ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

EDI REPORTS 77

CELEBRATING 25 YEARS 25 1983 - 2008

25th Year of Operation-Let's take a look at EDI's Genesis and its Holistic Approach to Development

FROM THE DIRECTOR'S DESK



Entrepreneurship education and development in India, or for that matter anywhere else, is of fairly recent origin. In fact, few until recently believed that entrepreneurs could be created through educational endeavours. But, today new entrepreneurs are created, every year, through entrepreneurship training around the country and the number of colleges, universities and institutions with entrepreneurship courses has also increased from none in 1970s to hundreds today.

This encouraging trend indicates strides on the track of growth and revolves at round the dictum with which EDI was launched in 1983 – 'training in entrepreneurship does create successful entrepreneurs by making them aware of the processes that go into creating a sustainable venture' – *Entrepreneurs are not just born but can also be created by training and counselling interventions.*

Entrepreneurship, therefore, was adopted as a young and a nascent field, by EDI, around two and a half decades back, but I state with great satisfaction that the work in the area, much to the benefit of various target groups, has grown substantially over time. After all the work that has gone into the field, it can be said that the status of an entrepreneur has significantly improved in the society as a high achiever, someone who can be a role model.

EDI activities were derived after scanning the environment for, and comprehensive research on, entrepreneurship in the country, identifying emerging needs at national level and taking into account the performances around, and the lessons learnt thereof. Since inception, EDI has played the role of a

(cont....)

Forging Growth with Competitiveness - The Story of the Engineering Cluster, Rajkot

Mr. Sanjay Pal, Faculty-EDI

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FROM THE DIRECTOR'S DESK

Over the years, there were major shifts in the strategy. An important one was towards improving performance of existing enterprises and preparing them for growth. The Institute emphasised on sector specific programmes, with conceptualisation of Growth-cum-Counselling Model. Close on the heels are short duration, skill honing, 'Performance Improvement Programmes' for existing entrepreneurs even including those struggling with teething troubles.

Also keeping pace with modern trends and market requirements, the Institute launched the 'Small Industry Management Assistant Programme (SIMAP)' to produce a cadre of trained youths who could assist in managerial work in small industries. The programme is now implemented by reputed institutions, including IITs and also state ED institutions. Subsequently 'Executive Development Programme' was evolved to cater to the needs of entrepreneurially inclined managers/executives.

However, although these programmes generated results, it was felt that these were somewhere 'isolated' initiatives and could have a larger impact if the 'cluster' focus was adopted to spur entrepreneurs. EDI adopted the 'Cluster Development Approach', where it guided an enterprise to approach a business function in an agglomeration of producers, engaged in manufacturing homogenous products, better known as 'clusters'.

Against the same backdrop it also emphasised on the need for taking entrepreneurship into education and implemented skill-based activities for youths and teachers besides holding regular awareness camps to sensitise the society at large to the charms of being an entrepreneur. The success achieved prompted the Institute to launch a long term education programme in entrepreneurship in the form of a unique, first of its kind course which develops a new breed of young generation entrepreneurs. This programme, on account of its merits, earned the prestigious AICTE approval. Today, the thrust area 'Entrepreneurship Education' is reaping rich results.

EDI then felt the need to rope in the support system so that an overall conducive environment was created for growth of entrepreneurship. Under the thrust area of 'ED Organisations and Support System', therefore, the Institute took up Sensitisation and Stakeholders workshops to create awareness and disseminate the results of its training modules and programmes.

EDI vision also advocates the strategy of institution-building for concretising entrepreneurship. In order to therefore, replicate the success story of promoting first generation entrepreneurs through training and counselling interventions as also sustain this movement the Institute is handling the task of setting up EDI-like Centres in several countries across the globe. New Enterprise Creation, Enterprise Upgradation and Investment Promotion are thus getting a thrust worldwide. Its initiative of setting up EDI like institutions in Cambodia, Lao PDR, Myanmar and Vietnam is worth the mention.

EDI has always tried not to conduct run-of-the-mil programmes; its initiatives stand out because they support market-demand and display socia responsiveness. It has, therefore, on several occasions risen to the demand of time, such as; mounting a replicable developmental model when the earthquake crises struck Gujarat or designing and implementing a special programme to create units in the Food Processing industry in 18 states of the country.

EDI has always remained conscious of the importance o knowledge generation through research and has converted itself into more of an applied research cum development centre in entrepreneurship. Setting up o Centre for Research in Entrepreneurship Education and Development (CREED) with own funds is a testimony to this.

The Institute's experiences, resultant performance-improvement measures and replicable developmenta models have created a solid knowledge base. It seeks to remain in sync with the times.

- Dinesh Awasth

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FROM THE DIRECTOR'S DESK

brain trust, a promoter and monitor of entrepreneurship movement in the country. It began by conceptualising Entrepreneurship Development Programme, and subsequently launched this to test its result-orientedness. The outcome led to further fine tuning and a tested training model for New Enterprise Creation, popularly known as EDI-EDP model. As EDI moved on to adopt the role of a national resource institute in the field, it realised that it had to create a network of ED institutions that could adopt this activity and make it widespread. This institutionalisation also enabled EDI to make a decisive dent into other areas backed by further research. Today, together with three other national institutions, it is successfully backing about 12 state level entrepreneurship organizations that are, in turn, supported by EDI – trained over 1250 entrepreneur trainer – motivators and functionaries for creating small/micro-enterprises, and over 1350 teachers teaching entrepreneurship courses in colleges and universities in India and abroad.

The activities of the Institute, therefore, moved from addressing one need to another, leading to the birth of its thrust areas. Today, initiatives under various thrusts are interlinked, and together seek to take the economy on a new growth trajectory. From efforts to create general self-employment opportunities, EDI strategy expanded in cognizance of its mandate of fostering micro, small and medium scale enterprises, in the light of various benefits that the sector accrues to the economy.

During early years, a need was felt and Rural Entrepreneurship Development Programme Model was evolved by the Institute after a three-state, three-year experiment. The experiment brought to the fore the need for a strong intermediary in micro-enterprise development process which could be in the form of institutions working at grassroots like the Non Government Organisations (NGOs). With training and counselling, a large network of NGOs was productively used towards income generation activities by implementation of REDPs at grassroots.

The Institute then deepened its insight into various other concerns of the rural populace and under the thrust area of 'Micro-Enterprise and Micro-Finance' dealt with these. Today this area focuses on holistic development of rural areas.

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A Warm Welcome to Shri Yogesh Agarwal, President, EDI

EDI was delighted to welcome Mr. Yogesh Agarwal, President-EDI and Chairman- IDBI, on Campus on December 22, 2007.



Mr. S B. Sareen, Sr. Faculty, EDI and President, EDI Well-Being Committee welcoming Shri Agarwal.



Shri Agarwal in interaction with Dr. Dinesh Awasthi, Director, EDI



President interacting with EDI faculty members

ENTREPRENEURSHIP EDUCATION

Entreplexus or a Plenitude of Everything

4th January, 2008, saw EDI bursting at its seems with excitement, confidence and achievements galore. With emotions reigning high, the charged environ changed its countenance every minute.

After a buoyant start to the evening by Mr. Gaurav Parmar, President-EDI Alumni Association who spoke on the objective of Entreplexus (the annual EDI Alumni Meet), the Chief Guest of the function, Mr. Devang Nanavati, a distinguished Lawyer and Lead India Finalist rousted up energies by invoking all youth to rise, stride ahead and achieve. Mr. Nanavati's powerful address established that each one had a uniqueness which could be worked upon to assert the self. The Chief Guest urged the youth to develop awareness and take upon themselves the role of a leader. He called the youth the sentinels of the country who must represent themselves on every important platform so that youthful thinking and leadership could be a part of growing India. Mr. Nanavati recalled feats by great leaders and reminded all, that these great people whom we remember had begun early in life, i.e., when they were young. The Chief Guest concluded by challenging the youth to unclasp their tremendous brainpower to achieve landmarks for the country and for self.



Chief Guest of the inauguration of the EDI-PGP Alumni Meet-2008, Mr. Devang Nanavati, a Distinguished Lawyer and Lead India Finalist, addressing the Alumni.

Keeping up the motivation, Dr. Dinesh Awasthi, Director, EDI highlighted the important role that the alumni of an institute could play to the advantage of its alma mater as also its own. The Director then discussed the progressive stance taken by the EDI-Alumni Committee and appreciated their futuristic vision and the ability to use this as a platform to enrich learning as also network to grow. Dr. Awasthi called it EDI's good fortune that it could have a Chief Guest as high profile as Mr. Devang Nanavati. He called the students to imbibe the words of wisdom shared by him and keep EDI informed about their activities and successes.

