

# Entrepreneurial Business Planning

## Training of Facilitators

16<sup>th</sup>–20<sup>th</sup> August, 2016



**Report on  
Training of Facilitators (ToF) on  
Entrepreneurial Business Planning  
for MBDA Officials  
16th - 20th August 2016**



**Submitted to**



**Meghalaya Basin  
Development Authority  
(MBDA)**



**Meghalaya Institute of  
Entrepreneurship  
(MIE)**

**Submitted by**



**Institute of Livelihood  
Research and Training  
(ILRT)**

## Table of Contents

Background .....	1
Description of the Training of Facilitators (ToF) .....	1
Broad Objective .....	1
Facilitators.....	1
Participants .....	2
Approach and Methodology of the ToF.....	2
The Process .....	2
Day 1 - August 16th, 2016.....	3
Day 2 - August 17th, 2016.....	5
Day 3- August 18th, 2016.....	6
Day 4 - August 19th, 2016.....	8
Day 5 - August 20th, 2016.....	9
Annexure I – Training Schedule .....	11
Annexure II - Participants List .....	14
Annexure III – Self-Assessment Form .....	15
Annexure IV – Course Evaluation: Participants Feedback .....	16

## Background

In order to achieve overall targets of holistic development and promote inclusive growth with a focus on poverty alleviation, employment generation and livelihood promotion, the Government of Meghalaya (GoM) has launched a State flagship programme titled 'Integrated Basin Development & Livelihood Promotion Programme' (IBDLP). The IBDLP is designed around four pillars - Knowledge Management, Natural Resource Management, Entrepreneurship Development and Good Governance and will be implemented in a Mission mode.

The Meghalaya Basin Development Authority (MBDA) is headed by the Chief Secretary, GoM and is responsible for the strategy and steering the overall implementation of programmes.

Meghalaya Institute of Entrepreneurship (MIE): Under IBDLP, the MIE has been set up to facilitate rapid economic transformation by imparting entrepreneurship education and promoting micro and small enterprises involving the youth, women and other critical target groups in the State.

ILRT is an academic institution promoted by Basix Social Enterprise Group (SEG). Its mandate is to build up a 'Scientific Knowledge Base' on livelihoods and disseminate the same to livelihood practitioners for enhancing their understanding and implementation capabilities, who in turn will promote large number of livelihoods.

ILRT is contributing towards enterprise promotion in Meghalaya by supporting GoM in their IBDLP Project through capacity building of the ERPs. ILRT has designed this program titled "Training of Facilitators in Entrepreneurial Business Planning" for building capacities of ERPs identified by MIE from the 39 blocks in Meghalaya. In addition to these, MIE / MBDA management staff such as District Project Managers, Managers and Senior Managers also participated in this programme. This is the second batch of the training, with 26 participants.

## Description of the Training of Facilitators (ToF)

### Broad Objective

The broad objective of the ToF was to:-

- Build capacities of Entrepreneurship Resource Persons (ERPs) and officials from MBDA/MIE and equip them with knowledge required to facilitate entrepreneurs across the State.

The specific objectives were to

- appreciate the know-how related to enterprise promotion and entrepreneurship including choices to be made;
- understand the strengths and weaknesses of an entrepreneur vis-à-vis their enterprises; and
- develop thorough understanding on preparing business plans for any given enterprise.

### Facilitators

The lead resource person for the training was Dr. S S Tabrez Nasar, Vice Dean, ILRT Hyderabad. In addition, Ms. Wanda Lamare and Ms. Mayanka Singh Nongpiur along with Mr. Ananda Barua played important roles in facilitating the programme. Moreover, Mr. Jun Momin, OSD, (EFC and Livelihood Promotion) MBDA/MBMA and Ms. Shruti Pradhan, OSD, Finance, MBDA were external resource persons for the programme. The plenary members present during the presentation of the business plans on the last day were Mr. B.K Sohliya, OSD, MIE; Ms. Shruti Pradhan, OSD, Finance, MBDA; Mr.

# Training Report

16<sup>th</sup> –20<sup>th</sup> August, 2016

Jun Momin, OSD, (EFC and Livelihood Promotion) MBDA/MBMA; Dr. B. Rijal, Joint Director, Meghalaya Veterinary Department, and Mr. Dipak Singha Roy, Senior Manager, Meghalaya Rural Bank.

