

EDI A PICTORIAL BIOGRAPHY 1983-1993



FIRST DECADE
OF SERVICE
TO
ENTREPRENEURSHIP



ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

An institution belongs to the society. And to the society it is accountable. Through this account of the EDI's dreams and accomplishments during its first decade, we are presenting ourselves for a social audit. While doing so, we rededicate ourselves to the cause that has been the elan of this Institute all these years.

V. G. PATEL

Vice President & Director

EDI : A PICTORIAL BIOGRAPHY

1983-1993

The Entrepreneurship Development Institute of India (EDI) epitomizes both a will and a belief - the will to advance the frontiers of development, and the belief that education and training can have a multiplier effect on this process.



THE SEED TIME

As the concern for economic development became all-pervasive after the Second World War, interest in entrepreneurship ceased to be a subject of merely academic romance. The primary focus was no more on abstract, theoretical conceptualization; it now shifted to exploring practical measures to augment the supply of critical actors in the entrepreneurial process - persons possessing both competence and aptitude to initiate, nurse and expand industrial enterprises. Concomitantly, the belief in the efficacy of education and training to inculcate and develop entrepreneurial urges and capabilities also increased, and programmes directed specifically to this end began to come to the fore.

In India, the first few programmes of this type were organized by a foreign researcher on an experimental basis in the early 1960s. But they failed to provide the desired momentum. What really inspired the birth of training efforts for entrepreneurship promotion in the country was a purely indigenous initiative - the 'Technician Scheme' launched in 1969 by two state-level credit and infrastructure assistance agencies of the Government of Gujarat: Gujarat Industrial Investment Corporation (GIIC) and Gujarat Industrial Development Corporation (GIDC). The scheme visualized 100 per cent finance without collaterals, based entirely on the viability of the project and the competence of the person behind the project. A large number of people took advantage of this scheme. The real gain of the scheme, however, was the realization that India has vast entrepreneurial potential which can be developed through planned appropriate intervention.

This led the GIIC, together with other state agencies, to conceptualize, develop and mount in 1970 a three month-long training programme known as Entrepreneurship Development Programme (EDP). So well was this initiative received that it became a regular feature of the GIIC activities, and some other state level development organizations joined the original promotor in sponsoring EDPs. The result was that by the beginning of 1979 as many as 85 EDPs had been conducted in different parts of the state, training more than 2000 potential entrepreneurs. Encouraged by this happy outcome, the Government of Gujarat and the industrial promotion and assistance agencies in the state set up a separate autonomous organization, the Centre for Entrepreneurship Development (CED), charged exclusively with the responsibility to undertake selection, training and development of first-generation entrepreneurs in the state.

The success story of the Gujarat experiment in the meantime spread far and wide, and the Ford Foundation

encouraged the Gujarat team to test out the EDP strategy in a few less developed states. The effectiveness of EDP having been thus established, development agencies in many parts of the country mounted their own EDPs, patterned after the Gujarat model. The process continued to gain momentum with the result that by the beginning of the 1980s, EDPs were being conducted in some form or the other in larger or smaller numbers in most parts of the country under the auspices of a variety of agencies, including Small Industries Development Organization (SIDO), network of the Government of India which launched a national EDP for unemployed engineers and later, for the educated unemployed. The Gujarat CED provided professional support to a few of these. With the increasing number of organizations seeking such support from the Gujarat Centre, it was felt necessary to set up a national resource organization committed to entrepreneurship education, training and research.

THE MISSION :

The EDI believes that entrepreneurs are not necessarily born; they can be developed through well conceived and well directed activities. It is now widely recognised that education can be a very effective instrument to bring out latent resources and capabilities of people. Contingent on this belief, the mission of the EDI is :

- To augment the supply of industrial entrepreneurs through education and training;
- To produce multiplier effect on opportunities for self-employment;
- To improve the managerial capabilities of small scale industries;
- To contribute to the dispersal of business ownership and thus to expand the social base of Indian entrepreneurial class;
- To contribute to the creation and dissemination of new knowledge and insight in entrepreneurial theory and practice through research;
- To augment the supply of trainer-motivators for entrepreneurship development;
- To participate in institution building efforts; and
- To collaborate with similar organisation in India and other developing countries to accomplish the above objectives.

THE BIRTH

The idea took a concrete shape when the Industrial Development Bank of India (IDBI), a public sector apex financial institution which had evinced keen interest in the Gujarat experiment, was joined by the Industrial Credit and Investment Corporation of India (ICICI), Industrial Finance Corporation of India (IFCI), and the State Bank of India (SBI) to sponsor an institution of this kind, and the Government of Gujarat expressed its willingness to support it. While the four financial institutions agreed to provide the capital cost and create a corpus fund sufficient to generate adequate interest-income to meet the minimum requirements of the proposed institute during its gestation period, the Gujarat Government pledged twenty-three acres of land for its physical facilities on the outskirts of Ahmedabad city.

The sponsoring agencies were, however, absolutely clear that an institution committed to creativity and innovation must itself have a culture of creativity, and hence must enjoy maximum freedom in its internal functioning conducive to exploration and experimentation. The EDI was, therefore, set up as a wholly autonomous body under the Societies Registration Act on 20 April 1983. From its very inception it has functioned under its own independent board on which the sponsoring agencies are represented along with others, but none has any direct role in the internal management of the Institute.



The rented building where the Institute was housed from its birth to October 14, 1987. In the foreground are EDI faculty members and participants in the first training programme



