



ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

From the Director's Desk

'MINIMUM' PROGRAMME FOR ENTREPRENEURSHIP

Any economic development Plan, Programme or Policy package which is aimed at poverty alleviation, productive employment generation, rural development and social justice through participation of cross section of people - rich and poor, urban and rural, educated and uneducated, with or without land - must attend to development of entrepreneurship in the country. The UN Human Development Report and experiences of rapidly growing South East Asian countries confirm that investment in human capital yields very high returns.

'Achieving Societies', it is argued, grow better and faster than others. And achievement oriented enterprising people emerge in societies/countries where there are opportunities for betterment and where efforts are made to build capabilities of the population to exploit them. Entrepreneurs are achievers. Entrepreneurs create enterprises which in turn create employment, income, output and wealth. Inadequate supply of indigenous entrepreneurs and therefore capacity to absorb investment (in '50s and '60s) was, but no longer is, that serious a bottleneck in our country. Growth of vast tiny and small scale sector, and the growing middle sector with many emerging business giants in the recent times is a testimony to the strong base of Indian entrepreneurship with capability of meeting any challenge either from within or outside.

However, can any short or long term Plan take for granted an adequate and sustained supply of indigenous entrepreneurs, sufficient to meet the massive problem of unemployment, regional backwardness and widespread poverty? Can any Plan or strategy accept and expect high flow of external entrepreneurship (multinationals, NRIs etc.) so as to make up for these gaps? The answer quite clearly is in the negative.

What should therefore be our, required 'minimum' programme for entrepreneurship promotion and development? The following is my ten point programme:

- 1) Create a massive awareness about charms of being an entrepreneur among school children and college youth and society at large, among educated and uneducated unemployed, employees and non-business communities so as to change

EDII in 1996-'97

current obsession with job search and fetish for wage employment. Use television, radio and print media to 'sell' entrepreneurship as a desired and preferred way of life and livelihood. Make achievers and self-made entrepreneurs our new Heroes.

- 2) Help policy makers and all the actors in the support system (finance, information, infrastructure, or statutory clearance), through strategic use of media as well as sensitisation workshops and retraining, fairs and role-model demonstrations, realise that serving the cause of entrepreneurs in the country is a priority developmental task. Changing mindset and perceptions of the bureaucracy about entrepreneurs must be as high a priority as simplification of procedures.
- 3) Long term measures to create an achieving society and assured flow of enterprising individuals must begin at the school level where a spirit of enterprise must be developed (just as patriotism, bravery, and honesty); it must be sustained through college where achievement orientation is nurtured to culminate into a desire for self-reliance, independence, creativity and innovation through self-employment. Entrepreneurship through education should therefore be an integral part of national HRD policy.
- 4) The immediate (short term) goal of national and state-policies and executive-measures should be to make entry and operations of new entrepreneurs less painful and ultimately smooth and satisfying. "Be an entrepreneur without fear of harassment and without losing your self-respect" should be the motto of each state in place of procedures and administrative irritants which tend to kill entrepreneurship.
- 5) Most new entrepreneurs are starved of information on business opportunities. The thrust of entrepreneurship assistance initiatives (state as well as private) must be on investment counselling and project formulation through a better information base and up-to-date knowledge and counselling skills.
- 6) All State Plans must internalise entrepreneurship development activities, i.e. integrate them with the development strategy and raise their scale of output. The current addition to entrepreneurial

supply, despite more than 500 organisations conducting EDPs, is insignificant. But rather than numbers alone, it is their qualitative contributions in terms of widening the base of entrepreneurship, regional spread, self-employment of unemployed and better survival and growth performance which should be focussed upon. They must find a place of pride (in allocations) in the Plans.