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Dr. Sunil Shukla, Chairperson, Post-Graduate Programmes, enlightened all on the recent developments in the two PG programmes at the Institute and how the youths are, year after year, benefiting from these. Dr. Shukla also spoke about all modern strides in the world of business and the PG Programmes' efforts towards keeping pace with these. A coup to the evening came when Dr. Shukla informed that EDI's PG Diploma in Management-Business Entrepreneurship had received the prestigious AICTE recognition.

The evening of 4th January also witnessed the release of 'EDI-Alumni Association Newsletter' and a souvenir which sported the 10 commandments for new age entrepreneurs.

The second day of the Meet received an equally notable start with Dr. V. G. Patel, Former Vice President & Director, EDI sharing the 'Success Mantras for the 21st Century' with the illustrious alumni of EDI. Dr. Patel's realistic and informative portrayal urged the alumni to arm themselves with the competence required to succeed in the 21st century. They endorsed the significance of strong knowledgebase to succeed in the present environment. They were motivated to sculpt their businesses around the mantras for success that Dr. Patel shared with them. The day maintained its venerable start with a presentation by Dr. Urmish Chudgar, MD, Intas Bio Pharmaceuticals on 'How Successful People Become

THE 10 ENTREPRENEURIAL COMMANDMENTS

Ultimate tools to help you eliminate your dysfunctions and move to where you want to go

I. THOU IS NOT THE LORD.
Look around, learn from the examples of others. Accept that 'I am not always right.'

II. THOU SHALT ELICIT FEEDBACK.
Try and know things about yourself, which others already know. Become aware of your bad habits and work to change yourself continuously.

III. THOU SHALT BREAK THE ILLUSION THAT THOU IS BUSY.
Its this illusion that 'I am busy' which keeps you away from the most potent opportunities of your life.

IV. REMEMBER THE SABBATH (HOLIDAY) AND KEEP IT HOLY.
Ensure that weekends are for self-renewal. Play a game, learn something new or may be just spend sometime with your own self.

V. THOU SHALT NOT BLAME, THOU SHALT DO.
Shatter your defences. Stop the never-ending search for excuses, instead be proactive and take responsibility.

VI. THOU SHALT FIRST TRY TO UNDERSTAND, THEN TO BE UNDERSTOOD.
Stop being Mr./Ms. know-it-all; learn to listen.

VII. THOU SHALT SEE LIFE IN A COLLABORATIVE ARENA.
Think win-win. Competition is old, co-operation is passé....instead collaborate.

VIII. HONOUR THY RESOURCES.
A heartfelt 'thank-you' and a sincere apology are your greatest assets. Utilise them generously.

IX. THOU SHALT REMEMBER TO TAKE A YEARLY VACATION AND KEEP IT WILD.
Go for an expedition...a one-on-one with the nature. Give yourself a real challenge.

X. LOVE THY WORK AND WORK FOR THY LOVE.
The only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle.

Even More Successful'. Dr. Chudgar's prudent tips on this subject were very well received. This presentation was followed by an interactive session where questions stormed on not just business but also business ethics and corporate social responsibilities. The Meet also endued all with knowledge through the medium of intellectual games such as the 'Smart Entrepreneur Contest'. The contestants were grilled by a panel of judges to bring out their tryst with the modern corporate world. Unending fun that charged the atmosphere was endearing. Following this was quite an enriching session on 'Business Networking on Golf Course' by Mr. Munish Patell, Director, Kennsville Golf and Country Club.

Entreplexus came up as a platform to brainstorm, thus reiterating the all-powerful facts of business. Release of a newsletter and a presentation on 'Micro-finance focus' (India's first micro finance monthly magazine) were also efforts that were much applauded. These two days left everybody enthralled and gave them a platform to generate brain waves so that growth and networking could be promoted.



The Faculty Group Ensures that the Impact Increases Manifold

EDI has always sought to create an entrepreneurial economy, abuzz with enterprising youth. In keeping with this, it has also implemented programmes and activities to create strategic entrepreneurial orientations in the youths. As a result, it has witnessed considerable advancement in broadening understanding on the phenomenon of 'entrepreneurship' in student and parent groups. Teachers have always played an important role in influencing the decision of students as also their parents. EDI has been conducting Faculty Development Programmes on a regular basis so that the teachers continue to work towards keeping entrepreneurship alive as a promising career option. In the year 2007, EDI conducted 10 Faculty Development Programmes across the country with the support of NSTEDB, Department of Science and Technology, Govt. of India. With this, the Institute has till date conducted 64 such capacity building programmes for faculty group. During the last quarter, programmes were conducted at Aligarh, Puri, Ahmedabad, Shillong, Udaipur and Hyderabad.

The programmes exposed the teachers to the comprehensive entrepreneurship development process. The teachers were imparted inputs that would enable them to perform a proactive role in infusing entrepreneurial traits in the present generation. The participants of the programmes were also equipped with the skills required to motivate students to think



Participants seen with (5th from L) Dr. Sunil Shukla, Chief Faculty-EDI and FDP Project Incharge and other members of EDI faculty group

Inset : Dr. Dinesh Awasthi, Director-EDI delivering the valediction address at the Faculty Development Programme in Ahmedabad.

Dr. Awasthi in his address, highlighted the significant role that the faculty group can play towards rendering a pronounced entrepreneurial culture in society. Advising the academicians, Dr. Awasthi shared some useful tips that they could give their students and make them experience real business world much before they actually took the plunge. Director endorsed the significance of result oriented training in making successful entrepreneurs.

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about entrepreneurship as a career option, instead of inclining themselves towards the over burdened job market. They were geared to harness latent entrepreneurial spirit and competencies of students by imparting structured training in entrepreneurship as also counselling students to keep their inhibitions at bay. In addition, focus was also placed on imparting skills and behavioural training inputs, incentives and benefits available to potential entrepreneurs, business profile preparation, business plan formulation and assessment of the viability of a business plan.

Glimpses from FDP at other locations...



Participants of the Faculty Development Programme (FDP) at Shillong seen with EDI faculty members (seated 3rd from L) Mr. Raman Gujral and (seated 4th from L) Mr. C. R. Pattanayak



Prof. R. P. Karmayogi, Registrar, Dev Sanskriti Vishwavidyalaya, Chief Guest of the valediction of the FDP at Hardwar awarding certificate to a participant. Also seen is Mr. Raman Gujral, Faculty, EDI.

Participants of the FDP at Puri involved in a group discussion.



Statistics of Faculty Development Programmes conducted across the country during the year

Location	*No. of participants*	*No. of states represented*
• *Ahmedabad*	*39*	*11*
• *Hyderabad*	*15*	*06*
• *Hardwar*	*15*	*04*
• *Chennai*	*19*	*04*
• *Bhopal*	*28*	*04*
• *Aligarh*	*24*	*03*
• *Puri*	*15*	*04*
• *Shillong*	*17*	*07*
• *Udaipur*	*17*	*03*

Participants of Faculty Development Programme opine.....

"Dealing with job-oriented mindsets of students seemed a herculean task in itself, leave alone designing and implementing a programme on entrepreneurship. I feel much confident now in these areas. Moreover, being in the teaching field, I consider it my responsibility to groom entrepreneurially inclined youth"

Prof. Mehul Chauhan
Asst. Prof., Xavier Institute of Development Action Studies, Jabalpur

"I believe that the present day generation primarily needs to be assured that entrepreneurship can be learnt and that they can become successful entrepreneurs if they acquire knowledge in this area. I feel that after the programme I ,too, am confident about the impact of training in entrepreneurship. I am certain that I will be able to enrich the understanding of my students and help them break free from their conventional job- seeking state of mind."

Ms. Metilda Rosalin
Lecturer, Stella Maris College, Chennai

EDI's PGDMN student bags the United Nations' Award

Mr. Vikash Kumar, a student of Post Graduate Diploma in Management of NGOs (PGDMN) has been conferred upon with the 'Outstanding Community Support' award by **UN Solution Exchange (a wing of United Nations Agency in India)** This is in recognition of his valuable contribution to the Microfinance community of practice. The award was presented at a programme organized in New Delhi.

Vikash, an 8th batch PGDMN student continues to work with a Bangalore based Micro Finance Institution, 'Grameen Koota', where he was placed by EDI through campus placement.

Mr. Vikash Kumar won the Award for disseminating Solution Exchange Micro finance Community's knowledge products and other highlights in the online monthly magazine, "Micro Finance Focus." With a readership of over 3,000 across the globe, the magazine has brought about an awareness on Solution Exchange and has attracted several new members to the Microfinance Community. Vikash is also an active contributor to the Solution Exchange Microfinance Community Updates by way of relevant documents and sector-wise news.