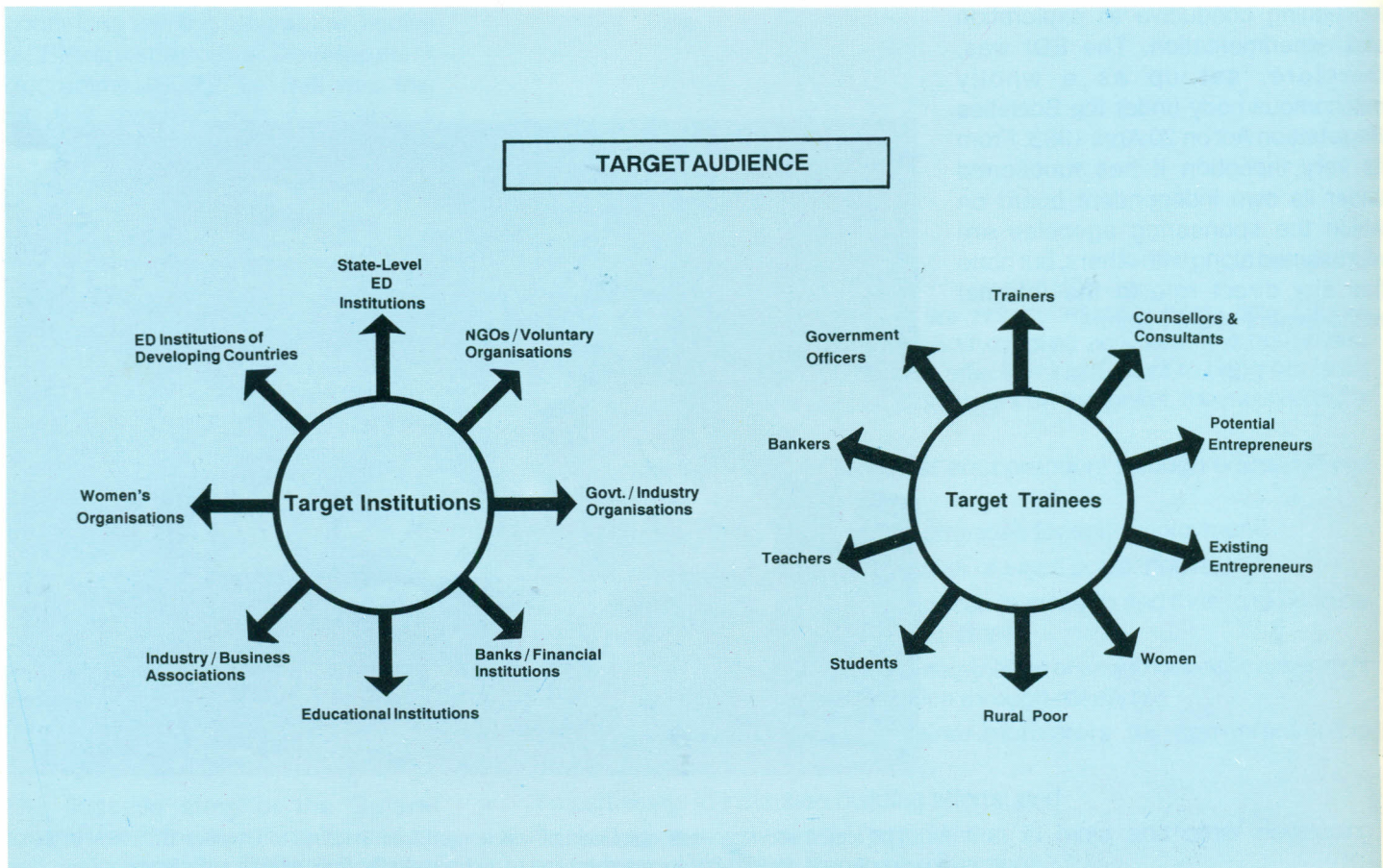
THE MISSION

The Institute was set up not merely to duplicate the activities of the development agencies operating in various parts of the country but to reinforce and strengthen their resources. The task being so gigantic, it could be accomplished only with the collaborative effort of a nationwide network of organizations and institutions. The EDI, therefore, set before itself the role of a resource centre of excellence which could provide to other development agencies innovative training techniques, competent faculty support, teaching and training material of quality, the benefit of relevant research, and inputs of diverse kinds necessary for building new institutions. In short, the principal aim of the Institute was, and continues to be, to continually advance the frontiers of the theories and practices of entrepreneurship on which other institutions and agencies could

profitably draw, augmenting manifold the nation's aggregate capacity to develop its entrepreneurial potential. All future initiatives and activities of the Institute would be informed by this overarching concern.

THE THRUST AREA STRATEGY

Lest it might spread itself too thin, the Institute's basic strategy to realize its mission has been to identify from time to time relevant areas of activities and concentrate on them. The areas so selected have to satisfy the twin criteria of social relevance and the Institute's capability. The following thrust areas have emerged during the first ten years of its existence.



Institutionalizing EDP : The Institute started functioning soon after registration in a small rented building in Ahmedabad city. Most of its key functionaries, including Director V. G. Patel, had been associated with the Gujarat experiment. The Institute's initial focus naturally was to spread the movement to other geographical areas, demonstrating to the development organizations and agencies, particularly in the relatively under-developed states, the efficacy of the EDP approach. The support provided to state agencies included carrying out of feasibility studies for EDP, helping in programme promotion, and assisting in selection of trainees as well as trainers. The Institute also continued to conduct EDP on its own to initiate the institutionalization process in locations and regions where development agencies were yet to gain sufficient strength.

Demonstrating the validity of the EDP strategy was not sufficient in itself. The development agencies required competent trainers to mount Entrepreneurship Development Programmes. And trainers were in short supply. To equip the development agencies with this critical resource, the Institute launched as early as 1984 a pioneering Trainers' Training Programme through which a new cadre



The First Accredited Trainers' Course organised by the Institute in 1984

of accredited professionals would emerge during the next ten years. To facilitate periodic interaction among them, trainers' meets were organized from time to time. This eventually developed into the Indian Society of Entrepreneur Trainers (ISET), formed on the Institute's initiative in 1991.

The next logical step was to promote and support the formation of state-level



Participants in an early programme, 1985

Number of EDPs Conducted :

* Demonstration EDPs	: 22
• Entrepreneurs trained	: 550
* Science & Technology EDPs	: 10
• S&T Entrepreneurs trained	: 240
* Special EDPs	: 3
(Tourism EDP/Tribal EDP/Banana Fibre EDP)	

Trainers' Training Programmes :

* Number of National Accredited Trainers Course (ATC) organised	: 13
• Number of trainers trained	: 182
• Number of accredited trainers	: 95
* Number of Rural Trainers' Training programmes organised	: 4
• Number of rural trainers trained	: 84

organizations to provide momentum to the EDP movement. The establishment of Centres for Entrepreneurship Development (CEDs) in Maharashtra, Madhya Pradesh and Karnataka and Institutes of Entrepreneurship Development (IEDs) in Uttar Pradesh, Bihar and Orissa, resulted from this concern. Based on the Gujarat CED model, they were all professionally supported by EDI and even managed by it wherever necessary. This represented the final step in the process of institutionalization.



A view of the First National Meet of EDP Trainer-Motivators held in Lonavala in 1987



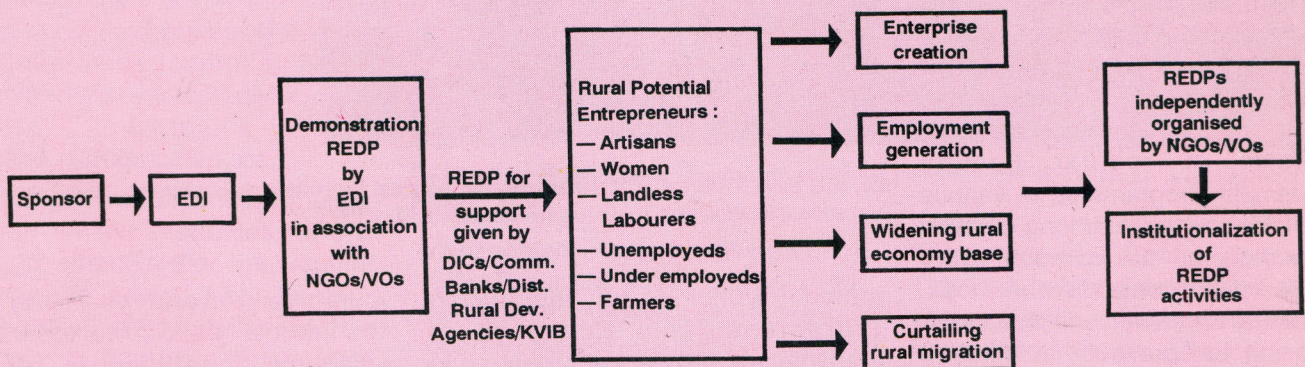
Shri S.S. Nadkarni, the then Chairman-IDBI and President-EDI, giving away the Entrepreneur Trainer-Motivators Awards. Chief Guest, Ms. Ela Bhatt of SEWA, is seen in the picture, November 1992

EDP with Rural Orientation : The basic orientation of the demonstration EDPs or even the trainers' training programmes was essentially urban or semi-urban. A new thrust was given to the experiment in 1986 when the Institute started exploring the possibility of promoting income-generating activities in rural areas with an innovative, experimental programme in Rural Entrepreneurship Development

(RED). The experiment yielded a training model for rural entrepreneurship. With the support of the Ford Foundation, Small Industries Development Bank of India (SIDBI), IDBI, and National Bank for Agriculture & Rural Development (NABARD) and in collaboration with non-governmental organizations (NGOs) many more programmes in this category were organized between 1988-89 and

1992-93. The objective behind involving the NGOs in this effort was to strengthen the relevant existing institutions to meet the challenge of entrepreneurship development in their respective spheres and areas. A training programme for REDP trainers was later a natural offshoot of this initiative.

The Process of Institutionalizing Rural EDPs.



- * Number of REDPs conducted : 75
- * Number of rural poor trained : 1875
- * Number of rural enterprises created : 635



Award of certificate to participants in the First Rural EDP organised at Ikauna (U.P.) in 1988

Entrepreneurship in Education : As the Institute's experiences and resources increased, other thrust areas relevant for its overall mission were identified. Entrepreneurship education was among those which received early attention. The objective of the programmes and activities organized in this area has been to sensitize the existing educational system to the need of incorporating entrepreneurship related inputs in their curriculum and teaching so that the young pupils develop appreciation for entrepreneurial career.

With a feeble beginning in 1987 when a programme for the teachers of science and technology in India's North-Eastern Region was organized, the activities in this thrust area have taken the form of regular Faculty Development Programmes in various parts of the country, and long duration programmes on the campus every year. Besides, orientation workshops, seminars, and conventions directed to influencing the curricula at different levels are organized from time to time. A landmark activity in this area was a



Dr. V.G.Patel, Director, EDI, addressing the National Workshop on Entrepreneurship Education in Vocational Schools and Technical Institutions in May 1992

national workshop on 'Introducing Entrepreneurship Education in Management Institutions' organized in 1991. Another notable initiative in this sphere has been a summer camp for

youth organized every year since 1992. The Institute has also worked with the education department in selected states to give vocational orientation to secondary education.