- 7) The constraint of credit for new entrepreneurs must be removed. No sound entrepreneur with a viable project must fail to start an enterprise just because sufficient fund is not available. Innovative credit packages (training and venture capital linked), innovative institutional arrangements (private initiative, self-help groups, credit cooperatives etc.) will have to be encouraged. Alternatives to commercial banking therefore must be established in a big way.
- 8) Institutionalisation of entrepreneurship development and promotion activities must be accelerated with increasing role of voluntary and non-government organisations including associations of industries and entrepreneurs. Each state must have several vibrant, well funded, professionally well equipped entrepreneurship agencies to catalyse various entrepreneurship development initiatives and potential.
- 9) Policy and programme attention to new enterprise creation must be adequately balanced by shifting focus to performance and growth of enterprises. Capacity building of entrepreneurs for meeting challenges of internal and external competition, innovations, technology absorption and growth without protection must be built through counselling, training and retraining arrangements. Consultancy for growth must rate high among private and state sponsored SME institutions.
- 10) Equal opportunities to women to enter and succeed in business must be given a major thrust in the minimum programme. Gender sensitisation of support system and thereby removal of bottlenecks for entry and growth of women entrepreneurs and raising their level of participation in business must be the goal of gender focused policy and programmes. It must be based on a firm belief that women make good and even better entrepreneurs.

DR. V.G. PATEL

ORIENTATION PROGRAMME FOR THE OFFICIALS OF REGIONAL RURAL DEVELOPMENT PROJECT, KANDY, SRI LANKA

A team of 9 members from Sri Lanka visited EDII on a 3-week study tour to learn about 'Private Enterprise Development'. The team consisted of 2 Bankers, 3 Divisional Secretaries, 1 Officer from Agriculture Department and 3 Officers from RRD Planning Unit.

They were exposed to the approaches to Rural Enterprise Development in India as developed by the EDII and this is adopted widely by a large number of NGOs. They were also helped to understand various stages of micro-enterprise promotion strategy such as centre feasibility study, programme promotional strategy, selection of potential



Seen here with Dr. Dinesh Awasthi (fourth from right), the programme Director; Dr. V. G. Patel Director EDII (next to him), Shri Ramesh Dave and Shri Raman Jaggi (extreme left, faculty members) are the officials from RRD Planning Unit, Sri Lanka.

entrepreneurs through FBEL, business opportunity identification and guidance, business plan preparation and appraisal, behavioural inputs, business counselling, gender dimensions in entrepreneurship, marketing, management information system and planning and implementation of REDPs.

In order to acquire an insight into promotion of micro enterprises, informal credit and self help groups, small and medium enterprises and support organisations; the participants were taken on field visits to Rural Technology Institute, KVIB, DIC, SIDBI, NABARD and two NGOs.

The group was unanimous in voicing that if micro enterprise development strategy is adopted systematically, it will work wonders as it has done in India. They felt that since the need of the hour in Sri Lanka is to create job providers rather than job seekers, their visit to the EDII has been very fruitful.

They were confident of being able to identify not only the competent potential entrepre-

neurs but also the right business opportunities for them and also equip the potential entrepreneurs with appropriate knowledge, skills and development of attitudes through training interventions. Acknowledging the competency and efficiency of the EDII faculty members, who they felt, were an excellent team of trainers-cum-researchers, they wished that some sort of long term collaboration could be worked out with the EDII in order to continue with enhancing their professional capabilities.

The most befitting tribute to the EDII was when they expressed that such an institute be established in Sri Lanka to spearhead small and micro-enterprise promotion in their country.

CAPACITY BUILDING OF RESOURCE PERSONS TO GENDER SENSITISE SUPPORT SYSTEM OFFICIALS

The Entrepreneurship Development Institute of India (EDII) is given a stimulating and challenging assignment of designing and implementing a programme on 'Gender Planning in Entrepreneurship' by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India. The objective of the programme is to help bring about an attitudinal change in planners, policy makers, development activists, researchers and support system officials who are actively involved in empowerment of women through self employment.

This is a part of the 'Gender Planning Training Project' being implemented under the National Perspective Plan (1988-2000) with the bilateral co-operation of the Government of India and Overseas Development Administration, U.K. to provide equity and social justice to gender as a whole. This programme is being implemented in five states in India, viz. Karnataka, Kerala, U.P., M.P. and Maharashtra.

The programme has evolved as a result of the concern of the Government of India that despite an appreciative shift towards perceiving women as contributors to economic and social development, women neither enjoy the same access as men do to productive resources nor to the decision making process. In the sphere of entrepreneurship, eventhough women are increasingly becoming self-employed and owner-managers of micro, small and medium scale enterprises, yet there persists the image of stereotypical roles which women should perform and which, in turn, is proving to be a major stumbling block to the desired momentum in creation of new enterprises by women.