## Participants

The participants included staff from the Meghalaya Institute of Entrepreneurship (MIE) and Meghalaya Basin Development Authority (MBDA) such as District Project Managers, Managers and Senior Managers. For this second batch, 26 participants were offered the training. Two more trainings with approximately 25 in each batch will be offered in Meghalaya. Please see Annexure II for the list of participants.

## Approach and Methodology of the ToF

To ensure better participation, a set of different methodologies were used during the training programmes. There were approximately six sessions each day which were around 60 minutes in duration. The sessions consisted of (a) content presentations and discussions which were 20 minutes in duration; (b) presentations and discussion of case studies which were 20 minutes, (c) exercise related to the session, and (d) video clips related to the session.

The module was designed in such a way that it involves the Cognitive (conceptual and therefore the presentations); Affective (emotional and therefore the case studies); and Conative (action and therefore the exercises) aspects of human emotions and therefore much more effective as opposed to usual training methodologies.

On two of the five days, the last session was a 'Talk by an entrepreneur'. In this session, a successful entrepreneur, who is at par with the 'partners' in question, was invited (e.g.: an entrepreneur who is successfully managing poultry, piggery or a kirana store). These entrepreneurs were able to present their 'case' verbally (with aid of picture on a power point) presented their journey of success.

## The Process

The 5-day Training of Facilitators (ToF) on Entrepreneurial Business Planning began on the 16th of August and concluded on the 20th of August, 2016.

**Day 1 - August 16th, 2016**

**Session 1: Introduction and Expectation**

by Dr. SS Tabrez Nasar

The training commenced with a welcome note from Dr. Tabrez and an introduction of all the participants. The programme schedule and expectations of the training were levelled off, as well as an explanation of the format and structure of the training. This was then followed by remarks by Mr. B.K. Sohliya, OSD at MIE, where he stressed on the importance of encouraging the partners to save. Ms. Wanda Lamare, Assistant Manager, ILRT Shillong then provided an introduction to the learning tools of the programme and emphasised on the importance of filling them out at the end of each day.

**Session 2: Sustainable Livelihood Framework and Other Frameworks**

by Ms. Mayanka S. Nongpiur and Ms. Wanda Lamare

The session began with an introduction to the Sustainable Livelihood Framework which is crucial for the participants to keep in mind when designing a livelihood intervention. The session focused on the importance of taking into consideration the five capitals i.e. natural, human, physical, social and financial capital. They were then introduced to the Nine Mandala Approach which stresses on the various factors that can affect a household such as the socio- economic and emotional aspects. The resource person also highlighted the importance of adopting the Basix Triad Approach in Livelihood Promotion which includes providing Financial Inclusion Services (FINS), Agricultural / Business Development Services (Ag/BDS) and Institutional Development Services (IDS), to rural poor households.

**Session 3: Self-Employment, Micro-franchisee and Entrepreneurship**

by Dr. SS Tabrez Nasar

Following the session on the various sustainable livelihood frameworks, Dr. Tabrez then explained to the participants the meaning of the terms Self-employment, Micro-franchise and Entrepreneurship and how they can be distinguished from one another. The participants also explained their own understanding of the three terms and tried to relate it to their own line of work.

**Session 4: Who can become an Entrepreneur? What do they need to learn?**

by Ms. Wanda Lamare

This session focused on understanding the traits required to become an entrepreneur. The participants also took part in a group exercise where they had to identify an entrepreneur they know and provide details of his entrepreneurial traits and share them with the other participants. The exercise thus helped the participants better understand the qualities that are inherent to entrepreneurs but at the same time understand that these qualities can be acquired over time.



## Day 1

### Session 5: Business Opportunities Everywhere- what do I choose? How to assess my own capabilities and limitations? What business should I choose?

By Ms. Wanda Lamare &  
Ms. Mayanka Singh Nongpiur

The objective of the session was for the participants to understand how one can generate business ideas and identify a viable business opportunity. The facilitator highlighted that the most common source of a business idea is by identifying a need or a problem faced by a community and figuring out how it can be addressed and transformed into a business opportunity. The participants then provided examples of how external factors such as the industry and the labour market can influence the business environment. Following the presentation on business opportunities, a video on Mr. Bhavishh Agarwal, Founder of Ola Cabs was shown to the participants. The video gave the participants an understanding on how the founder came up with the idea of forming the start-up, which resulted from a need in the community i.e. the lack of a reliable taxi service. The participants then formed into groups of two and they had to come up with a unique business idea and assess it. Some of the ideas include supplying queen bees for bee-keeping and a lunch box delivery system. Another objective of this session is for the participants to assess their limitations and strengths and identify suitable business opportunities for themselves. Ms. Wanda then explained to the participants the importance of understanding their entrepreneurial capabilities and how to assess themselves.



