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**EVALUATION REPORT
ON
INDUSTRIAL ESTATE AT
DIMAPUR**

**DIRECTORATE OF EVALUATION
GOVERNMENT OF NAGALAND
KOHIMA:**

PREFACE

The Evaluation Study on Industrial Estate at Dimapur was initiated during Nov./79 mainly with a view to highlighting the problems confronting the management of the Industrial Estate and also the Entrepreneurs. The study was under-taken in respect of the Industrial Units established in the Estate. In carrying out the study many a problem was faced inasmuch as the entrepreneurs were seldom available in their workshops and the scanty data maintained by them was of little help in carrying out the study. Nevertheless the Evaluation Department, took up the onerous task of bringing out this report on the basis of the materials made available to it.

In carrying out the Study, Evaluation Officers had detailed discussions with the officers of the Nagaland Industrial Development Corporation who are maintaining the Industrial Estate, the officers of the Industries Department, the Officers of the Raw-Industrial Development corporation and the various entrepreneurs from the Estate, Though there were a number of difficulties encountered by the staff of the Evaluation Department, the un-stinted cooperation given by all concerned alone could make it possible to bring out this report. The Evaluation Department is, therefore, greatly indebted to them for their help and cooperation. In this context, a mention must be made in particular, of the Manager N.I.D.C, who gave all possible help in carrying out the study.

I thank the field investigators who have carried out the investigation under the supervision of Shri N. ZeJiang, Dy Director, Evaluation. I also thank the Officers of the Planning & Coordination Department who rendered necessary guidance in carrying out the study despite their preoccupation with other important assignments. This report contains a chapter on conclusions and recommendations. There is a programme for further establishing Industrial Estates in Nagaland. It shall be our pious hope that the implementing department would make use of the recommendations and suggestions made in respect of the Industrial Estate at Dimapur so that the future programme of setting up other Industrial Estates in Nagaland becomes economically viable propositions. If this could be ensured 'the study would meet its purpose.

Dated Kohima, the
th Jan/83.

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CONTENTS

Pages

1. Chapter-I Introduction

1. Objectives of Industrial Estate.
2. Objectives of the Evaluation Study.
3. Coverage of the Study.
4. Sources of data and other information;
5. Instrument for data collection.
6. Reference period.
7. Machinery utilised for the Study.
8. Limitation of data collected.

2. Chapter-II Location and area of the Estate;

3. Chapter-III Establishment of Industrial

Estate at Dimapur.

1. The time lag between the proposal and sanction of the Estate.
2. The delay in completion of work,
3. Time lag between the completion of Factory sheds and their actual occupation by the, tenant industrialists.
4. Frequency of turn-over industrialists.
5. Proper utilisation of sheds.

4. Chapter-IV Management of Estate

1. Capital investment.
2. Operation and maintenance of the Estate.
3. Types and quality of sheds.
4. Rents.
5. Ownership of the industrial Units.
6. Types of industries.
7. Training and Experience of Entrepreneurs.
8. Capital-Fixed and working.
9. Products manufactured.
10. Units covered under Factories.
11. Employment.
12. Wages -Installed capacity.
14. Inter-Unit Cooperation.
15. Common facility centre in the Estate.
16. Training arrangement.
17. Reasons that prompted the entrepreneurs to have a Unit in the Estate.
18. Location of the Estate-The views of the occupants of the sheds
19. Difficulties experienced by the entrepreneurs.
20. Conclusion;

5. Chapter –V : **Summary of Findings and Recommendations.**

1. Utilisation of Space.
2. The delay in completion of construction programme.
3. The delay in allotment of sheds.
4. Utilisation of sheds.
5. Rent subsidy.
6. Rent arrears.
7. Shed allotment criterion.
8. Training and experience of entrepreneurs.
9. Utilisation of invested capital;
10. Employment.
11. Wages.
12. Inter-Unit Cooperation;
13. Common facility Centre.
14. Training facilities.
15. Transport facilities;
16. Conclusions

CHAPTER - I **Evaluation Report on Industrial Estate** **At Dimapur.**

Introduction

1.1. The importance of Small-Scale Industries in the development of the national economy is well recognised in view of the fact that the development of Small-Scale Industries envisages mobilisation and utilisation of local resources, man-power, finance and raw materials to a great extent and helps in promoting industrial activity on a decentralised basis. But one of the principal inhibiting factors with which the small industrialist has to contend with is lack of suitable factory space with adequate facilities for water and power. Acquiring land, constructing factory building and procuring other facilities like power and water not only takes a great deal of time and energy but also locks up a substantial portion of the meagre capital available with the small entrepreneurs and industrialists. The industrial estate has been envisaged as an effective means by which the small industrialist can save his effort, time and to some extent capital in setting up a factory at a suitable site.

1.2. On the recommendations of the Small-Scale Industries Board^x set up in Nov. 1954, the Government of India adopted the programme of Industrial

Estate as a measure of promotion of Small-Scale Industries and introduced this programme towards the end of the First Plan period i.e. 1955. The programme of Industrial Estates aims at overcoming many a handicap encountered by the Small-Scale Industries by providing conditions favourable to working efficiency maintenance of uniform standard in production and economic utilisation of materials and equipments, etc. In fact the 2nd Plan defined the principal objectives of these estates as follows ÷ to enable a number of Small-Scale Units to have the advantage of common services and other facilities such as good site, electricity, water gas, steam compressed air, railway siding, watch and ward, etc. Since, in an industrial estate, a number of manufacturing establishments are located within the same area, it was also expected that an estate would, in effect, become a complex of interdependent and inter-related industries.

1.3. Thus an Industrial Estate is expected to play an important role in development of small-scale industries at economic costs by assisting the entrepreneurs to obtain suitable location with over head facilities. In order, therefore, to foster healthy growth of Small-Scale Industries, Industrial Estate envisages to provide ready built factory sheds with adequate facilities of water, power etc., at a suitable location.

1.4 A step in this direction was taken by the Government of Nagaland in 1967-68 by establishing the first Industrial Estate in the State at Dimapur, This has been the only Industrial Estate in Nagaland so far though there is a proposal to set up another Industrial Estate at Mokokchung in near future.

Objectives of the Industrial Estate at Dimapur.

1.5. The main objective of the Industrial Estate at Dimapur is stated to be “to employ it as a tool of industrialisation and regional development the two streams on the ultimate goal of economic and Social growth. As catalysts, it will be used for generating demand for industry in the tradition bound predominantly agricultural communities, on the one hand and for bridging the gap in the supply of developed lands for industrial purposes on the other”.

Objectives of the Evaluation Study.

