Strategic Investment Plan, Tripura RAMP - 2024



Tripura Industrial Development Corporation Ltd.

Department of Industries & Commerce Government of Tripura Undertaking, ISO 9001 : 2015 Certified Company

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Acronyms

Abbreviation	Definitions
3Ts	Trade, Tourism, and Technology
AGMC	Agartala Government Medical College
APC	Agro Production Clusters
APEDA	Agricultural and Processed Food Products Export Development Authority
ASPIRE	A Scheme for Promotion of Innovation, Rural Industries & Entrepreneurship
ASSOCHAM	Associated Chambers of Commerce and Industry of India
B2C	Business to Consumer
BCDI	Bamboo and Cane Development Institute
BRAP	Business Reform Action Plan
BRUPY	Bhimrao Ambedkar Rajasthan Dalit, Adivasi Udyam Protsahan Yojna
CAGR	Compound Annual Growth Rate
CD Ratio	Credit to Deposit Ratio
CFC	Common Facility Centre
CGTMSE	Credit Guarantee Fund Trust for Micro and Small Enterprises
CIBIL	Credit Information Bureau (India) Limited
CSS	Centrally Sector Scheme
CSTRI	Central Staff Training and Research Institute
CWTIT	Central Workshop Training Institute
DDU-GKY	Deen Dayal Upadhyaya Grameen Kaushalya Yojana
DICs	District Industries Centers
DPIIT	Department for Promotion of Industry and Internal Trade
ECLGS	Emergency Credit Line Guarantee Scheme
EoDB	Ease of Doing Business
FGD	Focus Group Discussions
FICCI	Federation of Indian Chambers of Commerce & Industry
FINER	Federation of industries & Commerce of North-Eastern region
GI	Geographical Indication
GVA	Gross Value Added
HHEC	Handicraft & Handloom Exports Corporation of India
HMNEH	Horticulture Mission for North-East and Himalayan regions
IBSDP	Intensive Bivoltine Sericulture Development Project for Sepahijala District
IDTR	Institute for Development & Research in Banking Technology
IPR	Intellectual Property Rights
IT	Information Technology
ITeS	Information Technology enabled Services
it is	Industrial Training Institutes
КСС	Kisan Credit Cards
KVIC	Khadi and Village Industries Commission

Abbreviation	Definitions
КҮС	Know Your Customer
LCS	Land Custom Stations
LEAN	Lean Manufacturing Competitiveness Scheme
MGIRI	Mahatma Gandhi Institute for Rural Industrialization
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MIS	Management Information Systems
MLUPY	Mukhyamantri Laghu Udhyog Protsahan Yojana
MOFPI	Ministry of Food Processing Industries
MSE-CDP	Micro and Small Enterprises Cluster Development Programme
MSEFCs	Micro and Small Enterprises Facilitation Councils
MSME	Micro, Small and Medium Enterprises
MT	Metric Tons
NBFC	Non-Banking Financial Companies
NBM	National Bamboo Mission
NEEPCO	North-Eastern Electric Power Corporation Limited
NEHHDC	Northeastern Handicrafts and Handlooms Development Corporation
NER	Northeast Region
NERTPS	Northeast Region Textile Promotion Scheme
NESSIA	North-Eastern Small Scale Industries Association
NHDP	National Handloom Development Programme
NHDP	National Horticulture Development Programme
NRLM	National Rural Livelihoods Mission
NSDC	National Skill Development Corporation
NSDC	National Skill Development Corporation
NSDP	Net State Domestic Product
NSS	National Sample Survey
ONGC	Oil and Natural Gas Corporation
PMEGP	Prime Minister's Employment Generation Programme
РМКК	Pradhan Mantri Kaushal Kendra
PMKSY	Pradhan Mantri Kisan Sampada Yojana
PMKVY	Pradhan Mantri Kaushal Vikas Yojana
PMMY	Pradhan Mantri Mudra Yojana
PPP	Public Private Partnership
PSU	Public Sector Undertaking
R&D	Research and Development
RAMP	Raising and Accelerating MSME Performance
RPD	Rubber Plantation Development
SFURTI	Scheme of Fund for Regeneration of Traditional Industries
SGDP	State Gross Domestic Product
SIDBI	Small Industries Development Bank of India
SIP	Strategic Investment Plan

Abbreviation	Definitions
SoFED	Society for Entrepreneurship Development
ТВМ	Tripura Bamboo Mission
TFDPC	Tripura Forest Development & Plantation Corporation
TFDPC	Tripura Forest Development & Plantation Corporation Limited
THHDC	Tripura Handloom and Handicrafts Development Corporation
TIDCL	Tripura Industrial Development Corporation Limited
TIPII	Tripura Industrial Investment Promotion Incentive
TIPS	Tea Improvement Programme for Small Tea Growers
TJML	Tripura Jute Mills Limited
TNGCL	Tripura Natural Gas Company Limited
TReDS	Trade Receivables Discounting System
TRIFED	Tribal Cooperative Marketing Development Federation of India
TRLM	Tripura Rural Livelihood Mission
TRPC	Tripura Rehabilitation Plantation Corporation Ltd.
TRPC	Tripura Rehabilitation Plantation Corporatio
TSIC	Tripura Small Industries Development Corporation Limited
TSR	Technically Specified Rubber
TTAADC	Tripura Tribal Areas Autonomous District Council
TTDC	Tripura Tea Development Corporation Ltd.
WTO	World Trade Organization
ZED	Zero Defect Zero Effect

1. Executive Summary

In the Indian economic landscape, the Micro, Small and Medium Enterprises (MSME) sector has emerged as an important force, contributing **significantly 28.83 % to the GDP and 42.61 % of overall exports**. ¹Tripura, with its unique geographical and economic circumstances, is no exception to this trend. The MSME sector in Tripura has been a symbol of growth and opportunity, providing employment and promoting innovation. However, recent global challenges, including the pandemic, have placed pressure on this vibrant sector, revealing vulnerabilities and the need for strategic intervention.

Recognizing these challenges, the Government of India, in collaboration with the State Government of Tripura and supported by global initiatives such as the World Bank's Raising and Accelerating MSME Performance (RAMP) Programme, has been active in creating a supportive ecosystem for MSMEs. The launch of the MSME Competitiveness Program - Post-COVID Resilience and Recovery Program (MCRRP) is an important step towards this goal, which focuses on institutional support, market access, credit facilitation, strengthening governance and promoting sustainable practices.

Central to these efforts is the development of a Strategic Investment Plan (SIP) for Tripura, tailored to meet the specific needs of its MSME sector. The scheme, developed through extensive stakeholder engagement and intensive research, aims to chart a course for the revitalization and sustained growth of MSMEs in the state. The SIP not only identifies key areas of focus but also proposes actionable strategies to address the challenges faced by MSMEs in Tripura, thereby ensuring their resilience and competitiveness in the changing global scenario.

1.1 Status of MSME Sector in Tripura

Tripura hosts around 2.1 lakh MSMEs², yet only about 22.67% (47,814 MSME Units³) are registered on the Udyam Portal, highlighting a substantial informal sector. These MSMEs are crucial for the state's GDP and employment, with micro enterprises making up 98% of the total. Despite an impressive literacy rate of 87.85%⁴, many businesses remain outside the formal economy. The state has proactively established rubber, food, and bamboo parks to nurture these enterprises, aiming to enhance the sector's growth. The MSME sector employs nearly 2.95 lakh people⁵, underscoring its importance in Tripura's economic framework. However, the concentration of registered MSMEs in just four out of eight districts points to the need for more evenly distributed development efforts across the state.

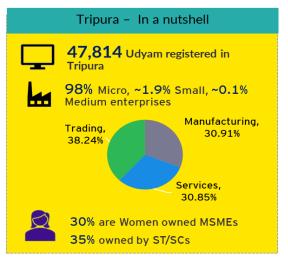


Figure 1: Overview of Tripura's Key MSME Sector Highlights

¹ <u>https://pib.gov.in/PressReleaselframePage.aspx?PRID=1884734</u>

² Untitled-1 (msme.gov.in)

³ <u>https://dashboard.msme.gov.in/Udyam_Statewise.aspx</u>

⁴ Census 2011

⁵ <u>https://msme.gov.in/sites/default/files/MSMEANNUALREPORT202223ENGLISH.pdf</u>

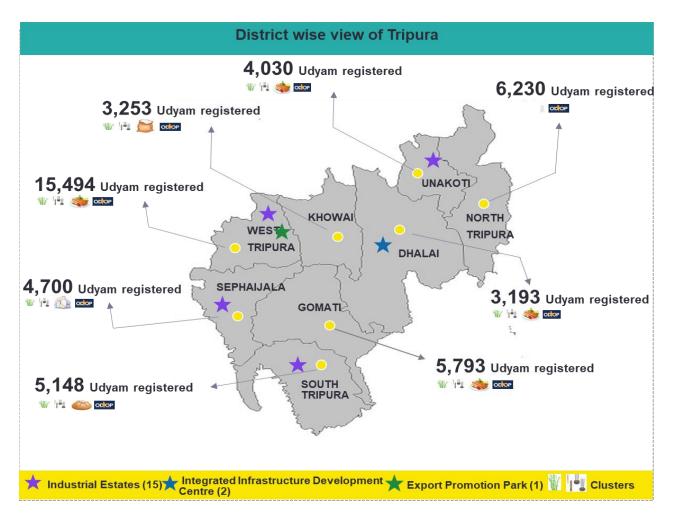


Figure 2:Geographical Distribution of MSMEs Across Tripura's Districts

The sectoral composition of MSMEs in Tripura is broad, encompassing agriculture-related activities and sectors such as machinery, textiles & handoom, food processing, Handicrafts, IT and ITES, and reflects the state's rich agricultural base and developed industrial landscape. This regional diversity not only reflects the economic potential of the state but also points to growth opportunities in both traditional and emerging industries. Identify thrust major areas for industrial development by state:



Figure 3: Key Thrust Areas for Industrial Development in Tripura

1.2 Approach to Study

Strategic Investment Plan Report on Tripura's MSME Sector

The study of Tripura's Micro, Small and Medium Enterprises (MSME) sector adopted a comprehensive approach, combining extensive research with in-depth interactions with stakeholders to accurately capture the dynamics of the sector within Tripura.

The beginning of the study involved a fundamental desk research phase, which was essential to understand the unique economic landscape of Tripura. Adopting insights from the broader north-eastern region, our approach was adapted to reflect the unique characteristics of Tripura. Over 1000 surveys were conducted in different districts of the state, using a stratified random sampling method to ensure broad and diverse representation.

The primary objective of the study was to gain an in-depth understanding of the challenges and opportunities within the MSME sector of Tripura. The survey was conducted to consider key aspects including business fundamentals, access to financial resources, market entry, supply chain management, infrastructure constraints, technological constraints, quality standards, capacity development needs, environment-friendly practices and impact of government initiatives. Was designed for.

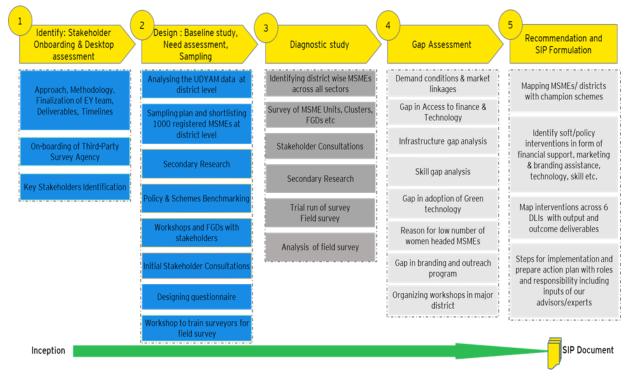


Figure 4: Implementation Process for Preparation of SIP

Research Tools and Techniques:

- > In-depth interviews: provided qualitative insights from key stakeholders.
- Focus Group Discussions (FGDs): Facilitated the collection of diverse opinions and experiences.
- Primary Survey: Enabled acquisition of direct quantitative and qualitative data from MSMEs.
- Secondary research: Complements primary data, offering a broader perspective on the field.

Our systematic and comprehensive approach facilitated a nuanced understanding of Tripura's MSME sector. This, in turn, empowered us to formulate strategic recommendations and specific interventions that closely match the state's unique business environment.

1.3 Specific Challenges identified for MSMEs in Tripura: Survey Insights

- Geographical Constraints: Tripura's unique location, bordering Bangladesh on three sides, presents both logistical challenges and opportunities. Hilly terrain and limited access to major Indian markets create difficulties in transportation and logistics, affecting the cost and efficiency of MSME operations.
- Enhancing MSME Capabilities: In Tripura, enhancing the capabilities of MSMEs faces many challenges, from identifying potential entrepreneurs who often go unnoticed, to providing them accessible, high-quality training that covers not only technical skills but also business and Digital literacy is also included. Additionally, engaging and retaining young talent, overcoming cultural and social barriers, particularly for women, and addressing language diversity are significant hurdles. Additionally, increasing awareness of beneficial state and central schemes and improving grassroots support to quickly address MSME queries are essential steps required to enhance the growth and resilience of the sector.
- Access to Technology: In Tripura, the MSME sector is grappling with technological challenges that hinder its growth and competitiveness. Businesses often rely on basic tools like Google Sheets and WhatsApp for data management, resulting in disorganized information flow and project delays. There is a notable gap in availing government schemes, with many MSMEs unaware of the resources available. Additionally, these enterprises struggle to adapt to changing market demands due to limited access to updated market insights. Expanding into global markets is also challenging due to lack of knowledge on international business complexities. On the technical front, many District Industries Centers (DICs) lack essential infrastructure such as video conferencing systems and uninterrupted power supply, affecting communication and collaboration. Furthermore, a survey revealed that a significant percentage of enterprises face barriers such as high costs associated with new technologies, lack of technical know-how and insufficient capital, awareness and awareness to introduce businesses to technological advancements and green financing. The need for educational programs has been emphasized.
- Access to Finance: In Tripura, MSMEs deal with various financial challenges. High collateral demands and complex banking processes often prevent them from securing the funds they need. Initiatives such as credit access incentives and transport subsidies have been taken to reduce these burdens. Nevertheless, many enterprises are struggling with unresolved issues due to closure of important schemes and procedural delays in registration. Despite these barriers, a large proportion of businesses report no difficulties in accessing bank loans, reflecting a mixed financial scenario. Awareness of enterprise credit ratings remains low, underscoring the need for increased financial literacy among local businesses.
- Limited Market Access: In Tripura, MSMEs face significant challenges in increasing market access, which is mainly limited to local sales due to limited knowledge of wider markets and weak networking with key industry players. The sector's growth has been further hindered by the slow adoption of digital platforms for marketing, making it difficult to compete with larger market entities. Additionally, there are considerable barriers to navigating the export landscape and obtaining the necessary certifications, emphasizing the need for more robust support and simplified processes to enable these enterprises to reach their full potential both domestically and internationally.

- Sourcing Raw Materials: In Tripura, MSMEs face significant challenges in accessing quality raw materials, particularly impacting sectors such as agro-processing and handicrafts. Most are locally sourced, which helps reduce costs and delivery times, but many still rely on distant suppliers, making logistics complicated. Payment methods vary, with cash prevalent, although digital payments are on the rise. Delay in receiving payment after supply is common, affecting cash flow. It is important to address these issues to enhance the operational efficiency and growth potential of MSMEs in the state.
- Gaps in infrastructure: In Tripura, MSMEs face significant challenges that impact their growth and sustainability. Primary issues include limited access to land, an urgent need for more industrial spaces to accommodate growing businesses. The lack of infrastructure, especially in waste management and waste treatment, makes operations more complex. Road connectivity, although generally adequate, could benefit from enhancements to facilitate smooth logistics and access to markets. Additionally, lack of awareness and utilization of available industrial parks and estates among MSMEs suggests a gap in communication and outreach efforts. Addressing these challenges through focused interventions can significantly boost the MSME sector in Tripura, which will contribute to the overall economic development of the state.
- Skills Gap and Manpower Training: Tripura's MSME sector faces myriad challenges in workforce development and skill enhancement. A large portion of the young workforce prefers office jobs, creating a gap in skilled labor for MSMEs. The lack of targeted training programs exacerbates this problem, making it harder for businesses to find employees with the right skill set. Seasonal labor shortages and higher wage demands further complicate recruitment efforts. For female workers, safety concerns and societal expectations create additional barriers to workforce continuity. Although some MSMEs in Tripura provide training in operational and technical skills, there is a significant gap in soft skill development. Additionally, many businesses do not provide any type of training opportunities. Tackling these issues is important to promote the growth and sustainable success of Tripura's MSME sector.

1.4 MSME Challenges, Strategic Interventions & outcomes

The Strategic Investment Plan (SIP) for Tripura focuses on key interventions to support MSMEs in overcoming challenges and taking advantage of growth opportunities. These interventions aim to improve access to finance, enhance market connectivity, facilitate technological upgrading and strengthen skills among entrepreneurs. The scheme also highlights the importance of infrastructure development in industrial areas to promote better environment for MSME growth. A concise table included in the SIP outlines the specific problems, recommended actions and the number of targeted MSMEs, ensuring a focused approach to strengthening Tripura's MSME sector.

Understanding of problem statement	Proposed interventions with respect to RAMP objectives	DLI	Total MSMEs/Units Targeted / Outcome
Pillar 1: Enhancing MSME Firm Ca	pabilities	2, 3, 5	
In Tripura, the entrepreneurial landscape is at an intersection where increasing opportunities are delayed by systemic challenges that are hindering the realization of its full potential. Despite a young and vibrant population that could drive innovation and economic growth, the state faces the intricate problem of identifying and nurturing this latent entrepreneurial talent. The crux of the issue lies in the difficulty of discovering young individuals with inherent or acquired entrepreneurial aptitudes, as they often remain hidden within the	Project-1 Vocal For Local This project aims to increase and support entrepreneurship within the local community by tapping into the potential of the youth in Tripura. It starts with identifying promising young entrepreneurs through a systematic search outside traditional educational and employment systems. Once these individuals are identified, the project focuses on providing comprehensive skill development, encompassing technical, business management, finance, and digital literacy skills required for the modern economic landscape. The initiative looks to overcome barriers to training accessibility, social, or cultural, and places particular emphasis on engaging and retaining the youth through the duration of the training programs. Ensuring the quality of the training and its recognition in terms of qualifications or certifications is a priority, as is the consideration of the diverse languages and cultures within Tripura to ensure effective communication of the program. The project also seeks to raise awareness among MSMEs about state and central government schemes to ensure these resources are utilized effectively.	2.1, 2.3, 3.1, 5.1, 5.2,	 Entrepreneurship Knowledge Programme (EKP):32,000 Unemployed Youth Entrepreneurship Growth Programme (EGP): 3,200 MSMEs Financial Grant of Rs. Up to 1 Lakh per enterprise to all the 800 MSME who register and start commercial production (ensuring focus on 20% Women Entrepreneurs) 3,200 MSMEs
traditional frameworks of education and employment. There is no streamlined mechanism to scout and recognize these prospective entrepreneurs, which is leading to a significant wastage of untapped potential. Also, awareness and utilization of state and central government schemes designed to strengthen MSMEs is alarmingly low among local business owners.	Project 2: MSME Helpdesk at State, District, Block & ULB level The MSME Helpdesk is envisioned as a multi-level support structure with dedicated teams stationed at the state, district, and block/ULB levels to provide a granular support system for local MSMEs. At the state level, a three-member team will ensure that MSME related policies are communicated and implemented effectively, support capacity building initiatives and provide expert solutions to complex issues. District level desks will handle the execution of state directives and provide direct support to MSMEs, including assistance with business registration, financial management, and market access. They will also conduct local training and facilitate networking and community building. At the block	2.1, 2.3, 3.1, 3.2, 5.2	 Helpdesk at state level Helpdesk at District DIC level Block and ULB Resource Personal for Formalization of 15,000 MSME on ground and scouting for block level unemployed youth/ women for training 15,000 MSMEs. Resource Centre (Case Studies, Interviews, Best Practices, etc)

Table 1: Strategic Framework for MSME Development in Tripura: Challenges, Interventions, and Expected Outcomes

Understanding of problem statement	Proposed interventions with respect to RAMP objectives	DLI	Total MSMEs/Units Targeted / Outcome
The gap in awareness is often the result of inadequate information and outreach efforts, which are failing to bring these services to the doorstep of the entrepreneurs who need them the most as there is no adequate on ground support via helpdesk and response centres.	and ULB levels, resource persons will offer field support, assist in the formalization of MSMEs, and engage the community to promote entrepreneurship. The intended impact of the helpdesk includes establishing a structured support network for MSMEs, promoting the formalization of businesses, and ensuring deep penetration of support services at all levels of administration. This framework is designed to enable end-to-end support for MSMEs, facilitating their growth and integration into the broader economy.		
Pillar 2: Access to Technology		2, 3	
The MSME sector and Directorate of Industries & Commerce in Tripura are grappling with challenges in data management, project monitoring, plan utilization, market intelligence and technology infrastructure.	Project 1: Sectoral Marketing Insights: Promote business horizons of MSMEs through Sectoral Marketing Insights (Hiring research firms, conducting surveys, acquiring market ata, server costs, domain registration, SSL certificates, Digital Marketing, Analytical Tools, etc.)	2.1, 2.2, 3.1	 Promote business horizons of MSMEs through Marketing Intelligence Web Portal
These constraints are hampering the efficiency and growth potential of the sector. Currently, reliance on basic tools like Google Sheets and WhatsApp to share data leads to disorganized data management, hindering strategic planning and decision making. The absence of real-time monitoring systems for projects and schemes results in delays in	Project 2: Integrated MIS Dashboard: In order overcome the inefficiencies of unstructured data management by replacing disparate systems like Google Sheets and WhatsApp with a unified Management Information System (MIS). This project will create a centralized portal for data sharing and management, streamlining the flow of information across departments and stakeholders and include Real time tracking features will be incorporated to monitor the progress of various MSME projects and schemes. Overall, a dashboard will be provided at a glance status updates, actionable insights, and alerts to ensure timely interventions when projects deviate from their planned course.	2.2, 3.1	 MIS Integrated Website
and schemes results in delays in problem resolution. Additionally, MSMEs' limited access to clear information on government schemes restricts their ability to take advantage of these opportunities for business	Project 3: IT Infrastructure Upgrade To address the technological barriers that District Industries Centres (DICs) face, by provisioning modern tools and systems that facilitate digital communication and operations. This project involves the procurement and installation of advanced video conferencing systems to enable effective remote meetings and collaboration, upgraded computers, laptops, and	2.2, 3.1	Upgradation of IT Infrastructure in the DIC's

Understanding of problem statement	Proposed interventions with respect to RAMP objectives	DLI	Total MSMEs/Units Targeted / Outcome
growth. The gap in market information puts local MSMEs at a disadvantage, unable to take advantage of emerging opportunities or adapt to changing consumer demands. Furthermore, technological limitations within the District Industry Centers, such as lack of advanced communication equipment and reliable power backup, hinder effective collaboration and support for MSMEs. It is important to address these challenges through strategic interventions to improve data management, project and scheme tracking, market intelligence access and technical infrastructure, thereby unlocking the full potential of Tripura's MSME sector.	related peripherals will be provided to ensure that staff can use the latest software and applications efficiently. Also, Uninterruptible Power Supply (UPS) systems will be installed to prevent data loss and operational interruptions during power outages.		
Pillar 3: Improving Access to Fina	nce	2, 4, 5	
In Tripura, industrial growth faces significant hurdles, including limited credit accessibility for businesses, prompting the introduction of an initiative to facilitate credit access for eligible industrial units in both thrust and non-thrust sectors. The region faces with expensive transportation costs, leading to a proposed solution of offering	Project 1: Partial Reimbursement of Interest on Term Loan for Non- Thrust Sectors The Partial Reimbursement of Interest on Term Loan for Non-Thrust Sectors in Tripura demonstrates strong feasibility, with a structured reimbursement plan and a focus on the diversified economic landscape. Its viability is further reinforced by the positive impact on Non-Thrust Sectors, the emphasis on affordability, and improved credit accessibility. Overall, the project holds promise for mitigating financial challenges, enabling inclusivity, and contributing to the economic development of Tripura.	2.1, 4.1, 5.2,	 Partial Reimbursement of Interest on Term Loan: 8000 MSMEs

Understanding of problem statement	Proposed interventions with respect to RAMP objectives	DLI	Total MSMEs/Units Targeted / Outcome
transport incentives to eligible industrial units, aiming to boost economic activities. Further to the addition, there is a lack of continuation plans for certain state programs assisting small businesses with credit access, resulting in a backlog of pending claims settlement cases. Additionally, delays in obtaining necessary registrations under the NEIDS scheme hinder industrial projects, as reported by industry associations. The existing schemes exhibit stringent eligibility criteria, primarily covering specific sectors, leading to dissatisfaction among stakeholders who feel excluded. Addressing these issues is crucial for fostering a conducive environment for industrial development in Tripura. In response to these challenges, the proposed projects – the 50% Subsidy on Transport Cost for Finished Goods in Thrust Sectors and the Partial Reimbursement of Interest on Term Loan for Non- Thrust Sectors – aim to provide comprehensive solutions. These initiatives collectively address financial constraints, promote	 Feasibility and Viability Assessment Reimbursement structure: The proposed 4% reimbursement on interest paid with a maximum of Rs. 5 Lakhs per enterprise is outlined. The structured reimbursement plan is feasible and offers a clear mechanism for financial support. Focus on Non-Thrust sectors: The project targets businesses in non-Thrust sectors, addressing a specific need outside the primary focus of Thrust sectors. Project aims to mitigate the impact on high interest rates, fostering affordability of business in non-thrust sectors. 		

Understanding of problem statement	Proposed interventions with respect to RAMP objectives	DLI	Total MSMEs/Units Targeted / Outcome
digital inclusion, enhance market access, and contribute to a more sustainable and diversified economic environment for MSMEs in Tripura.			
Pillar 4: Access to Market and Pro	omotion	2, 3	
Most MSMEs primarily sell their products locally and are not integrated with digital marketplaces. They lack assistance in product identification and promotion for export or other markets. MSMEs, particularly in sectors like Bamboo craft and Handlooms, face high transportation and freight costs to ship goods to other states, affecting their competitiveness despite high quality. Many MSMEs are unable to participate in trade fairs and meetings outside the state, viewing them as additional expenses rather than business opportunities. There are limited opportunities for market linkages due to the scarcity of platforms connecting genuine buyers and sellers. A significant portion of MSMEs, as noted	 Project 1: 50% Subsidy on Transport Cost for Finished Goods in Thrust Sectors The 50% Subsidy on Transport Cost for Finished Goods in Thrust Sectors in Tripura exhibits strong feasibility, supported by high market demand and adequate operational infrastructure. Its viability is further strengthened by the anticipated positive impact on Thrust Sectors and the broader socio-economic landscape. Careful financial planning enhances the project's financial viability, while the well-designed features ensure transparency, collaboration, and continuous improvement, establishing a strong foundation for successful implementation. Overall, the initiative holds significant promise for enhancing access to finance, and contributing to the economic development of Tripura. Feasibility and Viability Assessment Market Demand: Market demand assessment would be done to identify demand for subsidies on transport cost within Thrust sectors in Tripura. A higher demand would indicate project's relevance & potential. Impact on Thrust sector: Impact assessment to be done on thrust sector, a positive sectoral impact would enhance overall feasibility of the project fostering growth and competitiveness. 	2.1, 4.1, 5.2,	50% subsidy on the transport cost for Finished Goods in the Thrust Sectors not exceeding more than 25 Lakhs: 232 MSMEs
during primary meetings with various stakeholders, were	Project 2: Industries and Commerce Fair for MSME (MSME Fair, Incentives, MSME Awards):	2.1, 3.2	

Understanding of problem statement	Proposed interventions with respect to RAMP objectives	DLI	Total MSMEs/Units Targeted / Outcome
unaware of e-commerce platforms like ONDC, GeM, etc., while a smaller portion were aware but not utilizing these platforms. To promote products from Tripura, there is a recognized need for organizing state and district level Expos. It's essential to elevate the MSMEs in the state and connect them with major anchor units/PSUs through Vendor Development Programs. During the focused group discussions with MSME associations, more than half of the respondents were not aware of various state and central government schemes for MSMEs. Stakeholder interactions revealed that MSMEs mainly rely on personal contacts and repeat customers for sales. Therefore, engaging in trade fairs, exhibitions, buyer seller meets is vital for acquiring new customers.	This intervention aims to organize a comprehensive Industries and Commerce Fair tailored for Micro, Small, and Medium Enterprises (MSMEs) in Tripura. The fair encompasses the participation of various MSMEs, offering a platform for showcasing their products and services. Incentives, such as covering 50% of transportation costs, with a cap of INR 10,000, are proposed to encourage broader participation. Additionally, MSME Awards are instituted to recognize outstanding contributions, fostering a competitive spirit and acknowledging excellence within the local business community.		Industries and Commerce Fair for MSME(Conducting MSME fair, Incentive, MSME Awards): 2,000 MSMEs
	Project 3: ODOP Exhibition: This initiative focuses on the unique concept of "One District One Product" (ODOP) Exhibition, where MSMEs specializing in distinct products representative of each district participate. Similar to the MSME Fair, transportation costs are subsidized to facilitate wider participation. The goal is to highlight and promote local specialties, encouraging market recognition and potentially attracting a broader consumer base.	3.1	ODOP Exhibition: 500 MSMEs
	Project 4: Agartala International Expo: The Agartala International Expo is designed to provide MSMEs in Tripura with exposure to international markets. The intervention covers 50% of transportation costs for participating enterprises, aiming to overcome financial barriers and encourage the exploration of global business opportunities. This expo serves as a platform for MSMEs to showcase their products on an international stage, fostering potential collaborations and partnerships with foreign entities.	3.1	Agartala International Expo: 500 MSMEs
	Project 5: Annual Investment Summit: The Annual Investment Summit is a flagship event intended to attract investment and promote business opportunities in Tripura. With a substantial budget allocation, this intervention seeks to draw attention to the region, showcasing its potential for investment. The state contributes significantly to cover the costs, emphasizing the importance of this summit as a catalyst for economic growth and increased market access.	3.1	Annual Investment Summit

Understanding of problem statement	Proposed interventions with respect to RAMP objectives	DLI	Total MSMEs/Units Targeted / Outcome	
	Project 6: Domestic and International Exposure Visits: These exposure visits target the top performing MSMEs, both domestically and internationally, in each thrust sector. The visits aim to provide these enterprises with first hand insights into market trends, best practices, and networking opportunities. The state contributes to the costs of these visits, underlining the commitment to enhancing the capabilities and market knowledge of high performing MSMEs.	3.1	 Domestic Exposure Visits: 160 International Exposure Visit: 32 	
	Project 7: Marketing Agency Support: Recognizing the need for professional marketing support, this intervention allocates resources for a dedicated marketing agency. The agency's role encompasses guiding MSMEs in social media activities, developing marketing collateral, and preparing them for investor meets. With a focus on comprehensive marketing strategies, this intervention aims to enhance the visibility and market presence of MSMEs in Tripura.	2.2, 3.1	Marketing Agency to Handhold and develop Collaterals, guide MSME's social media activities, prepare them for Investors meets, etc.	
Pillar 5: Institutional Strengthenir	ig	3		
The problem statement for Tripura's institutional strengthening is characterized by a complex set of challenges. These include inadequate infrastructure, economic constraints, and educational gaps leading to a shortage of qualified personnel. Political instability, bureaucratic inefficiencies, and governance issues, including corruption, further hinder the	Management Development Programme at Indian Institute of Management Shillong (IIMS): This intervention focuses on enhancing the managerial skills and knowledge of officers through a Management Development Programme at the prestigious Indian Institute of Management Shillong (IIMS). The program aims to improve leadership capabilities, strategic thinking, and decision making skills among the participating officers. The total cost for this initiative is Rs.120.00 Lakhs, covering the expenses associated with training a specified number of officers. The investment in this training program is crucial for creating a cadre of skilled and effective manager3.1s within the concerned institutions.	3.1	Management Development Programme at Indian Institute of Management-Shillong (IIMS)	
effective functioning of institutions. Social cultural factors and resistance to change, coupled with technology adoption issues, pose additional obstacles.	Exposure to Best Practices through Exposure Visits of Officials: This intervention is designed to expose officials to best practices through visits to organizations or institutions known for their exemplary approaches. The program intends to broaden the perspectives of officers, allowing them to witness and learn from successful models in their field.	3.1	Exposure to Best Practices through Exposure visits of Officials	

Understanding of problem statement	Proposed interventions with respect to RAMP objectives	DLI	Total MSMEs/Units Targeted / Outcome
Coordination among institutions is insufficient, and security concerns, along with environmental challenges, add a layer of complexity to the overall	The total cost for this exposure initiative is Rs. 60.00 Lakhs, covering travel expenses for a specified number of officers and the associated costs of multiple visits. This intervention contributes to knowledge exchange and the adoption of effective strategies, ultimately improving the overall performanc3.1e of the participating institutions.		
	Capacity Building Training to DIC GM's and Other Heads of Departments for 1 Week: This intervention focuses on a comprehensive capacity building training program targeting General Managers of District Industries Centers (DIC GMs) and other heads of departments. The one week training aims to enhance their skills and capabilities in managing and leading their respective departments. The total cost for this intervention is Rs. 240.00 Lakhs, covering expenses related to transportation, accommodation, and other logistical requirements. This initiative is crucial for empowering key personnel with the skills necessary for effective decision making and operational excellence, contributing to the overall institutional strengthening effort. The state is contributing Rs. 42.00 Lakhs, and the remaining Rs. 198.00 Lakhs is sought from RAMP to implem3.1ent this extensive training program.	3.1	Capacity Building training to DIC GM's and other heads of departments for 1 week
Pillar 6: Sectorial Studies and Sur	veys	2	
The present economic landscape of Tripura reveals various challenges that hinder the state MSME's holistic development. The lack of sector specific policies poses difficulties for businesses, particularly MSMEs, aiming to	Identifying and resolving infrastructure bottlenecks, enhancing connectivity, optimizing supply chains, supporting local industries, and facilitating trade and commerce are integral components for the comprehensive development of any region. Together, contributing to streamlined operations, reduced costs, sustainable economic growth, and		A detailed study on Logistic Gap Assessment in the State for Transport of Goods

Understanding of problem statement	Proposed interventions with respect to RAMP objectives	DLI	Total MSMEs/Units Targeted / Outcome
thrive in the export market. The disparities in cluster strength, with Tripura facing suboptimal collaboration among companies, further impede its export potential. Additionally, the state encounters obstacles in the transportation of goods due to insufficient connectivity and high costs, affecting the efficiency and	Study on the export potential in the state of Tripura: Uncovering untapped markets, promoting economic diversification, and strategically developing infrastructure are pivotal steps toward increasing revenue and employment opportunities. By identifying and tapping into new markets, a region can unlock potential avenues for growth. Economic diversification adds resilience and adaptability to the local economy, reducing dependence on a single sector. Parallelly, strategic infrastructure development supports these endeavours, creating a conducive environment for sustained economic expansion, higher revenues, and increased employment opportunities for the local populace.		A detailed study on the Export Potential in the state of Tripura
competitiveness of businesses. Moreover, the dormant status of numerous MSMEs within Tripura underscores the need for targeted interventions to understand the causes of inactivity and revitalize these units. To address these issues, comprehensive studies on export potential, supply chain gaps, raw material resource mapping, and dormant MSME units are essential, providing a foundation for tailored strategies that foster economic growth and sustainability in the state.	Raw material Resource Mapping for Thrust sectors: Resource optimization, strategic planning for thrust sectors, support for the One District One Product (ODOP) initiative, enhancing local value chains, and a commitment to sustainable development collectively form a blueprint for fostering efficient and enduring growth. This approach ensures judicious use of resources, targeted development in key 2.3sectors, promotion of unique local products through ODOP, strengthening of local value chains, and a dedication to practices that balance economic progress with environmental preservation for a sustainable future.	2.3	A detailed study on the Raw Material Resource Mapping for the Thrust Sectors including ODOP Products
	Survey to Identify MSME sick units: To address challenges effectively, the initial steps involve understanding the scale of the problem and identifying its underlying causes. Subsequent efforts should focus on providing support and implementing targeted interventions. Additionally, a forward-looking strategy is crucial, emphasizing preventive measures to avoid future failures and nurture sustained success. This comprehensive approach ensures a thorough understanding of issues, targeted solutions, and a proactive stance to create a resilient and sustainable future.		Survey to identify the MSME Sick Units in the State
Pillar 7: Competitiveness Support	t	2, 3, 5	
In Tripura, that a notable issue arises from a widespread lack of awareness among stakeholders	Project 1: Technology Clinics for New and Existing MSMEs: The primary objective of this project is to enhance the competitiveness of Micro, Small, and Medium Enterprises (MSMEs) by providing them with	2.1, 2.3, 3.2,	 Technology Clinics supporting all the objectives mentioned details: 19200 MSME

Understanding of problem statement	Proposed interventions with respect to RAMP objectives	DLI	Total MSMEs/Units Targeted / Outcome
regarding essential concepts such as Zero Defect Zero Effect (ZED), Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE), Environmental, Social, and Governance (ESG) principles, Descurse Efficiency and Cleaner	targeted technological support. Over the span of four years, a series of Technology Clinics will be organized, with a focus on sectors such as food, agro based products, and fruit processing. These clinics will cover critical topics such as new packaging technologies, modern technologies for value addition in the food processing sector, energy conservation techniques, and quality management using technology.	3.1, 5.1, 5.3	
Resource Efficiency and Cleaner Production (RECP), and technological advancements. This lack of awareness is leading to gaps in understanding and utilization of crucial strategies	Educate and Train MSMEs on ESG and RECP: This project aims to educate and train a total of 4800 MSMEs over four years on Environmental, Social, and Governance (ESG) principles, as well as Resource Efficiency and Cleaner Production (RECP) practices.		
and resources required for enhancing sustainable growth, innovation, and competitiveness within the target MSME ecosystem. Addressing this	Workshops on Packaging, Branding, and Marketing: This initiative focuses on conducting workshops dedicated to enhancing the skills and knowledge of MSMEs in the areas of packaging, branding, and marketing. The target is to engage a specific number of MSMEs annually through quarterly sessions.		
awareness gap is crucial for unleashing the project's full potential and ensuring its	Workshops on Maximizing Awareness of ZED Scheme and BRONZE Certification:		
effectiveness in driving significant impact and transformative change.	This project is designed to maximize awareness of the Zero Defect Zero Effect (ZED) Scheme and ensure widespread coverage of BRONZE certification among MSMEs. The initiative includes incremental growth in the number of targeted MSMEs and sessions each year		
	Workshops on Awareness of CGTMSE:		
	The final project involves organizing workshops to raise awareness about the Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE). The focus is on reaching multiple districts, with a specific target number of participants per workshop and a total target of participants per district per year.		

1.5 RAMP Tripura: Budget Estimate

In line with Section 1.4 of the RAMP Program Implementation Manual, funds will be released by the World Bank to the Government of India (GOI) based on the fulfillment of specific Disbursement Linked Indicators (DLIs) by the Ministry of MSME. These DLIs are essential milestones for both the Central and State Governments to ensure adherence to the goals of the RAMP programme. These include promoting synergy between different government levels, optimizing the impact of ongoing schemes and enhancing the overall performance of the MSME sector.

For Tripura, the RAMP initiative has outlined a financial plan that requires an estimated **INR 313.82 Cr.** This ambitious project is designed to boost the MSME sector within the state. Additionally, the Tripura State Government is ready to contribute 10% of the total budget, strengthening its commitment for the successful implementation of the RAMP programme.