As Vikash puts it, "In my success, PGDMN has a major role to play; I would rather say it is the success of PGDMN. I express my gratitude to the Institute and the faculty members for imparting unique abilities and strengths to me. I sincerely hope that this course at EDI continues to create big achievers."



Vikash Kumar receiving the award at the hands of Dr. Maxine Olsen, the United Nations' Resident Co-ordinator in India.

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CENTRE FOR GOVERNANCE STUDIES IN NON PROFITS

Strengthening Governance in the NGO Sector

A national workshop on 'Strengthening Governance in the NGO Sector' (supported by the Planning Commission, Government of India) was organized at the Institute on January 23rd, 2008. 25 delegates representing NGO functionaries, planning commission members, researchers and bureaucrats attended the workshop.

Dr. Syeda Hameed, Hon'ble Member, Planning Commission, was the Chief Guest of the inaugural function.

The workshop was conducted under the aegis of the Centre for Governance Studies in Non-profits set-up at EDI (an initiative of EDI and Janvikas, a Gujarat based Voluntary Organization). The Centre primarily aims at building capacities of NGOs in improving their management practices; undertaking studies on best practices in governance and management of NGOs; disseminating research findings among various stakeholders; developing a system of capability rating of NGOs and working towards evolution of a healthy NGO sector through implementation



Seen during the inauguration of the Workshop are (R-L) Mr. Gagan Sethi, Founder Member, Centre for Governance Studies in Non-profits; Chief Guest, Dr. Syeda Hameed, Hon'ble Member, Planning Commission; Dr. Dinesh Awasthi, Director, EDI and Smt. Manjulika Gautam, IAS, Senior Advisor, Planning Commission.

of various other activities/ strategies.

This workshop, 'Strengthening Governance in the NGO Sector', began with the welcome address of Dr. Dinesh Awasthi, Director, EDI. Dr. Awasthi welcomed the Chief Guest Dr. Syeda Hameed and acquainted the delegates with her achievements in coming up with the National Policy on the Voluntary Sector as also her efforts towards concretizing the base of well-meaning NGOs. Dr. Awasthi pointed out that the last two decades had seen a burgeoning growth in the number of these organizations, but he hastily added that although there are many that are into remarkable developmental work; there are quite a few that are there only for personal benefits. Dr. Awasthi called this workshop a beginning towards introducing 'governance' and 'best practices' in the NGO sector.

Mr. Gagan Sethi, Founder Member, Centre for Governance Studies in Non-profits stated the objectives of the workshop. He said that the workshop would discuss governance issues in NGOs and draw practical ideas towards strengthening governance, accountability and transparency in the Sector. Mr. Sethi called this workshop an encouraging beginning.



Dr. Syeda Hameed addressing the delegates

The Chief Guest, Dr. Syeda Hameed began the inaugural address by congratulating EDI for this initiative. She began by endorsing the need to break the skepticism that prevails towards the voluntary sector. In this context, Dr. Hameed, said that the 'National Policy on the Voluntary Sector' which has been formulated, demands transparency from NGOs and on the other, works towards giving the sector, a legitimacy and dignity. Talking about the National Policy, the Chief Guest stated the following areas where it looked for some concrete initiative.

- **Self regulation:** Dr. Hameed said that NGOs must set their own benchmarks so that self regulation comes from within the sector.
- **Accreditation:** The Chief Guest stated that there are several stand alone attempts but no central accreditation body; the sector needs to develop a certain accreditation methodology.
- **Accountability:** The Chief Guest maintained that the sector must come forward to ensure accountability.
- She added that the **Government** can encourage networks so as to create public confidence in the sector.

Expressing her opinion, Dr. Hameed said that she has seen the NGOs show great enthusiasm and resilience; something which even the echelon in the Planning Commission have realized. She invited the NGOs to partner with the Government and expressed hope in such public-private partnerships. Dr. Hameed concluded by saying that there should be outcomes rather than outlays.

During the workshop, speakers like Smt. Manjulika Gautam, IAS, Senior Advisor, Planning Commission, Government of India, Ms. Neelima Khaitan of Seva Mandir and Mr. Binoy Acharya of UNNATI spoke on topics such as; 'Governance Issues in NGOs', 'NGO Governance and Government –NGO Partnerships' and 'Building Capabilities of NGOs for Good Governance'. Concluding remarks were given by Dr. Syeda Hameed.

The workshop brought forth innovative ideas towards strengthening governance in NGOs that would help develop specific approaches and systems that need to be adopted as a roadmap towards implementation of the policy.

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Micro Enterprise and Micro Finance Development

Handloom Cluster- Waking up from Slumber

Implementation of strategies to revive the Handloom Cluster is in full swing. 'It has to come a full circle' is what EDI as a National Resource Agency is there to ensure. Integrated Handloom Cluster Development Scheme of the Office of the Development Commissioner, Govt. of India is well grounded in the belief that this cluster will rise to new challenges and awaken to a new dawn.

EDI, as a National Resource Agency, is extending handholding support to 20 clusters selected for revival, besides playing the role of an implementing agency in three clusters, viz, Varanasi, Gwalior and Sonepur.

Varanasi.... high on progress

Four Awareness / Sensitisation Meetings were organised for around 1000 weavers to acquaint them with new developments and the need for incorporating these in daily processes. Close on the heels were Interfaces with key industrial players to create a wave of awareness about the objectives of Cluster Development Programme. Further paving the path for development were 5 new designs on the basis of which, samples are being evolved. As a worthwhile outcome, 15 Self Help Groups have been constituted with 180 weavers. On account of EDI's efforts, grassroots weavers have experienced substantial wage increase, i.e. from Rs. 60-70 to Rs. 100-125 per day. With an aim to speed up the process, take stock of development and also to strategise, a Cluster Development Coordination Committee has also been constituted under the Chairmanship of Additional District Magistrate, Varanasi.

Sonepur.... on the success track

The land for constructing a Dye House at Birmaharajpur was arranged by Birmaharajpur Master Weavers' Association (BMWA). This was followed by a training on

Vat Dyeing at Village Hanumanpali, Birmaharajpur. Opening of a yarn bank at Birmaharajpur will add wings to success, and consolidating it is the formation of 10 Self Help Groups (SHGs). Acknowledging the benefits of promotion, second volume of product catalogue has also been prepared. 10 weavers' families have procured loan to the tune of Rs. 50,000/- each and are all set to diversify.

Chanderi/Gwalior.... soaring high

In an encouraging move, out of 15 SHGs formed during the year, 10 were linked with banks. One 'Export Procedure Workshop' was conducted at Chanderi with the support of IIFT, New Delhi for 23 participants consisting of Master Weavers and representatives of SHGs. It drove in an understanding on the nitty-gritty of export procedures. Two Stakeholders' Workshops were organized with 30 representatives from Bunkar Vikas Sansthan, Chanderi Development Foundation, Chanderi Silk Club and representatives of SHGs (weavers). An Awareness Workshop on 'Handloom Mark' was attended by 240 participants and as an outcome, 21 SHGs have registered themselves for handloom mark. A Product Catalogue has been successfully developed and it is now available with the cluster. 15 new products have also been developed with the support of a designer. As an outcome of the orientation Programme on 'Natural Dyes and Dyeing Practices', some dyers have started using natural dyes as per market orders. The cluster has bagged an order worth Rs. 2 lac from Handloom Development Corporation.

So, an array of interventions to refurbish Clusters is underway. Along with these, there is confidence in the air... the happenings are sure to perk up the environ and bring about exemplary success stories.

A Smart Manouevre... The Buyer-Seller Meet-Cum-Exhibition

Skills of weavers, be it in the form of sarees from Varanasi, Bargarh, Chanderi, Burdwan and Gadag, or stoles, scarves or shawls from Barabanki or superb home furnishing items from Bijnore or Dornier carpets from Gwalior and marvellous mufflers, scarves and shawls from Kullu-all have a dispersed production base. However, there have been several problems along the production-marketing chain. All weavers do not have continuous employment, either due to lack / inefficient use of working capital within the cooperative, or due to irregular yarn supplies, or due to collapse of the marketing agencies. The Office of Development Commissioner-Handlooms, Ministry of Textiles, Government of India, has launched this innovative project to revitalise these clusters. Under the project investments in infrastructure, establishing a Common Facility Centre and Dye House and creating the right conditions for Business Development in Handloom sector by developing new products or designs with support from NID / NIFT designers, is envisaged. Suitable attention is also being provided to creation of Institutions owned and managed by the weavers at the Cluster level.