1.6. The Government of Nagaland had desired as far back as in 1971 that an Evaluation Study of Industrial Estate at Dhnapur should be conducted mainly with a view to assessing the progress of industrial activity in the estate especially the impact of establishing the Industrial Estate at Dimapur on attracting new entrepreneurs for starting small scale industries and consequential generation in employment. It was also stipulated to evaluate as to how far the objectives stated in para 1.5. above have been accomplished. Thus the Evaluation Study was to be undertaken with a view to highlighting the problems confronted by the Industrial Estates in its attempt to attain the objectives in general and to ascertain the areas of achievements and failure in particular.

1.7. Due to variety of reasons a few of them being the preoccupation of the Evaluation organisation with other work as also apathy of all concerned to such a study, it was not possible to take up this study then. In a meeting of the Evaluation Steering Committee on 4-6-1979 of which the Deputy Chief Minister was the Chairman, it was reiterated that the

study on Industrial Estate at Dimapur should be conducted at an early date so that the Government could benefit by the findings of such a study in decision making in respect of setting up the proposed Industrial Estate at Mokokchung, In deference to the wishes of the Evaluation Steering Committee, the study on Industrial Estate at Dimapur was proposed in the work programme of the Evaluation Organisation of 1980-81, However, it could be possible to take up the field work of the study even during 1979-80.

1.8. Keeping in view the objectives of the study a schedule was framed so as to collect information on the number of new entrepreneurs brought in industrial movement due to establishment of industrial estate, the turnover of entrepreneurs which could be a gauge of successful working of the Industrial Estate, the employment generated, the capital invested, the value of goods produced, the profitability of the Unit, etc. It was also decided to collect information on delays occurring at different stages of construction of Industrial estate, time taken for allotment of factory sheds by the Government to individual entrepreneur, the occupation of sheds by them, the regularity or otherwise of rent payment by the individual entrepreneurs* the action taken by the Government for realising rent arrears, if any, and the connected topics. It was also considered necessary to collect information on the views of the entrepreneur respondents on the suitability of sheds with regard to location and size, the facilities provided by the Government with regard to electricity, water technical know-how, raw-materials, credit facilities etc. and their opinion on ways and means for removing the short comings, if any, so that the working of the Industrial Estate could be made more effective and efficient.

Coverage of the Study.

1.9, It was decided to cover all the working units in the Industrial Estate at Dimapur, At the time of initiating' the Survey during Nov. /79 there were 6 units supposed to be working as per information gathered from the Manager N.J.D.C. Out of the total number of 21 sheds in the old as well as the new complex of the Industrial Estate 12 were allotted to the individual entrepreneurs, 8 to Government Departments or autonomous bodies like Khadi and Village Industries Commission and Industrial Raw Material Corporation. The Government had reserved 1 shed for starting a new industry viz. Match Industry, Out of the 12 private entrepreneurs to whom sheds were allotted only 6 were actually working and the remaining were found to be absentee entrepreneurs inasmuch as, the units though existing on paper were not found to be working on physical verification.

Sources of data and other information.

1.10- The data and other information needed for the study were collected from 3 main sources namely, (i) The Director rate of Industries—the Government source (ii) Nagaland and Industrial Development Corporation—the Management of the Estate-source (iii) and Industrial Units—the entrepreneur source.

Instrument for data collection.

1.11. The required information at the various levels enumerated in para LIO was collected in specially designed schedules mentioned below :-

- i) State level schedule canvassed in the Directorate of Industries.
- ii) Schedule for the Industrial Estate canvassed with the Manager N,I,D C.
- iii} Schedule for the individual entrepreneurs canvassed with the entrepreneurs who are working their Unit in the Industrial Estate.

Reference Period.

1.12 In order to have a complete picture of the working of the entire scheme the data were sought to be collected right from the inception of the scheme till 31st March, 1979, the close of the financial year preceding the date of visit. The information in all the three schedules stated above was collected for this period as far as possible.

Machinery utilised for the study.

1.13 The field work of the survey was conducted through field staff of the Evaluation Organisation. The field work was started on 20-11-1979 and was completed on 28-3-1980 with intermittent gaps necessitated due to non-availability of proprietor partners of the individual concerns. The data on various factors of production namely land labour and capital and other connected details were collected from the working units of the Industrial Estate. Data on history of factory sheds as to how these had been allotted from time to time to various entrepreneurs were collected from the office of the Nagaland Industrial Development Corporation, Dimapur.

Limitations of Data collected.

1.14. While the qualitative information on various aspects could be gathered from the individual entrepreneurs on a dialogue basis, the quantitative data could be collected from their records as far as it could be possible. In absence of systematic maintenance of records by the entrepreneurs some of the information on even financial matters is gathered by verbal information and as such suffers from a great deal of recall lapse. This has to be kept in view while interpreting the data presented in the latter part of the report.

CHAPTER—II **Location of the Estate.**

2.1 The proper location of Industrial Estate is an essential adjunct of industrial efficiency. The efficiency of production and distribution may vary between different locations due to the advantages which one locality may have over another. While deciding to choose a suitable locality for an Industrials Estate a proper synthesis of economic as well as non-economic factors has to be made. Thus a careful preliminary planning based on thorough investigation is necessary to make the choice of an Industrial Estate so that it turns out to be an economically viable venture. Before locating the estate the area has to be surveyed with a view to studying the availability of resources in men and material, the infrastructure available which would also guide the planners in suggesting

prospective" lines of manufacture. It is this preliminary survey which normally forms the foundation on which the edifice of Industrial Estate rests.

2.2. The need for proper preliminary survey before locating Industrial Estate is paramount. The preliminary survey of , a limited character with respect to demand of sheds by the prospective tenants is not enough. Comprehensive survey starting from the potentiality aspect of factors of production down to distribution and marketability of finished goods by the prospective entrepreneurs is the prime need,

2.3. It appears, the location of Industrial Estate at Dimapur was decided as a general policy matter having no bearing on such considerations which may make the unit economically viable. The decision was not based on any preliminary survey reports. It appears the decision was based on a-prior consideration locating the estate in an area of known activity and perhaps this consideration alone has contributed to a limited success of the programme, if one can call the working of the Industrial Estate at Dimapur a success at all. In fact the factors which might have guided the location of the estate at Dimapur might be more from the point of view of making an assessment of the potentiality of finding suitable tenants rather than for the purpose of ascertaining the enterprises or the industries that would be attracted and established to ensure coordinated development as envisaged under the Industrial Estate programme.

Area of the Industrial Estates.

2.4 The extent of area required for an Industrial Estate is one of the important factors to be considered before starting an estate. This would, of course, depend upon the demand of sheds, the type of sheds to be constructed, cost of acquisition of land etc. However, for Industrial Estate at Dimapur originally a piece of 50 acres of land was procured in 1966 with a view to constructing 11-type-C factory sheds. Subsequently by the side of the originally planned Estate nearly 40 acres of land was acquired and further 10 more type-C factory sheds were constructed. Each plot for the shed was assigned 4,000 sq. feet of area having 1,000 sq. feet initial covered area and, 2,000 sq. feet for extended covered area as per norms. The all India recommended norms for constructing different types of factory sheds under the Industrial Estate programme are given in the following table No. 2.1.