S.No	Description			Bud	get Amount in	Lakhs			Remarks
		Year 1	Year 2	Year 3	Year 4	Total	State Share	RAMP Share	
A. En	hancing Firm Capabilities	2,427.00	2,690.55	3,002.38	3,371.57	11,491.49	1,281.67	10,209.83	
1	Vocal For Local	1816.00	2003.20	2227.84	2497.41	8544.45	1281.67	7262.78	15% State Share 85% RAMP Share
2	Establishing MSME Helpdesk, District Resource Persons and Resource centre. (Guidance on Government Schemes, Loans, Preparation of DPRs, Networking, Quality Improvement, Expert Promotion)	611.00	687.35	774.54	874.16	2,947.04		2,947.04	100% RAMP funding
B. Ac	cess to Technology	2051.65	226.60	42.00	42.00	2362.25	55.28	2306.98	
1	MIS Integrated Website	1018.00	168.00	18.00	18.00	1222		1222.00	100% RAMP Share

Table 2 Budget Estimate

S.No	Description	Budget Amount in Lakhs							Remarks
		Year 1	Year 2	Year 3	Year 4	Total	State Share	RAMP Share	
2	Upgradation of IT Infrastructure in the DIC's	149.65	34.60	0.00	0.00	184.25	55.28	128.98	30% State Share 70% RAMP Share
3	Sectoral Marketing Insights (Hiring research firms, conducting surveys, acquiring market data, server costs, domain registration, SSL certificates, Digital Marketing, Analytical Tools, etc.)	884.00	24.00	24.00	24.00	956.00		956.00	100% RAMP Share
C. Acc	ess to Market	1793.00	1918.10	2055.71	2207.08	7973.89	797.39	7176.50	
1	50% subsidy on the transport cost for Finished Goods in the Thrust Sectors not exceeding more than 25 Lakhs & Exhibitions and Exposure Visits, Annual Investment Summit	1793.00	1918.10	2055.71	2207.08	7973.89	797.39	7176.50	10% State Share 90% RAMP Share
	npetitiveness Support and Initiatives	360.00	360.00	360.00	360.00	1440.00	144.00	1296.00	
1	Technology Clinics, Workshop on Packaging, Branding and Marketing / ZED Scheme / CGTMSE	360.00	360.00	360.00	360.00	1440.00	144.00	1296.00	10% State Share 90% RAMP Share
E. Acc	ess to Finance	1000.00	1000.00	1000.00	1000.00	4000.00	600.00	3,400.00	
1	For Non Thrust Sectors 4% reimbursement of Interest paid on Term Loan with Upper Ceiling of Rs. 50,000/ - per enterprise per annum.	1000.00	1000.00	1000.00	1000.00	4000.00	600.00	3,400.00	15% State Share 85% RAMP Share

S.No	Description			Bude	get Amount in	Lakhs			Remarks
		Year 1	Year 2	Year 3	Year 4	Total	State Share	RAMP Share	
	(ensuring focus on 20% women Entrepreneurs)								
F. Inst	titutional Strengthening	105.00	105.00	105.00	105.00	420.00	63.00	357.00	
1	Management Development Programme / Exposure visits of Officials / Capacity Building training to DIC GM's and other heads of departments	105.00	105.00	105.00	105.00	420.00	63.00	357.00	15% State Share 85% RAMP Share
G. Sec	ctorial Studies and Surveys	600.00	0.00	0.00	0.00	600.00		600.00	
1	Study on the Logistic Gap Assessment / Export Potential / Raw Material Resource Mapping, and Survey to identify the MSME Sick Units in the State	600.00	0.00	0.00	0.00	600.00		600.00	100% RAMP share
	Total Cost of Interventions (A)	8,336.65	6,300.25	6,565.09	7,085.65	28,287.63	2,941.33	25,346.30	
	SPIU Cost					1,600.00		1,600.00	
	Total Cost Including SIP Cost (B)	8,336.65	6,300.25	6,565.09	7,085.65	29,887.63	2,941.33	26,946.30	
	Misc. Cost and Operational Cost (5%)					1,494.38		1,330.83	
	Grand Total ©					31,382.02	2,941.33	28,440.68	

2. Introduction

2.1 Background and Historical Significance of Tripura

Tripura, a gem in the northeastern part of India, is a state that weaves a rich tapestry of history and cultural diversity. Sharing a lengthy border with Bangladesh and nestled between Tripura

and Mizoram, its strategic location has historically been a melting pot of cultural influences, contributing to its distinctive identity.

The landscape of Tripura, with its verdant hills and valleys, has traditionally been the backbone of an agrarian lifestyle, shaping the economic and social fabric of the state. Over the years, this predominantly agricultural state has witnessed a transition towards industrialization, with sectors like natural gas, rubber, and tea emerging as new economic drivers.

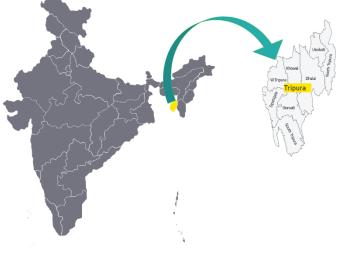


Figure 5: India & Tripura Map

Tripura's cultural landscape is a vibrant mosaic, where indigenous tribal traditions intermingle with Bengali cultural influences. This blend is mirrored in the state's arts, festivals, and dayto-day life. Echoes of its regal past under the Manikya dynasty are evident in the majestic palaces and temples scattered across the state, each telling a story of its rich heritage.

Despite its relatively small geographical footprint, Tripura is densely populated, with a significant rural populace. The state is a home to diverse tribal communities, each with its distinct customs and traditions, adding to the state's rich cultural diversity.

Politically, the integration of Tripura into the Indian Union in 1949 marked a significant turning point, laying the groundwork for the state's present-day socio-political dynamics. In the context of Northeast India, Tripura plays an essential role, not just in linking Bangladesh but as an integral part of the region's socio-economic network.

The Micro, Small and Medium Enterprises (MSMEs) sector has played a significant role in developing the economy of Tripura. The MSMEs in Tripura have been contributing to the economic development of the state by offering new age entrepreneurs and helping employees make a competitive business environment in the state.

2.2 Project Rationale

The report also with measures on improving industry attractiveness of the Tripura, use of ecommerce for wider reach of local MSME products from the region along with export strategies for their positioning in the global market.

The purpose of this Diagnosis Report is to establish the foundation for a Strategic Investment Plan (SIP) as part of the Raising and Accelerating MSME Performance (RAMP) scheme in Tripura. The **key components of this report are supported by thorough engagement with stakeholders, including discussions with industry associations, financial institutions, and**

government entities. Comprehensive surveys were undertaken to assess challenges in different sectors, financial access, technology integration, and other key areas.

In order to create a transformative roadmap for Tripura's MSME ecosystem, it is essential to gain a profound understanding of its present-day tapestry and meticulously discern the unique needs weaving through the diverse enterprises scattered across the state. This study signifies a pivotal first stride on the path towards transforming and nurturing a more resilient and prosperous MSME environment under the expansive umbrella of the RAMP Scheme.

Our approach amalgamated the analytical rigor of desk research, involving reliable analysis of pre-existing reports and data, with the enriched, ground level perspectives obtained through interactions with stakeholders via interviews and focus group discussions Through this, we endeavor to lay down a foundational framework upon which strategic, actionable, and impactful pathways for the evolution of Tripura's MSME sector can be meticulously sculpted.

2.3 Approach to Study: Diagnostic Report on Tripura's MSME Sector

The study of Tripura's Micro, Small, and Medium Enterprises (MSME) sector was conducted using a holistic approach, integrating detailed research with in-depth stakeholder interactions to accurately capture the sector's dynamics within Tripura.

The study commenced with a foundational desk research phase, crucial for understanding the unique economic landscape of Tripura. Drawing from the broader context of the Northeastern region, we tailored our approach to reflect Tripura's specific characteristics. Around 1000 surveys were conducted across the state's various districts using a stratified random sampling method, ensuring comprehensive coverage and diverse representation.

The primary focus of the study was to gain a deep understanding of the challenges and opportunities within Tripura's MSME sector. The survey was meticulously designed to explore critical aspects such as business foundations, access to finance, market reach, supply chain management, infrastructure challenges, technological barriers, quality standards, capacity building needs, eco-friendly practices, and the impact of government initiatives.

Methodological Steps

	Stakeholder Consultations
	 Engaged with a diverse range of stakeholders, including MSME owners, government officials, industry experts, and local community leaders.
	 These consultations provided varied perspectives, revealing unique insights into the challenges and opportunities within the MSME sector.
	Data Collection from Secondary Resources
	Conducted thorough research using existing reports, studies, and publications to understand the broader context of the MSME sector in Tripura.
	• This secondary data helped in establishing a foundational understanding and identifying areas requiring deeper exploration.
	Survey Design and Execution
	• Developed a comprehensive survey, including both quantitative and qualitative questions, to capture a wide range of data.
	• The survey was tailored to address specific aspects of the MSME sector in Tripura, ensuring relevance and depth in the information gathered.
	Assessment and Forecasting of Financial Needs
	 Assessment and Forecasting of Financial Needs Analyzed the current financial landscape of the MSME sector to identify pressing needs and forecast future requirements.
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Figure 6: Methodology adopted for the SIP Report.

Research Tools and Techniques:

- In-Depth Interviews: Provided qualitative insights from key stakeholders.
- Focus Group Discussions (FGDs): Facilitated in gathering diverse opinions and experiences.
- Primary Surveys: Enabled the collection of firsthand quantitative and qualitative data from MSMEs.
- Secondary Research: Complemented the primary data and provided a broader understanding of the sector.

Our detailed and systematic approach provided a deep and layered understanding of Tripura's MSME sector. It enabled us to develop strategic recommendations and specific interventions that are closely aligned with the distinct business environment of the state.

3. Overview of MSME in Tripura

3.1 About Tripura

Tripura is a state known for its cultural richness, natural beauty, and vibrant history. Bounded by Bangladesh on three sides and the Indian state of Tripura to the north, Tripura is a picturesque region with a diverse topography ranging from lush green hills to fertile plains, with 10,491 sq. km geographical area. Tripura boasts a unique cultural heritage shaped by a blend of indigenous tribal traditions and influences from neighboring regions. The state is home to several tribes, each contributing distinct customs, festivals, and art forms.

The state boasts an expansive 7,195 hectares allocated for bamboo cultivation. ⁶ As of June 2023, Tripura stands as a robust tea plantation hub in India, hosting 54 tea estates spread across a vast expanse exceeding 97171.93 hectares out of which 78084.13hectare plantation area is currently mature for harvesting and produces 102989.36 MT.⁷

Tripura harbors untapped potential in sectors such as organic spices, biofuel, and eco-tourism. Abundant in natural resources like natural gas, rubber, tea, and medicinal plants, the state thrives in vibrant industries like food processing, bamboo, and sericulture. Renowned as one of the country's largest natural rubber producers, Tripura yielded 102989.36 (MT) in 2022-23.⁸

Enriched with natural gas deposits, glass sands, limestone, plastic clay, and hard rock, Tripura's appealing climate and picturesque landscapes position it as a favored tourist destination. The state's attractions range from historical Hindu and Buddhist sites to temples, rivers, and rock carvings, attracting 35,124foreign tourists in 2023.⁹

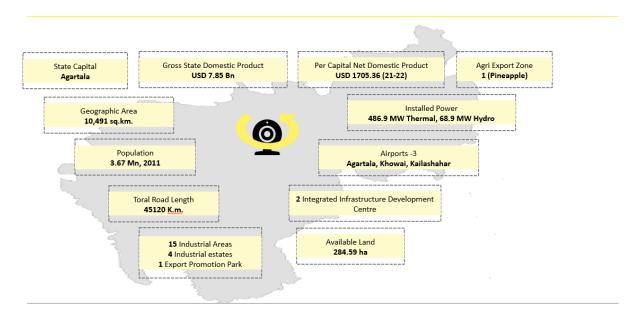


Figure 7: Tripura's Overview

⁶ <u>https://www.ibef.org/download/1693555374_Tripura_June_2023.pdf</u>

⁷ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

⁸ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

⁹ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

As of April 2023, Tripura boasts a total installed power generation capacity of 558.24 mu, with power purchased 2642.53 mu. 10

In terms of trade, the state registered merchandise exports of Rs. 121.37 crores in FY 2022-23 and import value of Rs. 636.72 crores. 11

The economy of Tripura is primarily agrarian, with over 44% of the state's workforce directly engaged in agriculture and related activities. Approximately 26% of the land is cultivable, while the remaining areas are hilly and covered with forests. Rice stands out as the major crop in the state, and the favorable climate supports the cultivation of various horticultural and plantation crops such as pineapple, jackfruit, tea, rubber, and bamboo. Some indigenous communities practice the jhum (slash and burn) method of cultivation.¹²



Geographical isolation and communication bottlenecks have posed challenges to the development process. **The latest Gross State Domestic Product (GSDP)** data, using a new 2011-12 base with revised methodology, database, and expanded area

coverage, indicates that the **contribution of MSME** was 3.37% in 2017-18, 2.84% in 2018-19, 2.91% in 2019-20, 3.03% in 2020-21, and 3.19% in 2021-22 and 3.09% in 2022-23. Despite the limited agricultural land, this trend is consistent across estimates from both the Central Statistics Office, New Delhi, and the Directorate of Economics & Statistics, Tripura.

The Average Annual Growth Rate of Net State Domestic Product (NSDP) at constant prices was 3.03% in 2019-20 (2nd RE), -3.2% in 2020-21 (1st RE), and 8.5% in 2021-22. The Net State Domestic Product (NSDP) at current prices is Rs.65,808.13 Crores. The Gross State Domestic Product (GSDP) at current prices, based on the new 2011-12 base, has seen a continuous increase, reaching Rs. 72,635 crores in 2022-23.¹³

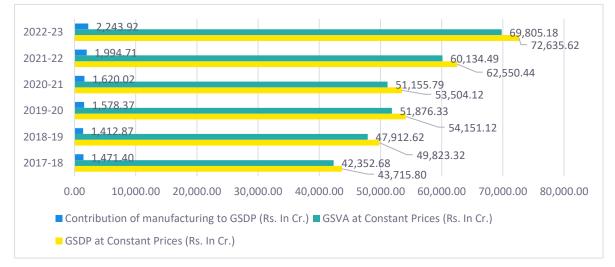


Figure 8: MSME Contribution to GSDP and GSVA

¹⁰ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

 $^{^{11} \}underline{https://ecostat.tripura.gov.in/sites/default/files/Tripura\%20AT\%20A\%20Glance\%202022-23.pdf}{}$

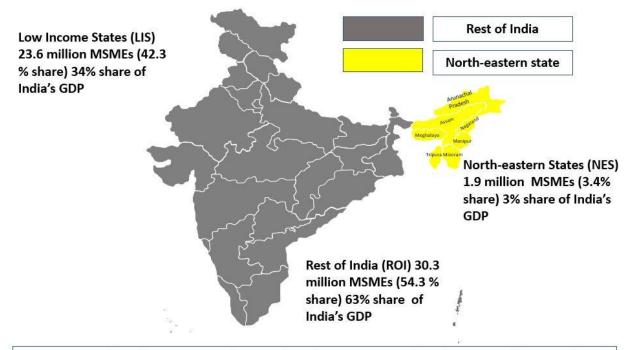
¹² <u>Microsoft Word - FINAL ECONOMIC REVIEW, 2021-22_0303_(tripura.gov.in)</u>

¹³ GSVA/NSVA by economic activities | Ministry of Statistics and Program Implementation | Government Of India (mospi.gov.in)

The **Per Capita Income of the state**, using the recent new 2011-12 base, has shown a steady rise, reaching **Rs. 1,75,958 in 2022-23**.¹⁴

3.2 MSMEs in Tripura

The Govt. of India has taken policy initiatives for fiscal support, quality improvement, technology upgradation, knowledge management etc. To implement the policy initiatives fueling the sustained growth of small-scale sector, the MSME - Development Institute undertakes various activities and programs.¹⁵



Source- MOSPI (2015), MSME Annual Report (2017), MSME Census (2007), WBG-Intellecap Analysis

Figure 9: Distribution of MSME Enterprises across India

The distribution of MSMEs in Northeastern region is shown in the figure below:¹⁶

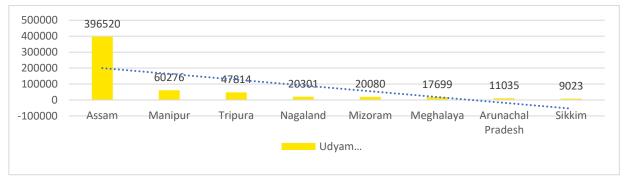


Figure 10: Distribution of MSMEs in NER Region

¹⁴ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

¹⁵ <u>Microsoft Word - FINAL ECONOMIC REVIEW, 2021-22_0303_(tripura.gov.in)</u>

¹⁶ NER Report 2021

The MSME - DI, Agartala is a branch of the Ministry of Micro, Small & Medium Enterprises, Government of India, and has been working since 1972 to promote and develop small scale industries in the state of Tripura and Mizoram. The small-scale sector is the lifeblood of the Indian economy as it has employment generation potential. In the emerging economic order of WTO regime, the competitiveness has become the compelling agenda for the Indian Industry. The formidable challenge before the Micro, Small & Medium Enterprises sector is to bring in fundamental improvement in managing costs, operations, and productivity. Tripura is estimated to have close to ~2.1 Lakhs MSME spread across the 8 districts¹⁷. Share of Micro industries in MSMEs is more than 98% while others are of small and medium size Enterprises.

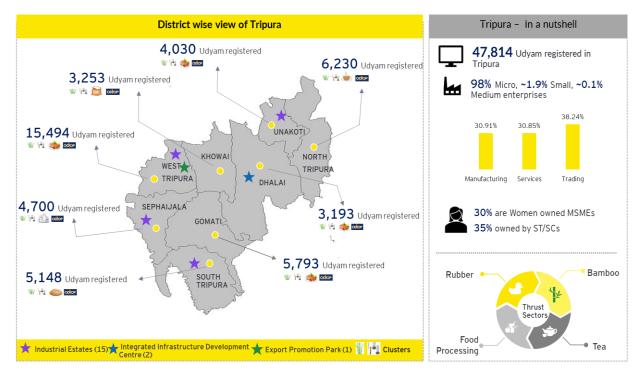


Figure 11: Tripura's MSME Landscape

Tripura, 2.1 Lakhs, 47,814 (~ 22.67%) of MSMEs are registered on Udyam
 Portal¹⁹. This clearly indicates that majority of the MSMEs in Tripura are operating Informally while 87.85% literacy rate of Tripura almost highest in India.²⁰

District wise Udyam registration data shows the geographical spread of MSMEs in the state. 68% of all registered MSMEs are in the top 4 districts out of total 8 Districts.²¹

¹⁷ <u>https://msme.gov.in/sites/default/files/MSMEANNUALREPORT2022-23ENGLISH.pdf</u>

¹⁸ https://msme.gov.in/sites/default/files/MSMEANNUALREPORT2022-23ENGLISH.pdf

¹⁹ State Wise Udyam Registration (msme.gov.in)

²⁰ Census 2011

²¹ <u>https://dashboard.msme.gov.in/udyam_dist_wise.aspx?stid=16</u>

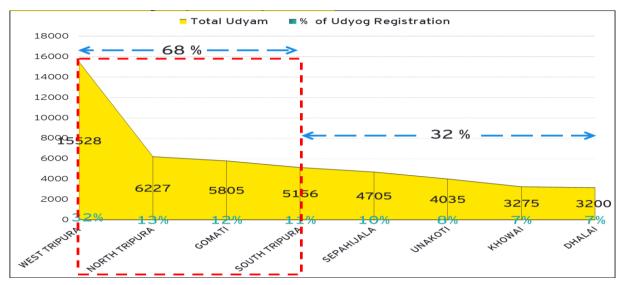


Figure 12: Tripura's MSME Geographic Spread

Table 2 District wise	Ilduam	Degistered (as	an 22 01 21
Table 3 District wise	Ouyam	Registereu (as	01123.01.24)

SI. No.	District Name		Micro	Micro		Small		dium	Total Udyam	
1	West Tripura		15,184		290		20		15,494	
2	North Tripura		6,105		117		8		6,230	
3	Gomati		5,677		108		8		5,793	
4	South Tripura		5,045		96		7		5,148	
5	Sepahijala		4,606		88		6		4,700	
6	Unakoti		3,949		75		5		4,030	
7	Khowai		3,188		61		4		3253	
8Dhalai		3,129		60		4		3,193		
Total			46,884		895		62		47,841	

The state has established rubber, food, and bamboo parks to support existing and potential investors.

Not only MSMEs of Tripura are major contributors in state's GDP they also a huge contributor in increasing employment which is as of now ~ 2.95 Lakhs, where Male employees are (2.5 Lakhs) and Female employees are (0.45 Lakhs)²².

A recent MSME summit was held in Agartala, organized by the Tripura Chapter of the federation of Industry & Commerce of Northeastern Region (FINER), this event attracted industry experts, stakeholders, and delegates from Malaysia, Bhutan, and Bangladesh, all seeking to forge partnerships and explore collaboration opportunities across diverse sectors.²³

²² <u>https://msme.gov.in/sites/default/files/MSMEANNUALREPORT202223ENGLISH.pdf</u>

²³ <u>Tripura: MSME Summit In Agartala Drives International Cooperation In Northeast Region (northeasttoday.in)</u>

3.3 Initiatives by Central Government

Several central schemes are designed to uplift and empower MSMEs, encompassing financial assistance, technology adoption, skill development, and market access.

The performance of states in central schemes for MSMEs is pivotal for the overall success of these initiatives. By assessing and addressing challenges, states can capitalize on the opportunities presented by these schemes, fostering a conducive environment for MSME growth and contributing significantly to India's economic.

Scheme	National Performance	Tripura's Performance
Prime Minister Employment Generation Programme (PMEGP): Margin Money Disbursed to State in 2023-24 (INR Crores) ²⁴	90.02	5.11
Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE): Credit Guarantee Extended Amount (INR Crores) ²⁵	45921.58	93.79
Micro & Small Enterprises Cluster Development Programme (MSECDP): Approved CFC+ID Projects ²⁶ (No.)	580	4 (ID projects)
Scheme of Fund for Regeneration of Traditional Industries (SFURTI): Approved Clusters till date (No.) ²⁷	513	3

Table 4 Performance in Central vs State schemes

3.3.1 Prime Minister's Employment Generation Programme (PMEGP)

Objective: PMEGP aims to generate employment opportunities in rural and urban areas by facilitating the establishment of microenterprises.

Key Features:

- It provides financial assistance for setting up new projects or expanding existing ones.
- > The assistance is provided in the form of a subsidy and bank credit.
- The scheme is implemented through Khadi and Village Industries Commission (KVIC), State Khadi and Village Industries Boards (KVIBs), and District Industries Centres (DICs).

The table below represents the achievements in Tripura with reference to the PMEGP Scheme:

²⁴ <u>https://dashboard.msme.gov.in/Pmegp_StateWise.aspx?FY=202324</u>

²⁵ https://dashboard.msme.gov.in/cgtmse_fyld.aspx?id=11

²⁶https://dcmsme.gov.in/CLCS_TUS_Scheme/ClusterDevelopmentProgramme/progressglance.aspx

²⁷ <u>https://sfurti.msme.gov.in/SFURTI/Reports/DPR.aspx</u>

Table 5 Performance of Tripura in PMEGP scheme

Period	Achievement ²⁸								
	No. of Projects	Margin Money Disbursed (INR)	Estimated Employment Generated						
2023-24	215	5.11 Cr	1720						

3.3.2 Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE)

Objective: CGTMSE aims to facilitate collateral free credit to MSMEs and reduce the risk for lenders.

Key Features:

- It provides a credit guarantee to banks and financial institutions for loans up to a certain limit.
- Both term loans and working capital loans are covered.
- > The guaranteed cover varies for different loan amounts.

Below table shows data of FY 2022-23 for the Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) in Tripura where, figures represent the number of claims that were settled successfully under the CGTMSE scheme is 56, the no. of cases are 1,620, the amount of claim settled is Rs. 0.47 crores.²⁹

Year	No. of cases	Credit Guarantee extended amount (Rs. in Crore)	No. of claims settled	Claims amount Crore)	sett (Rs.	led In
2022-23	1,620	93.79	56	0.47		

3.3.3 Micro and Small Enterprises Cluster Development Programme (MSECDP)

Objective: MSECDP aims to enhance the productivity and competitiveness of MSMEs by promoting the development of industry clusters.

Key Features:

- It supports the creation of infrastructure, common facilities, and improved business environment in MSME clusters.
- The focus is on reducing costs, promoting innovation, and fostering collaboration among enterprises in a cluster.

²⁸ <u>State wise (msme.gov.in)</u>

²⁹ <u>https://dashboard.msme.gov.in/</u>

A total of 227 CFCs and 353 Infrastructure Development Projects have been approved across India. Below table shows number of projects status in Tripura: ³⁰

Common Facility Centres (CFCs)			Infrastructur Projects	Grand Total (CFC+ID)			
Approved CFCs	ln Progress	Completed	Approved ID Centres	ln Progress	Completed		
0	0	0	4	0	4	4	

3.3.4 SFURTI (Scheme of Fund for Regeneration of Traditional Industries)

Objective: SFURTI aims to promote and strengthen traditional industries by enhancing their competitiveness and marketability. The scheme focuses on clusters of traditional industries and artisans to encourage sustainable development.

Key Features:

- **Cluster Development:** SFURTI emphasizes the development of traditional industry clusters to create a synergistic and competitive environment.
- **Common Facility Centres (CFCs):** It supports the creation of Common Facility Centres to provide facilities like testing, training, raw material depot, and more to cluster units.
- Capacity Building: SFURTI focuses on skill development and capacity building of traditional artisans and entrepreneurs.
- Market Linkages: The scheme aims to provide better market linkages for traditional products, both domestically and internationally.

Below table lists district wise clusters in Tripura showing fund allocated under SFURTI: ³¹

S.no.	Cluster Name	Sector	District Name	No. of Artisans	Fund Under SFURTI (Rs.in Lakh)
1.	Charilam Bamboo Handicraft Cluster	Bamboo	Sepahijala	250	138.05
2.	Nand Nagar Terracotta Pottery Cluster	Agro	West Tripura	30	210.73
3.	West Tripura Bamboo Mat Cluster	Bamboo	West Tripura	500	297.22

Table 8 Performance of SFURTI in Tripura

 ³⁰ <u>https://dashboard.msme.gov.in/</u>
 ³¹ <u>https://sfurti.msme.gov.in/SFURTI/Reports/DPR.aspx</u>

3.3.5 ASPIRE (A Scheme for Promoting Innovation, Rural Industry, and Entrepreneurship)

Objective: ASPIRE is designed to promote entrepreneurship and innovation in rural areas, particularly focusing on agro based and rural industries. The scheme aims to create a network of technology centres, incubation centres, and training institutions to support rural entrepreneurs.

Key Features:

- Entrepreneurship Development: ASPIRE focuses on fostering entrepreneurship in rural areas by providing support for skill development, training, and mentorship.
- Incubation Centres: The scheme supports the establishment of incubation centres to nurture innovative ideas and startups in rural areas.
- Livelihood Business Incubators (LBIs): ASPIRE encourages the creation of LBIs to provide various services, including mentorship, access to markets, and technology support.
- **Technology Innovation Hub:** It aims to set up Technology Innovation Hubs to facilitate technological advancements and innovations in rural industries.

3.3.6 KVIC (Khadi and Village Industries Commission)

Objective: KVIC is a statutory organization that serves as the nodal agency for the development and promotion of khadi and village industries in rural areas of India. The primary objective is to provide sustainable employment opportunities in rural areas and promote economic development.

Key Features:

- KVIC encourages the production and sale of khadi and village industries' products.
- It provides financial assistance, training, and other support to artisans and entrepreneurs engaged in khadi and village industries.
- KVIC also plays a crucial role in the implementation of schemes like SFURTI (Scheme of Fund for Regeneration of Traditional Industries).
- The registered Khadi Institutions during last 5 years in Tripura are 4.³²

3.4 Initiatives by State Government

The "Tripura Industrial Investment Promotion Incentives Scheme, 2022" is a comprehensive initiative by the State Government aimed at fostering industrial growth in the region. Enacted from 1st April 2022, the scheme offers a range of incentives and subsidies to encourage the establishment and expansion of industries in Tripura.

a) <u>State Capital Investment Subsidy</u>: Objective: Encourage capital investment in industries

Key Features:

³² <u>https://dashboard.msme.gov.in/khadi.aspx</u>

- 30% subsidy on Fixed Capital Investment (additional 2.5% for ST, SC, and Women Enterprises), with a ceiling of Rs.60 Lakhs per unit.
- Thrust sector units receive 40% subsidy within an overall ceiling of Rs.70 Lakhs.

b) Industrial Promotion Subsidy:

Objective: Promote industrial activities and ensure GST reimbursement **Key Features:**

- Reimbursement of GST, capped at Rs.60 Lakhs per annum per enterprise.
- Additionally, 25% reimbursement of Power Charges (up to Rs.12 Lakhs per annum) and 4% reimbursement of Interest on Working Capital loans (maximum Rs.3 Lakhs per annum).

c) **Export Promotion and Participation Incentives:**

Objective: Boost exports and facilitate participation in fairs and exhibitions **Key Features:**

- 10% Export Promotion Subsidy (ceiling of Rs.20 Lakhs per annum).
- 50% subsidy on actual expenditure for one person in fares/exhibitions and transportation costs, capped at Rs.50,000 per annum (max. 2 fares).

d) <u>Special Incentives for Continuing Enterprises</u>:

Objective: Encourage sustained operations and expansion **Key Features:**

- Capital Investment Subsidy on Expansion (40% or 30%, max Rs.30 Lakhs and Rs.25 Lakhs for Thrust and other sectors, respectively).
- Industrial Promotion Subsidy after 5 years (25% of GST paid, not exceeding 100% of investment in plant and machinery).

e) Incentives for Thrust Sector:

Objective: Prioritize and support key industrial sectors

Key Features:

- State Capital Investment Subsidy at 35% on Fixed Capital Investment (w.e.f 01/04/2016), with a ceiling of Rs.60 Lakhs per unit.
- Employment Cost Subsidy, VAT, CST, and commodity tax subsidy, and 15% Procurement Preference for local enterprises.

f) Miscellaneous Incentives:

Objective: Provide additional support and exemptions **Key Features:**

- State Transport Subsidy for 5 years, covering the portion not subsidized by the Central Government.
- Exemptions such as 85% waiver from Earnest Money and Security Deposits, one-time full reimbursement of Standard Certification Charges, and partial reimbursement of floor space rentals for IT Industries.

g) <u>Administrative Mechanism</u>:

Objective: Ensure efficient implementation and oversight **Key Features:**

A State Level Committee (SLC) chaired by the State Industry Secretary oversees the scheme. Regular SLC meetings are conducted to recommend eligible cases for disbursement by NEDFi on behalf of the Government of India.

3.5 Sectoral Overview in Tripura

The Tripura Industrial Investment Promotion Incentive (TIPII) scheme is a comprehensive initiative launched by Department of Industries and Commerce, the Government of Tripura to attract domestic and foreign investments in various industrial sectors within the state. The scheme offers a range of incentives, financial support, and facilitation services to eligible businesses, creating a favorable environment for industrial development. Under the TIPII scheme, eligible industries can avail themselves of benefits such as capital investment subsidies, interest subsidies, power tariff subsidies, reimbursement of expenses for skill development, and assistance for land acquisition. The scheme also provides customized support for specific sectors, including IT and IT enabled services, agro based industries, tourism, and renewable energy.



Figure 14: Thrust Sectors in Tripura

Manufacturing Sector:

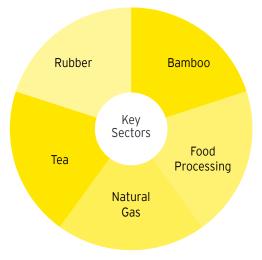


Figure 13: Key Sectors in Tripura

The key sector in Tripura includes **Rubber, Bamboo, Food processing and Tea.** The state government has notified certain potential sectors as "**Thrust Sectors**" for investment. The following enterprises for both Manufacturing and Service sector activities shall be treated as "Thrust Sector Industries".

In Tripura, the manufacturing sector is quite diverse, spanning a wide range of industries and activities. This includes agro-processing, handicrafts, bamboo and wood product manufacturing, rubber production, tea processing, pharmaceuticals, electronics, information technology, agriculture, sericulture, plastics, and polymer industries, along with various cottage and artisanal sectors. These industries collectively make a significant contribution to the state's economy. They are characterized by an emphasis on value addition to agricultural produce, the extensive use of bamboo resources, and an ongoing commitment to technological advancement. Tripura is actively promoting industrial development and working to attract investments, with a strong focus on ensuring sustainable growth within its manufacturing sector.

Agro-based Industries

- Food processing
- Handicrafts and Handlooms
- Bamboo and Wood Processing
- Rubber Processing
- Tea Processing
- Pharmaceuticals
- Electronics and IT
- Sericulture
- Plastic and Polymer Industries
- Handmade Paper and Textiles

Service Sector:

- Tourism promoting activities (Water Sports, Ropeways, Adventure & Leisure Sports, Floating Restaurant)
- Hospitals/ Nursing homes

3.6 Focus sectors in Tripura

3.6.1 Agriculture, Horticulture and Agro-based Industries

Agriculture and horticulture are crucial components of Tripura's economy, providing employment opportunities to the rural population. Around **42**% of the population depends on

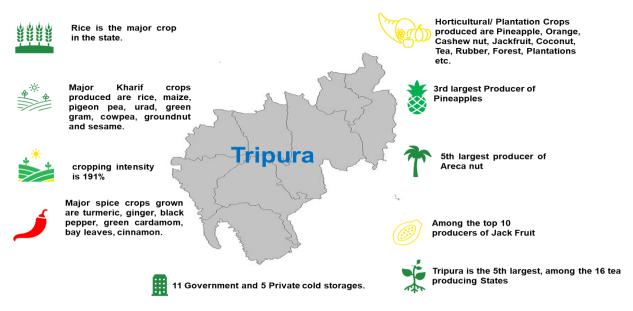


Figure 15: Key Production/Highlights in Agriculture sector

agriculture and allied activities directly for their livelihood. The state has abundant nuts, seeds, fruits, and vegetables that are locally grown and have a large potential for export. Pineapple, orange, banana, jackfruit, mango, cashew, areca nut, cabbage, and cauliflower are some of the popular horticulture products grown in the state. Pineapple, jackfruit, mango, and cashew are known for their good quality. However, due to the state's hilly terrain and large forest reserves, only **26**% of Tripura's land is cultivable compared to an average

of **43**% in other states.³³ As per the Economic Review Tripura 2022-23, In the agricultural domain, significant production figures are observed across various crop types:³⁴

- Rice production stands notably high at 803,825 metric tons.
- > Wheat production contributes to the agricultural output with 43 metric tons.
- > Sugar cane production accounts for a significant portion, totalling 37,706 metric tons.
- Cotton cultivation yields 593 bales, each weighing 170 kg.
- Jute production amounts to 2,196 bales, weighing 180 kg each.
- Mesta production yields 1,404 bales, also weighing 180 kg each.
- > Pulses, encompassing both Kharif and Rabi seasons, yield 18,529 metric tons.
- > Oilseed production, covering the same seasonal span, amounts to 10,528 metric tons.
- Maize production contributes significantly, totalling 41,500 metric tons.
- Supporting these production efforts are 21 agricultural produce markets, facilitating distribution and sales.

As per the Economic Review of Tripura 2022-23, the cropping intensity is 191%. Tripura has 11 Government and 5 Private cold storages. ³⁵The number of Kisan Credit Cards for Crop Loan distributed is 60271 and the amount disbursed through KCC is Rs. 33,034.29 Lakhs.³⁶

The Directorate of Horticulture & Soil Conservation in Tripura has been working towards and promoting developing horticultural crops in the state. The state's favourable climatic conditions offer immense scope for cultivation of various kinds of horticultural crops including fruits, vegetables, spices, nuts, flowers, and other ornamentals. The horticultural sector has been establishing

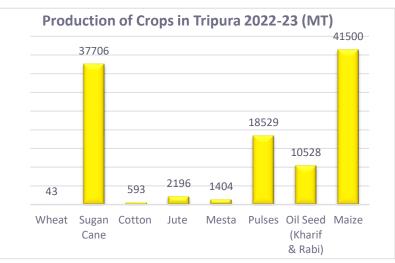


Figure 16: Production of Crops in Tripura 2022-23

improving the productivity of land, generating employment, improving the economic condition of farmers and entrepreneurs, enhancing export, and above all, providing nutritional security to people.

Fruits and vegetable crops in Tripura:

increasingly its credibility for

The current statistics for the fruits and vegetable crop production is Tripura has been taken from Tripura at a Glance 2022-23.³⁷

³³ Tripura Organic Farming: For Vegetables, Herbs, Fruits, Millets, Crops, Livestock, and Aquaculture (asiafarming.com)

³⁴ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

³⁵ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

³⁶ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

³⁷ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

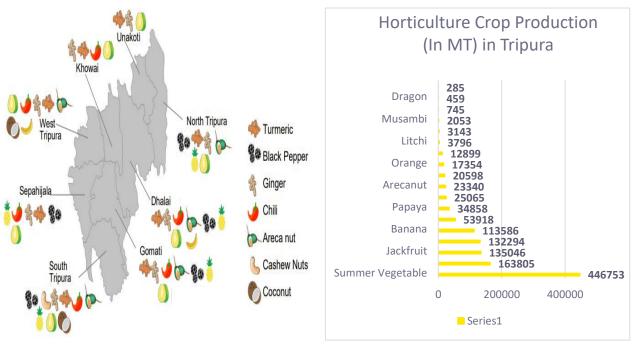


Figure 17: District-wise distribution of fruits and vegetables in Tripura

- Pineapple: Pineapple is a widely cultivated fruit in Tripura, with two varieties found locally: Queen and Kew. The Queen variety has received a Geographical Indication tag. The Production of Pineapple in 2022-23 is 1,63,805 MT. ³⁸
- Jackfruit: Jackfruit is a popular crop in Tripura and is highly demanded by locals in the state. It can be eaten as a vegetable in its raw form or as a fruit when it is ripe. The fruit is able to grow under adverse conditions and is highly profitable for farmers. Jackfruit production increased from 2,91,590 MT in 2015-16 and 1,35,046 MT in 2022-23. ³⁹
- Banana: Bananas were cultivated across all districts with the largest production in Dhalai (23,805 MT). Banana production is 1,113,586 MT in 20222-23. ⁴⁰
- Lemon: Lemon production amounted to 25,065 MT in 2022-23 ⁴¹ and 24,210 MT in 2017-18, increasing from 18,420 MT in 2012-13. The total area of land under cultivation was 4,770 ha. Dhalai produced the maximum number of lemons followed by West Tripura and North Tripura.
- Orange: Tripura produces high-quality oranges, and during the months of October and November, locals celebrate Orange and Tourism Festival in Jampui Hill in North Tripura. The production of Orange is 17,354 MT in 2022-23.⁴²
- Areca Nut: Betel nuts, also known as areca nuts, are a popular crop in Tripura. North Tripura and Dhalai have the highest land area of betel nuts, accounting for 44% of the total cultivated land. The production of Areca nuts is 23,340 MT in 2022-23. ⁴³Between 2015-

³⁸ <u>https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf</u>

³⁹ <u>https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf</u>

⁴⁰ <u>https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf</u>

⁴¹ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

⁴² https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

⁴³ <u>https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf</u>

16 and 2017-18, the production of betel nuts increased from 9,920 MT to 20,409 MT, while the area under cultivation increased from 4,700 ha. to 5,986 ha.

