building elements used in them. No simple repetitions of ornamental elements can be

found in its architecture. Rather because of its simplicity, its austere use of materials, the consistency of its structure and ornaments, and most importantly, its spirit of inventiveness, questioning and creativity, one can consider the architecture of the EDI as a significant contribution to the rich tradition of modern architecture of India. No wonder, the Masters Jury of the Aga Khan Award for Architecture grouped this project with those that significantly contribute towards the development of a "new architectural language".

## The Award

The Aga Khan Award for Architecture, established in 1977, strives to enhance the perception of Islamic culture as expressed through the architectural medium. It recognizes examples of architectural excellence, encompassing concerns as varied as contemporary design, social housing, community improvement and development restoration, re-use and area conservation, and landscaping and environmental issues.

The Award is organised on the basis of a rotating calendar spanning cyclical periods of three years each, and is governed by a steering committee chaired by His Highness The Aga Khan. Up to US\$ 500,000, the largest architectural prize in

the world, is awarded every three years to projects selected by an independent jury. The monetary prizes are bestowed on those who have contributed to the success of a project, be they architects, construction professionals, craftsmen, clients or community group.

The selection process emphasizes architecture that not only provides for people's physical, social and economic needs, but also satisfies their cultural and psychological expectations. Attention is paid also to building schemes that use local resources and appropriate technology in an innovative way, and to projects likely to inspire similar efforts elsewhere.

## Fifth Cycle (1992)

In the fifth cycle since its inception, nine projects have been covered. They were selected from an initial group of 259 nominations and a list of 27 finalists that were visited on-site by a team of 11 technical reviewers. The jury, appointed by the Trust, feels that they have discovered exemplary projects whose essence, directness and modesty have lessons for the world at large. The jury notes that the growth had maturing of cultural and architectural awareness in what hitherto have been regarded as marginal areas. It commends the successful and imaginative solutions which enhance urban environments. It rejoices at the competence of local professional cadres who have used their architectural and planning skills to create places of dignity and to generate new architectural languages. The jury believes that these economically sustainable, humanistic solutions are relevant to the developed as well as developing countries.

From among the nine projects selected for the award, four including the EDI, were chosen for their contribution to the generation of new architectural languages. The other three are Stone Building System - Syria, Demir Holiday Village - Turkey, and the Panafrican Institution for Development - Burkina Faso. The other category for which awards were given was 'Enhancing Urban Environments'. The five projects under this category are:

-Kairouan Conservation Programme -Tunisia, Palace Parks Programme -Turkey; Cultural Park of Children -Egypt; East Wahdt Upgrading Programme-Jordan, and the Kampung Kali Cho-de-Indonesia.

The Award re-emphasizes the significant stride made by Indian architects in the international arena. We hope similar successes will follow in the future.



EDI Campus



# THE FIRST NATIONAL "ENTREPRENEUR TRAINER-MOTIVATOR AWARDS FOR 1991"

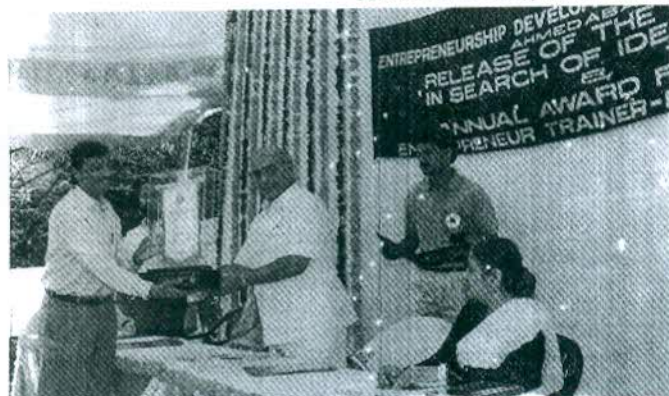
The Entrepreneurship Development Institute of India, Ahmedabad, conferred the first national "Entrepreneur Trainer-Motivator Awards for 1991" on two winners at a function on the EDI campus on November 24, 1992.

The awards were presented by Mr. S. S. Nadkarni, Chairman, Industrial Development Bank of India, and President, EDI.

