



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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## APPRAISAL OF ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES IN NORTH EAST INDIA WITH PARTICULAR REFERENCE TO TRIPURA

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### ABSTRACT

*Entrepreneurship works as a double edged weapon for socio-economic development. In one hand, it is the key for economic growth of any region and on the other hand, it not only generates opportunity for self employment but also spawns job opportunity for others. The significance of entrepreneurship is more keenly felt in the era of globalization due to encroachment of hi-tech hi-touch technologies over human jobs through automation as a result of booming in the Information Technology sector. Reduction of job opportunity in government sector as well as in the corporate sector and global population explosion virtually compels the governments to give more emphasis on entrepreneurship development. Considering the importance of private enterprise in accelerating the pace of economic growth, the Government of India has already started encouraging the development of entrepreneurial activities by conducting Entrepreneurship Development Programmes (EDPs) through various government and non-government promotional agencies. The major thrust of this wide net work of initiative is to bring and infuse the drive and motivational input in the young minds to embrace the entrepreneurship as career by choice. According to the 2002 Global Entrepreneurship Monitor Report, India ranked 2nd out of 37 participating nations on the level of entrepreneurial propensity with a Total Entrepreneurial Activity index of 17.9%. However, for the overall development of any country, the regionally balanced economic growth is inevitable. But the per capita income of northeast India is much less than the national average which signifies that the NE region is still backward than other parts of the country although numerous EDPs are conducting in this region since long. Against this back drop, an attempt has been made through this paper to highlight entrepreneurship development efforts in northeast India and to appraise the various EDPs organized and conducted in the region with particular reference to Tripura.*

### KEYWORDS

Entrepreneurship, Entrepreneurial problem, Impact of EDPs.

### INTRODUCTION

It is the responsibility of every government to provide a quality life to its people. As such, the economic condition of the country required to be healthy. Every country wants to increase its productivity so as to provide maximum welfare to its citizens. Towards this end, numerous organizations are engaged in the production of goods and services. Here, special mention may be made of business enterprises that hold the key of rapid economic development. Of late, there has been a growing realization about potential contribution of small enterprises. Healthy small businesses sector is rightly considered to be the backbone of every economy. The pattern of economic development of advanced industrial society is also suggests that the small enterprises play a dominant role in the national fiscal growth, e.g. successful small businesses are critical in maintaining a robust U.S. economy. The statistical figures almost speak for themselves (*Barreto: 2002*):

- 99% of all American businesses are small;
- Small businesses provide approximately 75% of the net new jobs added to the U.S economy every year;
- Small businesses represent 99.7% of all employers;
- Small businesses employ 50.1% of the private workforce;
- Small businesses provide 40.9% of private sales in the country.

This is the reason why entrepreneurial training is encouraged throughout the world and thereby promotes local entrepreneurship. India is also not an exception in this regard.

The role of entrepreneurship in economic growth has consistently been emphasized in the literature on economic development. It is even more relevant for developing countries like India where poverty and unemployment continue to persist despite planned efforts to mitigate them. In fact, entrepreneur is considered as a catalyst of economic development. North-East India, being more backward and underdeveloped as compared to other parts of the country, requires a special effort for encouraging and promoting entrepreneurship culture in the region so that the status of development is enhanced with significant contribution of entrepreneurs.

With this background, the Central government, state governments, non-government organizations (NGOs) and other agencies started thinking in terms of fastening entrepreneurship through conducting Entrepreneurship Development Programmes (EDPs). Towards this, several organizations are now engaged in providing much needed training to the prospective entrepreneurs. Against this backdrop, an attempt has been made through this paper to highlight entrepreneurship development efforts in North East India and to appraise the various EDPs organized and conducted in the region with special reference to Tripura.

