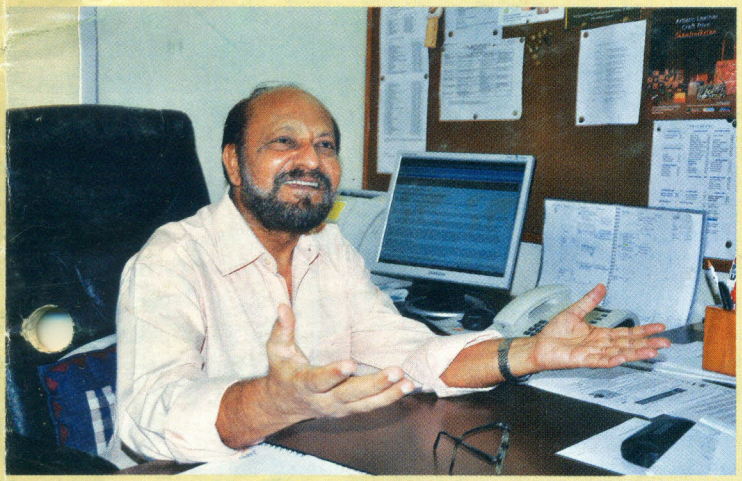


EDI Reports 83

FROM THE DIRECTOR'S DESK



Promoting Social Entrepreneurship for Poverty Alleviation

Recently, I was invited to an international symposium and expert consultation workshop organized by the Colombo Plan Staff College at Manila, Philippines as a Keynote Speaker for the Plenary Session on 'Social Entrepreneurship'. It was my pleasure to give the Key Note on 'Promoting Social Entrepreneurship for Poverty Alleviation.' To me Social Entrepreneurship is an extremely pragmatic, committed and result-oriented phenomenon with the potential of finding sustainable solutions to some of society's most pressing problems confronting 'bottom of the Pyramid'. This section reverberates my views on this concept and formed a part of my key-note as well.

Of late, use of words like 'Compassionate Capitalism', 'Inclusive Growth', Inclusive Capitalism, etc., have become rampant. And so have emerged words like Affirmative Business, Social Enterprise, Social Entrepreneurship, Social Purpose Business, Social Business, Development Market Place, etc.

To me this trend reaffirms the fact that, first; economic growth has been uneven and has bypassed the poor. And second; it also reinforces that sensitivities are still alive as there are people who think beyond self and who think that what ever is happening is neither sustainable nor worth sustaining.

Historically, voluntary organizations have been perceived as the vanguards of poverty alleviation and empowerment of the under-privileged. The most prevalent organizational form of developmental intervention, across the globe, has been the Non-Government Organisations (NGOs) that have responded to the developmental challenges. These NGOs have so far been operating as non-profits and their interventions have taken place and survived on public or private grants, charities, donations, philanthropy, etc. However, the

ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA
Ahmedabad



experience the world over indicates that such initiatives are rarely sustainable and have a tendency to become perennially grant dependent. Sustainability of developmental interventions requires a thinking that goes beyond charity, especially when donor funding is depleting the world over, day-by-day.

And, therefore, in the above scenario, the demand for Social Enterprises (SE) clearly emerges. Social Entrepreneurship is not about philanthropy and notions of corporate social responsibility. It is all about the belief that it is possible to make a sustainable difference in the lives of poor through market driven solutions.

The hallmark of social entrepreneurship seems to be its ability to combine social interests with business practices to effect social change. Its hybrid world: part business - part social - has spawned a new breed of practitioners, the social entrepreneur, as well as a new brand of organization, the revenue earning social enterprise. One of the reasons social entrepreneurship has received so much attention recently is that it is perceived to be a source of new and innovative solutions to persistent social problems.

As has been noted earlier, to some extent, the field has crystallized thus far around the image of the social entrepreneur as a protagonist of a cause: the creative, risk-taking actor who tackles social problems using new approaches, untapped resources, and market driven solutions. Irrespective of the region, sector or the issue addressed, social enterprises have made their mark by significantly contributing to poverty alleviation. Also, all the persons behind these enterprises, the social entrepreneurs, are committed and most of them have total faith in markets. They believe in profits rather than charity or philanthropy. All of them believe in 'triple' bottom line consisting of 'creation of economic value', 'social value' and 'environmental value'.

Let us look at the 'Aravind Eye Case System', the largest eye-care organization in the world, set up by Dr. G. Venkataswamy at Madurai in 1984. While it provides free eye-care to millions of under privileged, it remains hugely profitable and innovative. The intraocular lens that was available for US$ 200 during the 80s and 90s in India was replaced by US$ 5, international standard, lens innovated and manufactured by the Aravind. It is now being exported to almost 85 countries. The 'Jaipur Foot' is another fascinating story. They successfully developed an artificial foot, which is far more flexible compared to the well known 'SACH Foot' of the USA. And, look at the cost differential, while SACH Foot costs US$ 8,000, the far more efficient and user friendly Jaipur Foot costs merely US$ 35. It is given free to the poor. 'Amul' is another social enterprise, one of the largest of its kind, so are Grameen Bank, Grameen Telecom, and so on. The social entrepreneurship movement is being led by luminaries like the Noble Laureate Muhammad Yunus of Gramin Bank, V Kurien of Amul, Dr. G. Venkataswamy of Aravind Eye Care. It is heartening to note that even corporate sector has started entering into this segment by launching corporate social enterprises. A few well known initiatives of this kind are 'e-Chaupal' of ITC and Project Shakti of Hindustan Unilever that are changing the level of millions of the men and women languishing at the bottom of the pyramid.

It is a great beginning and offers enormous scope to bring a change in the Society. The sky is the limit. Let us try to touch the sky.

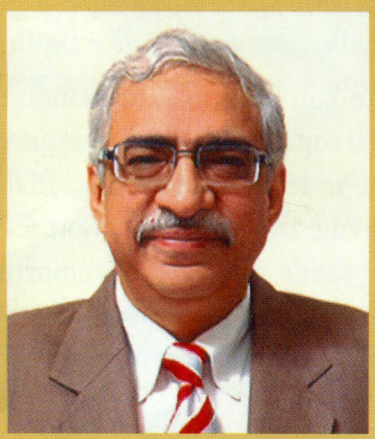
Dr. Dinesh Awasthi

EDI acknowledges the support extended by Shri Yogesh Agarwal, Former President, EDI



Under the Presidentship of Shri Yogesh Agarwal, Former Chairman, IDBI Bank Ltd., EDI consolidated its success nationally. With his support, the Institute could use entrepreneurship creatively to modulate the economy on several fronts, besides institutionalizing the concept in several countries. An esteemed banker and a visionary, Shri Agarwal helped formulate unique strategies that gave EDI international eminence. The Institute will forever remain indebted to Shri Agarwal for his support.

A warm welcome to Shri R M Malla



Shri R. M. Malla
President-EDI
Chairman & Managing Director, IDBI Bank Ltd.

Shri R.M. Malla took over as Chairman & Managing Director of IDBI Bank Ltd. in July 2010. Prior to taking up his current assignment Shri Malla was Chairman & Managing Director of Small Industries Development Bank of India (SIDBI). A Certificated Associate of the Indian Institute of Bankers, Shri Malla has wide experience in both project finance and resource management related areas. As the CEO of IFCI, Shri Malla led the Top Management Team of the company, which helped script a turnaround story for IFCI from a serious liquidity and solvency crisis to an institution with comfortable liquidity position and strong financial fundamentals. Simultaneously he became Executive Director of IDBI, while continuing on deputation as the CEO of IFCI. Shri Malla took over as Chairman and Managing Director of SIDBI in July 2007 and during his tenure, the business of SIDBI increased almost threefold. He has played significant role as a member in different committees constituted by Govt. of India, RBI and SEBI focusing on issues related to MSMEs. Recognizing his unstinted services for the development of Indian MSMEs, Association of Development Financing Institutions in Asia and the Pacific (ADFIAP), an international institution with more than 40 member DFIs, conferred Shri Malla with the **Outstanding CEO Award** for 2009.