Mr. Nadkarni called for re-evaluation of the growing role of individual entrepreneurship in the context of the country's changing industrial scenario. He maintained that entrepreneurs are destined to play a greater role in the near future.

The IDBI Chairman, however, struck a note of caution saying the traditional sources of funds seem to be drying up and new sources are emerging. Voluntary as well as organised agencies engaged in the promotion of entrepreneurship, therefore, would have to tap these new sources, he added.

Referring to the emergence of women entrepreneurs, Mr. Nadkarni regretted that the Indian community, especially the financial organisations, still look at them more as women and housewives than entrepreneurs. Such institutions need to be sensitised to accept women entrepreneurs as entrepreneurs.



Mr. S. S. Nadkarni, Chairman, IDBI, & President, EDI, giving away the second Entrepreneur Trainer-Motivator award to Mr. Chaitanya Doshi of CED, Ahmedabad

He said the EDI has expanded its activities at both national and international levels in a big way and its skills and ability have been widely recognised. Indeed, its services are in great demand both in and outside the country, he added.

The two awardees were: Mr. Paramjit Singh Thanwal of North India Technical Consultancy Organisation Ltd., Chandigarh, and Mr. Chaitanya B. Doshi of the Centre for Entrepreneurship Development, Ahmedabad, the winners of the first and the second award respectively.



Mr. S. S. Nadkarni, Chairman, IDBI, & President, EDI, giving away the first Entrepreneur Trainer-Motivator award to Mr. Paramjit Singh Thanwal of NITCON, Chandigarh



Mr. Paramjit Singh Thanwal,  
First award winner



Mr. Chaitanya Doshi,  
Second award winner

The first award consisted of a citation and Rs. 21,000/- and the second, a citation and Rs. 15,000/-.

## About the Winners

Mr. Thanwal (35), an M. Phil. in

economics, has been associated with the EDP movement since 1981 and has conducted 26 EDPs in Himachal Pradesh and Punjab for a wide range of target groups, including ex-servicemen, science and technology graduates and misguided youths in the border areas of Punjab, besides the general target groups. He has been also engaged in commendable research work in the field and has four reports to his credit. Mr. Thanwal's paper "Trainers' role-How challenging is it?" was adjudged the best at the National Trainers' Meet at the EDI in 1990.

## The Objectives

The entire EDP strategy, which creates entrepreneurial supply for industrial development, needs a large number of capable entrepreneur trainer-motivators. This is a unique cadre emerging on the national scene as such persons combine business knowledge, skills and attitudes to play a multi-faceted, complex role of an organiser, promoter, trainer, development officer, liaison person, motivator, a leader, a trouble-shooter, a counsellor, a friend and a guide to the emerging first generation new entrepreneurs.

There are project experts, consultants, teachers and small industry officers, but a combination of all the roles into one is rare. These are the new missionaries working in small towns and villages shifting their headquarters every six months as the programme is taken to people in districts, talukas and clusters of villages. This cadre needs recognition.

Mr. Doshi (37) has been conducting EDPs since 1980. He has held 21 EDPs, mostly for tribal groups in South Gujarat. The fact that at least half the number of trainees from his EDPs have set up their units and have been operating successfully speaks volumes of his capability as an entrepreneur trainer-motivator. In fact, he has been instrumental in the setting up of as many as 218 successful ventures.

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## Selection Process

To recognise the contribution of entrepreneur trainer-motivators, whose cadre has now grown to around 350 spread all over the country, the EDI has instituted the "Entrepreneur Trainer-Motivator of the Year" Awards. These awards supplement a similar award offered by the Department of Science and Technology which is limited to performance in programmes for science and technical graduates. The EDI awards cover performance in developing the general target groups.

The competition for the awards was open to all the trainers who are full-time and regular employees and have conducted at least 5 non-S&T EDPs.

The notification for the awards was made in September, 1991 and, by November 30, 1991, altogether 28 nominations from 12 states were received.

## Selection Committee

A 5-Member Award Committee of the EDI Board Members comprising Mr. R.S. Agarwal, Managing Director, SIDBI, Ms. Kiran Mazumdar, industrialist, Dr. M.V.d. Bogaert s. j., a social worker and rural entrepreneurship expert, and Dr. V. G. Patel, Director, EDI, was formed to select and recommend the two winners.