Realising that the first step towards eradication of what can be termed as 'Gender Biases' is the need to bring about an attitudinal change by

dissemination of gender awareness, amongst all those who are promoting economic self reliance of women, the EDII has formulated a two tier programme.

*The first tier is a training programme for 'Capacity Building of Resource Persons' who would be sensitising support officials engaged in facilitating setting up of new enterprises by women.

*The second tier includes series of workshops for policy makers, planners and support officials.

The fortnight long training programme 'Capacity Building of Resource Persons to Gender Sensitise Support System Officials' commenced on 17th June 1996. Twentyfour (24) resource persons drawn from state level entrepreneurship institutions and NGOs from the aforesaid five states attended the training programme. At the inauguration, Shri R. Ramani, (Joint Secretary) Training Division, Department of Personnel and Training, Government of India, pointed out that there have been several developmental programmes targeted at women since the last three decades, yet the desired development is yet to be attained. Perhaps it is due to the absence of an adequate analytical framework where women's interests and needs have been considered explicitly. Most of the development plans have a welfare approach and the contribution of women is officially recognized only in terms of their reproductive roles - motherhood and child care. A change in this direction is a must and the shift in focus should be on the acute need for redefining the roles played by women and men and that there must be a 'partnership among equals'. He stressed on the need to bring about attitudinal changes and felt that training is the best method to do it and it should centre on "unsettling the settled way of thinking in a manner that is least unsettling."

Dr. V.G. Patel, Vice-President and Director, EDII speaking on



Smt. Kalpana Amar, Dy. Secy. Dept. of Training and Personnel GOI, Shri R. Ramani JS, Dept. of Training and Personnel, GOI seated with Dr. V. G. Patel, Vice President and Director, EDII during the inaugural function of the training programme for 'Resource Persons'.

the occasion, felt that a focussed attention on women in business is necessary. Addressing the resource persons, he said, that they must take up the roles assigned to them to gender sensitise support officials in their respective states very seriously and must assume leadership to continue with the beginning of a major movement. He reminded them that their actions will denote their commitment and that they must make an all out effort towards fulfilling the objectives of the programme to orient all key actors involved in promoting women as entrepreneurs, of the need to move away from prejudices.

The training programme addressed several important issues. At the outset of the programme, the question of why there has been a shift to 'Gender and Development' from the 'Women and Development' or 'Women in Development' was raised again and again. This was mainly due to the reason that gender inputs have become an integral part of the curriculum in all EDPs aimed at prospective and existing women entrepreneurs and therefore, it became all the more relevant to understand the gender perspective. Women in

Development (WID) helped women to have access to information and resources but did not question the sexual division of labour or the stereotypical role women performed. Gender and Development (GAD) on the contrary, considers the multiple forms of discrimination and subordination women undergo in relation to men. It also questions the different roles played by men and women in society and observe how these differences are influenced by ideological, historical, religious, ethnic, economic and cultural determinants.

It also became very important to trace the historical roots of the status of women in India to be able to determine what and how sex trait stereotype ideas and beliefs about masculine and feminine behaviour came into being. Undoubtedly, it is neither predetermined nor natural but are shaped and constructed by society. It definitely is food for thought that if in the Rig Vedic civilisation women enjoyed equal status with men and received equal education and performed 'Brahmacharya' and 'Upanayana', which clearly demonstrates the absence of any stereotypical role and an equity in access to information and knowledge, then why can that status not be resurrected? Recorded documents from the Rig Vedic civilisation are replete with cases of women like Apala and Vishvara who were outstanding vedic composers or Lilavati and Khana, experts in arithmetic and astronomy. Women were also owners of property then.

Shri J.N. Vyas, Hon'ble Minister of Narmada Development, Food & Civil Supplies, Govt. of Gujarat & ex-Executive Director - iNDEXb honourable guest speaker invited to share his views on the subject of gender and entrepreneurship voicing the same, cited an example of how Mandal Mishra's wife, an outstanding expert, was asked to be an adjudicator to resolve the

debate between Adishankaracharya and Mandal Mishra. Speaking on gender biases, he pinpointed several constraints faced by the women entrepreneurs such as limited finance, comparatively less acceptance as a boss, mobility constraints, unfavourable perceptions and the parallel and demanding productive and reproductive role of the women. To remedy such a situation, he asseverated, was a need for 'entrepreneurship education' as well as proper counselling and monitoring. To a query whether any policy changes can help meet the desired objective, Shri Vyas emphasised that marketing avenues must be made available to women entrepreneurs. R&D centres must be set up to help women entrepreneurs follow a most promising and least disastrous path. He observed that there may be an initial resistance to change, but perceptions are constantly changing and with gender sensitisation programmes being implemented, a radical change in future can be expected.

