

Balochistan Entrepreneurship and Leadership Training (BELT)

Project Completion Report

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Overview

This project completion report entails the proceedings of Balochistan Entrepreneurship and Leadership Training (BELT) and Balochistan Mapping and Research. These two projects were conducted in parallel and implemented by SEED in collaboration with British Council. A total of 4 BELT sessions were conducted, where 3 sessions were held in Quetta and 1 in Gawadar. The purpose of these trainings was to provide the target audience with leadership and entrepreneurship fundamentals, and also help them understand how educated individuals can use the power of education to become effective leaders and entrepreneurs. A total of 157 participants underwent the training, where more than 20% of the trainees were female. The audience was a mix of students, university faculty, and entrepreneurs.

A research exercise was conducted in Quetta in parallel to these trainings. The purpose of the mapping exercise was to understand the mindset of three kinds of respondents: students, grassroots entrepreneurs (GREs) and Business Leaders. Research was carried out through questionnaires. A total of 125 respondents participated in the survey, where 80 were students, 15 were Business Leaders, and 30 were Grass Root Entre-

preneurs (GREs).

Research was conducted in BUIITEMS University, Cut Piece Market, Liaquat Bazaar, Mission Road, Double Road, Jinnah Road, and Prince Road. Findings revealed that although students had the drive and initiative to setup their own businesses, they were unable to initiate as the security conditions in the area were extremely unpredictable, and also because they did not have much guidance on how to proceed with their business ideas. As far as GREs were concerned, they were conducting business because of one of the two reasons; either they had inherited a small setup from their fathers, or they had no other option but to run a micro enterprise considering employment options for the uneducated yet skilled were few.

Some of the GREs were receptive to the idea of customised training programmes that would help them improve their business practices. Business Leaders did not consider it their responsibility to contribute to the knowledge development of human resource (students, GREs) by sharing their practical experience and business knowledge with the masses. Since they belonged to the school of thought that businessmen are born and not created, they displayed slight scepticism towards the idea of

entrepreneurial trainings for aspiring entrepreneurs.

NOTE:

It is important to encourage opinion and business leaders about the advantages of education, and also create awareness about entrepreneurship. Active participation from members of the private sector is required to forward this mindset and convince youth to acquire higher education, and use the power of education to resolve socio economic issues through business solutions. We have proposed Balochistan Empowered (BE) – three year programme following BELT and Research. The focus of BE is initiate business incubation centres in different universities in Balochistan, and also in central location across different cities in the province. A grand pitching event will be organised in Year 3 of BE, when we have a sizeable number of ideas worthy of investment at hand. Members from the investors' fraternity and other important stakeholders will be invited to this event, and viable ideas will receive investment. This is being proposed not only to improve the health of the entrepreneurial landscape in the province but also to provide support to non-traditional business ideas which have the potential to contribute significantly to the province's economy.

SECTION A

Balochistan Entrepreneurship and Leadership Training (BELT)

Introduction

SEED, British Council, and SMEDA partnered and developed a training programme to spread awareness about higher education and assist participants in enhancing their leadership skills and developing their entrepreneurial acumen. Under the programme 'Balochistan Entrepreneurial and Leadership Training' – BELT; four individual training sessions were conducted in Quetta to have a larger impact and reach as many beneficiaries as possible. The trainings were conducted on May 16, 2016, November 16, 2016, and March 8, 2017 in Quetta, while one of the training sessions was held on January 19, 2017 and was conducted in Gawadar.



Balochistan Entrepreneurship and Leadership Training (BELT)

Objectives of BELT:

- To create awareness about the independence and opportunities that higher education, leadership qualities and entrepreneurial ventures may bring in the province amongst the educated and skilled population
- To build the business acumen of the educated and skilled workforce
- To create an understanding with respect to marketing fundamentals i.e. four Ps
- To clarify the objectives and process of Marketing Research
- To develop sector related knowledge and highlight underrepresented industries such as Agriculture, Fishery, Mining, Livestock and other potential growth industrial
- know how which can be used as platforms for revenue generation and venture development in Balochistan
- To highlight the importance and efficacy of social media as a communication and marketing tool
- To create an understanding of how enterprises scale during their lifecycle
- To disseminate the view point that entrepreneurship is a feasible livelihood creation option
- To engage academia, the government, public and private sector entities in supporting entrepreneurial and personal development programmes

Target Audience:

A total of 157 participants went through the training programme. Out of these 157 participants, 98 were students within the age group of 19 to 26 years where a majority of the students were enrolled in their 3rd and 4th year of undergraduate programmes. The remaining participants were from 30 to 60 years of age. These participants were a mix of university faculty and entrepreneurs with small and medium sized businesses. In each of the four sessions, BELT was conducted with a different set of participants. This target audience was selected and provided by British Council with the support of SMEDA.

