

 **ICECD**TM
International Center for Entrepreneurship
& Career Development



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Foreword

I am pleased to present to you our “Annual Report 2016-17” in keeping with our vision to create an “Entrepreneurial Society” through increasing the access over productive resources and foster the process of non-reversible developmental change. We look to a sustainable development agenda for 'people, planet and prosperity', with gender equality and women's empowerment at the core of our activities. ICECD is rising to that challenge and building upon a history of achievements, including major results for varied sectors in past one year. In everything we do, we recognize that success is founded on partnership be it with Government, Corporate, Non-Governmental Organizations, Academic Institutions, etc. We have taken all opportunity to encourage entrepreneurship at all levels and have been successful in mainstreaming and empowering the marginalized population. A growing share of our strategic partnerships are now starting to take root in the corporate sector as we work together on fostering women's economic empowerment and calling on men too to take responsibility and be accountable for change.

To begin with, ICECD is greatly indebted to UNICEF for entrusting us with a unique and interesting project. ICECD in partnership with UNICEF and Department of Panchayati Raj, Government of Gujarat had conceptualized an action research project aptly titled “Action Research on Leadership Development Initiative of Women PRIs Heads to Transform Governance of Children”. The project was implemented in two

phases consisting of evidence generation and capacity gap assessment followed by capacity development action plan to bring about irreversible change in the women sarpanches. The result of the action research has led to development of a body of knowledge on women's political leadership and governance relating to child rights, their welfare needs and those of women. The study brought out a comprehensive policy brief with capacity building service packages for Women PRI Heads to facilitate positive social practices at village level while prioritizing and investing in issues regarding children and women, and thus, benefiting them. We would also like to thank the Women Sarpanches for enthusiastically undergoing the training and utilising the inputs shared to bring about changes in their villages, and in turn, the community and society.

Ultimately, all our entrepreneurial work is directed towards changing lives, and helping women and girls achieve their full potential. In Gujarat women and men were trained in entrepreneurship and commendable results have been achieved with setting of various enterprises in manufacturing, service and trading activities. ICECD has reached out to many villages in rural areas with investments ranging from Rs. 15000 to over one lakh. We are driving for better entrepreneurial opportunities for girls and women, through the increased use of technology, as well as measures to continue to increase and consolidate women's leadership and ensure that they are included in the mainstream.

Safety is one of the keys for improvement in productivity. Being prepared to deal calmly with unexpected or unusual situation and reporting any potentially dangerous work situations are a basic requirement of safety. The ever increasing mechanization, electrification and sophistication have made industrial jobs more and more complex and



Dr. Hina Shah
Director, ICECD

intricate. ICECD associated with Castrol India to provide the training to Workshop Managers of Authorised Dealers of Tata Motors Ltd. A one day program was designed and implemented for 100 centres covering 2,000 dealers and authorized workshops of Tata Motors across India in a record breaking period of just one year.

This year's report provides examples that demonstrate ICECD's impact from the national to the individual level. We are proud to have been part of the increase in entrepreneurial, CSR activities through increased access to income-generating opportunities, increase in safety initiatives, increase in research based activities, and working with its partners, in the role as catalyst, supporter and leader for an entrepreneurial world.

The aspirations and actions set in motion this year will influence generations to come. We know this well and strive to achieve the maximum impact with the resources entrusted to us. We invest in evaluating our work so that we can continue to learn from what we do and to improve further. CSR activities remain underfunded on so many levels; yet a raised level of financing is essential to complete the ambitious agenda of our Government.

Under the CSR policy of Government of India, there is a need for transformative financing for development. This requires unprecedented levels of funding—in scale, scope and quality. Prioritized, dedicated resource allocation and investment for CSR are urgent imperatives. We will continue to work on aligning all sources of development funding and the institutions that manage them, whether public or private, domestic or international, with development goals and we will promote multi-stakeholder partnerships as key to ensuring adequate and robust financing for developmental activities including gender equality and the empowerment of women/men.

As this report underscores, ICECD strongly commits to collaboratively setting of new norms, delivering well-targeted programmes, and enlisting game-changing partners within the country and abroad to accelerate the pace of change. Together we can usher in a new era that is more entrepreneurial and economically, socially and politically more empowered and inclusive of all.

Ahmedabad
May 2017

Dr. Hina Shah.
Director

ICECD's Vision And Mission

ICECD is a unique institution for entrepreneurship; perhaps the only one of its kind that has facilitated thousands of youth, especially women to become entrepreneurs not only in India but all over the developing world. It came to be recognized as a Centre of Excellence by the United Nations ESCAP.

Mission

To create an “Entrepreneurial Society” through increasing the access over productive resources and foster the process of non-reversible developmental change.

Approach

The centre has a need based, participatory and gender sensitive approach in all its endeavours, be it MSME development, Safety or CSR initiatives.

Our Thrust Areas

- Entrepreneurship Development Programmes
- Safety Initiatives
- Socio-Economic Development Programmes
- Technical/Vocational Skill Development
- Research Studies
- CSR
- Corporate Training
- Institutionalization of Socio-Economic Development
- Training of Trainers
- Skill upgradation for existing Entrepreneurs
- Rehabilitation through Entrepreneurship Development

Organization's History

International Centre for Entrepreneurship and Career Development – (ICECD) was founded in 1986 by experts in the field of entrepreneurship, economics, technology, behavioral science and small industries management. ICECD became a novel institution with the conviction that “Development and Promotion of Entrepreneurship and Micro-Small-Medium Enterprises are highly effective tools to create long term, sustainable employment and self employment opportunities in the country.”

ICECD's major interventions have been in the area of Entrepreneurship Development, SME Development, Employment creation through skills training, Micro Credit Management and Economic Empowerment, among

youth / women / disadvantaged groups. These interventions have been all across India, and in +65 developing/ less developed countries. ICECD has not only continuously developed unique programs, but through its program known as Training of Trainers (TOT), has transferred these to over 2500 national and 3200 international organizations till date.

The major target groups for ICECD interventions have been the “Bottom of the Society” persons, with the chief focus being on identifying “THE CAPABLE” among these disadvantaged groups.