- Cashew nuts: Cashew nuts are primarily grown in South Tripura, accounting for about 81% of the total production. The production of cashew nuts in 2022-23 is 285 MT.⁴⁴ However, the production and cultivation area of cashew nuts have decreased since 2015. In 2015-16, the production was 3,000 MT, which fell to 327 MT in 2017-18. The area under cultivation was 4,250 ha. in 2015-16, which fell to 848 ha.
- Coconut: Coconut is widely grown in South and West Tripura. The production of Coconut is 12,889 MT in 2022-23.⁴⁵ However, the production of coconuts has been decreasing since 2015-16. In 2015-16, the production was 20,310 MT, which fell to 12,537 MT in 2017-18. The area of production also reduced to almost half of the total area of production in the year 2015-16

The state has favourable climatic conditions for cultivating various fruit and horticultural crops including rice, jackfruit, pineapple, potato, sugarcane, chilli and natural rubber.

There is an ample scope for area expansion under organic spices cultivation in Tripura. Major spices include Ginger, Turmeric, Chilli, Black Pepper, Cinnamon, Tezpatta etc.

Spices production:

In the year 2021-22, Tripura saw a significant boost in its **spice cultivation**, **growing spices like Turmeric**, **Ginger**, **Black pepper**, **Chilly**, **and Betel vine**. The area dedicated to spice **cultivation expanded to 140,292 hectares**, **while the production soared to an impressive 1,953,570 metric tons**. ⁴⁶This marked increase in both the cultivated land and the yield underlines the growing prominence of the spice sector in Tripura's agricultural landscape. Below is the figure chart displaying the area and production of spices.⁴⁷

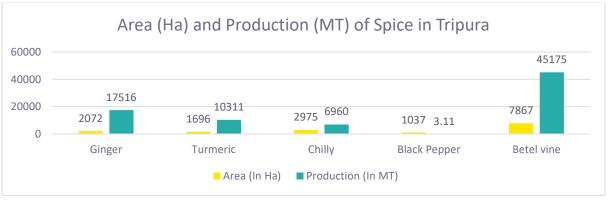


Figure 18: Area (in Hectares) and Production (in Metric Tons) of Spices in Tripura

⁴⁴ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

⁴⁵ <u>https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf</u>

⁴⁶ Directorate of Horticulture

⁴⁷ Directorate of Horticulture

Export of Agricultural Commodities:

Tripura is making a mark in agricultural exports, with wheat topping the list at an impressive Rs. 116.5 crores. Cumin seeds are also a significant export, bringing in Rs. 1.11 crores. Citrus fruits, known for their zest, have earned Rs. 0.92 crores, reflecting their growing popularity. Other key exports from Tripura include onions, maize, and vegetable seeds, each contributing to the region's evolving presence in the agricultural export market. Below is a figure chart agricultural exports of Tripura.⁴⁸

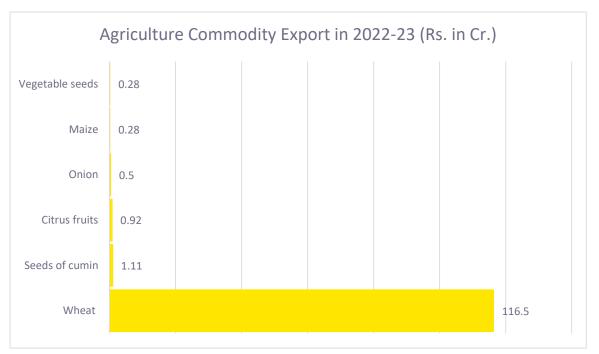


Figure 19: Overview of Export Figures for Agricultural Commodities in FY 2022-23

3.6.2 Food Processing

In Tripura, the food processing sector is gaining momentum, thanks in part to the establishment of Pran Foods Ltd's Indian branch in the Bodhjungnagar Food Park. Alongside Mothers Food Products, this unit forms one of the primary manufacturing hubs in the state, producing a variety of items like salty snacks,



sweets, and candies. These products mainly cater to the local markets in Tripura and nearby areas like West Bengal. While most ingredients are sourced locally, some are imported from Bangladesh.

Local businesses in Tripura are also venturing into spice processing. However, their market reach is largely confined within the state, and they often rely on spice imports from other Indian states, such as Tamil Nadu and Andhra Pradesh, due to the limited local production of spices.

⁴⁸ Foreign Trade Section, Directorate of Industries and Commerce, Tripura

Another noteworthy development in Tripura is its emerging cashew production, especially in the South Tripura district, where several small units have found success.

The state government of Tripura is focusing on boosting the food processing sector. They've developed infrastructure like the Mega Food Park and the Food Processing Industrial Park to support this growth. Additionally, government schemes like the Pradhan Mantri KISAN SAMPADA Yojana and financial support from programs like the Prime Ministers' Employment Generation Programme are helping propel this sector forward.

Tripura is well-known for its quality produce, including pineapples, jackfruits, mangoes, and cashews. The region's rich natural resources and favorable agricultural climate make it a prime location for food processing. However, despite these advantages, the sector still faces challenges that need addressing to maximize its potential.

Presently, rice mills dominate Tripura's food processing landscape, as rice is a staple in the region. Yet, under the Ministry of MSME, only one rice mill cluster in West Tripura has been earmarked for development. This highlights the need for broader development across the state's food processing sector.

Contribution of Food Processing to GDP:

Agricultural production in India has been consistently increasing over the years. India ranks first in the world in pulses and milk production, and second in vegetable primary and fruit primary production. The food processing sector has been positively impacted by an abundant supply of raw materials, an increase in demand for food products, and incentives offered by the



Sr.	Economic	2012-	2013-	2014-	2015-	2016-	2017-	2018-	2019-	2020-	
No.	Activity	13	14	15	16	17	18	19	20	21	
1	GVA -All India	85.46	90.64	97.12	104.92	113.28	120.34	127.34	132.19	125.85	
2	GVA Manufacturing	14.87	15.61	16.84	19.04	20.55	22.09	23.29	22.61	22.48	
3	GVA Agriculture, Forestry and Fishing	15.24	16.09	16.06	16.16	17.26	18.4	18.79	19.82	20.48	
4	GVA-FPI	1.3	1.3	1.34	1.61	1.79	1.93	2.36	2.26	2.37	
		(%) growth rate									
5	GVA -All India	5.42	6.06	7.15	8.03	7.97	6.23	5.82	3.81	-4.8	

⁴⁹ MOFPI_Annual Report_2023_Eng_2-6-2023.indd

Sr. No.	Economic Activity	2012- 13	2013- 14	2014- 15	2015- 16	2016- 17	2017- 18	2018- 19	2019- 20	2020- 21	
6	GVA Manufacturing	5.46	4.98	7.88	13.06	7.93	7.49	5.43	-2.92	-0.57	
7	GVA Agriculture, Forestry and Fishing	1.46	5.58	-0.19	0.62	6.81	6.6	2.12	5.48	3.33	
8	GVA -FPI	1.52	1.43	1.38	1.53	1.58	1.6	1.85	1.71	1.88	
		(%) share	e in overall	GVA of							
9	GVA Manufacturing	17.4	17.22	17.34	18.15	18.14	18.36	18.29	17.1	17.86	
10	GVA Agriculture, Forestry and Fishing	17.83	17.75	16.54	5.4	15.24	15.29	14.76	14.99	16.27	
11	GVA Manufacturing	8.74	8.33	7.96	8.46	8.71	8.74	10.13	10	10.54	
		(%) share	(%) share of FPI in								
12	GVA Agriculture, Forestry and Fishing	8.53	8.08	8.34	9.96	10.37	10.49	12.56	11.4	11.57	

Production Clusters:

Agro Production Clusters (APC) of the State as identified under APC Sub-scheme under Pradhan Mantri Kisan Sampada Yojana (PMKSY), of the Government of India are mentioned below Tripura Map:

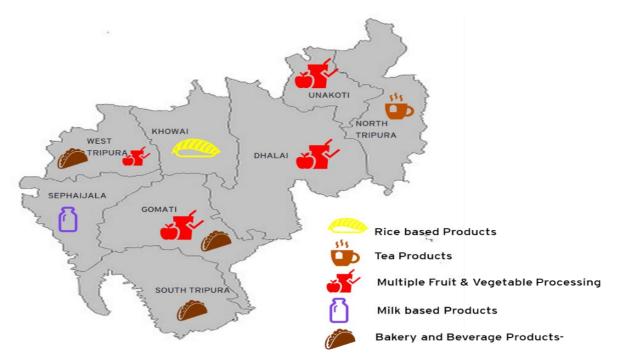


Figure 20: Map of Food Processing Clusters in Tripura

Food Processing Opportunities:

The table below shows the food processing opportunity in Tripura with corresponding to the agricultural commodity:⁵⁰

Agricultural commodity	Processing Opportunity
Rice	Integrated rice mill units for boiled, parboiled boiled, flake and puffed rice
Pineapple	Juice, Tidbit slice, Jam, Concentrates, IQF, Fibre Marmalade, Cocktail syrup, preserved fresh, wax emulsion.
Jackfruits	Dehydrated, Chips, Pulp in Syrup, Osmo- air dried and wax emulsion.
Banana	Puree, Chips, Pulp, Concentrates, Banana Powder.
Oranges	Juice, Jam, Concentrate, Marmalade, Fruits cocktail in syrup, preserved fresh
Milk Products	Ghee, Paneer, Dahi (Yogurt), Chhena, Butter, Khoa (Mawa), Lassi, Flavoured Milk, Cream, and many Indian sweets.
Bakery and Beverage Products	Bread, Biscuits and Cookies; Cakes and Pastries; Puffs and Rolls; Traditional Sweets; Snacks; Soft Drinks, etc.

Table 10 Food Processing Opportunities in Tripura	
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Key facts of Food Processing Sector:^{51 52}

They key facts of food processing sector of Tripura are given below:

- India achieved an all-time high export of seafood both in terms of volume and value by shipping **1.73 Mn MT of seafood worth US\$ 8.09 billion during FY 2022-23**
- India export of other Cereals (Excluding Rice, Wheat Maize and Millet) to the world was worth \$404.30 Mn during the April - October 2023 as per provisional data provided by DGCIS
- The estimated production of rice is 135.75 MT, Wheat is 110.55 MT, and Nutri/Coarse cereals is 57.31 MT for the year 2022-23
- Non-Basmati Rice has emerged as India's top export item among the many agricultural and processed food product exports under APEDA basket, with the export of \$4,663 Mn in nine months of 2022-23.
- Spice powder export value is INR 0.12 cr. in FY 2022-23.

⁵⁰ <u>https://industries.tripura.gov.in/food-processing-overview</u>

⁵¹ Directorate of Horticulture

⁵² https://worldfoodindia.gov.in/public/pdf/1689768093_850418835.pdf

Marketing infrastructure:

In Tripura, a state surrounded by international borders and characterized by hilly terrain, marketing infrastructure plays a crucial role, especially for manufacturing industries. This infrastructure is vital for effectively selling products, particularly perishable items which are most affected by the challenges of road connectivity. To aid the sector, a well developed value chain and facilities that ensure smooth logistics are essential. Moreover, enhancing export infrastructure can significantly boost both the local and national economies.

Under the Horticulture Mission for North-East and Himalayan (HMNEH) regions, seven onfarm pack houses have been established in Tripura. Notably, among the North-Eastern states, Tripura boasts the highest number of cold storages. The Department of Agriculture manages **11 cold storage facilities with a total capacity of 18,000 metric tons.** However, the majority of this capacity, around 15,100 MT, is allocated for potato storage, leaving only 2,900 MT for fruits and vegetables. Additionally, there are 7 private sector cold storages with a combined capacity of 11,000 MT, of which 9,750 MT is for potatoes and 1,250 MT for fruits and vegetables. In total, only 16% of the cold storage capacity is utilized for fruits and vegetables.⁵³

Challenges faced by Food Processing Sector:

One of the main challenges is the **poor connectivity with the big markets** (in larger urban centers) and the restricted movement of goods due to remoteness, which affects the marketing of agricultural produce in general and perishable produce.

- Access to market is a critical factor for the success of the food processing sector in Tripura. Despite the state's abundant agricultural produce, producers and processors often struggle to access domestic and international markets due to various barriers such as lack of market information, limited market linkages, and inadequate market infrastructure.
- The industry is also plagued by inefficient supply chains, inadequate storage and transport facilities, and a lack of access to credit and financing.⁵⁴ The division of land into small and scattered plots results in limited farm productivity, leaving farmers with a meager and dispersed surplus for the market. The demand for processed food is predominantly concentrated in India's urban areas. The absence and inadequacy of infrastructure facilities to store raw substances lower the quality and availability of the end product.⁵⁵
- pTo address these challenges, Tripura needs to promote R&D activity, improve infrastructure facilities, and ensure appropriate marketing linkages, information, and support. Food Tech startups and brands are integrating waste reduction practices as well as zero-waste workflows to reduce environmental impacts. Food processing technology increasingly incorporates sustainable methods such as freeze-drying, high-temperature short-time (HTST) processing, decaffeination, aseptic packaging,

⁵³ Department Agriculture, Marketing and statistics division, Govt. of Tripura

 ⁵⁴ <u>Food Processing in India | Food Processing Industry in India | Mofpi (foodprocessingindia.gov.in)</u>
 ⁵⁵ <u>Food Processing in India | Food Processing Industry in India | Mofpi (foodprocessingindia.gov.in)</u>

and food irradiation. Electrical heating allows processors to use sustainable energy and rapid heating to replace fossil fuels and decrease the carbon footprint of the product or processing facility. Fermentation is another innovative food processing technology that can improve the quality and safety of food products.

Recommendations on improving Marketing Infrastructure in Food Processing Sector:

- Facilitate market linkages for farmers and agro entrepreneurs to connect with food processing units.
- Implement training programs to enhance the skills of farmers and workers in food processing techniques, quality control, and modern technologies.
- Invest in modern infrastructure for food processing units, including cold storage, packaging facilities, and transportation networks.
- Support the establishment of agro-processing clusters for synergies and shared resources.
- Promote research and development in crop varieties, processing technologies, and food preservation methods.
- Collaborate with research institutions and universities to address local challenges and enhance productivity.
- Promote the use of locally grown agricultural produce in food processing units to support local farmers and boost the regional economy.
- Create awareness campaigns to highlight the benefits of consuming locally processed foods.
- Encourage the adoption of sustainable practices in food processing to minimize waste and environmental impact.
- Promote the adoption of modern technologies in food processing, including automation, quality control systems, and efficient production methods.
- Identify and promote potential food products for export markets.
- Facilitate participation in trade fairs and exhibitions to showcase Tripura's processed food products on a global platform.

3.6.3 Sericulture

Tripura is a promising state for mulberry sericulture in the North-East region, with plenty of opportunities to create self-employment in rural households.

Marginal or small farmers who have 1 acre of flat/table land can easily earn about **Rs.50,000 to Rs.60,000 per annum**. To boost the income of farmers and sustain sericulture activities among rural people, a cluster approach has been introduced. Currently, 21 sericulture clusters are functioning in 8 districts, with about 15,250 families involved in the sericulture scheme, of which about 95% are women .

The area covered under sericulture in Tripura is 1412.5 Ha, Production of Mulberry Cocoon is 42.5 MT, Price per MT for cocoon is Rs. 2,80,000, Price per MT for Mulberry Raw Silk is Rs. 42,00,000.¹ **State Plan Schemes** are meant to supplement the efforts being made under the Central Schemes. During 2021-22, **Rs.20.87 lakh**⁵⁶ was received for providing assistance to beneficiaries, and an equal amount was spent on providing support to beneficiaries for purchasing planting materials, plant protection components, organizing awareness programs, renovating office buildings, stipend for training through 11 Mulberry Rearers Societies, and developing sericulture in TTAADC areas.

Implementation of Sericulture Scheme through MGNREGA:

During 2021-22, a total of **44.2 acres** of plantation was raised under MGNREGA, and **96 beneficiaries** have benefited from it. A total amount of **Rs.30.31 lakh** was utilized⁵⁷.

Implementation of Centrally Sector Scheme (CSS):

Intensive Bivoltine Sericulture Development Project for Sepahijala District (IBSDP) under NERTPS: The project IBSDP Sepahijala District was sanctioned by the Ministry of Textiles, Government of India during 2019-20. The total project cost is **Rs.31.11 Crores**, out of which the Ministry of Textiles, Govt. of India released **Rs.3.16 lakh** and **9.21 lakh** during 2019-20 and 2020-21, respectively. During 2021-22, **Rs.455.68045 lakh**⁵⁸ was incurred for the development of individual plantations, construction of rearing houses, Kissan nurseries, and training for field functionaries and beneficiaries.

 Table 11 Achievement in respect of new beneficiaries, cocoon production etc. in 2021-22

Year	Beneficiary	Mulberry Plantation	Cocoon Production	Raw S Production	Silk
2021-22	1213 nos.	519.7 acres	39.20 MT	3.8 MT	

3.6.4 Handloom

According to the last Census conducted by the Government of India, there are 1,37,445 handloom weavers in Tripura. Textiles produced in Tripura in 2022-23 is 20.57 lakh sq. mtr with total value of Rs. 65 crores.⁵⁹ However, only a small



proportion of these weavers are 'commercial weavers', who produce fabrics for sale in the market. The rest of them weave for their own domestic needs. The State Government has been making efforts to organize these weavers into clusters with a view to develop weaving of handloom fabrics on a commercial basis as a means of earning for their livelihood. A primary Weavers' Co-operative Society has been formed in each Cluster. The distribution and location of traditional handloom clusters across Tripura in the map below⁶⁰:

⁵⁶ <u>https://ecostat.tripura.gov.in/sites/default/files/FINAL%20ECONOMIC%20REVIEW_0.pdf</u>

⁵⁷ <u>https://pib.gov.in/PressReleaselframePage.aspx?PRID=1887438</u>

⁵⁸ <u>https://ecostat.tripura.gov.in/sites/default/files/FINAL%20ECONOMIC%20REVIEW_0.pdf</u>

⁵⁹ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

⁶⁰ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf, and Weavers' Service Centre, Agartala

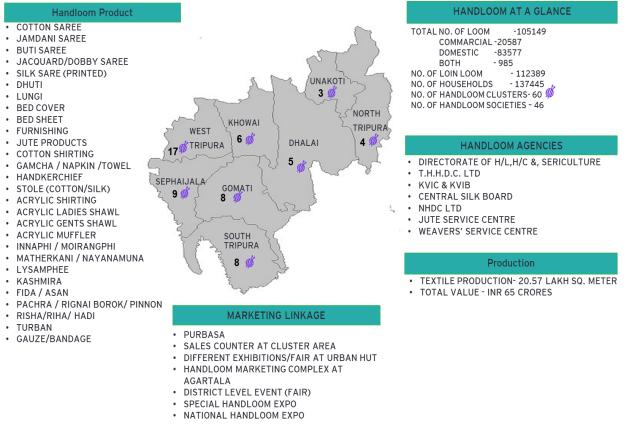


Figure 21: Map Highlighting Handloom Clusters in Tripura

Handloom weaving in Tripura may be classified into 2 broad sectors, namely:

- 1. **Commercial weavers**: The Bengali weavers are mainly engaged in commercial production. They generally produce fabrics like Gamcha, Lungi, Bedsheet, Sarees ('Pachra'), Dupatta, Risha, Gauze & bandage, dress for Anaganwadi & Asha worker, etc. The Department has been trying to upgrade their skills by providing training ¹.
- 2. Traditional household weavers: These weavers mostly comprise of the tribal and Manipuri women. There are a good number of women engaged in weaving, and they are producing Risha, Pachra by traditional Loin Loom. Special efforts are being made to bring these weavers in the Cluster fold so that weaving can become a source of livelihood for them. The Government has extended various supports provides backward & forward linkages to the weavers by State Plan Scheme and Centrally Sponsored Project/Schemes for the upliftment of the socio-economic condition of the weavers' community⁶¹

Access to market related Issues in Handloom Sector:

Market Access: Weavers have limited exposure to both domestic and global markets.

⁶¹ <u>https://ecostat.tripura.gov.in/sites/default/files/FINAL%20ECONOMIC%20REVIEW_0.pdf</u>

- Machine Competition: Handloom items compete with cheaper, widely available machine-made products.
- Branding Gap: Absence of effective branding and marketing diminishes market presence.
- Quality Variance: Traditional production methods sometimes lead to inconsistent quality.
- **Infrastructure Deficit:** Lack of roads and transport facilities restrict market access.
- **Middlemen Reliance:** Weavers often rely on intermediaries, reducing their profits.
- Trend Blindness: Many weavers are unaware of current market trends and preferences.
- High Transit Costs: Tripura's location increases transportation costs, affecting product competitiveness.
- **E-commerce Barrier:** Limited access to online platforms restricts their market reach.
- Inadequate State Support: Government schemes exist but are often poorly implemented, leaving weavers unsupported.

The State Government of Tripura has implemented several schemes with the funds from the State and Central Governments to promote the development of the Handloom sector. The following are some of the schemes:⁶²

Marketing Promotion Scheme: This is a Central Sector Scheme to develop and promote marketing channels in domestic and export markets and bring about linkage between the two in a holistic and manner. integrated It also provides marketing opportunities to handloom workers with special focus on talented and uncovered weavers. The Primary Weavers Cooperative Society & weavers of the Handloom Clusters participate in the events for selling their

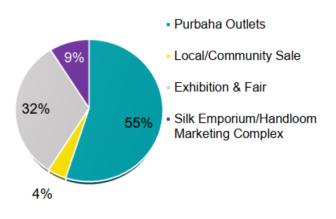


Figure 22: Handloom marketing channels in Tripura

products and acquire experience in the marketing trend for their future plan. During 2021-22, 02 Nos. State Handloom Expo and 04 Nos District Handloom Expo have been organized at Agartala, Ushabazar, Rajnagar, Kanchanbari & Ompi.

Skill up-gradation Training Programme: The Department is continuously upgrading the skill of artisans through training programmes by developing new designs, techniques, and production of niche items as per the market demands. The adoption of the latest technical know-how for sustaining the activity for better returns of the unskilled and semi-skill weavers is upgraded by imparting training on new techniques

⁶² <u>https://ecostat.tripura.gov.in/sites/default/files/FINAL%20ECONOMIC%20REVIEW_0.pdf</u>

and designs for four months. During training, the trainees are being paid loss of wages, and after training, they are being equipped with Frame Handloom with accessories at free of cost. 80 Nos. of weavers of Gopalnagar, Khumalwng, Ruhidapara & Taranagar have been trained and provided with frame looms during the year 2021-22.

Block Level Handloom Cluster Development Project: The objective is to develop Block level Handloom Clusters that are located in clearly identifiable geographical locations that specialize in specific products, with close linkages and inter dependents amongst the key players in the cluster by improving the infrastructure facilities. This includes better storage facilities, technology up-gradation in pre-loom/on-loom/postloom operations, weaving shed, etc

3.6.5 Handicraft

Tripura's handicrafts are renowned for their **unique designs and artistic appeal**. The items are mostly made up of **bamboo and cane** and are considered to be one of the best in the country . Handicrafts items produced by the artisans are in high demand in domestic and international markets . **Production in**

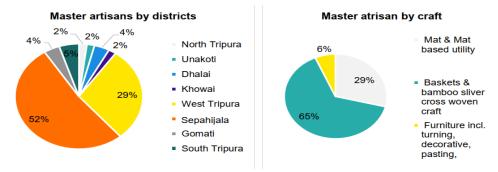


Figure 23 Distribution of Master Artisans by District and Craft in Tripura

Handicrafts Department Tripura is 5.32 Crores and 1,81,550 artisans in 2022-23. ⁶³ At present, there are 19 Handicrafts Clusters in Tripura, and the products are being marketed through the PURBASHA in the State as well as outside the State .⁶⁴

To develop the Handicrafts Sector of the State, several programmes have been initiated.

The prominent ones are as follows:

- Skill up-gradation training programme: The Department is continuously upgrading the skill of artisans through training programmes by developing new designs, techniques, and production of niche items as per the market demands.
- Providing Working Capital: The Department has provided Grant-in-aid of Rs, 13,60 lakhs during this year, to 17 Primary Handicrafts Co-operative Society in Handicrafts Clusters. The fund is utilized as Working Capital by the handicrafts artisans associated with the clusters. All the developmental state plan schemes are being executed through the cluster ⁶⁵

⁶³ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

⁶⁴ <u>Art & Crafts | Tripura Tourism</u>

⁶⁵ https://ecostat.tripura.gov.in/sites/default/files/FINAL%20ECONOMIC%20REVIEW_0.pdf

Providing improved toolkits to Artisans: The Department has also procured improved tool-kits for distribution to artisans associated with clusters with financial assistance from Tripura Bamboo Mission. The improved toolkits procured for production of bamboo and cane furniture, bamboo lath turned products, weaving basketry, and accessory products will increase productivity and profitability of the artesian⁶⁶

Sr. No	Category of handicraft	Approx. No. of artisans	Turnover (lakhs)	Avg. earnings per artisan per year (INR)
1	Mat	2,179	701.43	12,879
2	Baskets	4,869	972.55	13,983
3	Furniture	488	213.34	17,494
4	Other crafts	1,302	700.22	21,512

Table 12 Census of Bamboo and Cane craft in Tripura, 2014-15

The Directorate of Handicrafts in Tripura has been working towards developing infrastructure for the production and marketing of handicrafts' products. To achieve this objective, the State Government has established Urban Haat at Agartala, which aims to create a marketing platform by creating an urban recreational hub. The project has already been completed, and fairs/exhibitions are being held regularly.

In addition to this, new initiatives such as setting up of Fabric Jewellery unit and upgradation of Common Facility Centre (CFC) have been taken up with financial assistance from Bamboo Mission.⁶⁷

3.6.6 Rubber

Rubber cultivation in Tripura traces back to 1963 when the State Forest Department introduced this crop, primarily focusing on soil conservation measures, with the assistance of the Rubber Board. The total area of Rubber is 97,171.93 ha. The mature area of Rubber is 78,084.13 ha and the immature area is 19,087.80 ha. Rubber Productivity has reached 1318.95 in 2022-23. ⁶⁸ Natural rubber stands as the foremost cash crop in Tripura, with the state emerging as the second largest

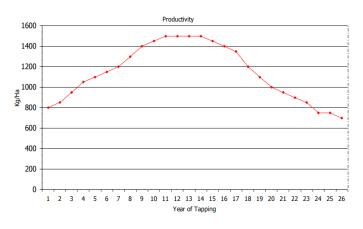


Figure 24: Productivity of Rubber in Tripura

⁶⁶ https://ecostat.tripura.gov.in/sites/default/files/FINAL%20ECONOMIC%20REVIEW_0.pdf

⁶⁷ <u>https://ecostat.tripura.gov.in/sites/default/files/FINAL%20ECONOMIC%20REVIEW_0.pdf</u>

⁶⁸ https://ecostat.tripura.gov.in/sites/default/files/Tripura%20AT%20A%20Glance%202022-23.pdf

producer in India after Kerala. Since its introduction in 1963 by the State Forest Department. The initiation of rubber plantation in Tripura served as a means of livelihood for the tribal population. Two state government PSUs, namely Tripura Forest Development Plantation Corporation Ltd (TFDPC), and Tripura Rehabilitation Plantation Corporation Ltd. (TRPC), actively contribute to the growth of the Rubber Plantation and Rubber Sector in Tripura.⁶⁹

The introduction of rubber plantations started to utilize the degraded forestland of Tripura as a soil conservative initiative. Low elevation regions of the Northeast, with near tropical climatic features soon emerged as the principal rubber growing zone within this country. **The**



Figure 25: Key facts of Rubber Industry in Tripura

Rubber Board was established in 1967 in Tripura with a one-man office.

The introduction of rubber production in Tripura has helped the population tribal by providing employment opportunities. The government has initiated several rehabilitation projects for tribes who have shifted from "Jhoom cultivation" or shifting cultivation. The Tripura Forest Development and

Plantation Corporation Limited (TFDPC) has encouraged poor and illiterate workers or tribes to come forward and work in latex production. The local people were trained for plantation work and given knowledge of how the rubber business would help them. The government also provided food, clothes, and shelter to these people, thereby improving the economic status of the locals.

⁶⁹ Overview | Department of Industries & Commerce (tripura.gov.in)

State-wise Benchmarking with other Northeastern states 2021-22:

Given in the table below, Rubber Plantation in Tripura scores highest among all the northeastern states.⁷⁰

State	Plantation Area (in Ha)
Arunachal Pradesh	285.77 Ha
Tripura	474.52 Ha
Manipur	84.50 Ha
Meghalaya	292.54 Ha
Mizoram	174.00 Ha
Nagaland	177.83 Ha
Tripura	2372.52 Ha
Total	3861.68 Ha

Table 13 Benchmarking of Rubber plantation in Tripura across North eastern states

The government of Tripura is encouraging the establishment of rubber article industries within the state so that they can produce goods themselves and export to other states. In this way, the economy of the state will also improve. Rubber plantation is the core participant in the state's economic development.⁷¹

Tripura Forest Development and Plantation Corporation Ltd (TFDPC), operating under the administrative control of the State Forest Department, plays a key role in rubber production in the State. The Government of Tripura has established a Rubber Mission to enhance coordination among various agencies involved in rubber plantation and marketing.

Noteworthy achievements of Rubber Production in Tripura Includes:

- Rubber production reaching 1318.95 Kg/ha in the year 2022-23.
- Operation of a Technically Specified Rubber (TSR) factory at Takmacherra, producing • superior grade Rubber Block (ISNR) with an annual installed production capacity of 1000 MT.
- Running an Industrial Estate at Anandanagar, producing high quality Solid Rubber Wood Board,
- Treated Rubberwood, and premium furniture rubber wood since 1999, with an annual capacity of 1,50,000 cubic feet of Rubber Wood.⁷²

⁷⁰ <u>rbfilereader (rubberboard.org.in)</u>

 ⁷¹ Rubber Platations in Tripura, Rubber Production in Tripura (tripuraonline.in)
 ⁷² <u>https://ecostat.tripura.gov.in/sites/default/files/FINAL%20ECONOMIC%20REVIEW_0.pdf</u>

Table 14 Status of revenue and expenditure (unaudited) in Rs. Cr.

Year		Revenue from sale of non- Rubber	Other Income	Total	Expenditure
2021-22 (P)	30.75	8.73	7.93	47.41	45.50

Role of Rubber in Socio-economic upliftment:

The socio-economic landscape in Tripura has experienced a significant transformation, with rubber emerging as the most widely accepted and economically viable plantation crop in the state. This shift not only underscores the commercial importance of rubber but also highlights its profound impact on the social fabric of the region. In addition to its commercial significance, rubber in Tripura plays a crucial role in rural development, becoming a focal point for rehabilitation projects aimed at shifting cultivators. This has led to a redefinition of the land use pattern and is believed to have contributed to a reduction in insurgency in the state.

Rubber in Tripura has become increasingly attractive for several reasons:

- It provides unmatched income from similar types of land (tilla).
- With a gestation period of 7 years, it offers continuous income for approximately 30 years.
- Rubber yields on every alternative day, ensuring a steady source of revenue.
- > The marketing of rubber is considered one of the easiest compared to other crops.

Challenges faced by Rubber Cultivation in Tripura:

Socio-economic impact of natural rubber cultivation under the block planting scheme in Tripura during 2019 reveals:^{73 74}

- The area under natural rubber cultivation has decreased for both tribal and non-tribal farmers.
- In 2019, the total household income from natural rubber increased by 117.96% for tribal growers, while the same income for non-tribal farmers increased by only 1.30% compared to 2008.
- Rubber farmers are investing their income in alternative sources of income, and credit facilities and borrowings are increasing.
- The sources of income for rubber farmers in Tripura are diversified, which has led to NR farming becoming a part-time activity for most of the rubber farmers.

⁷³ rbfilereader (rubberboard.org.in)

⁷⁴https://www.researchgate.net/publication/371752500_Rubber_Plantation_in_Tripura_Growth_and_Challenges

- The frequency of fertilizer application among the growers of Northeast India was analysed using data sheets of soil samples collected under the RUBSIS project. The analysis revealed that 24% of farmers did not apply fertilizer in rubber plantation.
- Insurgency is the main problem in Tripura for implementation of Rubber Rehabilitation Scheme. In general, Tribal youths are innocent, simple, and hard workers. At present, evil forces are very active to mislead the creative potentialities of Tribal youths towards destructive insurgency.
- In Tripura, a large number of Tribal hamlets are still without drinking water facilities. The tribals mainly depend on stream water for drinking purpose The role of credit institution in a backward area does not need any explanation, especially for the economic settlement of tribal youths. People are basically depended on unorganized sector for credit purpose.
- The problem of inter tribe conflict in Tripura also hampered the production of Agricultural commodities. Because, due to such conflicts, the tribal jhumia farmers failed to move from one place to another for fertile jhum land.

Access to Market Related Issues in Rubber Sector:

- 1. **Geographical Limitations:** Tripura's north-eastern location constrains easy access to India's primary industrial zones, particularly affecting SMEs.
- 2. Infrastructure Issues: Less developed infrastructure impedes effective transport and distribution of rubber goods.
- 3. **Restricted Export Access:** SMEs in Tripura often miss global market opportunities due to limited involvement in export events and direct interactions with foreign buyers.
- **4. Branding Hurdles:** Rubber products from Tripura lack strong brand recognition, hindering market penetration.
- 5. Foreign Competition: Cheap imports, especially from nations like China, intensify competition, challenging local producers on price fronts.

Recommendations on improving Marketing Infrastructure:

- Implement skill development programs to train farmers in modern rubber farming practices, tapping techniques, and post-harvest management.
- Conduct workshops and awareness programs to disseminate knowledge about the latest advancements in the rubber industry.
- Improve infrastructure for rubber processing units and establish modern facilities for rubber extraction, processing, and value addition.
- Facilitate market linkages for rubber farmers to ensure a steady demand for their produce.
- Promote sustainable and eco-friendly practices in rubber cultivation to ensure longterm environmental viability.
- Encourage the adoption of agroforestry models that integrate rubber cultivation with other crops for diversified income sources.
- Implement and enforce quality standards for rubber production to enhance the reputation of Tripura's rubber in the market.
- Establish a robust monitoring system to track the performance of rubber cultivation and processing units.

Rubber Development Agencies:

Extension of rubber plantation gained momentum when the Rubber Board established a oneman office in Agartala in 1967. The Rubber Board played a crucial role in promoting rubber cultivation beyond government owned estates by providing financial assistance through its RPD Scheme. In 1976, the Tripura Forest Development & Plantation Corporation (TFDPC) Ltd. was established, marking a significant leap in expanding rubber cultivation, particularly in denuded forest lands. The one-man office in Agartala was elevated to the status of a Regional Office in 1979 to facilitate further development and extension activities. Additionally, a Regional Research Station focused on location specific research and development was established in 1979, covering an 85-hectare farm in Taranagar.

Sr. No.	Name of the District	New Planting 2021- 22 (ha)	Immature Area (ha)	Mature Area(ha)	Total Area (ha)	Production (MT)	Productivity (kg/ha)	Mature Area (%)	Production (%)
1	North	301.29	1662.91	8325.71	9988.62	9450.52	1197	11	10
2	Unakoti	199.53	702.5	3245.3	3947.8	3630.68	1188.5	4	4
3	Dhalai	426.63	1510.32	5042.9	6553.22	5861.98	1174	7	6
4	Khowai	303.9	246.64	4369.5	4616.14	4217.36	1200	5	5
5	West	61.12	3081.29	13580.49	16661.78	17521.29	1295	19	19
6	Sepahijala	297.08	2619.45	15699.43	18318.88	20739.12	1412	21	22
7	Gomati	318.5	1476.3	10611.06	12087.36	15893.31	1657	14	17
8	South	464.47	3359.69	13730.74	17090.43	16056.93	1185	19	17
	Total	2372.52	14659.1	74605.13	89264.23	93371.19	1288.56	100	100

Table 15 District	wise	distribution	as on	31-03-2022
	11150	anstribution	u5 011	SI OS LOLL

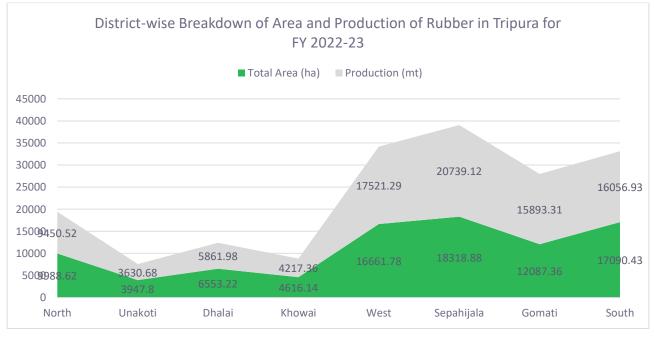


Figure 26: District-wise Breakdown of Area and Production of Rubber in Tripura for FY 2022-23

As of March 31, 2022, when considering the distribution across districts, **Sepahijala district takes the lead with the largest rubber covered area, encompassing 18,318.88 hectares** (21%), whereas **Unakoti district reports the lowest extent at 3947.80 hectares (4%).** In terms of rubber production, Sepahijala district also claims the highest with a production of 20,739.12 metric tons (22%), while **Unakoti district records the lowest production at 3630.68 metric tons (4%).**⁷⁵

The Rubber Board has identified several key factors contributing to the low productivity of rubber in the state. These include the presence of old and less productive trees, a shortage of skilled workers for tapping rubber, the absence of high-yielding rubber tree varieties, and overly intensive tapping practices. Additionally, the loss of tapping days due to frequent rain, the use of unscientific methods for tapping, extended cold seasons, and the lack of available fertilizers are also impacting rubber productivity.

3.6.7 Bamboo

Tripura, with its abundant bamboo resources and traditional usage, is home to **21 out of 130 bamboo species found in India**.⁷⁶ The state's Cane & Bamboo Handicrafts are renowned for their exceptional designs and wide product range.

Bamboo handicrafts in Tripura encompass a diverse range of products, including furniture, panels, partitions, table mats, lamp shades, false ceilings, plant containers, and more. The craftsmanship involves cutting and pasting for utility items, turning for flower vases and pen stands, bamboo loom mat crafting for file covers and curtains, basketry for baskets and lampshades, bamboo root carving for statues and murals, and bamboo furniture crafting for household items. Currently, **around 4,500**



skilled artisans are engaged in producing over 200 exquisite bamboo products in the state.⁷⁷

To support marketing of bamboo-based products including crafts, incense sticks and furniture, the TBM Trade Facilitation Cell has been set up to facilitate grassroot producers reach markets and prospective buyers. Other marketing initiatives include tie ups with:

- Government organizations like NEHHDC, THHDC, private players like Giskaa, Mother Earth
- E-commerce players like eBay.in, Flipkart, Snapdeal, Realshoppee.com for B2C
- B2B marketing through Indiamart.com, Tradeindia.com, Indiatradezone.com

Below table shows the benchmarking of Tripura with other Northeastern states which clearly depicts that Tripura records lowest in terms of growing stock of bamboo.⁷⁸

⁷⁵ <u>https://ecostat.tripura.gov.in/sites/default/files/FINAL%20ECONOMIC%20REVIEW_0.pdf</u>

⁷⁶ Bamboo Sectors | TIDC (tripura.gov.in)

⁷⁷ https://tidc.tripura.gov.in/bamboosector.html

⁷⁸ <u>PS-20.pdf (swst.org)</u>

State	Area (Percentage)	Growing stock (Percentage)
North East Region	28%	66%
Tripura	7.54%	16.23%
Arunachal Pradesh	4.21%	11.91%
Mizoram	8.45%	13.18%
Manipur	3.39%	13.88%
Meghalaya	2.89%	5.34%
Nagaland	0.70%	4.43%
Tripura	0.86%	1.04%
Others	20.20%	5%

Table 16 Benchmarking of Tripura in Bamboo sector across North eastern region

Bamboo species available in Tripura:

21 species of bamboos are found in Tripura. Most common bamboos are⁷⁹;

- Muli (Melocanna baccifera),
- Barak (Bambusa balcooa),
- Bari (Bambusa polymorpha),
- Mritinga (Bambusa tulda),
- Paora (Bambusa teres),
- Rupai (Dendrocalamus longispathus),
- Dolu (Neohuzeaua dullooa),
- Makal (Bambusa pallida),
- Pecha (Dendrocalamus hamiltonii),
- Kanak kaich (Bambusa affinis),
- Jai (Bambusa spp.)

