

# EDI Reports

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ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA



An International Training Workshop for Women Entrepreneurs



Summer Camp on Entrepreneurial Stimulation



Training & Counselling Women Entrepreneurs  
Training Programme for Voluntary Organisations

Entrepreneurship Development through Distance Learning

From the Director's Desk

## REACHING OUT

All these years, the otherwise successful Entrepreneurship Development Programmes have suffered from one limitation. Being locations specific, fixed time training-cum-counselling programmes, the EDPs have not been able to reach out to a very large number of people at a time and to every location. This is despite the fact that district and even taluka level programmes have also been conducted.

Now that we are entering a critical stage of generating massive self-employment for the educated as well as less educated unemployed, and creating job opportunities through rapid growth of small and tiny enterprises has become a dire necessity, new methods to supplement the EDPs are required. One of them, of course, is an Open Learning or Distance Education one. Operated primarily through correspondence, it offers, at a time, scope to handle several thousand participants, is flexible on timing since one can join the programme anytime, and it opens-up doors to all parts of the country where the participants are living. The EDI has been exploring the possibility of impact making alternatives to create new enterprises and self-employment generation. We have now decided to launch an Entrepreneurship Development Programme through Open Learning System. Fortunately, the rich experience of IGNOU has been available to us and we have supplemented it with export inputs from well-known Open Learning Systems of UK. We are now gearing up to launch this programme from 1st January, 1995.

The crux of such a programme is the adequacy, quality and style of teaching material since most of the learning is done through written material posted to the participants. This exercise is not a difficult one in view of the rich EDP related experience available within EDI as well as in other parts of the country. However, the crucial part is the output of such a programme. We are very clear that such a programme is not meant for a certificate or diploma. It is meant for preparing and enabling a college graduate or an employee or a professional to start his or her own venture. This is where the correspondence training will have to be supplemented by personal counselling. A team of counsellors is being identified and will be trained for the purpose. We look forward to linking-up with state-level entrepreneurship organisations and trained trainers and teachers to play this crucial role of motivating, counselling and supporting local participants towards preparing project reports, making loan applications as well as clarifying various concepts of enterprise formulation, management and implementation.

EDI is launching into it like an entrepreneur. It is a venture which has its risk as well as rewards. It has to be commercially viable and therefore demand at a reasonable price must be assured. The programme must be promoted, market must be generated. The investments being made are very large. However, they will prove to be cost effective if a large number can be served for enterprise creation. We look forward to involvement of entrepreneurship trainers and our network institutions to make this venture a success. India will be the first country to do so and we can easily cross the national boundaries to serve the SAARC followed by South Asian and later the African group. We have entrepreneurship trainers in all Commonwealth Countries and a large number of English speaking developing countries, trained at EDI.

## AN INTERNATIONAL TRAINING WORKSHOP FOR WOMEN ENTREPRENEURS

Mainstreaming the economically marginalized population, particularly women, has been a major item on the agenda of international agencies for the past two decades. As part of the efforts in this direction, UNIDO in collaboration with EDI, initiated

the process progressed, they started realizing the significance of understanding gender as a social and cultural constraint, posing barriers to their journey towards excellence. Once the realization dawned on them, the stress was shifted to creation of

and issues related to business expansion and diversification, all with a special focus on women entrepreneurs. The last module dealt exclusively with changing global economic environment and the position and role of the present day entrepreneur.



Ms. Patricia Scott, Industrial Development Officer and in-charge of this project from UNIDO, Vienna, addressing the participants at a valedictory function. On her left are, Dr. V. G. Patel, Vice-President and Director, and Mr. B. P. Murali, Sr. Faculty, EDI.

a series of training workshops for women entrepreneurs, trainer-motivators and finance and credit appraisal officers. The central focus of these integrated workshops was on sensitizing the entrepreneurs and the support system about the implications of 'gender' for industrial development, and also enabling the latter, to respond to the special needs and problems of women in business.