Technical teachers participating in the Teachers' Training Programme on Entrepreneurship for Western Region, June 1988

Entrepreneurship in Education :	
* Number of TTPs/FDPs	: 25
• Technical teachers trained	: 500
* Number of Summer Camps	: 2
Student participants	: 58
* Number of shibirs for Gujarat schools	: 30
• Student participants	: 1200

Concern for Existing Entrepreneurs :

While these programmes and activities aimed at bringing new entrepreneurs to the fore, another set of efforts was directed to helping the existing entrepreneurs. The initiative in this area dates back to 1984 when two programmes, one in Goa and the other in Sikkim, were organized. However, it was not until 1990 that the Institute's plans in this area began to manifestly materialize when a series of Performance Improvement Programmes (PIPs) were organized in various parts of the country. Since then the performance and growth programmes have developed into a core activity of the Institute. These are essentially management oriented programmes with appropriate inputs of business strategies and entrepreneurial competencies.

Most first-generation entrepreneurs, with their limited resources, find it difficult to attract skilled managerial manpower to assist them in their operations. The products of the university business schools and management institutes are both too specialized and too expensive for them. To facilitate the supply of this indispensable resource, the EDI conceived of an imaginative programme of comprehensive management training to young men and women with a limited level of formal education. Known as the Small Industry



Performance Improvement Programme (PIP) for entrepreneurs of the plastic industry held in Kanpur, 1992

Management Assistant Programmes (SIMAPs), it was first launched in 1991 as COMAP. Another activity initiated recently, though on a modest scale, is the Business Counsellors' Programme (BCP), which aims at strengthening consulting services for small-scale industrialists.

Another unique activity, also launched in 1991, for the benefit of the existing entrepreneurs was the programme on Succession Planning for

Entrepreneurial Continuity (SPEC). The idea behind this initiative was to ensure that the entrepreneurial vision is transmitted from one generation to the other. In other words, the programme aims at grooming the future leaders of enterprises through careful advance planning, informed by a long-term vision of goals. Organized every year since its birth, the programme has received enthusiastic support from its target groups.



COMAP (now SIMAP) : Inaugural function, Ahmedabad, November 1991

Programmes for Existing Entrepreneurs :

* Performance Improvement Programmes	: 34
• Entrepreneurs trained	: 680
* Competent Management Assistant Programmes	: 37
• No. of persons trained	: 750
* Growth Programmes	: 4
• No. of entrepreneurs trained	: 85
* Business Counsellors' Programmes	: 4
• No. of counsellors trained	: 78
* Succession Planning for Entrepreneurial Continuity	: 5
• No. of successors trained	: 131



Participants in SPEC-V, 1993



Shri M. Arunachalam, Hon'ble Minister of State for Industry, Govt. of India, releasing a set of 5 PIP booklets during the National Workshop on "Impact of New Economic Policy on Small & Tiny Industry Sector". On his left are - Mr. S.L.Kapur, Secretary, Ministry of Industry, GOI and Dr. J. Axer, Regional Representative, Friedrich - Naumann - Stiftung, New Delhi. On his right is Dr. V.G.Patel, Vice President & Director, EDI, November 1993

Sensitizing the Environment : To initiate and develop their ventures, entrepreneurs have to draw upon a number of agencies such as government departments, development organizations and banks and financial institutions. If their functionaries do not have a proper appreciation of the role of entrepreneurs or do not respond adequately to their needs, no scheme of enterprise creation and development, howsoever well-intentioned, can succeed. This is the concern of the Institute's other thrust area, Entrepreneurship Environment and Support Systems, which aims at sensitizing the concerned officers of relevant organizations about the hurdles the entrepreneur faces and the role they can play to help him cross these hurdles.

This concern is as old as the Institute itself. The first two programmes in this area, one for the officers of the

Entrepreneurship Development Cell in Goa and the other for those of the industrial assistance agencies in Sikkim, were organized when the Institute was barely one year old. While these Extension Motivation Programmes were further refined, other programmes in this genre, such as ED Orientation Programmes and EDP Appreciation Programmes, were added during the years that followed. Practically every part of the country, particularly less developed states such as Manipur, Mizoram, Tripura, Nagaland, Assam, Kerala, Tamil Nadu and Andhra Pradesh, have benefited from these programmes.

Many deserving candidates very often are denied assistance because of inadequate appreciation of their personal capabilities on the part of the funding agencies. One of the most imaginative of the Institute's activities, a programme for the officers of banks and financial institutions responsible for scrutinizing applications for project funds, addresses this concern. Based on a technique known as 'Focussed Behavioural Event Interview' (FBEI), this programme aims at enhancing the professional expertise of appraisal officials so that requests for funds are processed with empathy instead of the usual bureaucratic neutrality, or sometimes even indifference. The



IDBI officers participating in an EDP Appreciation Programme, 1987.

Institute had collaborated with a well-known consulting firm of the United States, the McBer and Company, to develop this technique.

Organizing Entrepreneurs' Meets from time to time is yet another method used to educate the support system functionaries about the difficulties of the entrepreneurs. A series of such meets were organized between 1987 and

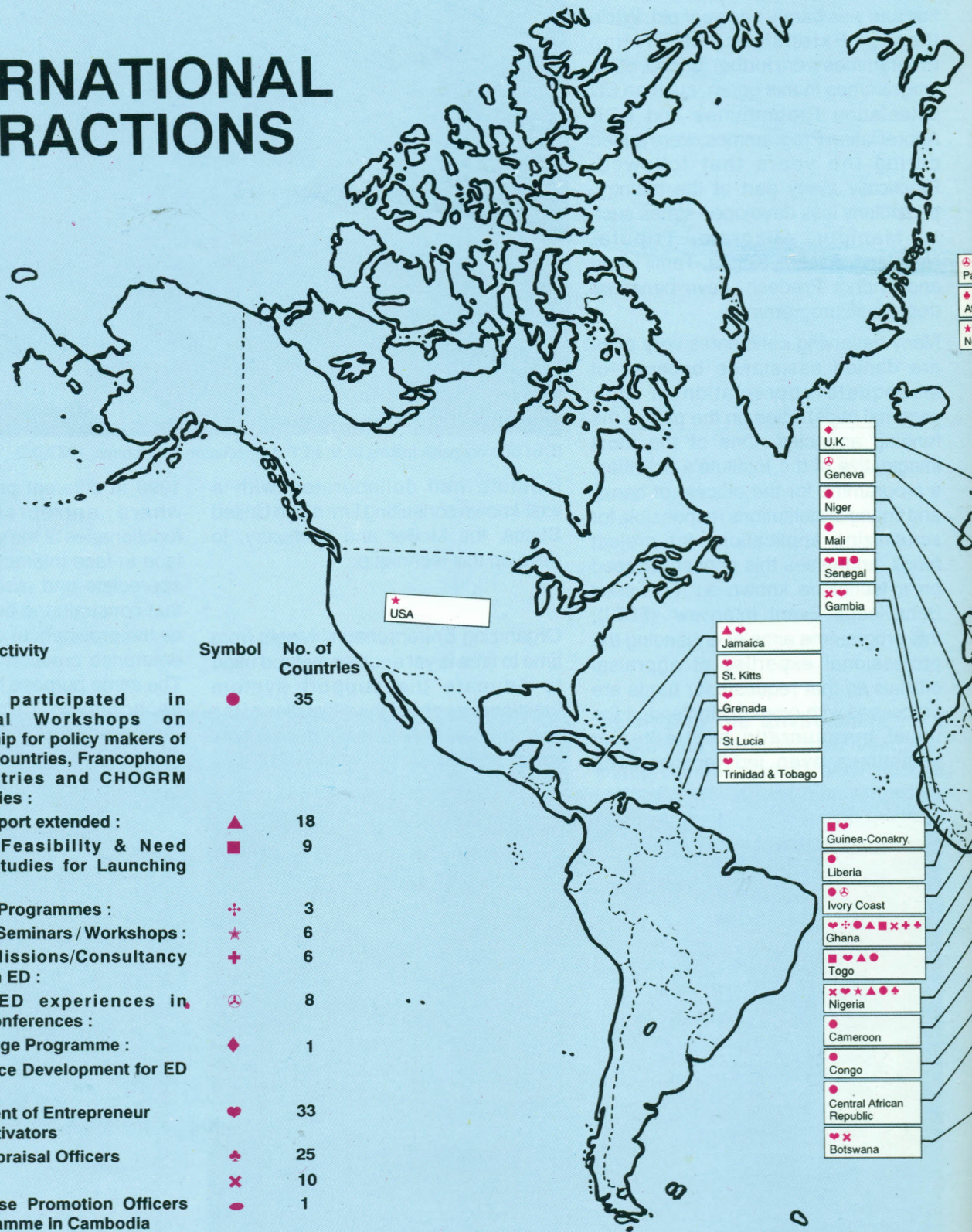
1990 in different parts of the country where entrepreneurs and key functionaries of the support system had face-to-face interaction to understand, appreciate and resolve the difficulties that constrain the beneficiaries as well as the providers of various facilities for enterprise creation and development. The same purpose has been sought to be achieved through occasional conferences, workshops and appreciation seminars.