Learning outcomes:

By the end of the training programme, we wanted participants to gain an understanding of:

- The importance of higher education, and how it can create an empowered society
- The qualities of an effective leader, and how education provides the fundamental building blocks for informed decision making
- The reasons educated leaders made successful entrepreneurs
- The fundamentals of calculated risk taking
- The four Ps of marketing and why it is necessary to conduct in-depth marketing research before initiating an enterprise
- Underrepresented industries in Balochistan such as Agriculture, Fishery, Mining, Livestock and other potential growth industrial know-how which can be used as platforms for revenue generation and venture development in the province
- How social media is being used and can be used as a communication and marketing tool
- The Enterprise lifecycle, and how ventures scale from an idea into a sustainable business

In addition to building participants' acumen in the aforementioned areas, we also wanted to instigate positive thoughts towards entrepreneurship (primarily in the student body) as a viable livelihood option. Graduating students focus on finding employment; in order to build an entrepreneurial culture it was important that we disseminate the view point that entrepreneurship is a feasible livelihood creation option during the training to them. Another aspect of this training was to bring to the attention of university faculty, and existing entrepreneurs, the importance of such training programmes and the value that is created through relearning fundamental concepts and engaging in discussions regarding the same.

Training Methodology:

Trainers:

Shahmeer Ansari and Asama Bhadelia – Master Trainers from SEED conducted these training sessions. Their primary objective for each of the sessions in addition to the intended learning outcomes was to create a safe environment for participants where they were able to express their concerns and queries related to entrepreneurship and leadership in their communities.

Trainer's technique:

The training was not one dimensional, and sessions included interactive group exercises and discussion. The training was both lecture and activity based, and was focused on disseminating concepts and making the training experience both enlightening and beneficial for the trainees. The trainers encouraged participants to share their knowledge and experiences. Relevant and concise course material was prepared for the participants and was provided to them in the shape of handouts in each session.

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The sessions were initiated with ice-breaker activities. Participants were required to introduce themselves and indulge in conversations with each other. The objective here was to help participants feel comfortable with each other during the session.

These activities also allowed trainers to judge the networking calibre of all the trainees. The trainees were active and participated completely, hence the trainer adopted a participative approach in order to involve all trainees, and make them receptive towards the basic concepts of leadership and entrepreneurship. At the end of all training sessions, a detailed question/answer session was conducted for reinforcement and clarity of the topics covered during the training. In addition, the participants were asked for feedback and comments.

Training Topics:

In each of the four sessions, training was meant to help participants understand how effective Entrepreneurs are created, and training was conducted so that they could understand the relationship between the four quadrants shown in the diagram.



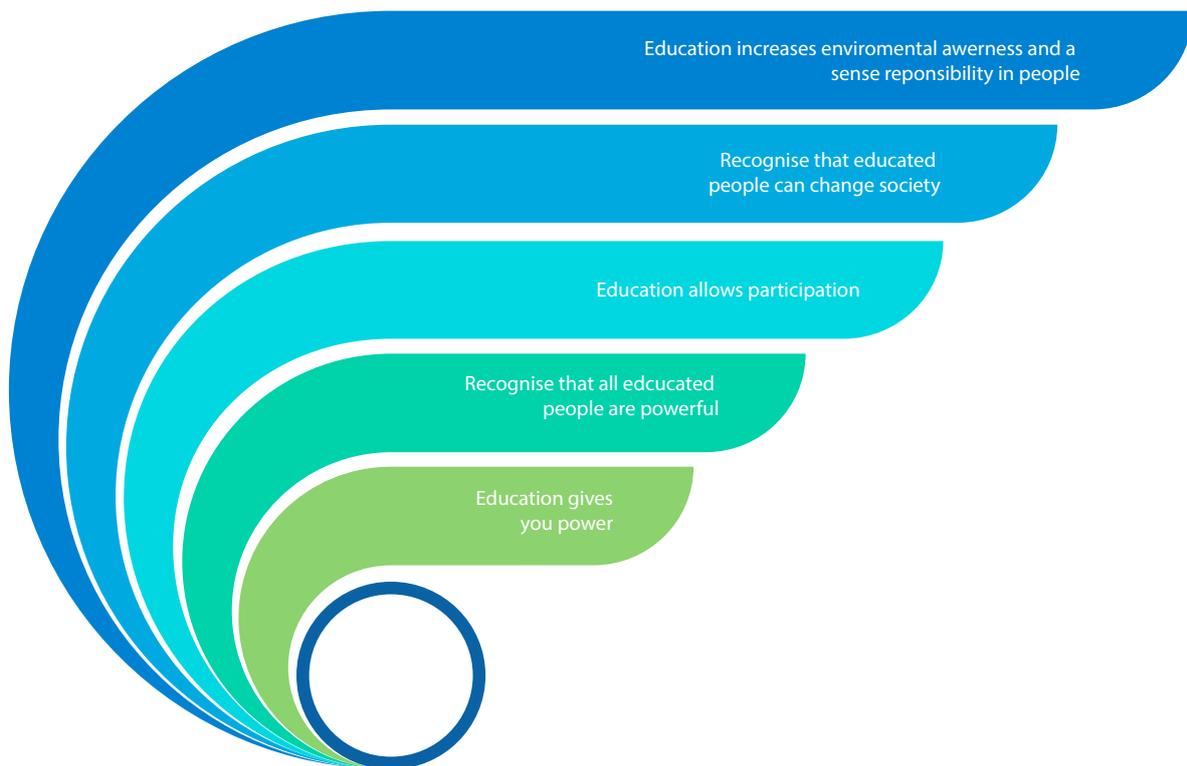
The progression was described to participants by discussing the efficacy of the following topics:

1. Higher Education (The 3 Ps of Education):

The purpose of discussing this topic was to create a resounding realisation among the target audience that gaining higher education is vital for developing a strong personal brand, identifying challenges, taking informed decisions and employing solutions seamlessly. It was necessary to establish the importance of education or more specifically higher education because a significant portion of the audience were students, and encouraging a thought process in them with respect to the importance of gaining a higher education for developing skill and expertise in a vocation of their choice was imperative. Also, Step 3 as defined above was stressed upon to create a sense of motivation in the youth population to utilise their education to develop solutions for a prosperous society.