The first workshop in this series was organised during 2-13 May for existing women entrepreneurs at EDI campus. Twenty five small scale manufacturing entrepreneurs from 11 developing countries in Asia and Africa (including 6 from India), participated in this workshop. Their areas of activities were as diverse as textiles, garments, plastic, wood, iron structurals, food processing, chemicals and electrical equipments. The workshop was a unique attempt for perhaps, for the first time it addressed itself to the question of gender in an apparently 'gender-neutral' sphere of action, i.e., business.

At the outset, the participants were exposed to the hidden and subtle 'gender biases' they face in their personal and business lives. Most of the participants - all successful business women in their own fields, were reluctant in the beginning to accept the need to discuss gender, as they perceived their success in business as a suf-

ferable process. Such a theme was given special attention in the light of EDI's interactions with women entrepreneurs. It has been observed that business women generally keep themselves aloof from issues like industrial policies or the process of economic transformation. This may be due

capabilities/ skills to respond to and deal with gender biases. The specific techniques emphasized here were assertion and negotiation skills. Ms. Teresa Balayon, a renowned women's studies educator from the Philippines, with long years of experience, and international exposure in gender re-

### Bill of Rights for Women Entrepreneurs formulated during the workshop

#### I have the right

- to protect and enhance my self-esteem.
- not to be criticized for what I believe in.
- to support/ promote/ uphold what I think is right even if it is unacceptable to others.
- to correct/ point out and object to slurs, prejudices, discrimination, stereotypes against women as leaders.
- to work for the repeal of laws unfair to women and support the enactment of gender fair or gender sensitive ones.
- to object to customary practices that are unfair or discriminatory to women.
- to hold a position of responsibility.
- to be a member of governing bodies.
- to seek shared responsibility in home management and income earning.
- of access to resources and benefits.
- to point out mistakes.
- to make mistakes and have the opportunity to correct them.
- of access to information.
- to give and seek information related to my business.
- to say 'no'.
- to make decisions about my business and be respected for them.
- not to feel guilty about what I wear.
- to infact all the rights of a human being.

sponsive training and education, was the principal facilitator for these sessions.

to lack of proper information and appreciation of the macro situation in and around their own countries. Their passivity may



## "ENTREPRENEURIAL STIMULATION"

"Earlier, I had a vague idea about what I would be doing in my life. But after this camp, I have a very strong goal".....

"Here we realised on our own what we can do in life and what we should not do. We have decided that we will definitely achieve something".....

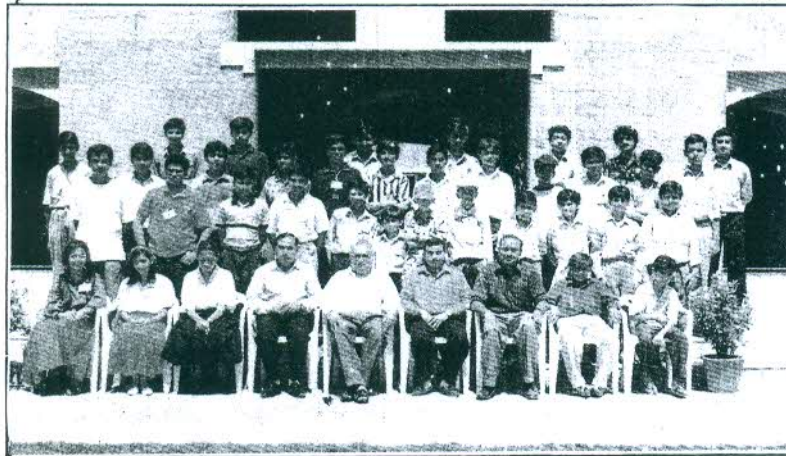
"We wish this five day camp

their activities and behaviour at a later stage, EDI had organised a Summer Camp for young children from 16 to 21 May, 1994 at the sprawling EDI campus. The objectives were

\* to inculcate a spirit of enterprise amongst children at a tender age;

and Interpersonal Relationship had an indelible impact on the participants.

The feed-back from the parents of the participants are indeed very encouraging and stimulating. Appreciating the efforts put in by the Institute, they were emphatic regarding the positive impact of the 'Summer Camp' on the chil-



Participants attending the Summer Camp for Entrepreneurial Stimulation are seen with Dr. V. G. Patel, Vice-President and Director, EDI (Fifth from left), Camp Leader Dr. Sunil Shukla (next to Dr. Patel) and other EDI faculty members.

should be extended to five months duration".....