Exhibition-cum-Buyer-Seller Meet organized at Pragati Maidan, New Delhi, in the month of August 2007 brought in much more than monetary gains, for entrepreneurs. It led to long standing relations, exposure and tie-ups. Encouraged by the response, Office of the Development Commissioner Handlooms, Ministry of Textiles, Government of India, New Delhi, decided to organize a similar event for all 20 clusters at select locations in the country viz., Ahmedabad, Mumbai and Kolkata. The task was entrusted to EDI, the National Resource Agency for the Integrated Handloom Cluster Development Programme (IHCDP).

Ahmedabad Exhibition-cum-Buyer-Seller Meet was organized from 26th October to 4th November, 2007. With Diwali round the corner, people were on their buying spree, and this spirit also had a positive impact on

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Shri Shankarsinh Vaghela, Hon'ble Union Minister of Textiles (extreme right), Govt. of India was the Chief Guest at the inauguration of Handloom Expo in Delhi.

sales. All 20 Clusters along with Weavers, Master Weavers and the Designers appointed in respective clusters, participated. The event focused more on retail sales. New designs / products, as a result of interventions were noticeable. Besides, New Delhi Exhibition had also imparted marketing acumen to weavers and master weavers; banking on which they displayed market-friendly products at competitive prices. The products that attracted the attention of the buyers were designer shirts, new Chanderi products from yarn wastage i.e. cushion covers, CD covers, dining mats, etc. Madhavaram experienced remarkable change in sales realization owing to change in colours and new products such as, dress materials. Bijnore cluster showcased new products such as, kurtas and a whole new range in home furnishing items. This platform proved fruitful for weavers and master weavers who learnt about a range of products, in vogue. They also got acquainted with contemporary trends and demands. *The total sale out of the said event was Rs. 50.01 lac whereas at Delhi altogether Rs.1.19 crores of sales along with orders, were received by 20 clusters.*

The Institute also provided monitoring-cum-mentoring support to the implementing agencies. It has created a web portal (indianhandloomcluster_dchl.net) to provide all-encompassing information on products, designs, price range and also basic information related to clusters.



Designer outfits on display.

The efforts of EDI and Office of the Development Commissioner (Handlooms) stand justified against the fact that despite its potential, handloom sector has not come to play a crucial role in the Indian economy that was envisaged for them at the time of freedom, in terms of ensuring widespread employment. As a result, their economic conditions deteriorated. Even the place that they occupy today is by no means secure; more so amidst the present times of open markets and globalisation. We, therefore, need to protect this rich heritage of India and in the light of this, need we say, developmental efforts acquire so much significance.

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Dr. J.J. Irani also explored the possibility of replicating this experiment in other cities and states of the country. Dr. Dinesh Awasthi, Director-EDI assured him of complete support towards ensuing self-reliance in this community which had till now largely stayed with a job oriented mindset.

Seminar on Problems and Prospects of Promoting Rural Entrepreneurship

New market trends and the emerging opportunities necessitate singular focus on training initiatives so that these could be benefited from. The coming times will be characterised by its knowledge inclination. Entrepreneurship training also, therefore, acquires all the more significance. Modern day entrepreneurs will have to depend on their knowledge to excel; it is no longer a profession adopted by default.

EDI, committed to promoting entrepreneurship among all strata of the population, has taken upon itself the onus of promoting self employment in five district headquarters of North-West Karnataka. The project is sponsored by the Deshpande Foundation, USA. An encouraging beginning was made with a one-day seminar on 'Problems and

Areas identified as 'lacking' in the people of the region

- Lack of knowledge on entrepreneurial processes
- Financial status considered to be the main hindrance
- No awareness about government schemes and processes
- Lack of self confidence

Initiatives in place to address the situation

- Use of media and NGO networks to disseminate information on entrepreneurship
- Regular seminars to talk about the advantages of being an entrepreneur
- Identification of business opportunities in the area, and dissemination of this information
- Full fledged programmes on entrepreneurship
- Networking between potential entrepreneurs and large scale marketing companies.



Participants visited the Cloth Dying Centre during field visit to Rajan Katte Village, Gokak TQ.

Prospects of Promoting 'Rural Entrepreneurship' at Dharwad on December 12, 2007. The seminar stressed on assessing training needs of rural people thus promoting able networking with support system in the region so that entrepreneurship could get a boost. It was attended by credit officers of banks, representatives of NGOs, existing and prospective entrepreneurs, officials of government departments, boards and corporations associated with promotion of entrepreneurship in the district.

The seminar, as Project Incharge, Mr. N. Ramesh puts it, succeeded in generating innovative ideas to promote entrepreneurship, besides witnessing an admirable understanding and networking between the support system officials

It's Marketing that Matters....

Marketing has an important place in the overall business model. Entrepreneurs generally have poor perception of the potential of marketing techniques, which is why they concentrate on it the least. This is especially so for entrepreneurs based in rural areas as they have limited access to resources, knowledge and awareness.

Inability to market rural products creates pressure on the inventory and the liquidity of the unit. It also hinders income generation activities of producers / artisans / master craftsmen / SHG & NGO members. To address this, EDI has devised a Specialised Training Programme on Rural Marketing for NGOs. Out of the two SIDBI sponsored programmes planned for the year, the first was conducted during December 10-16, 2007 at Ahmedabad. 25 NGO/VO functionaries and agencies involved in rural marketing benefited.

The main objective was to develop a cadre of trained NGO professionals in the field of Rural Marketing (i.e. marketing of rural products). The participants also developed expertise in developing marketing strategy for their organizations and implementing actions which would lead to successful marketing of rural products on a sustainable basis.

Basic concepts of Marketing Management, in general, and Rural Marketing, in particular, inputs on market research and analysis, evaluation of consumer behaviour, pricing and planning distribution channel, ensuring standardization and maintaining quality control, various promotional strategies, co-operative approach to marketing, export marketing and government and support organizations' schemes were especially appreciated by the participants.

The participants gained sound understanding of the fundamentals of Rural Marketing and expressed

Micro Enterprise and Micro Finance Development

confidence in evolving appropriate strategies for improving marketing activities in their organisations/areas of operation.

Highlighting the achievements of this as also similar past programmes, Mr. Sanjay Pal says, "We have, as of now, trained 300 NGO representatives/RIP functionaries and most of them are successfully implementing the learning in their organizations; as a result innovative marketing techniques are being evolved. A few others have achieved important benchmarks in marketing of rural products. In a land mark move the Institute is planning to establish a Marketing Federation/Consortium, which will provide a permanent platform for mutual learning, facilitate networking and market linkages and provide necessary fillip to marketing activity of NGOs."

These Consultants are Protagonists of Rural Development

Where poverty and unemployment are the only memories with people, it certainly isn't easy to convince them that the answer to this lies in adopting entrepreneurship. Setting up tiny / micro enterprises to combat the problems embedded in the rural system has been proved to be a winning strategy. Not an easy task, this requires systematised training and counselling which can only be extended by trained rural business services providers.

With an eye on, therefore, creating such a cadre, EDI conducted the 7th programme entitled, 'Certificate Course to Develop a Cadre of Rural Business Development Service Providers'. This SIDBI sponsored 8-week programme aimed at developing a cadre of grassroots consultants who could offer business development services to existing micro enterprises as also aid setting up of new ones. Imparting learning on successfully extending professional support to

NGOs was also a priority objective. The programme was organized during 15th November, 2007-11th January, 2008 for 18 professionals. "As of now, 146 Rural Business Development Service Providers have been developed by EDI," informed Mr. Manoj Mishra, Programme Director, adding that "all of them are today rendering the much needed yeoman service to the rural sector."

The programme imparted an understanding on the general management functions of NGOs; micro enterprise development; micro credit and micro finance development; cluster development; promotion of rural industries; as also rendered an insight into soft skills like communication, negotiation, counselling and networking.

Post programme, the participants expressed confidence about extending support in rural industry development, streamlining the operations of NGOs and managing projects on employment generation and poverty alleviation.

They also appreciated the mandatory project work and field visits, the integral parts of the training programme, which they had to keenly observe and opine on.

The trainers are making a valuable contribution to the country's economic set up. The Institute is geared towards not just strengthening this cadre but also diversifying it.

Their Spirit is Unstoppable- Advanced Trainers' Training Programme on Rural Entrepreneurship

Non-Government Organisations (NGOs) are contributing substantially to the process of economic development in rural areas. Building capacities of NGO functionaries to maximise rural entrepreneurship development, therefore, becomes the most logical strategy. Towards achieving this, EDI, has planned 'Advanced Trainers' Training Programmes', which it conducts on a regular basis. One such SIDBI supported programme was conducted during October 8-26, 2007 for 21 extension officers of NGOs/VOs.

The programme sensitized participants to the complexities and challenges in micro enterprise creation and management and helped them become aware of the process of Micro Enterprise Development.