Table No 2.1.
ALL INDIA NORMS FOR FACTORIES AND PLOTS
ON INDUSTRIAL-ESTATE.

Factory Type.	Size of plot (Square feet)	Initial covered area (square feet)	Expanded areas (square feet)	Covered
1	2	1	3	4
A	2,000	400		1,000
B	2,000	500		1,000
C	4,000	1,000		2,000
D	4,500	2,000		3,000
E	9,000	4,500		6,000
F	11,500	5,000		7,500
G	13,000	6,000		9,000
H	15,000	8,000		10,000
I	15,000	9,000		12,000

[Source :- Industrial Estate Dimapur-a
Directorate of Industries Publication]

2.5. Utilisation of total area is also very important inasmuch as it determines the economic efficiency of an estate. There is no set pattern of utilisation of area vis-a-vis total area under an Industrial Estate- It may vary according to local situations. However, the Committee on plan Projects of Government of India had prescribed certain guidelines for utilisation of area for obtaining optimum results. The limits prescribed by them regarding utilisation of area in Industrial Estate are given below in table-2.2.

Table No. 2.2.
LIMITS PRESCRIBED FOR AREA UTILISATION

SI. No.	Particulars of area	Limits
1.	Factory sheds	60-65% of the total area.
2.	Roads	Not exceeding 20% of the total area
3	Open space	Up to 10% of the area
4.	Administrative and other building	5 to 10% of the total area

2 6. The actual area utilisation at Dimapur Industrial Estate when compared with the pattern indicated in Table 2.2. shows that the estate has not utilised area as per norms. White in factory sheds the area utilised is 2,0% for roads it has been utilised to the extent of 4.0%. There has not been made any provision separately for Administrative and other buildings excepting that one shed has exclusively been earmarked for the Small Scale Service Institute. The rest viz 94% is left as open space. This by no means shows an economic utilisation of total area procured for the Industrial Estate. In fact there is need for better utilisation of the space. It is, therefore, recommended that the space available could profitably be utilised in future expansion programmes and the norms prescribed by the COPP should be aimed to be achieved for the optimum utilisation of the estate art a.

Chapter - III. **Establishment of Industrial Estate at Dimapur.**

3.1. Timely functioning of the estate is also an important aspect for determining the utility of the estate. Apart from the location view point, the administrative aspects such as the pace of implementation of the scheme in so far as the construction of sheds, its development and actual occupation etc., are also very important. Some of these aspects which call for particular attention are discussed in the paragraphs to follow:-

The time lag between the proposal and sanction of the estate.

3.2. It is heartening to note that there was not much time lag between the proposal and the sanction of the Industrial Estate at Dimapur. In fact the decision for establishing the Industrial Estate at Dimapur was taken during 1964-65. The site was selected in 1966-67 and after having taken the possession, the construction work was started during the same year i.e. 1966-67.

The delay in completion of work.

3 3. In the old complex of the estate the construction work was started in 1956-67 and was completed in Aug. /69. Though there was little time lag between the start and completion of the work the Director of Industries was of the view that it was according to the scheduled programming and there was no delay involved similarly, the work in the new complex was started during 1969-70 and completed during Oct. 1974. These delays in commencement of the work and its completion are normal delays in such type of projects and can be ascribed to short supply of construction material, lack of availability and timely release of funds and administrative bottlenecks at However, in the nature of things such delays are inevitable. Nevertheless, in future an attempt should be made to cutshort such delays to the minimum. With a view to expediting the work programme and cutting short delays of their execution, the N.I.D.C. has now developed its own Engineering wing and the construction of estates in future will be taken up departmentally.

Time lag between the completion of factory sheds and their actual occupation by the tenant industrialists.

3.4. An analysis of the time lag between the completion of sheds and their first occupation indicates that though the II sheds in the old complex were completed in Aug. '69 the 1st allotment could not be done before July '70. Seven sheds were allotted by Sept. '70. The remaining 4 sheds were allotted in Nov. '71. Similarly out of 10 sheds in the new complex which were completed in Oct.'74, the first allotment was made in Feb. '76, Thus the time lag involved in the 1st allotment of shed is roughly for one year and this could be due to administrative slackness. Even these delays in allotment of sheds can be eliminated if advance planning, in calling for the application from the prospective entrepreneurs and taking a decision on them well in advance is done. This can be kept in mind while allotting the sheds in any new Industrial Estate to come up in future.

Frequency of turnover of Industrialist entrepreneurs -

3.5. Out of the II sheds in the old complex and 10 sheds in the new complex only 12 were allotted to Industrial entrepreneurs; Four sheds in the new complex were allotted to Khadi & Village Commission, two to Directorate of Industries and two to Raw Material Corporation and one was stated to be reserved for the Directorate of Industries for opening a Match Industry Unit. The position about the 12 sheds allotted to Industrial Entrepreneurs. was not a happy one. In the old complex manufacturing process was being carried on only in six sheds and the remaining 6 were found closed for all practical purposes* though Sign Boards in different names were found to have been fixed outside the sheds. These sheds were almost defunct. Either the allottees had not started the work or even if opened for the name sake they had been closed for one reasons or the other. Even among the working units, the entrepreneurs complained that they were not economically viable and even they may have to close down; In the old complex two sheds are allotted to Directorate of Industries for running a Unit on Centronella oil and hand made paper. But even these units were found defunct. Some machinery was lying in the sheds and was gathering dust over it. In the new complex, four sheds had been allotted to Khadi & Village Industries Commission, who apart from running a soap factory in one of the sheds are utilising the remaining three sheds for weaving training-cum-production center.

3.6 A history of the sheds shows that excepting 3 sheds, the remaining 8 sheds in the old complex have changed hands from one entrepreneur to another. Six sheds had been allotted 2nd time and 2 sheds 3rd time since the 1st allotment of the sheds. Similarly among the new sheds only one had remained with original allottee, though it was not yet working. The remaining 8 sheds had been allotted 2nd time and one 3rd time.

3.7 The reasons adduced for this quick turnover are stated to be the difficulties of entrepreneurs in getting raw-material and marketing facilities. At the face of if some entrepreneurs get attracted to open an industrial unit as sheds are readily available. But they fail to gather sufficient capital, raw-material and other technical know-how, with the result that they desperately ultimately give up the idea of running an industry. It

.was observed that some of the units were opened only to get facilities from Government and Bank- But the entrepreneurs were not found serious about running the industry for which they originally got the sheds allotted.

Proper utilisation of sheds.