The top trainers were identified and invited for interactions with the committee, which unanimously recommended Mr. Thanwal and Mr. Doshi for the awards.

## Programme Announcement

International Conference on Innovations in Entrepreneurship and Small Business Development Training' April 27-29, 1993.

**Theme:** Internationally known experts in Entrepreneurship and Small Business Development are invited to share INNOVATIONS in training (methods, approaches, technologies) which have addressed a wide range of target group and created a wider impact in a short time and at a lower cost.

**Participation:** The Conference is useful for trainers, faculty members, consultants, academicians actively engaged in entrepreneurship and small business development training.

**Registration:** Open for a limited number of delegates. Registration on 'first come first served' basis. Please mail a demand draft of Rs. 750/- in favour of EDI.

For further details and registration, please contact: Dr. Gautam Raj Jain, Conference Organiser, EDI, Ahmedabad (Near Village Bhat, Via Ahmedabad Airport and Indra Bridge), P.O Chandkheda 382 424, Gujarat.



# NATIONAL CONFERENCE ON EVALUATION OF EDPS INAUGURATED

Mr. S. L. Kapoor, the Secretary (SSI) of the Ministry of Industry, Govt. of India, reiterated the Centre's resolve to extend all-out help to the entrepreneurship training institutes at both Central and state levels and announced that ten more entrepreneurial development institutes would be set up in the country to cater to the regional demands.

Mr. Kapoor was inaugurating a national conference on the evaluation of entrepreneurship development programmes at the Entrepreneurship Development Institute of India, Ahmedabad, on November 23, 1992. A large number of secretaries and directors of the state ministries and directorates of industry respectively, chief executives of the EDPs and representatives of development banks participated in the inaugural function as well as in the day-long deliberations.

Reiterating the "paramount importance" of imparting entrepreneurship training to the educated and uneducated youths, Mr. Kapoor said the skill of the artisans should be improved through EDPs to enable them to diversify their products, better their performance and generate income.

He, however, considered the training facilities available in the country inadequate in view of the vast need and added that the ten new institutes to be set up would not only impart training to the unemployed youth, artisans and entrepreneurs but also train the trainers.

Referring to an evaluation study

on the EDPs conducted by the EDI, Ahmedabad, Mr. Kapoor described it as a significant achievement that 26 percent of a sample 1295 EDP trainees had started their own units and 68 percent of them belonged to traditional non-business communities. He expressed the hope that with greater organisational support, the percentage of EDP trainees setting up their own units would increase significantly. Mr. Kapoor was particularly happy to note that the success of the ventures started by EDP trainees was as high as 91 percent.



Mr. S. L. Kapoor, Secretary (SSI), Ministry of Industry, Govt. of India, lighting a lamp to inaugurate the Chief Executives' conference. On his right are: Dr. V. G. Patel, Director, EDI, and left, Dr. H. C. Raval, Sr. Faculty & Dr. D. N. Awasthi, Associate Sr. Faculty, EDI.

He pointed out, however, that the fact that 82 percent of the EDP trainees belong to urban or semi-urban areas should be reviewed to raise the percentage of trainees coming from rural and semi-rural areas, where there is need to diversify the occupations from farm to the non-farm sector.

Dr. V. G. Patel, Director, EDI,

Ahmedabad, pointed out that the entrepreneurship development programme has spread to every state, district and major town in the country over the past twenty years. New organisations have come up to give a thrust to the programme strategy, new target groups such as women and the rural poor have been covered, and a new cadre of trainer-motivators has emerged to improve on the quality of training.

He said the central and state governments and financial institutions have adopted this pro-

gramme the role of EDPs and the need for more trainers. "The EDPs are here to stay and bound to grow", he added.

Dr. Patel acknowledged the fact that while the EDPs have taken roots, their spread has also raised a number of questions on their effectiveness, impact and success. He expressed the hope that the evaluation study report would throw up answers to all the questions raised by those who believe in the EDP strategy and would like to improve performance as well as by those who were sceptical about the results and would like to be convinced about its utility.

The three sessions on the inaugural day covered discussions on 'the framework, methodology, strategy and analysis of impact and effectiveness of EDPs', problems and issues emerging from interviews with participants and 'recommendations of the evaluation report'.