The key inputs primarily emphasized on micro enterprise development concept, its strategy and relevance; process of entrepreneurship development programme including business opportunity identification and guidance to entrepreneurs in opportunity choice; designing of situation specific training interventions as also mechanisms to provide counselling and follow-up support to potential entrepreneurs.

The programme was participative in nature and made use of several adult and experiential learning tools like conceptual notes, simulation exercises, role plays, case studies, group exercises, apart from lectures. Mr. Manoj Mishra, Programme Director, expressed satisfaction over the results of the programme, adding that the participants worked with the spirit of achievement and at the end they came out as confident trainers who'll paint career graphs of many across the country.

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PERFORMANCE IMPROVEMENT OF ED ORGANIZATIONS AND SUPPORT SYSTEM

Tackling the Dynamics of Financial Sector

Over the years, EDI has designed and conducted training programmes on skill development and attitude development of bank managers and officers engaged in Project Appraisal as also the entrepreneur-behind-the-project. EDI has also conducted Training Programmes on Assessing the Entrepreneur using Focussed Behavioural Event Interview (FBEI) technique. These programmes have received encouraging response at national as well as international levels.

With the objective to upgrade the skills of the banks' and financial institutions' personnel in formulating and appraising projects evolving risk assessment methodology, EDI conducted a Training Programme on 'Credit Risk Assessment Based Project Appraisal & Entrepreneur Assessment' during October 22-27, 2007. 20 professionals from esteemed banks, financial institutions and credit guarantee organisations attended the programme. Standing as a testimony to the financial system undergoing a sea change, across the world were a Regional Manager and three District Managers from Sarvodya Economic Enterprises Service Development (SEEDS) who came all the way from Sri Lanka to attend the programme. Canara Bank, State Bank of India, Development Credit Bank, Bank of Maharashtra, Indian Bank, Bank of Baroda, The J&K Bank Ltd. and Tamil Nadu



Participants seen with (4th from L) Dr. Dinesh Awasthi, Director-EDI; (5th from L) Mr. D. M. Parikh, Programme Director and other senior members of the faculty group

Mercantile Bank and Eastern Development Finance Corporation Ltd. were represented and needless to say, the discussions were invigorating and covered a gamut of issues clouding the financial sector.

The programme successfully enriched knowledge and sharpened skills of the credit officers in the areas of project formulation, analysis and evaluation of proposals. Credit risk assessment methodology was also especially emphasized. Credit risk inputs covering risk perception of the proposal in the area of management, business, industry & finance, were particularly appreciated. The credit risk models were evolved to cover the risk from the above critical components of the proposal, facilitating the bank officials to take prudent investment decisions.

Such methodology helps in reducing the non-performing assets (NPA), and helps banks in the long run to move from statutory capital requirement to economic capital requirements of world-class banking as per the BASEL-II norms. The programme was appreciated by all the participants with regard to coverage of modules, methodology, practical exercises undertaken, examples dealt with and case study analysis.

And as Mr. D. M. Parikh, Programme Director puts it, "This intellectual platform was also used by one of the officers from Credit Guarantee Fund Trust for SMEs to provide information on various operational issues faced by bank executives to make collateral free scheme more popular among the bankers". There were rich deliberations and insightful solutions that came up. The participants admitted that the solution lies with them as it is only their skills which can refurbish this area. Intense competition, they believed, called in for further more competencies.

When the attitude is so positive, need we say, that matching key success requirements of a project, with entrepreneurial traits, is far away!

Cluster Development Executives-The Stepping Stone to Success



A participant of the programme expressing his views during the valedictory function. Also seen are (L-R) Mr. Sanjay Pal, Programme Director and Mr. K. K. Shaw, Sr. Faculty, EDI and Technical Expert.

Profitable clusters and entrepreneurial individuals go hand in hand. But behind their entrepreneurial streaks is a cadre that plays a very important role by grooming these individuals and developing their knowledge, skills and attitude, appropriately. A cluster development module involves several functions, and it is the cluster development executives who orchestrate these, thus unfolding solid growths prospects by digging out dormant yet potential strengths and rendering the cluster a unique growth orientation. EDI, therefore, trains individuals to adopt the role of cluster development executives who can implement developmental strategies and also monitor the impact. One such Cluster Development Executives' Programme was conducted at EDI during December 18-29, 2007. The programme was supported by Development Commissioner (MSME), Ministry of MSME, Government of India.

The course curriculum had been designed in a way to give the participants an understanding of clusters and their internal dynamics, in addition to bringing about an attitudinal reorientation in them. By the end of the

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Performance Improvement of ED Organizations and Support System

A participant said.....

"The programme helped me understand my role better. Preparing a strategic intervention plan and streamlining development initiatives in a purposeful manner will now be my foremost priority. I also feel confident about bringing about this all-encompassing development."

Mr. Vikas Gupta
Dy. Director (Mech.)
Micro, Small &
Medium Enterprises Dev. Institute
Jaipur

programme the participants were expected to prepare diagnostic study, as a part of which industrial and cluste analysis, cluster mapping, value chain analysis, reality tre current institutional matrix, and SWOT analysis of respective cluster had to be focus upon. The programm aimed at helping the CDEs understand the present status c their clusters, based on which they had to formalise th cluster vision and their action plan.

39 officers from MSME development institutes in differer states, who attended the programme, expressed satisfactio over the knowledge acquired in connection with conductin diagnostic studies of industrial and artisan clusters formulating action plan and vision for cluster developmen and networking among cluster actors. As Mr. Sanjay Pa Programme Director put it, 'it was immensely satisfying t note the confidence level of these CDEs when they state that they could facilitate holistic development of thei respective clusters'.

The essence of success in the changing busines environment lies in understanding the latest needs an trends. The cluster approach aims at this, and the Cluste Development Executives are indispensable aids a implementers-cum-facilitators.



Mr. K. K. Shaw, Sr. Faculty, EDI and Technical Expert, during a personal counseling session with the participants.

INTERNATIONAL CENTRE FOR CLUSTER COMPETITIVENESS AND GROWTH

Clustering Up To Excel

Clusters have always had their advantages. But, there resistance to change with time has kept their potential unharnessed. Their advantages need to be nurtured so that these exude the thrill and exhilaration of doing business. EDI's Cluster Development Programmes work with the mission of invoking the strengths of clusters-presently the auto parts cluster and 12 others across the country stand as testimonies to the efficacy of these programmes.

Progress is conspicuous in the Auto Parts Components' Cluster in Jalandhar, Ludhiana & Phagwara

Technology upgradation with 4 new technological implementations send across a wave of satisfaction among owners. This has brought about improved productivity and quality, minimal rejections and adoption of best manufacturing practices. Information on about 200 national and 30 international quality standards was also provided to enterprise-owners and they were educated on how these standards could serve as endorsements, thus facilitating export of auto parts to other countries. Their knowledge was given a further boost by organizing 5 one-day workshops in the areas of energy saving practices, surface engineering, indigenization of auto components and government schemes. The programmes were attended by about 200 entrepreneurs. Most of them are implementing the learnings under the guidance of EDI experts.

Hand-holding Support to Bearings & Bearing Components' Cluster

A 1-day seminar on 'Lubricant & Coating Technology for Hot Die-Forging and Heat Treatment' was organized in Jaipur. With the efforts of Cluster Development Executives (CDEs), one of the units viz., M/s. Vijay Engineering, Jaipur, has been registered with NSIC.

Gold Ornaments' Cluster

80 members of Thrissur Gold Manufacturers' Society (TGMS) and Jewellery Manufacturers' Association (JMA) visited the India International Jewellery Show recently held at Mumbai and came to acquire information on latest technological advancements in the field.



A technology demonstration at Thrissur Gold Ornaments' Cluster to enhance the glitter of gold ornaments.

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INTERNATIONAL CENTRE FOR CLUSTER COMPETITIVENESS AND GROWTH

Brass & Bell Metal Cluster

A skill development programme on 'Product & Design Development' was conducted for the benefit of the members of the cluster. On the technology upgradation front, improvement of existing tools was not just suggested but also taken up. This will enhance productivity and quality of cluster products.

Leather Goods' Cluster

The cluster members from Shantiniketan participated in the India International Trade Fair held at Pragati Maidan, New Delhi, during November 14 - 27, 2007. This will spur growth of business in this cluster as several tie-ups were formalized.

Leather Footwear Cluster

Tie-up with Canara Bank of 5 units for extension of credit facility of Rs. 5 lac without any guarantee has encouraged the owners who are now more focused on diversifying. 13 more units are now in the process of getting credit facility. As a step towards growth, the artisans and Cluster Development Executive (CDE) will visit Bangalore and Hyderabad for marketing their products and also for possible tie-ups in these cities.