A group of senior bank managers and officials of state financial corporations in the North-East participating in the FBEI programme organised in Guwahati, 1990

* Number of Entrepreneurs' Meets organised	: 11
* Number of ED Orientation Programmes organised for officers of DICs/Banks/Financial Institutions	: 19
* Number of Extension Motivation Programmes organised for support system officials	: 12
* Number of FBEI programmes conducted for Banks/Financial Institutions	: 14
* Number of COMFAR programmes organised to facilitate project appraisal	: 2

EDI- INTERNATIONAL INTERACTIONS



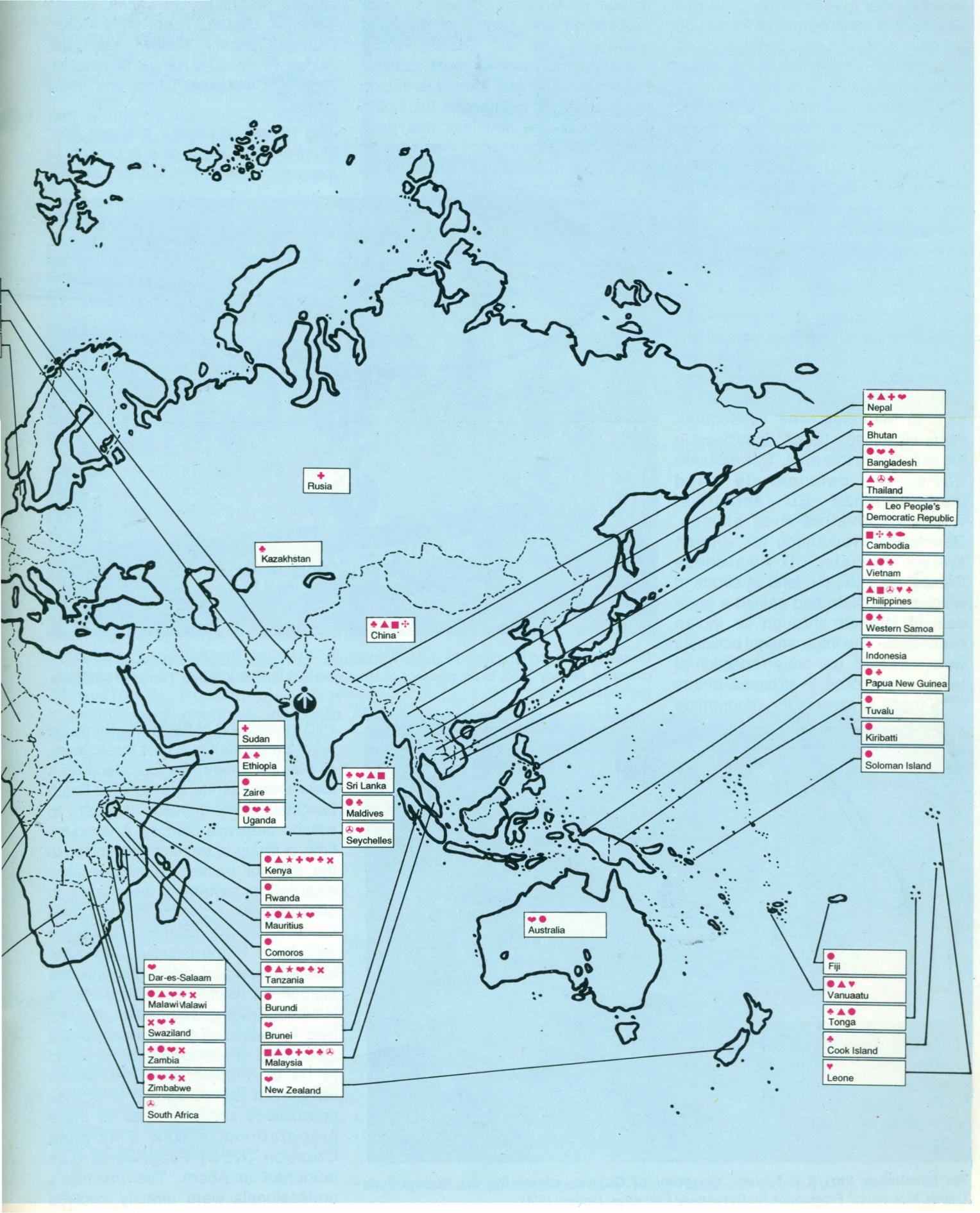
▲✦ Pakistan
★✦ Afghanistan
★ Netherlands

◆✦ U.K.
✦ Geneva
● Niger
● Mali
●✦ Senegal
●✦ Gambia

●♥ Jamaica
●♥ St. Kitts
●♥ Grenada
●♥ St. Lucia
●♥ Trinidad & Tobago

●♥ Guinea-Conakry
● Liberia
●✦ Ivory Coast
●✦▲□◆★✦✦ Ghana
●♥▲□◆★✦✦ Togo
●♥★▲□◆★✦✦ Nigeria
● Cameroon
● Congo
● Central African Republic
●♥✦ Botswana

Sl. No.	Activity	Symbol	No. of Countries
1.	Countries participated in Inter-Regional Workshops on Entrepreneurship for policy makers of African/Asian countries, Francophone African countries and CHOGRM member countries :	●	35
2.	EDI faculty support extended :	▲	18
3.	Carried out Feasibility & Need Assessment Studies for Launching EDPs :	■	9
4.	Conducted ED Programmes :	✦	3
5.	Conducted ED Seminars / Workshops :	★	6
6.	Carried out Missions/Consultancy Assignments in ED :	+	6
7.	Sharing of ED experiences in international conferences :	⊕	8
8.	Faculty Exchange Programme :	◆	1
9.	Human Resource Development for ED Activities :		
	(i) Development of Entrepreneur Trainer Motivators	♥	33
	(ii) Project Appraisal Officers	✦	25
	(iii) Teachers	✦	10
10.	Small Enterprise Promotion Officers (SEPOs) programme in Cambodia	●	1



- ◆◆◆◆♥ Nepal
- ◆ Bhutan
- ◆◆◆ Bangladesh
- ◆◆◆ Thailand
- ◆◆◆◆◆ Leo People's Democratic Republic
- ◆◆◆◆◆ Cambodia
- ◆◆◆◆ Vietnam
- ◆◆◆◆◆ Philippines
- ◆◆◆◆ Western Samoa
- ◆ Indonesia
- ◆◆◆◆ Papua New Guinea
- ◆ Tuvalu
- ◆ Kiribatti
- ◆ Soloman Island

◆ Rusia

◆ Kazakhstan

◆◆◆◆◆ China

- ◆ Sudan
- ◆◆ Ethiopia
- ◆ Zaire
- ◆◆◆ Uganda

- ◆◆◆◆ Sri Lanka
- ◆◆ Maldives
- ◆◆◆ Seychelles

- ◆◆◆◆◆◆◆◆◆ Kenya
- ◆ Rwanda
- ◆◆◆◆◆ Mauritius
- ◆ Comoros
- ◆◆◆◆◆ Tanzania
- ◆ Burundi
- ◆ Brunei
- ◆◆◆◆◆◆◆◆◆ Malaysia
- ◆ New Zealand

- ◆◆ Dar-es-Salaam
- ◆◆◆◆◆ Malawi Malawi
- ◆◆◆ Swaziland
- ◆◆◆◆◆ Zambia
- ◆◆◆◆◆ Zimbabwe
- ◆ South Africa