At the outset of the programme, participants, particularly many of the men amongst them, seemed sceptical and revealed diverse attitudes from rejection to passive acceptance. But as we neared the end of the programme, rigid perceptions and view points began to give way and as a participant aptly pointed out, 'the churning process had begun'. The debates became more vociferous and participation was whole hearted. What became apparent is that there are gaps in information relevant to our country and that intensive research and study is needed before we can evolve a gender approach and methodology most functional to our interests suiting reality and our needs. We have made a beginning and have a long way to go. Experiences from all corners of our country ought to be synthesized so that they can be taken full advantage of and shared. We would definitely be interested to borrow from other's experiences.



Shri Jay Narayan Vyas, Honourable Minister (Second from right) Narmada Development, Govt. of Gujarat addressing the participants of the training programme. Dr. V. G. Patel, Vice President and Director, EDII is seated to his left.

SUMMER CAMP ON ENTREPRENEURIAL STIMULATION FOR CHILDREN



A parent speaking during the parents meet held after successful completion of Children's Camp.

The third camp on entrepreneurship and achievement was organised during May 06 to 11, 1996. The basic objective of the programme was to 'catch potential achievers young' and motivate them to achieve excellence in life. The camp was attended by 41 children

in the age group of 12 to 17 years. The children were exposed to psychological motivation development exercises, specifically selected interesting stories and were taken for a visit to small and medium enterprises besides meeting and interacting with well-known achievers from different fields. The programme was unique in the sense that there was no language bar, no class barrier and no routine class-room lectures. They were stimulated and inspired through well planned activities right from the early morning till late in the night. When the camp came to an end, the participants voiced that the camp had boosted their self confidence and had created

an awareness of the need for achieving excellence. The assignments given offered them a statesman of vision. The achievers who interacted with them were found to be very effective as role models for children at this tender age. Three achievers, viz. Shri S. K. Savla, the industrialist; Shri Krushna Kant Jha, the journalist and Shri Mukund Parmar, the Cricketer were invited to share their success stories and experiences with children who were thoroughly motivated and inspired by their achievements. The institute had also organised a 'Parents Meet' which was attended by parents of almost all children, immediately after winding up of the camp. During

the meeting they were offered valuable suggestions regarding their children's future achievements. The parents were impressed by the impact of the camp and acknowledged their gratitude to the Institute, which they felt, had done a great deal towards developing the creative personality of their children. They expressed their thanks to Dr. V. G. Patel, Vice-President and Director of the Institute who had provided the children with the opportunity to attend such an informative camp and also thanked the camp leaders, Dr. Sunil Shukla and Prof. B. B. Siddiqui who had made it possible for the children to learn the true meaning of 'achievement'.

ENTREPRENEURSHIP THROUGH SATELLITE

Scientific and technological revolution is bringing about radical changes in our life. The pivot of all these changes is the education process itself which is experiencing a tremendous impact. The classroom may soon become more of a concept rather than the actual space in a building as it is now. In other words because of the growing sophistication and expansion of information technology, a classroom situation can be created in any location where the students want to study. In such a classroom, the traditional mode of teaching where a teacher performs the basic functions of imparting education will no longer be considered as the most essential component of the teaching process. The Open Learning System is today rapidly gaining popularity all over the world as an alternative to the traditional education system.

In the past, radio and television were not perceived as being capable of delivering goods for individualised instructions. It was presumed that electronic mass media enforces a one-way communication system requiring a student to be either a passive listener or viewer. Now such limitations can be overcome with the help of satellite based interactive communication network (SATCOM) and the participants of the class may remain in different geographical locations.

Recently the Entrepreneurship Development Institute of India made its maiden attempt to use SATCOM technology for promoting entrepreneurship. On 2 - 4 July, 1996 the institute in collaboration with the Development and Educational Communication Unit (DECU) of the Indian Space Research Organisation (ISRO) conducted an Orientation Programme for viewers in Karnataka. The Centre for Entrepreneurship Development of Karnataka (CEDOK) was the coordinating agency. The programme was

meant for counsellors and prospective learners of the Open Learning Programme in Entrepreneurship (OLPE).