## SPECIAL OFFER

'Seven Crises in Business'  
-A series of video programmes  
at a reduced rate.

The Institute has pleasure in offering the 'Seven Crises in Business' series at a reduced rate mainly to reach maximum number of users. Now each cassette of the series (please see the list on last page) costs Rs. 250/- (US \$ 20). For the complete set the Institute will bear the postage & packaging charges.

## 12TH COURSE FOR TRAINING PROFESSIONALS IN ENTREPRENEURSHIP DEVELOPMENT

It is found that institutions engaged in ED activities either through education, training or counselling, are experiencing the shortage of competent training professionals. Technical and non-technical educational institutions are also facing similar problems as they have incorporated the subject of entrepreneurship as a regular course in their curricula.

To cater to the needs of trained professionals, the EDI has designed and organised a series of training programmes to develop manpower for such institutions. Recently one such programme, the 12th in the series, of 6 weeks' duration, was completed on the campus.

The main objective of the course was to train and guide the

training and counselling potential entrepreneurs.

To facilitate the group in having better understanding about various inputs, the programme was designed on the basis of modular approaches consisting of 12 modules. Emphasis was given to (i) selection of entrepreneurs (ii) business opportunity guidance (iii) project report formulation and (iv) achievement motivation training.

In all 16 participants representing EDP conducting organisations such as TCOs and CEDs attended the course. The programme was well received and appreciated by the participants. With this, the institute has developed about 220 trainers to help different state-level organisations/institutions in their

programme for funding and made it a part of their industrial, regional and rural development plans. Two new national institutions have come up to keep the entrepreneurship development movement on course, Dr. Patel said and pointed out that the recent policy paper on small-scale industries for the VIIIth plan has explicitly recog-

## EDI SEMINAR ON 'DEVELOPING THE SPIRIT OF ENTERPRISE' AT LOME, TOGO

The Entrepreneurship Development Institute of India, Ahmedabad, deputed two senior faculty members to Lome (Togo) for organising a seminar on 'Developing the Spirit of Enterprise' during September 2-15, 1992. The seminar was organised by the West African Development Bank (BOAD), Lome, Togo. The bank was set up by 7 French-speaking countries in West Africa, including Senegal, Togo, Mali, Burkina, Faso, Benin, Ivory Coast and Niger. The seminar was attended by 25 participants representing all these 7 countries and the Ministries of Industry and Education, developmental organisations, commercial and development banks and senior appraisal officers of the BOAD.

The Institute designed inputs

intervention for entrepreneurship development; need for formulating policies for promoting the SME sector, skill development on FBFI technique, etc.

All the participants appreciated the inputs imparted. They were convinced with the EDI-EDP approach and expressed the need for modifying it to suit African conditions. A two-member team also discussed with the Director, Department of Administration and Human Resources (DARH), the BOAD and finalised a few programmes to be organised in Lome or in one of the other six countries.

The team also had a discussion with the President, Togolese Chamber of Commerce, which is engaged in organising training programmes for entre-



# AN INTERNATIONAL TRAINING PROGRAMME FOR SMALL ENTERPRISE PROMOTION OFFICERS OF CAMBODIA

The Institute was invited by the ILO, Bangkok under its 'Small Enterprise and Informal Sector Promotion Project' to train 55 potential Small Enterprise Promotion Officers (SEPOs) in Cambodia. The assignment envisaged the designing and conducting of three SEPO training programmes. About 20 potential SEPOs, identified and selected by the ILO, participated in each programme. The assignment which began on August 7 and ended on October 12, 1992, involved the visit of five faculty members of the EDI.

The ILO formulated the project in response to the Secretariat General's Appeal for meeting Cambodia's immediate needs and national rehabilitation. The project intended to help the resettlement of returnees, internally displaced people, demobilized soldiers and the handicapped affected by internal disturbances in Cambodia as well as economic restructuring. The project planned to set up five institutions to help the people to take up small businesses in informal sectors. In order to start Local Economic Development Agencies (LEDAs) with competent small business promotion officers, the EDI was involved as a specialised agency in entrepreneurship development.