Working with the formal education system, ICECD has developed managerial/ business skills of the technically qualified students, before they come out of the education system, which enables them to explore both options –Employment and Self-Employment. ICECD has been involved in developing specific need-based modules (e.g. Safety modules for corporate sector and Management modules for Ministry of Agriculture. (GOI) officials.)

ICECD also offers Post Graduate Diploma in various fields including entrepreneurship, social entrepreneurship and CSR. It also collaborates with several agencies including Ministry of S&T, NCERT, Departments of Technical Education, etc. for developing need based inputs within the formal education system, including Government institutions.

In terms of SME development, besides developing Entrepreneurs (over 100,000 worldwide, and +25,000 in India) with investment ranging from INR 5,000 to INR 150 million, ICECD has collaborated with several agencies like CARE India, CARE International, ILO, USAID, Commonwealth, DANIDA, World Bank Group for implementing programs in India and other countries.

The Founder

Dr. Hina Shah, a Master of Science with specialization in Human Resource Development, took the bold step towards entrepreneurship against all odds like resistance from the society, friction at emotional and economic levels, along with financial institutions refusing to give loans made it all the more difficult for her to initially take the plunge towards Entrepreneurship.

In 1982, she started her first venture in plastic packaging and later on after experiencing various problems and constraints herself, she pioneered the establishment of “WEDP (Woman Entrepreneurship Development Programme)” which majorly aimed at starting non-traditional businesses with 25 women participants based in Ahmedabad, Gujarat, India.

In 1986 she started “The International Centre for Entrepreneurship and Career Development” (ICECD) and has gone on to achieve many milestones during the journey.

Awards And Achievements

- **Daughter of Gujarat Award – 2016** – Swayam Siddha Foundation (Ahmedabad) and Daughters' Day Foundation (Ahmedabad).
- **Tupperware Face of the Year – 2013**
- **Lavasa Woman with a Drive Award – 2013**
- **Woman of the Year 2012** by the American Biographical Institute, Oxford, England in July 2012

- **“Best Project for Community Development”** for Widows Economic Rehabilitation by Project Management Institute (PMI) of India. November 2010
- **2010 Entrepreneurship Promoter of the Year** – by the Entrepreneurship Promotions Academy, Nigeria – October 2007
- **“Stree Shakti Puraskar”** in the name of Devi Ahilya Bai Holkar, instituted by the Government of India for the valuable services to the cause of Women and Girls. The award has been presented by Hon'ble President of India Smt. Pratibha Patil on 8th March 2010 at VigyanBhavan, New Delhi
- Chosen as the **“Titan – India Today BE MORE LEGEND”** of India – June 2010
- **“Mahila Gaurav Sanman”** for unprecedented contribution to women's empowerment in the State of Gujarat 2009, from Chief Minister Shri Narendra Modi.
- **“National Achievements Award for Education Excellence”** for invaluable contribution in the field of Global Economic Development – 2009
- **“Indira Gandhi Priyadarshini Award 2009”** at the National Unity Conference-New Delhi for “Excellence in the field of Development” – 2009
- **“Bharat Jyoti Award”** for outstanding contribution to “Global Economic Development” - 2008
- **“Gujarat Women Development Award”** for ICECD by the Government of Gujarat, Women and Child Development Department – 2007
- **“National Bank for Agriculture and Rural Development Award”** for **“Outstanding Performance”** under Self Help Groups (Poor Women) Bank Linkage Programme – 2004
- **“SAKHI Award”** for **“Excellent performance”** in Contribution for Women Entrepreneurship Development – 2003 (State level, Gujarat, India)
- **“Entrepreneurs International award for global contribution”** in Women Entrepreneurship Development – 2001
- **“Woman of the Year 2000”** award by American Biographical Institute, USA
- **“Recognition of International Centre for Entrepreneurship and Career Development (ICECD)”** as a **“Centre of Excellence”** by UN-ESCAP

Glimpses of ICECD's Services

Economic Development

Entrepreneurship Development Programme

Since 1986, ICECD has developed over a lakh Micro-Small-Medium Enterprises (MSMEs) for potential entrepreneurs directly in India and over 2,00,000 enterprises through trainers and facilitators in India and in Asia Pacific, African and Caribbean countries. It has also evolved and successfully implemented need based programs for more than 5000 youth in India with Micro Credit of Rs 1.1 crore (11 million).

ICECD has enabled more than 10,000 deprived tribal, rural and underprivileged people to run sustainable and viable micro enterprises with appropriate credit and technology linkages.

ICECD has trained and developed more than:

- 1150 organizations and 5500 facilitators in India.
- 850 organizations and 4500 facilitators overseas.

The Organization's expertise is evident from the past data which suggests that around 89.2 % of the entrepreneurs trained by ICECD have been able to set up, expand and grow their businesses. Apart from socio-economic growth, it ensures individual development by removing the barriers of caste, creed, race and sex.

Micro - Credit

ICECD has endeavoured to encourage the poor and non-bankable, specially the youth, towards self-employment and ownership of resources. The successful implementation of the Youth Credit Initiative in partnership with Commonwealth Secretariat is a proof of this success.

Corporate Social Responsibility (CSR)

ICECD effectively synergises efforts of the corporate towards sustainable growth and development of societal objectives at large. This brings about prosperity and well-being to the society. ICECD enables the corporate to put CSR in the right perspective and facilitates an enabling environment for equitable partnership between the civil society and the business. We direct CSR work towards sustainable development rather than a temporary welfare approach.

Our CSR interventions cover a wide area of operations including initiatives for community development, MSME development, Safety training in industry sector and others with various corporate giants.

ICECD interventions for CSR – Pan India:

- Conducting Need based Research and Study (Socio Economic Development)
- Entrepreneurship Development
- Employment Generation : Specific Basic skills training and linkages through Needs Assessment
- Self Employment with firm market linkages (Handicrafts, Garments, Ropes, Key chains, Tie-Dye)
- MSME Development with Tech/Financial linkages

- Vendor Development and linkage to Supply chain
- Safety Training (Health, Safety, Environment, Security) and its institutionalization
- Greenbelt/Agricultural Development
- Career Sensitization and Guidance for youth
- Environment Conservation

Safety Initiatives

Safety is a crucial concept in today's changing scenario. According to WHO, road accidents are one of the top ten reasons for deaths all over the world and the leading cause of deaths among young people within the age group of 15 – 29 years. Approximately 1.25 million people's deaths, globally each year, result from road crashes. This is closely followed by home injuries which is a major site for unintentional accidents and deaths. Domestic accidents account for approximately 6000 deaths each year in the world. A third major cause is industrial accidents. Over one million work-related deaths occur annually according to ILO estimates and hundreds of millions of workers suffer from workplace accidents worldwide.