◆◆ Australia

- ◆ Fiji
- ◆◆◆ Vanuaatu
- ◆◆◆◆ Tonga
- ◆ Cook Island
- ◆ Leone

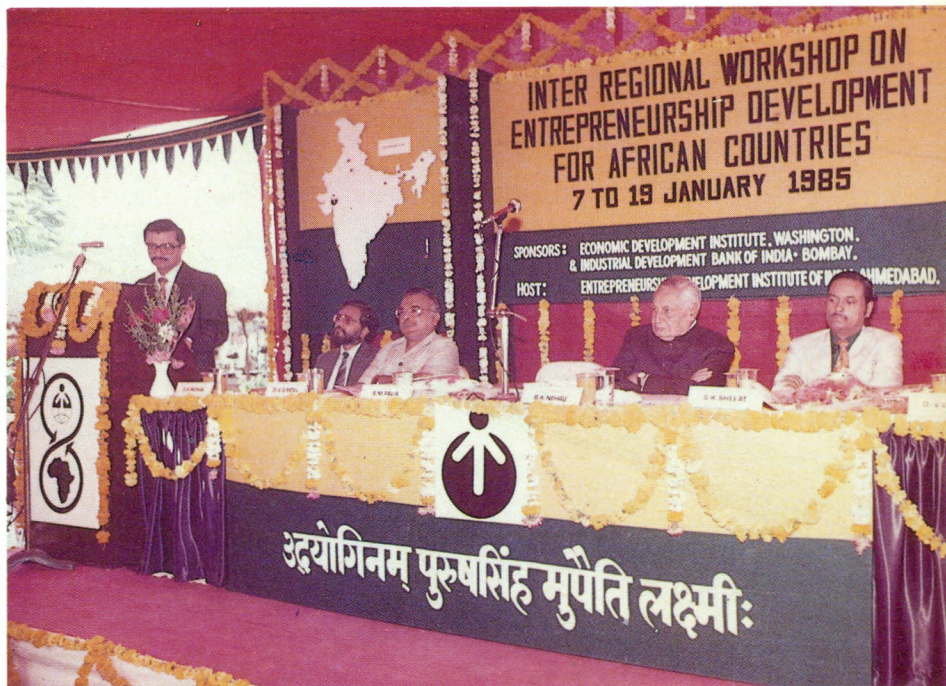
International Involvement : The EDI was the first institution of its kind to be set up in a developing country and still remains one of the few in the entire developing world. This has naturally cast great responsibility on it, as most developing nations need the same kind of services and efforts as India to ensure sustained economic development. The Institute has in no way shirked this responsibility and has willingly shared the Indian experience and expertise to initiate many developing countries into entrepreneurship development.

Activities relating to international interaction began within a year of the Institute's founding with an inter-regional workshop for African countries held in Ahmedabad, and an EDP in Mauritius. The subsequent years witnessed a tremendous boost in the activities in this area. This included EDPs to demonstrate and institutionalize ED activities, Trainer-Motivators Programmes, Orientation Workshops for support system officials, ED Awareness Camps, etc., i.e., the kind of efforts in which the Institute had gained a great deal of strength through its Indian experience. The international activities were, however, not mere repetition of Indian endeavours. In all cases, efforts were made to reorient the programme

to suit local needs, based on prior exploration and survey of the local situation. In all cases, local development agencies were actively associated. The goal always remained not to replicate, but transfer the Indian experience. The countries that have benefited in large or small measures by the EDI's international endeavours

include Mauritius, Sri Lanka, Nepal, Senegal, Ghana, Togo, Ivory Coast, Guinea-Conakry, Malawi, Malaysia, Sudan, Philippines, Kenya, Seychelles, Nigeria, Cambodia, China and many others.

The efforts in Ghana perhaps best illustrate the Institute's approach to international activities. Initiated in 1985



Inauguration of the First Inter-Regional Workshop on Entrepreneurship Development for African countries, January 1985, in the presence of His Excellency Shri B.K.Nehru, Governor of Gujarat, (second from right)



His Excellency Shri R.K.Trivedi, Governor of Gujarat, addressing the Entrepreneur Trainer-Motivators' Programme for Developing Countries, January 1990

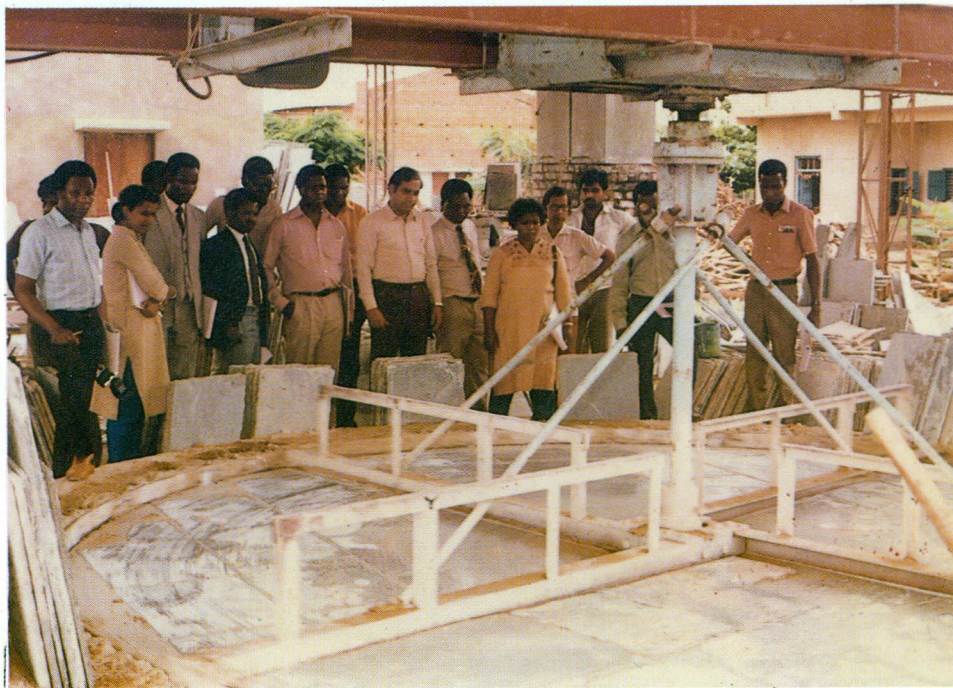
with the support of the World Bank, the programme continued for three years. At the first phase, the EDI identified a local nodal agency, the National Board for Small Scale Industry (NBSSI), to collaborate in this exercise. At the same time, a group of trainers was invited to the EDI for training. Simultaneously, orientation seminars were held to convince the policy-makers and bankers in the country about the usefulness of the initiative. While the bankers pledged adequate financial support on flexible terms, the Ghana National Trading Corporation assured help in marketing the products of the new group of entrepreneurs proposed to be developed, and the Ghana Investment Centre agreed to provide consultancy services. After all these preparations, a New Enterprise Creation (NEC) Programme was launched in Accra. The Institute's professionals were directly involved

along with the trainers trained at EDI in selecting and training the potential entrepreneurs, planning their projects, and finalizing the same. The programme created an awareness in the country that the entrepreneurs in fact could be developed through appropriate training. The NBSSI later carried the NEC experience even to the small towns and rural locations, leading to the institutionalization of the movement. It is a measure of the success of this effort that at least 50 per cent of the entrepreneurs trained in the programmes started their manufacturing enterprises with their own funds supported by banks.

Impressed by the impact the Institute had made on the international front as also by its professional competence and infrastructural facilities, the United Nations Industrial Development Organization (UNIDO) invited the Institute in 1991 to collaborate with it and the Government of India in mounting and organizing a programme on 'Industrial Project Preparation and Appraisal' for the benefit of credit and investment officers of developing countries. So satisfying was the result that two programmes in this series have been organized every year since then. Another notable international programme, Entrepreneur Trainer-Motivators Programme for Commonwealth countries, has also firmly established itself and has been organized every year on the EDI campus since 1990.