OLPE has been launched in ten states in India. During the programme, the following EDII faculty members provided inputs on various topics of OLPE to the viewers, from the ISRO studio at Ahmedabad. They were

Shri J.B.Patel,
Shri A.Narayanan,
Dr. A.Bhattacharya,
Ms. Nalinee Contractor
Dr. B.Siddiqui
Shri Ajay Dixit and
Dr. Sunil Shukla

CEDOK had mobilized almost six hundred participants every day who took part in the programme from all over Karnataka. During the programme, which lasted for four hours everyday, the participants constantly interacted with the faculty in the studio through telephone and fax. The participants were of the opinion that the EDII should use the SATCOM technology on a permanent basis to develop entrepreneurship all over the country and abroad.

The inauguration ceremony was attended by Prof.N.R.Seth, former Director - IIM, Shri B.S.Bhatia, Director - DECU - ISRO, Shri Mukesh Gulati, Executive, Programmes, FNST, Dr.Dinesh Awasthi, Sr.Faculty, EDII and Dr.Abhijit Bhattacharya, Project Leader, OLPE.

The valedictory function was attended by Shri H.K.Mittal, Director - NSTEDB (DST), Shri B.S.Bhatia, Mr.Nadigar, Regional Manager, CEDOK, Ms.Nalinee Contractor, visiting faculty, EDII and Dr.Abhijit Bhattacharya.

The EDII is currently exploring the possibility of using the local cable network as well as other satellite TV network to promote entrepreneurship on a massive scale.

FIFTH SUMMER CAMP ON ENTREPRENEURIAL ADVENTURES FOR YOUTH

The Summer Camp for the youth, which was set in motion by the institute in 1992, has presently become a core activity of the Institute. Eventhough it was decided that only 30 youths would participate at the camp, an overwhelming response led to organising two simultaneous batches for 44 youths. The camp was organised during May 22 to June 02, 1996. Participants came from Baroda, Dahanu, Rajkot, Surendranagar, Bombay, Agra, Jaipur, Delhi, Madras, Jalgaon and Calcutta.

The youth were motivated and inspired to achieve excellence in the career they chose to pursue. They were exposed to various career options available for them. They were

The functioning of these national level institutions was explained to them. It was a rare opportunity for them since they had no prior exposure to such institutes. Many achievers were also invited to share their experiences with them. Dr. V. G. Patel, a pioneer in entrepreneurship movement recalled his experiences and narrated the charms of becoming entrepreneurial. Shri. Sushil Kumar Handa, the Chairman and Managing Director of Core Health Care Ltd., Ahmedabad inspired them to think big and thereafter achieve it. Shri. Achal Bakeri, Chairman and Managing Director of Sanskrit Comforts Systems Ltd., spoke to them on the importance of becoming

achievement. Shri. Surendra Patel, creator of Vishalla- a unique restaurant at Ahmedabad, shared with them his secrets of success, seizing opportunities wherever perceived. The participants felt they were very fortunate to be able to get an opportunity to meet so many achievers from different walks of life during the camp. They expressed that they would never forget these dynamic experiences which would be instrumental in shaping their lives. During the camp, they were given assignments which were not only challenging but also a pointer towards seeking excellence. The camp which was a grand success received an excellent feedback from the



Participants of the Youth Camp during a session.

counselled by knowledgeable and experienced career counsellors on selection of a right career for themselves as well as planning it entrepreneurially. They were cautioned about the challenges which they were facing or would face in the changing market scenario.

They were taken to different institutions in and around Ahmedabad like National Institute of Design, Space Applications Centre and Physical Research Laboratory.

innovative. Shri. Vijay Patel, an outstanding entrepreneur emphasised on performance of duties with integrity and dedication. Prof. G. S. Agarwal, a renowned scientist, shared with them the secrets of his success. Shri. Kuldip Sharma Inspector General of Police talked to them on target goal-setting and systematic planning, citing his own experiences. Shri. Krushna Kant Jha, the editor of 'Gandhinagar Samachar' narrated that physical bar was no bar in way of

participants. It came to an end on June 02, 1996. The valedictory function was presided over by Dr. V. G. Patel, Vice-President and Director of EDII who awarded certificates to the participants and hoped that they would all become 'achievers' one day. He also acknowledged the contribution of the camp leaders, Dr. Sunil Shukla and Prof. B. B. Siddiqui for the successful completion of the camp.