ICECD understands the growing need for safety and works effectively towards creating a safer environment for all. ICECD's workshops and training programs in varied segments of the society like ITIs, automobile sectors and so on aim to sensitize and create awareness regarding safety as well as provide the necessary training to develop a safety conscious behaviour. ICECD also works hand in hand with various corporate companies to mobilize their CSR towards better safety in industrial sector, road safety and many more.

Socio-Economic Development Programmes

Since its inception, ICECD has continuously endeavoured towards mainstreaming the marginalized with developmental efforts, resulting in their social and economic empowerment. Economic development cannot gain momentum in absence of strategic social interventions. The common perception is that economic empowerment will automatically usher in social change, but this takes a lot of time. ICECD has over the years conducted integrated programmes to cover social as well as economic development as follows :

- Health
- Literacy
- Human Rights
- Water & Sanitation
- Community Mobilization
- Gender Equality Social Security
- Disaster Mitigation
- Sustainable Livelihood
- Skill Development of Women Sarpanches

Technical/Vocational Skill Development

- Carpentry
- Electrification
- Safety
- Construction Related Skills
- Fashion Technology (Garment Making)
- Mobile repairing

Research Studies

ICECD has carried out a wide range of research projects funded by Central and State Government, Autonomous Institutions, Corporate Sector and International Agencies like CIDA, ILO, CARE, SMEDAN, Commonwealth Federation, World Bank, etc.

These include both qualitative and quantitative surveys in areas like:

- Needs Assessment for Social Economic Development and Identification of NGO for Capacity Building.
- Training needs study for Migrant salt workers for Vocational Skills Development for Employment Generation (Develop Training Module and also implemented Training).
- Baseline survey of villages for Small Medium Enterprise (SME) Development for training, implementation and replication at National Level.
- Market Study Analysis of Business Development Services (BDS) for SME (Demand Supply Gap).
- Needs Assessment Study for Capacity Building in Youth for Self Employment and Micro Enterprise Development in Okha Mandal, Gujarat and Babrala, UP.
- Impact Assessment Study for SME Development and Capacity Building of Government and NGO in Nigeria.
- Impact Assessment of Self Employment and Micro Entrepreneurship Development of Sarvodaya Project Sri Lanka.
- Impact Assessment Study of UNFPA Women Entrepreneurship Programmes in Jordan, Lebanon, Syria and Palestine.
- Comprehensive Socio Economic Survey of Catchment area of Vadodara Halol Toll Road, Gujarat (IL & FS).
- Impact Evaluation of Micro Enterprise Development of Mahaweli displaced population in Sri Lanka.
- Impact Assessment Study of SHG (Gujarat) for Economic self sustenance.
- Research Study on Creating of Credit Flow and its utilization by Rural Women in Micro Enterprises (National Bank for Agriculture and Rural Development – NABARD).
- Needs Assessment Action Research for Micro & Small Enterprise Development for Tata Steel in Kalinganagar and Gopalpur, Odisha (TATA STEEL).
- Research Study on “Performance Analysis of Existing Women Entrepreneurs in India” (IDBI)
- “Private Sector Impact Analysis” for Women Entrepreneurs – Problems and Potential (India-Canadian High Commission)
- A National Research Study – Creating an Enabling Environment for Women's Economic Empowerment through Entrepreneurship in India (UN - E S C A P).
- Leadership Development Initiative of Women PRI Heads to Transform Governance of Children (UNICEF, India).

Corporate Training

Efficiency enhancement is critical at each level of an organization, be it corporate sector, banks, financial companies or development organizations.

No business is complete with products alone. It's about how well you use your people. Most corporates today face challenges amongst employees such as lack of motivation, lack of self discipline, lack of social skills, employee retention, high employee turnover, sensitivity to criticism and the list goes on. ICECD experts determine the specific work place challenges and prioritize the learning needs to be addressed. With this key expertise, ICECD has enabled capacity building of many national and multinational corporate houses including corporate giants such as Bajaj Motors, British Gas, Tata Chemicals, Cairn Energy, Hindustan Lever Limited, WIPRO and many more. Besides capacity enhancement, developing entrepreneurial and managerial competencies amongst management levels as well as molecular levels boosts the efficiency quotients.

ICECD offers various solutions and services for corporate firms such as:.

- Competency mapping
- CSR Interventions: Seminars / Workshops on CSR
- Corporate capacity building
- HR Solutions
- Technology dissemination and support
- Entrepreneurial, Managerial and Technical Skill Upgradation and Technology Transfer
- Skill development training
- Consultancy: Credit and bank linkages, market survey and linkages, finance and account services, documentation services

Training of Trainers (TOTs)

ICECD has conducted numerous TOTs across India and over 52 other countries for :

- SME Development
- Micro Credit Management
- Monitoring & Evaluation (M&E) for SME Development
- Appropriate Technologies for SMEs (Women & Rural Entrepreneurs)
- Teachers Training Program of S&T & Other Educational Institutes / Colleges / Universities
- Disaster Mitigation & Rehabilitation
- SME For Women
- Strategies for Mainstreaming Women for Economic Activities
- NGO Capability Building for Economic Development of Women
- Capacity Building for Sustainable Livelihood (For Low Income Group)
- Building Community Based Micro Finance Systems
- Women Entrepreneurship Development
- Viable Technologies for SMEs
- Capacity Building of Community Based Organizations for Socio-Economic Empowerment

Skill Upgradation for Existing Business Entrepreneurs

Breaking away from their shackles, entrepreneurs have achieved significant success in both traditional and non-traditional businesses. But in order to cope with the rapidly changing market scenario with liberalization and reforms in the economy, these successful entrepreneurs need to continuously strengthen their skills and capabilities for sustaining their profitability and growth. ICECD is committed to entrepreneurship development and has been working in the field in India as well as many other developing countries. The research studies conducted by ICECD to assess the performance of Indian entrepreneurs have given an insight into the enterprise related problems, gender related problems and performance issues faced by them. ICECD conducts various Skill Upgradation and Capability Building Programs for the existing entrepreneurs of Gujarat and other states in India.