EDI faculty members conducting Business Game in the Incubators' Programme in China, 1990



A group of Malawian Trainer-Motivators visiting a small-scale industrial unit, 1986

* Number of programmes conducted for training Entrepreneur Trainer-Motivators for developing countries	: 10
• Total number of trainers trained	: 172
* Number of polytechnic teachers trained as Resource Persons for Commonwealth Association of Polytechnics in Africa (CAPA)	: 18
* Number of programmes organised on 'Industrial Project Preparation & Appraisal'	: 5
• Number of officers trained	: 125



Shri Chimanbhai Patel, Chief Minister of Gujarat, seen with participants of the programme for Medium-scale Entrepreneurs of Assam, 1991

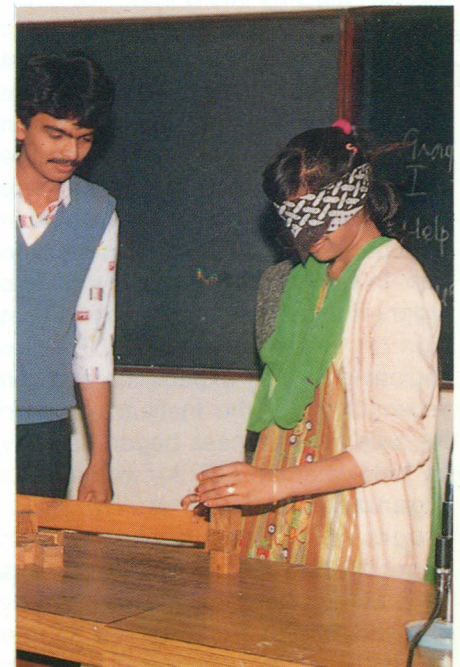
Special Programmes : While the thrust area approach has helped the Institute to look at its diverse activities within a systematic organizational frame, it is recognized that to answer the special needs of specific target groups, states or regions, the Institute may have to mount special activities

and programmes which do not fit neatly into any of the thrust areas. During the early phase, such programmes were few and far between, but the number has been steadily rising in recent years. They have centred around issues such as opportunity identification, selection tools and techniques, and business

counselling or have addressed special problems of states like Mizoram, Assam and Tripura. Entrepreneurship orientation camps organized for the benefit of students of a number of institutions also fall in this category.



"Catching Them Young" - Women Polytechnic Students of Ahmedabad in an Entrepreneurship Orientation Camp at the Institute. Students participating in a simulation exercise (right)

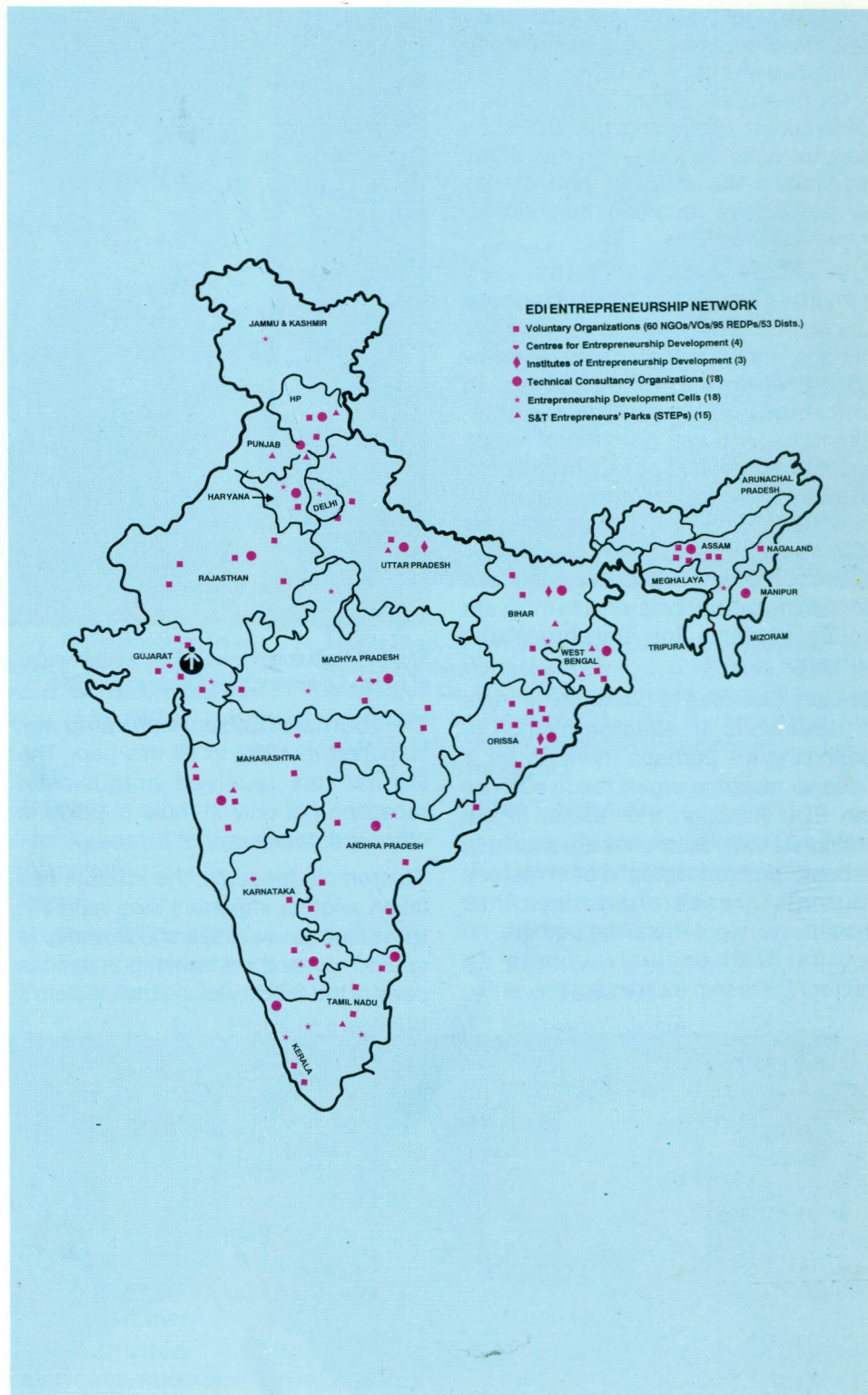


Extending Professional Support :

While doing all this nationally and internationally, the EDI never for a moment ignored the need to extend professional support to other organizations involved in entrepreneurship development. This support has been of two kinds. The ongoing institutions in various parts of the country have received assistance in varying degrees in organizing activities such as achievement motivation training or ED awareness camps, or have been provided crucial faculty support to conduct their programmes. To organizations still struggling on their feet, the members of the EDI faculty were deputed to lead them during their formative period. The Institute of Entrepreneurship Development in Bihar, the Centre for Entrepreneurship Development in Madhya Pradesh, and the EDP Cell in North-East Industrial Consultants Ltd. (NEICON) – healthy vibrant organizations operating in their respective regions – are magnificent visible emblems of this crucial contribution.

Research and Publication : No educational programme can long endure unless it is backed by continual research and exploration. Conscious of this axiom and acutely aware of the fact that other institutions whose own resources may be too limited for any meaningful effort in these areas would look up to it to advance the conceptual and applied understanding of entrepreneurship, the EDI right from its inception has made research a cardinal plank of its strategy. Activities in this area can be divided into two broad categories : (i) those leading to the creation of new knowledge and insight, and (ii) research yielding teaching material.

One of the most significant of the early projects in the first category related to developing entrepreneurial competencies, undertaken at the initiative of United States Agency for Industrial Development (USAID) and in collaboration with the McBer and Company, a well-known U.S. consulting organization. The Focused Behavioural Event Interview (FBEI) technique to gauge the personal capability of a potential entrepreneur emerged out of it. The Institute has



used the technique profitably in many of its own programmes and also shared it with a number of Indian organizations. Other important research projects completed during the first decade include the studies of impact making entrepreneurs, entrepreneurial potential of ex-servicemen, growth profile of small-scale industrial units, entrepreneurial characteristics of dyestuff enterprises, courses and