The objective of the SEPOs training was to prepare them to organise and conduct training programmes for potential entrepreneurs so as to promote them to take up self-employment in the small business and informal sectors. All 55 SEPOs are staffed in the LEDAs on four different positions: Chief of LEDAs; Small Enterprise Promotion Officer; Credit Officer and Informal Sector Agent (ISA).

The EDI was contacted to design and conduct three one-month intensive SEPO training programmes in Phnom Penh, Cambodia. To complete the assignment, the five faculty members from the institute visited Cambodia.

The training programme was divided into six modules:

General orientation in business and entrepreneurship; Introduction to training intervention; Pre-training stage; Training stage; Post-training stage and Role of SEPOs.

The modules envisaged that learning should be imparted through the development of conceptual, technical and behavioural skills and should be

consolidated with the total personality development of SEPOs. This was achieved largely by using the participatory-cum-experimental learning method which involved small group exercises, assignment and presentation by the participants. The lecture method was used the least.

In addition to the development of competent SEPOs to organise and conduct small business development training, the three one-month training programmes also yielded many useful outputs which help the SEPOs to perform their role effectively.

All the three training programmes were well-received by the SEPOs, despite the constraint that the programme was conducted in the Khmer language, which in turn was translated from English. The confidence level of participants was found to be 65% to 73% of roles and tasks for small business training, which was more than satisfactory. The ILO has been advised by the EDI team that it should develop a core group of SEPOs for each different inputs of small business training and in future it should arrange to provide them with in-depth training in

each input area of small business training to increase their specialization. It has also been emphasized that the local SEPOs should be sent to developing countries like India on study visit so that they can get diverse exposure. After six months, the ILO may also arrange a refresher course for the SEPOs so that they can cope fast with changing needs of Cambodia and work for promoting larger scales of small business.

## Advance Course

**on Business Opportunity**  
for EDP trainers, technical, development and project officers, consultants, bankers.

What It Covers:  
Methodology to identify viable business opportunities, generation of business ideas, sources of information, business opportunity guidance.

Programme Fee :  
Rs. 4,500/- per participant on residential basis.

Programme Dates :  
13-17 July, 1993.

Last Date for Registration:  
25th June, 1993.

For further details, contact EDII, Ahmedabad.

## THE SEVENTH EDI PUBLICATION "IN SEARCH OF IDENTITY: THE WOMEN ENTREPRENEURS OF INDIA" RELEASED

The seventh publication of the Entrepreneurship Development Institute of India, Ahmedabad, "In Search of Identity: The Women Entrepreneurs of India" by Ajit Kanitkar and Nalinee Contractor was released by Mrs. Elaben Bhatt, General Secretary, SEWA, at a function on the EDI campus on November 24, 1992.

Mrs. Bhatt expressed the hope that the emergence of women entrepreneurs would bring about a welcome change in the business world which needs to lay a greater stress on human values. The present trend in the business world, where 'greed' and 'accumulation of wealth' have earned greater respectability than its contribution to society, must be checked and replaced by human values, she added.

The book, sponsored by the Apeejay - Surrendra Group, covers the success stories and experiences of 45 women entrepreneurs and their 44 enterprises in 15 locations spread over nine states and one Union Territory. Their projects cover diverse fields from engineering to cattle-feed, from electronics to natural fertilizers, and from plastics to pharmaceuticals. The case studies in the book provide convincing, indeed



Mrs. Elaben Bhatt, General Secretary, SEWA, releasing the book 'In Search of Identity-The women Entrepreneurs of India'. On her right are, Mr. S. S. Nadkarni, Chairman IDBI & President, EDI, and Ms. Nalinee Contractor, authoress of the book and Faculty Member, EDI.

capabilities for setting up and successfully managing their enterprises in a complex, often hostile, competitive industrial environment.

This book is, therefore, not only a contribution towards enriching the literature on women in business in India, but also, hopefully, an instrument of crusade against the stereotyped, traditional and negative image of women entrepreneurs that had long persisted. It includes the home-based activities or the "Griha Udyog" and focuses

turing projects set up by women.

The cases in this book are of those women who have established their identity as equals among successful business entrepreneurs.