Agricultural Implements' Cluster

At this Cluster in Moga, a demonstration of Plasma Cutting Machine was conducted, so that unit owners could learn the relevance of using advanced machines to upgrade quality and reduce costs. A delegation from Agricultural Machinery Manufacturers', Germany, visited the cluster and explored possibilities of export.

Results of EDI interventions have created knowledge, which is gradually opening up new possibilities and avenues.

INTERNATIONAL INTERACTIONS

The Entrepreneurial Transition

The world has come to appreciate the advantages that small scale industries accrue to an economy. The ingenuity with which their small operational traits have taken the form of big strengths, is worth appreciating.

Although resource rich, economy in the Greater Mekong Sub-Region (Cambodia, Lao PDR, Myanmar, Thailand, Vietnam and Part of Peoples Republic of China) does not boast of rampant presence of SMEs. This sector can be promoted in this area if its people acquire entrepreneurial traits, if the support system is made to work towards creation of a conducive environment for business and if a strong mechanism for public-private partnership is put in place.

The Global Issues and Sustainable Development (GISD), Division of Swiss Agency for Development and Co-operation (SDC) works towards creating a suitable entrepreneurial environment in the Greater Mekong Sub-region by way of implementing an array of interventions in association with a host of institutions. EDI has been appointed to broad base entrepreneurial activities in the region.

Impressed with the results of an experimental workshop on 'Unleashing Entrepreneurship for Development & Trade' in Bangkok, Thailand, in 2007, GISD Division of the SDC assigned to the Institute a series of activities to be implemented in the GMS region over the next two years.

Five Awareness Workshops and a research study followed by a dissemination seminar with a view to strengthening entrepreneurship movement in the region will be the distinctive highlights of the Project. The initiative is expected to increase GMS share in the global market under the prevailing WTO regime. The project is being implemented in partnership with Mekong Institute (MI), Thailand, with faculty and other



Seen on the dais are (R-L) Dr. Suchat Katima, Director, Mekong Institute; Dr. Phonephet Boupha, Deputy Director General, Ministry of Education, Lao PDR; H.E. Mr. Suresh K. Goel, The Ambassador of India, Lao PDR; H.E. Mrs. Sengdeuane Lachanthaboun, Vice Minister, Ministry of Education, Lao PDR; Dr. Dinesh Awasthi, Director, EDI; Dr. Sailendra Narain, Regional Advisor, GISD-SDC and Dr. Sunil Shukla, Programme Director & Chief Faculty, EDI.



Dr. Dinesh Awasthi, Director, EDI with distinguished resource persons and delegates.

In News....

Vientiane Times

GMS entrepreneurs examine ways to boost trade

□ VIENTIANE TIMES

AROUND 25 delegates from private enterprises and institutes in the Greater Mekong Sub-region (GMS) countries yesterday convened in Vientiane for a workshop on Unleashing Entrepreneurship for Development and Trade.

The delegates met to discuss the creation of more business development within the sub-region. The GMS comprises Cambodia, China, Laos, Myanmar, Thailand and Vietnam.

The four-day workshop, which began yesterday and will end on November 1, is being attended by the Deputy Minister of Education, Mrs Sengdeuane Lachanthaboun, the Ambassador of India to Laos, Mr Suresh K Goel, representatives from the Entrepreneurship Development Institute of India, and other senior Lao officials.

According to a press release, the workshop aims to spread and strengthen entrepreneurship within the GMS through capacity building, research, networking and increasing regional and global trade under the prevailing World Trade Organisation (WTO) regime.

The specific objectives are to create awareness about raising the entrepreneurial potential of the sub-region. The workshop also aims to strengthen competitiveness in the small to medium enterprise (SME) sector, for a larger share of the world market.

"The major goal is to impart understanding on WTO provisions, implications for SMEs and the role of various stakeholders. The workshop will address trade negotiations, advocacy, policy influencing and other relevant issues," the press release said.

SMEs play a significant role, with their share in the total number of enterprises ranging from 96 percent in Thailand to 99 percent in Laos and Cambodia.

So far, this sector has shown great potential for development and trade. But at the same time, it has faced enormous challenges, especially in developing the capacity of potential entrepreneurs, creating a conducive business environment and introducing a mechanism for public-private partnership.

Mrs Sengdeuane, who is also the Chairperson of the Lao India Entrepreneurship Development Centre in Vientiane, said the Lao government was promoting economic development with human resource development as a key vehicle for its ongoing five-year plan from 2006-2010.

Laos is also working to boost competitiveness among its potential entrepreneurs and utilising competitive advantages to effectively implement international economic commitments in the framework of Asean and other bilateral and multilateral commitments, said the press release.

The workshop was organised by the Entrepreneurship Development Institute of India in collaboration with the Mekong Institute in Thailand, and supported by the Swiss Agency for Development and Cooperation.



Mrs Sengdeuane Lachanthaboun addresses the workshop.



professional support from renowned institutions like, IIFT, Trade & Investment Division, UNESCAP, GMS Business Forum, GTZ, ADB, EDI-affiliated EDCs in three countries, Vietnam Chamber of Commerce & Industry and South West China Investment Promotion.

As a part of this project, EDI organized the first workshop in Vientiane, Lao PDR, during October 29- November 1, 2007. Besides Mekong Institute (MI), the Lao-India Entrepreneurship Development Centre (LIEDC) supported the workshop as a local partner. About 40 delegates representing the government, academia, industry, women associations and media from all the six GMS countries participated in the workshop. The objectives were to create awareness about raising entrepreneurial potential of GMS region and actions thereof; reinforce competitiveness of SME sector to excel in the world market; impart an understanding on WTO provisions, implications on SMEs and role of various stakeholders; and deliberate on trade negotiations, advocacy, policy influencing and other relevant issues.

contd. on pg. 32

The World Harps on the Entrepreneurial Route to Success

'Knowledge' is the new power center and it is the only 'asset' relied upon to open up global horizons. The competitive open market is driven by 'knowledge'. It is our window to the outside world. Developing economies require *knowledge* in a variety of fields to build robust competitive capacities and connect with countries. In an attempt to extend a helping hand to such countries, Indian Technical and Economic Cooperation, Division of the Ministry of External Affairs, Govt. of India designed a few programmes by way of which *knowledge* could be imparted to professionals from different fields and bilateral relations could be strengthened. Some of the programmes organized over the last few months were:-

Use of English Language in Business Communication

Businesses are a challenge. They test the insight of entrepreneurs in the marketplace. And, this 'insight' comes from understanding the trends of the modern business world, and strategizing accordingly to win. Comprehension of language, therefore, mainly English as it is the language of the world business circuit, becomes mandatory. Effective business communication follows from such a sound understanding.

EDI offered the ITEC, Ministry of External Affairs sponsored 6-week programme on 'Use of English Language in Business Communication' to participants from 7 developing countries viz., Armenia, Slovakia, Sudan, Syria, Uzbekistan, Ukraine and Vietnam.

Revolving around the objective of acquainting the participants with the dynamics of English Language so as to facilitate its effective use in business communication, the curriculum covered inputs related to written, verbal and non-verbal communication skills. After establishing the significance of English language, the programme covered advanced language structures, principles of modern business writing and organizational communication. The participants also witnessed implementation of classroom learnings in real life situations, during their institutional visits. They expressed satisfaction over gaining an understanding of the basic mechanics of English Language to be able to articulate their points for business purposes. Ms. Julie Shah was the Programme Director.

Gender Centric Entrepreneurship and Economic Development

The issue of women's role in the sector of livelihood and enterprise creation is a matter of concern for policy makers, researchers, trainers, associations and organizations involved in women's development. Most of the developing countries find it extremely difficult to inculcate entrepreneurial qualities and skills among women to develop them as entrepreneurs as women face some hindrances which are specific to them as these evolve from the living conditions extended to them; treatment that the society gives them and the duties that they are expected to perform in various capacities.

Experiences reveal that if women are encouraged, prepared and thus organized for small business through appropriate strategy and special programmes, they very often emerge as successful entrepreneurs. This training programme was an attempt to integrate women in 'development' and 'gender approaches'. It introduced a process of mainstreaming gender while designing developmental programmes.

The objective of the programme was to develop increased level of understanding and sensitivity among

the participants, familiarity with methodology for mainstreaming and provide an opportunity for development of skills in using various tools & techniques for gender mainstreaming.

Participants from Bangladesh, Senegal, Uzbekistan, Magnolia and Sudan appreciated the curriculum which comprised modules focusing on Understanding and Mainstreaming Gender; Gender Roles in Economic Development; Micro-Credit and Micro-Enterprise Development; Business Management and Growth and Expansion. Face-to-Face interactions with practioners in the field were also appreciated.