ICECD's Immersion Trips

- ICECD has been working at the grass roots of India for over three decades and is an ideal place to understand the pulse of the country and its development sector.
- ICECD has tie-ups across the country to bring real experiences of India, its culture and its work environment.

ICECD's Immersion Trips offer an in-depth experience and a rare chance to interact with visionary entrepreneurs, study the development sector of India and get to know the country in all its colorful culture and history. The trips are intense and enlightening, exposing participants to some of the achievements and challenges experienced in remote rural and urban communities of India. Time for group discussion and individual reflection are integral to the journey.

Interactive visits with social entrepreneurs allow participants to develop a deeply personal understanding of the impact of these organizations. Free time is scheduled for cultural excursions and informal educational opportunities. We encourage participants to consider extending their stays in India to encounter the rich cultural biodiversity of this varied and vast region.

Course For Fashion Technology (AICTE Approved Institute)

ICECD courses for Fashion Technology and Fashion Designing in Ahmedabad encapsulates all the basic components of an accredited education.

State of the art infrastructure, machines and modern amenities backed with experienced and dynamic faculty, this Fashion Technology course stands out when it comes to garment design and production.

Activities and Coverage in 2016-17

EDP for Men / Women

Nalanda Foundation, IL&FS had awarded the responsibility of designing and implementing an Entrepreneurship Development Programme (EDP) to ICECD, with a view to lead 100 rural women/men (70 women and 30 men) towards self-employment and entrepreneurship, particularly in non-farm sector in the villages on both sides of Ahmedabad- Mehsana Toll Road in Gujarat.

ICECD, being a specialised non-governmental organisation, involved primarily in developing men / women from all strata of the society through entrepreneurship, both in India and in the developing countries, took up this challenging task by conducting a four-week training programme for rural men / women in villages Chhatral, Pansar, Kaiyal and Kalol on Ahmedabad-Mehsana toll road after a detailed needs assessment study.

These villages have a very strong trading presence but there are modest manufacturing and industrial activities in the area.

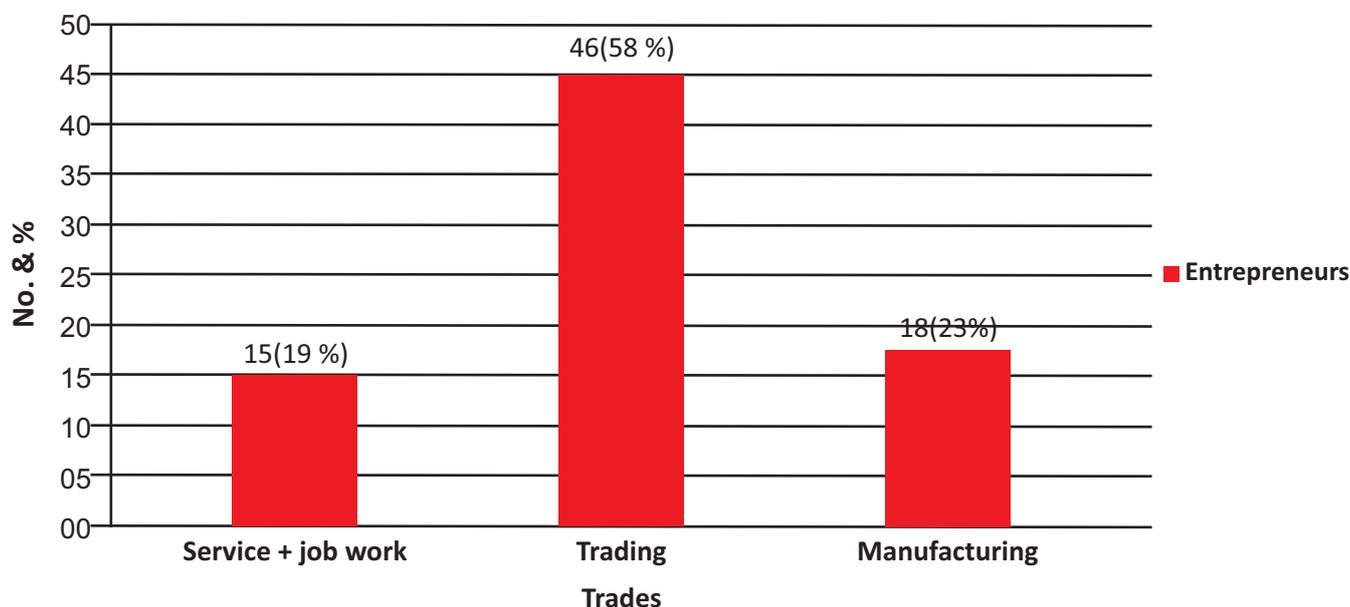
Many awareness programmes were conducted in the areas and applications were invited. Later, the participants for the training programme were selected based on scientifically designed application form and interviews. The training programmes were conducted in 4 batches of total 100 participants.

This programme was designed keeping the needs of the community in mind. The focus was on personal counselling and guidance supported with group activities in class to learn concepts of need for planning, maximising profit through quality production, management functions like costing, marketing and selling, financial planning, etc. and field visits for market study, meeting successful entrepreneurs, entrepreneurial practicum, etc. They learnt about product identification and selection and how to implement their proposed business plan.

Outcome of the Programme

Because of the effective strategies used during pre-training and post-training, excellent results have been achieved. 100 participants (70 women / 30 men) took the training; 95 participants prepared their business plans and, 37 entrepreneurs had applied to ICECD for financial assistance and the loans have been sanctioned by ICECD worth Rs. 5.5 Lakhs. 79% entrepreneurs have started or enhanced their business performances.