TRAINING PROGRAMMES ON BUSINESS COUNSELLING AND GROWTH FOR EXISTING ENTREPRENEURS AT CHANDIGARH

The Entrepreneurship Development Institute of India (EDII), committed to training existing entrepreneurs and associated professionals, has been conducting several inter-linked training programmes on Effective Business Counselling and Growth Programme for Existing Small Scale Entrepreneurs. The EDII aims at institutionalising the concept of small business counselling throughout the country. This unique programme has been adopted from the model prepared by the Durham University Business School (DUBS, U.K.) which offers counselling services to existing entrepreneurs through selected counsellors who have undergone training in 'Effective Business Counselling'.

The training programme on 'Effective Business Counselling' encourages professionals to graduate from mere book keeping and tax and fund management or project report preparation or procurement of financial assistance, to growth counselling. Given EDII's objective to institutionalise this



V. Padmanand, the Programme Director, addressing the participants during the 'Growth' Programme for Existing Small Scale Entrepreneurs at Chandigarh.

concept, training programme on 'Effective Business Counselling' was held in the northern region which involved both formal association and informal and voluntary assistance of several regional bodies. The programme concept is highly relevant given the great imponderables of the survival process of small enterprises in the wake of economic reforms. The question that looms large is will competitive moves of large

businesses, MNCs and foreign competitors sound the death knell of Indian SSIs? The rapidly changing economic environment has made it amply clear that ad-hoc and short-term management is unsustainable and therefore, small businesses need professional counselling.

In keeping with this objective, competent counsellors trained by the EDII from April 7 to 11, 1996, were identified and linked to entrepreneurs for counselling

services if required.

The growth programme for existing entrepreneurs took place in three phases with the first phase commencing on April 15 till April 17, 1996. The second phase was from April 18 to May 31, 1996 while the third phase was conducted from June 7 to June 10, 1996. The Growth Programme for Existing Entrepreneurs addressed critical issues and sought to help owner-managers in examining

their enterprises in an objective manner and understanding the potential and growth performance of their firms. It also attempts to equip entrepreneurs with knowledge and information in key areas of concern invaluable for small entrepreneurs. Entrepreneurial competencies that contribute towards top performance is a significant input in this training programme. The participants of the aforesaid programmes included key members and heads of professional bodies and industry associations. Encouragement was received from heads of government departments and industry chambers. Entrepreneurs committed to growth, and competent professionals of the region were highly appreciative of the said programmes.

Need based counselling services some were also extended, beyond the duration of the programmes and several are likely to continue for a long time to come, as entrepreneurs not only appreciate but also need the unique potential benefits of the programme concept.

RURAL MARKETING : A GROWING CONCERN

It is generally observed that traditional rural industries in India find it difficult to market their products at reasonably good prices. Lack of adequate demand, inefficient distribution channel, middlemen exploitation etc. are some of the basic problems faced by cottage and village industries in India. Not being able to market their products effectively, the producers in rural industries sometimes give up their traditional occupation as was the case with the 'Swansi' weavers of Chhotanagpur plateau during late 70's. The increasing cost of yarn and lack of adequate demand for the hand-woven cloth forced a majority of the weavers to leave their looms and migrate to urban areas in search of jobs. Since they had no land to cultivate, the only other alternative was to work as agricultural labourers thereby creating pressure on the already over crowded agricultural sector.

To address this basic marketing problem of the

artisans and the producers in the village and cottage industries and to develop a successful strategy for marketing of rural products, the EDII has planned on analysis and documentation of experiences of organisations which have specialised in this field and are successfully marketing rural products. As a part of this programme, I visited Xavier Institute of Social Services (XISS), Ranchi (Bihar). This institute is promoting and marketing handicrafts and village industries products since the early eighties. To solve the marketing problem of the 'Swansi' weavers in the Chhotanagpur region, they have begun to purchase woven cloth from the weavers and sell them in the nearby markets. They have also established contacts with organisations like Sharda Shanti Ayog (SHASHA), Calcutta and Council for Advancement and People's Action & Rural Technology (CAPART), New Delhi which

are promoting and marketing several handicraft articles and cottage & village industries' products. They are now procuring bulk orders from these organizations.