Participants felt that they were equipped with an understanding of gender mainstreaming and were completely familiar with tools & techniques for gender analysis. They expressed confidence over their ability to enhance effectiveness of developmental programmes, particularly those having a bearing on women, through integration of components of gender mainstreaming. Ms. Meena Bilgi was the Director of this Programme.

Governance & Management of Non-Profit Organization (NPOs) / NGOs

NGO transparency, their accountability and a unique responsiveness to people's needs emerge from good governance practices in the operational framework.



Participants of the programme
'Use of English Language in Business Communication' during a classroom session

Inconsistencies between development of professionalism in NPO / NGO sector and charitable nature of this sector is minimized when good governance practices are adopted by the NGOs / NPOs. Organizational development can be facilitated by building capacities of NPOs / NGOs to be strategic and effective through training leaders and key managerial personnel.

The EDI conducted ITEC, Ministry of External Affairs, Govt. of India sponsored comprehensive six-week training programme on **"Governance & Management of Non-Profit Organizations (NPOs) / NGOs"** provided all participants with core knowledge, practical skills and tools to govern, manage and lead a non-profit organization / non-government organization. 16 participants from 12 countries, viz., Bangladesh, Sudan, Bhutan, Uzbekistan, Malaysia, Botswana, Abidjan, Ghana, Madagascar, Nepal, Senegal, and Suriname eagerly participated and used this programme as an opportunity to learn from the practices and concerns of other countries.

Introduction to Governance & Management of NPOs / NGOs; Thematic Issues in NPO / NGO Governance & Management; Financial Management of NPOs / NGOs; and Project Management, Planning, Design & Implementation were the modules that were considered useful and impact creating.

Participants particularly expressed satisfaction over knowledge gained on Structures and Policies of Non-Profit Organizations / Non-Government Organizations and Good Governance Practices, with focus on Accountability, Transparency & Sustainability. Strategic Management, Financial Management, Human Resource Management, Project Planning, Design & Implementation were also topics that they were confident about. Networking with Donor Agencies and Fund Raising were areas, about which they had their inhibitions before joining. They stated that this programme had helped them deal with those inhibitions and doubts, and come out with a clear understanding. Mr. Subranshu Tripathy the Programme Director, expressed satisfaction over this feedback.



Participants of the International Training Programme on Governance and Management of Non Profit Organizations seen with (5th from R) Dr. Dinesh Awasthi, Director EDI ;(4th from R) Mr. Subhranshu Tripathy, Programme Director and other members of the faculty group.

Capacity building through training was the idea behind all these initiatives and the participants' pro-activeness supported EDI's objective. The spirit with which the participants imbibed all learning clearly spelt out that they believed in growth backed by the right attitude, knowledge and skills.



Dr. Dinesh Awasthi in his address to the participants of 'Gender Centric Entrepreneurship and Economic Development' talked about the need to integrate women in the process of economic development. Dr. Awasthi exhorted them to enhance the effectiveness of developmental programmes, particularly those that have a bearing on women, through integration of components of gender mainstreaming. Also seen is Ms. Meena Bilgi, Programme Director.

EDI announces admissions to its AICTE approved, two - year, full time residential programme on

POST GRADUATE DIPLOMA IN MANAGEMENT - BUSINESS ENTREPRENEURSHIP 2008-2010

Specialisation Options

- New Enterprise Creation
- Agri - Entrepreneurship
- Family Business Management
- Services Management

Eligibility : Graduates and final year students can apply.
Written Test : 4th May, 2008 at select locations.

Download application form from www.ediindia.org or send a demand draft of Rs. 500/-, favouring EDI, Ahmedabad before 21st April, 2008 to PGP Secretariat,

**Entrepreneurship Development Institute of India,
P.O. Bhat-382428, Dist. Gandhinagar, Gujarat.
Tel. 079-23969163 Fax: 079-23969164 E-mail: pgp@ediindia.org**

Global Faculty Colloquium

Entrepreneurship has today become essentially indispensable for success. It's come to be understood in contexts beyond just 'business'. Entrepreneurial traits find application even by managers, executives, academicians or, for that matter, any professional.

It is only logical to add that if it is such a multi-dimensional discipline, its several faces must be explored so that its potential to write success sagas is harnessed fully. Thus, to promote self employment as also to make the discipline widespread, a two week Global Faculty Colloquium was organized jointly by the Intel Corporation and the Lester Centre for Entrepreneurship and Innovation, University of California, Berkeley during November 5-16, 2007.



Mr. S. B. Sareen, Sr. Faculty, EDI 1st from L and other delegates of the Colloquium seen with (2nd from L) Prof. David Charron, Associate Director, Lester Centre for Entrepreneurship and Innovation, Univ. of California, Berkeley; (6th from L) Prof. John Danner, an eminent resource person from the Univ. of California, Berkeley;(8th from L) Prof. Jeorome S. Engel, Colloquium Director and ED, Lester Centre for Entrepreneurship and Innovation, Univ. of California, Berkeley and (9th from L) Mr. Mark Harris, Manager, Worldwide Technology Entrepreneurship Program, Intel Corp.

The objectives of this Colloquium were to develop a broader perspective on Entrepreneurship, explore its role in economic development, and also the role of participants in making entrepreneurship successful in their respective countries. Sharpening professional skills of participants and developing them as Master Faculty were also areas that were focussed upon.

The Colloquium was built around several themes and some of the important inputs imparted were on: the opportunity in entrepreneurship education, politics of innovation, business strategies for entrepreneurs, opportunity recognition, micro finance, venture capital and private equity, the innovation paradox, business model innovation, entrepreneurial best practices, business plan competition, corporate entrepreneurship & open innovation, design vs. learning, etc. In addition to this, visits were also planned to some of the important business establishments viz., Google, Intel Corporation and Bio-Red, etc.

In a bid to expand the coverage of Berkeley Entrepreneurship Development Programme, discussions also centered around operation of an Entrepreneurship Centre to promote entrepreneurship education, and ecosystem development and emulsion.

In all, there were 53 participants representing 15 countries viz., Chile, Romania, Bulgaria, Russia, Hungary, Poland, Brazil, Egypt, Netherlands, Germany, UAE, Palestine, Turkey Japan & India. Citing as a major outcome of the colloquium, Mr. S. B. Sareen, the Sr. Faculty who represented the Institute said, "a strong network with other Entrepreneurship Development Institutions at international level has been established and EDI has been identified as a

EDI announces

15th National Summer Camp
on
Entrepreneurial Stimulation
for children in the age group of 12 - 16 years
(04-09 May, 2008)
Register before 18 April, 2008

17th National Summer Camp
on
Entrepreneurial Adventures
for Youth in the age group of 16 - 22 years
(11- 20 May, 2008)
Register before 25 April, 2008

Nominations and inquiries may be addressed to
Camp Leader at EDI Head Office address

resource organisation to provide professional support in setting up Entrepreneurship Development Centres in Turkey". *An achievement indeed !!! And we sure can say entrepreneurship is gaining grounds!*

11th Batch

EDI announces admissions to its one - year

Post Graduate Diploma in Management of NGOs

Aims at developing aspiring men/women to either launch their own NGO or provide management expertise to an NGO

Eligibility : Graduates and final year students can apply.

Written Test : 4th May, 2008 at select locations.

Download application form from
www.ediindia.org
or send a demand draft of Rs. 500/-,
favouring EDI,
Ahmedabad before 21st April, 2008 to
PGP Secretariat,

Entrepreneurship Development Institute of India,
P.O. Bhat-382428, Dist. Gandhinagar,
Gujarat. Tel. 079-23969163 Fax: 079-23969164
E-mail: pgp@ediindia.org

The Entrepreneurial Transition

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The workshop was inaugurated jointly by H.E. Mrs. Sengdeuane Lachanthaboun, Vice-Minister, Ministry of Education, Govt. of Lao PDR and H.E. Mr. Suresh K. Goel, the Ambassador of India to Lao PDR. Dr. Dinesh Awasthi, Director-EDI, Mr. Sailendra Narain, Regional Advisor, GISD-SDC and Dr. Sunil Shukla, Director-MI were also present on the occasion. The post-workshop feedback was very encouraging with the delegates expressing the need for similar workshops in the entire region.

In addition to implementing its own GISD funded project, as a part of project understanding with GISD, EDI will extend professional support to other Institutes in the GMS region like IIFT-India and Mekong Institute, Thailand. Towards this, EDI provided faculty support to IIFT, India, in its 'Capacity Building Workshop' at Ho Chi Min City, Vietnam.

For the region to develop, entrepreneurship development requires a reiteration so that it becomes the much accepted trend. The interventions are sure to illume the sector with successful feats of entrepreneurship.