Bamboo Cluster:

A cluster is essentially a group of micro, small, and medium-sized enterprises (MSMEs) located close together, often in neighboring villages or areas, that produce similar or complementary products. These clusters are not just business hubs; they're a reflection of the state or region's cultural and socio-economic background, where certain villages become known for specific products or a variety of related items, often passed down through generations. This

⁷⁹ <u>https://farmersportal.tripura.gov.in/PDF/Reports/Forest/Bamboo.pdf</u>

tradition could include anything from basketry, furniture, and mats to handlooms, incense sticks (Agarbatti), jewelry, and musical instruments.

The approach to developing these clusters is driven by market needs and focuses on collaboration and inclusivity. It brings several advantages like the ability to tailor interventions to the cluster's specific needs, achieve economies of scale, reduce costs for inputs and materials, improve access to the latest information and technology, and establish direct connections with customers and markets. Below is a list of clusters, organized by location:

Sl.no.	District	Cluster	Activities/Products				
			Handicraft/Furniture Cluster	Incense Stick Cluster	Plantation Cluster		
1	Dhalai	Ambasa		Bamboo stick	Bamboo Plantation		
2	Dhalai	Ganganagar	Handicraft Items				
3	Dhalai	Kamalpur		Rolled Agarbatti			
4	Dhalai	Manu		Bamboo stick			
5	Dhalai	Salema	Handicraft Items		Bamboo Plantation		
6	Gomati	Udaipur	Handicraft Items	Rolled Agarbatti/ Bamboo stick			
7	Khowai	Mungiakami			Bamboo Plantation		
8	Khowai	Teliamura	Handicraft Items	Rolled Agarbatti			
9	North Tripura	Dharmanagar	Furniture/ Handicraft	Rolled Agarbatti			
10	North Tripura	Kanchanpur		Bamboo stick			
11	North Tripura	Panisagar	Furniture				
12	Sipahijala	Bishalgarh	Handicraft Items	Rolled Agarbatti			
13	Sipahijala	Charilam	Handicraft Items				
14	Sipahijala	Jampuijala	Handicraft Items				
15	Sipahijala	Melagarh	Handicraft Items	Bamboo stick			
16	Sipahijala	Nalchar	Handicraft Items				
17	Sipahijala	Takarjala	Handicraft Items				
18	South Tripura	Amarpur		Bamboo stick			
19	South Tripura	Baikhora	Handicraft Items				

Table 17 Overview of activities and products in Handicraft, Incense stick, plantation clusters

SI.no.	District	Cluster	Activities/Products				
			Handicraft/Furniture Cluster	Incense Stick Cluster	Plantation Cluster		
20	South	Belonia	Cluster	Rolled Agarbatti			
20	Tripura	Deronia		itened right batti			
21	South Tripura	Jolaibari	Handicraft Items				
22	South Tripura	Manubazar	Handicraft Items				
23	South Tripura	Sabrum		Bamboo stick			
24	Unakoti	Kailashahar	Handicraft Items	Rolled Agarbatti/ Bamboo stick			
25	Unakoti	Kumarghat	Handicraft Items	Rolled Agarbatti/ Bamboo stick			
26	Unakoti	Pecharthal	Handicraft Items				
27	West Tripura	Agartala	Handicraft Items	Rolled Agarbatti/ Bamboo stick			
28	West Tripura	Bamutia	Furniture/ Handicraft				
29	West Tripura	Belbari			Bamboo Plantation		
30	West Tripura	Gandhigram- Narsingarh	Handicraft Items				
31	West Tripura	Hezamara			Bamboo Plantation		
32	West Tripura	Jirania	Handicraft Items				
33	West Tripura	Katlamara- Simna	Furniture				
34	West Tripura	Mandwi			Bamboo Plantation		
35	West Tripura	Mohanpur		Rolled Agarbatti	Bamboo Plantation		
36	West Tripura	Ranirbazar	Handicraft Items				

Value addition activity in bamboo sector:

The Forest Department, in collaboration with JICA, IGDC, and the Tripura Bamboo Mission, has launched extensive training programs for rural artisans. These programs focus on enhancing the value of bamboo by building community capacity. The aim is to elevate bamboo products as a key industrial avenue for the state of Tripura, tapping into the potential of the

bamboo sub-sector. Below is a table detailing the specifics of value addition in the bamboo sector.⁸⁰

Local name	Agarbatti stick	Handicrafts	Mats	Furniture	Other Uses
Kanakaich		\checkmark		\checkmark	Fishing rods, javelins
Barak				\checkmark	Scaffolding
Bom		\checkmark	\checkmark	\checkmark	
Mal/ Makhla		\checkmark	\checkmark		
Paura	\checkmark	\checkmark	\checkmark		
Mirtinga	\checkmark	\checkmark	\checkmark		Edible shoots; paper mills
Bari/ Jai		\checkmark		\checkmark	Fencing, shoots, paper
Rupai	\checkmark	\checkmark	\checkmark	\checkmark	Paper
Lathi Baans		\checkmark		\checkmark	Paper, edible shoots
Muli	\checkmark	\checkmark	\checkmark		Utility items, shoots, paper
Dolu		\checkmark	\checkmark		Handicrafts

Table 18 Details of value addition in bamboo sector

Bamboo: A Major Issue in the Agarbatti Industry

- Currently, Tripura is transitioning from manual stick production to mechanized stick production in response to the changing global business regime and market demand. The demand for round bamboo sticks has led TBM to promote bamboo round stick units across the state, with active support from various state and central government schemes such as Swabalaban and PMEGP.
- The Agarbatti industry is currently facing a significant hurdle caused by the import of bamboo sticks and other bamboo products, including bamboo pulp, despite the country's abundant bamboo resources. Bamboo sticks are a crucial component among the raw materials used in Agarbatti production, alongside Jigat powder, joss powder, sawdust, and others.⁸¹
- The issue of bamboo waste generated during the manufacturing of round bamboo sticks for Agarbatti needs to be addressed to ensure that the waste generated is minimized and the manufacturing process is sustainable. This reduces the cost competitiveness of the raw material of Indian Agarbatti industry. In the 1st Executive Meeting of the NBM, the State Mission Director of Tripura had pointed out the need for waste management for making the ventures (like Agarbatti making) cost

⁸⁰ Bamboo.pdf (tripura.gov.in)

⁸¹ Final Report - Action Plan for Promotion of Bamboo in NER.pdf (necouncil.gov.in)

effective. This is because of non-utilization of bamboo waste that is generated while making bamboo sticks for use by Agarbatti units.

- The primary bamboo species utilized for making Agarbatti sticks, both square and round types, is Bambusa Tulda. This bamboo variety, predominantly found in the North-east region and along the East coast, proves to be the most suitable for the IAgarbatti industry. To attain self-sufficiency in bamboo species like Bambusa Tulda, collaborative efforts with the Ministry of Agriculture are necessary. Implementing innovative techniques and technologies for large-scale bamboo plantation is essential. Additionally, promoting research and development activities is crucial to minimize wastage during Agarbatti stick production and explore the use of square sticks. Addressing these challenges is imperative for the Indian Agarbatti industry to ensure a sustainable and cost-effective manufacturing process.⁸²
- The Tripura State Bamboo Mission aims to stimulate the growth of the bamboo industry in the state by reviewing existing regulations relating to trade and movement of bamboo to ensure income generation for growers and extractors. The issue of illegal movement of bamboo across the border needs be addressed, and a long-term plan to build up utilization within the state. This will help keep the prices of bamboo at realistic levels rather than building inflationary pressures on it. Export-oriented units of bamboo products would be promoted by providing appropriate marketing linkage, information, and support. The Tripura State Bamboo Mission needs to address these challenges to ensure that the bamboo industry in the state is sustainable and cost-effective.⁸³

Access to Market Related Issues in Bamboo Sector:

- 1. **Geographical Limitations:** Being distanced from India's major Bamboo and Cane trading hubs, Tripura grapples with higher transportation costs and extended delivery schedules, diminishing the appeal of its products.
- 2. Limited Brand Awareness: Tripura's Bamboo and Cane crafts, though unique, may not have the widespread brand resonance enjoyed by products from more famous regions, affecting market presence.
- 3. Absence of Digital Presence: Not all Bamboo and Cane businesses in Tripura have embraced the digital wave, leaving them behind in capturing a rapidly growing online market.
- 4. **Reliance on Traditional Markets:** A pronounced focus on age-old, local markets could be preventing Tripura's Bamboo and Cane sectors from reaching a more extensive and diverse clientele.
- 5. Lack of Participation in Trade Fairs: By not consistently marking their presence in leading trade events, both domestically and globally, Tripura's Bamboo and Cane industries might be missing out on key visibility and networking prospects.
- 6. **Competitive Pressure:** With the market getting flooded with cheaper Bamboo and Cane products from elsewhere, Tripura's offerings face a daunting task in maintaining their pricing and positioning.

⁸² <u>https://necouncil.gov.in/sites/default/files/Final%20Report%20-</u>

^{%20}Action%20Plan%20for%20Promotion%20of%20Bamboo%20in%20NER.pdf

⁸³ https://farmersportal.tripura.gov.in/PDF/Policy/Forest/State_Bamboo_Policy.pdf

- 7. **Stringent Market Standards:** The intricate demands or certifications some markets require might pose a hurdle for Tripura's Bamboo and Cane sectors, especially if they're short on resources or know-how.
- 8. Limited Export Channels: Lacking a robust mechanism and understanding of international exports, Tripura's Bamboo and Cane ventures might be struggling to tap into overseas markets effectively.

Recommendations on Improving Marketing Infrastructure:

Depending on the existing bamboo growing stock and available species in a given area or district, it is advisable to plan an integrated bamboo park, industrial area, or bamboo processing unit. The industrial area is best situated near a bamboo growing region, and the following steps should be taken:

- Initially, assess the quantity and species of bamboo-bearing areas across districts. Once identified, establish the site for integrated bamboo processing units based on the availability of existing bamboo stock and project feasibility.
- > Determine a fair price for raw bamboo.
- Set up primary bamboo processing centers for activities such as sorting, grading, cross-cutting, and strip making in various sizes to cater to secondary bamboo processing industries.
- Develop downstream processing units based on species and primary products. Utilize the waste from secondary bamboo processing industries in tertiary industries to achieve 100% bamboo utilization with zero waste.
- Define the minimum economic size for each primary, secondary, and tertiary bamboo processing unit.
- Base the planning on existing bamboo resources, with subsequent upscaling achievable over time with the assistance of new plantations.

Focusing on the Promotion of the Bamboo Sector by the Tripura Bamboo Mission:

Institution Development:

The artisans & producers are being organized to form their own grassroot institutions. So far, more than **1000 SHGs**, **60 Producer Societies/ Cooperatives and community owned institutions have been supported and promoted** by TBM since 2007. Around **100 new Bamboo Farmer's Groups are also being promoted under the bamboo plantation activity** in new areas.⁸⁴

Capacity Building:

Over 45,000 artisans have been trained by TBM on various aspects of bamboo plantation to production to marketing. Now TBM is following NSDC model of skill training and getting active support Director of Skill Development. Govt of Tripura⁸⁵

Technology induction in Tripura Bamboo Mission:

⁸⁴ <u>https://industries.tripura.gov.in/bamboo</u>

⁸⁵ <u>https://industries.tripura.gov.in/bamboo</u>

The Tripura Bamboo Mission (TBM), launched in 2007, has been working towards the development of the bamboo sector in the state by introducing various technologies such as bamboo treatment, dyeing, and **the use of Japanese Juki machines**, **Taiwanese stick making machines**, **power tools**, **semi-mechanized/mechanized Agarbatti rolling, finishing machines**, and

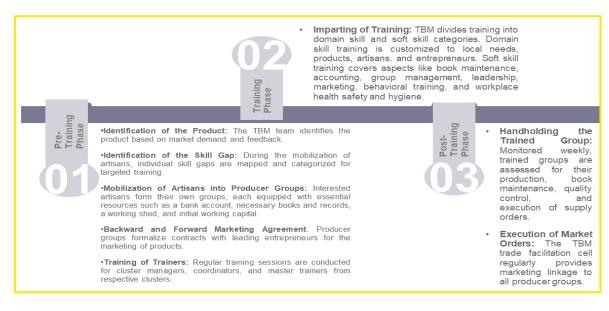


semi-mechanized tools for bamboo stick-making.⁸⁶ These improved techniques and tools have helped the producers to enhance their product quality and productivity. The mission has also made a good stride in marketing linkages and has entered into marketing tie-ups with many other private players. They have also tied up with Flipkart, Amazon, etc.

However, the **issue of bamboo waste generated** during the manufacturing of round bamboo sticks for Agarbatti needs to be addressed. The mission should work in this direction to ensure that the waste generated is minimized and the manufacturing process is sustainable.

Market Linkage in Tripura Bamboo Mission:

The Tripura State Bamboo Mission's Trade Facilitation Cell is working to establish market linkages and support grassroot producers through central supply chain management between buyers and producers. The mission has taken several steps to improve the marketing of bamboo products, including marketing tie-ups with NEHHDC, THHDC, ITC, NRRS, Mother Earth, Giskaa, and many other private players, B2C marketing through eBay.in, Flipkart, Snapdeal, Realshoppee.com, etc., B2B marketing through Indiamart.com, Tradeindia.com, Indiatradezone.com, and the launch of a revamped TBM portal with a payment gateway facilitating direct online selling of products.⁸⁷



Implementation of Tripura Bamboo Mission:

Figure 27: Phases of Tripura Bamboo Mission

⁸⁶ Bamboo | Official Website of Department of Industries and Commerce, Government of Tripura, India

⁸⁷ Bamboo Sectors | TIDC (tripura.gov.in)

The Tripura Bamboo Mission (TBM) places a strong emphasis on the skill training of artisans, farmers, and entrepreneurs involved in the bamboo sector, tailoring the training to the specific needs of each trainee. The project follows a unique and integrated approach throughout the pre-training, training, and post-training phases.⁸⁸

Impact:

- Skill training has been provided to over 43,000 individuals in various aspects of handicraft and resource generation.
- More than 60 producer groups (Self-Help Groups, Societies) have been promoted through TBM.
- Promotion of bamboo plantation in private lands, supported by MGNREGA, JICA, etc., has been carried out over the last four years, benefiting around 1,700 farmers.
- TBM has not only consolidated the bamboo sector in Tripura but has also initiated activities for value addition and increased production to tap into the market potential of the industry.

Various initiatives and achievements under this Tripura Bamboo Mission include:

- Establishment of an Agarbatti manufacturing cluster at Kumarghat Industrial Estate, where six mechanized Agarbatti stick making units are currently operational, and an additional five units will commence commercial production soon.
- Setup of two Bamboo Depots at Chakmaghat and Kumarghat under the National Bamboo Mission, with functioning expected to commence through PPP mode shortly.
- Setting up 49 units across the state based on bamboo resources like Agarbatti, round stick, handicrafts, shoot processing, and waste utilization.
- Emphasis on skill upgrading in manufacturing bamboo bottles and cookies through training programs organized by BCDI in collaboration with Tripura Bamboo Mission.
- Financial assistance under the National Bamboo Mission to BCDI and TRPC for training beneficiaries/clusters on bamboo bottle manufacturing and developing infrastructure for bamboo bottles.

3.6.8 Tea

Tripura's agroclimatic conditions favor tea plantation, and the state is recognized as the 5th largest tea producing state in India. With 54 Tea Estates, 21 Tea processing factories, and more than 2500 small tea growers, Tripura produces about 9 million kg of tea annually.⁸⁹



Tea Product

- CTC (Crush, Tear, Curl) Tea,
- Orthodox Tea,
- Green Tea.
- Masala Tea,

 ⁸⁸ https://www.indiafilings.com/learn/tripura-bamboo-mission-tbm/
 ⁸⁹ Tea Sectors | TIDC (tripura.gov.in)

Herbal Tea

Recent achievements include the launch of the Tripura Tea Logo, development of the brand "Tripureswari Tea," and successful auctions of TTDC Tea at high average prices.

- The Tripura tea industry is facing a pertinent problem. The domestic demand for tea has not appreciably increased over the last thirty years, and only recently has the contribution of the Tripura tea industry to the state's economy begun to thrive. The industry has been relying on traditional tea growing skills and is currently undergoing a shift in farming practices; the industry has been undergoing significant changes by modernizing the practice of leaf processing. Further, environmental, social, policy, /and market transitions have brought new risks and have greatly affected the industry.
- Given that tea is a rain-fed perennial crop, its cultivation is subject to various types of natural and environmental risks of varying intensities. These risks often cause significant production upheavals. Some of these natural and environmental risks include climate change, which has affected rainfall patterns and temperature, leading to a reduction in the suitability of tea cultivation areas.⁹⁰
- The tea industry in Tripura faces several external market risks that have obstructed the financial growth of the industry in the long run. As a result, profits have been reduced, thereby narrowing the growers' capacities to practice strategies that would increase worker benefits independently. In addition, the Tripura tea industry always had a problem with auctioning tea as there was no auction center in the state. Currently, the growers here depend on far away auction centers in Guwahati and Kolkata to sell their produce at an increasing cost. The Tripura Tea Development Corporation (TTDC) has requested the Tea Board India to allow Srimangal Tea Auction center of Bangladesh, which is very close to Tripura's Unakoti district, to buy Tripura tea and help growers here to participate in the international auction market.⁹¹

Tea Estates: In terms of Tea Estates, Tripura is home to a total of **54 establishments, with three in the Public Sector (Tripura Tea Development Corporation Ltd), 12 in the Cooperative Sector, and 39 in the Private Sector.** The state features 23 tea processing factories, including four in the co-operative sector, two in the public sector, and 17 in the private sector (with two currently non-functional).

Small Tea Growers (STG) initiated tea plantation in Tripura in the late 1980s. Currently, there are approximately 2855 small tea growers cultivating tea on 1422 hectares of land. The distribution across districts is outlined as follows:⁹²

⁹⁰ <u>Agronomy | Free Full-Text | A Self-Reliant Tea Economy Offering Inclusive Growth: A Case of Tripureswari Tea, India (mdpi.com)</u>

⁹¹ <u>Ttdc: Tripura Tea Devpt Body Seeks Access To Bangla Auction Market | Agartala News - Times of India (indiatimes.com)</u>

^{92 &}lt;u>https://www.teaboard.gov.in/TEABOARDCSM/MjIxNg==</u>

State ⁹³	Revenue District	Assessed No of STGs	Assessed Tea Area (Ha)
Tripura	Dhalai	684	323.84
Inpula	North Tripura	310	165.79
	Sepahijala	205	88.01
	South Tripura	91	34.31
	Unakoti	1208	627.98
	West Tripura	377	182.94
Tripura total		2,875	1,422.87

Table 19 Small tea growers in Tripura

Role/Initiatives by the State Government: The state government is actively involved in the comprehensive revitalization of the Tripura Tea sector. Regular reviews of the tea sector's progress are conducted by the Tea Promotion Board, led by the hon'ble Chief minister. The Tripura Tea Development Corporation Ltd. serves as the exclusive agency responsible for tearelated matters.

The Dhalai Tea Processing Factory, guided by the Department, is thriving after being leased to Manuvalley Tea Estate. Additionally, a new tea factory has commenced operations in Panchamnagar, Kailashahar, utilizing the green leaves from local tribal small tea growers. TTDC Ltd. plans to inaugurate another Mini Tea factory in their tea garden in Machhmara, Pecharthal, in the coming year.

To revive non-functional tea estate land, the state has designated it as Khas (governmentowned) land, with plans for rejuvenation through the establishment of cooperative gardens.

3.6.9 3T's of Tripura: Tourism, Trade and Technology

The 3T plan for Tripura was introduced by Prime Minister Narendra Modi in 2018. The plan focuses on Trade, Tourism, and Technology. The aim of the plan is to provide opportunities for the youth of Tripura to shine and to promote the state's economic growth. The plan was introduced during an election rally in Tripura, where the Assembly Elections were held on February 18, 2018.⁹⁴

The Prime Minister has urged states to focus on boosting three key areas - Trade, Tourism, and Technology, to decrease reliance on imports and increase exports. The government emphasizes the importance of using local products whenever possible, promoting the idea of 'Vocal for Local' as a shared goal, not limited to any political party.

⁹³ https://www.teaboard.gov.in/pdf/Small_Tea_Growers_in_North_East_Region.pdf

⁹⁴ PM Modi offers '3T' plan for Tripura: Trade, Tourism and Training of youth (business-standard.com)

The three pillars represent an integrated strategy that nations adopt to navigate the complex landscape of the global economy. This strategic triad seeks to optimize the potential of international commerce, harness the transformative power of tourism, and leverage the cutting-edge advancements in technology to fuel innovation and progress.

In the context of Tripura, a northeastern state of India, the 3Ts strategy unfolds as a visionary roadmap for economic development and regional transformation. Tripura, endowed with rich cultural heritage and natural beauty, stands poised to harness the synergies embedded in the trio of Trade, Tourism, and Technology to unlock its full potential and foster sustainable growth.



3Ts strategy emphasizes the significance of fostering international trade, promoting tourism for economic benefits, and harnessing technology for innovation and development. This holistic approach seeks to address various facets of economic growth and prosperity. The 3Ts strategy is a holistic and integrated approach to economic development, emphasizing the symbiotic relationship between trade, tourism, and technology. It envisions a future where nations leverage these three pillars to foster inclusive growth, cultural exchange, and technological advancements for the betterment of society as a whole.

Tourism:

Tourism, the second facet of the 3Ts trinity, unveils itself as a potent force driving economic development, cultural exchange, and cross-border understanding. Beyond its superficial allure as a leisure activity, tourism encompasses a multifaceted industry that contributes significantly to a nation's GDP, generates employment opportunities, and serves as a conduit for cultural diplomacy.

In FY 2022-23, Tourism visited in Tripura are 2,84,836, out of which 35,124 are foreigner and 2,49,712 are Indian. The tourism sector in Tripura has great potential for growth, but it faces several challenges and issues. One of the main challenges is the lack of adequate infrastructure facilities, which has affected the promotion of tourism in the state. The development of tourism-related infrastructure facilities is essential and a prerequisite for the promotion of tourism in the state.⁹⁵

Eco-tourism programmes are under active consideration of the State Government. Efforts are being made to attract tourists to scenic places of the State having ecological importance. Tourism infrastructure is being created under **Swadesh Darshan Scheme**.

The **Tripura Tourism Policy 2020-25** aims to enhance the tourism experience and promote sustainable tourism. The policy document focuses on identifying thrust areas for tourism in the state, the strategy to be adopted to make Tripura a world class destination, encouraging private partnerships, boosting local entrepreneurship, and local community involvement in promoting tourism while preserving the environment, heritage, and culture of the state.

Challenges/Gaps faced by Tourism Industry in Tripura:

⁹⁵ <u>https://ecostat.tripura.gov.in/sites/default/files/FINAL%20ECONOMIC%20REVIEW_0.pdf</u>

The tourism industry in Tripura has been developing in an unorganized manner with various departments working in isolation with each other. To address this issue, a joint and collaborative approach has been felt necessary, which would address tourism in a holistic manner through an integrated approach. There is an urgent need to consolidate all existing missions and plans, and together with strong participation of the tourism stakeholders to develop Tripura as a preferred tourist destination. The policy shall provide guidance for bringing sustainability through inclusive growth, enhancing capacities of tourism stakeholders as well as for developing regulatory frameworks, which shall ensure quality experience for visitors to the State. At this stage of tourism development, the visitors' perspectives also need to be factored in. Increasingly people are looking for authentic and distinctive experiences. Additionally, the need to conserve the culture and nature has gained even more importance. This requires a comprehensive guiding document in the form of a policy for shaping Tripura's tourism sector, which has been a long felt need in the state.

Film Tourism:

Currently, no major films have been shot in Tripura, which is a missed opportunity for the state. To address this gap, the tourism department needs to take an exhaustive publicity campaign to project Tripura as an ideal shooting destination. Additionally, the producers need to be given incentives



so that they find a reason to do shooting here. Film producers face various difficulties in coordinating with different departments while asking permission for local level shooting. The Tourism Department can help by coordinating with these departments to obtain the legal mandatory permissions needed for film producers. This service can be extended to the concerned producer company on a best effort basis.

Adventure Tourism:

There is a need to make comprehensive adventure tourism promotion plan for the State by laying down the regulatory framework for enforcement of safety standards. TTDCL shall set out eligibility criteria for entities aspiring to enter the Adventure Tourism segment to safeguard the tourists from the perils of the various adventure tourism activities b. For the promotion of adventure sports, the TTDCL will identify the various adventure sports activities that can be taken up at different location and they will be developed in public private partnership mode. As the first step, TTDCL will work in close coordination with Adventure Tour Operators & Associations to frame resource mapping for developing potential adventure tourism activities.⁹⁶

⁹⁶https://tripuratourism.gov.in/sites/default/files/TRIPURA_TOURISM_POLICY__3rd_Feb_2020_1230.pdf

Tourism Scenario in Tripura:

Tripura is a hilly Northeastern State of India with a unique geographical location, blessed with natural rich topography, and moderate climate throughout the year. The state has immense potential for tourism with its rich floral and faunal biodiversity, unique landscapes, and diverse cultural streams. The state is home to nineteen indigenous tribes along with Bengali and Manipuri communities, who coexist peacefully. The state's traditional art, music, and festivals, beautiful handloom and handicrafts, and spellbound rock sculptures cut of archaeological significance, Buddhist pilgrimage sites, and royal palaces add to its charm.



Figure 28 Overview of Tourism in Tripura

Way Ahead: The Medical Tourism sector is expected to grow at a Compound Annual Growth Rate (CAGR) of 21.1% from 2020-27. The travel market in India is projected to reach US\$ 125 billion by FY27 from an estimated US\$ 75 billion in FY20 2. International tourist arrivals are expected to reach 30.5 million by 2028.

Trade:

Trade, the first cornerstone of the 3Ts, stands as the lifeblood of interconnected economies, threading an intricate web of commerce that spans across borders. At its essence, trade involves the exchange of goods and services, a dynamic process that has been fundamental to human civilization since time immemorial. In the contemporary context, nations engage in trade to not only fulfill domestic demands but also to harness the comparative advantages of diverse regions, fostering economic specialization and efficiency.

International trade emerges as a cornerstone of economic growth, as nations leverage their unique strengths to participate in a global marketplace. Reduction of trade barriers, negotiation of mutually beneficial agreements, and the pursuit of fair and equitable practices form the core tenets of a strategic trade policy. The 3Ts approach underscores the imperative of empowering nations to optimize their trading potentials, fostering economic resilience and fostering a collaborative global economy. International trade promotes economic growth by allowing countries to specialize in the production of goods and services where they have a comparative advantage. It can lead to increased efficiency, job creation, and access to a wider variety of products. Key elements of a robust trade strategy within the 3Ts framework include the reduction of trade barriers, negotiation of trade agreements, and the pursuit of fair trade practices. The emphasis lies not only on expanding export opportunities but also on creating an enabling environment for domestic industries to thrive. The strategy acknowledges the importance of a balanced and inclusive approach to trade, ensuring that economic growth is

not only substantial but also sustainable. The goal is often to reduce these barriers to encourage smoother trade relations.

Trade in Tripura is not merely a transactional process; it represents the gateway to economic diversification and enhanced livelihoods. The state, situated at the crossroads of India's international borders with Bangladesh, has the potential to emerge as a key player in cross border trade. A strategic trade policy within the 3Ts framework for Tripura involves optimizing the state's geographical advantage, reducing trade barriers, and facilitating the seamless movement of goods and services.

The focus is not only on boosting exports but also on nurturing indigenous industries and creating an environment conducive to entrepreneurial endeavors. Initiatives to integrate Tripura into regional and global supply chains, coupled with measures to address infrastructural gaps, are paramount. The 3Ts philosophy guides Tripura to envision a trade landscape where economic growth is inclusive, sustainable, and contributes to the overall well-being of its citizens.

The foreign trade of Tripura is with Bangladesh. The official trade between Tripura and Bangladesh started in 1995-96 through Agartala LC (Land Custom) Station. Presently, there are 8 notified Land Custom Stations (LCS), namely, Agartala, Srimantpur, Muhurighat, Khowaighat, Dhalaighat, Manughat, Old Raghnabazar and Sabroom. Dhalaighat LCS is operational for immigration purposes only and Sabroom LCS is yet to become operational.

The total volume of trade has increased manifold from a meagre Rs. 4.12 crores during 1995-96 to about Rs.537.08 crores during 2018-19. The trade volume in FY 2022-23 is as follows:⁹⁷

Year	Value of Exports (Rs. In Crores)	Value of Import (Rs. In Crores)
2022-23	121.37	636.72

Table 20 Volume of Trade, Imports- Exports (year wise)

Training of Youth:

Tripura is a state with tremendous opportunities. The state has various traditional crafts and trades, rich natural resources, and a huge talent potential that needs skilling and nurturing. The Directorate of Skill Development and Entrepreneurship was set up soon after national missions like Skill India, PMKVY, DDU-GKY, and NRLM. The objective of the Directorate is to train and employ worth in various inductors by working with an



is to train and employ youth in various industry sectors by working with several training partners and certifying agencies.

⁹⁷ <u>https://industries.tripura.gov.in/foreign-trade-overview</u>

Evolution: From Swavalamban to Directorate of Skill Development

Skill development is one of the topmost priorities for the government of Tripura. In 2001, the state started a **self-employment society called Swavalamban (self-reliance)** to facilitate training, Entrepreneurship Development Program (EDP), and link it with bank loans. The training was provided through Public Private Partnership (PPP) mode by partnering with training providers, central government, and autonomous entities. Under this scheme, a loan is sanctioned after the completion of training, and it is disbursed after the EDP is completed. The state also has a subsidy scheme to encourage more youth to take up self-employment through skill development. The state helps them financially to start their own small units. These projects are sanctioned after screening through a committee headed by the District Collector, and every year, the state has 3000 beneficiaries.

Later, skill development became more structured and organized through the National Skill Development Corporation (NSDC). The state leveraged its experience with the Swavalamban and scaled up its efforts by forming the State Skill Development Mission, headed by the honorable chief minister. This has helped the state in preparing the draft policy, strategy, and roadmap for skill development in the state. An executive committee was formed under the leadership of the chief secretary of the state with all the priority departments like agriculture, PwD, power, industry, SC/ST.

In addition to entry level skilling, the Directorate of Skill Development and Entrepreneurship in Tripura targets upskilling and reskilling of employees to enhance quality, productivity, and profits. This includes schemes to train people in handlooms, handicrafts, and sericulture. The state has formed the Tripura Bamboo Mission, which is one of its kind in the country. The mission focuses on bamboo production and use of bamboo for different furnishings, handicrafts, and industrial use. Under this mission, almost 45,000 people have been trained in furniture and other skills.⁹⁸

3.7 Global Value Chain Linkages

Tripura, with its unique position bordering Bangladesh, has a great opportunity to enhance India's exports. This northeastern state, with easy access to international markets, is wellplaced for boosting trade and business. Rich in natural resources and a skilled workforce, Tripura has all it needs to make a mark in the export sector.

As we look at the year 2022-23, it's important to delve deeper into how Tripura is contributing to India's overall exports. The state is home to a variety of products that have a strong potential for export. Notable among these are its renowned pineapples, quality rubber, distinct tea varieties, and a range of bamboo products. Tripura is also known for its beautiful handloom textiles and a variety of spices, all of which hold promise in international markets. With such diverse offerings, Tripura is on its way to becoming a key player in the export field.

⁹⁸ <u>Tripura skill development mission and its initiatives. (nationalskillsnetwork.in)</u>

		Business Ecosystem	26.97
Tripura > 38.	30	Business Environment	61.87
		Ease of doing business index	25.00
		Export credit to exporters. % of GSDP	0.00
		Increment - FDI inflow	57.12
		Increment - Manufacturing GVA	91.23
Policy	60.21	Power cost - Power tariff (HT)	90.85
,		Single-window clearance	100.00
Export Promotion Policy	39.55 •	Infrastructure	45.50
Districts Level export plan	62.50 .		15.50
xport promotion policy/ strategy	0.00	Cluster Strength	2.35
acilitation measures around export promotion	100.00 •	Internet facilities	0.00
farketing Support for international market	100.00 •	Number of Industrial Parks	0.62
DOP - District Export Plan	100.00 .	Power Availability: Demand Met	80.84
Product Quality and standards: Information	0.00	Transport Connectivity	3.53
Product Quality and standards: Workshops Conducted	0.00 •		
Thrust sectors for exports	100.00 •	Cold storage facilities- Capacity	0.29
alid sector-specific policy for exports	0.00	Cold storage facilities- Number	0.72
		FTW, FTWZ & Integrated Logistics Parks	0.00
nstitutional Framework	80.86 •	Inland container depots- Area coverage	0.00
Appointed Export Commissioner	100.00 •	LEADS index	0.00
District Export Promotion Council (DEPC) in district	36.29 •	Operational Air cargo terminals	11.11
irievance redressal portal: Functional	100.00 •	Warehouse facilities- Capacity	0.00
nternational Access: foster export	100.00 •	Warehouse facilities- Number	0.00
State-Centre coordination cell	100.00 •		
Export Ecosystem	36,50	Export Performance	36.4
Export Ecosystem	30.50	Growth and Orientation	
Export Infrastructure	88.78 •		72.37
Agri- Export Zones - Number	12.50 •	Availing origin certificate: Number of Exporters	100.0
Area covered under Industrial Parks (EPIP, EPZs, SEZ)	100.00		
Existence of Trade guide	0.00	Export growth in 3 years	100.0
Online portals for information for exporter	100.00 •	GI Products	2.38
Regional disparity: District level	33.33 •	IEC [as a percentage of total business]	100.0
		Increase in number of exporters	4.38
Trade Support	0.84 •	Merchandise exports to GDP ratio	0.62
Application of TIES scheme	0.00 •	•••••••••••••••••••••••••••••••••••••••	
Capacity building or orientation workshops for exporters	0.62 •	Export Diversification	0.56
Conducted Stakeholder Interactions with exporter	0.00 •	Export Concentration	0.00
Initiative for maintaining Database for exporters	0.00 •	Market Penetration Index	1.19
Maintains updated district wise/sector wise database of exporter	0.00 •		
Projects approved under (TIES)	0.00		
Trade fairs and exhibitions: Numbers	3.64 •	Overperforming	
		Performing within expected range	
	19.89 •		
R&D Infrastructure		Underperforming	
and the second	25.11 •		
R&D Infrastructure nnovative capacity: India Innovation Index scores NABCB: Number	25.11 • 0.00 •	Strengths and Weaknesses are relative to) 10 regions (
nnovative capacity: India Innovation Index scores		Strengths and Weaknesses are relative to similar GDP: Chandigarh Puducherry, Me	

Figure 29: Export Preparedness Index of Tripura

To really grasp how Tripura is growing, it's key to look at what it's exporting and how many small businesses are focused on selling goods abroad. The government is putting in efforts to help these industries thrive, making sure Tripura's products make a mark on the world stage. Below is a table showing export data for various product items from Tripura.⁹⁹

⁹⁹ https://dashboard.commerce.gov.in/commercedashboard.aspx

Table 21 Export data product wise from Tripura	ole 21 Export data product wise from Tripu	ra
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ITCHS Code_Item	FY 2021-22	FY 2022-23	Grand Total
10019910_WHEAT	624240		624240
10059019_OTHER		1463180	1463180
10063020_BASMATI RICE		267465	267465
10071000_SEED	291456		291456
12099190_VEGETABLE SEEDS FOR PLANTING	94143	1509975	1604118
N.E.S.			
14019090_OTHR VEGTBL MATRLS OTHR THN CANES EXCL BAMBOO AND RTN	5221931	9149524	14371455
20082000_PINE APPLES PREPARED OR PRESERVED	1810077		1810077
25010090_OTHER SALTS		400874	400874
25059000_OTHER NATRL SANDS NES		427189	427189
25171090_OTHR BALLAST SHINGLE AND FLNT W/N HT-TREATED		2224662	2224662
28444000_RADIOACTV ELMNTS AND ISOTOPS AND COMPOUNDS BESIDES SUBHDG NO 284410,284420/284430 CERAMIC PRDCTS AND MIXTURES; RADI	393		393
28444100_TRITIUM,ITSCMPDS;ALLYSDSPRSNS(INCLCERMETS)CERAMICPRDCTS,MXTRS CNTNG TRITIUM/ITSCMPDS		4876	4876
29420021_TIMOLOL MALEATE		381544	381544
30049011_MEDICAMENTS OF AYURVEDIC SYSTEM	22280		22280
33074100_AGARBATTI AND OTHR ODORIFEROUS PRPNS WHICHOPERATE BY BURNIN		2501139	2501139
40011020_NATRL RUBR LATEX NOT PREVULCANISED		1935150	1935150
40070010_THREAD OF VULENSE RUBR, NOT COVRD ELSEWHERE	15055429	36775033	51830462
44092100_OF BAMBOO	366600		366600
46019900_OTHR PLAITING MATERIALS (EXCL VEG MATERLS)		44375	44375
46021911_PALM LEAF BASKET ETC.		178200	178200
50072010_SAREES CONTNG >=85% BY WT OF	90785		90785
SLK/SLK WST, OTHER THAN NOIL SLK.			
54077200_WOVEN FABRICS, CNTNG 85% OR MORE BY WT OF OTHR SYNTHETIC FILAMENTS, DYED	9169		9169
61033200_JACKETS AND BLAZERS OF COTTON	94575		94575
61043200_JACKETS OF COTTON	696418		696418
61091000_T-SHIRTS ETC OF COTTON	1728305		1728305