XISS has also developed a well thought out system by which they are providing yarn to the weavers. The articles made by the weavers from the yarn supplied are collected by offering fair wages to them. Marketing of these products is the responsibility of XISS. In the year 1983, a separate cell viz; Tribal Handi-craft Marketing Cell (THMC : Registered in 1984) was created in XISS. The THMC started participating in various exhibitions and 'melas' through which the artisans themselves sold their products. They were also able to establish contact with OXFAM Bridge which has a wide marketing network in many Third World and European countries.

Though the initial focus was only on weaving, gradually they

also took up marketing of other cottage and village industry products such as bamboo products, leaf plates, honey, jute products, carpentry items, soap, etc. Training programmes are conducted in different trades for skill formation and product/design development. As a result, a family of four or five weavers earn about Rs.800 to Rs.1200 per week and weaving is now a full time occupation for the Swansis.

I visited some villages like Bakulda, Marangada etc. which are 30 kms away from Ranchi and witnessed the weavers working on their loom with feverish haste. In the course of interaction, they elaborated upon how XISS has helped them to revive their traditional occupation.

What is most interesting is that in addition to marketing, THMC has also taken up other developmental activities. The villagers in the project area are totally illiterate and hence there

is a possibility that they could be cheated by outside agencies. To overcome this, the artisans are now being educated. Sufficient attention is also being given to their health care too. Periodical visit of doctors from Ranchi Medical College and other hospitals and distribution of free medicines are arranged.

The timely action of XISS has not only helped to stop the large scale migration of Swansi weavers but has also been instrumental in rehabilitating them into their traditional occupation. This case has proved that if proper attention is given to forward and backward linkages, traditional rural industries could become a viable proposition as well as a good source of regular employment and income for the rural poor. It can also effectively counter migration from the rural to the urban areas.

Case study by :
Sanjay, Pal Faculty Member
- EDII

WE WELCOME

Rajesh Patel, B.E.(Ag.), Dip. in Mgt. Faculty

Exhaustive experience in identification and dissemination of Appropriate Technology for benefit of rural people in general and village & cottage industries in particular. Rich experience in skills upgradation, diversification of products and application of appropriate tools and equipment for upliftment of artisan based cottage industries. Currently working in the Rural Entrepreneurship Development Department.

Girirajsinh Raol, B.Com., LL.B., Dip. in I.R. & Pers. & Mgt. Dip. in Labour Laws and Practice. Dy. Manager (Per. & Admn.)

With an experience of 11 years in personnel management, and specialising in labour laws, conciliation procedures, legal matters, human resource development and training; he is currently working in the personnel and administration department.

Chetna Savantilal Khatri, B.Com. Secretary

Intensive experience in secretarial work for about seven years. Currently working as secretary in the Rural Entrepreneurship Development Department.

Pragnya M. Anglay, B.Com., BLISc. Library Assistant

Intensive experience in a reputed library for six & half years. Currently working as Library Assistant in the EDII Library.

RESEARCH FELLOWSHIP

To promote research in the theory and practice of entrepreneurship, the Entrepreneurship Development Institute of India (EDII), Ahmedabad, has decided to grant fellowships to selected candidates. The norms governing this activity are set-forth below :

- 1) The number of fellowships in a financial year (April to March) will be limited to five.
- 2) Fellowships will be available to teachers, trainers and researchers working at or associated with an Indian institution.
- 3) Ph.D. candidates who have completed at least one year of research following registration can also apply.
- 4) The purpose of the fellowships will be to enable the selected persons to use the EDII library and other material available at the Institute for their research or study, and interact with the EDII faculty.
- 5) The fellowship will be limited to first class train fare between Ahmedabad and the place where the researcher's institution is located. In addition, the selected researcher would be offered free hospitality in the EDII residential halls.
- 6) The duration of the fellowship will not normally be less than 30 days and more than 60 days.
- 7) Applications will be entertained throughout the year and the selected researchers can choose any time of the year for their visits to EDII, subject to the availability of accommodation in the EDII residential halls.
- 8) The decision of the EDII in all matters relating to administration of fellowship will be final.