Forging Growth with Competitiveness - The Story of the Engineering Cluster, Rajkot



(as appeared in the magazine, 'Indian Engineering Exports')

Mr. Sanjay Pal, Faculty-EDI

The engineering cluster at Rajkot, Gujarat is now one of the vibrant industrial clusters in the country. Successful adoption of the Cluster Development Programme (CDP) has enhanced the global competitiveness of this cluster. While quality and productivity of the local firms have improved with turnover and export performance witnessing an upward trend, capacity- building of the cluster stakeholders and development of social capital has helped in establishing a local governance mechanism and ensured sustainability of the development momentum. This article deals with the cluster's background, and the CDP's implementation strategy, approach and outcome of the programme. Rajkot has a good base of enterprises involved in manufacturing engineering products like diesel engines, machine tools, bearings, auto parts, agricultural implements and [illegible]on. There are around 6,000 enterprises in the [illegible]At present the total turnover of the cluster is about Rs. 3,000 crores. About 80 percent of the products manufactured in the cluster are consumed in the domestic market and 20 percent are destined for exports. Around 50 percent of the products sold in the domestic market are OEM supplies. Most of the products are basically industrial in nature and the customer base comprises Bajaj Auto, TELCO, Kirloskar, Kinetic, Mahindra & Mahindra, Gujarat Tractors, etc. The products emanating from Rajkot are reaching practically all corners of the country. The cluster generates direct employment of about two lakh and indirect employment estimated at 50,000.

Technology was one of the important factors which impeded the growth of the enterprises in the cluster. Some of the technological problems identified in the foundry were:

- no standardisation of surface finish of casting;
- no means of measurement of internal stress of the casting;
- limited awareness to check the hardness of the cast components;
- limited knowledge of open tolerance of the casting;
- limited awareness for checking microstructure,
- problems of blow holes, pin holes and chilling;
- no pre-heating systems in no-ferrous foundries; and
- limited knowledge of die material in permanent mould casting, etc.

Moreover, the enterprises in the cluster suffered from weak market linkages, especially in the field of exports. They could not develop a proper marketing strategy. Before commencement of CDP, there was cut-throat competition and enterprises often resorted to cost-based competition rather then quality-led competition. Moreover, enterprises involved in manufacturing diesel engines faced the problem of market saturation. Imported products were getting increasingly visible in the market. Investment in the marketing front was limited and enterprises often took recourse to relationship marketing rather than professional marketing. Very few enterprises could think of developing new market segments or diversifying their product mix.

There was no practice of raw material inspection and the entrepreneurs believed the words of the suppliers. Even the suppliers did not provide any inspection certificate of the raw material. Before commencement of the CDP, the Rajkot Engineering Association (REA) used to play the role of advocacy. Initially they could hardly carve a developmental role for the cluster. Networking among institutions, enterprises and business development services (BDS) were very much limited. Business development services were not available in many of the operational and management areas. All these were taken into consideration while implementing CDP in the cluster.

Cluster vision

On completion of the diagnostic study a Cluster Vision was developed in active association with the major cluster

stakeholders. The vision developed for this cluster was 'Improving competitiveness of the cluster through technology upgradation, counselling, marketing and networking'.

Implementation strategy

The cluster developmental programme was implemented in a very purposeful and strategic manner. We adopted a two pronged strategy to address enterprise-specific and cluster-generic problems. The enterprise-specific problems were addressed through an enterprise upgradation programme personal counselling, implementation and monitoring. On the other hand, the cluster-generic problems were addressed through seminars and work - shops, capacity-building of the cluster actors, strengthening institutional linkages, introducing quality BDS into the cluster, facilitating consortium-driven initiatives, etc. Before carrying out any intervention in the cluster, a need assessment survey was conducted in order to understand the precise requirement. Moreover, post-programme intervention/follow-up was given due attention in order to achieve the desired outcome. To sum up, the cluster development programme pursued in this cluster was based on four pillars: it was need-based, flexible, group-focused and beneficiary-led and managed.

Enterprise upgradation programme

As part of Enterprise Upgradation Programme, part o members of the Entrepreneurship Development Institute of India (EDI) and BDS providers visited individual enterprises. They interacted with the owners, their managers, supervisor and workers; saw material handling, manufacturing, quality control, marketing, health and safety practices, etc. and identified the lacunae in various operational and management areas. During the second visit the entrepreneurs were briefed on things to be done in order to improve the performance of his/her enterprise. Proper counselling was provided and monitoring was exercised to ensure that things were done as per the plan.

Organising buyer-seller meets

Buyer-Seller meet provides a good platform where the customers understand and observe the products offered by the

enterprises and the enterprises understand the requirements of the buyers. A couple of buyer-seller meets were organised. One such meet was organised in the name of 'SME Linkage 2004'. As a result of the meets various business tie-ups and linkages were established. Enterprises went for vendor registration and started supplying products to the private and public sector undertakings.

Implementation having demonstration effect

Entrepreneurs always wanted to see things happening in their own enterprise. They wanted solutions of their technological, marketing, export, health and safety, and other problems. Keeping this in mind, special emphasis was given on implementation. Some 90 technological implementations were carried out during the course of CDP in Rajkot.

Intervention in marketing and export

Marketing has always remained a problem area for enterprises in the cluster. They remained dependent on the traders and merchant exporters sitting in metros like Ahmedabad, Kolkatta, Mumbai, Delhi, etc. Majority of the export from the cluster was indirect export. As part of CDP, attempts were made to direct market and export linkages for the the cluster.

Visit of a delegation to Taiwan

An 11-member delegation of entrepreneurs from Rajkot was taken to Taiwan in 2004. The delegates visited a few enterprises engaged in manufacturing machine tools. They observed the manufacturing and quality control practices and interacted with Taiwanese entrepreneurs and managers. Meetings and presentations were organised and queries of the delegates were properly responded to by the owners of the factories in Taiwan. While visiting factories the delegates could compare their own manufacturing practices vis-a-vis their counterparts in Taiwan. This turned out to be an effective learning for the delegates. The delegates also participated in the International Machine Tools Exhibition where the world's leading manufacturers displayed their products.

Strengthening backward/forward linkages

To ensure sustainability and growth of a cluster it is important that backward and forward linkages are strengthened. During the course of implementation of the cluster development programme, efforts were made to strengthen the linkages so that the cluster can take the best advantage of them. Efforts were made to synergize the requirements of the cluster with proper supply of machinery, raw material, accessories and other inputs.

Networking and strengthening local industry

The cluster development programme has been able to inspire confidence among entrepreneurs and they have started working together on various strategic areas. For example, an informal network of seven firms was formed in the Diesel Engine Cluster. The objective of the network was to develop a lightweight DE which has a potential demand in the local and overseas markets. The implementation strategy was based on common consent with a comli1on cause and risk-sharing capability. Moreover, the lightweight DE could reduce material cost and enhance cost-competitiveness of the sector. There are entrepreneurs who have started hiring national and international BDS and the cost is shared among the members.

Consolidated results

The engineering cluster at Rajkot benefited highly from adoption of the cluster development programme. The turnover of the cluster improved from Rs 2,400 crore to Rs 3,000 crore in three years (2003-06). Similarly the export performance of the cluster also witnessed an upward trend, from Rs430 crore to Rs600 crore during the same period. The outcome of some of the interventions is presented here.

Enterprise-level benefits

Technological awareness of the entrepreneurs has improved substantially. The rejection rate has also come

down drastically. Enterprises have diversified on product lines which offer better marketing prospects. Enterprises established direct export market linkages. They are supplying products to buyers in Germany, Italy, Mexico, South Africa, UAE, UK, Uruguay, US and soon. As a result they are getting better price for their products. Some of the proactive entrepreneurs started participating in international trade fairs. Entrepreneurs have become quality conscious and started targeting the high-end market. BDS data bank has been developed and distributed among enterprises. Entrepreneurs have developed trust and confidence among themselves. Some have established soft networks working on specific developmental areas while others have joined hands in hiring consultants. The local industry association has been strengthened. It is distributing raw materials like pig iron, coke at no-profit-no-loss basis. The REA is running a sub-contracting exchange programme. Support institutions are taking greater interest for the development of the cluster. NSIC, SIDBI, SISI, etc. have organised several programmes for the benefit of the entrepreneurs. The institutional framework in terms of appropriate delivery of services is being sustainably evolved. The REA has been sensitised and strengthened and is working for the development of the cluster. Most of the interventions in the cluster were implemented in active association with the REA. The CDP pursued in this cluster has been able to establish a strong local governance mechanism and has succeeded in putting the cluster on its growth trajectory. The 'gains of cluster ow[illegible] been properly exploited by the actors.

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