BUSINESS STATUS - TRADE WISE



This programme has achieved excellent results due to the need-based training and appropriate linkages established during and after the training, and have generated employment in the area.

It is worth mentioning here since 2014, ICECD with support from IL&FS has trained 180 women and 30 men in Entrepreneurship and the success rate has been over 70%.



**Need-based approach and intensive
Pre-training preparation**



**Network and counselling for
Economic activities**



Participatory training and Methodologies



Technical orientation and Business exposure



Monitoring and follow-up of the programme

- **Need-based Approach and Intensive Pre - Training Preparation:**

It is of utmost importance to see that the needs of rural persons are properly assessed and gauged while leading them towards self-employment and entrepreneurship. A study was carried out by ICECD to select the potential entrepreneurs, prior to starting the programme. Based on the needs, the programme strategies and training inputs were designed.

The pre-training activities which included identification of viable projects, sensitization workshop, promotional meetings, etc., created awareness and faith among the local population towards the ED programme.

- **Network and Counselling for Economic Activities:**

At all centres the population lack the quality of decision making, a key factor when it comes to identification of potential economic activities. Therefore, it is very important to select the right kind of project compatible with the capability of trainees to lead them towards entrepreneurship. ICECD took the initiative to identify more than 200 viable opportunities and linked them with the individual entrepreneurs, while counselling them for business opportunity selection.

Care was taken in not forcing them to select a project but they were guided to conduct a market survey on their own and on this basis guidance was given to select a project. The support agencies and funding institutions were also involved in the process to ensure linkage for subsequent assistance.

- **Participatory Training and Methodologies:**

It is essential for this rural population to strengthen their capabilities and understanding and acquire skills to manage their enterprises successfully before taking up entrepreneurship / self employment. To fulfil this requirement the training module was designed consisting of participatory training methods with more of field work, assignment, simulation games and exercises and group discussions.

The time for training was fixed to be afternoon / evening so as to suit the convenience of participants. Group dynamics helped the trainees to interact better. Incentives for presenting the best market survey report and timely submission of assignment further encouraged the participants and a sense of competition to achieve better was instilled in them.

- **Technical Orientation and Business Exposure:**

Generally our rural people lack technical expertise and have less exposure to industries, they opt for traditional activities. If at all they go in for non-traditional ones, it may be for small industries. To eradicate this drawback, visits to industries (small and micro) were arranged.

- **Monitoring and Follow-up of the Programme:**

Close monitoring and evaluation is important to assess the impact of the programme on the performance and progress of the trainees.

Individual help and counselling is being provided at all stages varying from the final selection of the project to acquiring quotation for machinery, collecting the necessary legal documents and developing the right contacts.

Even in obtaining financial assistance, ICECD played an active part. For those ventures which have already been established, attempts were being made to ensure successful running and growth. Credit link through our own microcredit operation and also bank loans were facilitated.

Mentorship of Existing Entrepreneurs

IL&FS has been operating toll roads between Vadodara - Halol (35 km) and between Ahmedabad – Mehsana (51km) for many years now. As part of their CSR activities they considered to work towards interventions which would leave their name in the hearts of the community when they would vacate the area. They approached ICECD to create an entrepreneurship model for women in the community belonging to the displaced villages on both sides of the Toll Road. ICECD selected women with interest and motivation to start their own business ventures.

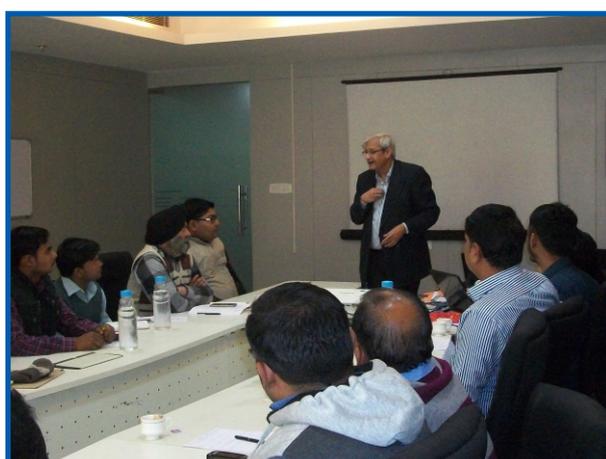
116 women were trained in 4 batches in a one month Entrepreneurship Development Programme during the year 2014-15. More than 70% of the trained women started their business units and many sustained and grew to an extent. Later it was decided by IL&FS to take some of these women to higher levels of growth for which it was strategized by IL&FS and ICECD to mentor a selected group of already successful women (in the turnover range of Rs 24,000 to Rs 12,00,000 per annum.) This project took off about 10 months back. A group of 25 women are being mentored by experts from ICECD. ICECD team counselled and mentored the individual women in the areas of purchasing, selling, product mix, expansion and diversification. Linkages were provided for machinery purchases, sourcing of raw material with quality and price benefits, sales linkages. Most of the participants in this project have given a wonderful response and already they have felt the benefits accruing to them in the form of lower cost of operations, increase in product mix and new markets penetrated and hence more sales and profits. Some of them have also diversified into allied businesses like a provision store added ice-cream parlour, beauty parlour added a cosmetics shop; beauty parlour added a photocopy centre; ladies readymade garments added lace and net material; relocation of business from home to new shop; shop display totally reorganized, etc. These successful experiences can be summarized into major areas like:

Progress Achieved

No.	AREA OF PERFORMANCE IMPROVEMENT	NO. OF WOMEN ENTREPRENEURS
1	Added new products	10
2	Extension for market	08
3	Business change	03
4	Increase in turnover	13
5	Technical Linkage	08
6	Financial Linkage	05

Castrol – Tata Motors Safety Training for Enhancing Safety Culture and Skills

(Jagruti Ekjut Programme) (Safety Awareness Campaign For Workshop Managers)



Mr. Vijay Bhuptani in session with safety champions

Safety is the responsibility of every person who works for an organization, to take reasonable care for the safety of himself and others and the surroundings which may be affected by his acts or omissions. Safety is one of the keys for improvement in productivity. Being prepared to deal calmly with unexpected or unusual situation and reporting any potentially dangerous work situations are a basic requirement of safety. The ever increasing mechanization, electrification and sophistication have made industrial jobs more and more complex and intricate. Safety of people at work/ onsite is an area of concern for any organization. Many unsafe events have brought pain, loss of family member, loss of man days and thereby loss of earning for a family or loss of productivity in the organization. The concept of safety, broadly known as Health, Safety, Environment and Security (HSES) has become a matter of prime importance.