"Till date I was passing my time watching TV and playing indoor games. But after attending this camp, I have developed my personal skills and confidence to do something entrepreneurially".....

Spontaneous responses from children attending a week-long summer camp on 'Entrepreneurial Stimulation'. They arrived at EDI, 34 boys and girls in the age group of 12 to 17 years; shy, nervous, diffident and when they left, they carried home vivid and positive impressions, confident of being able to achieve their goal.

Based on the conviction that children form impressions about the world at an early age, which not only affect their motivation but also influence

\* to develop a strong need for achievement;

\* to help children develop vision and insight;

\* to educate them regarding entrepreneurial values and motivation;

\* to help develop entrepreneurial capabilities including creativity, leadership and interpersonal relationship.

The Institute adopted 'learning through assignment' methods beside class room lectures, psychological and motivational games, field visits to provide them with first hand information and interaction with successful entrepreneurs and achievers, video film shows, open house discussions and creativity exercises. The sessions on self learning based on four entrepreneurial themes viz., Creativity, Excellence, Leadership

dren, like introverts gaining confidence through interaction, realisation of career opportunities and personality improvements.

The chief guest of the valedictory function, Prof. R.S. Trivedi, Ex-Vice-Chancellor, Bhavnagar University and Chairman Gujarat Secondary Education Board, Gandhinagar, gave away certificates to the participants. In his address on the occasion, he stressed on the need for such camps and congratulated EDI for taking the initiative. Prof. Dwijendra Tripathi, Senior Faculty of EDI, presided over the function. He hoped that the awareness on entrepreneurship created by EDI through this camp would be sustained. Dr. Sunil Shukla, the Camp Leader, proposed the vote of thanks.

### Educational films developed by DES, Pune.

Development Education (International) Society, Pune has produced a series of video cassettes, 'Udyojakta Vikas Malika', with an intention to guiding and motivating the viewer to seek alternative means of employment, i.e., establishing one's own enterprise. The cassettes will be useful as teaching material for various institutions engaged in entrepreneurship development. The titles of the cassettes are listed below :

1. STD/ISD/PCO Telephone Booth Enterprise in Marathi

Duration : 14 minutes

2. Sweater Knitting Machine in Hindi

### SNIPPETS FROM HERE & THERE

3. Potato Wafers Enterprise in Hindi.

Duration : 8 minutes

4. Maize Processing (Pop-corn) in Hindi

Duration : 10 minutes

5. Wooden Kitchen Articles Manufacturing in Hindi

Duration : 12 minutes

6. Pottery in Hindi.

Duration : 12 minutes

7. Peanuts Gud-dani (Jaggery Sweets) Enterprise in Hindi.

Duration : 10 minutes

Each cassette costs Rs. 150/-

Preview of the titles prior to purchase can be arranged for institutional representatives. For further information, please contact:

Development Education (International) Society, Prabhat House, Damle Path, 56/20 A, Law College Road, Pune - 411 044, India. Tele/ Fax. 91-212-339101.

### Scandinavian Institute for Research in Entrepreneurship.

The institute has been established to act initially as a co-ordinating organ for entrepreneurship and small business research in southern Sweden but eventually hopes to become a Nordic centre in this field. The Director is Prof. Bengt Johansson of Vaxjo and Lund Universities and the Secretary is Dr. Hans

Mr. Colin Perchard, Hon'ble Minister of Cultural Affairs, British Council and Mr. John Edmundson, First Secretary, British Council, visited EDI on 22nd July, 1994 to explore possibility of ODA and British Council assistance to Entrepreneurship Development Institute of India (EDI).

Acquainting Mr. Colin Perchard with the objective of setting up EDI, Dr. V. G. Patel, Vice President & Director, EDI, stressed on the Institute's firm commitment and ongoing mission to bring to the fore dormant entrepreneurial talents of first generation entrepreneurs, thereby widening the base of existing entrepreneurs, through extensive research and training resources. EDI's role was complementary to those of the national organisations created for entrepreneurship development activities.