3.8. While allotting sheds the N.I DC. should scrutinise the application properly and allot them to such entrepreneur, who are found to be technically qualified and whose industrial worthiness is beyond doubt. Moreover, the Government should take necessary action in helping the new entrepreneur in arranging raw material, finance etc. so that the industries are actually set-up and create job opportunities and generate economic activities. If the sheds are not utilised for the purpose allotted for say within a six months period, the Government should get them vacated. It would be better to keep the sheds unoccupied instead of allotting to persons who are not interested in setting up industries- It should also be encouraged to allot the sheds to individual entrepreneur instead of keeping them with Government Department like, Supply Directorate Industrial Raw Material Corporation etc, who may be using these sheds as godowns.

CHAPTER—IV. Management Of Estate.

Capital Investment.

4.1, The total capital investment on the II type C sheds in the old complex was Rs. 9,20,294.00 till the end of March 1972 and for the 10 sheds in the new complex was Rs 8,69,750.00, This investment includes, among others, the cost of land development, cost of construction of sheds, cost of development of approach roads, fencing etc. It also includes the cost of a shed allotted to S.L.S.I. which is not numbered and is not included in 11 sheds of the old complex though it is situated within the old complex premises.

Operation and Maintenance of the Estate,

4.2 This estate was being managed by the Director of Industries till July 1975, Thereafter the management with assets and liabilities was transferred to the Nagaland Industrial Development Corporation (N.I.D.C) Dimapur.

4.3 The estate is being managed by the N.I.D.C. through a Manager. The Manager is responsible for supervision of the estate. He keeps in touch with the Industrial entrepreneurs and reports their difficulties to the appropriate authorities and tries to remove them as far as possible. He looks after provision of the common facilities like roads, lighting power, water supply etc. The Estate is under the overall control of the Managing Director, N.I.D.C.

4.4 The operational expenses of the estate were collected for a period 1971-72 to 1979-80 and are presented in table 4.1. below. These expenses include those on pay of

Chawkidar, Electricity and Water Supply, maintenance of roads and fencing and Water Supply, and white washing and minor repairs of the sheds.

Table-4.1
RECURRING EXPENDITURE ON MAINTENANCE OF THE INDUSTRIAL ESTATE.

Year	Budget provision { Rs. }	Actual expenditure (Rs.)	Per shed maintenance cost (Rs.)
1	2	3	4
1971-72	1,000	1,000	91
1972-73	8,500	8,000	727
1973-74	9,700	9,000	818
1974-75	12,000	10,500	955
1975-76	25,000	14,800	705
1976-77	31,000	32,200	1,533
1977-78	39,000	32,400	1,543
1978-79	49,000	29,900	1,424
1979-80	49,000	67,000	3,190.

(Source Directorate of Industries)

4.5. It would be seen from the above table that the maintenance cost of sheds has been rising from 1972-73. There was a slight drop from Rs. 955/ per shed to Rs.705/-per shed during 1975-76. However, during 1976-77, 1977-78 and 1978-79 it again rose to Rs. 1,533, Rs- 1,543 and Rs- 1,424/- respectively. During 1979-80, however, it rose considerably to Rs. 3,190/- per shed. The reasons of this abnormal rise in the maintenance cost can be ascribed to the heavy repairs done during the year.

Type and Quality of sheds.

4.6, The programme of Industrial Estate in Nagaland was launched in the year 1966 on 50 acres of land at Dimapur, Initially 11 type C sheds were, instructed which is now known as old complex. In the year 1974 another new complex was added which has 10 sheds. Each plot for the shed is having 4,000 Sq. Ft. area- The initial covered area is 1,000 sq. ft. It with provision for 2,000 sq. ft. for expanded covered area.

4.7. Entrepreneurs having industries in the estates were interviewed to elicit their views on adequacy or inadequacy of the space provided for carrying on their activities. While three of the entrepreneurs reported shortage of space the other 3 working units

were satisfied with the provision of space. In fact the two units which felt shortage of the space had utilised outside space for their activities. For this purpose they were stated to be paying rents for the additional open space. The Government did not permit them to have a permanent structure on the additional space despite their readiness to do it at their own cost. In one case the industrial entrepreneur had constructed a temporary structure outside his shed to store his products. The working units also felt the shortage of an office room inside the shed and they had made improvised arrangements for having office within the shed.

4.8. About the construction of sheds, the entrepreneurs were found in favour of their being built by the Government. But they were of the view that enough space should be left for future expansion and there should be a scope for making adjustment to suit individual needs. In one case the entrepreneur was of the view that the Government should make them available only plots and they should be allowed to construct the shed according to Government specifications suiting their individual needs. In the case of Cintronella oil unit, though the unit was not found working at the time the Evaluation team undertook the survey, the management, when interviewed, felt shortage of space for growing plants. They were in favour of locking the unit in a place where enough land was available for plantation.

Rent

4.9. There was a capital investment of about Rupees 18 lakhs in constructing the 21 sheds in the estate. The rents being realised from the tenant entrepreneurs and others to whom the sheds have been allotted are not at all commensurate with the investment. However, profitability due to rents is not relevant in this context because the programme is based on the premise that the development of Small Scale Industries can only be promoted by active Government support in making the sheds and other facilities available to the entrepreneurs on subsidised rates.

10. From the commencement of allotment of the sheds the condition Of rents chargeable from the allottees was as follows :-

- (a) First twelve months subsidised rent Rs. 100.00 p.m.
- (b) For the next twelve months subsidised rent @ Rs. 250.00 p.m. which was subsequently revised to Rs 200-00 p.m.
- (c) From the third year and onwards at economic rent @ Rs.500.00 p.m. which was subsequently revised to Rs,400,G0 p.m.

4.11. These were the rents chargeable from industrial entrepreneurs. But it was observed that whenever the sheds were allotted to the Government Departments, the rent charged from the commencement of the allotment was Rs.400.00 p,m. They were, as it should be, not given the benefit of large subsidy during the 1st two years of allotment.

4.12. The entrepreneurs interviewed were of the view that the subsidy offered is not enough to attract the new entrepreneurs to start their industries in the estate. High rents, in fact, were stated to be the major factor that a number of sheds always remain vacant. According to Government spokesman, however, the economic rent calculated after taking

into account capital investment and the running cost worked out to Rs. 500.00 p.m. But this was reduced to Rs.400/- p.m. considering the difficulties of the local entrepreneurs. Further reduction in rent was not possible. However, the Government being promoter of the Small Scale Industries should consider the possibility of extending period of subsidised rate of rent from the 1st two years, as at present, to at least 5 years, so that the units, in initial stages, are able to attain self sufficiency and thereafter the economic rent can be charged. This will help in attracting new entrepreneurs.