The EDI launched this research study with the following objectives:

To understand the process of emergence of women entrepreneurs in India; study the facilitating and hindering factors in their emergence, survival and growth; document their

achievements for society, especially to inspire women; lessons for designing entrepreneurship training programmes for women; and draw the attention of the support agencies involved in promoting and assisting women entrepreneurs such as policy-makers, financial institutions, banks and industrial organisations.

## Training Programme on Project Report Preparation

for EDP trainers, technical, development and project officers, consultants, bankers.

What It Covers :  
Assessment of market, technical and financial viability of the project, preparation of project report, presentation to financial institutions, computer aided assessment of project feasibility.

Programme Fee :  
Rs.: 4,500/- per participant on residential basis.

Programme Dates :  
19-23 July, 1993.

Last Date for Registration :  
25th June, 1993.

For further details, contact EDII,



## INTERNATIONAL ORGANISATION

As an accomplished centre in the field of entrepreneurship, the EDI has adopted an approach to provide programmes at national as well as international level. On a request made by the Entrepreneurial Extension Centre, College of Arts, Science and Technology (CAST), Kingston, Jamaica, the Institute had deputed one of its senior faculty members for the internship programme on entrepreneurial development in the Commonwealth Caribbean.

The programme was attended by 13 participants representing the Entrepreneurial Extension Centre, (EEC-CAST), Small Business Associations, Small Business Development Company and Youth Training and Employment Programme, Trinidad & Tobago, Small Enterprise Development Unit (SEDU)- Grenada, Eastern Caribbean Organisation of Development Foundations, Barbados Community College etc. The programme aimed at providing knowledge and information on various aspects of entrepreneurship development

through training.

The issue of inculcating entrepreneurial values among the students through introduction of entrepreneurship course in educational institutions was also discussed during the programme.

Dr. H. C. Raval, a resource person deputed by the Institute to the programme, not only shared the EDI's experiences in promoting entrepreneurship through EDPs but focussed on the lessons learnt at the time of introducing entrepreneurship in technical vocational institutions.

During his presentation, Dr. Raval used the newly designed Focused Behavioral Event Interview Technique (FBEI) inculcating entrepreneurial values, particularly among the students. He added that commercial and developmental banks can use this technique as a tool to assess entrepreneurial capabilities of potential and new entrepreneurs. The presentation was highly appreciated by all the participants.

## SOUTH AFRICAN NGO TEAM VISITS EDI

A study team comprising Mr. Don Shay and Mr. Vyuyi Ngcuka from the Triple Trust Organisation (an NGO) based in Cape Town of South Africa visited the EDI in the third week of September, 1992. The Triple Trust Organisation has been involved in training and support for emerging enterprises in South Africa since 1988. The purpose of the visit was to learn about Indian experience in developing micro enterprises by disadvantaged poor communities.

The team spent time with the EDI faculty members understanding various aspects such as training intervention methodology, selection of entrepreneurs, viable business opportunities, credit and master systems for micro enterprise development.

The long interaction the team had with the Self-Employed Women's Association (SEWA), an NGO in Ahmedabad, was a great learning experience. The participants of the 12th Accredited Trainers Course held on the EDI campus had extensively shared, in an informal evening get-together, their experiences with the team on the whole gamut of training intervention in micro enterprise development in the Indian context.

The team found its dialogue with the officials of the Small Industries Development Bank of India (SIDBI), and the National Bank for Agriculture and Rural Development (NABARD), Ahmedabad, very useful and highly appreciated the strategies adopted by these two national financial institutions in the creation, development and promotion of micro enterprises in the farm and non-farm sectors in the country.

The rich resource base on entrepreneurship at the EDI library impressed them so much that they gathered a lot of information on the supply of periodicals, EDI publications and other relevant literature to be preserved by the Triple Trust Organisation.

At the end of their hectic visit to the EDI, the team felt that it learnt a great deal about the Indian experience in micro enterprise development and would strive to reorient the systems in South Africa to adopt most of the Indian experience.

The team expressed its gratitude to Dr. V. G. Patel, Director, EDI, for extending an invitation to it to visit the EDI. It also expressed thanks to the faculty and staff of the EDI for the hospitality extended.