For further details and application forms, please write to :

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TEAMING UP WITH IEDs/ CEDs

EDII Faculty

Shri B.P.Murali

Shri Ramesh Dave

Dr.Dinesh Awasthi

Member - Governing Body

- * Centre for Entrepreneurship Development of Karnataka Dharwad (Karnataka)
- * Institute of Entrepreneurship Development, Bhubaneswar (Orissa)
- * Institute of Entrepreneurship Development (Bihar), Patna (Bihar)
- * Centre for Entrepreneurship Development: M.P., Bhopal (Madhya Pradesh)
- * Maharashtra Centre for Entrepreneurship Development, Aurangabad (Maharashtra)
- * (Proposed) Institute of Entrepreneurship Development-U.P., Lucknow (Uttar Pradesh)

SUSTAINABILITY OF DEVELOPMENT PROJECTS :

CHALLENGES FOR UMBRELLA NGOs/VOs

Efforts made by the Government have failed to sustain development projects mainly due to leakages and misappropriation in project implementation. Besides, development projects being geographically diffused and implemented simultaneously in a large number of locations need concurrent action by more than one department at the local level and at the formulation stage.

Taking this into consideration, the Government has actively involved local/voluntary organizations in plan implementation during the Seventh Five Year Plan. Due to voluntary/non-government organizations operating in a limited area and with people's participation, it is being perceived that their innovative approach and strategy of time management and acquiring feedback as well as follow-up and monitoring along with awareness raising, has resulted in development projects not only being more effective but cost effective too.

The modus operandi needs to be mentioned at this juncture. A small community based organization (CBO) operates in upto five villages and an umbrella NGO covers a block area. In an ideal situation, an umbrella NGO should implement its projects only after taking into account the capacity of community groups and CBOs so that they can well understand the problems of development as well as be able to find internal resources to tackle the problems. This ultimately leads to the sustainability of development projects and the NGO becomes process-oriented instead of becoming project oriented. Sustainability, however, refers

to the benefit arising from the project in terms of organizational development, human resource development and resource mobilization at both levels, i.e., NGO as well as community. It is an on-going process and can only be fully realized with people's involvement in the development projects. Sustainability should be examined from the perspective of both the NGO as well as the community.

But, NGOs also face certain challenges which if removed would result in the desired momentum to Sustainability of Development Projects. The three primary areas of constraint are organizational development, human resource development and resource mobilization.

The basic problems encountered at the organizational level are : large infrastructure, lack of micro-management, prioritisation towards completing projects in keeping with guidelines provided by the funding agencies and complex financial management.

The problems faced at the human resource development level are : lack of application of knowledge at the grassroot level and holistic approach to rural development, problems in sustaining staff salaries, high variation in the salary/honorarium of the staff, (all of which adversely affect the morale and enthusiasm) and failure in recognition of experiences of NGO staff by the government.

Regarding resource mobilization, project activities cease as soon as the grant gets over. There are three major problems of this aspect. Lack of financing mechanism and well defined

strategy, internal resources not taken into consideration and sustainability of the project in local condition often ignored.

As a result, not only does the sustainability of the project suffer, but the NGOs on their part become a mere tool for implementing projects. Their association with the communities do not become permanent and they fail to provide any direction to the members of the communities for either understanding their own problems of development or finding solutions for them.

Today when there is a great need of umbrella NGOs in India, their numbers are very few and far between and are suffering from the aforesaid problems regarding sustainability. To tide over these problems, concerted efforts are required by the NGOs themselves, the Government, volunteers, professionals, bureaucrats and political leaders. There is an immediate requirement of applying new mechanisms of project implementation and finding alternative resources. It is only then that we can bring about a compatibility between priorities of the NGOs and the community. It has been observed that in each community there are strong internal resources which should be used by the NGOs for human resource development at the local level. The development should be based on holistic capacity building in the local staff and the community groups. It would certainly be a mammoth step towards helping them in searching for, as well as defining their own developmental needs.

**Naresh Singh,
Faculty Member - EDII**

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2. **26th European Small Business Seminar. (Vaasa, Finland).**
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E-Mail : m.e.sadler@Durham.ac.uk.

6. **4th Annual Conference on High Technology Small Firms, at Enschede, the Netherlands.**
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