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This topic was initiated by providing the current economic standing of Balochistan in the country. Participants were provided statistics regarding the state of multidimensional poverty in Balochistan. They were then asked the question as to how this situation could be changed by educated people. Further, they were introduced to the 3 Ps of education i.e. Power, Participation and Potential. These 3 Ps were elaborated with the help of the following diagram:



Participants were introduced to a three-step process which helped them understand how they could escalate from Power to Potential.

- o Step 1 entailed that participants realise the potential of education and how it empowers individuals to employ what they have learnt in their personal and professional lives
- o Step 2 entailed that participants realise that since education equips people with the ability to compare independent information, network and participate in open exchanges with other people, it thus provides them with the capability to participate on the basis of taking informed decisions and suggesting solutions
- o Step 3 of the process highlights how education raises the potential of individuals by creating in them awareness about their environment and invoking a sense of responsibility for sustainable development among populations.

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2. Effective Entrepreneurs:

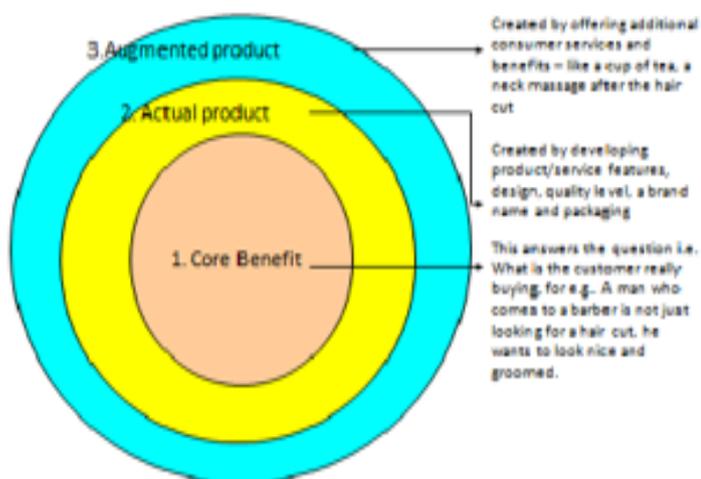
This topic was initiated to encourage the mindset that by developing entrepreneurial acumen through consistent knowledge development in this discipline through research and interaction with other members of the entrepreneurial fraternity is important for developing an understanding about entrepreneurship.

Trainees also discussed:

- o How entrepreneurs stimulate the economy
- o Why entrepreneurs need creativity
- o Calculated risk taking
- o Fundamental areas covered under Marketing: 4 Ps, Marketing Research, and the importance of social media
- o The layers of product/service development

Levels of Products and Services

Product planners need to think if products and service on three levels because each level defines what can be done for the customer and henceforth it adds more value.



Participants were also informed about how businesses scale, and the routes different entrepreneurs decide to take depending on the kind of market they are operating in and the product that they are selling. A comparison (as provided below) was drawn between what an entrepreneur thinks and what he/she is intending to do based on that thinking.

What will you sell? (Discover through Market Research)	Product Market offering
For how much will you sell it? (Discover through Market Research)	Price How to price Factors influencing pricing Type of pricing
Where will you sell it? (Discover through Market Research)	Place Location Distribution methods
How will you tell the customer about whatever you are selling? (Discover through Market Research)	Promotion Tools for promotion

In addition to the fundamental concepts, a discussion on the nascent yet underrepresented industries present in Balochistan ensued with the participants. This was to further strengthen their awareness regarding potential opportunity areas in their province where venture creation was possible.

3. Leadership:

The basic definition of leadership was discussed with the participants during this session. A number of participants came up with different interpretations, most of them thinking that leadership was all about coercing people into a certain kind of behaviour. However, as the discussion progressed it was revealed that leadership was all about coping with change, and was a skill and ability that enables people to take along others towards a common vision. This was essentially achieved by communicating the vision properly and inspiring others to achieve it in spite of the hurdles that they may face. Goal setting for leaders was also discussed, and this was topic was taught to the participants via an activity called 'Name Chit' activity. This activity was conducted in order to help participants understand how working together in the same direction can help achieve goals faster.

This activity was conducted in the following manner:

1. 30 chits of paper were torn, 10 of these were provided to 10 participants to write their names the remaining 20 chits were left blank.
2. All 30 chits were folded and shuffled
3. In round 1 of the activity, participants were instructed that within 20 seconds they would be required to find the chits with their own names from among the 30 chits.
4. Since activity participants were all working on individual aims, the success ratio for this round at the end of 20 seconds was approximately 30%
5. In Round 2, the rules were changed and activity participants were given 20 seconds to find not just their own but also call out the names of any other participants who's chits they found. The success ratio was 90% in this case. This showed that when the same resources and time is being shared by everyone together to work towards a collective vision, the success ratio is three times more compared to what it was when one works in isolation.