### ENTREPRENEURSHIP DEVELOPMENT EFFORTS

Considering the importance of entrepreneurship in hastening the fiscal growth of a country, government of India sponsored, launched and implemented a number of programmes and schemes like Margin Money Scheme, Prime Minister's Rozgar Yojana, Swarna Jayanti Gram

Swarozgar Yojana, etc. for entrepreneurship development and established several institutions at the national, regional, state and even at the district level to discharge the task; viz:

- Micro, Small, and Medium Enterprise Development Institute (MSME-DI) [Formerly, Small Industries Service Institute (SISI)],
- Entrepreneurship Development Institute (EDI),
- National Institute of Small Industry Extension Training (NISIET),
- Laghu Udyog Bharti (LUB),
- Federation of Association of Small Industries of India (FASII),
- Self-Employed Women's Association (SEWA),
- Federation of Indian Women Entrepreneurs (FIWE),
- National Science & Technology Entrepreneurship Development Board (NSTEDB),
- Indian Institute of Entrepreneurship (IIE),
- North Eastern Industrial Consultants Limited (NECON),
- N. B. Institute for Rural Technology (NBIRT),
- Swavalamban Training Institute (STI), etc.

In North-East India, Assam is the pioneer to initiate Entrepreneurship Development Programmes. In 1973, the Government of Assam started a novel experiment to promote entrepreneurial motivation training centre (EMTC), a district level agency, to identify, select and train prospective entrepreneurs and to provide them all support services to start and run their own enterprises. In recent past EMTC has merged with the district industries centers. The government of Assam has also set up a state level "Institute for Development of Entrepreneurs in Assam" (IDEA) during the year 2005 for promotion of self-employment in the state. Similar efforts have also been taken in the other north-eastern states. For example, in Nagaland, several programmes have been conducted to create entrepreneurship awareness and to encourage development of local enterprises. Towards this, Indian Institute of Entrepreneurship and Department of Industries and Commerce, Government of Nagaland planned to train 100 local youth every year to take up self-employment activities through Turnkey Entrepreneurship Development Programme (TEDP). Under this module 100 youth were brought to IIE, Guwahati in groups for one month exposure to various aspects of motivational, technical and commercial inputs required for establishing small enterprises. Subsequently the youth were provided escort services by way of preparation of business plan, liaison with banks through Resource Centre of IIE at Dimapur in Nagaland. During the year 2002-03, 100 youth were trained and 31 of them, including 7 lady entrepreneurs, have started their own enterprises in various parts of Nagaland. 28 of them started with financial assistance from banks and rest 3 with their own. The investment in projects ranges from Rs.50, 000/- to Rs.3.80 lakhs. The various projects selected by the entrepreneurs are - Cyber Café, Mushroom Processing, Steel Fabrication, Boutique Shop, Dhaba, Dry Cleaning and Xerox etc. Indian Institute of Entrepreneurship conducted a series of programmes under Turnkey Entrepreneurship Development Programme for the State of Nagaland. Some of the trained entrepreneurs have already started their own enterprises.

The entrepreneurship development activities in Tripura started in seventies of the last century. Initially, the activities were looked after by organizations like NECON, IIE (*Entrepreneurship Development Institute, started as a branch of NISIET, Hyderabad*) having their head office at Guwahati. Presently NECON has its Head Office at Agartala; IIE is still organizing some programmes in the state having its establishment at Guwahati. MSME-DI is organizing few programmes every year. Along with Entrepreneurship Development Programmes, they are organizing Skill and Management Development Programmes also. In the recent years, EDII (Entrepreneurship Development Institute of India) conducted few programmes in the state but they involved local Institutes for conducting the programmes and provide the post-training supports. NSIC (National Small Industries Corporation Limited, an organization of Govt. of India, having a small office at Agartala) is also contributing in Entrepreneurship Development activities in the state. Along with their main support in marketing and procurement of machines, they are also supporting Entrepreneurship Development Programmes by involving local Entrepreneurship Development Institutes. Besides these, under the initiatives of the state Government, two institutes have been established in Agartala. One is "Swavalamban Training Institute", A. D. Nagar, Agartala and "Entrepreneurship Development Institute of Tripura", Indranagar, Agartala. Training Infrastructures have been created for undertaking Entrepreneurship Development Activities in large number. Along with the initiatives of the Government, there are few initiatives from different non-Government organizations also. Good efforts are being taken by "N. B. Institute for Rural Technology" having its base at "Arkaneer", Sekerkote, West Tripura which has already taken the shape of an Institute. Along with other developmental activities they are organizing both Entrepreneurship and Skill Development Programme extending post training support in using their infrastructure for production and also in marketing. Most of the rest organizations are arranging sponsored programmes from time to time.