**Day 2 - August 17th, 2016**

**Session 7: What is Production- inputs, processing, output (product/service)**

by Dr. SS Tabrez Nasar

After the participants provided brief recaps of the previous day, the first session of the second training day commenced and was facilitated by Dr. Tabrez. The aim of the session was for the participants to gain an understanding of the various stages of the production process. The session began with the facilitator asking the participants to provide their understanding of the word 'production'. The consensus was that production is a process of making goods. The facilitator then explained the three phases of production i.e. input, processing and output. The participants then read a caselet on areca nut and took part in an exercise where they tried to understand and map out the production process and value chain of areca nut in Meghalaya.

**Session 8: Record Keeping and Accounting**

by Ms. Shruti Pradhan

After a brief tea break, Ms. Shruti Pradhan then introduced the session on Record Keeping and Accounting, and explained to the participants that record keeping along with accounting is an integral and crucial aspect of running an enterprise. The facilitator further explained the meanings of the terms Records, Accounts and Book keeping. The participants then took part in an exercise where they listed down examples of records for businesses such as a grocery store, a honey processing unit, a health service provider, an educational institution and a manufacturing unit. They then presented their findings to the class.

**Session 9: Variable and Fixed Costs; Contribution Analysis and Breakeven**

by Mr. Jun Momin

Following the session on how to keep records, the participants were then introduced to the concepts of variable cost, fixed costs and the breakeven point which are crucial components to understand in order to make a viable business plan. The facilitator then went on to explain how to prepare a financial statement with the help of an exercise.

**Session 10: Pricing for profitability**

by Ms. Mayanka S. Nongpiur

After having learnt about the importance of understanding the various forms of cost, Mayanka went on to explain the importance of pricing a product appropriately so as to ensure the business is profitable, at the same time realistically to ensure that there is a market for the product. The participants were then asked to choose an enterprise and come up with the pricing of the raw materials as well as the different stages of the production process.

**Session 11: Talk by an entrepreneur**

By Mr. Dimingstar Ranee

For this session, Mr. Dimingstar Ranee who is a bee-keeper from Mawsdang village in Mawphlang



Block was invited to the programme to speak about his enterprise. Mr. Ranee explained his background in bee-keeping and highlighted that he started the activity at an early age as his father was also a bee-keeper. He began with 10 bee-boxes and with his efforts and trainings received; he now has 63 boxes in his business. He desires to own up to 500 bee boxes and seeks to improve the packaging and labelling of his products. The session was followed by Q&A with the participants where they asked questions about his enterprise as a whole, the difficulties faced and through their interaction with him, they were able to observe the traits that make him a successful entrepreneur.

## Day 3- August 18th, 2016

### Session 12: Entrepreneurial Orientation Inventory

By Ms. Wanda Lamare

Ms. Wanda began the third day with a session on the Entrepreneurial Orientation Inventory Tool which is a helpful tool for the participants to better understand the entrepreneurial orientation of the entrepreneurs they work with. The tool consisted of 20 questions where the participants had to provide their score and understanding of each of the statements.



### Session 13: Financing and Enterprise – We need funds for Fixed Assets and Working Capital, We get funds as Debt (loans), Equity, and Grants

By Mr. Jun Momin



This session was focused on understanding how to finance a business and was delivered by Mr. Jun Momin. The facilitator provided simple definitions of the terms balance sheet, debtors, creditors, depreciation and liabilities. The participants were then asked to provide their own understanding of the given terms in their own languages i.e. Khasi and Garo. The aim of the exercise is for the participants to be able to demystify and break down these definitions so

that the partners can better understand them. The translations are listed below:

#### Khasi Translation:

1. Balance Sheet: Ka jingthoh kaba pyni iaka jingkhein jingdiah jong ka kam.
2. Debtors: Ka pisa kaba shah naka bynta ka kam.
3. Creditors: Ka pisa kaba hap ioh naka bynta ka kam.
4. Liabilities: Ki lap ki lynti kiba pynmih pisa naka bynta ka kam.
5. Reserves: Ka pisa kaba lah pynlang na kaba iohnong ban pyniaid biang ha ka kam.
6. Depreciation: Ka jinghiar haka dor ki mar ki mata.