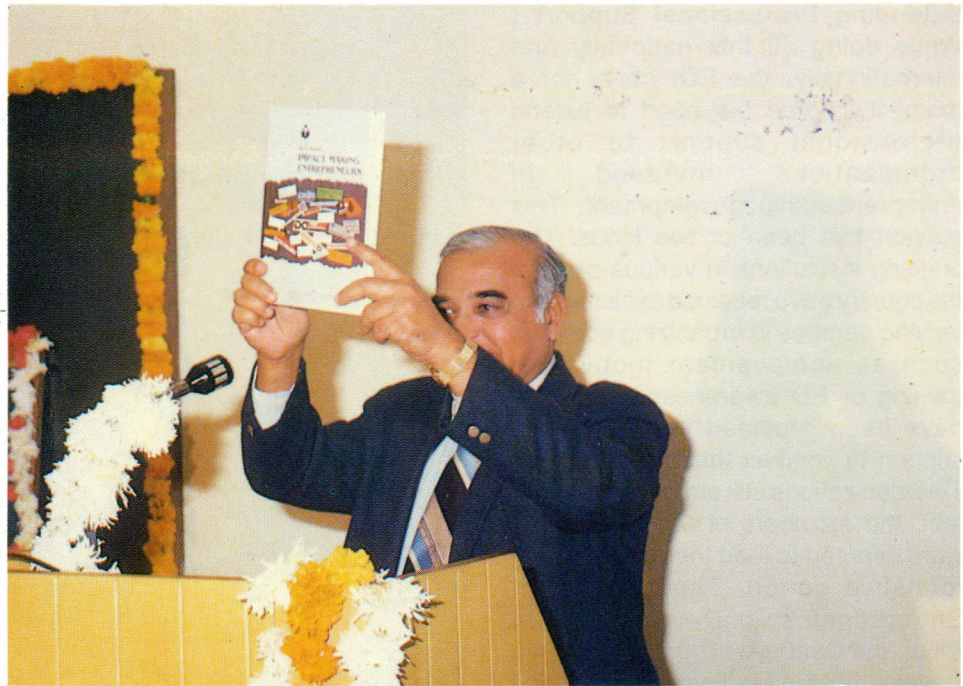
curricula in entrepreneurship in Indian institutions, women entrepreneurs of India, export entrepreneurs, EDP trained entrepreneurs, and the dynamics of business crises.

One of the most significant research projects completed by the Institute recently is an evaluation study of the entrepreneurship development programmes. Although the EDP instrumentality to produce new

entrepreneurs began to be harnessed about two decades and a half ago, no comprehensive study of its effectiveness had ever been undertaken. Evaluating the EDPs on various scientific criteria, the study legitimizes the strategy and makes several policy recommendations for improving the EDPs.

The other category of research comprises a large number of feasibility studies for EDP relating to different regions, manuals of guidelines for new entrepreneurs, bibliographies in entrepreneurship and a trainers' directory. A large number of video cassettes produced by the Institute are used in its own programmes and those of other institutions. The Institute has also helped the Gujarat Secondary Education Board to prepare textbooks containing relevant material to motivate young students for entrepreneurial careers.

Creating avenues to disseminate fruits of research is an effective method of promoting it - perhaps more so for a national resource organization such as the EDI. Although the results of the Institute's own researches are available in books and monographs or in reputed journals, researchers in other institutions were handicapped as no journal with exclusive focus on entrepreneurship existed until recently.



Shri S.S.Nadkarni releasing EDI's publication 'Self-made Impact Making Entrepreneurs' as a part of Nehru Centenary Year Celebration, 1988.

The **Journal of Entrepreneurship** was launched in 1992 to fill this gap. The journal has received enthusiastic reception not only in India but also in other countries.

To promote research, the Institute has taken another important step recently. It has instituted a research fellowship to enable researchers working in various parts of the country to use the Institute's

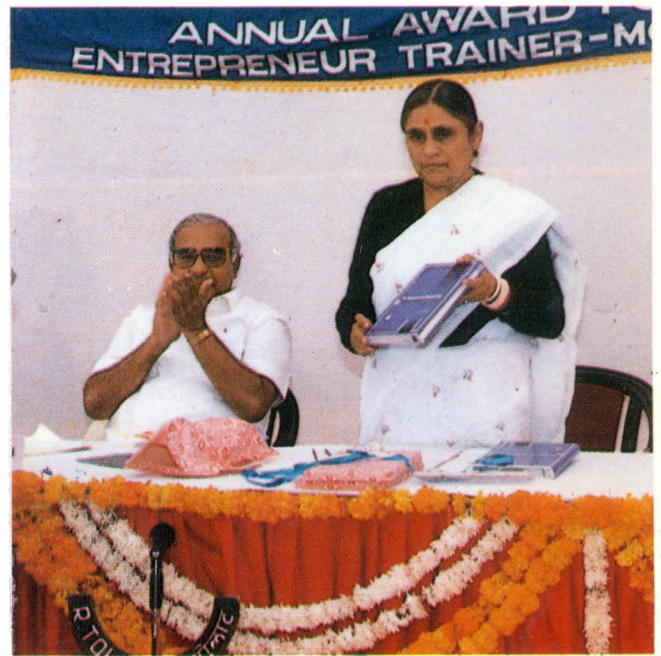
library and interact with the EDI faculty. The fellowship consists of financial assistance for scholars who intend to visit the Institute for this purpose - and with no strings attached. A similar initiative, the National Entrepreneur Trainer-Motivator Award instituted in 1992, is to encourage this target group to excel in this important area.



Shri. K. Ramamurthy, Secretary, Education Department, Govt. of Gujarat, receiving Textbooks on Entrepreneurship for 11th & 12th standards prepared by the Institute, December 1991.



Mr. S.L.Kapur, Secretary (SSI) Ministry of Industry, Government of India, inaugurating the Chief Executives' Conference on Evaluation of Entrepreneurship Development Programmes, held at the Entrepreneurship Development Institute of India, Ahmedabad, November 23-24, 1992



Ms. Ela Bhatt, SEWA, Ahmedabad, the noted social worker and recipient of the Magsaysay Award, releasing a book, 'In Search of Identity - The Women Entrepreneurs of India', published by the Institute on November 23, 1992. To her right is Mr. S.S.Nadkarni, Chairman, Industrial Development Bank of India, Bombay, and President, EDI.

EDI Publications & Audio-Visual

Publications :

1. Entrepreneurship Development Programme in India & Its Relevance to Developing Countries - V.G.Patel
2. Developing New Entrepreneurs.
3. Self-Made Impact-Making Entrepreneurs. - Gautam R. Jain & Akbar Ansari.
4. National Directory of Entrepreneur Trainer - Motivators (1989)
5. Entrepreneurship Bibliography.
6. Strategy of Success in Business & Industry (Hindi) - V. G. Patel
7. A Manual on How to prepare A Project Report - J.B.Patel & D.G.Allampalli.
8. In Search of Identity - The Women Entrepreneurs of India - Ajit Kanitkar & Nalinee Contractor.
9. Performance Improvement Series for Existing Entrepreneurs of SSIs (5 booklets)
10. New Initiatives in Entrepreneurship Education & Training.

Journal

The Journal of Entrepreneurship (biannual)

Papers

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

Video Cassettes

1. Five Success Stories of First Generation Entrepreneurs
2. Assessing Entrepreneurial Competencies
3. Business Opportunity Selection and Guidance
4. Problem Solving - An Entrepreneurial Skill
5. Starting Crisis in Business
6. Cash Crisis in Business
7. Delegation Crisis in Business
8. Leadership Crisis in Business
9. Financial Crisis in Business
10. Prosperity Crisis in Business
11. Management Succession Crisis in Business
12. Planning for Competition & Growth
13. Jewels from the Dust-The Making of the Rural Entrepreneurs
14. The World of Women Entrepreneurs



PHYSICAL AND EDUCATIONAL FACILITIES

Befitting the innovative character of the Institute is its campus built on twenty-three acres of land provided by the Government of Gujarat near Bhat village on the outskirts of Ahmedabad city. Designed by an Ahmedabad-based architect and completed in 1987, the campus represents a judicious blend of all the major influences - Hindu, Islamic and European - that have impinged on the evolution of modern Indian architectural designs. The primary organizing framework is a series of geometrically structured courtyards and loggias; variations of open, closed and transitional spaces provide for light and shade. A most noteworthy feature of the design is the fusion of the campus with its surroundings so that the buildings appear to arise from the womb of nature itself. All this has resulted in a structure which is simple yet elegant, modest yet beautiful and functional yet pleasing.

The use of only locally available material such as, brick and kota stone, has reduced the cost of construction and obviates the need for elaborate maintenance. With vigilant care for upkeep and tidiness, the EDI campus is one of the best maintained educational campuses anywhere in the world.