61099090_T-SHIRT ETC OF OTHR FIBRES 33936 33936 61112000_BABIES GARMENTS ETC OF COTTON 298395 298395 62041290_OTHR DRESSES OF COTTON 21444 21444 62114990_OTHER GARMENTS OF OTHER 116404 116404 6214290_OTHR DRESSES OF COTTON 21444 116404 6214290_OTHER GARMENTS OF OTHER 116404 116404 7031010_ONIONS FRESH OR CHILLED 11916169 6662568 18578737 8039010_BANANAS, FRESH OR DRIED 670776 6428537 7099313 8061000_GRAPES FRESH OR DRIED 6465791 6465791 6465791 8081000_APPLES FRSH 1078107 1078107 1078107 8134090_OTHER FRUITS, FRSH 1078107 1078107 1078107 81409090_OTHERS FRUIT DRIED (EXCLDNG 487449 487449 84089090_OTHERS FUIT DRIED (EXCLDNG 1953344 1953344 8119900_PARTS OF OTHER GAS TURBINES 778922375 109556621 187488996 8421490_OTHER FRUITS, RING MACHNRY, 59752602 59752602 59752602 NOT SLF-PRPLD AT198	ITCHS Code_Item	FY 2021-22	FY 2022-23	Grand Total
62041990_SUITS OF ALL OTHER FIBRES 6874 6874 62044290_OTHR DRESSES OF COTTON 21444 21444 62114990_OTHER GARMENTS OF OTHER 116404 116404 TEXTILE MATERIALS EXCL. WOOL OR FINE 116404 116404 7031010_ONIONS FRESH OR CHILLED 11916169 6662568 18578737 8039010_BANANAS, FRESH 1106816 1106816 1106816 8051000_ORANGES FRESH OR DRIED 670776 6428537 7099313 8061000_GRAPES FRESH 6465791 6465791 6465791 8081000_APPLES FRSH 7103748 7103748 7103748 8134090_OTHER FRUITS, FRSH 1078107 1078107 1078107 8134090_OTHERS FRUIT DRIED (EXCLDNG 487449 487449 87449 8408900_OTHERS 594953 594953 594953 84119900_PARTS OF OTHER GAS TURBINES 778922375 1095566621 1874488996 84224000_OTHER PACKNG/WRAPNG MACNRY 1953344 1953344 1953344 INCL HEAT-SHRINK WRAPNG MACHNRY 59752602 59752602 59752602 854	61099090_T-SHIRT ETC OF OTHR FIBRES	33936		33936
62044290_OTHR DRESSES OF COTTON 21444 21444 62114990_OTHER GARMENTS OF OTHER ANIMAL HAIR 116404 116404 7031010_ONIONS FRESH OR CHILLED 11916169 6662568 18578737 8039010_BANANAS, FRESH OR CHILLED 11916169 6662568 18578737 8039010_BANANAS, FRESH 1106816 1106816 1106816 8051000_ORANGES FRESH OR DRIED 670776 6428537 7099313 8061000_GRAPES FRESH 6465791 6465791 6465791 8081000_APPLES FRSH 1078107 1078107 1078107 8134090_OTHER FRUITS, FRSH 1078107 1078107 1078107 8134090_OTHERS FRUIT DRIED (EXCLDNG 487449 487449 487449 84119900_PARTS OF OTHER GAS TURBINES 778922375 1095566621 1874488996 84224000_OTHER S FROM MACHNRY 1953344 1953344 1953344 NCL HEAT-SHRINK WRAPNG MACHNRY 59752602 59752602 NOT SLF-PRLD KAIND USED IN VEHICLES 47198 47198 9021090_OTHER GREEN TEA IN PCKETS NOT 2087880 2087880	61112000_BABIES GARMENTS ETC OF COTTON	298395		298395
62114990_OTHER GARMENTS OF OTHER ANIMAL HAIR 116404 116404 TEXTILE MATERIALS EXCL. WOOL OR FINE ANIMAL HAIR 11916169 6662568 18578737 7031010_ONIONS FRESH OR CHILLED 11916169 6662568 18578737 8039010_BANANAS, FRESH 1106816 1106816 100816 8051000_ORANGES FRESH OR DRIED 670776 6428537 7099313 8061000_GRAPES FRESH 6465791 6465791 6465791 8081000_APPLES FRSH 1078107 1078107 1078107 8134090_OTHER FRUITS, FRSH 1078107 1078107 1078107 8134090_OTHER FRUIT DRIED (EXCLDNG B4224000_OTHERS FRUIT DRIED (EXCLDNG B4224000_OTHERS OF OTHER GAS TURBINES 778922375 1095566621 187448996 84224000_OTHER S OF OTHER GAS TURBINES 778922375 1095566621 187448996 84224000_OTHER PACKNG/WRAPNG MACNRY INCL HEAT-SHRINK WRAPNG MACNRY 1953344 1953344 84314390_PRTS OF BORNG/SNKNG MCHNRY, NUT SLF-PRPLD 59752602 59752602 59752602 85443000_IGNTN WIRING SETS AND OTHR AIRCRAFT/SHIPS 47198 47198 9021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG	62041990_SUITS OF ALL OTHER FIBRES	6874		6874
TEXTILE MATERIALS EXCL. WOOL OR FINE ANIMAL HAIR Initial Initial Initial Initial 7031010_ONIONS FRESH OR CHILLED 11916169 6662568 18578737 8039010_BANANAS, FRESH 1106816 1106816 1106816 8051000_ORANGES FRESH 670776 6428537 7099313 8061000_GRAPES FRESH 6465791 6465791 6465791 8081000_APPLES FRSH 6465791 1078107 1078107 8140909_OTHER FRUITS, FRSH 1078107 1078107 1078107 8134010_TAMARIND DRIED 266338 266338 26338 8134090_OTHERS FRUIT DRIED (EXCLDNG TAMARIND AND SINGODA WHOLE 487449 487449 8408909_OTHERS 778922375 109556621 1874488966 84224000_OTHE PACKNG/WRAPNG MACNRY INCL HEAT-SHRINK WRAPNG MACHNRY 1953344 1953344 1953344 84314390_PRTS OF DRNG/SNKNG MCHNRY, NOT SLF-PRPLD \$9752602 \$9752602 \$9752602 85443000_IGNTN WIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS \$68920 768920 9042110_OF GENUS CAPSICUM 768920 768920	62044290_OTHR DRESSES OF COTTON	21444		21444
ANIMAL HAIR Interpretation Interpretation Interpretation 7031010_ONIONS FRESH OR CHILLED 11916169 6662568 18578373 8039010_BANANAS, FRESH OR CHILLED 1106816 1106816 8051000_ORANGES FRESH OR DRIED 670776 6428537 7099313 8061000_GRAPES FRESH 6465791 6465791 6465791 8081000_APPLES FRSH 1078107 1078107 1078107 8134010_TAMARIND DRIED 266338 266338 266338 8134090_OTHER FRUIT DRIED (EXCLDNG TAMARIND AND SINGODA WHOLE 487449 487449 84089090_OTHERS 778922375 109556621 1874488996 84119900_PARTS OF OTHER GAS TURBINES 778922375 109556621 1874488996 84113900_PARTS OF BORNG/SNKNG MCHNRY, INCL F9752602 1874488996 594953 84114390_PRTS OF BORNG/SNKNG MCHNRY, NOT SLF-PRPLD 59752602 59752602 59752602 85443000_IGNTN WIRING SETS AND OTHR KIRNG SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS 2087880 2087880 2087880 9042110_OF GENUS CAPSICUM IO 768920 768920 768920	62114990_OTHER GARMENTS OF OTHER	116404		116404
7031010_ONIONS FRESH OR CHILLED 11916169 6662568 18578737 8039010_BANANAS, FRESH 1106816 1106816 8051000_ORANGES FRESH OR DRIED 670776 6428537 7099313 8061000_GRAPES FRESH 6465791 6465791 6465791 8081000_APPLES FRSH 6465791 1078107 1078107 8134090_OTHER FRUITS, FRSH 1078107 1078107 1078107 8134090_OTHERS FRUIT DRIED (EXCLDNG 487449 487449 84089090_OTHERS 594953 594953 594953 84119900_PARTS OF OTHER GAS TURBINES 778922375 109556621 1874488996 84314390_PRTS OF OTHER GAS TURBINES 78922375 109556621 1874488996 84314390_PRTS OF BORNG/SNKNG MCHNRY 59752602 59752602 59752602 NOT SLF-RPLD 2087880 2087880 2087880 85443000_IGNTN WIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCAFT/SHIPS 47198 47198 902109_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG 2087880 2087880 2087880 9083190_OTHER CARDAMOM; NEITHER CRUSHED NOR GR	TEXTILE MATERIALS EXCL. WOOL OR FINE			
8039010_BANANAS, FRESH 1106816 1106816 8051000_ORANGES FRESH OR DRIED 670776 6428537 7099313 8061000_GRAPES FRESH 6465791 6465791 8081000_APPLES FRSH 7103748 7103748 8109090_OTHER FRUITS, FRSH 1078107 1078107 8134010_TAMARIND DRIED 266338 266338 8134090_OTHERS FRUIT DRIED (EXCLDNG TAMARIND AND SINGODA WHOLE 487449 487449 8408909_OTHERS 594953 594953 84119900_PARTS OF OTHER GAS TURBINES 778922375 1095566621 1874488996 84224000_OTHE PACKNG/WRAPNG MACNRY INCL HEAT-SHRINK WRAPNG MACHNRY 59752602 59752602 85443000_IGNTN WIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS 47198 47198 902109_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG 2087880 2087880 9042110_OF GENUS CAPSICUM 768920 768920 9093129_OTHER CARDAMOM; NEITHER CRUSHED NOR GROUND 10926430 185400 9093129_OTHER CARDAMOM; NEITHER CRUSHED NOR GROUND 376731 376731 9103030_POWDER 376731 376731				
8051000_ORANGES FRESH OR DRIED 670776 6428537 7099313 8061000_GRAPES FRESH 6465791 6465791 8081000_APPLES FRSH 7103748 7103748 8109090_OTHER FRUITS, FRSH 1078107 1078107 8134010_TAMARIND DRIED 266338 266338 8134090_OTHERS FRUIT DRIED (EXCLDNG FAMARIND AND SINGODA WHOLE 487449 487449 84089090_OTHERS 594953 594953 84119900_PARTS OF OTHER GAS TURBINES 778922375 109556621 1874488996 84224000_OTHR PACKNG/WRAPNG MACNRY INCL HEAT-SHRINK WRAPNG MACHNRY, 1953344 1953344 84314390_PRTS OF BORNG/SNKNG MCHNRY, NCT SLF-PRPLD \$9752602 59752602 59752602 84314300_IGNTN WIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS 47198 2087880 2087880 9021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG 768920 768920 768920 903130_OTHER CARDAMOM; NEITHER CRUSHED NOR GROUND 10926430 185400 185400 9093129_OTHER SEEDS OF CUMMIN EXCL. BLACK; NEITHER CRUSHED NOR GROUND 376731 376731 9103030_POWDER 376731 </td <td></td> <td>11916169</td> <td>6662568</td> <td>18578737</td>		11916169	6662568	18578737
8061000_GRAPES FRESH 6465791 6465791 8081000_APPLES FRSH 7103748 7103748 8109090_OTHER FRUITS, FRSH 1078107 1078107 8134010_TAMARIND DRIED 266338 266338 8134090_OTHERS FRUIT DRIED (EXCLDNG TAMARIND AND SINGODA WHOLE 487449 487449 84089090_OTHERS 594953 594953 84119900_PARTS OF OTHER GAS TURBINES 778922375 1095566621 1874488996 84224000_OTHR PACKNG/WRAPNG MACNRY INCL HEAT-SHRINK WRAPNG MACNRY INCL 1953344 1953344 84314390_PRTS OF BORNG/SNKNG MCHNRY, NOT SLF-PRPLD 59752602 59752602 59752602 85443000_IGNTN WIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS 47198 47198 9021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG 2087880 2087880 9042110_OF GENUS CAPSICUM 768920 768920 9093129_OTHER SEEDS OF CUMMIN EXCL. BLACK, NEITHER CRUSHED NOR GROUND 10926430 10926430 9093129_OTHER SEEDS OF CUMMIN EXCL. BLACK, NEITHER CRUSHED NOR GROUND 376731 376731 9103030_POWDER 272228 272228 9103030_POWDER	8039010_BANANAS, FRESH	1106816		1106816
8081000_APPLES FRSH 7103748 7103748 8109090_OTHER FRUITS, FRSH 1078107 1078107 8134010_TAMARIND DRIED 266338 266338 8134090_OTHERS FRUIT DRIED (EXCLDNG TAMARIND AND SINGODA WHOLE 487449 487449 84089090_OTHERS 594953 594953 84119900_PARTS OF OTHER GAS TURBINES 778922375 1095566621 1874488996 84224000_OTHR PACKNG/WRAPNG MACNRY INCL HEAT-SHRINK WRAPNG MACHNRY 1953344 1953344 NOT SLF-PRPLD 59752602 59752602 59752602 85443000_IGNTN WIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS 47198 47198 9021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG 2087880 2087880 9042110_OF GENUS CAPSICUM 768920 768920 9093129_OTHER SEEDS OF CUMMIN EXCL. 10926430 10926430 9093129_OTHER SEEDS OF CUMMIN EXCL. 10926430 10926430 9103030_POWDER 376731 376731 9103030_POWDER 272228 272228 94038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED 12548388 12548388 <td>8051000_ORANGES FRESH OR DRIED</td> <td>670776</td> <td>6428537</td> <td>7099313</td>	8051000_ORANGES FRESH OR DRIED	670776	6428537	7099313
810909_OTHER FRUITS, FRSH 1078107 1078107 8134010_TAMARIND DRIED 266338 266338 813409_OTHERS FRUIT DRIED (EXCLDNG 487449 487449 TAMARIND AND SINGODA WHOLE 594953 594953 84089090_OTHERS 578922375 1095566621 1874488996 84224000_OTHR PACKNG/WRAPNG MACNRY 1953344 1953344 INCL HEAT-SHRINK WRAPNG MACHNRY 1953344 1953344 84314390_PRTS OF BORNG/SNKNG MCHNRY, 59752602 59752602 59752602 NOT SLF-PRPLD 59752602 59752602 59752602 84314300_IGNTN WIRING SETS AND OTHR 47198 47198 WIRING SETS OF A KIND USED IN VEHICLES 2087880 2087880 9021090_OTHER GREEN TEA IN PCKETS NOT 2087880 2087880 SK4000_IGNTN WIRING SETS AND OTHR 768920 768920 9042110_OF GENUS CAPSICUM 768920 768920 9042110_OF GENUS CAPSICUM 768920 768920 9093129_OTHER CARDAMOM; NEITHER 10926430 10926430 9093129_OTHER SEEDS OF CUMMIN EXCL. 10926430 10926430 9103030_POWDER 376731 37673	8061000_GRAPES FRESH	6465791		6465791
8134010_TAMARIND DRIED 266338 266338 8134090_OTHERS FRUIT DRIED (EXCLDNG TAMARIND AND SINGODA WHOLE 487449 487449 84089090_OTHERS 594953 594953 84119900_PARTS OF OTHER GAS TURBINES 778922375 109556621 1874488996 84224000_OTHR PACKNG/WRAPNG MACNRY INCL 1953344 1953344 1953344 84314390_PRTS OF BORNG/SNKNG MCHNRY, NOT SLF-PRPLD 59752602 59752602 59752602 85443000_IGNTN WIRING SETS AND OTHR AIRCRAFT/SHIPS 47198 47198 47198 9021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG 2087880 2087880 2087880 9042110_OF GENUS CAPSICUM 768920 768920 768920 9093129_OTHER SEEDS OF CUMMIN EXCL. BLACK; NEITHER CRUSHED NOR GROUND 10926430 10926430 9103030_POWDER 376731 376731 376731 9103030_POWDER 272228 27228 27228 94038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED 12548388 12548388	8081000_APPLES FRSH		7103748	7103748
8134090_OTHERSFRUITDRIED(EXCLDNG487449487449TAMARIND ANDSINGODA WHOLE59495359495359495384089090_OTHERS7789223751095566621187448899684224000_OTHRPACKNG/WRAPNG MACNRY19533441953344INCLHEAT-SHRINK WRAPNG MACHNRY597526025975260284314390_PRTS OF BORNG/SNKNG MCHNRY,5975260259752602NOT SLF-PRPLD597526025975260285443000_IGNTNWIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS471989021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG208788020878809042110_OF GENUS CAPSICUM7689207689209083190_OTHERCARDAMOM;NEITHER CRUSHED NOR GROUND109264309093129_OTHER SEEDS OF CUMMIN EXCL. BLACK; NEITHER CRUSHED NOR GROUND10926430109264309103030_POWDER3767313767313767319103030_POWDER125483882722282722894038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED1254838812548388	8109090_OTHER FRUITS, FRSH		1078107	1078107
TAMARIND AND SINGODA WHOLEImage: constraint of the sector of	8134010_TAMARIND DRIED		266338	266338
84089090_OTHERS 594953 594953 84119900_PARTS OF OTHER GAS TURBINES 778922375 1095566621 1874488996 84224000_OTHR PACKNG/WRAPNG MACNRY 1953344 1953344 1953344 INCL HEAT-SHRINK WRAPNG MACHNRY 59752602 59752602 59752602 NOT SLF-PRPLD 59752602 59752602 47198 47198 WIRING SETS OF A KIND USED IN VEHICLES 47198 2087880 2087880 9021090_OTHER GREEN TEA IN PCKETS NOT 2087880 2087880 2087880 9042110_OF GENUS CAPSICUM 6 768920 768920 9033190_OTHER CARDAMOM; NEITHER 185400 185400 185400 RUSHED NOR GROUND 10926430 10926430 10926430 9103030_POWDER 576228 27228 27228 94038200_WOODEN OF BAMBOO FURNITURE 12548388 12548388 12548388	8134090_OTHERS FRUIT DRIED (EXCLDNG		487449	487449
8411990_PARTS OF OTHER GAS TURBINES7789223751095566621187448899684224000_OTHR PACKNG/WRAPNG MACNRY INCL HEAT-SHRINK WRAPNG MACHNRY1953344195334484314390_PRTS OF BORNG/SNKNG MCHNRY, NOT SLF-PRPLD597526025975260285443000_IGNTN WIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS47198471989021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG208788020878809042110_OF GENUS CAPSICUM7689207689209033190_OTHER CARDAMOM; RUSHED NOR GROUND10926430109264309093129_OTHER SEEDS OF CUMMIN EXCL. BLACK; NEITHER CRUSHED NOR GROUND10926430109264309103030_POWDER27222827222827222894038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED125483881254838812548388	TAMARIND AND SINGODA WHOLE			
84224000_OTHR INCL HEAT-SHRINK WRAPNG MACHNRY1953344195334484314390_PRTS OF BORNG/SNKNG MCHNRY, NOT SLF-PRPLD597526025975260285443000_IGNTN WIRING SETS AKIND USED IN VEHICLES AIRCRAFT/SHIPS47198471989021090_OTHER GREUN CAPSICUM208788020878809042110_OF GENUS CAPSICUM7689207689209083190_OTHER CRUSHED NOR GROUND10926430109264309093129_OTHER SEEDS BLACK; NEITHER CRUSHED NOR GROUND10926430109264309103030_POWDER3767313767319103090_OTHER TURMERIC125483881254838894038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED1254838812548388	84089090_OTHERS		594953	594953
INCLHEAT-SHRINK WRAPNG MACHNRYImage: mathematical stress of a kind used in the stress of a kind used in vehicles aircraft/ships597526025975260285443000_IGNTNWIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS47198471989021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG208788020878809042110_OF GENUS CAPSICUM7689207689209083190_OTHERCARDAMOM;NEITHER CRUSHED NOR GROUND1854009093129_OTHER SEEDS OF CUMMIN EXCL. BLACK; NEITHER CRUSHED NOR GROUND10926430109264309103030_POWDER3767313767319103090_OTHER TURMERIC27222827222894038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED1254838812548388	84119900_PARTS OF OTHER GAS TURBINES	778922375	1095566621	1874488996
84314390_PRTS OF BORNG/SNKNG MCHNRY, NOT SLF-PRPLD597526025975260285443000_IGNTN WIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS47198471989021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG208788020878809042110_OF GENUS CAPSICUM7689207689209083190_OTHER CARDAMOM; CRUSHED NOR GROUND1854001854009093129_OTHER SEEDS OF CUMMIN EXCL. BLACK; NEITHER CRUSHED NOR GROUND10926430109264309103030_POWDER3767313767313767319103090_OTHER TURMERIC27222827222827222894038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED125483881254838812548388	_		1953344	1953344
NOT SLF-PRPLDImage: set		E07E2602		E07E2(02
WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPSSetter and the set of the se		59752602		59752602
AIRCRAFT/SHIPSImage: Constraint of the state	85443000_IGNTN WIRING SETS AND OTHR	47198		47198
9021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG 2087880 2087880 9042110_OF GENUS CAPSICUM 768920 768920 9083190_OTHER CARDAMOM; NEITHER CRUSHED NOR GROUND 185400 185400 9093129_OTHER SEEDS OF CUMMIN EXCL. BLACK; NEITHER CRUSHED NOR GROUND 10926430 10926430 9103030_POWDER 376731 376731 9103090_OTHER TURMERIC 272228 27228 94038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED 12548388 12548388	WIRING SETS OF A KIND USED IN VEHICLES			
EXCLDNG 3KG Image: Skg state sta	AIRCRAFT/SHIPS			
9042110_OF GENUS CAPSICUM 768920 768920 9083190_OTHER CARDAMOM; NEITHER CRUSHED NOR GROUND 185400 185400 9093129_OTHER SEEDS OF CUMMIN EXCL. BLACK; NEITHER CRUSHED NOR GROUND 10926430 10926430 9103030_POWDER 376731 376731 9103090_OTHER TURMERIC 272228 272228 94038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED 12548388 12548388	_		2087880	2087880
9083190_OTHER CRUSHED NOR GROUNDCARDAMOM; NEITHER CRUSHED NOR GROUNDNEITHER RESEDS1854009093129_OTHER SEEDS OF BLACK; NEITHER CRUSHED NOR GROUND10926430109264309103030_POWDER3767313767319103090_OTHER TURMERIC27222827222894038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED1254838812548388			768920	768920
CRUSHED NOR GROUNDImage: CRUSHED NOR GROUNDImage: CRUSHED NOR GROUNDImage: CRUSHED NOR GROUNDImage: CRUSHED NOR GROUND9103030_POWDER9103030_POWDER3767313767319103090_OTHER TURMERIC27222827222894038200_WOODEN OF BAMBOO FURNITURE OF THE KIND USED IN BED1254838812548388				
BLACK; NEITHER CRUSHED NOR GROUND Image: Mail of the state of the sta				
9103030_POWDER 376731 376731 9103090_OTHER TURMERIC 272228 272228 94038200_WOODEN OF BAMBOO FURNITURE 12548388 12548388 OF THE KIND USED IN BED 12548388 12548388	9093129_OTHER SEEDS OF CUMMIN EXCL.		10926430	10926430
9103090_OTHER TURMERIC 272228 272228 94038200_WOODEN OF BAMBOO FURNITURE 12548388 12548388 OF THE KIND USED IN BED 12548388 12548388	BLACK; NEITHER CRUSHED NOR GROUND			
94038200_WOODEN OF BAMBOO FURNITURE 12548388 12548388 12548388	9103030_POWDER		376731	376731
OF THE KIND USED IN BED	9103090_OTHER TURMERIC		272228	272228
		12548388		12548388
		898012969	1192022440	2090035409

Below is a table displaying district-wise export data for various product items from Tripura.¹⁰⁰

District	ITCHS Code_ Item	2021-22	2022-23	Grand Total
Dhalai	30049011_MEDICAMENTS OF AYURVEDIC SYSTEM	22280		22280
Dhalai	61033200_JACKETS AND BLAZERS OF COTTON	94575		94575
Dhalai	61043200_JACKETS OF COTTON	696418		696418
Dhalai	61091000_T-SHIRTS ETC OF COTTON	1728305		1728305
Dhalai	61099090_T-SHIRT ETC OF OTHR FIBRES	33936		33936
Dhalai	62044290_OTHR DRESSES OF COTTON	21444		21444
Dhalai	7031010_ONIONS FRESH OR CHILLED	11916169		11916169
Dhalai	8039010_BANANAS, FRESH	1106816		1106816
Dhalai	8061000_GRAPES FRESH	6465791		6465791
Dhalai	84089090_OTHERS		594953	594953
Dhalai	85443000_IGNTN WIRING SETS AND OTHR WIRING SETS OF A KIND USED IN VEHICLES AIRCRAFT/SHIPS	47198		47198
Dhalai Total		22132932	594953	22727885
Gomati	25010090_OTHER SALTS		400874	400874
Gomati	84119900_PARTS OF OTHER GAS TURBINES	778922375	1095566621	1874488996
Gomati Total		778922375	1095967495	1874889870
North Tripura	25059000_OTHER NATRL SANDS NES		285116	285116
North Tripura	28444100_TRITIUM, ITS CMPDS; ALLYS DSPRSNS (INCL CERMETS) CERAMIC PRDCTS, MXTRS CNTNG TRITIUM/ITS CMPDS		4876	4876
North Tripura	40070010_THREAD OF VULENSE RUBR, NOT COVRD ELSEWHERE		14371965	14371965
North Tripura	46019900_OTHR PLAITING MATERIALS (EXCL VEG MATERLS)		44375	44375

Table 22 District wise export data for various product items from Tripura

¹⁰⁰ https://dashboard.commerce.gov.in/commercedashboard.aspx

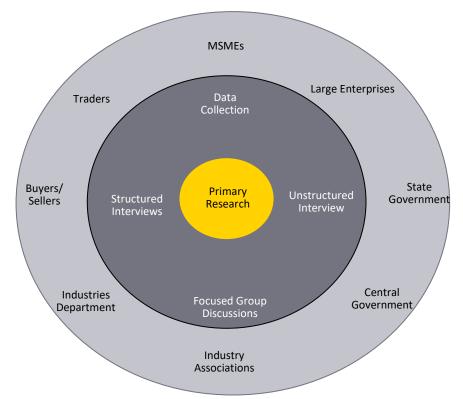
District	ITCHS Code_ Item	2021-22	2022-23	Grand Total
North Tripura	61112000_BABIES GARMENTS ETC OF COTTON	298395		298395
North Tripura	7031010_ONIONS FRESH OR CHILLED		6662568	6662568
North Tripura	8109090_OTHER FRUITS, FRSH		286959	286959
North Tripura Total		298395	21655859	21954254
Sepahijala	10063020_BASMATI RICE		267465	267465
Sepahijala	33074100_AGARBATTI AND OTHR ODORIFEROUS PRPNS WHICHOPERATE BY BURNIN		2132621	2132621
Sepahijala	46021911_PALM LEAF BASKET ETC.		178200	178200
Sepahijala	50072010_SAREES CONTNG >=85% BY WT OF SLK/SLK WST, OTHER THAN NOIL SLK.	90785		90785
Sepahijala	54077200_WOVEN FABRICS, CNTNG 85% OR MORE BY WT OF OTHR SYNTHETIC FILAMENTS, DYED	9169		9169
Sepahijala	62041990_SUITS OF ALL OTHER FIBRES	6874		6874
Sepahijala	62114990_OTHER GARMENTS OF OTHER TEXTILE MATERIALS EXCL. WOOL OR FINE ANIMAL HAIR	116404		116404
Sepahijala	8109090_OTHER FRUITS, FRSH		791148	791148
Sepahijala	8134010_TAMARIND DRIED		266338	266338
Sepahijala	8134090_OTHERS FRUIT DRIED (EXCLDNG TAMARIND AND SINGODA WHOLE		433772	433772
Sepahijala	9083190_OTHER CARDAMOM; NEITHER CRUSHED NOR GROUND		185400	185400
Sepahijala	9093129_OTHER SEEDS OF CUMMIN EXCL. BLACK; NEITHER CRUSHED NOR GROUND		1449522	1449522
Sepahijala	9103030_POWDER		376731	376731
Sepahijala	9103090_OTHER TURMERIC		272228	272228
Sepahijala Total		223232	6353425	6576657
South Tripura	10059019_OTHER		1463180	1463180
South Tripura	25059000_OTHER NATRL SANDS NES		142073	142073
South Tripura	33074100_AGARBATTI AND OTHR ODORIFEROUS PRPNS WHICHOPERATE BY BURNIN		368518	368518
South Tripura	40011020_NATRL RUBR LATEX NOT PREVULCANISED		692580	692580

District	ITCHS Code_ Item	2021-22	2022-23	Grand Total
South Tripura	8134090_OTHERS FRUIT DRIED (EXCLDNG TAMARIND AND SINGODA WHOLE		53677	53677
South Tripura	9042110_OF GENUS CAPSICUM		768920	768920
South Tripura	9093129_OTHER SEEDS OF CUMMIN EXCL. BLACK; NEITHER CRUSHED NOR GROUND		6862390	6862390
South Tripura Total			10351338	10351338
Unakoti	20082000_PINE APPLES PREPARED OR PRESERVED	1810077		1810077
Unakoti	29420021_TIMOLOL MALEATE		381544	381544
Unakoti Total		1810077	381544	2191621
West Tripura	10019910_WHEAT	624240		624240
West Tripura	10071000_SEED	291456		291456
West Tripura	12099190_VEGETABLE SEEDS FOR PLANTING N.E.S.	94143	1509975	1604118
West Tripura	14019090_OTHR VEGTBL MATRLS OTHR THN CANES EXCL BAMBOO AND RTN	5221931	9149524	14371455
West Tripura	25171090_OTHR BALLAST SHINGLE AND FLNT W/N HT- TREATED		2224662	2224662
West Tripura	28444000_RADIOACTV ELMNTS AND ISOTOPS AND COMPOUNDS BESIDES SUBHDG NO 284410,284420/284430 CERAMIC PRDCTS AND MIXTURES; RADI	393		393
West Tripura	40011020_NATRL RUBR LATEX NOT PREVULCANISED		1242570	1242570
West Tripura	40070010_THREAD OF VULENSE RUBR, NOT COVRD ELSEWHERE	15055429	22403068	37458497
West Tripura	44092100_OF BAMBOO	366600		366600
West Tripura	8051000_ORANGES FRESH OR DRIED	670776	6428537	7099313
West Tripura	8081000_APPLES FRSH		7103748	7103748
West Tripura	84224000_OTHR PACKNG/WRAPNG MACNRY INCL HEAT-SHRINK WRAPNG MACHNRY		1953344	1953344
West Tripura	84314390_PRTS OF BORNG/SNKNG MCHNRY, NOT SLF-PRPLD	59752602		59752602
West Tripura	9021090_OTHER GREEN TEA IN PCKETS NOT EXCLDNG 3KG		2087880	2087880

District	ITCHS Code_ Item	2021-22	2022-23	Grand Total
West Tripura	9093129_OTHER SEEDS OF		2614518	2614518
	CUMMIN EXCL. BLACK; NEITHER			
	CRUSHED NOR GROUND			
West Tripura	94038200_WOODEN OF	12548388		12548388
	BAMBOO FURNITURE OF THE			
	KIND USED IN BED			
West Tripura		94625958	56717826	151343784
Total				
Grand Total		898012969	1192022440	2090035409

4. Stakeholders' perspective

The stakeholders' perspective is integral to shaping a supportive and dynamic business environment. This perspective encompasses the insights and inputs of a diverse array of participants, including small business owners, industry experts, government agencies, financial institutions, and trade associations. Each stakeholder group brings its unique concerns and expectations to the ecosystem, ranging from the need for accessible financing and clear regulatory policies to the desire for technological innovation and market expansion opportunities. Understanding these varied perspectives is key to formulating policies and initiatives that effectively address the challenges faced by MSMEs. It ensures that the ecosystem is not only conducive to business growth but also resilient to changing economic climates. A comprehensive approach to stakeholder engagement in the MSME sector paves the way for sustainable development, fostering entrepreneurship, and driving economic growth.



4.1 Central Government Departments and Industry Associations

Figure 30: MSME Ecosystem

4.1.1 Central Government Departments

Ministry of Micro, Small and Medium Enterprises (MSME):

This ministry is pivotal in fostering the growth of MSMEs in Tripura. It provides policy guidelines, financial assistance, and support programs. In Tripura, where small businesses are integral to the economy, the ministry's initiatives help in enhancing competitiveness, technology upgradation, and market access.

Ministry of Food Processing Industries:

This ministry plays a crucial role in promoting the food processing sector, which is key given Tripura's agricultural base. Initiatives and schemes from this ministry aid in modernizing food processing, reducing wastage, and increasing value addition, thereby benefiting farmers and creating jobs.

Ministry of Agriculture & Farmers' Welfare (Horticulture Dept.):

Essential for the development of the agricultural sector, with a special focus on horticulture - a sector with high growth potential in Tripura. The ministry's programs contribute to enhancing crop yields, introducing modern farming techniques, and promoting sustainable agricultural practices.

Ministry of Textiles - Office of the Development Commissioner (Handloom):

This ministry supports the handloom sector, which is significant in Tripura for its cultural and economic value. Its initiatives help in preserving traditional weaving practices, promoting innovation, and enhancing market access for handloom products.

Ministry of Commerce & Industry:

The Ministry of Commerce & Industry significantly contributes to Tripura's growth, particularly in the rubber, bamboo, and handicraft sectors. It supports technological advancement in the rubber industry, modernizes the bamboo sector, and enhances handicrafts market access. By fostering trade, attracting investments, and implementing supportive policies, the Ministry boosts these key sectors, driving Tripura's economic development.

4.1.2 Industry Associations

> Agricultural and Processed Food Products Export Development Authority (APEDA):

APEDA focuses on the export promotion of agricultural and processed food products, which is crucial for Tripura, given its agricultural produce. APEDA's efforts assist in opening new international markets for Tripura's agricultural products, thereby boosting the state's economy.

Tribal Cooperative Marketing Development Federation of India (TRIFED):

TRIFED works on marketing and development of tribal products, significant in Tripura with its rich tribal heritage. TRIFED's initiatives support tribal artisans and entrepreneurs, helping in preserving traditional crafts and promoting sustainable livelihoods.

Handicraft & Handloom Exports Corporation of India (HHEC):

HHEC promotes the export of handicrafts and handloom products. In Tripura, where handicrafts and handlooms are key industries, this corporation's role is vital in enhancing exports and providing global exposure to local artisans.

Federation of Indian Chambers of Commerce & Industry (FICCI):

The Federation of Indian Chambers of Commerce & Industry (FICCI), stands as a cornerstone of business advocacy in India, significantly influencing economic policy and development. As a bridge between government and industry, it plays a key role in voicing the concerns of the business community and shaping conducive economic policies. FICCI's extensive network and expertise are particularly valuable for regions like Tripura,

where it helps in connecting local industries with broader markets, attracting investments, and nurturing growth in vital sectors. Its proactive approach in organizing forums, discussions, and policy advocacy makes FICCI an indispensable part of the economic fabric of India, driving progress and innovation in the business sector.

Associated Chambers of Commerce and Industry of India (ASSOCHAM):

The Associated Chambers of Commerce and Industry of India (ASSOCHAM) stands as a pivotal force in India's business landscape. As one of the nation's largest and oldest apex trade associations, ASSOCHAM plays a critical role in shaping policy, advocating for the business community's interests, and fostering a conducive environment for industrial growth. It provides a platform for dialogue and collaboration among various stakeholders, helping to address key challenges and capitalize on opportunities within the Indian economy. ASSOCHAM's initiatives, ranging from policy advocacy to insightful research, significantly contribute to the development and enhancement of various industries, including those crucial to regional economies like Tripura, making it a vital player in India's economic progress.

North-Eastern Small Scale Industries Association (NESSIA):

The North-Eastern Small Scale Industries Association (NESSIA) is a vital organization representing the interests of small-scale industries in the North-Eastern region of India, including Tripura. Focused on the unique challenges and opportunities in this region, NESSIA advocates for policies and initiatives that support the growth and sustainability of small businesses. It provides a crucial platform for these industries to voice their concerns, share experiences, and collaborate on solutions. Through its efforts, NESSIA plays a pivotal role in facilitating the development of small scale industries, contributing to their competitiveness and aiding in the economic advancement of the North-Eastern region. The association's work is instrumental in ensuring that the specific needs of small businesses in this diverse and dynamic region are addressed and met.

Federation of industries & Commerce of North-Eastern region (FINER):

The Federation of Industries & Commerce of North-Eastern Region (FINER) is a prominent organization that plays a critical role in the economic development of India's Northeast, including states like Tripura. As a leading voice for the industrial and commercial sectors in the region, FINER works tirelessly to address the unique challenges and leverage the opportunities present in this diverse and resource rich area. It facilitates dialogue between businesses and government entities, striving to create a more conducive environment for industrial growth and investment. Through its efforts in advocacy, policy influence, and member support, FINER significantly contributes to shaping the business landscape of the Northeast, driving sustainable growth, and enhancing the region's economic profile on a national and international level.

4.2 State Government Departments and Industry Associations

4.2.1 State Government Departments

> Department of Industries & Commerce, Tripura:

This department is primarily responsible for the promotion and development of MSMEs in Tripura. It formulates policies and programs that facilitate industrial growth, provides

incentives for new ventures, and helps in the ease of doing business. The department also assists in setting up industrial estates and offers support in marketing and export promotion.

> Directorate of Handloom, Handicrafts, and Sericulture, Tripura:

This directorate is key for the development of traditional industries in Tripura, many of which fall under the MSME category. It provides training, design development, marketing support, and financial aid to weavers, artisans, and small-scale entrepreneurs in these sectors.

> Department of Agriculture & Farmers Welfare, Tripura:

The Department of Agriculture & Farmers Welfare in Tripura, strengthened by the Directorate of Horticulture, plays a critical role in advancing the state's agricultural sector. This department's initiatives extend beyond traditional farming, emphasizing the development and promotion of horticulture. They implement programs to enhance the production and quality of various horticultural crops, such as fruits, vegetables, spices, and flowers, which are vital to the state's economy. The department provides technical support, quality planting materials, and training to farmers, helping them adopt modern horticultural practices. Additionally, it focuses on improving marketing and processing facilities for horticultural practices. These concerted efforts by the Department and the Directorate of Horticulture are pivotal in making Tripura's agriculture more diverse, profitable, and sustainable.

Rural Development of Tripura:

Rural development in Tripura encompasses improving infrastructure, enhancing agricultural productivity, and promoting agro-based industries. The state focuses on building better roads, healthcare, and education facilities in rural areas, while also encouraging income diversification through handloom and handicraft sectors. Sustainable resource management and access to essential services like clean water are also priorities. These efforts aim to uplift the socio-economic status of rural communities, ensuring inclusive and holistic growth across the state.

Department of Tribal Welfare, Tripura:

The Department of Tribal Welfare in Tripura plays a crucial role in enhancing the livelihoods of the state's tribal communities. Its initiatives are tailored to improve access to education and healthcare, and to expand economic opportunities, particularly through livelihood-related activities. This includes promoting traditional crafts, agriculture, and other vocational skills that are intrinsic to the tribal way of life. The department also focuses on preserving the rich cultural heritage of these communities, ensuring their traditions and practices are sustained. Through these comprehensive efforts, the department aims to integrate tribal communities into the wider economic fabric of Tripura, advancing both their well-being and cultural identity.

4.2.2 State Industry Associations / Boards

Tripura Industrial Development Corporation (TIDC):

TIDC plays a significant role in industrial development, including the MSME sector. It focuses on infrastructure development, such as establishing industrial areas and growth centers, and provides financial assistance to entrepreneurs.

Tripura Forest Development & Plantation Corporation Limited (TFDPC):

Tripura Forest Development & Plantation Corporation Limited (TFDPC) plays a vital role in the sustainable management and development of forest resources in Tripura. As a key entity in the state, TFDPC is tasked with the responsible development of forests and plantation areas, balancing ecological needs with economic development. Its initiatives focus on the promotion of sustainable forestry practices, the enhancement of green cover, and the development of commercially viable plantation crops. This not only contributes to environmental conservation but also boosts the local economy by creating employment opportunities, particularly in rural areas. TFDPC's efforts in promoting agroforestry and non-timber forest products have been instrumental in providing livelihoods to local communities while preserving the rich biodiversity of Tripura's forests.

> Tripura Minorities Cooperative Development Corporation Ltd:

The Tripura Minorities Cooperative Development Corporation Ltd. is a key organization dedicated to the empowerment and economic development of minority communities in Tripura. Its primary focus is to enhance the socio-economic status of these communities through various development schemes and programs. The corporation offers financial assistance and support in areas such as education, skill development, employment, and entrepreneurship. By facilitating access to credit and other resources, it aims to enable individuals from minority groups to establish and expand their own businesses, thereby fostering self-reliance and economic growth. The corporation also plays a significant role in ensuring that the benefits of development reach these communities, helping to reduce disparities and promote inclusive growth in the state.

Tripura Tea Development Corporation Limited (TTDC):

The Tripura Tea Development Corporation Limited (TTDC) plays a vital role in enhancing the tea industry in Tripura. Focused on improving tea production quality, promoting sustainable practices, and expanding market reach, TTDC supports local tea growers with technical assistance and marketing initiatives. Its efforts aim to elevate Tripura's tea on the global stage, boosting the economy and providing livelihoods, particularly in rural areas, thereby contributing to the state's socio-economic development.

Tripura Small Industries Development Corporation Limited (TSIC):

The Tripura Small Industries Development Corporation Limited (TSIC) plays a pivotal role in supporting and developing small-scale industries in Tripura. It aids local entrepreneurs through financial assistance, infrastructure development, and facilitating market access. TSIC's initiatives are crucial in nurturing small businesses, spurring innovation, and expanding the industrial base of the state. This, in turn, drives economic growth and creates job opportunities, significantly contributing to the overall development of Tripura.