#### Garo Translation:

1. Balance Sheet: Tangka manani aro jakkalaniko.
2. Debtors: Tangka onsogipa.
3. Creditors: On samsoam.
4. Liabilities: Chotna ba on'na nanggnigipa tangka.
5. Reserves: Mikkangchi jakkalna dongipa tangka.
6. Depreciation: Dam ba gamchatni komiangani.

## Day 3- August 18th, 2016

### Session 14: How to raise start-up funds – friends, family and angels!

By Dr. SS Tabrez Nasar

The objective of this session is for the participants to be able to understand the various sources of funds available for their start-up business, and how they can raise them be it from the people around them such as friends and family, or through other sources such as angel investors and bank loans. In order for them to understand how funds can be raised, few participants were formed into a group of entrepreneurs, investors, friends and family. They participated in a role play where the entrepreneurs had to seek funds from their families, friends and investors for their proposed business idea. The rest of the participants then gave their inputs on the performance of these groups.



### Session 16: Talk by an entrepreneur Mr. Bansan Lyngdoh

For this session, Mr. Bansan Lyngdoh, an entrepreneur who runs an inn in Cherrapunji provided a background on how he started the business. He particularly focused on the motivation for starting the business and highlighted the difficulties faced while establishing it. Mr. Bansan's background in the hospitality industry thus played an important role in him establishing the inn. Following his presentation, the participants then got a chance to interact with him and ask various questions about his experience as an entrepreneur.



## Day 4 - August 19th, 2016

### Session 17: Business Opportunity Feasibility Analysis?

By Ms. Shruti Pradhan

The aim of this session is for the participants to gain an understanding of the concept of environmental scanning and to be able to analyse the feasibility of a business. This is an important aspect for the participants to consider when they are trying to assist their partners with a new business. The facilitator then explained the importance of conducting a SWOT analysis as well as a value chain analysis prior to an intervention.



### Session 18: Developing a Business Plan

By Ms. Shruti Pradhan

The objective of this session is for the participants to work with real life entrepreneurs and develop a proper business plan for them. The facilitator first guided the participants through an exercise explaining how to calculate the operating profit, contribution per unit, the breakeven point, breakeven revenue and the payback period. This session was thus the last lecture for the participants before they started making a business plan for the real entrepreneurs. The facilitator also clarified any doubts the participants had with regard to making a business plan and asked the participants to keep in mind that making a business plan is not simply about getting a bank loan but about the entrepreneur having a clear understanding of how his or her business should run.

### Session 19: Making my Business Plan

Ms. Shruti Pradhan

The objective of this session is for the participants to prepare a business plan for real life entrepreneurs. The participants were divided into four groups and each group was assigned an entrepreneur. The participants then sat with the entrepreneur and tried to understand his or her background, the enterprise, and the entrepreneur's hopes for expanding his or her enterprise. The entrepreneurs selected for this session were involved in the following activities:

- Group 1: Ms. Brossimai Marboh, Candle-maker from Mawryngkneng Block
- Group 2: Mr. Pynbianglang Blah, Leather Goods maker from Mawphlang Block
- Group 3: Ms. Sirperilin Warjri, Ice- cream maker from Mawphlang Block
- Group 4: Mr. Forme Sutgna, Ginger Cultivator & Processor from Saipung Block