Agreeing with Mr. Perchard's observation that EDI must have been a trendsetter of some sort, Dr. Patel said, "perhaps EDI has forced the Centre, by its credibility, to acknowledge its role as a catalyst to develop the nation through its entrepreneurship activities, since the centre had established and given substantial financial assistance to several state level organisations committed to entrepreneurship development". Acknowledging the contributions of the Government of India in the field, Dr. Patel mentioned, that extensive assistance has been offered towards development of small scale industries, by creating market, framing policies and developing required infrastructure as well as reservation of products for SMEs only.

Apprising the visitors of 'group entrepreneurship programmes' carried out in Nagaland, Dr. Dinesh Awasthi,

Senior Faculty, EDI, explained in detail about this unique activity, whereby 'self help groups' were exposed to entrepreneurship development programmes. The projects which began in March 1992 have progressed satisfactorily and altogether 34 societies (groups) consisting of 125 individuals, had participated in the programme. One person from each society was trained at the Institute, who in turn passed on his business related training to other society members. However, despite excellent training work being done, funds and allocations were not forthcoming since 'developmental financing' was not being viewed as viable.

Responding to query regarding British Council assistance to EDI developmental programmes, Dr. Patel informed the distinguished guests about the future programmes envisaged by EDI. A three year project has been perceived, focussing on the growth of existing entrepreneurs. EDI is all set to launch Open Learning programme in Entrepreneurship aimed at students, graduates, young employees, women etc. A long term relationship would be beneficial since U.K. possessed rich and varied experience in the related field.

Special programmes to recognise the significance of dynamics of gender in the process of entrepreneurship, were being chalked out for the rural informal sector, in the light of experience gained in the informal sector. Research for identification of gaps in the existing system will be initiated in order to arrive at effective and replicable models of intervention in the informal sector. Substantial financial assistance was required for research in this area. However, ODA assistance was committed for a workshop scheduled in January, where representatives of NGOs and the Government of India would meet to deliberate on issues and finalise a set of recommendations to assist in policy framing and their subsequent implementation. EDI will provide the back up support.

Mr. Colin Perchard and Mr. John Edmundson were deeply impressed with the entrepreneurial activities of EDI and requested Dr. Dinesh Awasthi to draw up a three year developmental project in the field of rural entrepreneurship, which could possibly be funded by the British Council.

This was Mr. Perchard's first visit to EDI, and while leaving, humorously observed, that not only the faculty and the staff of EDI, but even the ants scurrying about seemed to be impressed.

### Dr. Jayaraman nominated to Madurai Kamaraj University

Dr. R. Jayaraman, Member Secretary, Centre for Entrepreneur Development, Madurai has been nominated as Syndicate Member of Madurai Kamaraj University by His Excellency the Hon'ble Governor of Tamil Nadu and Chancellor of Madurai Kamaraj University, for a period of 3 years with effect from 27th July, 1994. EDI extends its good wishes to Dr. Jayaraman.

### Study on EDP

Mr. Jasmer Singh Saini, Assistant Professor, TTTI, Chandigarh, has recently completed a study on Effectiveness of Entrepreneurship Development Programme in Northern India and has



# TRAINING AND COUNSELLING WOMEN ENTREPRENEURS



Slowly but surely, women entrepreneurs are beginning to play a pivotal role in developing women enterprises, resulting in integration of women into the mainstream of economic development in their respective countries.

The United Nations Industrial Development Organisation (UNIDO) and United Nations Development Fund for Women (UNIFEM), in co-operation with the Government of India, organised a three week residential workshop for training and counselling of women entrepreneurs at EDI campus from June 4 to 24, 1994. This workshop was a part of the second phase of a UNIDO initiated project on developing entrepreneurship among women. There were 26 trainers/

- c) The entrepreneur and entrepreneurship development.
- d) Gender issues in entrepreneurship.
- e) Personal entrepreneurial competencies.
- f) Small enterprise development and management.