Now, there are several organizations in North East India. Which are directly or indirectly engaged in the promotion of entrepreneurship in the region. Among these, the most important regional level organization is IIE Guwahati, NEITCO, NECON, NSIC, MSME-DI, NEC, etc. Besides, there are other voluntary and non government organizations in the respective states involved in encouraging and promoting local entrepreneurs. These organizations initially used to organize three groups of training programmes for existing entrepreneurs and awareness creation programmes. Even programmes are conducted for personnel from support organizations, and for educate children of artisans, entrepreneurs and businessmen also.

Of late, several innovative programmes have been designed and experimented to promote new entrepreneurs, and for creating awareness of entrepreneurial and self-employment opportunities among the youth, e.g., entrepreneurial awareness camps for school, college and university students, faculty development programme on entrepreneurship for college and university teachers and turnkey EDP for new entrepreneurs. Efforts are also put to make the programmes effective and useful.

The North Eastern Council (NEC), as an important regional organization, does recognize the growing importance of entrepreneurship development for fostering Economic and industrial growth. Far back in 1985, it drew up an ambitious plan to train and develop 5000 prospective entrepreneurs during the sixth plan (1985-90). This initiative still continues. However, its emphasis is now on sector-specific programme. In its efforts, IDBI, IFCL, ICICI and SIDBI also participated. The Khadi and Village Industries Commission (KVIC) also started to participate in rural entrepreneurship programme.

Earlier, the entrepreneurship development programmes (EDPs) were location specific. Now, in addition to location specific approach, area approach has been adopted by starting Rural Industries Programme (RIP). SIDBI and NABARD have been supporting RIP. During the financial year 2006-07, SIDBI sanctioned 3 (three) Rural Industries Programmes (RIP) viz. one in Jorhat district in Assam, another in Ribhahi district in Meghalaya and the third one in Kolasib district in Mizoram. Under the RIP, a Professional Organization is assigned a particular district having

potential for village and rural industries for a period of five years to implement the programme as the Implementing Agency (IA) for identification of prospective entrepreneurs for selection of projects, preparation of project reports, establishing credit linkage for setting up of units in the district, marketing linkage etc.

### PERFORMANCE OF EDPS

The performance of EDPS may be evaluated in terms of start-up rates. The number of entrepreneurs trained by IIE, Guwahati and the number of units set up by them, constitute the base for evaluation of the programmes. The Table – 1 given below gives an account of the state wise entrepreneurs trained by IIE and units set-up for NEC, IDBI, and SIDBI sponsored programmes.

Table – 1

Showing State-wise Entrepreneurs trained by IIE and Units set-up for NEC, IDBI and SIDBI Sponsored Programmes (April 1994-March 2004)

State	Number of entrepreneurs Trained	Applied for Bank Finance		Units set up			Units set up with Bank Finance	
		No.	% of (3) to (2)	No.	% of (5) to (2)	% of (5) to (3)	No.	% of (8) to (3)
1	2	3	4	5	6	7	8	9
A. Pradesh	172	91	92.90	82	47.67	90.11	41	45.05
Assam	632	297	47.67	213	34.19	71.72	76	25.59
Manipur	354	153	43.22	125	35.31	81.70	46	30.07
Meghalaya	323	161	49.85	100	30.96	62.11	38	23.60
Mizoram	100	65	65.00	24	24.00	36.92	14	21.50
Nagaland	158	95	60.13	57	36.08	60.00	31	32.63
Sikkim	34	15	44.12	5	14.71	33.33	2	13.33
Tripura	235	120	51.06	55	23.40	45.83	27	22.50
<b>Total</b>	<b>1999</b>	<b>997</b>	<b>49.87</b>	<b>661</b>	<b>33.07</b>	<b>66.29</b>	<b>275</b>	<b>27.58</b>