## Day 5 - August 20th, 2016

### Session 20: Presenting business plans by FOUR groups



Once the groups completed formulating their business plans and power point presentations for their entrepreneurs, they had to present them before a plenary. The panel members were Mr. B.K Sohliya, OSD, MIE; Ms. Shruti Pradhan, OSD, Finance, MBDA; Dr. B. Rijal, Joint Director, Meghalaya Veterinary Department; Mr. Jun Momin, OSD, (EFC and Livelihood Promotion) MBDA/MBMA, and Mr. Dipak Singha Roy, Senior Manager, Meghalaya Rural Bank. The groups began their presentations with a brief introduction of their assign entrepreneurs and highlighted their

background, motivations for starting the enterprise, and difficulties faced. They also conducted a SWOT analysis on the enterprises. The groups then presented their business plans and they described the fixed investment of the business, the working capital, operating profit, contribution cost, breakeven, the payback period, and the return on investment. After the presentation of each business plan, the plenary then got a chance to ask questions about the plans and provided feedback on how they can be improved. After receiving the feedback, some groups reworked their business plans and presented them again to the plenary. The presence of real entrepreneurs was a crucial aspect of making the business plan as it enabled the participants to take a very realistic approach. The group which won the best business plan was the group working on Ice-cream making, the group working with the Ginger Processor came in second place, the group working with the leather goods maker came in third place, and the group working with the candle-maker came in fourth place.



### Session 21: Closure of EDP- Consolidation of Learnings

By Dr. SS Tabrez Nasar

The last session of the programme was focused on the consolidation of learnings from the five-day long training. The broad objective of the training was to build capacities of the ERPs and officials from MBDA/MIE and equip them with knowledge required to facilitate entrepreneurs across the state. The feedback from the participants thus revealed that the training was an overall success because 67% of the participants felt that the programme objective was completely and generally successfully.

Moreover, at the beginning of the programme, the participants were asked to score themselves in a Self –Assessment Form which aimed to understand their views on how well they understood their capabilities in promoting livelihoods, their understanding of entrepreneurship, the skills required to become an entrepreneur, and how to develop a business plan. After the last session and the presentations of their business plans, the participants were asked to score themselves again and the results revealed a noticeable increase in the participants' view of their knowledge,

## Training Report

16<sup>th</sup> –20<sup>th</sup> August, 2016

skills and training abilities in livelihood promotion. The average score at the beginning of the programme was 41.9 and it increased to 66.1 at the end of the programme. The results thus show that the participants believed the training on Entrepreneurial Business Planning to be very useful for their work in livelihood promotion. Please see Annexure III for the detailed results.

Key Learnings - A thorough evaluation of the participants' feedback revealed the following:

- The training has increased the ability of the participants to be able to prepare business plans for their partners, thus helping them set up an enterprise.
- Although the participants found the business planning sessions to be helpful for when they have to prepare business plans for their partners in the field, there was however a general consensus that even more time should be spent on how to prepare a business plan as the time given was too limited.
- The participants also found the session on sustainable livelihoods to be very useful as it helped them in understanding the resources available to a partner and the importance of taking them into consideration prior to making a business plan for them. This is to ensure that the livelihoods they intend to promote will be sustainable.
- The sessions on book-keeping, accounting and on the balance sheet were very useful for the participants as with this knowledge, they can help their partners keep track of their businesses and have accurate information about their profits and losses.

Please see Annexure IV for the Course Evaluation: Participant's Feedback completed by the participants.

## Annexure I – Training Schedule

# Entrepreneurial Business Planning for ERPs/ Programme Associates/Managers for Personnel of MBDA

## Training Schedule for the 16th to the 20th August 2016

Time	Session Topic	Objective	Methodology	Resource Person
<b>DAY 1</b>				
10.00-11.00		Introductory remarks by ILRT and MBDA Officials		B.K. Sohliya
	Introduction to the Program; Getting to know the participants and their experience and expectations	Introduction of participants and levelling off expectations.		Tabrez
11.00-11.15	Tea Break			
11.15-12.15	Sustainable Livelihood Framework and other frameworks	At the end of the session, trainees will be able to recall the different assets and factors influencing a livelihood activity keeping in mind how these assets influence decisions of livelihoods	Lecture and Presentation	Wanda and Mayanka
12.15-1.15	Self-Employment, Micro-franchisee and Entrepreneurship	Understand and define the terms Self-employment, Micro-franchise and Entrepreneurship	Presentation, case and exercise	Tabrez
1.15-2.00	Lunch			
2.00-2.45	Who can become an Entrepreneur? What do they need to learn?	At the end of this session, trainees will be able to describe, list and explain the relationship between entrepreneurial traits and characteristics	Presentation, case and exercise	Wanda
2.45-4.00	Business opportunities everywhere – what do I choose? How to assess my own capabilities and limitations? What business should I choose? (after the session a short video on a Micro-enterprise will be shown)	Appreciate the many sources and methods of generating business ideas and choose a favourable and viable business opportunity. They will also understand using the score sheet for business opportunity selection. The trainee will also be able to assess their limitations and strengths and identify suitable business opportunity for themselves.	Presentation, exercise and video	Wanda and Mayanka
4.00-4.15	Tea Break			
4.15-5.15	Talk by an entrepreneur	At the end of this session, trainees will be able to relate to a real case of an entrepreneur vis-à-vis the sessions discussed on this day.	Plenary	Tabrez
5.15-5.30	Recap of the day's sessions	To recapitulate the learning		Ananda