With the help of case studies, group discussions, field trips, role plays and simulation exercises besides lecture cum discussions and intensive interaction with experts in entrepreneurship management and opportunity guidance, the entrepreneur trainer-motivators (ETMs) were helped to develop an insight into identifying and assessing potential women entrepreneurs and subsequently training and developing their skills in enterprise management. Counselling of women entrepreneurs on survival

interact with the participants. Dr. Pat Richardson, Director of Scottish Enterprise Foundation & Sterling, Scotland, took sessions in Business Opportunity and Gender in Enterprise Development while Mr. Jay Mitra, Head of Economic Development Unit, University of North London, U.K., discussed the issues/ processes related to managing small enterprises. Ms. Mary Cleophas BK, from Kampala, Uganda, in her farewell address said, that participation in the workshop would immensely help the ETMs in identifying and coping with the gender issues which had hitherto remained theorised. The curriculum was bound to develop an all-round balanced personality and she was sure, that they were all carrying home with

mainstream of economic frontiers. He pointed out that there is no difference between male and female entrepreneurs, since the tools and techniques to be applied remained the same. What had to be taken into account is the context for success of these management programmes. The ETMs were urged to take into account compulsions enforced by social customs, beliefs, mores and than programmes ought to be designed in adherence to the social customs of each country it is implemented in. Even though

activities. The Programme Director, Dr. Gautam Raj Jain while delivering the vote of thanks, agreed that 'context' was of paramount importance and mentioned that the feedback regarding the curriculum was stimulating. Planning and knowledge and skill derived from the workshop was rated as high as 82%. He thanked the participants for their support and enthusiasm and was confident of their ability to counsel and motivate women entrepreneurs in their own countries.

*"Rusty, jammed minds cleared....  
EDI serves as a lubricant."*

## THIRD SUMMER CAMP ON ENTREPRENEURIAL ADVENTURES

The third summer camp on 'Entrepreneurial Adventures' was organised at the EDI Campus from May 23 to June 2, 1994, with an objective to stimulate the youth to plan their career entrepreneurially. Thirty nine participants from different parts of the country were associated with the camp.

The participants were assisted to identify their skills, their areas of interest and generate ideas on career opportunities based on these areas. They were further motivated to plan significant achievements at an early age and realise their hidden potentials.

This year, the Institute has experimented successfully a new approach to the camp by involving past participants of the previous camps as 'Resource Persons'. They made significant contributions right from designing the inputs of the camp to implementation of the camp activities.

During the camp, a new computerised stock exchange game called 'Cacophony' was introduced to enhance the understanding of the environmental changes and its effect on the business. The entire game was based on the simulation method. The participants went through the experience of the turbulent environment which was created through socio-economic & political news flashes on the

computer. They were then asked to quickly respond to these news in terms of buying and selling the shares. They were further motivated to maximise their profit by possible rewards. This helped the participants to understand the dynamics of decision making, in the constantly changing environmental conditions.

Mr. Viral Jhaveri, one of the participants, admitted that the camp activities had helped to increase his level of confidence and he was clear about his career options.

*"This course in EDI has helped me a lot, it has not only built up my self-confidence but has also shown me some of my hidden qualities....."* said Mit Desai on the concluding day of the camp.

Ms. Kasumbi Shah described the experience as an unforgettable event in her life.

Ms. Visha Suchde expressed her feelings with the following words, *"Never did I know that staying at a place for a few days, attending lectures, meeting achievers, doing certain exercises, playing specific games, would change a person in such a way that she or he is the same person who had come to the place a few days ago."*

Thus, the first raining programme of the year 1994-95 marked a good beginning for the Institute.