4.13. Collection of rent is an indicator of the progress of the Industrial estate. It is important and desirable to collect rent promptly from the industrial entrepreneurs. In this regard the position of recovery of rent is far from satisfactory. In the old complex out of 11 sheds there has been an arrear of payment pending realisation for 7 sheds. This arrear amounted to Rs.85,660.00 on the date of visit. Similarly in the case of the new complex there has been an arrear of rent amounting to Rs.25,700.00. In two cases the Board of Directors considered the application from the allottees and decided to write off the rent arrear amounting to Rs.12,800.00. In two cases the N I-D.C-obtained a rent recovery decree from Court and installments of rent payment were fixed. Even then the defaulter in one case was not paying the rent installment regularly. In two other cases the N.I.D.C. was contemplating to launch the court proceedings for realisation of rent. Thus it is clear that the entrepreneurs are not prompt in paying the rent though the management of the estate is prompt in putting forward their demand of rent. The Government finds itself in a helpless position in realising rent arrears. Even court proceedings are not bringing about the desired result. In one case the individual entrepreneur reported that he wanted to close down his unit as it was not a profitable proposition for him- But the Government would not allow him to do so till he clears the arrear rent payment. In this process more arrear is getting accumulated. This position of rent arrear is alarming and it needs immediate investigation. The authorities have, therefore, to consider the rent realisation question denovo and, if necessary, as it had been done in two cases earlier, a part or whole of it may be written off especially from defunct unit or units who have taken sheds on allotment but did not start production process for one reason or the other and if it is not found feasible to do so, stringent steps should be taken to recover rent arrears instead of allowing things to drift on as at present. The units which have not started manufacturing process' within a specified period should be evicted. Though eviction process may itself take a considerable time, nevertheless, it has to be proceeded with to improve the management of the estate.

4.14, Apart from the loss of rent due to nonpayment and subsequently writing off such pending rent, there is loss of rent due "to sheds remaining vacant. Out of the 11 sheds of the old complex 4 remained vacant at different points of time for a period ranging from 4 months to 30 months and out of 10 sheds in the new complex two remained vacant for a period of three months each. Thus, it resulted in a loss of rent to the tune of about Rs. 40,000.00. This loss in rent is not much, as in the nature of things, whenever there is change of hands due to turnover such delays in allotment are normal resulting in loss of rent.

Ownership of the Industrial Units.

4.15. Out of the 21 sheds, 9 are with the Government Departments of Khadi & Village Industries Commission, 6 with local entrepreneurs and 6 with non-local entrepreneurs. Out of the 6 sheds allotted to local entrepreneurs, only one was found actually working and that too was reported to be unprofitable unit. In fact this is a Press engaged in composition and small scale printing where no manufacturing process is involved. The other 5 sheds allotted to locals were not found in working condition. These sheds were always found locked- Out of the 5 sheds allotted to non-locals, 2 were allotted to one entrepreneur and one each to three others. One unit having run for 8 years was closed down due to unprofitable business.

Type of Industries,

4.16. On the face of it, the allotment of sheds has been made to a variety of industries and if the individual entrepreneurs could actually start the manufacturing processes industrial activities would surely pick up and give impetus to new entrepreneurs in the State. As far as the sheds allotted to Khadi & Village Industries Commission are concerned, 3 sheds are being utilised for a Weaving Training Cum Production Centre and one for running a soap manufacturing unit. Two sheds allotted to Directorate of Industries are for manufacture of Cetronella Oil and hand made paper. Three sheds have been taken by the Industrial Raw Material Corporation and Directorate of Industries for store purposes.

4.17. As far as 6 sheds allotted to locals are concerned the industries proposed to be started are of varied interests. These include animal feed, shoe making, wax, paints, wire and nails and polypropylene monofilament (film) industry. In one shed, as has already been stated, a Press was working. These industries are new to the area and if start working on a sound footing may attract even future industrial entrepreneurs. But unfortunately, for one reason or the other, the industrial activity has not picked up so far. 4.18. In the 6 sheds allotted to non-locals the types of industries run include manufacture of electric poles, tyre retreading, and manufacture of sodium silicate. These are also new units established in the Industrial Estate only.

4.19. Generally the criterion for allotting sheds are that the first preference is given to new industry, second preference is given to industries with expansion programmes and thirdly to units located within the town in unsanitary conditions. These rules for allotment, however, are inapplicable and impractical in the case of Industrial Estates at Dimapur as there appears to be lack of demand for these sheds so far. In fact, all the sheds have been allotted to entrepreneurs thinking to start an industry for the first time within the Estate. At present, no detailed enquiry is made regarding the party applying for allotment of shed. This is not done because probably, there does not appear to be scope for sufficient choice due to lack of applicants. But, even if enough applicants are not there, proper scrutiny before allotment is necessary to ensure, that the industries do get established and the present impasse of allotting sheds and not ensuring establishment of industries is avoided.

Training and Experience of Entrepreneurs.

4.20. Information on training of entrepreneurs was also collected while canvassing the schedule. It is revealed that out of the two local entrepreneurs who could be contacted both were graduates, whereas from the non-local entrepreneurs one was graduate and two undergraduates, one of them had previous experience of running an industry and could take advantage of that experience in establishing the present unit. All the non-local entrepreneurs were having previous trade experience. The industrial units of the technically qualified and experienced entrepreneurs are expected to run with profitability and can, therefore, generate more economic activity. They shall, therefore, generate more economic activity. They shall, therefore, be given more and more help by the Government for procuring raw-materials and marketing facilities. Government shall also help the new entrepreneurs in procuring machinery and obtaining technical know how wherever these are needed. . In one case a local allottee of shed complained that the Industrial Raw material Corporation was not helping him despite his best intentions to start the unit, he has established. He is a graduate local entrepreneur and all efforts should be made to encourage him and all other such entrepreneurs so that the industries in which they are interested get started.

Capital Fixed and Working.

4.21, Fixed Capital constitutes the value of plant, machinery, furniture and fixtures. Working Capital on the other hand includes stock in position, cash, money receivable etc. In fact the fixed capital and working capital are the two important ingredients that reflect the standing of any industrial unit. The establishments in the Industrial Estate, at Dimapur are primarily small scale industries. Fixed assets of the largest reporting unit are estimated to be approximately Rs. 10.00 lakhs. The Smallest Unit has reported a fixed capital of Rs, 0.80 lakhs.

4.22- Working Capital is by far the most important factor in a business concern- Without adequate working capital, the progress of business activity- is considerably affected. The range of working capital in the reporting unit was Rs. 2,000/- to Rs. 1,50,000/-

4.23. The total productive capital i.e. fixed capital and the working capital taken together was reported to be ranging between 81,000 in the smallest unit to, Rs.11,50,000/- in the largest unit. In the units run by the Government the per "unit productive capital was Rs. 1,45,000/- whereas in Private Proprietary units the average worked out to Rs. 4,22,000/- The average productive capital appear to be quite high in the context of small scale industries. But this is mainly because of one big unit where productive capital is stated to be Rs. 11,50,000/-. Further, in the case of one unit the fixed capital was reported to be Rs. 2,00,000/- yet the production was not started as the main complaint of the entrepreneur was that the Government was not helping him in matters of procurement of raw-materials. In order that the capital invested is properly utilised and working capital increased, the Government should provide proper facilities like availability of raw materials, power etc., so that the entrepreneurs are able to utilise the maximum installed capacity.