- It is now established that most unsafe incidents/accidents take place because of non-adherence of safety standards / processes by workforce. It is of prime importance that employees are not only aware of safety, but knowledgeable about the same and at the same time internalize safety procedures.

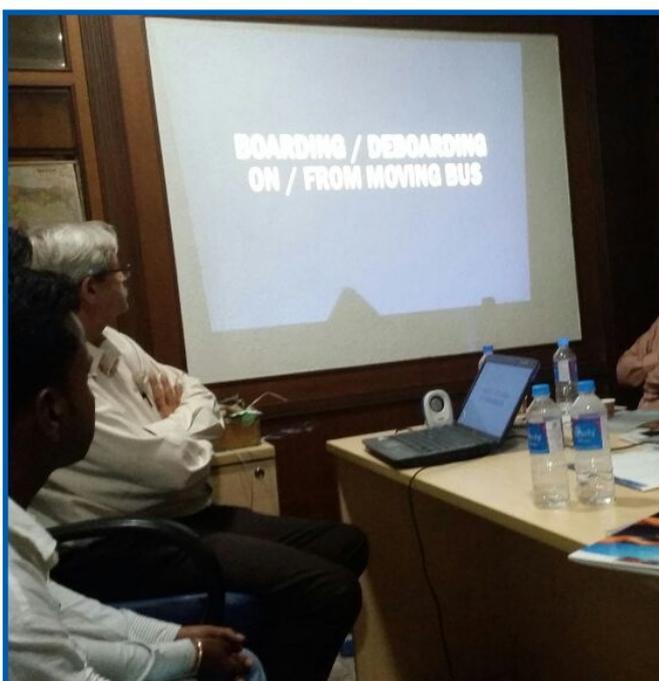
- **Jagruti –Ekjut Program:**

With the aim of bringing about a safe culture and skills in the Tata Motors Dealers Workshops and the Authorized Service Stations, Castrol India partnered with Tata Motors to train approximately 1700 senior managers of authorized workshops of Tata Motors Ltd (TML) through intensive training on the various aspects of Safety. Castrol India associated with International Centre for Entrepreneurship and Career Development, (ICECD) to provide the training to Workshop Managers of Dealers of TML. ICECD implemented intensive training across TML workshops across India covering Minimum Mandatory Standards (MMS) for Industrial Safety.

From January 2016 upto December 2016 a total of 1675 participants were trained all over India. The Zone wise details are as below:

Zone	No. of Programs	No. of Participants
EAST	20	310
WEST	22	403
NORTH	28	527
SOUTH	22	435
Total	92	1675

- **SNAPSHOTS OF THE SAFETY TRAINING**



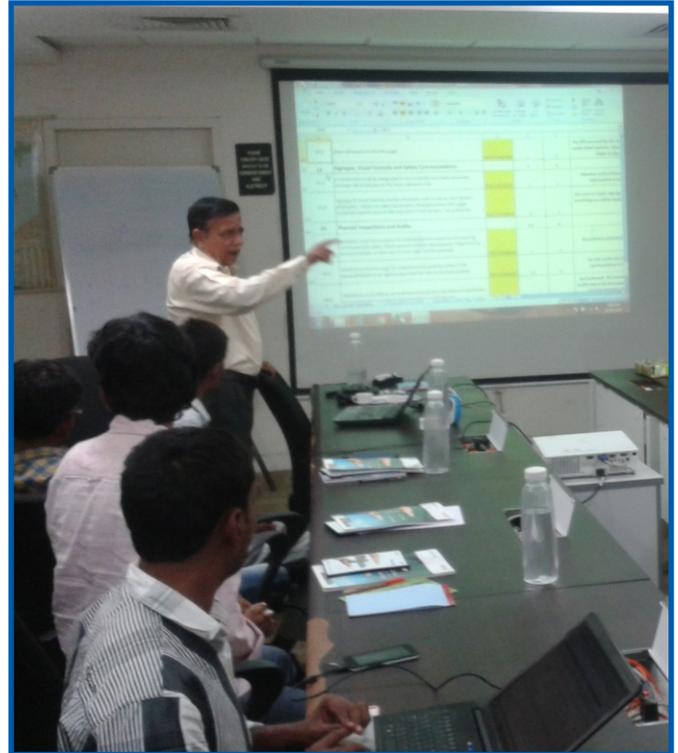
East zone



West zone



North zone



South zone



Mumbai - The thrust (With TATA MOTORS & CASTROL OFFICERS)

Institutionalizing Safety Education in ITIs in Gujarat

The importance of industrial safety has increased and its need is being strongly felt. A major portion of the industrial workforce in India comes from Industrial Training Institutes (ITIs). ITIs generally consist of students from less privileged sections of the society, whose parents are unable to finance their higher education. These students join the workforce to support their families. However, due to their lack of safety knowledge and non adherence to safety regulations, they mostly become dropouts or unemployable.

The project “Institutionalizing Safety Education through focused Initiatives in ITIs in Gujarat” was initiated with the objective of Development of a Safety Education system in Gujarat ITIs with capacity building of their teachers, establishing a system of interactive teaching of safety module for ITI students as per the needs of modern industries and institutionalizing it within the entire ITI system in Gujarat.

This was done through structured initiatives by ICECD which involved 9 key steps:

1. Inculcating awareness of safety in grassroots skill giving institutions (ITIs) throughout Gujarat.
2. Including need based Safety module in ITI curriculum for wide spread use in Gujarat and some could be offered to all Indian states.
3. Designing/ developing a teachers training for safety module (TOT to be able to roll out to all).
4. Developing verbal communication system / tools / methods for the designed module.
5. Providing basic knowledge of safety to ITI students through trained ITI staff for better performance.
6. Building capacity of teachers to implement the designed safety module in an interactive manner.
7. Designing Master trainer module for the purpose of replication within ITIs for teaching other teachers and instructors in the ITIs.
8. Implementing Teachers Training programs (55) for 1100 ITI teachers.
9. Initiating the process of institutionalization and achieving the goal within 3 years with positive impact.