## Programme for Marketing Entrepreneurs

(Sponsored by SIDBI)

for

Sales/Marketing Professionals with medium/large companies, with minimum 2-3 years, experience

What It Covers : Entrepreneurial competencies, opportunities for trading/agencies/marketing enterprises, financial and organisational aspects, experience sharing with innovative and successful marketing entrepreneurs, floating trading companies for exports.

Programme Fee : Rs.: 750/- on non-residential basis.

Programme Dates : 15-25 February, 1993.

Last Date for Registration : 10th February, 1993.

For Details, Registration forms & Brochure, please contact:

Programme Co-ordinator,  
Entrepreneurship Development Institute of India  
Near Village Bhat, (Via Ahmedabad Airport & Indira Bridge)  
P.O. Chandkheda 382 424. Gujarat.

## EDI PUBLICATIONS & AUDIO-VISUALS

### EDI Reports

EDI publishes a regular quarterly bulletin, i.e. EDI Reports, covering various activities undertaken by the Institute. (Free circulation on demand)

### Publications

1. Entrepreneurship Development Programme in India & its Relevance to Developing Countries. -V.G. Patel Rs.130/-US\$25
2. Developing New Entrepreneurs. Rs.200/-US\$40
3. Self-made Impact-Making Entrepreneurs. Rs.250/-US\$45  
-Gautam R. Jain & Akbar Ansari
4. National Directory of Entrepreneur Trainer-Motivators(1989) Rs.80/-
5. Entrepreneurship Bibliography. Rs.55/-US\$11
6. Strategy of Success in Business & Industry (Hindi) -V.G. Patel Rs.50/-
7. A Manual on How to Prepare A Project Report -J.B. Patel & D.G. Allampalli. Rs.100/-US\$15
8. In Search of Identity-The Women Entrepreneurs of India. -Ajit Kanitkar & Nalinee Contractor. Rs. 160/-US\$15
9. The Seven Crises & Business Strategy for Survival & Growth -V.G. Patel. (In Print)

### Papers

1. Potential of Ex-servicemen for Entrepreneurship: A study -Gautam R. Jain, 1989 Rs.48/-US\$4
2. Course for Entrepreneurial Succession in Family Business; A Feasibility Study -Gautam R. Jain, 1989 Rs.43/-US\$3
3. The Missionaries- A Study of Entrepreneur Trainer Motivators in India -Dinesh Awasthi, 1989 Rs72/-US\$6
4. Proceedings of National Workshop on Developing Research Agenda on Entrepreneurship -Gautam R. Jain & Dinesh Awasthi, 1989, Rs.81/-US\$7
5. Institution Building for Entrepreneurship Development -Lessons from India -V. G. Patel
6. Approaches to Entrepreneurship Development -A Trend Analysis -D. N. Awasthi
7. EDI's Entrepreneurship Development Programmes For New Enterprise Creation. -A Case Study. -V. G. Patel & -D. N. Awasthi
8. Agenda For Change -Entrepreneurship Education in Management Schools. Rs.75/-US\$6

### Video Cassettes

1. Five Success Stories of First Generation Entrepreneurs Rs.1,000/-US\$100
2. Assessing an Entrepreneurial Competencies Rs.1,000/-US\$100
3. Business Opportunity Selection and Guidance Rs.750/-US\$75
4. Problem Solving -An Entrepreneurial Skill Rs.750/-US\$75
5. Starting Crisis in business Rs.250/-US\$20
6. Cash Crisis in business Rs.250/-US\$20
7. Delegation Crisis in Business Rs.250/-US\$20
8. Leadership Crisis in Business Rs.250/-US\$20
9. Financial Crisis in Business Rs.250/-US\$20
10. Prosperity Crisis in Business Rs.250/-US\$20
11. Management Succession Crisis in Business Rs.250/-US\$20
12. Planning for Competition & Growth Rs.250/-US\$20

### Kit

1. Achievement Motivation Training (AMT) Kit. Rs.700-US\$56

### Clippings

1. Entrepreneurship Newspaper Clippings Year Book. 1989. Rs.120/-US\$10
2. Entrepreneurship Newspaper Clippings Year Book. 1990. Rs.185/-US\$15

Note: All prices exclude postage & packing.

10% discount is allowed to all Training/Educational Institutions, Government Organisations and Libraries on all above publications, audio-visuals.