With such distinctive expertise, he now assumes the mantle of CMD at IDBI. EDI congratulates Shri Malla and extends a hearty welcome to him as the President of the Institute.

President's Message



Dear colleagues,

I feel delighted at this opportunity to communicate with the EDI fraternity through the medium of EDI Report.

You would agree with me that India has seen exponential development in its transition from a closed economy to a vibrant one with liberalization covering the real, financial and external sectors. This liberalization process has given momentum to entrepreneurial development. There has been a striking rise in the incidence of entrepreneurship, with businesses creating higher stakeholder values in terms of wealth, innovation, service, creativity, technology and empowerment. In the globalized world entrepreneurship has been accepted as a major factor to promote sustainable economic growth, alleviate poverty and generate employment.

Over the last two decades, Indian firms in various industries are exhibiting entrepreneurial capabilities that are at par with the best in the world. I have indeed no doubt that EDI has played a major role in achieving this transformation. EDI is one-of-its-kind institute that's successfully nurtured entrepreneurship both as its passion and profession. As a result today, entrepreneurship in India is a movement that has the world in its grip.

I foresee substantial expansion in entrepreneurship in the country through exponential growth in Micro, Small and Medium enterprises including those in the rural areas. Financial inclusion initiatives by the banks would provide further impetus to these entrepreneurs. This requires development of new skill sets, technology, managerial abilities and deeper understanding of markets. I am confident EDI is well poised to lead this process by exploring newer areas for entrepreneurial development.

With best wishes

A platform that let them be what they are

Today, children are used to being evaluated by stringent standards at school as well as home. There are demands on them to excel in whatever they do. But here there was a platform that acknowledged the mettle in them, tried to hone their skills methodically and made them feel confident about what they possessed without sounding as if giving a verdict on their life.

The Summer Camps for Youth and Children conducted by the institute have been working with the principle that children have it in them to make it big; imbibing the right kind of skills at the right time is all that matters.



Interacting with the participants is Ms. Prutha Desai, an epitome of courage – she not just survived the distress inflicted on her by the 2001 Gujarat Earthquake but also emerged a winner

Summer Camp on Entrepreneurial Adventures for Youth, which EDI has been organising over last 19 years, is a platform for youths to realise their hidden potential, add to their strengths and capabilities, and become well rounded personalities.

"Coming together of 57 youths from diverse backgrounds and 8 states of India, in itself presented a platter with varied experiences to learn from.

The camp focused on entrepreneurial motivation development exercises, evaluation and development of entrepreneurial traits and competencies, visits to institutions of repute to analyse the process of creation, exposure to potential opportunities existing in industry and other occupations, self-assessment through specially designed psychological tests, career and psychological counselling and formal and informal interaction with successful entrepreneurs. Achievers who were invited to interact with the participants were Mr. Kaushal Mehta, Founder, Motif India Pvt. Ltd, the first BPO in Gujarat; Mr. Devang Nanawati, a noted Lawyer and Lead India Finalist; Mr. Atul Karwal, IPS, Joint Commissioner of Police, Ahmedabad and a distinguished Mountaineer; a successful entrepreneur, Mr. Narendra Somani, CMD, The Grand Bhagwati, a chain of hotels and Mr. Hasmukh Adhiya, IAS, Principal Secretary, Education Dept., Govt. of Gujarat.

Simulation exercises to impart an understanding on issues such as; problem solving, decision making, team building, creativity and related themes were also well taken.

Youths even got to experience the spirit of enterprise. Based on the guidance of EDI experts and their own creativity, they set up their small enterprises, and earned money by working strictly within EDI campus. Quiz them on this and they gaze at you with eyes wide open, " It really is a task to earn money....it sure doesn't come easy."

The valedictory function of the camp took place on 18th May, '10. The Chief Guest for the function was Mr. Pradeep Chona, Managing Director, Havmor Ice Cream Ltd. Mr. Chona encouraged the participants to understand that the road ahead is full of challenges and the one who has the mettle to deal with these is the one who spots opportunities. He urged the participants to grow into competent, trained and well informed individuals, ready to face all that life offers with an entrepreneurial bent of mind, that is, by being an optimist and not a pessimist.



Chief Guest of the Valediction of the Summer Camp on Entrepreneurial Stimulation for Children, Mr. Ashok Bhatia, President, Zydus Health Care Ltd. presenting certificate to a participant

Enlightening all, Mr. Chona said that a would-be entrepreneur must be ready to put his or her neck on the line after having assessed the risks. Mr. Chona advised students accept failure as a platform to grow and learn, look ahead and spot new opportunities. Mr. Chona concluded his speech by wishing good luck to the students and reminded them to use this learning as a springboard to success. Dr. Dinesh Awasthi, Director, EDI encouraged the participants to implement the learning to make it big in life and remember EDI in case they need any guidance in life. Dr. Awasthi hailed them as cornerstones of the economy and society and persuaded them to move on, undeterred.

The Institute also conducted the National Summer Camp on *Entrepreneurial Stimulation for Children* in the age group of 12 to 16 years. 100 children from 10 states of India participated. The participants were divided into groups of 5 each according to their age. Mental gyms, motivation, creativity exercises, puzzles, value education, presentations and learning through success stories and meetings with achievers were the highlights of the camp. The achievers who were invited to interact with the participants were Ms. Aishwarya Majmudar, Winner of the show, *Little Champs* on Star Plus; Ms. Prutha Desai, an epitome of courage – she survived the distress inflicted on her by the 2001 Gujarat Earthquake but also emerged a winner and Mr. Pulkit Gaur, an eminent Robotic Engineer turned entrepreneur. And, as Kartikeya Jaiswal from Jabalpur puts, "Interacting with the



was a great learning opportunity and we realized that life is not a bed of roses for anybody; it's upto us to mould it using our grit commitment and hardwork."

And as the exhilarated students wail that they would have to part ways, we remember Dr. Sunil Shukla, the Camp Leader's words, "We make these children work during the Summer Vacation when most of their class mates chill out at exotic locations but believe me this doesn't seem a task at all. Rather they all find these camps short. Also, the learning that they derive is very prudent and prepares them to view life with a different set of eyes. This of course one can see clearly if one observes them on the first day and then on the last day. It indeed is satisfying."

Ms. Anju Musafir, Founder, Mahatma Gandhi International School and Mr. Ashok Bhatia, President, Zydus Health Care Ltd. were the Chief Guests at the valedictory functions of the groups. Ms. Musafir in her address encouraged the children to develop an indefatigable spirit to achieve. Citing a few examples, Ms. Musafir explained as to how things start getting complicated as we advance in life, but then, she explained, these complications can be handled with a lucid application of mind and turned into opportunities. In this context, she appreciated the kind of orientation that the camps were imparting to the students. Mr. Ashok Bhatia, emphasized on the need to constantly stimulate the curiosity to learn and give wings to ones creativity. Mr. Bhatia stressed on the necessity of developing an insatiable urge to develop knowledge and an attitude of problem solving. He termed problems as a part and parcel of growing up, mentioning that these must develop us into strong personalities rather than weak, timid individuals.

Students Opine...

"This is the first time I have come across such an enlightening camp. It pointed out to - all that I can do and all that I possess - rather than all that I am lacking in or that which I don't have. I feel confident and know that I must, from time to time, do some introspection and check myself on some parameters. I will abide by the values learnt here."