A needs assessment study was conducted by ICECD in the state of Gujarat. Seven ITIs were shortlisted in consultation with the Directorate of Employment and Training, Government of Gujarat, to assess the needs. The study revolved around studying three major stakeholders viz. ITI students and their present safety curriculum, the staff involved and the expectations of the industry. There were intensive interactions with all of them to find out the present HSES inputs imparted to students, degree of awareness/ knowledge amongst the students and the industry expectations.



Mr. Ashok Shah from ICECD in interaction with the Kubernagar ITI students and Instructors to identify their needs to an optimum safety curriculum

Based on the needs identified and analyzed, a series of structured interventions were undertaken by ICECD:

- Reorientation/ Refinement of Safety Modules for ITIs: It was decided that the developed safety module be re-engineered in 3 ways to suit the delivery of the safety module. This task was done by involving safety experts and some ITI staff recommended by DET (Directorate of Employment & Training).
- For introduction – General safety subjects of the module, for 2-6 hours that could be communicated in available time slots over 2 introductory weeks.
- For Employability Skills (ES) course teaching for 12-15 hours: Giving sharp emphasis to general safety subjects with some additions like Ergonomics, industrial regulations/ laws, and also introducing trade related topics in a basic manner.
- For trade instructor's communications on safety during practical work, by enhancing the trade related topics (with some advanced inputs) that instructors can use for communicating, at intervention points identified during this pilot project, within the NCVT curriculum/ NIMI books being used by the instructors/ students.



A practical demo with students of Maninagar ITI on how to lift heavy weight safely



Pilot testing at a semi-urban ITI at Kubernagar

- **Refresher Programmes for the Trained ITI Teachers:**

ICECD planned and implemented a 2 days Refresher Course for Safety batches with the aim of identifying and bridging the gaps if any.



Safety Training in process by ICECD Trainer Mr. Pandya



Sr. Trainer Mr. Jayant Athavale taking feedback and guiding with future Plan of Action with ITI Instructors



Students of Maninagar ITI who took A Step towards Safety. A direct impact of the project.

Outcome

- The 5 day Training of Teachers (TOT) Programme was conducted for 1,105 ITI staff (instructors) across Gujarat that was broadly divided into 4 zones, where VAK style (Visual, Audio and Kinesthetic) of training is used extensively. Learning by doing was the key takeaway for the participants who comprise of instructors of technical trades such as welding, fitting, turning, etc. and teachers of employment skills (ES) from all over Gujarat. The training module, designed with practical inputs, examples and videos, will be handy for future references at the ITIs.
- With coverage of industries across 30 districts of Gujarat, the programme has created a multiplier impact. It is expected to reach out to over 25000 students every year. The safety training will ensure better job prospects for ITI students in MNCs and organizations and create young and skilled workforce ready to join the factories. With a strong safety culture ingrained in the students, there will be fewer chances of people losing life in factories, thus creating a safer work environment for all.
- Thousands of students every year are directly understanding the importance of industrial safety and why and how to ensure a safe working environment through our trained teachers. There is a marked improvement in placement and attrition rate is coming down and in the long run this would have a definite impact on major / fatal accidents, saving precious lives and damage to industrial property. This awareness about safety in thousands of ITI students shall ultimately improve safety in their personal and professional lives resulting in improved quality of life.
- ICECD, as a special initiative made a “Safety Lab” at Gandhinagar ITI - where a special room - laboratory was created - complete with every possible PPEs and safety equipment and first aid kit. This lab became a place where each ITI student could get an in-depth demo of safety systems and knowledge of how to use PPEs throughout the year.

The Way Forward

- Use of PPEs is crucial, instead of just theoretical demonstrations. This can be institutionalised by ICECD by developing inputs to give practical training through direct interactions with the students, and offering them PPE sets that they can readily use, and thus optimise benefits.
- A networking initiative between the industry, safety experts and students can be taken up by ICECD such that there is a continuous interface between them to better institutionalize the safety aspects into the system. One day district level workshops can be organised with industry association and safety experts.
- The safety modules developed are need based, and can be further replicated in Gujarat to create a wider impact. We have reached out to 1100 teachers of ITIs of Gujarat through this project. However there are about 5500 teachers in the ITIs and they can be further trained for a deeper impact in the state of Gujarat itself.
- ITIs cater to the vast industrial needs of manpower in the country. With minor need based changes (state specific) in the training content, the project is ready to be further replicated in other states across India.

Leadership Development Initiative of Women PRI Heads to Transform Governance of Children

ICECD in partnership with UNICEF and Department of Panchayati Raj, Government of Gujarat had conceptualized an action research project aptly titled “Action Research on Leadership Development Initiative of Women PRI Heads (Sarpanches) to Transform Governance of Children”. The project was implemented in two phases consisting of evidence observation and capacity gap assessment followed by capacity development action plan to bring about irreversible change in the women sarpanches.



INAUGURAL FUNCTION - District President Mr. Rajendrasinh Kumpavat, DDO Mr. Harsh Vyas and Deputy DDO Mr. M K Patel and Dr. Hina Shah, Director, ICECD



Director ICECD with Sarpanches (Punji Amra Rathod, Jyotsna Patel, Chandrika Pandya, Gita Patel, Madhu D Patel , Kiran Patel, Jashoda B Dave) for Refresher Course - How to monitor and follow-up at village level with child development

In spite of reformative changes of 1992, it would be wrong to presume that women PRI leaders have the capacity to turn this opportunity into concrete development outcomes. The question therefore arises as to whether the women PRI leaders are able to rise up to the challenges to improve governance for children and thus, implement measures to aid effective responses to child rights issues and grievances.

In this context, the initiative was an attempt to assess the potential of women sarpanches leadership capacity in influencing the governance agenda around children and women, thus driving the desired development outcomes. It was expected to carry out capacity assessment of Women sarpanches to enhance their understanding of roles and responsibilities as a representative with respect to children's rights and well-being. Capacity assessment was also an attempt to map key enablers and barriers in addressing issues related to children and women who constitute the most vulnerable section of the society.