Products manufactured

4.24. At present one steel unit is manufacturing electric poles to be supplied to various Governments Departments in Nagaland, Manipur etc. One unit is engaged in manufacture of Sodium silicate and one in tyre retreading. The wire and nail industry did not start manufacturing process so far. In Public Sector, the Cetrenolla oil and hand made paper unit, the manufacturing process was not started though a considerable productive capital was invested. The non-edible oil and soap manufacturing unit of Khadi & Village Industries Commission had also not started manufacture so far though it was nearing completion and was expected to start functioning soon. Though none of the working units expressed difficulties of marketing facilities, most of them complained of shortage of raw material and power. Thus the production can substantially be increased if proper arrangements are made for removing shortage of raw material and power. Two of the Units reported that the items manufactured by them were not so far being manufactured any where else in the State nor even in near.. by areas of the other states. They have potentiality to expand and increase production provided raw material becomes available to them. But the scarce supply of raw material is threatening their closure as well. The production has not started in some units and wherever it, started it had not reached the maximum utilisation of installed capacity. Hence the individual units should be helped to attain fuller utilisation of capacity which will ultimately mean increased production had enlarged industrial activity.

4.25 It may also be brought out here that the Industrial Estate has not been able to attract financial and managerial participation from outside the State in the true sense. There is no denying the fact that there has been capital and managerial investment from non-local businessmen of Dimapur, Nevertheless even with their participation' the industrial activity has started picking up and thus there is no small contribution for industrial growth of a region where such activity did not exist at all. In fact one of the proprietors has gone on record promising to increase his production many fold if the raw materials and other facilities etc, become available to him to the desired extent,

Units under factories act.

4.26 The provisions of Factories Act 1948 have not been extended to the Industrial Estate so far as none of the Units within the estate was stated to have been registered under the Act.

Employment.

4.27. The average number of workers employed in the units functioning was 9. The maximum number .of workers employed in one unit was found to be 24. In this unit there were 4 'local' workers also employed in skilled and unskilled jobs. There was one unit having only 4 workers. The proprietor himself was acting as a manger, supervisor and worker. An analysis of workers employed in the working units shows that the employment of 'local' workers was almost negligible. The maximum number of 'local' workers employed in any unit was 4. In one unit one worker was proprietor himself and was thus a self employed worker. Though there was no apathy for employing 'locals' on skilled or unskilled jobs but it appears, as reported by some

of the managements, that the 'locals' were not forthcoming for employment in the industrial units presumably because of low wages and their detestation to such type of work. Thus it is seen that the industrial activity in the Estate, small scale notwithstanding, has not given any fillip to employment of Moral hands. Not only a preference should be given to 'local' entrepreneurs in matters of allotment of sheds, the N.I.D.C should lay down a precondition that unless at least 10% of workers employed in the proposed factory are from among the 'locals', no shed would be allotted to any one. This would encourage the employment of local labour and the industrialists may not be able to forward lame excuse that local labour is not interested in such jobs. The following table presents proportion of employees category-wise and region wise.

Table No. 4.2

TABLE SHOWING EMPLOYMENT FIGURES IN THE WORKING UNITS OF THE INDUSTRIAL ESTATE.

	Category	Local	Non-Local
	1	2	3
1.	Skilled	1	14
2.	Unskilled.	7	38
3.	Managerial & supervisory.	1	6
	Total: -	9	58

Wages

4.28. Wages paid to workers are very low. Wages paid to unskilled workers range between Rs. 8/- per day in one unit to Rs.120/- p.m. in another unit. This is much below the lowest minimum wage. But as none of the Labour legislation are extended to the region as also neither the labour is organised nor perhaps there exist alternative avenues for the labour employed, the existing situation is continuing. This is obviously an important reason that the 'locals' are not forthcoming for seeking employment opportunities in the Industrial Estate. However, such a low level of wage in some unit amount to exploitation of labour and the Government through labour Department, must adopt measures to ensure the minimum need based wage to all workers in all the units in the Industrial Estate.

Installed capacity.

4.29. The information were also elicited from the working units whether or not they are able to utilise their installed capacity. As certain units were yet

to start functioning, the capacity utilised is nil in such cases whereas the units which were functioning, they could not utilise their full installed capacity. The utilisation ranged between 40 to 60% in two cases and only 3 to 5% in one case. This is no doubt a dismal picture beyond imagination. But in this case the reasons adduced for such a low utilisation was want of raw material available at controlled rates to make the unit economically viable. Among other reasons furnished for working the units at much below the installed capacity levels by most of the entrepreneurs were shortage of water, power and capital.

4.30. One of the Industrial units suggested installation/ of 100 k.m. transformer instead of 25 k.w. transformer at present to overcome the shortage of power Similarly regular water supply is another problem which can be overcome by making arrangements with the concerned authorities. N.J.D.C. should, therefore, take appropriate measures so that water and power shortage is not felt by the entrepreneurs in the Estate. One of the major complaint of the entrepreneurs was the difficulty of raw material. Industrial Raw Material Corporation should help the entrepreneurs HQ, obtaining the raw material at reasonable Price. In fact the entrepreneurs complained that there is no shortage of raw material of any type at a premium price. The Government may, therefore, consider how best the¹ Industrial units in the Estate can be helped so that they are able to run their units properly, by utilising the full installed capacity.

Inter Unit Cooperation.

4.31. There is no unit manufacturing an item which may be used as raw material or intermediate material by some other unit within the Estate. However, some units, are manufacturing items which are being used as raw material of intermediate material for manufacturing of finished goods elsewhere. For example soda ash and citronella oil can be used for washing and Toilet Soap As such if proper efforts are made in this direction encouragement could be given to such units for being established in the Estate who could utilize the products of the units already in existence as raw material for their own manufacturing process. Though it may not be possible to Utilise the full products" of one unit by the other unit so set up, yet it will be worthwhile to explore such possibilities which 'will surely fee in the interest of growth industries in the State.

Common Facility Centre in the Estate.

4.32- There is no common facilities centre in the Estate where the products of different units could be tested. The absence of such a centre is not acutely felt at present because all the units are not functioning properly. However, there is need for providing one Common Testing Centre and the N.I.D.C. should ensure that such a centre is established in near future.

Training Arrangement.

4.33, There are no arrangements for training workers in different trades. The Small Industries Service Institute has provided some facilities for training workers in carpentry, blacksmithy etc. But this is not enough as skilled workers for other trades of which the industrial establishments exist in the Estate or are likely to be established in

near future cannot become available through the type of training provided by the S.I.S.I. alone. It is therefore, necessary that the Estate has its own training arrangement so that the needy local people could be given proper training in various trades and supply of skilled persons could be ensured to different units. This will not only help developing local skill but also afford an opportunity to them in seeking employment.