Source: Basic Statistics of NER 2006

The appraisal study on the effectiveness of EDPS in the region revealed that the overall rate of success of EDPS organized during April 1994 to March 2004 was 33.07 percent. The total number entrepreneurs trained during the period were 1999, of which only 661 trained entrepreneurs could set up their units. The highest start-up rate of 47.67 percent was recorded in Arunachal Pradesh followed by Nagaland with 36.08 percent and Manipur with 35.31 percent. The lowest rate of success of EDPS expressed in terms of start -up rate was reported at 14.71 percent from Sikkim. In case of Tripura, it is 23.4 percent.

In another recent study, it is observed that in Tripura only 18.89% participants of Entrepreneurship Development Programmes are succeeding in establishing their own enterprise. In case of Male candidates this success rate is 21.67% and in case of Female candidates this success rate is only 13.33%. The study was conducted on randomly selected 360 participants of EDPS considering 60 candidates (40 Males & 20 Females) from each institution that are operating in Tripura and conducting EDPS on regular basis namely, Swavalamban Training Institute (STI), Entrepreneurship Development Institute of Tripura (EDIT), Indian Institute of Entrepreneurship (IIE), Micro, Small and Medium Enterprises Development Institute (MSME-DI) [formerly, Small Industries Service Institute (SISI)], North Eastern Industrial Consultants Limited (NECON), N. B. Institute for Rural Technology (NBIRT). For the purpose of framing sample, the present study covers 5 (five) years; especially, financial year 2001-02 to 2005-06. Institution-wise and gender-wise performance of EDPS in developing successful entrepreneurs in Tripura is shown below in Table – 2.

Table - 2

Institution-wise and Gender-wise performance of EDPS in Developing Successful Entrepreneurs in Tripura

Sl. No.	Name of the Institution	Male			Female			Total		
		Successful	Unsuccessful	Total	Successful	Unsuccessful	Total	Successful	Unsuccessful	Total
1	2	3	4	5	6	7	8	3 + 6	4 + 7	5 + 8
1.	STI	09 (22.50)	31 (77.50)	40 (100)	03 (15.00)	17 (85.00)	20 (100)	12 (20.00)	48 (80.00)	60 (100)
2.	EDIT	07 (17.50)	33 (82.50)	40 (100)	02 (10.00)	18 (90.00)	20 (100)	09 (15.00)	51 (85.00)	60 (100)
3.	MSME-DI	12 (30.00)	28 (70.00)	40 (100)	03 (15.00)	17 (85.00)	20 (100)	15 (25.00)	45 (75.00)	60 (100)
4.	IIE	08 (20.00)	32 (80.00)	40 (100)	02 (10.00)	18 (90.00)	20 (100)	10 (16.67)	50 (83.33)	60 (100)
5.	NECON	10 (25.00)	30 (75.00)	40 (100)	04 (20.00)	16 (80.00)	20 (100)	14 (23.33)	46 (76.67)	60 (100)
6.	NBIRT	06 (15.00)	34 (85.00)	40 (100)	02 (10.00)	18 (90.00)	20 (100)	08 (13.33)	52 (86.67)	60 (100)
<b>Total</b>		<b>52</b> <b>(21.67)</b>	188 (78.33)	240 (100)	<b>16</b> <b>(13.33)</b>	104 (86.67)	120 (100)	<b>68</b> <b>(18.89)</b>	292 (81.11)	360 (100)