Shubham Bhatia, New Delhi

"I used to be an introvert and always blamed myself for being this way. It is here that I realized I wasn't any different and that I did not have to be shy of the way I conducted myself. All that I needed to do was change my personality type. I realized for the first time that introverts also had umpteen qualities and I felt proud of myself, perhaps for the first time. Today I am an extrovert individual and this came by automatically, once I realized that I too was special with special qualities. EDI helped me achieve something that I was struggling to, all these years. I will forever be indebted to the Institute."

Ayushi Mukherji, Jabalpur



Entrepreneurial principles getting further grounded



Dr. Dinesh Awasthi, Director-EDI lighting the ceremonial lamp during the induction of the third PGDBM batch at the Jain Knowledge Campus on 5th July 2010. Also seen are (L-R) Dr. R Chenraj Jain, Chairman, Jain Group of Institutions and Dr. N Sundarrajan, Vice-Chancellor, Jain University

The Institute has entered into collaboration with the Jain Group Institutions, Belgaum, Karnataka, to imp entrepreneurship related inputs to students to sensitize them to the charms being an entrepreneur as also motivate the to think about entrepreneurship as an ide career option.

EDI has designed tailor made courses for th students of the Jain Group of Institutions impart entrepreneurial and managerial ski to them so that, one; smooth transition ensured and second, potential entrepreneu get groomed to set up their units and achie success of their enterprise during the times of booms a recession, alike. The programme, 'Graduate Diploma Business Entrepreneurship and Management' has be launched with a two-fold objective-to train students to set own enterprises and to ensure that if they choose to work an enterprise, they work as intrapreneurs, that is they obt the optimum from the existing resources.



Dr. Awasthi addressing the students

The tailor made programmes therefore;

- ensure that the entrepreneurial vision resulting birth and consolidation of an enterprise is transmitted the next generation of leaders,
- sharpen the capabilities of potential entrepreneurs/ future leaders of enterprises so that they acquire the capability to gauge the constraints and opportunities in the ever changing competitive environment,
- sensitize those intending to take on the role of executive and managers to the traits of an intrapreneur.

New AICTE approvals for EDI courses

The Institute's course on **Post Graduate Diploma in Management-Development Sector and Social Entrepreneurship** has been recognized by the All India Council for Technical Education.

The course curriculum has been designed in such a manner that it will facilitate students to play multifaceted role of - a Manager, a Trainer/Teacher, an Advisor, a Consultant/Counsellor in Non Government Organisations. Students are also trained to set up their NGOs. The Institute would offer placement services to students.

Also the Institute has received approval for forming an additional batch (2010-2012) for its PG programme, i.e., the **Post Graduate Diploma in Management-Business Entrepreneurship.**

The course has been specially designed for those who wish to set up their own business and for those who wish to join their family business. The objective is to promote entrepreneurship as an ideal career option and develop skills and competencies among young, potential entrepreneurs to set up new enterprise.

The specialisation options offered are: New Enterprise Creation, Family Business Management, Services Management, Tourism Entrepreneurship, Agri-Entrepreneurship and Entrepreneurship Education.

EDI, through action learning, business games, computer simulation, live projects, role plays, case based teachings and field work, besides class-room teaching, imparts knowledge, expertise and insight in creating successful entrepreneurs.

The Institute also offers Summer Internship Placements to students to help them explore the implementation of classroom teachings in real business situations. They are placed in Small & Medium Enterprises (SMEs) for a period of about 10-12 weeks to gain hands-on experience of managing an enterprise before launching their own. Graduates in any discipline can apply for this application oriented programme. Applicants of CAT, MAT & XAT examinations can also apply.

EDI's 'Diploma in Entrepreneurship & Business Management' gets a nod from the DEC

A proposal was submitted for obtaining recognition for EDI's programme 'Diploma in Entrepreneurship & Business Management (DEBM)' from the Distance Education Council, IGNOU, New Delhi. Subsequently an Expert Committee constituted by the Chairman DEC visited EDI to evaluate its infrastructure, student support service, library facilities, details of faculty/staff involved etc. On recommendation of the Expert Committee the DEBM was accorded recognition.

The Diploma in Entrepreneurship & Business Management would now be offered as a programme recognized by DEC. The recognition would attract more students towards adopting entrepreneurship as an ideal career, a need of the nation.

The programme is offered with the objective of training people from every nook and corner of the society in entrepreneurial skills and knowledge. It offers a unique opportunity to those who cannot manage time from their daily routine for structured classroom based training on Entrepreneurship Development. The programme has as of now enrolled 10,463 students.

The Food Processing Sector..... recreated by design



Chief Guest of the Inauguration (3rd from R) Shri Subodh Kant Sahai, Hon'ble Union Minister for Food Processing Industries lighting the ceremonial lamp to inaugurate the Training-cum-Awareness Programme. Also seen are (2nd from L) President of the event, Shri Bharatsinh Solanki, Hon'ble Union Minister of State for Power and (2nd from R) Guest of Honour, Dr. Tushar Chaudhary, Hon'ble Minister of State for Tribal Affairs, with dignitaries (R-L) Dr. Dinesh Awasthi, Director-EDI; Mr. Piruz Khambatta, CMD, Rasna Pvt. Ltd. & Chairman-CII Task Force on Processed Food Outsourcing and Mr. Yatindra Sharma, Chairman-CII Gujarat Council & Joint Managing Director, KHS Machinery Ltd.

"India needs to reposition itself in terms of productivity, commercialization and value addition in several promising quarters and the food processing industry is one such sector which exhibits immense potential that can be harnessed to perch the country notch a niche in the world economic scenario", said Mr. Subodh Kant Sahai, Hon'ble Union Minister for Food Processing Industries. Mr. Sahai was speaking at the inauguration of the Investors' Meet and a Training cum Awareness Programme on Prospects of Food Processing Industry in Gujarat, jointly organized by Entrepreneurship Development Institute of India and CII at Anand. Shri Bharatsinh Solanki, Hon'ble Union Minister of State for Power presided over the function. Guest of Honour was Dr. Tushar Chaudhary, Hon'ble Union Minister of State for Tribal Affairs. The basic objective of organising such an Investors' Meet and Training Programme is to expose potential investors and entrepreneurs towards the potential for growth that the Food Processing Sector has.

Addressing the investors Mr. Sahai said that there are umpteen number of investment opportunities available in this sector such as; cold chain projects, value added centres for agri products, fresh produce export by both air and sea routes, marine export, farm implements and seeds, organic farming and so on. The meet will provide an exposure to all those who are looking for a right opportunity to invest in the food processing sector, added Mr. Sahai. To effectively and adequately reap the fruits from this promising sector, Mr. Sahai emphasized the need for the trained & competent entrepreneurs who can exploit new as well as existing opportunities in the industry. Appreciating the efforts put in by the Entrepreneurship Development Institute of India, Mr.

Sahai said that he was particularly impressed with the results of the Entrepreneurship Development Programmes conducted by the Institute in 21 states of the country including North-Eastern Region. The task of developing entrepreneurs is assigned to EDI by the Ministry of Food Processing Industries, Govt. of India. The training programmes in entrepreneurship not only gave an insight into developing skills and competencies to the potential entrepreneurs in setting up businesses but also equipped them to handle challenges with a lot of understanding, knowledge and skills. Mr. Sahai wished all the success to this Investors' Meet and training programme with a hope that India will achieve the target of troubling the size of the processed food sector by 2015.