The buildings are interspersed with sprawling lawns and thick leafy trees, and are surrounded by natural vegetation. Inexpensive but imaginatively selected plants are arranged tastefully to match the quiet dignity of the physical structure. Lotus ponds and occasional mounds covered with evergreen shrubs add to the grace and serenity of the atmosphere. Deservedly, the campus won for the EDI, the prestigious 'Aga Khan Award for Architecture' for the year 1992. The award jury adjudged it to be a place with an "inviting environment for work, interaction and repose".



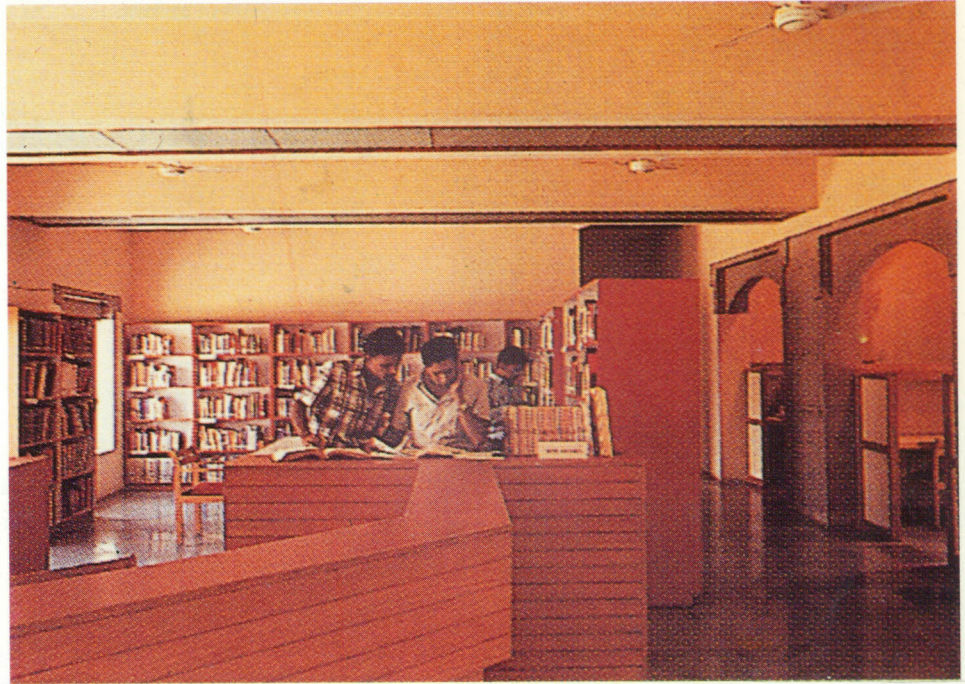
EDI Computer Centre

The buildings consist of offices, classrooms, an elegantly furnished conference hall and two residence halls with air-conditioned and functionally furnished rooms. The kitchen-dining complex has all the up-to-date fixtures appropriate for a modern educational institution.

Equally consistent with the Institute's innovative personality are its educational facilities. The most important of these is the library. Perhaps no other library in India and few in the developing world can claim to be as rich in entrepreneurship literature. It subscribes for a large number of journals and periodicals and provides various critical services to its readers, befitting a first class model library.

Another important educational facility is the Institute's computer centre. With a highly user-friendly attitude, the Centre continually updates its software inventory to keep pace with the requirements of the Institute's diverse educational endeavours.

Added to these, are the indispensable audio-visual equipment necessary for teaching and research activities.



EDI Library



EDI Hostel



Dr. V. G. Patel, Director, EDI, receiving The Aga Khan Award for Architecture - 1992 from His Highness the Aga Khan at a function organised in the Registan Square, Samarkand, Uzbekistan, on September 19, 1992.

ACKNOWLEDGING THE DEBTS

The EDI's accomplishments during the first decade of its existence have been considerable by any standard. This has been possible because of the help from a large number of allies and supporters.

The first and foremost among these, of course, are the sponsors - the four financial institutions and the Government of Gujarat - whose initiative resulted in the Institute's birth. They have continued to help the Institute in a variety of ways ever since. The Government of India, particularly the Ministry of Industry and the Department of Science and Technology, have been instrumental in launching some of the core programmes for trainers, teachers and officers. The Institute has also worked



Mr. Ismail Serageldin, Vice President, the World Bank, at the EDI. To his right is Mr. Bimal Patel, architect of the EDI campus. Mr. Serageldin's visit on February 6, 1994 marked the beginning of the decade celebrations of the Institute.

very closely with the governments of a large number of states, particularly those in the North-East Region of India. Other Indian agencies which have extended valuable support to the EDI's activities are the National Bank for Agriculture and Rural Development, Small Industries Development Bank of India, Rashtriya Gramin Vikas Nidhi and the National Council of Educational Research and Training. Among the most critical of the Institute's partners in spreading the entrepreneurship development movement has been the vast network of institutions and organizations around the country such as the state-level institutes or centres for entrepreneurship development and technical consultancy organizations, entrepreneurship development cells in universities and a large number of voluntary organizations.

A few of the Institute's plans received an initial push from a number of international organizations. The Ford Foundation was instrumental for beginning the Institute's experiments in the rural entrepreneurship development; the World Bank's initiative and assistance proved crucial to launching the training programmes in Africa; the United Nations Industrial Development Organization and

International Labour Organization have sponsored a number of activities in the last ten years and the German funding agency Friedrich-Naumann-Stiftung has provided critical support for many programmes and studies. The Commonwealth Fund for Technical Cooperation of the Commonwealth Secretariat has assisted in organizing training programmes for development officers of developing countries in the Commonwealth, while the British Council has facilitated faculty exchange and networking with British academic institutions.

A large number of institutions and organizations operating in individual countries have collaborated with the Institute in programmes organized for the benefit of their respective people. The National Board for Small Scale Industry, Ghana, the Nigerian Bank for Commerce and Industries, the Malawian Entrepreneurship Development Institute, the African Development Bank, the African Association of Public Administration and Management and the Malaysian Entrepreneurship Development Centre are the most important among these.

The Institute is grateful to these institutions and several others whose names cannot be mentioned without

making this list unduly large. While much undeniably has been achieved, the task is not yet complete. Perhaps it will never be complete, given the fact that entrepreneurship promotion has to be a continuing mission. While celebrating its accomplishments of the last ten years, the Institute is confident that it will continue to earn the support of the community it is committed to serve.

MEMBERS OF THE GOVERNING BODY OF THE INSTITUTE

Past and Present (April 1, 1994)

Shri S H Khan (President)	1993-onwards
Shri S S Nadkarni (President)	1985-1993
Shri M R B Punja (President)	1983-1985
Shri R S Agrawal	1991-Present
Prof. Yoginder K Alagh	1994-Present
Shri D Basu	1990-1992
Shri K V Bhanujan	1993-Present
Shri B Bhattacharyya	1992-1993
Dr. M V d Bogaert s.j.	1985-Present
Shri R V Chandramouli	1985-1988
Shri D N Davar	1984-1993
Dr. S A Dave	1984-1986
Shri B D Dikshit	1988-1989
Shri P Gopalakrishnan	1993-Present
Shri R P Goyal	1983-1984
Shri C S Kalyansundaram	1986-1988
Shri S L Kapur	1993-Present
Shri R K Kaul	1984-1987
Shri Satish Kaura	1989-1993
Shri P Kotaiah	1992-Present
Shri M Mandal	1993-Present
Shri S S Mehta	1983-1987
Ms. Kiran Mazumdar	1989-1993
Shri V N Nadkarni	1984-1985
Shri P R Nayak	1987-1992
Shri S M Palia	1983-1986
Dr. V R Panchamukhi	1987-1990
Dr. V G Patel	1983-Present
Shri B S Patil	1990-1994
Shri A Prasad	1992-1993
Shri A S Puri	1985-1986
Shri Sanjit Roy	1989-1993
Shri K Ruknuddin	1990
Shri B G Sastry	1987-1988
Shri Vinay Sharma	1988-1990
Shri M C Sharma	1989-1990
Shri S K Shelat	1990-1991
Shri B B Singh	1983-1985
Mrs. Shashi Singh Choudhary	1994-Present
Shri M Sivgnanam	1983-1985
Shri P V Swaminathan	1991-1992
Shri P H Trivedi	1985-1987
Shri N Vaghul	1985-Present



**The Aga Khan Award for Architecture
Entrepreneurship Development Institute of India
Citation of the Master Jury**

This 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 transactional spaces provides light and shade, and creates an inviting environment for work, interaction and repose.



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