# Training Report

16<sup>th</sup> –20<sup>th</sup> August, 2016

<b>Time</b>	<b>Session Topic</b>	<b>Objective</b>	<b>Methodology</b>	<b>Resource Person</b>
<b>DAY 2</b>				
<b>9:30-10:00</b>	Recap of previous day learning	Participants recollect their learning of the previous day		Pynshngain and participants
<b>10:00-11:00</b>	What is production – inputs, processing, output (product/service)	At the end of this session, trainees will be able to understand different phases of production process.	Presentation, case and exercise	Tabrez
<b>11:00-11:15</b> Tea Break				
<b>11:15-12:15</b>	Record keeping and Accounting	The participants will be able to define, list and prepare business records for a given organization.	Presentation and exercise	Shruti
<b>12:15-1:15</b>	Variable and Fixed Costs; Contribution Analysis and Breakeven;	The participants will be able to describe the concepts of cost and costing and apply various methods of costing a product.	Presentation and exercise	Jun
<b>1:15-2:00</b> Lunch				
<b>2:00-3:00</b>	Pricing for profitability	At the end of this session participants will learn various pricing techniques for their products and services to make their business profitable.	Presentation, case and exercise	Mayanka
<b>3:00-3:15</b> Tea Break				
<b>3:15-4:15</b>	Talk by an entrepreneur.	At the end of this session, trainees will be able to relate to a real case of an entrepreneur vis-à-vis the sessions discussed on this day		Wanda
<b>4:15-5:00</b>	Recap of the day's sessions	To recapitulate the learning		Pynshngain
<b>Day 3</b>				
<b>9:30-10:00</b>	Recap of previous day learning	Participants recollect their learning of the previous day	Consolidation and integration of learning	Participant
<b>10:00-11:00</b>	Entrepreneurial Orientation Inventory	At the end of this session, trainees will be able to appreciate the need of understanding entrepreneurial orientation of individuals and get versed with the entrepreneurial orientation inventory tool.	Exercise	Wanda
<b>11:00-11:15</b> Tea Break				
<b>11:15-1:15</b>	Financing an Enterprise – We need funds for Fixed assets and working capital We get funds as Debt (loans), Equity, and grants.	Objective: At the end of this session, trainees will be able to appreciate the financing requirement of an enterprise for (a) Fixed assets, and (b) Working capital and will be able to understand the type financing for an enterprise, i.e. Debt (loan), Equity and Grants.	Presentation, exercise and Video	Jun
<b>1:15-2:00</b> Lunch Break				
<b>2:00-3:00</b>	How to raise start-up funds – friends, family	At the end of this session participants will be able to recognize the various sources	Presentation and exercise	Tabrez & Wanda