Chief Guest of the Inauguration (3rd from L) Shri Subodh Kant Sahai, Hon'ble Union Minister for Food Processing Industries; (2nd from L) President of the event, Shri Bharatsinh Solanki, Hon'ble Union Minister of State for Power and (2nd from R) Guest of Honour, Dr. Tushar Chaudhary, Hon'ble Minister of State for Tribal Affairs seen with dignitaries (R-L) Dr. Dinesh Awasthi, Director-EDI; Mr. Yatindra Sharma, Chairman, CII Gujarat Council & Joint Managing Director, KHS Machinery Ltd. and Mr. Piruz Khambatta, CMD, Rasna Pvt. Ltd. & Chairman-CII Task Force on Processed Food Outsourcing



Chief Guest Shri Subodhkant Sahai addressing the gathering

In his Presidential Address, Mr. Bharatsinh Solanki, Hon'ble Union Minister of State for Power mentioned that the developments in the Food Processing Industry are touching the domestic and the global markets in an impressive manner and India is viewed as the 'Future Global Food Factory' in the next ten years. Highlighting the performance of the Gujarat state, Mr. Solanki said that the state is a leading producer of various agricultural crops within India as well as worldwide. The Minister said that Gujarat is one of the few states having a comprehensive Agro-Industrial Policy which provides a frame work for an accelerated growth of agro industrial sector in Gujarat and makes it a promising hub for setting food processing industries. He advised the participants to take benefit of such a training programme and acquire maximum knowledge that will facilitate them in successfully establishing enterprises in the area of food processing.

Giving away the concluding remarks Dr. Dinesh Awasthi, Director, EDI said that the Indian Food



Shri Bharatsinh Solanki addressing the gathering

market is estimated at 190 billion USD and expected to grow up to 300 billion USD by 2015. Explaining the role of EDI, Dr. Awasthi said that because of the Institute's holistic approach in promoting business enterprises in 21 states, including north-eastern states, in the food processing sector, an investment of rupees 960 million has been mobilized and 12000 employment opportunities have been generated. To strengthen the training efforts Dr. Awasthi also proposed the Ministry to establish a Food Park in Gujarat to ensure sustained growth in the sector. He also appealed the investors present in the meet to explore the maximum possibilities as Gujarat is an enviable destination and said that there is an immense potential as the environment and the government policy are favourable. Dr. Awasthi also proposed a vote of thanks and hoped that the participating potential and existing entrepreneurs would take benefit of this 3-day Training-cum-Awareness Programme organized by EDI.

Mr. S. B. Sareen, EDI Faculty and the Project Director, Food Processing gave an overview of the project, process of implementation and also shared the successes achieved under the project till date with the gathered audience.

Officials from CII and other support organizations engaged in the field shared their experiences and knowledge with all assembled delegates.



Shri S B Sareen briefing the house on the implementation strategy of EDI

DICs..... effective Business Promotion Agencies

The Institute's Central Regional Office at Bhopal conducted an analytical study on the District Industries Centres (DICs) with the support of Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), SME Financing & Development Project, India and Small Industries Development Bank of India (SIDBI). The study was conducted in Madhya Pradesh and Gujarat to understand the present needs and requirements of BDS markets for SMEs, including its impact on demand, supply, competition and productivity. Focus was also retained on understanding how the existing DICs could be further strengthened as effective BDS providers.



Chief Guest Mr Vinod Semwal, Industries Commissioner, Madhya Pradesh, delivering his address. Also present are (L-R) Dr. Dinesh Awasthi, Director-EDI; Dr. Ranjan Kumar, Technical Specialist – GTZ and Mr. Raman Gujral, Regional Co-ordinator, EDI

This task entailed studying the mandate of DICs and probe into issues that need to be addressed to enable DICs promote SMEs. In line with this objective EDI organised a 'Stakeholders' Workshop for Facilitating DICs' at, Bhopal, on 26th June, 2010 and at Ahmedabad, on 30th June, 2010.

The Chief Guest at the Stakeholders' Workshop in Bhopal was Mr. Vinod Semwal, IAS & Industries Commissioner, Dept. of Commerce, Industries & Employment, Govt. of Madhya Pradesh. Dr. Dinesh Awasthi, Director-EDI; Dr. Ranjan Kumar, Technical Specialist – BDS-SME Financing & Development Project, GTZ India and Mr. Raman Gujral, Regional Co-ordinator, Central Regional Office (CRO), EDI, Bhopal, were also present on this occasion.

In his inaugural address Mr. Vinod Semwal lauded the efforts of EDI and GTZ towards redefining the role of DIC officials in a way that they adopt a pro active outlook and initiate efforts to introduce all-round industrial development of the State. Mr. Semwal highlighted the potential that SMEs possess to grow and become an asset to any country. He stressed on the need for adequate co-ordination between the state machinery and SMEs and BDS providers, for overall industrial growth. He added that development of SMEs could not be visualized without active participation of DICs whom he addressed as vibrant professionals. Shri Semwal demanded an urgent probe into the lacunae so that they could be overcome for a streamlined system.

Dr. Dinesh Awasthi, Director EDI, Ahmedabad, in his address threw light on EDI's strategy to build up the capacity of DIC officials. Dr Awasthi added that in today's tech savvy world, EDI will assimilate modern



Dr. Dinesh Awasthi explaining the EDI strategy to the gathering

technology in the most efficient of ways and impart learning that is in tune with the modern time. The workshop was coordinated by Mr. Raman Gujral, Regional Co-ordinator, Central Regional Office, EDI. Mr. Gujral explained the mandate and the parameters of the study. Shri Gujral appreciated the co-operation received from DIC officers. More than hundred (100) participants from across the state attended the workshop and led to one-to-one interaction with the Joint Directors of Directorate of Industries, General Managers (GMs) of DICs, Heads of Industry Associations, Small and Medium Scale Entrepreneurs/SME representatives, various BDS providers including Chartered Accountants, Technical Experts, officials of banks such as SBI, SIDBI and NABARD, scientists of CIAE and AMPRI, academicians from institutes such as the NITTR, RUDSETI, etc.

Technology based Entrepreneurship Development Programme



Chief Guest of the Valediction, Mr. Hitpal Singh, District Horticulture Officer, Haridwar awarding certificates to participants

awarded certificates to the participants and urged them to set up their businesses so that they not just earned a living for themselves but also provided jojs to others.

Another programme on "Low Cost Building Material" during 7th June 2010 to 22nd July 2010 was also received well by all 25 trainees attended who got exposed to various technologies used for low cost buildings as well as various raw material that can be used.

This program was inaugurated by Mr. S. K. Bhattacharya, Director, CBRI, Roorkee. Mr. D. S. Bagri, General Manager, DIC Roorkee was the chief guest during its valedictory function.

Members of the EDI STED Roorkee team organized a Technical Entrepreneurship Development Programme (TEDP) on "Poly House" during 23rd April 2010 to 5th June 2010 at Village, Roorkee, Haridwar. The programme was sponsored by the National Science and Technology Entrepreneurship Development Board (NSTEDB), Department of Science and Technology (DST). 25 trainees participated in the programme. The main objective of the programme was to provide entrepreneurial, managerial, financial and technological inputs to the participants so that they set up their entrepreneurial venture.

Mr Hitpal Singh, District Horticulture Officer, Haridwar, Chief Guest during the inauguration and valedictory function of the programme



Mr. D. S. Bagri, General Manager, DIC, Roorkee was the Chief Guest of the Valediction. Mr. Bagri encouraged the participants to use the training received and constantly be in touch with EDI officers for support

In a bid to unleash that potential within....



Dr. Sunil Shukla, Chief Faculty-EDI (in the centre) awarding certificate to a participant during the valediction of the programmes 'Use of English language in Business Communication' and 'Governance and Management of Non Profit Organizations'. Also seen are (R-L) Dr. Santosh Kumar and Ms. Julie Shah, Programme Directors

Realising that countries can be placed on a developing path if offered an helping hand to float an environment wherein entrepreneurial and related processes get strengthened, the Institute has been sharing its expertise with developing countries, in various facets of entrepreneurship. The Institute organizes six-week capacity building programmes that provide essential skills and techniques in a particular area to effectively and efficiently enhance individual and thus organizational performance. The programme intends to draw to the fore the latent potential of participating professionals so that the critical aspects of knowledge, skills and attitude are developed.