Reasons that prompted the entrepreneurs to have a unit in the Estate.

4.34. The views of the existing units within the Industrial Estate were also collected with regard to their choice of having a unit in the Industrial Estate. What were the possible reasons which prompted them to have an industrial unit in the Estate. An analysis of the data collected on this aspect indicates that the most important reason was the promised and anticipated facilities such as ready made shed at cheap rent, power and water supply etc. which are normally available in an industrial Estate. The other important reasons which prompted them to have a unit in the estate are (i) the possibilities of getting raw material with the help of the Government (ii) expected development of the area in near future, (iii) help of the Government in raising capital etc. But most of the entrepreneurs who have set up their units in the estate were dissatisfied in these respects in as much as most of them complained of shortage of raw material. No tangible help was forthcoming from the Government in this regard. The shortage of power and water supply was also felt by the entrepreneurs who needed these facilities. As regards the availability of shed at cheap rents, it was reported by most of the tenants that the rent charged was much higher than it should have been charged especially when the Estate is located much away from town.

Location of the Estate-The views of the occupants of the sheds.

4.35. The opinion of the occupants in regard to location of the Industrial Estate was also collected. From an analysis of these views it is observed that most of the occupants felt that the location of the Estate was not at all suitable. The Estate is nearly 5 km. away from the main town and the Railway Station, The transportation facilities are not at all adequate. This is a serious handicap. The transportation of raw material from Railways Station or other places in the town to the Industrial Estate and of finished goods from the Estate to the Railway Station or , other places in the town unduly add to the overall cost of the products. Further the workers employed in different units also find difficult to reach the workplace from their residences which are mostly in the town a meagre public transport service; There is no arrangement for the labour to stay in and around the Industrial Estate,; It is, therefore, a great deterrent to them to seek employment in the Industrial Estate. There is considerable labour turn over for which the remoteness of the Estate from town is one of the reasons. In their view if the Industrial Estate could have been located within 2 km. from the Railway station and the town most of the above problems would have been eliminated. However, to mitigate the above difficulties of the labour the transport Department can consider running a regular bus service upto the Industrial Estate so that the labour could make use of it in reaching the work place. With regard to the transportation problem of raw materials and finished goods to and from the units respectively, a daily service of truck at reasonable rates can be arranged by the Transport Department. Further for a better location of an Industrial Estate which might

be set up-in future these considerations could be kept in mind so that such difficulties do not arise there.

Difficulties experienced by the Entrepreneurs.

4-36. Most of the occupants had reported that they were experiencing difficulties with regard to (a) raw materials, (b) materials obtainable at controlled rates (c) power shortage (d) water supply. One entrepreneur complained that he has not been able to procure machinery for his factory despite his best efforts and positive attitude of N. I. D. C This delay in procuring the machine has resulted in considerable loss to him as he could not start the manufacturing process. While the difficulties of obtaining the controlled material was experienced uniformly by all the units concerned with such procurement of material for their establishments, the difficulties of power break down and water shortage was also reported by all the reporting units. In the new complex one of the Units complained that the Transformer installed in that complex area because of was not at all suitable as it could not meet the need of the existing entrepreneurs. This, therefore needed immediate replacement. Similarly the water supply was inadequate and the units requiring water for their manufacturing processes were feeling greatly handicapped because of water shortage.

The Government should look into these difficulties forthwith and take immediate steps to remove them so that the work in the industrial units start on a smooth basis and the existing and the prospective entrepreneurs are assured of the minimum facilities which should be available to them in an Industrial Estate. If these difficulties are removed, the prospective entrepreneur would feel attracted in starting new units in the Estate.

Conclusion

4.37, The establishment of the Industrial Estate at Dimapur does not appear to have made its impact on the pace of industrial activity and employment opportunities that was expected. The establishment of such estates in industrially and economically backward area will not be of much utility, as is the case with the Industrial Estate at Dimapur, unless special policies are evolved to attract prospective entrepreneurs in actually setting up their factories, These may include preferential treatment in financing etc: A small subsidy on rent and a title saving on building cost alone will not be adequate attraction for the new entrepreneurs. Further, even subsidised rent for a short period of 2 year only is rather too inadequate and needs further extension to at least 5 years. Apart from these, more inducements to entrepreneurs and liberal help of the Government in raising capital and procurement of raw material, adequate supply of power and water are some of the factors, which need immediate attention of the Government if the Industrial Estate is to be made a success.

CHAPTER—V

Summary of Findings & Recommendations

Utilisation of space.

5.1 It was observed that the utilisation of space for constructing sheds is deplorably low in the context of the total area procured for the Industrial Estate as a whole. The area acquired for the estate is 90 acres which is far more than the current requirement. The space available should profitably be utilised in future expansion programmes keeping in view the optimum utilisation of space as per norms prescribed by the CO.P.P. (Para 2,6,)

The delay in completion of construction programme.

5.2 There was not much delay in initiating the construction programme of the Industrial Estate at Dimapur and its completion. However, with a view to further expediting the construction works the N.I.D.C. has, now developed its own Engineering wing and the construction work of future estates will be taken up departmental. Thus there is no apprehension of getting the execution of work delayed.

The delay in allotment of sheds.

5.3 There was a delay of about 1 year in the allotment of the 1st shed in the old complex after its completion. Such delays can be eliminated if advance planning is made and applications from the prospective entrepreneurs are invited and a decision there-on taken well in advance. While allotting the sheds in any new Industrial Estate to come up in future, such an advance action will help eliminating this type of delay (Para 3.4.)

Utilisation of sheds.

5.4 Out of the 21 sheds only 12 were allotted to industrial entrepreneurs 8 to Government/Semi Government Departments and one was reserved for Directorate of Industries. Of the 12 sheds allotted to individuals only 6 were found to be working and the rest were almost defunct. The sheds were, therefore, not being utilised productively. It is, therefore, recommended that the N.I.D.C. should scrutinise the applications properly and allot them to such entrepreneurs who are found to be technically qualified and whose industrial worthiness is beyond questions (Para 3.8.)

5.5- If the sheds allotted are not utilised for setting up the industry applied for, within a period of six months these may be got vacated. The Government should also encourage individual entrepreneur to open industries instead of allotting sheds to Government Departments, few of them were found being used as godowns. For this purpose the N.I.D.C. may initiate action for better supply of power water and making industrial raw material available to the new and real entrepreneurs so that they get attracted and the sheds are more profitably utilised. (Para 3.8)

Rent subsidy.