Tripura Tourism Development Corporation Ltd:

The Tripura Tourism Development Corporation Ltd. is instrumental in boosting Tripura's tourism sector. It focuses on enhancing tourism infrastructure, creating sustainable tourist experiences, and promoting the state's unique cultural and natural attractions. The corporation works to improve tourist facilities and services, making visits enjoyable and memorable. Through its efforts, it not only showcases Tripura's rich heritage but also significantly contributes to the local economy and job creation, aiding in both community development and cultural preservation.

Tripura Skill Development Mission:

The Tripura Skill Development Mission stands as a transformative initiative in the state, aimed at enhancing the skills and employability of its youth. As an integral part of Tripura's strategy to empower its workforce, the mission focuses on providing highquality vocational training and skill development programs across various sectors. These programs are tailored to meet the current demands of the job market, ensuring that the youth are equipped with relevant and up-to-date skills. The mission plays a crucial role in bridging the skill gap in the state, thereby boosting the employability of young people and contributing to the overall economic development of Tripura. By aligning its objectives with the emerging needs of the industry, the Tripura Skill Development Mission is not only enhancing the prospects of its participants but also driving the state towards a more skilled and competent future.

Tripura Bamboo Mission:

The Tripura Bamboo Mission is instrumental in transforming the state's rich bamboo resources into a thriving industry. It focuses on upgrading traditional bamboo craftsmanship, supporting bamboo-based businesses, and fostering innovation. This mission not only boosts the local economy but also creates job opportunities, especially in rural areas, making bamboo a key part of Tripura's economic and cultural landscape.

Tripura Rural Livelihood Mission

The Tripura Rural Livelihood Mission is a pivotal initiative aimed at transforming the rural economy and enhancing the quality of life for its inhabitants. This mission focuses on empowering rural communities, particularly women, by fostering sustainable livelihood opportunities and enhancing their income-generating capacities. Through various programs, it facilitates skill development, provides access to financial services, and supports the creation of self-help groups and producer collectives. The mission's approach is holistic, integrating agricultural development, small-scale entrepreneurship, and market linkages to ensure a comprehensive upliftment of rural livelihoods. By addressing the multi-dimensional aspects of rural poverty, the Tripura Rural Livelihood Mission is making significant strides in reducing rural poverty and promoting socio-economic empowerment in the state.

4.3 Other Government Organizations (PSUs)

Oil and Natural Gas Corporation (ONGC):

Oil and Natural Gas Corporation (ONGC) in Tripura stands as a cornerstone in the state's economic landscape, primarily involved in the exploration and extraction of oil and natural gas. This PSU's operations in Tripura have been crucial in harnessing the state's rich natural gas reserves, contributing significantly to the local as well as the national energy supply. ONGC's presence has not only bolstered the energy sector in Tripura but has also been pivotal in generating employment opportunities and fostering regional economic development. Beyond its core operations, ONGC in Tripura engages in various community development and CSR initiatives, aimed at improving the quality of life in the surrounding communities. This includes efforts in areas like education, health, and environmental sustainability, making ONGC a key player in the holistic development of Tripura.

North-Eastern Electric Power Corporation Limited (NEEPCO):

North-Eastern Electric Power Corporation Limited (NEEPCO) plays a transformative role in Tripura's energy landscape. As a key PSU in the region, NEEPCO is instrumental in harnessing the hydropower potential of the Northeast, including Tripura. Its initiatives in the state focus on the development and management of power generation projects, significantly contributing to meeting the region's electricity demands. NEEPCO's operations in Tripura not only ensure a stable power supply, which is vital for both domestic and industrial use, but also play a critical role in promoting sustainable energy practices. Moreover, NEEPCO's presence in Tripura has catalyzed socio-economic development, providing job opportunities and engaging in community welfare projects, thereby making a substantial impact on the overall progress and well-being of the state.

Tripura Natural Gas Company Limited (TNGCL):

Tripura Natural Gas Company Limited (TNGCL) has emerged as a key player in the energy sector of Tripura, revolutionizing the way natural gas is distributed and utilized in the state. As a dedicated entity for handling natural gas, TNGCL is responsible for the supply and distribution of this cleaner and more efficient fuel to various sectors, including households, transportation, and industries. This not only aids in reducing environmental pollution but also contributes to the energy security of Tripura. TNGCL's efforts in expanding the natural gas network have significantly improved the energy infrastructure in the region. By providing a reliable and sustainable energy source, TNGCL is not just facilitating a shift towards greener energy but also spurring economic growth and enhancing the quality of life for the people of Tripura.

Tripura Jute Mills Limited (TJML):

Tripura Jute Mills Limited (TJML) is a key industrial enterprise in Tripura, focused on the production and promotion of jute products. Leveraging the state's jute cultivation potential, TJML contributes significantly to the local economy by creating eco-friendly jute goods. Its operations not only provide a market for jute farmers but also generate employment, especially in rural areas. Through its diverse range of jute products, TJML plays a crucial role in enhancing Tripura's presence in the national and international jute sector.

Northeast Frontier Railway (NFR):

The Northeast Frontier Railway (NFR) serves as a lifeline in Tripura, playing a critical role in enhancing the connectivity and transportation infrastructure of the region. As an integral part of the Indian Railways, NFR's operations in Tripura have significantly improved access to this once remote area, facilitating the movement of people and goods across the state and beyond. This enhanced connectivity has been pivotal in stimulating economic growth, opening up markets, and integrating Tripura more closely with the rest of the country. The presence of NFR has also been vital for the development of tourism and industry in the state, making it an indispensable asset for the socio-economic development of Tripura. Through its commitment to expanding and upgrading railway services, the Northeast Frontier Railway continues to be a key contributor to the region's progress and prosperity.

> Tripura Chamber of Commerce and Industry:

The Tripura Chamber of Commerce and Industry in Agartala serves as a vital nexus for the business community, advocating for their interests and facilitating growth across diverse sectors. As a representative body, it plays a crucial role in voicing the concerns and needs of businesses to the government, ensuring that policies are conducive to economic development. By organizing networking events, workshops, and skill development programs, the Chamber empowers local businesses with the tools and connections needed for success. Its efforts in fostering a collaborative business environment and promoting trade have been instrumental in driving the economic progress of Tripura.

Society for Entrepreneurship Development (SOFED)

The Society for Entrepreneurship Development is a pivotal organization dedicated to nurturing and fostering entrepreneurship in its region. As a hub for innovation and business growth, this society plays a critical role in empowering aspiring and established entrepreneurs with the necessary skills, knowledge, and resources. Through various workshops, training programs, and mentorship initiatives, it provides a supportive environment for individuals to develop and refine their entrepreneurial skills. The society's efforts are instrumental in creating a vibrant entrepreneurial ecosystem, encouraging business innovation, and driving economic growth. By focusing on entrepreneurship development, it not only aids in the creation of new businesses but also contributes to job creation and the overall economic dynamism of the community it serves.

Purbasha

Purbasha, the esteemed Tripura Government Handicrafts Emporium, stands as a cultural landmark and a testament to the state's rich heritage in handicrafts. Serving as a crucial platform for local artisans, Purbasha showcases an array of exquisite handicrafts and handlooms, promoting the intricate workmanship of Tripura's craftsmen. With several outlets across Tripura and in other states, Purbasha not only brings the traditional arts of Tripura to a wider audience but also plays a significant role in the economic empowerment of local artisans. These emporiums offer a window into the diverse and

vibrant culture of the region, making the unique handicrafts of Tripura accessible to a broader market, thereby contributing to the preservation and promotion of the state's rich artistic legacy.

4.4 Financial Institutions

Key stakeholders participating in MSME financing ecosystem may be classified into following below categories.









Figure 31 Financing Options available to MSMEs

1. Formal Lending/ Financial Institutions:

Public Sector Banks, Private Sector Banks, Rural Banks, Cooperative Banks, Small Finance Bank, Non-Banking Financial Corporations etc.

2. <u>Government Programmes:</u>

Central Government Programmes: Prime Minister's Employment Generation Program (PMEGP), Pradhan Mantri Mudra Yojana (PMMY), CGTMSE, Stand-Up India, Pradhan Mantri Rozgar Protsahan Yojana etc.

State Government Programmes: Mukhyamantri Laghu Udhyog Protsahan Yojana (MLUPY); Bhimrao Ambedkar Rajasthan Dalit, Adivasi Udyam Protsahan Yojna (BRUPY); Mukhyamantri Laghu Vanijyik Vahan Swarojgar Yojana etc.

3. <u>Alternate Financing Mechanism:</u>

Trade Receivables Electronic Discounting System (TReDS), Venture fund, Tripura startup Venture fund by SIDBI.

4. Informal Lending:

Due to their informal nature, MSMEs (especially micro enterprises) lack access to formal credit as banks face challenges in credit risk assessment owing to lack of financial information, historical cash flow data, etc. Hence, such micro and small units are dependent on informal sources of funds like personal savings, friends, families, moneylenders etc.

4.4.1 Current Understanding for Financial Institutes in Tripura

As of June 2023, Tripura state had 572 Bank branches. The Credit to Deposit Ratio in June 2023 stood at 56%. Total advances in Tripura, as of June 2023, stood at INR 22,099 Crores. MSME advances accounted to a value of INR 3,642 Crores which is ~16% of the total advances¹⁰¹. There exits scope of contribution of MSME advances in Total Advances underlines the strong commitment of State towards enhancing access to finance for MSMEs.

Parameters	As on June 2022	As on March 2023	As on June 2023
Total No. of Branches	554	571	572
Total Deposits	33,022	36,839	39,458
Total Advances	19,108	19,885	22,099
CD Ratio	58%	54%	56%
Total MSME Advances	3,344	3,821	3,642
% MSME advances to total advances	17.5%	19.2%	16.4%

Table 22 Bank statistics	-Kov	husinoss	Daramotors	(Amount in Cr.)
Table 23 Bank statistics	-ney	Dusiness	Parameters	(AINOUNT IN CL.)

4.4.1.1 MSME Credit scenario

The traditional sources of revenues in the state of Tripura comprise formal finance which encapsulates Banks, NBFCs, and other MFIs. **The Annual Credit Plan target for MSMEs in FY** 23-24 was INR 3,500 Crore which stood at ~29%% of the total Annual Credit Plan target of INR 12,000 Cr. for FY 23-24¹⁰².

Commercial Banks, Regional Rural Banks (RRB), Co-operatives Banks and Others are the agencies under formal financing institutions of Tripura. For the annual credit plan of INR 3,500 Crores., target for commercial banks stood at INR 2,772 Crores, RRB stood at INR 516 Crores, Co-operative banks stood at INR 210 Crores. Also out of this INR 3,500 Crores, the total target achieved as of Jun 2023 is INR 789 Crores.

<u>Comparative Anlaysis of Annual Credit Plan Across Districts of Tripura-</u> Below figure show the distribution of Annual distribution of Credit Plan for FY 23-24 districty wise. In this, it is evident that out of INR 3,500 Crores. West tripura has been allocated the highest share of INR 2,200 Crores (~62%)¹⁰³

¹⁰¹ <u>https://slbctripura.pnbindia.in/pdf/144th-SLBC-Tripura-Agenda-Notes.pdf</u>

¹⁰² https://slbctripura.pnbindia.in/pdf/144th-SLBC-Tripura-Agenda-Notes.pdf

¹⁰³ https://slbctripura.pnbindia.in/pdf/144th-SLBC-Tripura-Agenda-Notes.pdf

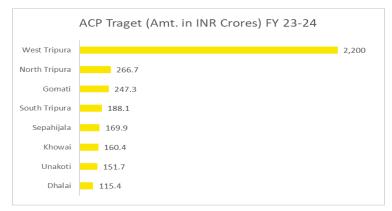


Figure 32 District wise distribution of ACP FY 23-24

The observed imbalance in the allocation of the annual credit plan (ACP) across Tripura districts, particularly the notable share designated for West Tripura, prompts the need for a comprehensive analysis. While the Udyam registration data, serving as an indicator of digital empowerment among Micro, Small, and Medium Enterprises (MSMEs), shows that West Tripura leads with a 32% contribution, this alone does not entirely elucidate the disproportionately high ACP percentage assigned to the district.

To provide a thorough explanation, additional factors must be considered:

- Economic Impact: Evaluate the economic performance and contribution of MSMEs in West Tripura compared to other districts. A higher economic impact could warrant a larger share of the credit plan.
- Project Scale and Proposals: Examine the scale and nature of proposed projects or business activities in West Tripura. Significant investment opportunities or projects with substantial economic potential may justify a higher allocation.
- <u>Employment Generation</u>: Assess the capacity of MSMEs in West Tripura to generate employment. A focus on job creation could influence the allocation of the credit plan.
- Infrastructure Needs: Consider the existing infrastructure and identify potential requirements for development in West Tripura. If investments are necessary to enhance infrastructure supporting MSMEs, it may explain the increased allocation.
- Special Initiatives or Policies: Investigate whether specific initiatives, policies, or incentives are in place favoring MSMEs in West Tripura, influencing the allocation of the annual credit plan.

4.4.1.2 Financing support to MSMEs from Government Programs

The government, being the prime mover of the economy, has the onus of complementing the steps of Financing Institutions and pitching in to fill in the gaps wherever it deems necessary. Government has been supporting entrepreneurs throughout the state to take benefits under various Central as well as State Government schemes.

1. Pradhan Mantri MUDRA Yojana (PMMY) Scheme

The Pradhan Mantri MUDRA Yojana (PMMY), initiated by the Prime Minister in 2015, aims to extend MUDRA loans to small and micro non-farm enterprises and non-corporate

sectors, with a maximum limit of INR 1 million. These loans are disbursed through Commercial Banks, Small Finance Banks, Regional Rural Banks (RRBs), Non-Banking Financial Corporations (NBFCs), and Micro Finance Institutions (MFIs). The interest rate for such loans can reach up to 20%.

PMMY scheme disbursed USD 300 Mn worth of loan in the state of Tripura in FY 22-23 to ${\sim}2500$ borrowers. 104

2. Emergency Credit line Guarantee Scheme (ECLGS)

The Indian government launched the Emergency Credit Line Guarantee Scheme (ECLGS) in 2020 to provide collateral-free loans of up to INR 50 Mn to eligible MSMEs affected by COVID-19. The government provides a credit guarantee of up to 100% of the loan amount to banks and NBFCs. The interest rates for borrowers under the scheme are capped at 9.25% for banks and financial institutions, and 14% for non-banking financial institutions.

3. Credit Guarantee Fund Trust for MSME (CGTMSE) - Union Budget 2023

The Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) is a scheme launched by the Indian government in 2000 to provide collateral-free loans of up to INR 20 Mn to eligible MSMEs. The interest rates on these loans vary from 14-18%. In 2023, the scheme was revised with an infusion of INR 90 Bn in the corpus. At present, the maximum extent of guaranteed cover for MSEs is 75%-85% for credit up to Rs. 500 lakhs under the scheme.

However, it is noted that the scheme performance in the Tripura State is comparatively lower than other states. The reason being the banks in the State are reluctant to process loans under the scheme as they find the loan guarantee of 75%-85% inadequate.

CGTMSE scheme disbursed ~USD 12 Mn worth of Ioan in the state of Tripura in FY 22-23 to ~2000 borrowers. $^{\rm 105}$

4.4.1.3 Financial support from Alternate Financing Mechanisms:

Trade Receivables Discounting System (TReDS) is an innovative online platform designed to facilitate Micro, Small, and Medium Enterprises (MSMEs) in India by providing them with the means to convert their receivables into cash, thereby unlocking working capital. TReDS has been pivotal in addressing the credit constraints faced by small businesses across the country. However, the current state of onboarding on the TReDS portal in the state of Tripura paints a concerning picture.

<u>Tripura Startup Venture Fund</u> - The Tripura government envisions transforming the state into the Startup Hub of the North East by fostering a robust startup ecosystem. The "IT Start-up Scheme 2019" has been implemented to offer incentives to IT/ITeS startups, with 17 startups already registered under this scheme. In an effort to integrate technical colleges, universities, and polytechnic colleges into the startup ecosystem, the government has introduced the New Generation Innovation Network Scheme. This scheme provides financial support for

¹⁰⁴ https://www.avendus.com/crypted_pdf_path/msme-lending-report-formattedvf-img-642a719b97ccc-.pdf

¹⁰⁵ <u>https://www.avendus.com/crypted_pdf_path/msme-lending-report-formattedvf-img-642a719b97ccc-.pdf</u>

establishing incubation facilities and covering project expenses, resulting in the establishment of incubation centers in seven institutions, including ICFAI, NIT-Agartala, Techno India, TU, TIPS, Agriculture College, and TIT.

While the existing IT/ITeS Startup Scheme lacks provisions for financial assistance related to marketing and commercial production/operation, the government recognizes the challenge faced by startups in obtaining initial funding for these critical aspects. To address this, the State Government has allocated and approved Rs. 15 crore in the State Budget for the fiscal year 2022-23. This fund will establish the Tripura Startup Venture Capital Fund, with a corpus fund of Rs. 50 crore. SIDBI Venture Capital Limited has been appointed as the Fund Manager for this venture capital. The Tripura Startup Venture Capital Fund will be sector-agnostic, offering capital ranging from Rs. 25 lakhs to Rs. 2 crore. This initiative aims to provide risk capital to potential startups in Tripura, facilitating their commercial production and operations. The venture capital fund is expected to significantly benefit aspiring startups in the region.¹⁰⁶

4.4.2 Recommendations

The proposed recommendations act on two fronts, one being increasing awareness of the finance schemes and the other being increasing the offtake of the CGTMSE loans as Tripura falls well behind the line with respect to number of guarantees being given against the total number of MSMEs registered on the UDYAM Portal.

1. Increasing Awareness of Financial Schemes:

The Knowledge Gap: One of the primary challenges hindering the growth of MSMEs in Tripura is the lack of awareness about the various financial schemes available to them. Many entrepreneurs are unaware of the opportunities and benefits that can be unlocked through schemes like CGTMSE.

Recommendations for Increasing Awareness:

- Educational Campaigns: Launch comprehensive educational campaigns targeting MSMEs across the state. These campaigns should provide information about the different financial schemes, eligibility criteria, and application processes.
- Collaboration with Local Authorities: Collaborate with local government bodies, trade associations, and chambers of commerce to disseminate information about financial schemes to a wider audience.
- Online Resources: Develop user-friendly online resources, including websites and mobile applications, that provide easy access to information about financial schemes, including CGTMSE.

2. Enhancing the Offtake of CGTMSE Loans:

Current Scenario: The number of guarantees being provided through CGTMSE loans in Tripura is disproportionately low compared to the total number of registered MSMEs on the

¹⁰⁶ <u>https://startup.tripura.gov.in/startup_vc_fund</u>

UDYAM Portal. This indicates a significant untapped potential for MSMEs to benefit from the scheme.

Recommendations for Increasing CGTMSE Loan Uptake:

- Financial Literacy Programs: Offer financial literacy programs and workshops to MSME owners to help them understand the benefits and responsibilities associated with CGTMSE loans.
- Mentorship and Guidance: Provide mentorship and guidance to MSMEs to help them identify suitable financing options, including CGTMSE loans, and guide them through the application process.
- Collaboration with Financial Institutions: Foster collaboration between financial institutions and the CGTMSE to make it easier for MSMEs to access these loans.

3. <u>Credit Risk Database & Credit Rating</u>:

Credit ratings for the MSMEs in a state can be established through the utilization of a Credit Rating Database (CRD). This CRD will be created by compiling information from multiple sources, including data from the state's commercial tax department, CIBIL scores, and banking transaction records. Subsequently, banks can incorporate these credit ratings as a key factor in determining the interest rates and collateral requirements during the loan application process.

4. TReDS:

The state of Tripura's MSME ecosystem presents a unique set of challenges compared to other states in India. Here, it's a common scenario where both buyers and sellers are themselves MSMEs. As of now, very few nearly no state PSUs/PSEs are registered on TReDS as per data shared by RXIL, Invoice- smart, M1 exchange during stakeholder's consultations. Consequently, there arises a critical need to promote SME-SME transactions on the Trade Receivables Discounting System (TReDS) platforms.

Promoting SME-SME Transactions:

- The Self-Reliant MSME Landscape: Tripura's MSMEs are characterized by their ability to operate independently within a self-contained ecosystem. While this independence is commendable, it can also limit opportunities for growth and access to working capital.
- Handholding and Financial Assistance: To encourage SME-SME transactions on TReDS platforms, it is imperative to provide comprehensive support to MSMEs. This includes offering handholding services and financial assistance to help them effectively onboard these platforms.

Enhancing Awareness

The Awareness Gap: Another significant challenge is the lack of awareness among Tripura's MSMEs about the TReDS platforms and their potential benefits. Many businesses are yet to explore this avenue for unlocking working capital.

Collaborative Awareness Campaigns:

- Partnerships with TReDS Platforms: Collaborative efforts between government authorities and the three TReDS platforms-M1Exchange, RXiL, and InvoiceMart-are essential. These partnerships can result in well-structured awareness campaigns and workshops.
- Information Dissemination: Conducting workshops and information sessions that detail the advantages of TReDS platforms, eligibility criteria, and the onboarding process can help bridge the awareness gap.
- Digital Literacy: In addition to awareness campaigns, there should be a focus on enhancing digital literacy among MSMEs to ensure they can comfortably navigate these online platforms.

4.5 Summary of Primary Challenges identified by Stakeholders

Type of organization	Key discussion Points	Assortment of challenges								
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness
Manager, LPAI Akhaura	 The Akhaura check post, set up in 2013, mainly deals with imports, making it hard for local products to reach other countries. There's a cap on what can be exported, with only 42 items on the list, and the taxes are pretty high. This makes it tough for Tripura's goods to compete, especially when compared to the easier trading conditions at the Benapole-Petrapole border. Tripura has four border points, but they're not fully set up to handle a lot of exports. There's some hope with the new Sabroom port and a special economic zone coming up in Jalefa, South Tripura, but we're still playing catch-up in terms of having the right setup for shipping goods out. A big task is to make sure Tripura doesn't depend too much on Bangladesh for trade. The goal is to start trading more with other places in the next few years. There are some products like rubber, tea, incense sticks, and handicrafts that could really do well in other countries. 						V		V	

Table 24 Overview of Key challenges highlighted by stakeholders.

Type of	Key discussion Points	Assortment of challenges								
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness
	 The new deep seaport being built near Cox Bazar in Bangladesh is seen as a big chance to grow Tripura's export business. 									
Vice President of the Tripura Industry Owners Association and MD of Annada Spices Industry	 Security and Safety: The main industrial area, Bodhjung Nagar, is facing issues with security and safety, which is a big concern for businesses there. Infrastructure Needs: Problems with drainage and road conditions in Bodhjung Nagar are making it tough for industries to operate smoothly. Land Availability and Scheme support: There is a need for more land for industries to expand or set up new units. Currently, there is no specific scheme available for the development of private industrial parks on privately owned land. However, introducing such a scheme could be beneficial in encouraging the creation of new MSME units and addressing land-related challenges effectively. Raw Material Supply: Lack of raw materials, including packaging materials, can make it challenging to maintain efficient production processes. Skilled Manpower: There's a shortage of skilled workers for manufacturing jobs, which is a big hurdle for industries looking to grow. 	✓	✓				V	✓		✓

Type of	Key discussion Points			A	ssor	tmen	t of challen	ges		
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness
	 Rubber and Food Processing: Bodhjung Nagar has about 40 units, mostly in the rubber and food processing sectors, indicating these areas might be facing more specific challenges. Transport Subsidy: The Tripura Industry Owners Association is pushing for a transport subsidy for both finished goods and raw materials, noting that currently, such subsidies are only available for rail transport, not road. 									
Head of the Weavers Service Center in Agartala, under the Ministry of Textiles, Govt of India,	 The Digital India-developed portal is a great tool for this sector, but it needs to be utilized more effectively to make a bigger impact. Absence of E-commerce Platforms in Tripura. There is a need for the state government's handloom and weavers' offices to have more funds and to take more active steps both in the office and out in the field to grow this promising sector. The Samarth Skill Upgradation Program is a key initiative by this office, aiming to enhance the skills of weavers and artisans in the state. With 60 clusters identified in the state, there's a significant opportunity for development and support to improve the handloom industry. 			V	V	V		V		\checkmark

Type of	Key discussion Points	Assortment of challenges								
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness
	 Due to lack of market information, most of the weavers are not able to deliver their products to the buyers available in the market. Most of the weavers are not able to grow their business due to lack of financial understanding like managing money or taking loans. Most of the weavers are not able to avail benefits on time due to lack of information about government schemes. Most of the weavers do not even get proposals for funding nor do they understand where to get the proposals made. Most of the weavers work from their home using general equipment / equipment obtained through the scheme. 									
Extension Assistant Officer, Spices Board Reginal office, Agartala	 Many Framers are not getting the right price for their products, which is a big problem. Making sure our spices are the best quality is a big issue. We need to focus more on checking and improving how we make and process them. Not many people know about the Spices Board's scheme / other government schemes to help improve quality (QGBG). 		\checkmark			✓				\checkmark
CEO, Khadi & Village Industries Board	• The rules of the SFURTI scheme are very complex, making it difficult for people to get the benefits they should be getting.					\checkmark	\checkmark	\checkmark		\checkmark

Type of	Key discussion Points	Assortment of challenges								
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness
	 There is really a shortage of manpower, and not enough experts or consultants. The supply chain in the Khadi showroom on HGB Road is not smooth, which continues to create problems between the suppliers and the showroom manager despite good annual turnover of the showroom. The honey processing center equipped with good machinery at Dhaleshwar Khadi Head Office has not become operational due to lack of sufficient staff. The pottery cluster, which once flourished, has become neglected for the last 15 years, due to lack of attention from all concerned. 									
Assistant Director, MSME DI Reginal office, Agartala, Ministry of MSME, Govt of India,	 It is difficult to get loans for the MSME sector. Even for small amounts of less than Rs 10 lakh, banks are still asking for collateral, which they should not do. Many people come up with business ideas that are not really thought through, and there is no real testing to see if these business ideas can work. Even big businessmen / MSMEs are not aware of the major schemes like CGTMSE which can help them. Emphasis will be laid on increasing the number of awareness programs to know and use these useful programs. 	√			V	V				V

Type of	Key discussion Points	Assortment of challenges								
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness
	 MSME DI's procurement and marketing scheme could be a game-changer for local people, but very few are taking advantage of it. Local industry groups, such as the Tripura Industry Owners Association, are not really raising their voices about the challenges or pushing for the needed help to various sectors. Most of the MSMEs have no idea about the schemes available to them like Setting up a Intellectual Property Facilitation Centre (IPFC). We need more awareness and workshops and talks for this. The Directorate of Industries and Commerce at the state level should work closely with the MSME DI to make things better for small businesses. 									
Deputy Director, Society For Entrepreneurship Development (SOFED), Agartala Directorate, Industries & Commerce	 It is difficult for all businesses here to get raw materials, The smallest businesses have the most difficulty when it comes to obtaining raw materials because they require a lot of money upfront, and loans are not easy to obtain. Especially for Micro enterprises there are a lot of hurdles to deal with like expressions of interest and tenders. We need rules that make it easier for them, not harder. 		V		V	V		V		

Type of	Key discussion Points	Assortment of challenges								
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness
	 A program designed to help businesses market their products are not succeeding due to lack of marketing knowledge. State incentives for Micro enterprises take too long and cost too much because of the way the rules and required documents are given in scheme application criteria. Even the businesses that are performing well find transportation and transportation of goods a major headache due to lack of transport connectivity. There should be better teamwork between both the central government and state groups that work to help businesses grow. 									
Director, Directorate of Handloom, Handicrafts, & Sericulture, Govt of Tripura,	 The biggest hurdle for weavers and artisans in handloom and handicrafts is that it is not easy to get loans. Steps have been taken to establish agreement with Amazon for e-commerce aimed at addressing online marketing challenges. There is a huge opportunity to enhance designs and customize products especially in bamboo furniture and other handicraft items. Artisans do not have knowledge of various financial schemes and require dedicated advisors to generate their DPRs and provide proper guidance. 			V	√	√				

Type of	Key discussion Points			A	ssor	tmen	t of challen	ges		
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness
Joint Director, Directorate of Skill Development, Govt of Tripura,	 Late payment to Training partners who provide training is a big problem. Our district offices really need better setup to do their work properly. Department are short of manpower, and achieving the target remains a problem. Department depend heavily on the programs offered by the central government. Department are starting a state government project called MMDUP for skill training in new areas like AI, machine learning and other technical stuff. The skill training certificates that people get after training are not really helpful in getting them jobs. Training and tracking trainers is not as effective as it should be. We need to make this entire process online. Skills training should be more blended with regular school content Department need to focus more on training at the panchayat and village level, especially in places like Dhalai, Khowai and Unakoti. Areas like cyber security are not getting the attention they need. Although we have got some winners in national 	√		✓	✓		V			V

Type of	Key discussion Points			A	ssor	tmen	t of challen	ges		
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness
	competitions, we are not getting enough people interested in this kind of training.									
Deputy Director, KVIC, Agartala	 Every year, around 6000 applications come online for PMEGP loan, but the quality of documents and reports remains very poor. There are only 3 full time people working in the office, out of which only 4 or 5 people are on contract. There is indeed a need for more hands in the office, especially people who can examine proposals/projects. There is a dire need of at least 2 people for each of the 8 districts of Tripura. Rubber and bamboo industries have great potential but they need more resources to utilize it fully. 			V						
Joint Director, Geology Section (Mines & Minerals)	 To really understand how MSMEs are performing in Tripura, we need solid, reliable data. There are lots of sources out there, but it's hard to figure out which one is accurate. Even though the oil and gas industry is not directly part of the MSME sector, there is still potential for small businesses to contribute, especially by providing skilled workers such as electricians, plumbers, welders and mechanics. Big names like ONGC and GAIL have CSR projects that can really help local small businesses with different types of support and advice. 			\checkmark	\checkmark					V

Type of	Key discussion Points			A	ssor	tmen	t of challer	nges		
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness
	 Making the rules a little less stringent could make it easier for small businesses to breathe and grow. Those who have the skills need more advanced training that is truly relevant to the industry, so that they can do even better. There is a new project about blending of ethanol in fuel, and it will be supported by DST, Government of India. This is a great opportunity for local businesses to get involved. 									
Joint Director, Foreign Trade Section, Directorate of Industries & commerce, Govt. of Tripura	 Trade or any foreign trade with Bangladesh did not really begin until 1999. Tripura now has 8 Land Customs Stations (LCS), but only 6 are functional as of now, with Sabroom being the largest. Due to various reasons, much more is being exported than imported. The state is big sector -rubber, bamboo and agar, among other things. Lack of adequate irrigation resources and more agricultural land area is a big problem. There are not many big rubber businesses around, only DS Group and a few others. 2 Border Haats (local markets) are running, and are thinking of adding 12 more, of which 2 are going to start soon. 	✓		V		V	V			

Type of organization			Assortment of challenges									
organization		Infrastructure	Raw Material	Technology	Access to Finance	Access to Market	Policies / Scheme	Skilled Manpower	Export	Lack of awareness		
	 Most of the trade has to go through Benapole Petrapole in West Bengal, which is not ideal. We can send the raw rubber, but it is difficult without proper HSN code. The new rail connection between Agartala and Akhaura will help in opening another International Container Port (ICP). Value added products by Bangladesh are not being allowed to pass through Agartala LCS. Commodities like ginger attract a hefty import duty of 200% to 300%, making it extremely difficult to sell to Bangladesh. TIPIS scheme has some subsidy for exports. Being just 17 km away from Chittagong port of Bangladesh can be a big plus point for business. Many trade related issues which have been pending for a long time can be resolved by discussing with the Bangladesh government. It is really important to run technical courses on rubber with local universities and colleges to help the industry grow. The government should bring in experts to help businesses improve at business. 											

5. Diagnostic Assessment

In Tripura, we took a deep dive into the MSME sector by conducting over 1000 field surveys and engaging in discussions with more than 20 key stakeholders, including MSME-DI, TIDC, SLBC, LPAI Akhaura, Weavers Service Center, Spices Board, Khadi & Village Industries Board, SOFED, KVIC, local MSMEs, and industry associations. We also made visits to various industrial clusters to get a firsthand look at the operations and challenges. This thorough approach was instrumental in shaping the Study for Tripura, ensuring it was grounded in real-world insights and tailored to address the specific needs and hurdles of the local MSME ecosystem.

- MSME Surveys: More than 1000 surveys were conducted in Tripura covering all the 8 districts mentioned on the Udyam portal to expand the MSME sector. The majority, 950 surveys, focused on UDYAM registered entities, while an additional 50 sought insights from unregistered entities.
- Stakeholder Discussions: Intensive interactions were held with various stakeholders to gather valuable information for formulating the State Implementation Plan (SIP). These discussions were important in understanding different perspectives and needs, and all feedback and suggestions from stakeholders were carefully considered when preparing the final report.

After a thorough review of the responses received, the primary challenges that MSMEs are facing are as follows:

5.1 Field Surveys

5.1.1 Profile of MSMEs

The survey reached out to 1000 MSMEs registered under UDYAM in the state, which revealed that the vast majority, 96.1%, are micro enterprises, with small and medium enterprises constituting 3.62% and 0.29% respectively. The service sector dominates the state's business landscape, comprising 44.29% of enterprises, followed by trading at 28.41% and manufacturing at 27.3%.

15.32% of the enterprises surveyed are led by women entrepreneurs, highlighting the growing role of women in the state's business sector. When it comes to the structure of these enterprises, 87.46% are sole proprietorships, indicating a preference for individual ownership, with partnerships and private limited companies making up smaller fractions.

Diving into the social structure of enterprise ownership, the majority falls in the general category at 56.82%, with OBC, SC and ST representing 26.18%, 13.09% and 3.90% respectively. The distribution provides insight into the diverse entrepreneurship landscape of the state.

The survey highlights the diverse lifespan of enterprises within the state: a significant 21.45% operating for more than 15 years, and a significant portion, 26.46%, being relatively new, having started in the last 5 years. Some businesses, 2.79%, have been passed off as family enterprises, representing a mix of established and emerging enterprises.

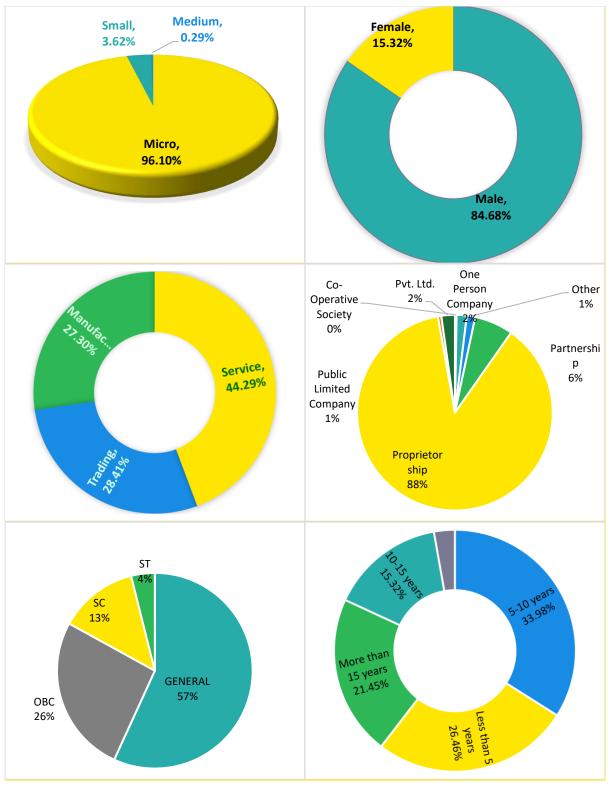


Figure 33:: Data of MSME's in different sectors

The sectoral spread of MSME units in the state showcases a diverse economic fabric, with a significant portion engaged in 'Other' unspecified activities at 14.8%, underscoring the presence of unique and niche businesses. Key sectors like agriculture-related activities and machinery represent 10.9%, with textiles and food processing also holding substantial shares at 10% and 9.7% respectively, reflecting the state's strong agricultural base and traditional

industries. Emerging sectors such as IT and ITeS, machinery, and automotive components are gaining ground, each contributing around 5% to the sectoral distribution. Education, construction, and printing sectors also demonstrate notable participation, indicating a gradual shift towards a more diversified industrial landscape. Smaller sectors like pharmaceuticals, tourism, and logistics, though less in percentage, highlight emerging areas of growth. This varied sectoral presence points to a vibrant economic scenario with potential for growth across traditional and modern industries, suggesting a balanced approach to economic development.

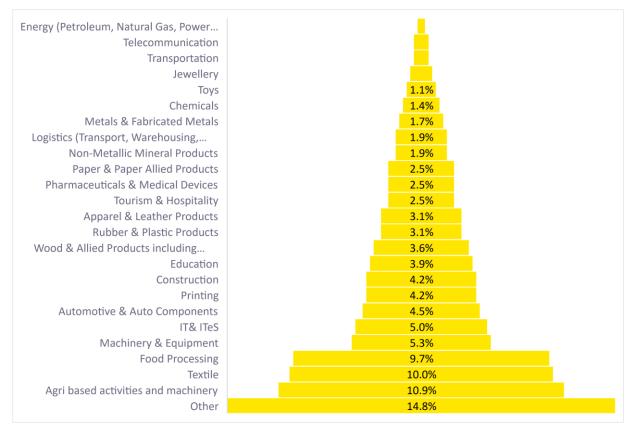


Figure 34: Graphical Representation of Sectoral Distribution among Surveyed MSME Units in the State

The survey underlines the important role of MSMEs in boosting employment, especially in rural areas, where they stand as important job creators after agriculture. With their low capital requirements, MSMEs contribute significantly to rural development, helping to reduce inequalities and balancing regional disparities. Thus, MSMEs have emerged as the backbone of the rural economy after agriculture.

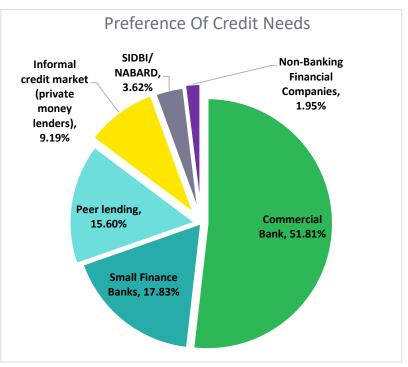
5.1.2 Factors Affecting Access to Finance

In Tripura, the struggle for financial access among businesses, especially in terms of obtaining credit, expanding into new markets and enhancing operational capabilities, highlights a complex but evolving financial ecosystem. The State has actively worked towards facilitating credit access and promoting growth in various sectors through targeted fiscal incentives, strategic development initiatives and a strong network of financial institutions. Despite these commendable efforts, it is necessary to highlight the ongoing challenges faced by small and micro enterprises, the backbone of Tripura's MSME sector. Persistent financial constraints continue to hinder their development, underscoring the need for more nuanced and effective financial solutions.

A detailed survey highlights the complex dynamics of financial access in Tripura, providing insight into both achievements and areas requiring attention:

5.1.2.1 Credit Preferences for Immediate Liquidity Needs:

In Tripura, a survey shows that when it comes to immediate financial needs, the majority of businesses, about 51.81%, turn to commercial banks for support. Small finance banks are also gaining popularity, with respondents 17.83% of choosing them, highlighting their growing role in the local financial landscape. Peer lending remains a popular option 15.60% of among businesses, emphasizing the importance of community and trust in financial transactions. Interestingly, 9.19% still depend on the informal credit market, indicating preference for traditional lending methods, while institutions like SIDBI and segment of 3.62%. banking financial companies



NABARD cater to a smaller Figure 35: Overview of Credit Sources for Urgent Financial Needs Among segment of 3.62%. Non- Tripura's MSMEs

are given the least priority, with only 1.95% of businesses seeking them for immediate loan requirements.