Participants of the workshop on Training, and Counselling Women Entrepreneurs are seen with EDI faculty members.

counsellors from 10 developing countries, namely, Bangladesh, Sri Lanka, Nepal, Uganda, Kenya, Nigeria, Malawi, Seychelles, Ethiopia and India, who were helped acquire professional expertise to train prospective women entrepreneurs. The programme designed was based on a modular approach, and the inputs were covered in six modules, viz.,  
a) Programme orientation.  
b) General concepts of entrepreneurship development.

and growth strategies, keeping in mind the distinctive problems faced by women and their enterprises was the quintessence of deliberations. Of particular interest and importance was the topic of identification of gender issues that inhibit entrepreneurial initiative amongst women. Strategies were then developed regarding the ways and means to cope with these gender issues. The Institute had invited two experts of international repute to

them a treasure trove of experiences that were enriching. Participation in the workshop would aid in widening perspectives and developing latent skills. At the valedictory function, Prof. Dwijendra Tripathi, Senior Faculty Member, EDI congratulated the participants on the successful completion of the workshop and said that EDI was an active participant in social revolution of a great magnitude. Since time immemorial, despite the role performed by women,

## TRAINERS TRAINING PROGRAMME FOR VOLUNTARY ORGANISATIONS

A 5-week training programme for Extension Workers of NGOs /VOs was organised at the campus of the Institute between 5th July and 9th August, '94. The programme, fifth in the series and sponsored jointly by Small Industries Development Bank of India (SIDBI) and Rashtriya Gramin Vikas Nidhi (RGVN), was attended by 28 representatives of NGOs, operating in different parts of the country. The programme aimed at enhancing understanding of a systematic approach to promotion of enterprises in rural areas, equipping the participants with the basic managerial skills to undertake this task in an organised manner and playing the role of a trainer-motivator in order to effectively organise Rural Entrepreneurship Development Programmes (REDPs). Presentation and communication skills of the participants were also helped to develop. The major inputs such as how to prepare a business plan, handling and keeping accounts,

were imparted through classroom sessions, field visits, case-studies, and sharing experiences with other participants.

A unique experiment was conducted in this programme, i.e., Enterprise Management Exercise. Each participant was asked to run a small enterprise during the programme. The exercise helped them in identifying a viable business opportunity, conducting a market survey, preparing a business plan, taking suitable investment decisions, learning effective selling techniques and obtaining practical experience of running an enterprise. The intention was to help them to enable them to guide potential rural entrepreneurs effectively. Practical assignments pertaining to promotional campaign for REDP and business plan preparation were also included in order to help participants visualise and overcome difficulties faced by them while operating in the field.

The valedictory function of this

programme was organised on 9th August, in presence of Mr. Brij Mohan, Deputy General Manager, Small Industries Development Bank of India.

The participants were of the view that not for a single moment had they felt the absence of their family members. They opined that the programme had strengthened their self-confidence. The faculty members of EDI and the hon'ble guest were assured that their expectations of the participants will be fulfilled.

Mr. Brij Mohan, in his valedictory address mentioned that vast opportunities & resources were available in the rural areas which were either scattered or not fully utilised.

Mr. Brij Mohan advised the participants not to raise the hopes or expectations of the trainees regarding funds that could be made available, or financing from the banks, because in such cases they started depending on the extension workers for procurement of finance. He also

cautioned the participants.

a) not to raise the hopes of budding rural entrepreneurs unnecessarily.

b) to be very careful and only approve of projects where some amount of self financing was available.

c) to tell them explicitly of the many problems they were likely to face-like finance, marketing etc.

If the trainers were not pragmatic, they had no business to be trainers and should opt for voluntary and social service work and he pointed out that women in rural areas often seem to be lacking in confidence and therefore training/ motivating should be on case to case basis.

He went on to say that nothing should be sold short or cheap. A great deal of money (quantified in terms of effort, hours, studies, etc.) were being put in to train the participants and therefore, they must give a serious thought to not offering their services free

of charge. They must recover the cost by assigning a price for the services offered.

Dr. V. G. Patel, Vice President and Director, said that this course was equivalent to around 10 months diploma course. According to him a trainer influences, counsels and motivates atleast 200 people towards self-economic activity every year. It is evident that Mr. Kirti Vakil, Joint-Programme Director proposed the vote-of thanks.

From the feedback received from the participants and the action plan presented by them it is evident that, all the participants are confident of taking up the challenging task effectively, in their respective areas of operation to become an agent of change working towards the upliftment of the rural economy in general, and rural poor in particular. The programme is jointly conducted by Mr. Raman Jaggi and Mr. Kirti Vakil.