Outcome

- Initially participants were not particularly receptive to the concepts imparted during training, and most of them felt that individuals with higher education did not have much capacity to impact society. However, as session proceeded and they were introduced to the process of how individuals can become effective entrepreneurs, the role of educated people and how they could play a strong role in creating a progressive and prosperous society, became evident to the audience. They then engaged in active and healthy discussion about how the educated population had the power of changing the economic ecosystem of the province.

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- It was observed that participants gradually became more open to the idea of how higher education played a strong role in shaping the mindset of the youth population and in providing them with exposure to possibilities
- Three topics: education, entrepreneurial acumen and leadership were linked and this helped to create the a relationship as defined below, and how it lead to a better understanding of effective use of resources and becoming effective entrepreneurs. When translated to a personal level, this showed how educated people are capable of making a positive contribution to society by two stage realisation:



- From the feedback recorded, the following trends came to light:
 - o Participants felt training sessions of such nature should be regularly held in Balochistan, because it helped to bring information which may be common knowledge but is not discussed or pondered upon by the youth of the province.
 - o Gender diversity was not particularly high, and only 23% of the participants were female. However, despite the low numbers, female participants attending the sessions showed enthusiasm with respect to learning about how to initiate startups, also, they recommended that more women from Balochistan from the student body, and aspiring female entrepreneurs attend or be invited to attend the BELT training
 - o Participants felt that BELT was a great platform to get small scale entrepreneurs from under served industries in Balochistan (Agriculture, Livestock/ Mining) involved, and have them share their business experiences with the trainees. They also felt that this would be a great way to learn about potential opportunities and the different kinds of challenges that exist in the industry

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- o More than 80% of the participants in their feedback requested that the duration of BELT sessions be increased from one to at least 2 days.
- o College level students attending the training wanted BELT to be conducted in their educational institutions so that more students could benefit out of this programme. They also felt that if BELT was conducted with senior students in schools, it would prove to be extremely beneficial for them in the future
- o Majority of the audience felt that BELT should also be conducted in other parts of Balochistan to involve youth from unrepresented areas
- o Although English was understood by most of the audience, they did mention that it would be beneficial to also have a Balochi speaking trainer on the team



SECTION B

Balochistan Research & Mapping



In parallel to BELT, Balochistan Research and Mapping was conducted in Quetta. The aim of this exercise was to develop a holistic view of the current status of the region in terms of economic operations and potential as well as ascertain the social mindset of defined economic classes.

Furthermore this research will also highlight challenges of target audiences in the current scenario of Quetta, understand the business acumen and inclination towards entrepreneurship and bring clarity to the approach and vision of the masses regarding personal branding, assertiveness, optimism, leadership and

creativity. This research took place on-ground with Students, GREs and Business Leaders through different approaches and evaluation techniques to analyse the actual situation of entrepreneurship in Quetta from every level of the economic pyramid.

Balochistan Research & Mapping

Objectives of Research:

With this on-ground research SEED aims to:

- Identify clusters of potential target audience for training;
- Develop customized curriculum and training programmes;
- Identify a relevant and central location for a business incubation facility;
- Understand the need for establishing an incubation centre in the city, and develop a pool of relevant mentors.



Target Audience:

The criteria set for each category of respondents are provided as under. The total sample size was 125 and the breakdown decided (but not restricted to) was: 80 Students, 15 Business Leaders, and 30 Grass Root Entrepreneurs (GREs)

Students:

- Aged between 20 to 25 years
- Currently enrolled in 3rd and 4th year of undergraduate programme, and 1st and 2nd year of Masters programme

GREs:

- Micro and small level of operational businesses
- Direct involvement of owner in the business
- Can belong to any industry

Business Leaders:

- Businesses in operation for more than 3 years
- An employee base of more than 25 people

Research locations:

1. BUITEMS University; to interact with university students
2. Cut Piece Market
3. Liaquat Bazaar
4. Mission Road
5. Double Road
6. Jinnah Road
7. Prince Road

Locations listed from Serial No. 2 to Serial No. 7 were selected because these are business hubs in Quetta, and sizeable clusters of business people owning micro, small, and medium enterprises can be found in these areas.

Research Methodology:

The research method selected for this purpose was direct. Questionnaires were distributed to respondents who felt comfortable and were willing to fill it on their own. For other respondents primarily GREs, interviews were conducted and SEED's research assistants documented their responses via questionnaires.

Landscape Overview

Balochistan is Pakistan's largest province. It covers 44 percent of Pakistan's geographical area, and accounts for only 5 percent of its population. Growth and development in the province has been a challenge to date because of an unsettled security situation; a small population spread thinly over a large geographic area that thus raises the cost of production and distribution of goods and services; water scarcity, which severely affects the agriculture and livestock sector, and an underdeveloped institutional and human resource base.