5.1.2.2 Difficulties MSMEs Face in Obtaining Bank Loans

In Tripura, a survey on MSMEs revealed various challenges in accessing bank credit. While 18.94% of businesses struggle with Insufficient collateral, 14.76% find the loan amount

sanctioned is less than required. High interest rates deter 6.69% of respondents. Despite these issues, 41.50% reported no challenge in accessing bank loan. suggesting varied experiences in this area. Additionally, 18.66% people believe that the loan process is hampered due to too much paperwork, and 0.28% people cite delays in loan approval. Interestingly, 8.64% do not require such financing. indicating alternative financing sources or self-sufficiency among some businesses.

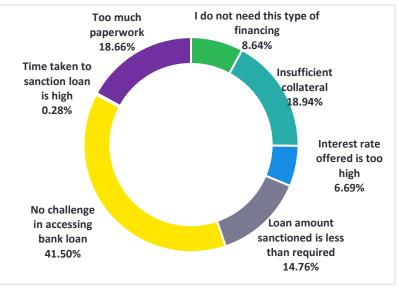
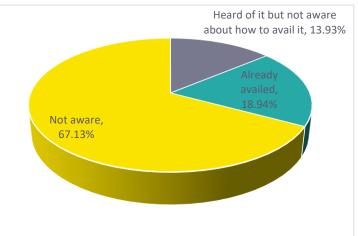


Figure 36: Various Challenges in Accessing Bank Credit for MSMEs in Tripura

5.1.2.3 Enterprise Credit Rating Awareness Among Businesses:

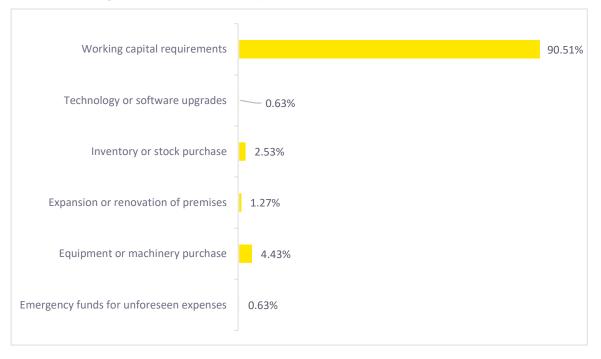
In Tripura, a survey on MSMEs highlights their awareness of credit ratings, revealing significant

gaps in knowledge. The majority of businesses surveyed, 67.13%, are not aware with the concept of credit rating, which highlights an important area where financial education can make a big impact. About 13.93% have heard of it but not aware about how to avail it, pointing to the need for more accessible guidance and resources. On a positive note, 18.94% of MSMEs have already availed the process and obtained credit rating, despite indicating that the challenges, a section of the business community successfully availed financial



the Figure 37: Understanding of Credit Ratings Among Tripura's has Enterprises

instruments to enhance their creditworthiness. Used to be. This mixed picture underlines the potential benefits of targeted initiatives to improve financial literacy among MSMEs in Tripura.



5.1.2.4 Driving Factors for Loan Requirement:

According to a recent survey, 90.51% of MSMEs look for funds to manage their working capital, while 4.43% allocate funds for purchasing equipment and marketing purposes each. Additionally, 2.53% of MSMEs are driven by the need to procure inventory, while 1.27% aim at expanding or renovating their businesses. A smaller portion, accounting for 0.63%, seeks

loans for upgrading their technology infrastructure. Interestingly, only 0.63% of MSMEs seek emergency funds, indicating a relatively lower demand in this area.

5.1.2.5 Barriers to Loan Approval for MSMEs:

Securing financing poses challenges for many MSMEs. Recent data shows that on a positive note, 42% find faces no challenge in bank loan, 12% face limitations due to insufficient collateral. Loan approval delays affect 9% due to prolonged processing times. 9% of them says that they don't need any financing. Rest 28% are those who face other challenges.

5.1.3 Access to Market

Market access is crucial for business success in the globalized economy, encompassing entry, operations, challenges, and opportunities. The ease of product acceptance profoundly impacts profitability and sustainability, demanding a versatile strategy amidst evolving global dynamics. Our subsequent analysis will illuminate market access challenges, revealing its pivotal role in shaping domestic and international business trajectories.

Below is an analytical breakdown from a survey concentrating on access to market trends and patterns:

5.1.3.1 Primary/Target Market of Enterprises:

The recent survey reveals diverse market targets for enterprises. A significant 69.64 % focus

on serving consumers in the local area within district. emphasizing the pivotal role of niche offerings. Meanwhile, 18.11% cater within the state. Another 7.80% target nearby districts, and 3.62%) within the country. Only 0.56% have expanded into exports, highlighting challenges in international markets. And rest 0.28% target specific countries.

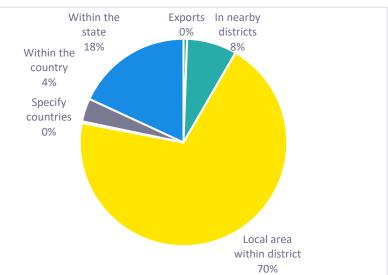


Figure 38 Target market of enterprises

5.1.3.2 Digital/social media/ Ecommerce Platforms Utilization:

Survey on digital adoption by MSMEs in Tripura reveals varied levels of awareness and usage. While 47.76% are familiar with Instagram's marketing potential, only 28.86% use it. WhatsApp has reached 61.19% of businesses and actively engage with it, 9.95% are not aware about it. Facebook's vast global presence is recognized by 45.77% of MSMEs and 40.80% have utilized it, 13.43% are not aware about it. Surprisingly, 59.20% don't understand the value of having their own website, with a mere 14.43% leveraging its benefits and 26.37% ae aware but not utilizing it. The B2B platform, India-Mart, sees awareness at 27.36% with a utilization rate of just 3.48%, being 69.15% not aware about it. Ecommerce platforms like Flipkart and Amazon reveal contrasting trends: 50.75% are aware of Flipkart but only 4.98% use it, while Amazon boasts an 49.75% awareness rate with just 4.48% engagement. Government e-marketplaces show mixed results; ONDC has 27.86% awareness and 3.98% utilization, whereas GeM sees 27.36% awareness with 4.48% utilization.

5.1.3.3 Major Challenges Faced in Marketing/Sales of Products:

A comprehensive survey outlined the primary challenges encountered by businesses in the realm of marketing and sales. A significant 46.52% grapple with the difficulty in promoting their products, making it arduous for many, particularly smaller entities. Nearly 14.76% face a lack of proper awareness about new marketing avenues, emphasizing a potential digital literacy gap. The challenge of realizing very low margins is felt by 8.08%, affecting profit margins and growth prospects. Moreover, 16.43% mentioned various "Other" challenges not explicitly listed. Late payments remain a hurdle for 5.57%, impacting cash flow. The need for better value addition is a concern for 2.51%, while 16.43% cited limited opportunities or platforms for showcasing their products. Lastly, 2.23% have reservations regarding the adoption of quality control measures and certifications.

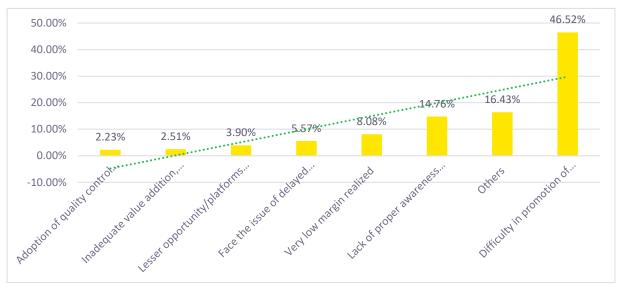


Figure 39 Major Challenges faced in marketing/sales

5.1.3.4 Issues Faced by Enterprises Related to Export:

A detailed survey highlighted the main impediments businesses face in the digital realm. The foremost challenge for 27.6% of participants was facing difficulty in accessing cost of credit.

5.1.3.5 Challenges in Obtaining Certifications for Export:

Survey on export certifications revealed 35.93% of enterprises were unaware of certification processes, pointing to an evident knowledge gap. "Lengthy process" and "High Cost" were major concerns for 17.83% and 10.58% respectively, indicating a need to streamline certification procedures and consider financial support. A minor 2.23% selected "Other," suggesting other unspecified issues.

5.1.4 Factor Conditions

For the thriving MSME sector in Tripura, a robust physical infrastructure is indispensable. A consistent and dependable power supply remains at the core of this need.

Workforce Recruitment Hurdles: A recent survey revealed the top hurdles faced by MSMEs in Tripura is when Young workers preferring white-collar jobs with 42.41%. Another big concern for 26% was the Lack of training programs. There's a shortage of skilled labour with 17.72% and seasonal labour shortage of 3.8%. Another 8.23% faces high salary demands and 1.9% highlighted the challenge of accessing accurate information on labour laws, emphasizing possible compliance obstacles for MSMEs.

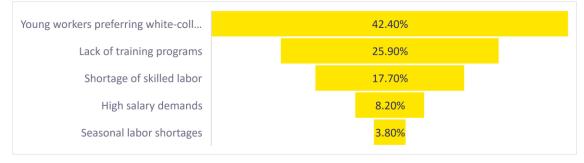


Figure 40 Hurdles in Workforce recruitment

Pertaining to Continuity of Female Workforce: A survey highlighted challenges MSMEs in Tripura face in retaining female employees. The top concern for 67% was safety issues, indicating potential financial constraints. 12% identified a skills gap among female workers, emphasizing a need for better training opportunities. Another 1% attributed household responsibilities as a barrier, reflecting socio-cultural norms. Another concern of Paid maternity leaves was raised by 2%. However, a promising 18% reported no challenges in maintaining their female workforce, suggesting potential best practices that others could adopt.

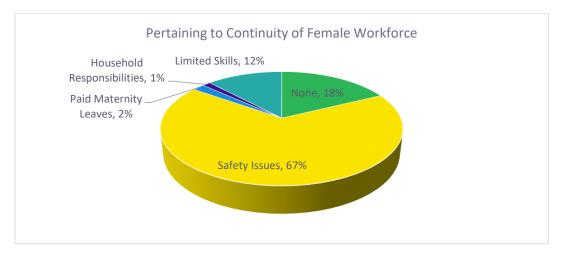


Figure 41 Reasons pertaining to continuity of female workforce.

Training Modules Offered by MSMEs: A survey on Tripura's MSMEs revealed the various training modules they offer. Operations and Logistics lead with 25%, underscoring the importance of efficient processes. Technical Skills and Financial Management both stood at 8.23%, emphasizing quality and fiscal responsibility. Both Marketing and Sales, and Digital and Technology were at 76.58%. The latter might suggest room for digital adoption growth. Soft Skills training was notably low at 0.63%, hinting at a potential area of focus. Lastly, % of MSMEs mentioned they don't provide distinct training, possibly indicating reliance on on-the-job learning or an unaddressed need.

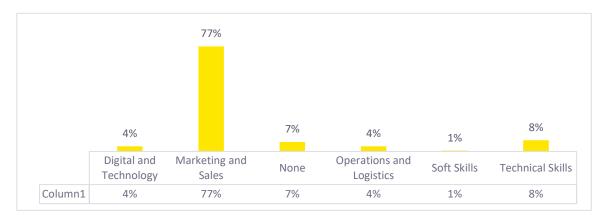


Figure 42 Different training modules available to MSMEs

5.1.5 Market Accessibility for Raw Materials

Raw Material Sourcing Patterns: The "Raw Material Sourcing Patterns" section examines the geographic range of raw material procurement for MSMEs in Tripura, shedding light on transportation distances and potential logistical challenges. Results indicate that 61.39% of MSMEs source their materials within their district, likely leading to reduced transportation expenses and faster deliveries. In contrast, 29.75% obtain materials from other regions in the state, 1.27% from outside the state.

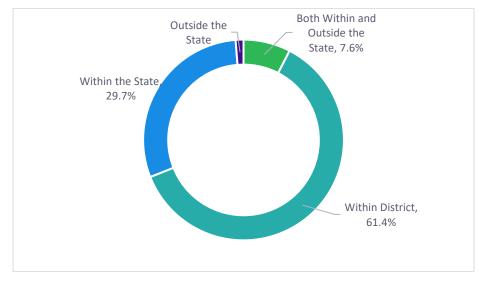


Figure 43 Distribution of raw material sourcing options

Understanding Raw Material Delivered After Placing Order: Efficient raw material procurement is pivotal for MSMEs in Tripura. A survey examined the duration between ordering and delivery of these materials. Results showed:

- 49.4% receive materials within a week, hinting at strong local ties or proximate sources.
- 38% wait between 1-4 weeks, indicating potentially expanded sourcing regions or the need for specialized materials.
- 8.2% have a wait time of 1-2 months, possibly due to sourcing rare or international materials or facing supply chain inefficiencies.
- 1.3% experience over two months, likely requiring unique materials or navigating complex global logistics.
- 2.5% were unsure of their wait times, suggesting varied sourcing methods or a distant approach to supply chain management.

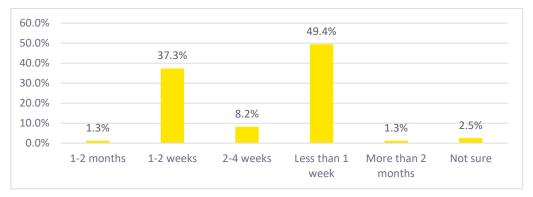


Figure 44: Understanding Raw Material Delivered After Placing Order

Preferred Payment Methods for Raw Material Procurement: Navigating through the intricacies of financial transactions, MSMEs in Tripura exhibit a diverse range of payment preferences when procuring raw materials. Cash, historically a ubiquitous mode of transaction, is still the favored choice for 55.7% of the respondents. This reliance on cash transactions may be indicative of the nature of their suppliers or the immediacy of the procurement process. Conversely, the prominence of bank transfers, cheques, and digital wallets, at 17.1%, 21.5% and 5.1% respectively, underscores a growing comfort with electronic modes of payment. The integration of digital platforms into the payment processes of MSMEs reflects a modernizing trend in Tripura's business environment. The use of Letters of Credit (LC) by 0.6% of the respondents hints at engagements that require trust and assurance, possibly in cross-border or inter-state transactions. The diversity in payment methods used by MSMEs provides insights into the evolving financial landscape and suggests areas where further support or education might enhance business efficiency.

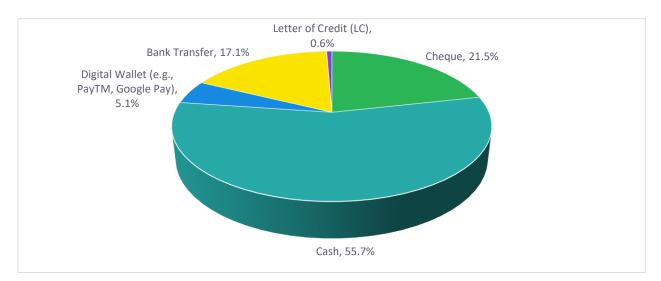


Figure 45 Preferred method of Payment for raw material purchase

Understanding Payment Timelines in Supply Chain Transactions: Timely payments are a critical aspect for MSMEs in Tripura, significantly influencing their financial stability and operational efficiency. A recent survey delved into the payment patterns these enterprises encounter. A small segment, constituting 22.2%, receives payments in advance, thus ensuring immediate liquidity. Concurrently, only 13.9% are paid on the same day as the supply, highlighting the rarity of prompt settlements.

However, the larger concern lies with the majority facing payment delays. About 46.2% of the surveyed MSMEs

typically wait between 1 to 15 days after supplying their products or services to get paid. A more substantial 8.2%. segment, experiences payment delays ranging from 16 to 30 days. Another 2.5% endure waits to stretch from 31 to 60 days. Worryingly, a significant 2.5% find themselves waiting for over two before months their financial dues are cleared. This trend

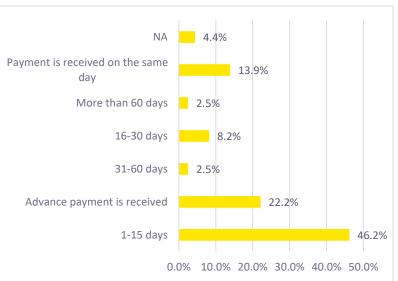


Figure 46 Understanding payment timelines in supply chain transactions.

underscores the challenges MSMEs face in ensuring consistent cash flow. Below figure represents the data.

5.1.6 Infrastructure Access and Satisfaction

The survey sought enterprises' feedback on their accessibility to various infrastructure services within the state. While a significant number expressed satisfaction with facilities related to electricity, water, and solid waste management, land acquisition remains a significant challenge. The state's small size often complicates this process for businesses. The primary concern for many MSMEs is the availability of land. Although the establishment of industrial parks and estates has somewhat alleviated these concerns, it's imperative to focus on optimizing land allocation and its efficient use within the state.

Most surveyed businesses function in open market spaces, with a portion operating from homes, indicating a potential unawareness about the benefits of industrial parks, districts, and clusters.

According to the survey, 23.7% of the respondents rated 5 for uninterrupted electricity, 58.5% of the respondents rated 4, highest among them, while 15.8%, 1.5% and 0.4% rated 3, 2, 1 respectively.

With regards to Water supply, 19% of the respondents rated 5, 57% of the respondents rated 4, highest among them, while 17%, 5% and 1% rated 3, 2, 1 respectively.

The survey also reveals that, 16% of the respondents rated 5 for Availability of land for industrial purposes requiring minimum clearances, 49% of the respondents rated 4, highest among them, while 26%, 6% and 2% rated 3, 2, 1 respectively.

Looking at the survey report, 12.4% of the respondents rated 5 for solid waste management, 47.4% of the respondents rated 4, highest among them, while 31.8%, 6.0% and 2.5% rated 3, 2, 1 respectively.

With regards to Effluent treatment mechanism, 13.9% of the respondents rated 5, 39.3% of the respondents rated 4, highest among them, while 35.8%, 9.5% and 1.5% rated 3, 2, 1 respectively.

The survey shows that, 15.4% of the respondents rated 5 for cold storage facility, 47.8% of the respondents rated 4, highest among them, while 24.9%, 8.0% and 4.0% rated 3, 2, 1 respectively.

The survey data for road connectivity shows that 22.4% of the respondents rated, 54.7% of the respondents rated 4, highest among them, while 16.9%, 5.5% and 0.5% rated 3, 2, 1 respectively.

5.1.7 Technological Upgradation Barriers

Insights from Tripura's Business Landscape: Technological upgradation is at the forefront of modern enterprise growth. However, many enterprises in Tripura grapple with several challenges in achieving this goal. Our survey sought to uncover the principal constraints businesses in the region face when looking to integrate new technology.

In a survey on technological upgradation barriers faced by enterprises, several challenges were highlighted. A substantial 46.8% of enterprises identified lack of awareness and use and benefits on sustainable practices as their main hurdle, attributing it to the high costs often associated with integrating new technologies. This is particularly daunting for smaller

businesses. Close behind, 13.4% respondents of conveyed that their unfamiliarity with availability of technical know-how was a significant obstacle. This underscores an urgent need for increased awareness and educational programs to familiarize businesses with new technological solutions. Meanwhile. 10.9% felt pressed for lack of capital and awareness on green financing instruments.

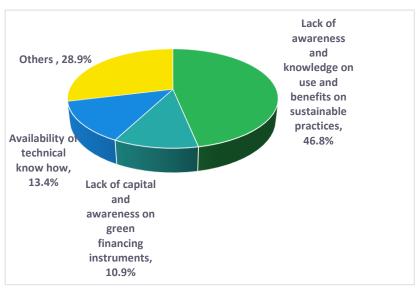


Figure 47 Barriers to technology upgradation for MSMEs

5.1.8 Ease of Doing Business (EoDB)

Ease of Doing Business (EoDB) in Tripura: Tripura, a rapidly emerging hub in the northeastern region of India, has taken significant steps towards enhancing the Ease of Doing Business (EoDB) in the recent past. The state has ushered in numerous reforms aimed at streamlining business processes, minimizing bureaucratic impediments, and cultivating an encouraging environment for businesses. This proactive approach has elevated Tripura as a budding destination for entrepreneurs and businesses, particularly in terms of EoDB.

For the MSME (Micro, Small, and Medium Enterprises) sector in Tripura, the EoDB enhancements are especially pivotal. Typically, MSMEs operate with restricted resources, specialized expertise, and limited negotiating power, rendering them susceptible to regulatory challenges, administrative lags, and the weight of compliance obligations.

The advancement in EoDB in Tripura presents various benefits to MSMEs:

- Enhanced EoDB mechanisms present a plethora of advantages for MSMEs. A foremost benefit is the reduction in regulatory compliance burdens. By refining and organizing business protocols, the associated time and expenses linked to obtaining permits, licenses, and approvals can be substantially minimized.
- Furthermore, a well-defined and efficient registration procedure can pave the way for broader access to credit and financing avenues for MSMEs. Such financial influx is invaluable for MSMEs looking to expand and scale their operations.
- From a logistical standpoint, an improved EoDB framework can champion efficient supply chain management, aiding MSMEs in tapping into newer markets and broadening their customer base. This, in turn, can result in heightened revenue streams and growth trajectories.
- A conducive business atmosphere, fostered by a positive EoDB environment, can magnetize investments, spark innovations, and encourage technology

dissemination. Such a milieu augments the competitive edge for MSMEs. Consequently, a robust EoDB structure can act as a catalyst for the proliferation and dynamism of MSMEs, underlining their pivotal role in the region's socioeconomic fabric.

In the study conducted for Tripura, we sought to understand the business landscape better by incorporating questions in our survey about the awareness of the Single Window Clearance System portal. We also delved into the challenges entrepreneurs face when embarking on a new venture and solicited suggestions for optimizing the use of the portal.

Challenges in Initiating a Business: When entrepreneurs embark on the journey to establish a new business, they encounter various challenges that can impede their progress. This survey aimed to identify the predominant hurdles faced by business starters.

21.52% of respondents highlighted 'Access to finance' as their primary challenge. This capital is essential for acquiring resources, recruiting, and technoloav integration. indicating its pivotal role for emerging businesses.

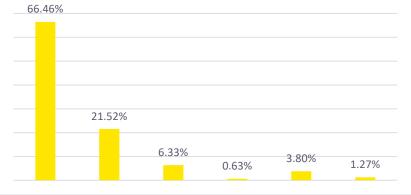


Figure 48 Challenges in starting up business.

Next, 3.80% pointed to 'Access to markets.' Establishing a presence and ensuring product visibility in competitive markets is a significant hurdle for a quarter of the businesses surveyed.

'Limited resources' was a concern for 6.33%. New businesses often work within strict budgets, struggling to secure essential tools, workforce, or materials.

Both 'Technology adoption' and 'Regulatory compliance' were concerns for 66.46% and 1.27% respectively. Technology adoption being the highest among them. In today's digital era, incorporating suitable technology is crucial. Yet, understanding and adopting it, along with navigating through intricate regulations, remains challenging for many.

Finally, 0.63% emphasized the intricacies of 'Exports enablement,' which involves navigating foreign regulations and setting up distribution channels, adding another dimension of challenges for businesses seeking global reach.

The survey points towards an array of obstacles that MSMEs in Tripura grapple with as they aspire to initiate and upscale their ventures. These challenges, reflective of the region's unique socio-economic landscape, necessitate tailored solutions for this vital sector. Here's a closer look:

- Access to Finance: For MSMEs in Tripura, the financial arena often appears riddled with impediments. Crucial to their evolution and continuity, many enterprises find themselves at crossroads due to issues like unmet collateral prerequisites, unfamiliarity with the banking landscape, lack of awareness about state-specific financial schemes, and the overarching burden of exorbitant credit costs.
- Access to Markets: Penetrating the market, especially in Tripura's diverse milieu, isn't devoid of challenges. MSMEs often grapple with information asymmetry,

constrained capabilities in marketing and outreach, and a sometimes-unfavorable logistical backbone, making market ingress a daunting task.

- Exports Enablement: Venturing beyond domestic boundaries into international markets brings its own set of trials for Tripura's MSMEs. Navigating the intricacies of export regulations, securing export-specific finances, and the absence of a robust export-oriented logistical framework are just a few of the many hurdles they face.
- Regulatory Compliance: Tripura, with its distinct regulatory environment, requires MSMEs to be adept at handling an assortment of mandates. From procuring the necessary permits and licenses to adhering to the region-specific labor and environmental guidelines, compliance becomes a significant task, often demanding resources and expertise.
- Limited Resources: Resource constraints, a universal challenge, finds particular resonance among Tripura's MSMEs. Be it harnessing skilled manpower, ensuring production continuity with sometimes-inadequate infrastructure, or staying abreast with technological advancements, MSMEs in the region often find themselves stretched thin.

6. Study of MSMEs across pillars of SIP

Comparison between National Perspective and Tripura Perspective: India's business ecosystem is a diverse tapestry, largely composed of micro, small and medium enterprises (MSMEs). These small-scale businesses are the backbone of the Indian economy, contributing significantly to employment and GDP. However, this ecosystem varies greatly between states. The objective of this Strategy Note is to compare the national MSME scenario with the scenario of Tripura and examine the factors that shape these environments and examine possible strategies to promote MSME growth.

There are approximately ~2.27 Cr. registered enterprises (Udyam) in India¹⁰⁷. Micro enterprises constitute the majority, indicating a strong small scale business landscape. The top ten states account for 73.42% of Udyam registrations, with Maharashtra leading, followed by Tamil Nadu and Uttar Pradesh. However, this data only provides a volume based perspective. For a comprehensive understanding, factors such as sectors, profitability and overall economic contribution should be taken into account.

6.1 MSME Competitiveness

In Tripura, a state celebrated for its verdant landscapes and rich cultural heritage, the Micro, Small, and Medium Enterprises (MSMEs) sector plays a pivotal role in the economic fabric. This sector, thriving in a state that serves as a crucial link between Northeast India and Bangladesh, is deeply ingrained in the region's traditions and entrepreneurial spirit.

MSMEs in Tripura are significant contributors to employment and the Gross Domestic Product (GDP). The state is not only blessed with natural resources like natural gas, limestone, and fertile soil conducive to agriculture but also boasts a pleasant climate and scenic beauty,

¹⁰⁷https://dashboard.msme.gov.in/Udyam_Statewise.aspx

making it a favored tourist destination. Such diversity offers a unique competitive edge to the MSMEs here.

Tripura's MSME landscape is marked by diversity, ranging from traditional industries like handicrafts and handloom to modern sectors like IT and food processing. This diverse industrial base leverages the state's rich tradition in textiles, artisanal crafts, and natural resources. With the Tripura Queen Pineapple receiving a Geographical Indication (GI) tag and several other products in the pipeline for the same, the state's MSMEs are carving a niche in both national and international markets.

The MSME sector in Tripura is not just an employer but a nurturer of skills, blending traditional craftsmanship with new age requirements. Government initiatives at both the central and state levels, including Start-up India and Digital India, play a crucial role in addressing the challenges faced by MSMEs, particularly in terms of infrastructure and market access. These initiatives are essential for fostering a conducive environment for the growth and development of MSMEs, enabling them to compete effectively in the ever evolving economic landscape.

Addressing Key Challenges in Tripura's MSME Sector:

The MSME sector in Tripura, despite its potential and diversity, faces several challenges that need to be addressed to unlock its full potential.

Infrastructural Development:

One of the significant challenges is the lack of robust infrastructure. Improving road connectivity, power supply, and internet accessibility in remote areas is essential for MSMEs to operate efficiently and expand their reach.

Access to Finance:

Many small businesses struggle with accessing credit and financial services. Simplifying the process of obtaining loans and offering financial literacy programs can help MSMEs secure the capital they need for growth and expansion.

Limited Market Access and Linkages:

Due to its geographical location, Tripura's MSMEs often face difficulties in accessing broader markets. Developing better logistics networks and facilitating market linkages, both within and outside the state, can help them reach a wider customer base.

Skill Development:

There is a need for continuous skill upgradation in line with market demands. Initiatives for skill development and training programs specific to the needs of various industries within the MSME sector can enhance the quality of production and services.

Technology Adoption:

Embracing modern technology is crucial for competitiveness. Encouraging and assisting MSMEs in adopting new technologies and digital tools can improve productivity and open up new business avenues.

Regulatory Hurdles:

Simplifying the regulatory environment can significantly benefit MSMEs. Reducing red tape and providing clear guidelines can help small business owners navigate legal and bureaucratic processes more efficiently.

Promotion and Branding:

Effective marketing and branding strategies are essential for MSMEs to differentiate their products and services in a competitive market. Support in branding and marketing can help them in building a stronger presence both nationally and globally. Research and Development: Fostering a culture of innovation through research and development can lead to the creation of new products and services, helping MSMEs to stay ahead in the market.

Despite the critical role of competitiveness for the growth and success of MSMEs, the adoption of initiatives like Zero Defect Zero Effect (ZED), LEAN, and Innovation in Tripura remains relatively low. Key factors contributing to this include:

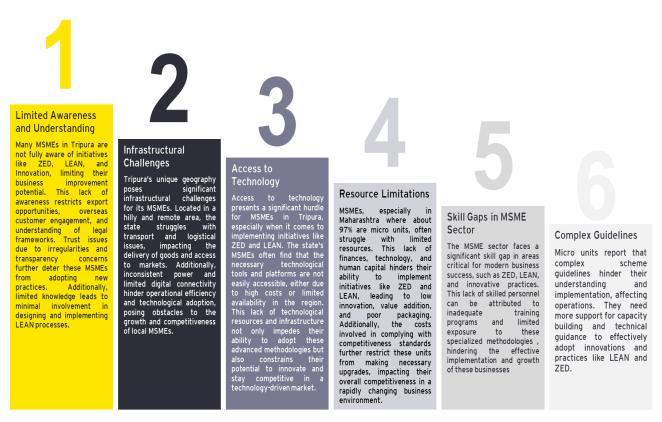


Figure 49: Obstacles in MSME Scheme Implementation

Key Areas of Focus for Enhancing Competitiveness:

- Access to Finance: Providing easier access to credit facilities and financial subsidies is a priority, enabling small businesses to overcome capital constraints for starting and expanding their operations.
- Skill Development and Training: Special emphasis is placed on equipping the local workforce with relevant skills, essential for maintaining a competitive edge in a rapidly evolving market.

- ✓ Infrastructure Improvement: Efforts to upgrade connectivity and utility services are crucial for facilitating smooth business operations and attracting more investment into the state's MSME sector.
- Technology Adoption and Digitalization: Encouraging MSMEs to embrace technology and digital tools is pivotal for increasing efficiency, enhancing product quality, and expanding market outreach.
- Leveraging Geographical and Cultural Assets: Exploiting the unique geographical location and rich cultural heritage, especially in sectors like bamboo, tea, and textiles, creates niche markets and boosts the state's exports.
- Market Access and Export Promotion: Providing support for market linkages and export promotion helps MSMEs tap into wider national and international markets, essential for growth and sustainability.

6.2 Access to Finance

6.2.1 Overview to access to finance to MSMEs in India

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in India's economic landscape, significantly contributing to the Gross Domestic Product (GDP), employment generation, and export earnings. Despite their importance, MSMEs face a formidable challenge in accessing finance, primarily due to deficiencies in credit information, lack of collateral, and insufficient credit history, making loan procurement from traditional banks a daunting task. Consequently, a substantial portion of the MSME sector remains underserved and unable to access crucial credit facilities.

However, the emergence of India's robust financial technology ecosystem holds the potential to transform the MSME financing landscape. The proliferation of Non-Banking Financial Companies (NBFCs), fintech firms, digital banking, and mobile financial services has ushered in new possibilities for MSMEs to secure financing. The Indian government has also taken proactive measures to promote financial inclusion for MSMEs, introducing initiatives such as the Pradhan Mantri Mudra Yojana (PMMY) and Credit guarantee schemes. Notably, the finance minister recently announced a revamped credit guarantee scheme for MSMEs **amounting to Rs. 9,000 crores, effective from April 1, 2023.**¹⁰⁸

A noteworthy advantage of the financial technology ecosystem is its ability to facilitate rapid and efficient lending to MSMEs. Unlike traditional banks, which often take months to process loan applications, NBFCs and fintech companies can disburse business loans within days. The expeditious access to credit is instrumental for MSMEs, enabling them to capitalize on time sensitive opportunities. For instance, the government's announcement in the 2023 budget to establish an Entity DigiLocker for MSMEs is poised to streamline the loan application process by serving as a centralized repository for KYC documents, financial statements, and Income

¹⁰⁸<u>https://pib.gov.in/PressReleaselframePage.aspx?PRID=1912500#:~:text=In%20Union%20Budget%202023%2D24,free%20guaranteed%20credit%20of%20Rs</u>.

Tax Returns. This initiative aims to expedite loan processing as financial institutions can directly access the required documents.

Furthermore, the financial technology ecosystem facilitates MSME's access to finance through digital platforms. These platforms act as marketplaces, connecting MSMEs, investors, and lenders, creating opportunities for businesses to present their plans and financial projections to a broader audience, thereby enhancing their chances of securing funding. The digital platforms also enhance transparency and accountability in the lending process, fostering trust between MSMEs and lenders.

In conclusion, the burgeoning financial technology ecosystem in India has the potential to revolutionize MSME financing. The ability to provide swift and efficient loans, leverage alternative data sources, utilize digital platforms, embrace digital banking, and support government initiatives collectively contribute to expanding access to credit for the MSME sector. This, in turn, has the capacity to fuel the growth and development of MSMEs, making a substantial contribution to the overall economic progress of India.

6.2.2 Credit Supply, Demand and Gap for MSMEs in India

India boasts over 64 million MSMEs, but a mere 14% have access to credit, significantly lower than the 30%+ in developed nations. Our estimate places their total finance demand at USD 1,955 billion, met by a 3.8x debt: equity ratio, resulting in a USD 1,544 billion debt demand. Approximately 47% of this demand is deemed addressable, coming from financially unviable enterprises or those preferring informal financing. This leaves a substantial Total Addressable Market (TAM) of USD 819 billion.

However, only USD 289 billion of this demand is currently met by formal sources private banks (45%), public banks (43%), and NBFCs (12%, with a growing share). This unveils a staggering credit gap of USD 530 billion, creating significant opportunities for lenders in this segment. The whitespace is particularly pronounced for enterprises seeking smaller loan sizes, notably INR 1 million and below¹⁰⁹.

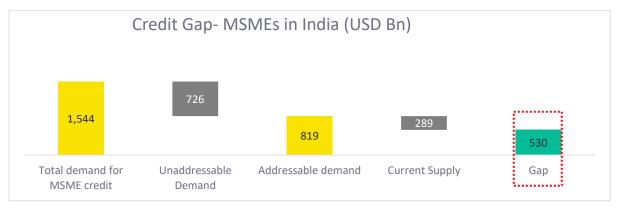


Figure 50: Credit Gap - Indian MSMEs (USD Bn)

Low-income states (LIS) and Northeastern states together account for ~ 25% of the addressable credit gap to the sector. Lower level of bank penetration as well as higher degree of risk aversion from financial institutions in these geographies have constrained the growth

¹⁰⁹ <u>https://www.avendus.com/crypted_pdf_path/msme-lending-report-formattedvf-img-642a719b97ccc-.pdf</u>

of MSMEs in LIS and Northeastern states, and as result access to finance to these regions is also lower¹¹⁰.

6.2.3 Tripura Performance so far in Government of India Initiatives

The MSME sector has been an integral of government attention with a myriad of policies and schemes implemented over the past few decades. Presently, there are more than 150 distinct schemes catering to MSMEs, originating from 18 different ministries under the central government alone. Furthermore, individual states have devised their own sets of policy support measures, fostering an environment conducive to the growth and prosperity of MSMEs.¹¹¹

1. Pradhan Mantri MUDRA Yojana (PMMY) Scheme

The Pradhan Mantri MUDRA Yojana (PMMY), initiated by the Prime Minister in 2015, aims to extend MUDRA loans to small and micro non-farm enterprises and non-corporate sectors, with a maximum limit of INR 1 million. These loans are disbursed through Commercial Banks, Small Finance Banks, Regional Rural Banks (RRBs), Non-Banking Financial Corporations (NBFCs), and Micro Finance Institutions (MFIs). The interest rate for such loans can reach up to 20%. Below figure shows the performance of Tripura in PMMY scheme.

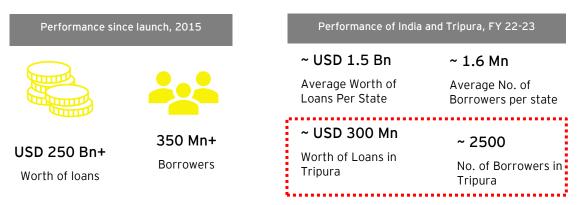


Figure 51: Performance Analysis of the PMMY Scheme in Tripura and Across India

States like Bihar, Karnataka, Madhya Pradesh, Maharashtra, Odisha, Rajasthan, Tamil Nadu, Uttar Pradesh, West Bengal are performing way above the country's average in PMMY scheme. On the contrary, Tripura is performing below the country's average which indicates us a potential scope to Tripura for bridge the gap of credit and making finance accessible to MSMEs based out of Tripura.

2. Emergency Credit line Guarantee Scheme (ECLGS)

The Indian government launched the Emergency Credit Line Guarantee Scheme (ECLGS) in 2020 to provide collateral-free loans of up to INR 50 Mn to eligible MSMEs affected by COVID-19. The government provides a credit guarantee of up to 100% of the loan amount

¹¹⁰ https://documents1.worldbank.org/curated/en/759261548828982149/pdf/134150-WP-IN-Financing-India-s-MSMEs-Estimation-of-Debt-Requirement-of-MSMEs-PUBLIC.pdf

¹¹¹ <u>https://www.avendus.com/crypted_pdf_path/msme-lending-report-formattedvf-img-642a719b97ccc-.pdf</u>

to banks and NBFCs. The interest rates for borrowers under the scheme are capped at 9.25% for banks and financial institutions, and 14% for non-banking financial institutions. Refer the below figure which shows Tripura's performance in ECLGS scheme.