The programmes are organized on area such as – 'Governance and Management of Non-Profit Organizations,' 'Use of English language in Business Communication', 'ICT enabled Office Applications, Web Designing and E-Commerce for Small Enterprise Operations', 'Business Development Service Providers for Micro Enterprise and Micro Finance', 'Entrepreneurial Management', 'Cluster Development Executives' Programme', 'Entrepreneurship and Small Business Promotion', 'Business Research Methods and Data Analysis', 'Industrial and Infrastructure Project Preparation and Appraisal' and 'Promoting Innovation and Entrepreneurship through Incubation'.

All these programmes adopt a unique combination of classroom concepts and practical insights to impart learning. Representation in the programmes is from officers and executives from;

- Business & Industry
- Management Associations, Chambers of Commerce & Industry
- Financial Institutions/Banks
- Consultancy Organisations

- Developmental Bodies
- Government Institutions and Departments
- Educational Establishments
- Business Development Organisations
- Non-Government/Voluntary Organisations

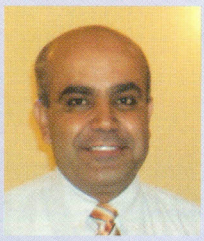
Participants of the previous training programmes have stated that their dimensions and perspectives have got tremendously broadened as a result of the learning imparted. They appreciated the application-oriented nature of the programme, contemporary inputs imparted and the training material given to them. Most of them requested EDI to conduct similar programmes in their respective countries for benefit to a larger community. They even expressed confidence in scaling up their operations in their respective organizations and looked forward to delivering more from within the existing resources. Also they appreciated the Intensive Study visits to industrial organisations and institutions of repute to give them an insight into the Indian methods and systems of operation. Two programmes offered over the past three months were:

Governance and Management of Non Profit Organizations: Governance of NGOs entails a macro perspective of management that leads to transparency and accountability. Lack of governance erodes trust of stakeholders and impedes the growth of the organization. The communication network of the organization is broken with almost no percolation of ideas among the various layers of the organization. Good governance practices are significant for an NGO to network, plan, design and implement effectively. The Institute conducted this programme during June 28 – August 06, 2010 to drive in an understanding of this crucial need and thus build capacities of NGO professionals to maintain good governance practices.

19 NGO professionals from Mongolia, Uganda, Nigeria, Vietnam, Afghanistan, Iraq, Palestine, Georgia, Maldives, Zambia, Uzbekistan and Mauritius attended the six-week programme. The curriculum dealt with norms of good governance and addressed their capacity building needs. Management practices of financial resources, human resources and external resources were also addressed. The participants also got insights into aspects such as; project planning, design and implementation. Dr. Santosh Kumar, Programme Director, laying emphasis on the skills acquired by the participants said that they were well versed in issues



Participants of the programme 'Use of English Language in Business Communication' seen with (5th from R) Dr. Sunil Shukla, Chief Faculty-EDI; (5th from L) Ms. Ms. Julie Shah, Programme Director and other esteemed members of the EDI faculty group



I appreciate the application-orientedness of the programme. I am confident about making use of the learning and truly feel more aware and informed. I wish more and more professionals from my country could be exposed to such learning as my country needs professionals trained in this area. I am thankful to EDI.

Mr. Arafat A. N. Muhaisen, Palestine
Use of English language
in Business Communication

pertaining to resource mobilization, gender empowerment, advocacy, networking and planning organizational development. Dr. Subhransu Tripathi, Co course Director also felt that the participants were well placed in terms of exposure and knowledge to foster governance in their respective organizations.

Use of English Language in Business Communication: This programme was structured in a way to establish the significance of communication against some contemporary trends in work environment such as emphasis on participatory management, team based approach, compacted hierarchies and of course knowledge emerging as a *no-compromise* aspect of success. The objective was to enable the participants to understand these demands on them in such a multicultural environment and how effective communication practices could pave a way for them. The focus was on imparting effective business communication skills so that they could identify vulnerable areas in their communication practices, stay away from perils and adopt a style that suited a culturally diverse business era. Emphasis was also amply laid on helping them understand the nuances of English language in written, verbal and non-verbal segments. The modules that was covered included learning under the broad topics of – Introduction to Communication and the Significance of English Language, Language



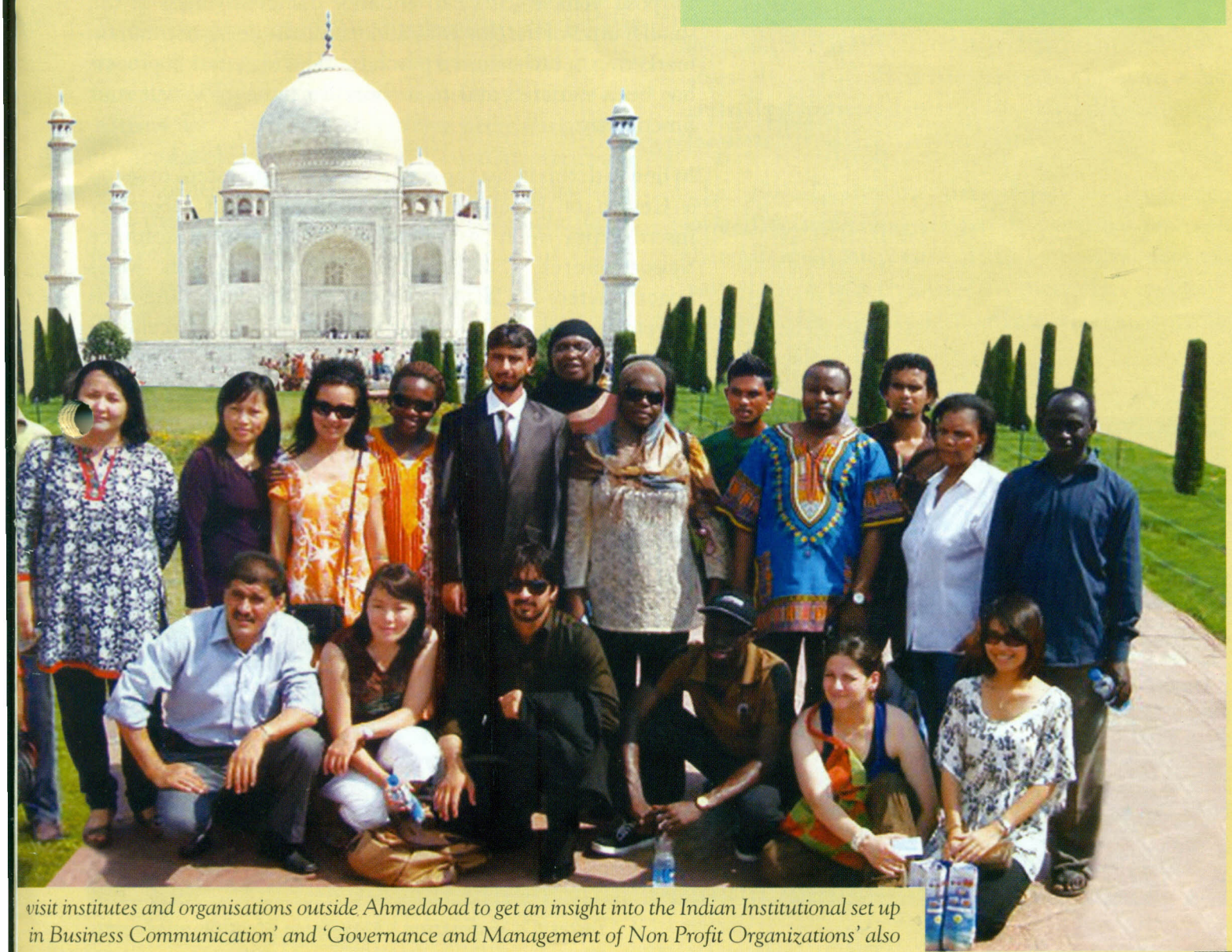
Participants of the ITEC, Ministry of External Affairs, Govt. of India sponsored International Programmes and working. During their study visit, this year, the participants of the programmes - 'Use of English Language visited Agra. Seen here are the participants with the Taj Mahal in the backdrop

Analysis and Advanced Language Structures, Principles of Modern Business Writing, Organisational Communication, E-communication and Effective Verbal and Non Verbal Communication. The programme was represented by 14 participants from eight countries namely Afghanistan, Iraq, Iran, Mongolia, Tajikistan, Palestine, Uzbekistan and Vietnam. By the end of six weeks the participants felt confident in critical areas of drafting business letters, proposals, reports and other business documents. They also expressed confidence about preparing and delivering presentations. Programme Director, Ms. Julie Shah was happy with the tangible outcome of the programme.