Out of all the provinces, Balochistan is the least developed with respect to its socio-economic standing. It is ironic that a province so rich in natural resources is unable to maximise on the potential of those resources – one of the prime reasons for this is a small and unskilled population.

With respect to human resource development, youth skill development is another priority area and under the Prime Minister's Youth Skill Development Programme, 20 institutes have been established in the province where approximately 2000 youth are under training. In addition, PPAF in collaboration with Taraqee Foundation initiated a programme that was focused on providing the youth with internationally recognised training, in order for them to gain employment overseas. With the advent of CPEC, the need for developing work force in the region has become very important, primarily in the area of Gawadar. A Pak-China Technical and Vocational Institute is scheduled to be developed at Gawadar considering its local population is important stakeholders. Their participation in managing the port, industrial and commercial businesses, and urbanisation processes is key to sustainable development in the region.

Although this strong focus on vocational skill development is important, however, there is another aspect, which plays an important part in increasing the capacity of human resource - leadership skills and creative thinking abilities. These skills, once inculcated, they help individuals in effective decision-making, problem resolution, organised growth and provide a sense of clarity about goals and objectives related to their personal and professional lives. An uncertain security situation had led to migration of skilled workforce, educated youth, and businessmen to different regions of the country. Lack of employment opportunities in the formal sector also has a major impact on the overall performance and status of the domestic economy. There are a total of 23000 settlements in Balochistan, out of which 17000 settlements do not have schools. However, schools in the remaining 6000 settlements are either ghost schools or are imparting extremely low quality education. Interaction with the local population revealed that they believed quality primary, secondary and higher education for the youth and technical training i.e. entrepreneurship, enterprise development, GRE training etc could greatly improve the human resource quality in Balochistan.

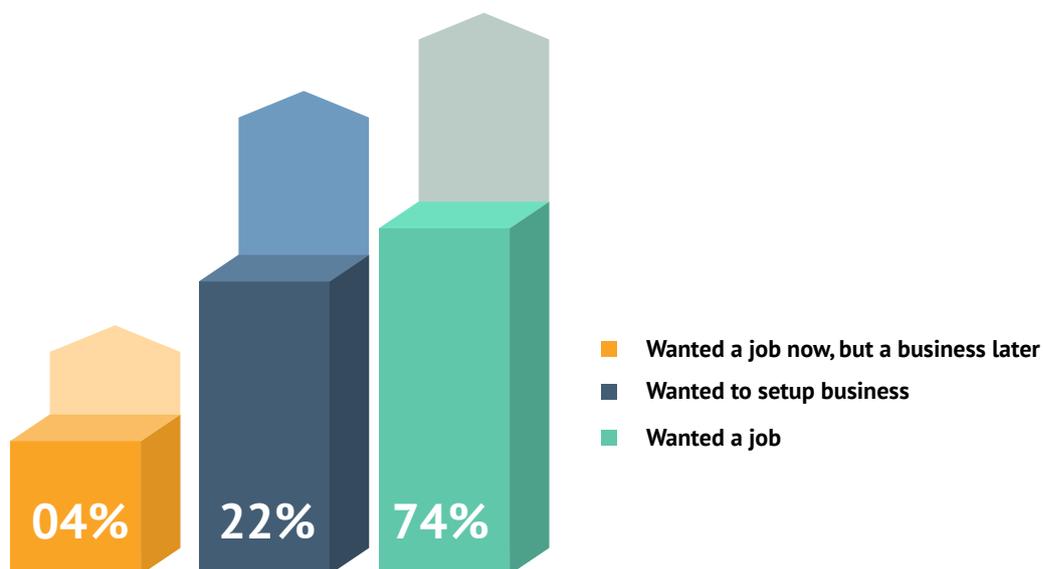
Research Findings:

Students

The sample size was 80 students. The research was conducted at BIUTEMS. All the students belonged to the age bracket of 19 to 25. The students belonged to different departments.

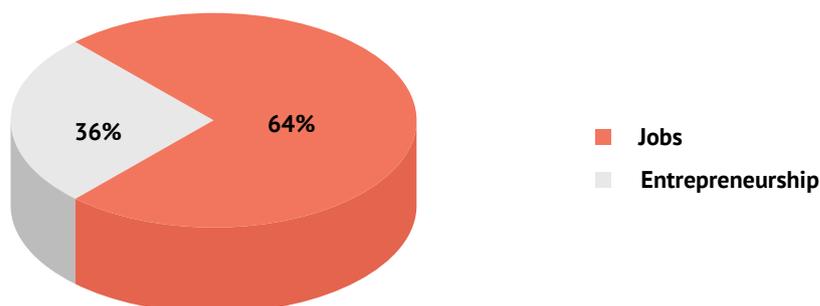
1. When asked what they wanted to do after completion of their studied, the following was their response:
 - 59 Wanted to obtain a job
 - 18 Wanted to start their own business
 - 3 wanted to obtain a job and then start their business

Future Aspirations



2. When inquired about their opinion regarding the general inclination of public towards entrepreneurship;
 - 51 thought people want to obtain jobs
 - 29 thought people wanted to be entrepreneurs

Inclination of Public



Students were of the opinion that the local population was strongly inclined towards a career in the public sector, primarily because of the benefit, and also because there were no other job opportunities in the market. Sectors offering employment were either banks or Telcos.