<b>Time</b>	<b>Session Topic</b>	<b>Objective</b>	<b>Methodology</b>	<b>Resource Person</b>
	and angels!	of funds for their start-up business, as well as how to raise them		
<b>3:00-4:00</b>	How to raise debt for working capital and later for additional fixed assets	Participants will be able to understand the extended funding requirement for working capital and additional fixed assets.	Presentation , case and exercise	Tabrez & Mayanka
<b>4:00-4:15</b>	Tea Break			
<b>4:15-5:15</b>	Talk by an entrepreneur.	At the end of this session, trainees will be able to relate to a real case of an entrepreneur vis-à-vis the sessions discussed on this day.		Mayanka
<b>5:15-5:30</b>	Recap of the day's sessions	To recapitulate the learning	Participant	Participant
<b>Day 4</b>				
<b>9:30-10:00</b>	Recap of previous day learning	Participants recollect their learning of the previous day	Consolidation and integration of learning	Participant
<b>10:00-11:00</b>	Business opportunity feasibility analysis	Understand the concept of environmental scanning and describe the concept of feasibility study.	Presentation and exercise	Shruti
<b>11:00-11:15</b>	Tea Break			
<b>11:15-12:15</b>	Developing a business plan (group exercise) FULL day.	The objective of this exercise is for the participants to work with real life entrepreneurs and develop a full business plan so as to understand the nuances in question.	Presentation and exercise	
<b>12:15-1:15</b>	Making my Business Plan.	By the end of this session participants will be able to document the business plan for a selected start-up enterprise		
<b>1:15-2:00</b>	Lunch			
<b>2:00-5:00</b>	Continue the session of Making my Business Plan.			
<b>5:00-5:30</b>	Recap of the day's sessions	To recapitulate the learning	Participant	Participant
<b>Day 5</b>				
<b>9:30-10:00</b>	Recap of previous day learning	Participants recollect their learning of the previous day	Consolidation and integration of learning	Participant
	Presenting business plans by FOUR groups	<i>(Note: The full BP shall be that of a real entrepreneur and presented to a plenary for constructive criticism)</i>		Facilitators Tabrez/Jun/Shruti/Sohli ya/bankers
	Closure of EDP (what did I learn in the last five days)			Tabrez

## Annexure II - Participants List

Entrepreneurial Business Planning (Batch 2 of 4)

Date: 16th to 20th August 2016

Venue: Holy Cross, Shillong

S. No	Place	Name	Gender	Designation
1	Mawphlang EFC	Aiti Mary Khongjee	Female	Program Associate
2	Jirang EFC	Wanrilin Rani, PA	Female	Program Associate
3	Laitkroh Khatarshnong EFC	Aidalyne Khongwet	Female	Program Associate
4	Mawsynram EFC	Buhkyrpang Nongneng	Male	Program Associate
5	Nongstoin EFC	Amanda J. Rymbai	Female	Program Associate
6	Mawkynew EFC	Manbha Rapmai	Male	Program Associate
7	Mawkyrwat EFC	Wellbok Lyngdoh	Male	Program Associate
8	Jirang EFC	Iainehskhem Makri	Male	Program Associate
9	Samanda EFC	Thupan R. Marak	Male	ERP
10	Rongram EFC	Chingme G. Momin	Female	Program Associate
11	BDU- West Jaintia Hills	Reunion Lanong	Female	Program Associate
12	BDU- West Jaintia Hills	Lambormi Suchen	Male	Program Associate
13	BDU-East Garo Hills	Venecia Sangma	Female	Assistant manager
14	MBDA HO	Larisa Kharkongor	Female	Intern
15	MBDA HO	Banylla Sakra	Female	Intern
16	MBDA HO	Affra Syiemiong	Female	Assistant Manager
17	BDU- West Khasi Hills	Lida Mary Marngar	Female	Assistant Manager
18	BDU- South West Khasi Hills	Sywell Lyngdoh	Male	DPM
19	MIE Shillong	Frankie Ryntathiang	Male	Assistant manager
20	MIE Shillong	Prodeep Sangma	Male	Program Associate
21	MIE Shillong	Welborn Nongbri	Male	Program Associate
22	MIE Shillong	Klisdamon Nong Rang	Female	Program Associate
23	MIG Shillong	Laveena Khonglam	Female	Program Associate
24	MIG Shillong	Spainlang Lyngdoh	Male	Program Associate
25	Nagaland Tool Room and Training Centre (NTTC)	John Roukuonguli	Male	Faculty
26	ILRT	Twinsjohn Sangma	Male	Field Executive