**Source:** Debnath, S. (2009): "Study of the Motivational Efficiency of Entrepreneurship Development Programmes in Tripura," Thesis, Tripura University

**N.B:** Figures in parentheses denote percentages to the total

Finance is the life blood of a business. The training alone cannot make the EDPs successful. The success of EDPs is measured by start-up rate. The setting up of units requires adequate finance. It is revealed from the Table – 1 that out 1999 trained potential entrepreneurs only 661 candidates started their own enterprise. Among the 661 candidates, only 275 trainees got financial assistance from the banks although 997 candidates applied for bank assistance. Being demoralized for not getting loans from banks some started their business with the financial assistance of NEDFI or Micro Financing Agencies or with their own resource but remaining dropped the idea of entrepreneurship.

### IMPACT OF EDPs

The impact of EDPs may be noticed on (1) the trainees; (2) the society at large consisting of family members, peer groups and community (broader reference groups) of the trainees; and (3) the planners, policy makers, grass root level officials of the support system, e.g., banks, DICs, etc. The success of EDPs generally has positive impact on the above segments. Here an attempt is made to assess the impact of EDPs.

#### I. IMPACT ON TRAINEES

The study of the effectiveness of EDPs in North East India can be best assessed by the impact on the trainees. As already stated, over the years several EDPs have been conducted in the NE region and their results can be assessed basically by the impact on the trainees as they mostly comes under first generation entrepreneurs of the region particularly in Tripura. In an effort to assess the impact on the trainees, the interview of few successful entrepreneurs of Tripura was considered in the study of Debnath (2009). The degree of the impact of EDPs on them has been found very encouraging. In case of existing entrepreneurs, the per capita output and income from their enterprises have increased significantly and that alone justifies the positive impact of EDPs at micro level. While the new starters agreed the upbeat impact of EDPs on them and even non-starters also expressed their keen interest in the need for entrepreneurship development in Tripura. As such, the programmes are undoubtedly creating awareness among the trainees to thrive for enterprise development.

#### II. SOCIAL IMPACT

The social impact of EDPs is difficult to assess owing to difficulties in segmenting the society on which the impact is felt either directly or indirectly. However, an attempt is made to assess the impact on the society by segmenting it into three broad groups viz. the immediate family of the trainees, their peer group, and the community they come in contact with. The success stories of selected entrepreneurs do have positive impact on the society. Through observation and informal talk with the specified segments of the society, it is noticed that a positive shift seems to have taken place across the social groups related to the starters. A positive shift is also noticed in thinking at home in particular and in the society in general. People now have realized the shrinking opportunities of government jobs. The family members are found involved actively in the business of the starters. Overall it appears that EDPs have been successful in creating social awareness.

#### III. IMPACT ON THE POLICY MAKERS AND THE GOVERNMENT

The Union Government and the respective state Governments have recognized the growing importance of EDPs. EDPs not only generate self employment opportunities but also create job opportunities for others and generate an environment as well in which entrepreneurship thrives. This contention is substantiated by the latest North East Industrial and Investment Promotion Policy, (NEIIPP), 2007. Policy makers' opinion to this effect is reflected in the new industrial policy of North East India. In an effort to promote and encourage in the region, the New Policy Statement specifies the following:

- (i) Under NEIIPP, 2007, all new units as well as existing units which go in for substantial expansion, unless otherwise specified and which commence commercial production within the 10 year period from the date of notification of NEIIPP, 2007 will be eligible for incentives for a period of 10 years from the date of commencement of production.
- (ii) The incentives under the NEIIPP, 2007 will be available to all industrial units, new as well as existing units on their substantial expansion, located anywhere in the North Eastern Region. Consequently, the distinction between 'thrust' and 'non thrust' industries made in NEIP, 97 will be discontinued from the date of notification of NEIIPP, 2007.
- (iii) Under NEIIPP, 2007 incentives on substantial expansion will be given to units affecting 'an increase by not less than 25% in the value of fixed capital investment in plant and machinery for the purpose of expansion of capacity/ modernization and diversification' as against an increase by 33½% prescribed as earlier.
- (iv) Under NEIIPP, 2007, 100% excise duty exemption will be continued as earlier on finished products made in the North Eastern Region. However, in cases, where the CENVAT paid on the raw materials and intermediate products going into the production of finished products (other than the products which are otherwise exempt or subject to nil rate of duty) is higher than the excise duties payable on the finished products, ways and means to refund such overflow of CENVAT credit will be separately notified by the M/O Finance.
- (v) 100% income tax exemption will continue under NEIIPP, 2007 as earlier.
- (vi) Capital investment subsidy has been enhanced from 15% of the investment in plant and machinery to 30% and the limit for automatic approval of subsidy at this rate will be Rs. 1.5 crore per unit as against Rs. 30 lakhs as earlier. Such subsidy will be applicable to units in the private sector, joint sector, cooperative sector as well as the units set up by the State Governments of the North Eastern Region. For grant of capital investment subsidy higher than Rs. 1.5 crore but up to a maximum of Rs.30 crore, there will be an Empowered Committee.
- (vii) Interest subsidy will be made available @ 3% on working capital loan under NEIIPP, 2007 as earlier.
- (viii) Under NEIIPP, 2007, new industrial units as well as the existing units on their substantial expansion will be eligible for reimbursement of 100% insurance premium under the Comprehensive Insurance Scheme.
- (ix) To include tobacco and tobacco products, pan masala, plastics carry bags and goods produced by refineries, in a host of industries which would not be eligible for incentives under NEIIPP, 2007.
- (x) To provide incentives to service sector, bio-technology and power generating industries are included.

(xi) North Eastern Development Finance Corporation Ltd. (NEDFI) empowered to continue as the nodal agency for disbursement of subsidies under NEIIPP, 2007.

The provisions of the NEIIPP, 2007 would provide the requisite incentives as well as an enabling environment to speed up the industrialization of the North Eastern Region which is otherwise less than 4% p.a. against a national average of 8%.

Although the impact of former industrial policy did not have much significant impact in promoting entrepreneurship in Tripura, it is a matter of time to realize how far the New Industrial Policy will be effective. But lot will depend upon the State Government of Tripura as implementing new NEIPP is its responsibility.

### PROBLEMS AND CONSTRAINTS OF EDP

The possible bottlenecks in developing entrepreneurship in the north eastern region particularly in the state of Tripura that hinders the entrepreneurs to become successful are illustrated below.

**1. Lack of Working Capital:** The financial problem (both term loan and working capital) is the main problem faced by the entrepreneurs of Tripura. Although commercial banks are canvassing their loan policy vigorously, in reality entrepreneurs have to face lot of problems to get their loan sanctioned. Especially, bank authorities are very rigid in their security point of view. The details of security required for getting loan are as below:

**Table - 3**  
**Type of Guarantee/ Security Required for Sanction of Loans**

Loan limit	Form of Guarantee / Security
Upto Rs. 1.00 Lakh	Employee guarantor of at least Class III/ Class IV ranks 7 (seven) years' service remaining and drawing adequate Salary.
Above Rs.1.00 lakh to upto Rs.2.5 lakhs	2 (two) employee guarantors of at least Class III ranks 7 (seven) years' service remaining and drawing adequate Salary.
Above Rs.2.50 lakhs to upto Rs.5.00 lakhs	Employee guarantor for first Rs. 2.50 lakhs and land & other securities e.g. LIC Policy, KVP, NSC, FDR etc. for the rest Rs. 2.50 lakhs.
Above Rs. 5.00 Lakhs	Land

*Source: State Bank of India, Regional Office, Agartala*

**2. Transportation Problem:** The geographical location of north eastern region including Tripura is the main reason behind the transportation problem. Even after the completion of fifty years of independence; south Tripura is still out of Railways map of India. Materials are to be carried by road which is very costly in comparison to Railway transport. This transportation cost virtually increases the cost of the finished product of entrepreneurs and that creates the problem for survival of the product in today's competitive global market.