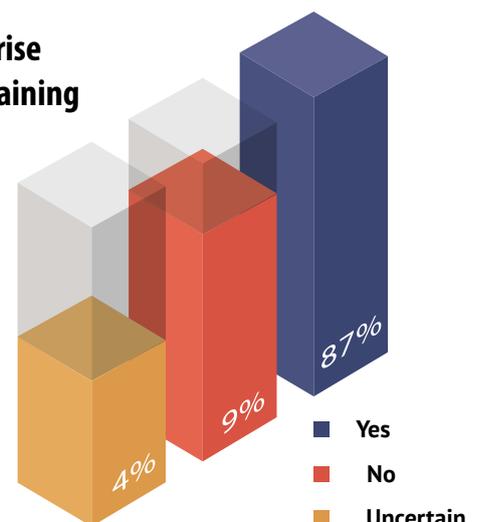
3. In the students' opinion, the following challenges deter the educated class, despite their passion for entrepreneurship, from setting up their own businesses. These hurdles also instigate a loss of confidence to step in the entrepreneurial world:
 - Unstable environment obstructing future planning
 - Security issues
 - Resistance to change and innovation in the masses
 - Corruption
 - Scarcity of ideas and forum where ideas can be discussed
 - Lack of time during studies
 - Lack of a system supportive of entrepreneurial endeavours
 - Lack of Financial management skills
 - Lack of entrepreneurial skills/acumen
 - Lack of seed money and guidance on how to utilise those funds
 - Lack of mentorship and knowledge acquisition opportunities
 - Finding good business partners
 - Trust deficit in the system, the state and other stakeholders
 - Lack of awareness about the benefits of entrepreneurship
 - Lack of good leadership skills
 - Ethnic discrimination
4. When inquired about the opportunities they saw in the current scenario of the city,
 - 39 said there were little or no opportunities
 - The remaining respondents were of that opinion that:
 - o Opportunities would be created for the local people because of CPEC
 - o Tourism was a strong potential area for venture development
 - o Lack of experts in a given field was an opportunity to create expertise
 - o Scholarships provision to deserving students would help to provide chances and increase the population of educated people in Balochistan
 - o Internships were not common, and an increase in this trend would help with knowledge sharing, and gaining practical experience
 - o Involvement of the private sector was vital for the development or improvement of the quality of human resource

- Potential industries in the region were:
 - o Fast food restaurants
 - o Garbage companies
 - o Recycling companies
 - o Tourism companies
 - o Selling of cultural and traditional items etc
 - o Medical institutes
 - o Recreational centres/parks for lower/middle class families
 - o Movie theatres/cinemas
 - o Agriculture
 - o TV shows on PTV Bolan
 - o Distribution of FMCG products
 - o Legal import/export of goods from Iran and Afghanistan
 - o Car workshops
 - o Real estate
 - o Agriculture
 - o English teaching centres
 - o Technical training centres
- Only one student was of the opinion that starting one's own business to meet the needs of the local populace was a feasible option

5. When inquired about whether there was a need for enterprise development training and a specific institution where such trainings could be conducted for students and masses in Balochistan, responses were as follows:

- 70 students said yes there was a need for a centre
- 7 said no
- 3 were uncertain

Need for Enterprise Development Training



6. For location of the centre, the students suggested:
- Commercial areas
 - Populated areas
 - In university
 - Near schools and colleges
 - Areas easily accessible via public transportation

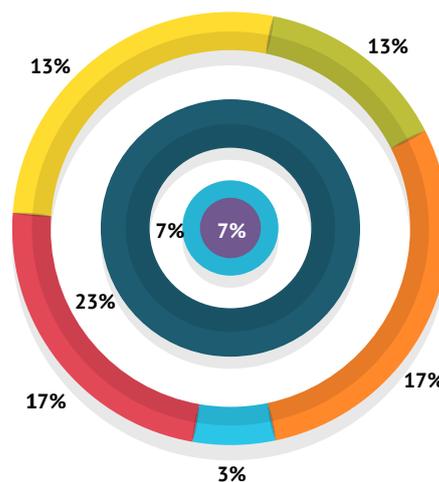
Although, university students displayed an openness to innovate and rework traditional approaches to doing business and were extremely enthusiastic about contributing positively to society, they felt there was a lack of direction which inhibited them from starting projects or initiatives which had the potential of creating economic benefit. We noticed a progressive nature in the youth; however, they lacked vision of what they want to do in future. Most of youth had access to funds and other resources, however they were not particularly sure of how to utilise resources effectively.

They also they felt quite frustrated due to the unstable conditions in the province. These conditions can be alleviated once they perceive themselves to be solution providers rather than victims. This transformation can be brought about through entrepreneurial and leadership training because it can help the youth maximise the potential of any technical or vocational skills they possess. In addition, they can also develop solutions and propositions whereby the natural resources of Balochistan can be employed to create avenues for social-economic development in the region. Without these skills, they face the peril of stagnated growth and movement towards an ill-defined vision, and a perpetual sense of victimisation.