I have developed new perspectives about NGO governance and have come to appreciate the need for accountability and transparency for enhancing effectiveness. I stand enriched today and as my motto is to eradicate some societal ills from my country , I feel this all-encompassing knowledge which I have gained will truly benefit me.

Mrs. Zainab Bello Garko, Nigeria
Governance and Management of
Non-Profit Organizations



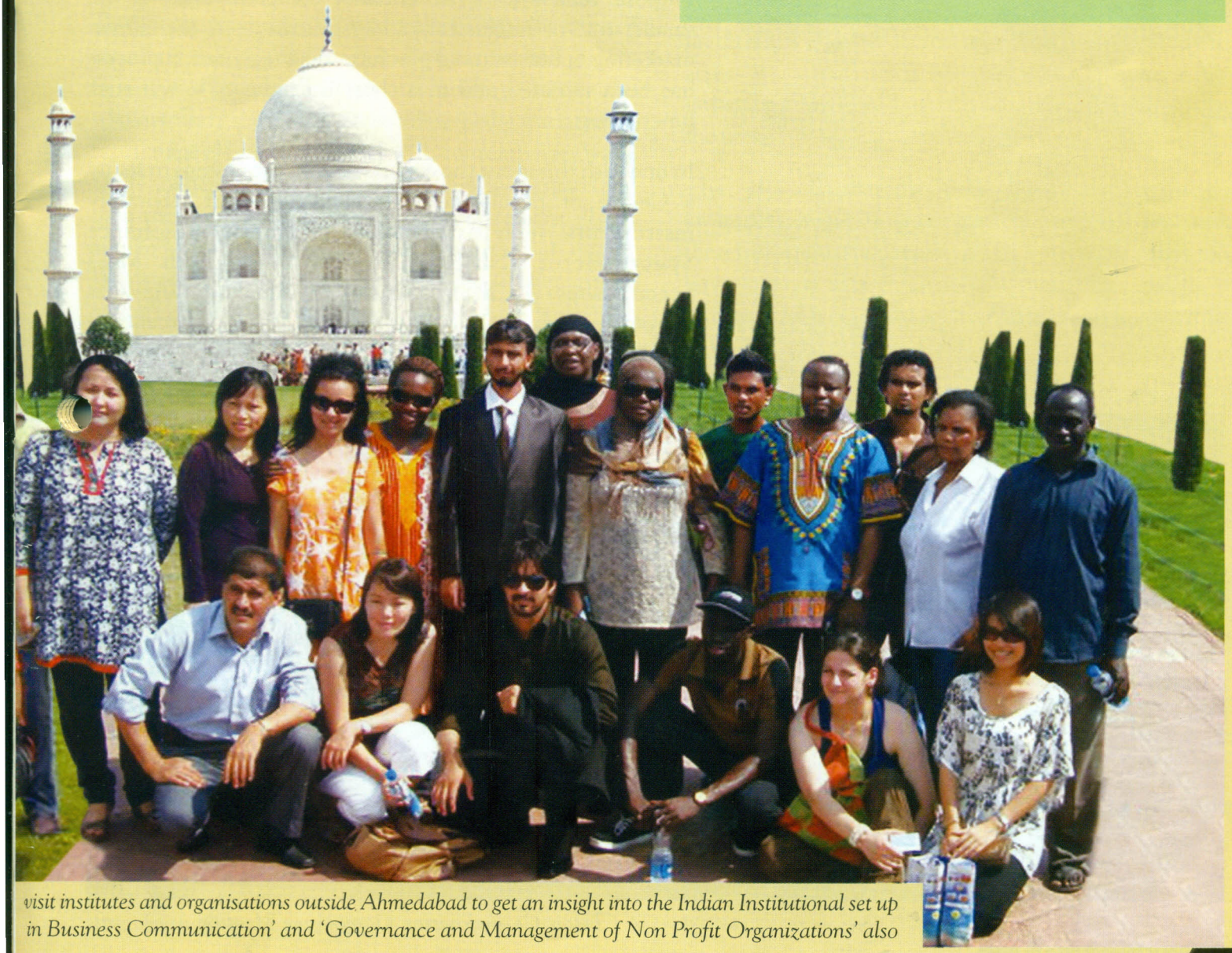
visit institutes and organisations outside Ahmedabad to get an insight into the Indian Institutional set up in Business Communication' and 'Governance and Management of Non Profit Organizations' also

Analysis and Advanced Language Structures, Principles of Modern Business Writing, Organisational Communication, E-communication and Effective Verbal and Non Verbal Communication. The programme was represented by 14 participants from eight countries namely Afghanistan, Iraq, Iran, Mongolia, Tajikistan, Palestine, Uzbekistan and Vietnam. By the end of six weeks the participants felt confident in critical areas of drafting business letters, proposals, reports and other business documents. They also expressed confidence about preparing and delivering presentations. Programme Director, Ms. Julie Shah was happy with the tangible outcome of the programme.



I have developed new perspectives about NGO governance and have come to appreciate the need for accountability and transparency for enhancing effectiveness. I stand enriched today and as my motto is to eradicate some societal ills from my country , I feel this all-encompassing knowledge which I have gained will truly benefit me.

Mrs. Zainab Bello Garko, Nigeria
Governance and Management of
Non-Profit Organizations



visit institutes and organisations outside Ahmedabad to get an insight into the Indian Institutional set up in Business Communication' and 'Governance and Management of Non Profit Organizations' also

A victorious comeback

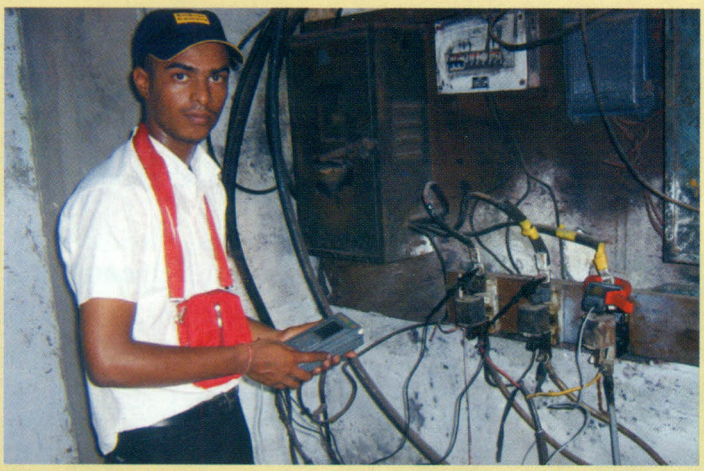
Adversity turned into opportunity is what best describes the new face of the Dyes and Chemicals Cluster, Ahmedabad. The cluster has taken significant progressive steps over the past one and a half month, and with some strategic moves being planned it sure looks forward to coming a full circle by completion of the project term of 32 months. Tangible steps have been initiated over the past three months to achieve sustainable growth.