Overall objective of the project was to demonstrate that “Leadership Capacities of women PRI Heads have transformational impact on local governance and improving indicators related to children (girls and boys) and women”.

Specific objectives:

1. Identification of capacity areas of women PRI leaders in 100 GPs (authority, motivation, skills and resources), including understanding of the common causes and barriers.
2. Develop strategies and interventions to address the gaps to enable them to perform their tasks effectively, especially in creating child friendly spaces, thus promoting outcomes for children.
3. Study the changes on indicators of overall local governance and related to children as longitudinal study for a year and document lessons learned for wider sharing.

The entire action research was implemented in 100 PRIs located in Sabarkantha and Ahmedabad districts of Gujarat.

In the first stage, 50 rural PRIs were selected for sample survey in the above districts for the action research in which mapping of the profiles of women leaders of PRIs was done which included their social, economic, education, background, their leadership guidelines, their motivation and vision about their own role as people's representatives and their knowledge of child governance and child rights.

The result of the action research has led to development of a body of knowledge on women's political leadership and governance relating to child rights, their welfare needs and women. The study brought out a comprehensive policy brief with capacity building service packages for Women sarpanches to facilitate positive social practices at village level while prioritizing and investing in issues regarding children and women, and thus, benefiting them.

Developing Need Based Capacity Development Training Modules and Teaching Material for Women Sarpanches

Based on the gaps identified during the study "Capacity Gap Assessment of Women PRI Heads in Ahmedabad and Sabarkantha districts of Gujarat", need based curriculum and training modules were designed by ICECD for performance improvement in the functional areas for improved work application of Sarpanches, thereby facilitating in building their Leadership, Executive and Managerial Skills impacting women and children.

A complete Training Manual has been prepared covering various topics. The design of the manual includes rationale and objectives of the chapters to be taught along with content, teaching details with self assessment notes on what they learned at the end of the topic. The Training Manual also has Workbook covering exercise of each chapter to make this learning more effective.

Project Impact (Change Process)

The aim of this project was to develop leadership capacity of women sarpanches of 50 Gram Panchayats in Sabarkantha, Gujarat to fulfill their constitutionally foreseen roles and responsibilities for :

- Planning and implementing village public works and their maintenance,
- Local, social and welfare activities, and
- Specifically contributing to women and children development

It was observed that overall the Sarpanches were highly motivated after the training. Moreover, their enthusiasm and their level of understanding of Panchayat functioning also showed significant improvement.

Project design and objectives were relevant. Key data of the project holder's baseline survey provided evidence of the low levels of knowledge and skills about the regulatory and financial framework which governs their roles and responsibilities of elected women sarpanches of various PRIs. Specific recommendations provided by the survey were considered for inclusion in the Capacity Building of Women Sarpanches to ensure that the reasons preventing women sarpanches from properly executing their functions were addressed with a special focus to women and children.

The project was effective, as it achieved its long-term objective to increase the participation of women in local decision-making processes. The Feedback and action plans made by women sarpanches of their villages after the training confirmed that they have understood their rights and obligation to contribute to the improvement of local democracy. In addition, there are also first clear signs of empowerment as women sarpanches proudly tell that they have begun to intervene openly and more frequently in the development of children and women in their villages.

ICECD's Micro-Credit Model

ICECD's micro-credit model has proved to be a unique and successful over the last two decades.

	No. of males	Loan disbursed	No. of females	Loan disbursed	Total Beneficiaries	Total
URBAN	514	50,67,360	1,523	1,53,37,554	2,037	2,04,04,914
RURAL	796	51,04,675	3,400	75,26,964	4,196	1,26,31,640
TRIBAL	19	78,851	1,104	14,44,340	1,123	15,23,191
TOTAL	1329	1,02,50,886	6,027	2,43,08,859	7,356	3,45,59,745

These men/ women are involved in various businesses of manufacturing, trading and services. In manufacturing, they have businesses in shirt manufacturing, bangle-making, spices, snacks, doormats, dairy products, purse-making, phenyl and hand wash. In trading, they have businesses in electrical goods, grocery shop, readymade garments, cattle feed, vegetable vending, cleaning material, sarees, snacks, home furnishings, worship materials, etc. In case of services, they are involved in beauty parlour, electrical repairing, snack parlour, laundry, tailoring, photocopying, mandap decoration, etc.

Interns at ICECD

ICECD hosted six students from S P Jain Institute of Management & Research, Mumbai and one from Nirma University for their internship in past one year, conducting studies on topics like impact of ICECD Entrepreneurship, ICECD'S Micro-credit model, Case-studies of successful entrepreneurs, etc. The various topics on which the students interned are:

1. Case studies of Successful women in Enterprise and failures
2. Impact of ICECD's women entrepreneurship development programme
3. ICECD's Micro-credit process and Challenges
4. Transformation of Rural Women Entrepreneurs



Devi Soni 1st year BBA, Nirma University, Ahmedabad



Unnati Sodha and Sanjay Modak MBA, S P Jain Institute of Management & Research, Mumbai

ICECD's Publication



“If I Can, You Can! Be an Entrepreneur . . .” ([published by Partridge India](#)) is a guide to motivate women to develop the skills and behavioural competencies for becoming an entrepreneur. The book outlines steps for women to become successful entrepreneurs by overcoming doubts and fears.

Dr. Hina Shah has observed that even in contemporary times, women are still considered to be weaker and remain heavily discriminated against. She, as an empowered woman, entrepreneur, wife and mother now shares an encouraging story that exhorts women out there to go out and make their mark in the world.

This book, the first of its kind, aims to make women economically independent through entrepreneurship. Written in a conversational form, it encapsulates the inputs required for women to set up a new enterprise or manage an existing enterprise. It helps change the thought pattern of women towards entrepreneurship and provides a systematic approach to gain the required knowledge, skills and ability to begin or manage the business.

Over and above, the comprehensive details on how to become an entrepreneur, her real life experiences, shared in this book motivates women to believe in themselves and gather the self confidence to start their own business. It also deals with addressing several socio-cultural blocks that impede women to be economically independent.