GREs

The sample size was 30 grass root entrepreneurs. The research was conducted at Mission Road, and then at Liaquat Bazaar, Cut Piece Market, Mission Road, Double Road, and Jinnah Road

The respondents belonged to the following industries:



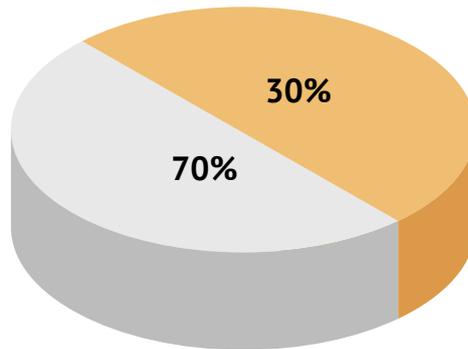
GREs Industry Vertical

- Cloth business
- Dry fruits
- Bags
- Tobacco and hookah
- Hoisery and tailor
- Kitchen utensils
- General store
- Shawl seller

1. When GREs were questioned about their source of funds, it was revealed that 70% of the respondents relied heavily upon revenues from their businesses and did not have an alternate source of income. 30% of the respondents commented that they had one additional source of income for example rental revenue from a small property, or working odd jobs

Source of Income

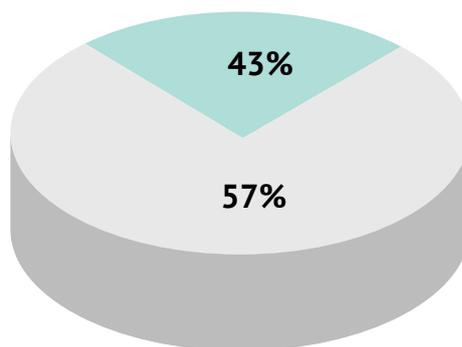
- Business only source of income
- Alternate source of income



- 43% of the respondents had become entrepreneurs because their particular trade had been handed down to them from their ancestors, they had not thought outside this option at all, and had simply followed in the footsteps of their forefather. 57% respondents had chosen to become entrepreneurs because of a lack of other smaller, less technical employment opportunities in the region. Henceforth, they were running a venture to earn a livelihood.

Reason for becoming an entrepreneur

- No other option to earn daily bread
- Carrying on forefather's business



- When questioned about their business practices:**
 - Respondents who were carrying on their family businesses did not show much interest towards changing the way they conducted business operations, as they had learnt or seen those methods being handed down from one generation to the next.
 - Respondents that had become entrepreneurs out of necessity, wanted to improve business practices, however, they were not sure of how to go about on this matter. These GREs were looking for guidance in this regard.

4. The following challenges to micro businesses were identified by GREs:

- Law and order situation
- Monopoly by large business owners
- Lack of knowledge on how to scale effectively hence difficulty in scaling
- Lack of fair business practices (low quality goods come mixed with the asked quality)
- Low sales due to lack of knowledge about marketing
- Customers prefer to buy from own ethnicities
- Smuggled goods cause a drop in prices
- There are a lot of hindrances in transporting goods to other cities such as Lahore, and especially when sending goods to inner Balochistan such as Qila Abdullah
- Sometimes transporters use illegal vehicles ("Kabuli" vehicles) to send goods due to which they are seized by FC
- If customs charges are clear then no such problems in transportation

5. About the opportunities they see in their area:

- Many of them said little or no opportunities
- Seasonal businesses such as apple business during the current season also flourish
- Blankets selling etc. are profitable.
- Tourism, as they used to have many tourists earlier but not many in the current scenario.
- General people have a lot of money. If they know how to properly utilize it, then many opportunities can be created.
- The GRE community is very supportive. If someone wants to establish his own business, then the community not only provides monetary support, but also creates links to market
- Business activity was carried out by GREs in an informal fashion, and they operated on a day-to-day basis without any record keeping. A general lack of accountability, or realisation of their ability to contribute to the economy was also observed

Business Leaders

15 Business Leaders were interviewed for this purpose; these leaders had been in business for more than 3 years, and had more than 25 employees. Conversations with business leaders provided us with the following insights:

- Business Leaders displayed a lack of vision and willingness to incorporate changing trends in their practices.
- They also did not consider it their responsibility to share their knowledge and bring about a positive shift in the mindsets of the masses.
- We witnessed a number of businesses run by business leaders belonging to different ethnicities. On the one hand, where diversity is healthy, on the other we observed that these local businesses had a very individualistic approach, where local entrepreneurs focused only on creating opportunities for their own ethnic communities. This attitude results in weakened links with other members of the local economy.
- Veteran business owners were not particularly comfortable with sharing information or upcoming trends and market developments with new players. Security and safety status of the society also demoralizes top businessman to be spotlighted for the purpose of societal impact.
- When we talked to them about enterprise development training, they were unable to understand its efficacy, and how it would help people establish ventures. According to them business people are born and not made.