**3. Marketing Problem:** It is another big problem faced by the entrepreneurs of Tripura. There is no marketing organization which can ensure quick and prompt marketing of goods produced by the small entrepreneurs while marketing is the backbone of small business units. The small entrepreneurs are not in a position to popularize their brand names and advertise, since they are not capable of meeting the expenses and afford the luxury of expensive advertisement.

**4. Shortage of Electricity:** Most of the industrial activities directly or indirectly depend on electricity. Tripura has a peak demand of 180 MW but its own generation is around 80 MW only against installation capacity of 130 MW. About 50 MW is imported during peak load period from North Eastern Grid. There remains a shortfall of about 50 MW. The remaining gap between the demand and supply is managed by the Tripura State Electricity Corporation Limited (formerly, Power Department of Tripura) through load shedding under compulsion. Interruption in power supply seriously hampers the activities of industrial units.

**5. Lack of Enthusiasm:** To establish a new enterprise, one of the most important prerequisite is enthusiasm among the entrepreneurs; what in the word of McClelland (1966) is Achievement Motivation or Need for Achievement ( $N_{ACH}$ ). By and large, this  $N_{ACH}$  is less among the youths of NE region including Tripura.

**6. Lack of Entrepreneurial Tradition:** In India especially in the North-Eastern region do not have any entrepreneurial tradition. The prospective entrepreneurs of this region have hardly experienced that their elders have taken up any major entrepreneurial activity. As a result, the young boys and girls of this region are little apprehensive and perhaps unsure of themselves to undertake any major entrepreneurial risk, despite the existence of numerous facilities that are presently prevailing in the region including Tripura.

**7. Family Problem:** In Tripura generally women are not getting moral support from their family for any kind of entrepreneurial activity. Here most of the female members are forced to become a traditional house-wife only or hardly allowed to join in government job.

**8. Management Problem:** The cause of sickness in small units is due to lack of managerial skills and capabilities. Most of the entrepreneurs are not professionals and do not have any sort of training for acquiring managerial skills.

**9. Procedural Bottlenecks:** To get the recognition of standards from various governmental agencies for the products that entrepreneurs produce, such as ISI-symbol, FPO (Food Product Order), AGMARK, etc., entrepreneurs of the state has to face a long governmental procedure as the authorized offices are not located within the state of Tripura. Such kinds of certificates are very crucial to attract the customers and to increase their confidence on the products.

**10. Socio-environment Problem:** Finally, the prevailing insurgency problem in the state, numerous bandhs and blockades called by various organizations on the National Highway hampers the efforts of the entrepreneurs in procuring enough raw materials from outside the state. Consequently, the functions of Small Scale Industrial units are badly hampered due to non availability of imported raw materials.

### CONCLUSION

To make EDPs more successful in the north eastern region, there is a need for development of knowledge, skill and motivation of the individuals to take up entrepreneurial career by choice. Though positive family and social environment along with required infrastructure facilities and support organization are the pre-requisite for the entrepreneurs to grow, if the northeast India has to progress, it has to promote entrepreneurship culture. In fact, it is the work culture and strong conviction on the part of individual to be an entrepreneur in the true sense of the term. EDPs are to be designed to inculcate these into the mind of the prospective entrepreneurs. There should be efforts to incorporate

measures for stimulating, supporting and sustaining entrepreneurship through out the region in general and particularly in Tripura. In the absence of any large and medium size enterprises in Tripura, the EDPs require multi-dimensional approach for the growth of entrepreneurs and thereby small scale industries. This includes identifying potential entrepreneur, train them, need based follow-up action and identifying opportunities that have growth prospects based on local resources.

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