5.6, At present the subsidised rent is being charged during the 1st two years of allotment and thereafter the economic rent is being charged from the individual entrepreneurs- However, the industrial entrepreneurs are not being attracted to occupy the sheds on these

terms. The rent subsidy policy, therefore, needs a little liberalisation. It is recommended that the subsidised rent may be charged for a period of 5 years as against 2 years as at present. This may help in attracting entrepreneurs and might contribute towards industrial growth, (para 4.12).

Rent arrears.

5.7. In a number of cases rent arrears to have been accumulated and the N.I.D.C. finds it difficult to realise rent from the defaulting tenants. In cases where arrears have accumulated to an extent that the tenant finds himself in a helpless position, the Government may consider the rent realisation question denovo and write off either a part or whole of it. It might be mentioned here that in the past rent arrears have been written off in two cases. However, if writing off is not possible, the N.J.D.C. should take such steps as may help in realisation of arrears rather than allowing the things to drift on as at present. If necessary, court proceedings may have to be initiated to improve the working in this respect, (Para 4.13).

Shed allotment criterion

5.8. In allotment of sheds to entrepreneurs, normally the preference is given first to a new industry, then to an existing industry having expansion programme and lastly to an industry located in rather unhealthy and Unsanitary condition. But these rules cannot be applied to allotment of sheds in the Industrial Estate at Dimapur mainly because there is hardly any choice before the allotment authority in absence of proper demand and perhaps whosoever applies gets a shed allotted. However, even though enough applicants are not there, proper scrutiny before allotment is necessary to ensure that the industries do get established and the present unfortunate situation of allotting a shed without ensuring establishment of an industry is avoided. (Para 4.19)

Training & experience of entrepreneurs.

5.9. The tenant entrepreneurs were not found having much technical know-how or experience in the industry they established or wanted to establish in the Industrial Estate. However, there was at least a few cases of a graduate local entrepreneur who were seriously interested in establishing the industry. The Government should, therefore, render all possible help like procurement of raw material providing technical know-how etc., so that the industries in which, they are interested get established, (para 4.20.).

Utilisation of invested capital

5.10. The productive capital of the existing units in the Industrial Estate is not fully utilised. In one case the entrepreneur was stated to have already invested Rs.2,00,000/- But he could not start the manufacturing process because he could not procure raw material. It seems* this is the major factor in holding the entrepreneurs back. The Government, therefore, should provide, through Industrial Raw Material Corporation, (I.R.M.C.) proper facilities like procurement of raw material, power and water etc., so that the entrepreneurs are able to utilise the maximum installed capacity. It is suggested that for procuring raw material, the manager N.J.D.C should act as a Liaison Officer

between the entrepreneur and the LRMC. He should assess the needs of individual entrepreneurs, report them to I.R.M.G and secure their procurement. The N.I.D.C. may consider installing one 100 kw, transformer in place of the existing 25 kw- transformer. Similarly for regular water supply arrangements can be made with the concerned authorities so that the industrial needs of power and water are properly met, (Para 4.22, 4.23&4.30).

Employment

5.1K The average number of workers employed per unit (for the working units) was 9. There was practically no employment of 'local' workers. The Government should ensure that at least 10% of the employed labour comes from local people and they also share the small benefits of job opportunities. The N.I.D.C. should allot the sheds to applicant entrepreneur on the condition that at least 30% of the labour employed should come from the local people. If, however, the local workers are not available then only this condition could be relaxed. But the Government should enforce this requirement with all seriousness lest the entrepreneur take advantage of non-availability of local population for such jobs and though local labour being available, job opportunities are denied to them for other reasons (Para 4.27).

Wages.

5.12, The minimum wages paid to labour range from Rs.8/- per day in one unit to Rs. 120/- per month in another. This is rather a deplorably low wage level. This situation which is tantamount to exploitation of labour is continuing mainly because neither the labour legislation are extended to this region nor many avenues are available to labour which is mostly Bihari labour. In these days of high price level how these workers are able to get two square meals with this low wage is anybody's guess. The Government therefore, must adopt suitable measures perhaps through the Labour Department, to ensure the minimum wage, applicable to other avocations in the State, to the employees of any unit in the Industrial Estate as well (Para 4.27)..

Inter Unit Cooperation;

5.13. At present there is no interdependence in Units established within the estate inasmuch as the products of one unit are not utilised as raw material by another unit within the estate. However, the N L D. C, may explore possibilities of allotting sheds to such prospective industrialist in future which may utilise their raw-material, the products of the unit already in existence. This would to some extent solve the problem of marketability of the products of some units, (para 4.31.).

Common facility centre.

5.14. There is no common facility centre in the estate at present. The need of such a centre is not very much felt, for the time being, for all the units are not working properly. However, the N.I.D.C. should ensure that such a centre is established in near future (para 4.32).

Training facilities.

5.15. At present there is no training arrangement for training workers in different trades excepting the ones provided by the S.I.S.I. which is not adequate. The Estate should have its own training cum-production centre where proper training in various trades could be given to local population. This would not only help in developing supply of Skilled local labour force but also afford them, to avail themselves of the existing and likely occurring, employment opportunities (para 4.33).
Transport facilities.

5.16. The Industrial Estate is situated at a distance of 5 kms. from the Railway station and the town. There are no regular city bus services from the town to the Estate with the result that it is a great handicap to the workers employed in the Estate as most of them reside in the town. Similarly for the small industrialist entrepreneur also it is a great handicap for transporting the raw material to the Estate and finished goods from the factory to the town. To overcome these difficulties it is suggested that the N.S.T. should introduce a regular bus service from the Railway station to the Estate and back at timings suitable to the workers employed in the Estate, Further, N.S.T may also consider the feasibility of introducing a truck service at reasonable rates to help the small entrepreneurs, who cannot afford their own transport, for transporting the goods to and from the town to the Estate (para 4.35).

Conclusion.

5.17, The Industrial Estate at Dimapur does not appear to have had its impact on industrialisation and employment as would have been expected. Liberal policy of the Government in financing, supply of raw material, power and water facilities, extended rent subsidy etc., are the immediate factors which need be looked into if the entrepreneurs are to be induced to set up their factories in the Industrial Estate and get them working (para 4.37).

LISTS OF EVALUATION REPORTS PUBLISHED BY THE EVALUATION ORGANISATION, NAGALAND.

SL No.	Title of the Study.
1	Current Evaluation Report on Khandasari Sugar Project, Dimapur and Sugarcane Development Programme in the State,
2	Evaluation Report on the Impact of Block Programmes in Nagaland.
3.	Report on Evaluation Study of Medium-size Seed Farm at Merapani.
4.	Report on the Evaluation Study of Changki valley Fruit Preservation & Canning Factory at Longnak.
5.	Snap Evaluation Report on Key Village Scheme in Nagaland-
6.	Evaluation Report on Government Sales Emporia in Nagaland,
7	Evaluation Report on Primary Health Centres in Nagaland,