The Diagnostic Study report revealed the need for a Special Purpose Vehicle (SPV) to enhance competitiveness of the smaller units of the cluster by addressing the needs of common marketing & raw material purchase. The registration process has been initiated and in a short time the SPV will start functioning.

In line with this move the experts also initiated steps to set up a Centre of Excellence with state-of-the-art laboratory instruments such as; Nuclear Magnetic Resonance Spectrometer (NMR), Gas Chromatograph Mass Spectrometer (GCMS), Particle size analyzer and Gas Chromatograph (GC). A visit to Vapi Center of Excellence provided insights for this initiative.



A Cluster Co-ordination Committee Meeting in progress



Energy audit parameters measurement through Power Analyser at M/s. Swati Tex Dyes Ltd, Naroda

To increase productivity by curtailing costs, the work of installing energy efficient devices was initiated on war footing. Several units still rely on obsolete processes and systems and, therefore, steps have been initiated to replace age old methodologies with contemporary ways. Units are being researched so as to identify the gaps and plan the process of implementation systematically. A detailed research analysis has revealed that energy saving potential is to the tune of Rs.12.6 lacs per annum which is 20% of their total energy bill.

EDI have suggested for an implantation schedule in phase-wise manner. To start with, low investment suggestions will be implemented and then going onwards with further investments to reach full benefits of energy savings.

Also, as part of the project it was decided to set up a demonstration Primary Treatment Plant (PTP) at the unit of a proactive entrepreneur of the cluster with an objective to extend awareness about pollution control in the industry. EDI has also taken measures to upgrade the existing PTP of a few units. These units have accepted the changes and are now able to fulfil the CETP inlet discharge norms.

Ensuring Cleaner Production (CP) in the cluster is another aspect in which the cluster needs immediate intervention. CP is a preventive strategy that aims at reducing pollution at source. Cleaner Production is a methodical and structured approach and the study to assess its potential has been initiated in quite a few units. The Institute has also identified consultants in the area.

The cluster entrepreneurs have also acquired awareness about upgrading their processes and are, therefore, quite supportive of EDI's measures. They too have taken it as a challenge for themselves and have internalised a mindset to innovate, change and thus grow.

Shri Bipin Shah is the Team Leader of the Dyes and Chemicals Cluster, Ahmedabad.



Filter Nutch installed in tank under PTP upgradation at M/s. Avani Dye-Chem Pvt. Ltd.



Prof. Vipul Shah and Associates researched on the potential of adopting Cleaner Production Technology. Seen here is Prof. Shah and his team presenting their views

Common Facility Centre adorns the Chanderi Cluster



Ms. Rita Menon, IAS, Secretary, Ministry of Textiles, Govt. of India, distributing dividend of Chanderi Handloom Cluster Development Producers' Company to the shareholders

Since 2006, EDI has been implementing the Commissionerate of Handlooms, Govt. of India's scheme of Integrated Handloom Cluster Development Schemes since 2006. Chanderi is one of the clusters which EDI is supporting directly to place it on a high growth trajectory. Under the scheme, a Weavers' Producers' Company 'Chanderi Handloom Cluster Development Producers' Company Ltd. has already been registered in May, 2008. 249 weavers from 50 SHGs are the share holders in this Company. The basic objective of the Company is to help these weavers become self sufficient through purchase of raw material in a conglomeration and production of products according to the market demand and trends in vogue. As on today, the turnover of the company is around 95 lac., and a benefit of rupees two lac fifty thousand has been distributed as dividend amongst the 249 weavers. Ms. Rita Menon, IAS, Secretary, Ministry of Textiles, Govt. of India; Mr. R.N. Chaubey, Development Commissioner (Handlooms), Ministry of Textiles; Ms. Minoo Kumar, Addl. Development Commissioner; Ms. Dipali Rastogi, Commissioner (Handlooms) Govt. of Madhya Pradesh attended various events at Chanderi to take stock of the progress made. Development Commissioner, Handlooms, Mr. Chaubey appreciated the good work being done and wished a bright future to the Producers' company. In addition, under the IHCDS, a Commom Facility Centre has also been established with facilities such as; technical analysis of yarn, sample loom, etc. Ms. Rita Menon laid the stone for dyeing house and warp shade under private-public mode. The officials also visited Weavers' Training Centre established by the Madhya Pradesh Government where Bapuji Dying Machine and Computer Aided Design Units have been established. Secretary, Ministry of Textiles appreciated the

various initiatives of the Centre. The Govt. officers also visited the product exhibition stall of MP Handicraft & Handloom Development Corporation.

A medical camp was also organised especially for the weavers of Chanderi. Joint Coordinator of MP Handloom Department, Mr. AK Bhattnagar had also accompanied the delegates. Establishment of the Common Facility Centre is a breakthrough that has been achieved and would ensure sustainability of the success achieved.

Mr. Manoj Mishra, Project Director, appreciated the progress that the project has made.



Ms. Rita Menon, IAS, Secretary, Ministry of Textiles, Govt. of India, taking a look at the infrastructural arrangements at the Common Facility Centre at Chanderi. On her right is Ms. Dipali Rastogi, IAS, Handloom Commissioner and Handicrafts, M.P.

Exhibitions – A powerful platform to venture out



Shri Pandurang B. Nayak, K.A.S., Commissioner for Textile Development and Director of Handlooms & Textiles, Govt. of Karnataka, inaugurating the exhibition

To provide a platform to the weavers to catch the pulse of the market and interact with the buyers directly, the exhibitions have yielded worthwhile results in the past. Exhibitions at all the prime centres, such as Delhi, Ahmedabad and Mumbai were not just monetarily rewarding but also opened new gates for the weavers who got a chance to explore all that was in vogue. During 30 July – 8 August, 2010, an exhibition was organized in Bangalore of all the 20 clusters. Buyer–Seller Meet at the exhibition venue was worthwhile as the sellers interacted with the buyers directly and had several business options lined up before them. The buyer could also source the best handloom products under one roof. Several review meetings were also conducted with Technical Resource Persons, Cluster Development Executives, Designers and other representatives to reach solutions to maximize the returns. The sales realization was phenomenal and motivated the weavers to pursue yet more advanced standards in production.

BDS Market Development Project takes the road ahead

Developing new designs has always been pursued diligently by the cluster to ensure a wider market for the products. To bolster design initiatives in the Santiniketan cluster, EDI signed an MoU with Design Experts from NID. The three-member team from NID spent two and half months assessing the existing designs, evaluating the potential for enhancements and considering the practical aspect of implementing changes. Two customized Design Workshops were subsequently conducted wherein the expert designers worked with local artisans including master craftsmen to evolve a new range of designs and patterns for the Santiniketan products. Apart from working on the product designs they also worked on surface design and colour combinations. Combining traditional / folk designs with contemporary patterns yielded an appealing *fusion*.



Design Development Workshop in progress at Santiniketan

The first Design Workshop was conducted for a period of 10 days with Santiniketan Artistic Leather Goods Manufacturers' Welfare Association and the second Workshop was conducted with Amarkutir Society for Rural Development for a relatively shorter span of 4 days. The workshops led to a range of traditional and contemporary design products at leather goods cluster at Santiniketan.

Shortage of skilled workers in the cluster has been a pressing issue. Addressing this, two skill development programmes were conducted simultaneously and about 40 persons were trained. The local artisans association was completely involved in the process. This effort has brought about awareness among the workers towards developing a sense of design and also put in efforts to enhance one's skill level.

In line with this, in the Kolkata cluster a design forecasting software (MADPIE) is being installed which would facilitate design, trend, pattern and colour forecasting. The following section enumerates its usefulness.

Some tangible steps have been initiated; some are in the process of implementation promising a smooth road ahead.