Recommendations

- Mapping exercise was conducted in Quetta only. The project should be extended to include other areas in Balochistan where there are universities and colleges, and where a large population of micro and small businesses exist. This will help us to provide a good economic landscape picture of Balochistan, and also help us identify other potential industries.
- Leadership and Entrepreneurship go hand in hand, where if the former encourages confidence and instils the capacity in a person to take, own and implement a decision; the latter inculcates self-belief, durability and creativity. These progressive values develop healthy parameters for a person's mindset and life. Keeping this mind is important to develop leadership skills and entrepreneurial thinking abilities amongst the youth population in Balochistan. The objective is not just to create a skilled workforce, but to create visionaries who can actively lead Balochistan towards prosperity. Leadership and Entrepreneurship Training should be conducted for not just youth but also for GREs in the region because they too require guidance on how to scale up their enterprises, improve their business operation and run their ventures effectively.
- Incubation Centres are a necessity. There are two options to move ahead with this. University Incubation Centres can be established in collaboration with universities located in different areas of Balochistan. The purpose of these incubation centres will be to provide graduates with a facility where they can find an environment and requisite guidance on how to transform their business idea into a viable enterprise. The second kind of incubation centres should be located in different cities across Balochistan in central locations to provide access to various audiences. These incubation centres should be open to different kinds of audiences, where potential incubatees could include:
 - o Male and female GREs
 - o Small business owners looking for guidance on how to scale their businesses
 - o Aspiring entrepreneurs from different industries
- These facilities could be used not only for business incubation, but also as facilities where workshops, guest speaker sessions can be conducted for individuals other than the incubatees.
- Quetta is a city with great potential, and a populace that is inclined towards entrepreneurship. However, people with sufficient financial resources lacked vision and were in dire need of guidance of where to invest their money or how to start their own businesses. Due to a lack of proper market research, people opted to invest in conventional businesses instead of putting their funds into existing market gaps. Hence, guidance can be provided via enterprise development training to this target audience.
- Feasibility reports and starter toolkits should be prepared for potential verticals identified within various industries, and should be made available to aspiring entrepreneurs and potential investors. This will direct the attention of potential investors to these sectors, and a link can be created between them and potential startups.

- It is important to get the entrepreneurial fraternity in the city involved in creating awareness about entrepreneurship and the importance of education. Business leaders should be encouraged to come forward and share their experience and knowledge with the youth, and aspiring entrepreneurs. They should mentor and provide guidance to budding entrepreneurs and help them develop their business ideas.
- We can partner with PTV Bolan to have a TV show which showcases stories about local entrepreneurs (micro, small and medium) and provide information on market trends. The purpose of this show should be to forward the cause of entrepreneurship and enterprise development, and to spread awareness regarding the same all over Balochistan.
- Leadership and Enterprise development workshops should be conducted in colleges and universities. The purpose of these workshops will be to encourage students to put forwards their business ideas centred on alleviating social issues. Not only can this be an awareness creation method, but also an opportunity to interact with students and discuss their ideas. The best ideas can be shortlisted, and these students can be inducted as incubatees once they complete their education.

About SEED:

SEED - Social, Entrepreneurship and Equity Development – serves as a platform for the development and facilitation of entrepreneurship in Pakistan, and supports the growth of this ecosystem through training, education, curriculum development, incubation and mentoring. It holds the unique status of being a repository of knowledge creating a sphere of a diverse range of information – be it academic, theoretical, practical and/or experiential – for visionaries and entrepreneurs, particularly those with a social mandate.

SEED has relevant experience in the field of research and training, and expertise to drive forward the aim of BELT:

- **Potential Enterprise Mapping Strategy (PEMS)** was a research with an aim to identify the underlying potential of small-scale enterprises in Karachi. 400 respondents were studied, and recommendations were drafted with respect to how these enterprises could expand their operations while mitigating avoidable costs.
- SEED in collaboration with USAID established 9 incubation centres in Lyari and Korangi. Over a period of 7 months, SEED trained approximately 300 individuals in the stream of entrepreneurship. The target audience was between the ages of 18 to 55 and included grass-root entrepreneurs, college students, unemployed people, and retired individuals. This programme was delivered through Incubating Potential Programme – a specialised curriculum developed by SEED for GREs.
- SEED executed Daharki Incubation Cell project in collaboration with Engro Foundation. An entrepreneurial development programme was initiated at VTC (Vocational Training College) as a pilot. The purpose of this programme was to create entrepreneurial awareness and provide an opportunity to students to enhance their entrepreneurial skills and bridge the gap between knowledge and vocational skills.
- SEED in collaboration with Engro Foundation conducted Transforming Daharki City – Livelihood Creation project. Under this project a mapping exercise was conducted to identify potential industries in the area, and entrepreneurs within those industries that had the potential to increase employment if they had the requisite funds at hand for expansion. The objective of this project was to create employment opportunities within the region, and encourage the growth of existing enterprises through relevant investment, and also equity funding of start-ups in high growth industry sectors.
- In partnership with BRAC, SEED conducted **Enterprise Development Training & Business Orientation for Women in Balochistan** for local female artisans and merchandisers of Sakran and Winder. 40 artisans and 20 merchandisers; a cumulative of 60 participants were trained through this programme.
- SEED and British Council have collaborated to implement the Social Enterprise University Model; six universities from across Pakistan are part of this initiative. The programme focuses upon highlighting the main difference between entrepreneurship and social entrepreneurship. A specialised curriculum called Enterprise Solution to Social Problems has been developed for this initiative.