### Annexure III – Self-Assessment Form

<b>Self -Assessment of Knowledge, Skills and Training Abilities in Livelihood Promotion</b>			
<b>Questions</b>		<b>Average Score</b>	
<b>Answers are rated on a scale of 1 to 10 (1 is the lowest and 10 is the highest)</b>		<b>Before Training</b>	<b>After Training</b>
<b>1.</b>	What is your assessment of your current knowledge of Livelihood Promotion?	5	6.9
<b>2.</b>	How do you rate yourself in terms of your knowledge on Entrepreneurship?	5.1	7.2
<b>3.</b>	Rate yourself in terms of your knowledge on understanding the traits of an entrepreneur?	5.8	7.3
<b>4.</b>	How do you rate yourself in terms of your understanding of what triggers the urge of being an entrepreneur?	4.6	6.7
<b>5.</b>	How much do you know about the skills required to be a successful entrepreneur?	5.4	7.7
<b>6.</b>	How much do you know about the best enterprise to choose for an entrepreneur?	4.0	6.7
<b>7.</b>	How much do you know about developing a business plan?	2.5	6.3
<b>8.</b>	How much do you know about the requirements for a robust business plan?	2.2	5.6
<b>9.</b>	What is your knowledge of mentoring an entrepreneur?	3	5.3
<b>10.</b>	What is your knowledge of training processes, tools used and how to implement a training successfully?	4.0	6.4
<b>Total Average Score</b>		<b>41.9</b>	<b>66.1</b>

## Annexure IV – Course Evaluation: Participants Feedback

### Program on Entrepreneurial Business Planning for Personnel of MBDA

16<sup>th</sup> to 20<sup>th</sup> August, 2016

Shillong, India

#### A. Broad Objectives

To build capacities of Entrepreneurship Resource Persons (ERPs) and officials from MBDA/MIE and equip them with knowledge required to facilitate entrepreneurs across the State.

To what extent did the course achieve its **broad objectives**? Please check and explain briefly.

Broad Objective	Completely Successful	Generally Successful	Limited Success	No Answer
A1 Comment	[ 4% ]	[ 63% ]	[ 25% ]	[ 8% ]

- The training has provided ideas on how to make a business plan for the partners, which is something we had no idea of before.
- Learning how to prepare a business plan will be very useful for the partners in helping them set up an enterprise.
- The objectives of the training were met but more days should have been given on how to make a business plan.
- Terms like Balance sheet, Book keeping & Accounting & Business Plan are terms which I never thought I will ever learn but with the help of this training, I can now easily understand them.

#### A2.The specific objectives are to:

1. Appreciate the know-how related to enterprise promotion and entrepreneurship including choices to be made;
2. Understand the strengths and weaknesses of an entrepreneur vis-à-vis their enterprises; and
3. Develop thorough understanding on preparing business plans for any given enterprise.

B. To what extent did the course achieve its **Specific objectives**? Please check and explain briefly.

Specific Objective	Completely Successful	Generally Successful	Limited Success	No Answer
(1)	[8%]	[63%]	[13%]	[16%]
(2)	[18%]	[42%]	[12%]	[28%]
(3)	[8%]	[46%]	[21%]	[25%]

- Developed a good understanding of how to choose a suitable enterprise.
- Better idea of how to identify the traits of the partners/ entrepreneurs.
- Learning how to prepare a business plan for an enterprise is something which has benefitted me the most.

**Program Content**

1. What are the most important experiences/learnings that you have gained from this programme and why are these important to you? Please state reasons for each experience/learning that you list.

<b>Most important experiences/ learning gained</b>	<b>Reasons why important</b>
Making a Business Plan	Understanding how to make a business plan is very crucial when we have to help a partner with a business enterprise.
Record Keeping	Knowing how to keep records and understand the profit and loss is very important for an entrepreneur to be successful.
Concept of Feasibility Analysis	Understanding the feasibility analysis is very crucial before helping an entrepreneur.
How to raise start -up funds.	A better understanding of the various sources of funding.
Sustainable Livelihoods and the various capitals: Human capital, Natural capital, Financial capital, Social capital and Physical capital.	This will help in better understanding the resources available to a partner for a sustainable livelihood.
Pricing for profitability	Understanding the different techniques to price the product for making it more profitable.
Financing an Enterprise	Knowledge of fixed assets and working capital will give us a clear idea on whether to finance an enterprise or not, so as to prevent any mistake in investment.
SWOT Analysis.	It will help us to identify the business or activity according to my strength, weakness, opportunities and threats.

**D. Making a Business Plan**

Were the learning activities helpful in understanding how to make a business plan?

[32%] Very helpful

[56%] Helpful

[12%] Not Helpful

**G. Additional over-all comments** (This feedback will help us make future course offerings better)

- Business plan preparation should have been a little longer; more sessions should have been allotted on it.
- Though the other topics are helpful, more concentration and much more explanation is needed for developing the BP.
- Regarding the talk with the partners, if it involves interacting with partners for extracting of information, it will be better to call those who speak the same language.