Providing them with a level playing field

Today women are gaining voice on all fronts, yet there is some resistance to acceptance of their abilities and skills. Equality and empowerment of women is a need today, and one way of ensuing this is by infusing confidence in them as regard their skill level, abilities and by giving them an enlarged basin of economic choices. In order to impart skills to them so that they take on the role of successful business women, EDI organised a specially designed Entrepreneurship Development Training Programme for 25 women entrepreneurs. The training was conducted during June 22 – July 28, 2010 and the participants were trained in identifying business opportunities, planning, initiating and launching of an enterprise successfully. National Science and Technology Entrepreneurship Development Board, Govt of India, sponsored the programme. The Business Women Committee–Gujarat Chamber of Commerce and Industry provided logistic support to the programme.

The programme was inaugurated by Shri K.C. Bhanoo, General Manager, SIDBI- Gujarat. Director MSME-Development Institute, Director KVIC-Gujarat and senior officials of SBI, Dena Bank, DIC-Ahmedabad were also a part of the inaugural function. The curriculum was divided into five modules comprising schemes of assistance, project selection & pre feasibility, consolidation of business ideas, achievement-motivation training, project report preparation and management related inputs,

108 technical sessions that were organised were well received. The trainees also visited several small and medium scale units to learn about management of a small enterprise. Out of 25 trainees, eight preferred manufacturing business, nine preferred service sector business and eight opted for trading. Some of the business opportunities identified were in the fields of ethnic wear and garments, embroidery and block printing, imitation ornaments, food processing, fabrication unit, spice manufacturing, handmade paper manufacturing and interior designing.

During the training programme, 21 trainees completed the task of developing business plans. Out of 21 plans, DIC agreed in principle to recommend eleven plans for financial support under PMEGP or Vajpayee Bankable Scheme. Four trainees have already approached DIC in this regard. Others desired to start business with own investments and accordingly initiated the process under expert guidance.

EDI is regularly following up with each entrepreneur/potential entrepreneur and is providing them with hand holding support. And as Ms Geetha Nambiar, an Electrical Engineer, into manufacturing electrical poles, earthing sets and cable tray, says, "Apart from picking up knowledge on the nuances of conducting a business effectively, I am happy that my confidence level has gone up tremendously. Earlier for lack of confidence , I used to simply postpone certain important tasks like meeting high level officers etc. but today I can take up so many such activities with complete confidence."

Ms. Beena Handa was the Chief Guest at the valedictory function of the training programme. Ms. Handa is the Founder Director of Poiesis Achievement Foundation for Children. Shri S.B. Sareen, Project Director, DST-NIMAT briefed the house about the significance of bringing women into the mainstream. Dr. Binod Das, faculty member at EDI coordinated the programme.



Chief Guest, Ms. Beena Handa, Founder Director of Poiesis Achievement Foundation for Children, addressing the participants and the guests. Also seen are (R-L) Shri S.B. Sareen, Project Director, DST-NIMAT; Ms. Nita Shah, Chairperson, Women´s Wing, GCCI, Ahmedabad and Dr. Binod Das, Faculty-EDI

ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

Announces

THE NINTH BIENNIAL CONFERENCE on ENTREPRENEURSHIP

CALL FOR PAPERS

(FEBRUARY 16-18, 2011)

The Ninth Biennial Conference on Entrepreneurship bears testimony to the institute's pursuit of excellence and clear contribution to entrepreneurship education and training within India and abroad especially in South East Asian Countries. As India's leading institute of entrepreneurship education and research, EDI invites researchers, educators and practitioners in the field of entrepreneurship to participate in and contribute to the Ninth Biennial Conference on Entrepreneurship to be held during February 16-18, 2011 at Ahmedabad.

Consonant with eight biennial conferences over the past 16 years, the Ninth Biennial Conference on Entrepreneurship continues to be an established forum for researchers, educators and practitioners to share their ideas and research results with other researchers and thinkers in the field, interchange feedback and sharpen their own ideas. Whereas researchers are invited to contribute papers and reports that promote understanding of entrepreneurship theory and practice, some indicative themes are:

- Entrepreneurship in the SME Sector
- Intrapreneurship
- Innovation and Entrepreneurship
- Social Entrepreneurship
- Institution Building
- Team Entrepreneurship
- Gender and Entrepreneurship
- Sectoral Entrepreneurship (eg. Agripreneurship, Edupreneurship, Ecopreneurship, etc.)
- Trans-generational Entrepreneurship

Contributors may e-mail their submissions and inquiries to conference@ediindia.org.

Submission deadline:

- An Abstract (about 200 words) should be submitted through email by November 15, 2010.
- An electronic version (MS Word) of the full paper should be submitted by December 17, 2010. Full papers (less than 4000 words, typed double space) must adhere to formatting and referencing guidelines of academic/professional journals.
- Acceptance decisions on papers will be made by January 10, 2011.

Delegates to the conference shall be the guests of EDI. The EDI will meet on-campus boarding, lodging and conference kit expenses. Need based and limited support for travel expenses by rail/road may be considered for Ph.D. candidates whose papers are accepted for presentation in the conference.

CONFERENCE SECRETARIAT

Mr. B. Ganapathi
Conference Coordinator
Email: ganapathi@ediindia.org
Mobile: 093270 45345

Mr. Ashok Madnani
Administration
Mobile: 094280 25389

Entrepreneurship Development Institute of India
P.O. Bhat – 382 428, Dist. Gandhinagar (Gujarat) India
Tel: (+91) (79) 23969153, 23969158 / 159 / 163
Fax: (+91) (79) 23969164
Website: www.ediindia.org

'Start your own for-profit social enterprise'
Join Six-Month Distance Learning Diploma in Social Entrepreneurship

Institute's Social Entrepreneurship and CSR Division announces the second batch of the programme, 'Diploma in Social Entrepreneurship' to train potential social entrepreneurs to set up for-profit and self sustaining social enterprises.

- The course imparts necessary knowledge, information and skills to plan and manage profitable social enterprise successfully.
- It also equips learners to prepare a suitable business plan and provides assistance in obtaining required funds from financial institutions/banks.

Graduates in any discipline or technical diploma holders can join this course.

For details, contact:

Mr. Ajay Dixit, Sr. Faculty,
Centre for Social Entrepreneurship & CSR
at EDI Ahmedabad Office Address,
E-mail : dse@ediindia.org

ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

P.O. Bhat 382 428, Dist. Gandhinagar, Gujarat, India.
Tel. : 079-23969159, 23969161, 23969163 Fax : 079-23969164
E-mail : info@ediindia.org Website : www.ediindia.org

REGIONAL OFFICES

North : Lucknow
265, Chandralok Colony,
Aliganj,
Lucknow - 226 024.
Phone : 0522-2330820
Fax : 0522-2330856
E-mail : edinro@rediffmail.com

East : Bhubaneswar
Naibedya, Plot No. 1855/2168,
Ground Floor, Damana Square,
Chandrashekharpur,
Bhubaneswar - 751 016.
Phone : 0674-2744100
E-mail : ediero@rediffmail.com

South : Bengaluru
102, 70th Cross, 17th 'A' Main Road,
5th Block, Rajajinagar,
Bengaluru - 560 010.
Phone : 080-23119361
Telefax : 080-23119360
E-mail : ediro@giasbg01.vsnl.net.in

North-East : Guwahati
House No. 36, Near DGP Office,
B. K. Kakoti Road,
Ulubari, Guwahati - 781 007.
Phone : 0361-2461063
Fax : 0361-2459112
E-mail : edinero@india.com

Central : Bhopal
19, Chhatrapati Shivaji Colony,
Chuna Bhatti, Kolar Road,
Bhopal - 462 016.
Phone : 0755-2424015
Fax : 0755-2424813
E-mail : ramangujral@ediindia.org

Thrissur
C/o. KILA Campus,
Mulamkunnathukavu P.O.,
Thrissur - 680 581.
Phone : 0487-2206241
Telefax : 0487-2206242
E-mail : vssukumaran@ediindia.org