Performance sinc	e launch, 2020	Performance across states, FY 22-23
	~~~	The states with prominent commercial centres and where the concentration of MSMEs is higher hold a larger share in ECLGS, both in terms of count and value
USD 50 Bn+ Worth of loans	<b>1.3 Mn+</b> Enterprises saved from bankruptcy	Maharashtra (13.6%), Tamil Nadu (11.3%), Gujarat (10.1%), Uttar Pradesh (6.8%), Rajasthan (5.7%), Delhi (5.2%) are some of the top states which holds a larger share in ECLGS, whereas Northeastern states i.e., Tripura contributes very low.

Figure 53 Performance of Emergency Credit line Guarantee Scheme (ECLGS)

## 3. Credit Guarantee Fund Trust for MSME (CGTMSE) - Union Budget 2023

The Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) is a scheme launched by the Indian government in 2000 to provide collateral-free loans of up to INR 20 Mn to eligible MSMEs. The interest rates on these loans vary from 14-18%. In 2023, the scheme was revised with an infusion of INR 90 Bn in the corpus. At present, the maximum extent of guaranteed cover for MSEs is 75%-85% for credit up to Rs. 500 lakhs under the scheme.

However, it is noted that the scheme performance in the Tripura State is comparatively lower than other states. The reason being the banks in the State are reluctant to process loans under the scheme as they find the loan guarantee of 75%-85% inadequate. Many states like Tamil Nadu, Bihar, Tripura, Manipur, etc. have overcome this challenge by increasing the total guaranteed coverage by providing a state contribution to the scheme. The extent of guaranteed coverage under CGTMSE is as follows:

Category (Including Trading activity)	Maximum extent of Guarantee Coverage where credit facility is					
	Up to ₹ 5 lakh	Above ₹ 5 lakh & up to ₹ 50 lakh	Above ₹ 50 lakh & up to ₹ 500 lakh			
Micro enterprises	85%	75%	75%			
Women entrepreneurs / SC/ST entrepreneurs / Person with Disability (PwD)/ MSE promoted by Agniveers /MSEs situated in Aspirational District / ZED certified MSEs	85%	- 				
All other category of borrowers	75%					

Table 25 Extent of guarantee coverage in CGTMSE

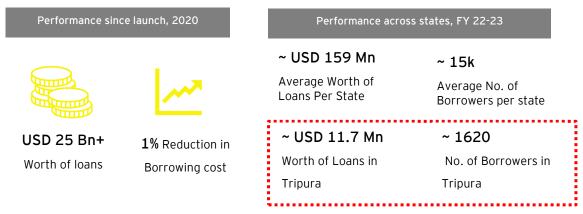


Figure 55: Performance of CGTMSE

# 6.2.4 Performance of Tripura so far on TReDS

TReDS is an electronic platform that enables the auctioning of trade receivables, also known as bills discounting. In this process, a financier, usually a bank, purchases a bill (trade receivable) from a seller of goods before it is due or before the buyer credits the value of the bill. The interest paid to the financier is called the discount.

# TReDS platform operating Mechanism:

To use TReDS, a seller must upload the invoice on the platform. The invoice is then sent to the buyer for acceptance. Once the buyer accepts, the invoice becomes a factoring unit and goes to auction. The financiers enter their discounting rate, and the seller or buyer, whoever is bearing the financing cost, gets to accept the final bid. TReDS then settles the trade by debiting the financier and paying the seller. The amount is credited to the seller's designated bank account through an electronic payment mode on the next working day. The second leg of the settlement is when the amount is repaid to the financier.

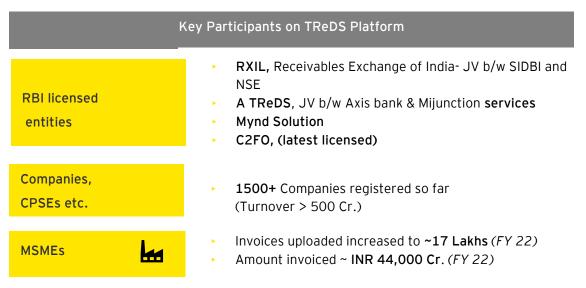


Figure 56: Key Participants on TReDS Platform

For Achieving this, companies with turnover of more than 500 Crores were brought on Trade Receivables e-discounting System (TReDS) to enable entrepreneurs to access credit based on

upcoming receivables. A list of 4714 companies having turnover of more than Rs. 500 Crore was identified by the M/o Corporate Affairs (in April 2021). After filtering out companies which are registered on TReDS and which are Central Govt. Companies (for Central Public Sector Enterprises, D/o Public Enterprises, Govt. of India shall be competent authority for monitoring compliance as per Notification No.SO.5621(E) dated 02.11.2018 issued by M/o MSME), out of these 4714 Companies identified by M/o Corporate Affairs for taking action, so far 1673 companies have registered themselves on the TReDS portal.¹¹²

Although the Performance and Effectiveness of TReDs since its inceptions has been phenomenal, there still exists scope for the effectiveness of TReDs at state level.

Show below is the data captured during stakeholder's consultations regarding performance of Tripura on TReDS for FY 22-33 and since inception across 3 exchanges - RXIL, M1 exchange and A Treds (Invoice smart).

S.No	Parameter	Since Inception	FY 22-23
1	How many PSU's have been onboarded onto the TReDS platform	0	0
2	Total No. of Buyers	2	1
3	Total No. of Suppliers	34	10
4	Total No. of Financers	0	0
4	Sum of Invoice Amount (Lakhs)	1700	400
5	Avg. Invoice Amount (Lakhs)	100	~1
6	Lowest Invoice Amount (Lakhs)	13	4
7	Total Business Transactions	60	18
8	No. of Active Sellers	22	10
9	No. of Active Buyers	0	0

Table 26 Tripura's performance in TReDs

Basis the above data, we can infer that Tripura is not utilizing the TReDS as compared to other states like - Maharashtra, M.P., U.P., Southern states, Gujarat, Haryana etc. Potential reasons of low adoption/ participation from Tripura could be - lack of awareness of TReDS in, lack of technology adoption in, presence of some local mechanism to improve payment cycle flow for MSMEs, poor experience of MSMEs on TReDS etc.

¹¹² https://msme.gov.in/sites/default/files/MSMEANNUALREPORT2022-23ENGLISH.pdf

# 6.2.5 Observations from the Banks Stakeholder Consultation:

S.	Frequent issues	
No	when issuing loans	Observations from Public and Private Bankers
1	Incomplete & Inaccurate Documents	<ul> <li>Many MSMEs struggle with updated KYC and lack digital literacy.</li> <li>Financial statements often lack audited proof.</li> <li>Issues with business registration.</li> <li>Frequent omissions in required documentation, unclear understanding of prerequisites.</li> <li>Unable to provide documents such as MoA, and AoA. The problem is more in Micro and Small Businesses</li> </ul>
2	Inability to Repay the Loan	<ul> <li>High variability in cash flows in Micro and small enterprises</li> <li>Revenue instability in certain sectors leading to default risk.</li> <li>Small enterprises have unpredictable revenue streams.</li> <li>Businesses often over-leverage, affecting repayments.</li> <li>MSMEs show cyclical income patterns.</li> </ul>
3	Unable to meet Regulatory Compliance	<ul> <li>Frequent failure to meet regulatory guidelines (Pre-Requisite while applying for loan).</li> <li>Unable to get license from the local Panchayath.</li> <li>Ignorance of the latest tax changes; low adaptation to new regulations.</li> </ul>
4	Bad Credit History	<ul> <li>Limited formal credit history.</li> <li>Existing debts with informal lenders.</li> <li>Previous loan defaults.</li> <li>Limited creditworthiness.</li> <li>Heavy reliance on informal lending</li> </ul>
5	Unstable Business	<ul> <li>Dependence on a narrow range of products.</li> <li>Cyclical or seasonal income patterns.</li> <li>High volatility in income.</li> <li>Limited business history.</li> <li>Uncertainty in business stability</li> </ul>
6	No Clear Business Plan	<ul> <li>Lack of detailed planning and execution.</li> <li>Limited access to advisory services.</li> <li>Overambitious plans lacking in feasibility.</li> <li>Generic business plans with no USP.</li> <li>Failure to align business plans with market needs.</li> </ul>
7	No knowledge on Market Potential	<ul> <li>Overexposure to saturated markets.</li> <li>Limited market research.</li> <li>Low demand for products.</li> <li>Inability to diversify into new markets.</li> <li>Business concentration in low growth sectors</li> </ul>
8	Misuse of Loan Funds	<ul> <li>Vague purposes for loan utilization.</li> <li>Diversion of funds for non-business activities, such as taking term loan and using it for personal purpose.</li> <li>High operational costs consuming loan funds.</li> <li>Poor fund allocation and budgeting.</li> </ul>

Table 27 Observations from stakeholders - financial institutes

S.	Frequent issues	
No	when issuing loans	Observations from Public and Private Bankers
		Inefficient use of capital leading to poor ROI

# 6.2.6 Steps taken by Tripura to address the challenges in accessing the finance to MSMEs.

In addition to central schemes and initiatives, the Government of Tripura has undertaken specific measures and introduced schemes aimed at addressing the financial gaps for Micro, Small, and Medium Enterprises (MSMEs) within the state. Several of these schemes have played a pivotal role in facilitating the growth of local enterprises, youth, women entrepreneurs etc. These are tailored to meet varying needs, from project initiation to technological upgradation and operational expansion.

This section is dedicated to elucidating the state level initiatives, financial institutes and evaluating their performance to ascertain the efficacy of the schemes and initiatives implemented by the Tripura government.

#### 1. Swavalamban Scheme-

The Swavalamban program, categorized as a Self-employment Generation Program (SEGP), has been instigated by the State Government with the primary objective of fostering the development of a substantial number of unemployed youth and Self-Help Groups (SHGs) into potential individual or group entrepreneurs. This initiative, inaugurated in July 2001 and subsequently expanded in scope in 2005-06, is administered through the Swavalamban Society to ensure effective implementation. The Rural Development (RD) Department oversees the SHGs component, while the Industries & Commerce Department, through the District Industries Centers (DICs), manages the Self-employment Program (SEP) component. The key elements of the program encompass Skill Upgradation and Financial Support as deemed necessary.

Eligibility criteria:

- The subsidy admissible is 30% of the Project Cost (for women 35%), Subject to ceiling of Rs.1,00,000 per case for all cases.
- Any individual within the age group of 18 to 50 years can apply for loan. Only one person from one family is eligible for financial assistance. There is no income bar and qualification bar for availing of financial assistance under this programme. Projects promoted under partnership category, SHG and Cooperative are also eligible for assistance under the programme.

#### Major Activities Covered:

The major activities covered under the Programme are pig farm (including breeding), dairy, poultry, fishery, metal bases industries including fabrication job, tailoring and readymade garments manufacturing, jute items manufacturing, cane & bamboo items manufacturing, rice milling, fruit processing, candle manufacturing, jewellery unit, DTP/computer service, photocopying, photography, decorator service, transport vehicles, repairing & servicing of electronic goods, cycle rickshaw repairing, vehicle/two wheeler etc. repairing, TV/cable networking, power tiller, saloon, selling of garments & handloom products, grocery &

stationery, electronic goods, chemical & fertilizer, medicine, foot wares, other small business etc.

# Performance of the Scheme:

Below is the performance of Swavalamban scheme in the past years and the performance under Swavalamban Programme has picked up in recent years. Data taken from the office of Directorate of Industries & Commerce, Gov. of Tripura during stakeholder consultations.

S.no.	Year	Target	Sponsore	ed	Sanction	ed	Disbursed		% Disbursement
			No.	INR Cr.	No.	INR Cr.	No.	INR Cr.	Against Target
1.	2018-19	4,000	7,311	264.5	2,535	80.5	2,100	64.2	52.5%
2.	2019-20	4,000	6,642	331.1	2,411	79.4	1,963	53.1	49%
3.	2020-21	6,000	10,932	576.8	2,827	94.7	2,080	53.5	34.7%
4.	2021-22	4,000	8,661	443.1	2,708	90.5	2,160	58.8	54%
5.	2022-23	4,000	8,303	426.9	2,557	83.8	2,159	61.9	53.9%
6.	2023-24	4,000	6,415	316.3	1,002	34.3	188	5.6	4.7%
	Total	26,000	48,264	2,358	14,060	463.5	10,650	297.2	44.9%

Table 28 Performance of Swavalamban scheme in Tripu	ra
Table 201 cholmance of Swavalamban Scheme in Tripa	<i>iu</i>

## 2. Tripura Industrial Investment Promotion Scheme (TIIPS), 2017-

The "Tripura Industrial Investment Promotion Incentives Scheme, 2022" is a comprehensive initiative by the State Government aimed at fostering industrial growth in the region. Enacted from 1st April 2022, the scheme offers a range of incentives and subsidies to encourage the establishment and expansion of industries in Tripura.

## a) State Capital Investment Subsidy:

**Objective:** Encourage capital investment in industries **Key Features:** 

- 30% subsidy on Fixed Capital Investment (additional 2.5% for ST, SC, and Women Enterprises), with a ceiling of Rs.60 Lakhs per unit.
- Thrust sector units receive 40% subsidy within an overall ceiling of Rs.70 Lakhs.

# b) Industrial Promotion Subsidy:

**Objective:** Promote industrial activities and ensure GST reimbursement **Key Features:** 

Reimbursement of GST, capped at Rs.60 Lakhs per annum per enterprise.

 Additionally, 25% reimbursement of Power Charges (up to Rs.12 Lakhs per annum) and 4% reimbursement of Interest on Working Capital loans (maximum Rs.3 Lakhs per annum).

# c) Export Promotion and Participation Incentives:

**Objective:** Boost exports and facilitate participation in fairs and exhibitions **Key Features:** 

- 10% Export Promotion Subsidy (ceiling of Rs.20 Lakhs per annum).
- 50% subsidy on actual expenditure for one person in fares/exhibitions and transportation costs, capped at Rs.50,000 per annum (max. 2 fares).

## <u>d)</u> <u>Special Incentives for Continuing Enterprises:</u>

**Objective:** Encourage sustained operations and expansion **Key Features:** 

- Capital Investment Subsidy on Expansion (40% or 30%, max Rs.30 Lakhs and Rs.25 Lakhs for Thrust and other sectors, respectively).
- Industrial Promotion Subsidy after 5 years (25% of GST paid, not exceeding 100% of investment in plant and machinery).

#### e) Incentives for Thrust Sector:

**Objective:** Prioritize and support key industrial sectors **Key Features:** 

- State Capital Investment Subsidy at 35% on Fixed Capital Investment (w.e.f 01/04/2016), with a ceiling of Rs.60 Lakhs per unit.
- Employment Cost Subsidy, VAT, CST, and commodity tax subsidy, and 15%
   Procurement Preference for local enterprises.

## f) Miscellaneous Incentives:

Objective: Provide additional support and exemptions

#### Key Features:

- State Transport Subsidy for 5 years, covering the portion not subsidized by the Central Government.
- Exemptions such as 85% waiver from Earnest Money and Security Deposits, one-time full reimbursement of Standard Certification Charges, and partial reimbursement of floor space rentals for IT Industries.

## g) Administrative Mechanism:

**Objective:** Ensure efficient implementation and oversight **Key Features:** 

A State Level Committee (SLC) chaired by the State Industry Secretary oversees the scheme. Regular SLC meetings are conducted to recommend eligible cases for disbursement by NEDFi on behalf of the Government of India.

## 3. Northeastern Development Finance Corporation (NEDFi) schemes & loans

The Northeastern Development Finance Corporation (NEDFi) operates as a Public Limited Company, duly registered under the Companies Act, 1956, and holds the status of a Non-Banking Financial Company (NBFC) accredited by the Reserve Bank of India (RBI). NEDFi specializes in extending financial assistance to Micro, Small, and Medium Enterprises (MSMEs) as well as large enterprises, facilitating the establishment of infrastructure, industrial, and agri-allied projects within the Northeastern Region of India.

Furthermore, NEDFi is actively engaged in providing microfinance funding through collaborative efforts with Micro Finance Institutions (MFIs) and Non-Governmental Organizations (NGOs). The corporation offers comprehensive consultancy and advisory services to private sectors, State Governments, and other relevant agencies. Operating under its Techno Economic Development Fund (TEDF), NEDFi conducts specialized studies focusing on specific sectors or states. These initiatives contribute to the overall socio-economic development of the Northeastern Region.

NEDFi offers a range of financial products and schemes for the development of Northeast region of India specific to MSMEs which are as follows

Schemes/ Loan Types	Description	Features
Rupee Term Loan (RTL) scheme	Medium to long term funding to new and expanding businesses	Interest rate: Prime Lending Rate (PLR) + max 3% per annum of spread. Loan amount: Max. Ioan up to 12% of its Net worth in a single project
Equipment Finance Scheme	Provides support for acquiring equipment/machinery	Interest rate: Prime Lending Rate (PLR) + max 3% per annum of spread. Loan Amount: Max. 70% of equipment, Cap of Rs. 10 Crore
Corporate Finance Scheme	Funding support for purposes i.e., CAPEX, OPEX, improving cash flow	Loan Amount: Min. 50 lakhs Repayment tenure: Up to 5 years
Working Capital Term Loan Scheme	One time funding assistance in form of Working capital term loans	Interest rate: Prime Lending Rate (PLR) + max 3% per annum of spread. Loan Amount: Max. of 75% of working capital requirements
Micro Finance Scheme	Is offered to entrepreneurs, self- employed personnel, SMEs etc.	Repayment Period: Maximum 5 years, including moratorium

<b>T</b> ( ) 20 (				
Table 29 Loan	products	offered	by NeDFi	tor MSMES

# 6.2.7 Integrated Approach for MSME Access to Finance:

To address the myriad challenges faced by MSMEs in Tripura in securing the credit, both banks and the Directorate of Industries can implement several high impact interventions. For issues related to documentation and compliance, banks should invest in educational seminars that demystify KYC, taxation, and other regulatory requirements. The Directorate, on the other hand, could develop standardized templates and offer real time regulatory updates to ease compliance.

When it comes to financial stability, The Directorate could support this by offering consultation services to help MSMEs build a robust credit history and advising on restructuring options for at risk businesses. For better business planning and market positioning, consultative services from banks can help MSMEs in business planning and understanding market dynamics. The Directorate could complement this by conducting regular 'Business Health Checks' and market assessments.

These combined efforts can substantially alleviate the credit gap facing MSMEs in Tripura.

S. No	Issue	Banks Recommended Actions	Directorate of Industries Recommended Actions
1	Incomplete & Inaccurate Documents	Conduct seminars on KYC and documentation.	
2	Regulatory Compliance	Hold information sessions on tax laws and other compliance prerequisites.	Provide real time updates on regulatory changes through online platforms.
3	Bad Credit History	Guide MSMEs in building formal credit history.	
4	Unstable Business	Provide consultative services on diversification and market penetration.	Conduct Business Health Checks to assess and guide business plans.
5	No Clear Business Plan	Offer consultative services to help in business planning and USP formulation.	Provide specialized consultation services for better market alignment of business plans.
6	No Knowledge on Market Potential	Set up subsidized consultation services for market assessment.	Provide access to market research databases

Table 30 Concerns raised by financial institutes.

## 6.3 Skill Development and Institutional Strengthening

## 6.3.1 India's Ecosystem for Skill Development and Capacity Building

The landscape of skill training and capacity building in India has been evolving progressively since the post-independence era. The establishment of the first Industrial Training Institute (ITI) and the Central Staff Training and Research Institute (CSTRI) marked significant early steps in building this ecosystem. The rapid growth in manufacturing and services during the economic liberalization of the 90s highlighted the need for a more robust, expansive, and diverse skill development infrastructure. Since 2008, the Indian government has launched various initiatives to bolster skill development, including the National Skill Development

Corporation (NSDC), Sector Skill Councils, Skill India, the National Council for Vocational Education and Training, and the Pradhan Mantri Kaushal Vikas Yojana.

In 2009, the NSDC was established as a pioneering Public-Private Partnership (PPP) in India, aiming to enhance skill development by facilitating the creation of high-quality, for-profit vocational institutions equipped with the necessary facilities and equipment. The NSDC provides financial support to training centers meeting specific criteria, helping build requisite training infrastructure. Its mandate extends to developing support systems such as quality assurance, information systems, and 'train the trainer' programs, either directly or through partnerships. The NSDC plays a critical role in shaping an enabling environment for skills development, promoting Sector Skills Councils (SSCs) for key economic sectors. The collaborative efforts of these institutions, coupled with initiatives from other ministries and private organizations as training and mobilization partners, have significantly propelled the skill development value chain in India. The challenge of skill development in India continues to be multifaceted and demanding. Government initiatives have primarily concentrated on the supply side, encompassing activities such as providing financial support or establishing skill development institutes. This necessary approach underscores the complexity involved in comprehensively addressing skill development across India by various government departments. The details of the schemes implemented by these departments are provided below:

SI. No	Scheme	Funded by	Component / Salient features of skill development programs
1	Pradhan Mantri Kaushal Vikash Yojna (PMKVY)-	Ministry of Skill Development and Entrepreneurship, Gol	Short-term training
	4.0	PMKVY)- and Entrepreneurship, Gol	Recognition of Prior Learning (RPL)
			Crash Course Programme for Covid Warriors
2	Deen Dayal Upadhyay Grameen Kaushal Yojana (DDU-GKY)	Ministry of Rural Development (MORD), Gol	Skill training programs covering over 250 trades sectors such as Retail, Hospitality, Health, Construction, Automotive, Leather, Electrical, Plumbing, Gems and Jewelry, etc. The only mandate is that skill training should be demand based and lead to placement of at least 75% of the trainees.
3	Deendayal Antyodaya Yojana-National Urban Livelihoods (DAY-NULM)	Ministry of Housing and Urban Poverty Alleviation (MHUPA), Gol	Employment through Skill Training and Placement
4	Border Area Development Programme	Ministry of Home Affairs, Gol	Training in agriculture and other allied sectors

Table 31 Summary of skill development	& self-employment/job-oriented schemes

# 6.3.2 Enhancing Skills and Capacity for MSMEs

The Ministry of Micro, Small & Medium Enterprises (MSME) is dedicated to boosting industry growth within the nation, specifically aiming to support micro, small, and medium enterprises. To achieve this, the Ministry has established a strong skilling ecosystem designed to cater to the skilled workforce needs across a range of sectors, both emerging and traditional, within diverse enterprise segments. The overarching goal is to drive the sustainable development of MSMEs that can compete globally, thus contributing significantly to the Indian economy. This is pursued with a keen focus on reducing skill gaps and enhancing entrepreneurship development training, in accordance with the mandates of the MSMED Act.

To address the needs of the ever-evolving MSME sector and its current challenges in India, the Ministry of MSME has been proactively organizing various skill development programs and courses. These are designed not just for existing entrepreneurs but also for potential ones, with the goal of enhancing their capabilities. The ministry implements several schemes that provide financial assistance for these training and capacity-building programs, directly addressing the industry's demand for a skilled workforce.

These skill training programs are delivered through a network of institutions affiliated with the Ministry, including the Khadi & Village Industry Commission (KVIC), Coir Board, National Small Industries Corporation Ltd. (NSIC), National Institutes for MSME (Ni-MSME), and MSME - Technology Centers (TCs). Each of these entities plays a crucial role in implementing the Ministry's various schemes, offering financial support for training and capacity-building initiatives nationwide. The figure presented below compiles data on the number of trainees who have been educated by various institutions under the Ministry of MSME over the last 9 years, up to October 2022.¹¹³

¹¹³ <u>Courses-Details..pdf (dcmsme.gov.in)</u>

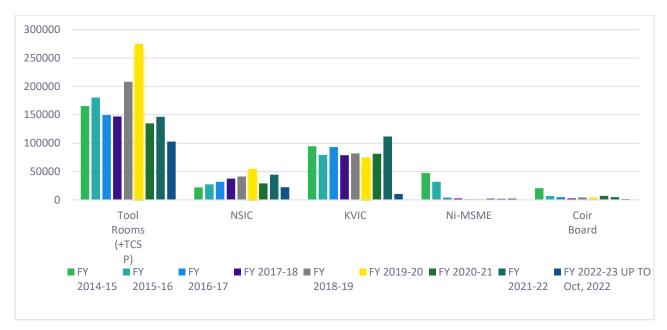


Figure 57: Number of Trainees Trained Under the Ministry of MSME Programs

The specific schemes directed towards skill training and capacity building for MSMEs are illustrated in table 4 below.

SI. No	Scheme	Funded by	Component / Salient features of skill development programs
1	Entrepreneurship Skill Development Program	Ministry of Micro, Small and Medium Enterprises, Gol	Promote new enterprises, capacity building of existing MSMEs and inculcating entrepreneurial culture.
2	Pradhan Mantri Vishwakarma Scheme	Ministry of Micro, Small and Medium Enterprises, Gol	To provide holistic and end-to-end support to artisans and craftspeople through access to collateral free credit, skill training, modern tools, incentive for digital transactions and market linkage support.
3	Training under Khadi Village & Industry Commission (KVIC)	Ministry of Micro, Small and Medium Enterprises, Gol	To meet out the requirement of skilled personnel in the Khadi Institutions, the thrust was given to Khadi skill development activities in Khadi sector (weaving & spinning etc.).
			With the mandate of generating employment opportunities and to promote rural industrialization, KVIC also provides skill development training for village industries activities.

SI. No	Scheme	Funded by	Component / Salient features of skill development programs
			To cater the need of the Artisans as well as to develop/promote entrepreneurship, KVIC has established a network of 18 Departmental Training Centers and 17 Non-Departmental Training Centers established with the assistance of KVIBs and institutions.
			Upon completion of skill development training, attention is also provided to follow-up with the successful candidates and to assist the trained personnel so that they are meaningfully engaged in self- employment/employment.
			Includes providing support to start ventures via link up with the bank finance assistance under PMEGP to set up Micro, Small & Medium units.
			Courses of varied duration and timing are arranged by the training centers keeping in view the local demand and the skill available viz. textile, bamboo article, food processing or bakery etc.
4	Skilling through Tool Rooms and Technology Centers		The Technology Centers support to industries through design & manufacture of tools, precision components, molds, dies etc. in sectors such as Forging & Foundry, Electronics, Electrical Measuring Instruments, Fragrance & Flavor, Glass, Footwear & Sport Goods, etc.
			These TCs are conduct various training Programme including NSQF Compliance Courses, AICTE/NCVT/SCVT approved courses and variety of training courses as per needs of industry to provide them industry ready manpower & create Entrepreneurship.
			The TCs include courses viz. Advance Machining, Machine

SI. No	Scheme	Funded by	Component / Salient features of skill development programs
			Operations, 3D Animation & Special Effects, CNC Milling & Turning, Fitter, Welder, Turner, Diploma in Footwear Manufacturing & Design, Mechatronics; Production Engineering, Post Diploma in Tool Design & CAD/CAM etc.
5	A Scheme for Promotion of Innovation, Rural Industries & Entrepreneurship (ASPIRE) scheme	Ministry of Micro, Small and Medium Enterprises, Gol	Skill, up-skill, re-skill unemployed, self-employed/ wage earners in new technologies in the agro-rural sector via setting up a network of Livelihood Business Incubators (LBIs), and Technology Business Incubators (TBIs) to promote innovation and accelerate entrepreneurship.
			Provide skilled human capital to nearby industrial clusters and promote innovations for strengthening the competitiveness in the MSME sector.
6	Assistance to Training Institutions (ATI) scheme	Ministry of Micro, Small and Medium Enterprises, Gol	Assistance is also provided to existing State level EDIs i.e., owned and controlled by a State Government/UT for online and offline training programs.
7	Mahatma Gandhi Institute for Rural Industrialization (MGIRI)	Ministry of Micro, Small and Medium Enterprises, Gol	MGIRI conducts sectorial entrepreneurship and skill development trainings in the field of Food, Herbal, Agri input, Chemical and various crafts such as Pottery, Iron craft etc.
8	National SC-ST Hub scheme	Ministry of Micro, Small and Medium Enterprises, Gol	Conduct training programs to support existing SC/ST entrepreneurs and enterprises in technological upgradation and capacity building thereby enabling them to effectively participate in government. procurement process. Distribution of trade specific tool kits to trained candidates of the Skill Development programmes along with free skill trainings.

SI. No	Scheme	Funded by	Component / Salient features of skill development programs
			provides 25% subsidy on purchase of plant & machinery/equipment.
9	SAMARTH	Ministry to Textiles, Gol	Scheme for Capacity Building in Textile Sector) is a flagship skill development scheme approved in continuation to the Integrated Skill Development Scheme
10	National Handloom Development Programme	Ministry to Textiles, Gol	A. Small Cluster Development Programme
	(NHDP)"		B. Handloom Marketing Assistance.
			C. Need based Special Infrastructure Project
			D. Mega Cluster Development Programme
			E. Concessional Credit/Weaver MUDRA Scheme
			F. Handloom Weavers' Welfare
			G. Other Miscellaneous & Promotional Components- capacity building of handloom workers and other stakeholders
	Capacity Building and Technical Assistance Scheme	Ministry of Development of North-Eastern Region	To provide funding for skill development, enhancing of employability and competencies and promotion of self-employment and entrepreneurship.

## 6.3.3 Tripura Skills Scenario

In Tripura, skill development initiatives have become increasingly vital to support the state's diversified industries beyond its primary agricultural sector. Recognizing the potential in industries such as bamboo, tourism, and natural gas, the state has been channeling efforts to cultivate a workforce that is industry-ready and equipped for both employment and entrepreneurship.

Tripura boasts a substantial industrial infrastructure, including five industrial estates, one industrial area, and various public sector undertakings. The state's high literacy rate of 97.22% lays a solid foundation for knowledge-based sectors. With 18 ITIs and 5 Polytechnic

institutions, there is a significant focus on technical education to support key industries like rubber, bamboo, information technology, food processing, tea, and handicrafts.¹¹⁴

## 6.3.3.1 Government Initiatives and Skill Training Centers

Tripura has launched various government initiatives like Swavalamban, a Self-employment Generation Programme (SEGP), and the Prime Minister's Employment Generation Programme (PMEGP) to foster entrepreneurship and create job opportunities. Furthermore, the Centre for Indian Bamboo Resource and Technology (CIBART) and the Tripura Rural Livelihood Mission (TRLM) are dedicated to empowering rural communities and providing skill training in bamboo and other sectors.

The state hosts several skills training centers, including **Tripura University and the National Skill Training Institute (W)**, Agartala, which offer **specialized programs to meet the industry's demand for skilled labor.** Additionally, the Tripura Bamboo Mission and Bamboo Handicraft Training Sessions in Kathalbari provide **vocational training, tapping into the state's rich bamboo resources.**¹¹⁵

District / Parameters	West	Khowai	Gomoti	North	Dhalai	Unakoti	South	Sepahijala
ITI (Govt.)	3	2	2	2	3	1	3	2
ITI (Pvt.)	2	0	0	0	0	0	0	0
KVK	1	1	1	1	1	1	1	1
PMKK	1	0	1	0	0	0	0	0
PMKVY	3	0	1	0	0	0	0	0
RSETI / RUDSETI	1	0	1	0	1	1	0	1
School with VE	66	39	53	45	48	33	61	54
Atal Tinkering Lab	6	1	1	0	1	0	4	1
Model Career Centre	2	0	0	1	0	1	0	0
Kendriya Vidyalaya	1	1	0	1	1	1	1	1
Jawahar Navodaya Vidyalaya	1	1	1	1	1	1	1	1
Eklavya Model School	1	1	1	0	0	1	1	1

¹¹⁵ State Skill Development Plan FY 2023-24 and

¹¹⁴ https://www.nationalskillsnetwork.in/skill-development-and-vocational-training-opportunities-intripura/

https://sankalp.msde.gov.in/#/web/dsdp/dsdp_awrdrc2022 (Tripura DSDP Submission For Year 2022-23)

District /	West	Khowai	Gomoti	North	Dhalai	Unakoti	South	Sepahijala
Parameters								
Kasturba Balika	0	0	9	3	0	0	2	0
Vidyalaya								
NSTI								
NSTI	1	0	0	0	0	0	0	0
Fisher y College	1	0	0	0	0	0	0	0
Agriculture	1	0	0	0	0	0	0	0
College								
Polytechnic	5	0	1	1	1	0	0	0
NIT	1	0	0	0	0	0	0	0
SOFED	1	0	0	0	0	0	0	0
PRTI	1	0	1	0	1	1	0	0
Rubber board	1	0	0	0	0	0	0	0
Tripura Bamboo	1	0	0	0	0	0	0	0
Mission								
CIPET	1	0	0	0	0	0	0	0
BCDI	1	0	0	0	0	0	0	0
CWTIT	1	0	0	0	0	0	0	0
ТМС	1	0	0	0	0	0	0	0
TIPS	1	0	0	0	0	0	0	0
AGMC	1	0	0	0	0	0	0	0
IDTR	1	0	0	0	0	0	0	0
Handloom Cluster	14	5	6	4	5	2	5	9
Total	17	51	79	4	63	43	5	71

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Table 34 Overview of status of people trained through capacity building programs in Tripura

SI. No.	Scheme	FY 2018- 19 Trained	FY 2019- 20 Trained	FY 2020- 21 Trained	FY 2021- 22 Trained	FY 2022- 23 Trained	FY 2023- 24 Ongoing	Total Trained (2018- 2023)
	Central Funded S	Scheme						
1	Pradhan Yojana-2.0 (State Component)	5271	6045	4294				15610

¹¹⁶ State Skill Development Plan FY 2023-24 and

https://sankalp.msde.gov.in/#/web/dsdp/dsdp_awrdrc2022 (Tripura DSDP Submission For Year 2022-23)

SI.	Scheme	FY	FY	FY	FY	FY 2022-	FY	Total
No.		2018-	2019-	2020-	2021-	23	2023-	Trained
		19	20	21	22		24	(2018-
		Trained	Trained	Trained	Trained	Trained	Ongoing	2023)
	Mantri Kaushal							
	Vikas							
2	Pradhan				761			761
	Yojana-3.0							
	(State Component)							
	Mantri Kaushal							
	Vikas							
3	PMKVY course				194			194
	Recognition							
	(STT) 3.0-Covid							
	Crash							
4	PMKVY 2.0 to		11512	2336				13848
_	Prior Learning				1 = 10			1 = 10
5	Recognition				1543			1543
	PMKVY 3.0 to							
6	Prior Learning SAMARTH					206	60	133
7	NBCFDC	408				200	00	408
8	NEC for				500	515		1015
	Migrants							
	State Funded Sc	hemes			1		1	
9	DSD Funded	138						138
	Programme							
10	Social Welfare		346	60		404	75	810
	Funded							
11	Programme BADP-Dhalai	720	250	30	545	345		1890
12	BADP Sipahijala	120	275	130	7-7	545		405
12	SCA to TSS and	509	31	130	20	83	123	643
	Article 275 of		-					
	Tribal Welfare							
14	TR PTG						240	
15	SCSP of SC		158	110				268
	Welfare							
16	National SC/ST Hub		193					193
17	BADP South			404	330	47		781
	Tripura							
18	AMC			214				214

SI.	Scheme	FY	FY	FY	FY	FY 2022-	FY	Total
No.		2018-	2019-	2020-	2021-	23	2023-	Trained
		19	20	21	22		24	(2018-
		Trained	Trained	Trained	Trained	Trained	Ongoing	2023)
19	DAY NULM						120	
	funded scheme							
20	BOCW RPL			550	100	143		793
21	Rurban -Avanga			718	560			1278
	Cluster							
22	BADP West				573	420	0	993
23	BADP Dukli RPL				54	180	0	234
24	PWD (DWS)				320	20	20	340
	Funded							
25	PWD (DWS)						1996	
	Funded-RPL							
	Total	7046	18810	8846	5500	2290	2688	42492

## 6.3.4 Capacity Building Gap Analysis

The handicrafts and handlooms of Tripura, particularly those crafted from bamboo and cane, are not only a testament to the state's rich cultural heritage but also provide livelihood opportunities for the rural tribal population. Products like lampshades, furniture, and traditional garments like Risa and Riha are both locally celebrated and internationally demanded. Craftsmen in Tripura's handicraft industry are encouraged to focus on hands-on skills, understanding of cultural and international weaving trends, dyeing techniques, and entrepreneurship. These skills are essential to maintain the high quality of workmanship that the state's handicrafts are known for.

The tourism industry in Tripura is another sector ripe with potential, boasting heritage sites, temples, wildlife sanctuaries, and a rich arts and crafts scene. The Tripura Tourism Policy 2020-25 is aimed at enhancing the tourism experience and promoting sustainable practices within the sector. To support this vision, there is an emphasis on developing a range of skills in the local workforce, including organizational ability, flexibility, communication, and networking. To facilitate the growth of tourism in Tripura, there is a demand for skills that can support the industry's infrastructure and customer service needs. This includes training for roles such as tourist guides, travel managers, and agents.

To harness the full potential of these industries, institutional strengthening is a key strategy. This involves not only the upgradation of curriculums to meet industry standards but also providing the technical handholding and capacity building necessary for MSMEs to navigate and benefit from various schemes. Such institutional support is critical for addressing the skill gaps and equipping the local population with the competencies required to thrive in Tripura's evolving economic landscape.

In the manufacturing and construction sector, Tripura is becoming increasingly recognized for its brick industries, which provide essential employment opportunities. This industry's development is a testament to the state's growing industrial capabilities and its focus on creating job prospects in the manufacturing sector.

Agriculture remains a cornerstone of Tripura's economy, with rubber production being a significant contributor. The state's agricultural sector benefits from rubber as a high-value crop that promises sustained income over time. Skill development in modern farming techniques, rubber processing, and market strategies is essential to leverage the full economic potential of this sector.

Tripura's food processing industry is gaining prominence with its diverse agricultural products, such as the state fruit, **the Queen Pineapple, and other major fruit crops like jackfruit, orange, litchi, cashew, coconut, and mango.** These products have significant potential both in their natural form and as processed goods. The state has ample opportunity for expansion in organic spice cultivation, capitalizing on its fertile lands and favorable climate.

With vast forest areas conducive to rubber cultivation, Tripura has rightly earned the moniker for producing 'white gold.' Standing as the second-largest rubber producer in India by cultivation and quantity, the rubber industry opens up extensive employment avenues. Tripura University has initiated a specialized vocational degree program in rubber technology, ensuring that students are skilled and ready for placement in this burgeoning industry. The rubber sector, growing at a rate of 8% annually, plays a vital role in supporting several major industries, from automotive to pharmaceuticals. Substantial production of rubber sheets takes place in Tripura. More than 90,000 tonnes of rubber are produced annually in Tripura which is having about 87000 hectares of rubber plantation. Tripura exported more than 53000 tonnes of rubber during the financial year 2020-21 to places like Jalandhar, Ludhiana and Delhi. Transportation normally takes place through road sector. ¹¹⁷ To further the growth of rubber based industries, the Tripura Industrial Development Corporation (TIDC) and the Rubber Board have joined forces to develop the Tripura Industrial Park at Bodhjungnagar.

Two state government PSUs, namely Tripura Forest Development Plantation Corporation Ltd. (TFDPC) and Tripura Rehabilitation Plantation Corporation Ltd. (TRPC), actively contribute to the growth of the Rubber Plantation and Rubber Sector in Tripura.

Tripura stands as a notable contributor to India's rubber industry, being the second largest producer in the country, following Kerala. Accounting for 9.4 percent of the nation's rubber output, Tripura not only bolsters advancements in rubber technology but also creates substantial employment opportunities for skilled labor in the sector.¹¹⁸

Bamboo handicrafts in Tripura encompass a diverse range of products, including furniture, panels, partitions, table mats, lamp shades, false ceilings, plant containers, and more. The craftsmanship involves cutting and pasting for utility items, turning for flower vases and pen stands, bamboo loom mat crafting for file covers and curtains, basketry for baskets and

tripura/articleshow/85901111.cms?from=mdr

¹¹⁷ https://economictimes.indiatimes.com/industry/transportation/railways/northeast-frontierrailway-has-started-transportation-of-rubber-sheets-and-products-from-

¹¹⁸ nationalskillsnetwork.in/skill-development-and-vocational-training-opportunities-in-tripura/

lampshades, bamboo root carving for statues and murals, and bamboo furniture crafting for household items. Currently, **around 4,500 skilled artisans are engaged in producing over 200 exquisite bamboo products in the state.**¹¹⁹ The Bamboo Park established at Bodhjungnagar aims to provide infrastructure and common facilities to bamboo based industries, enhancing the state's capacity in **bamboo processing and product development related common facilities like bamboo raw material depot, bamboo splitting & slivering unit, bamboo treatment and processing center, drying chambers, testing labs, logistics hub, warehouse, machine maintenance center, etc.¹²⁰** 

Sectors	Domestic	Demand S	ectors for	Potential For Em	ployment aft	er Skilling		
	Employmer	nt						
	Focus districts	Employ ment opportu nities	Youth aspiratio n for sectoral employm ent	Basic factor advantages	Potential for jobs after skilling	Advanced factor advantages required	Industry value chain required	
Agriculture & allied	All districts	High	Low	Soil & climate	Within Tripura	Transport, IT, telecom	Lenders, distributor s, suppliers	
Handicrafts and handlooms	All districts	High	Medium	Traditional sector with well-developed skills and large employment base	Within Tripura	Transport, telecom, IT	Lenders, distributor s, suppliers	
Food processing	North Tripura	Medium	Medium	Growing horticulture sector	Within Tripura	Cold chain, transport, telecom, packaging	Distributo rs	
Travel, tourism and hospitality	West Tripura	Medium	High	Tourism potential	Within & outside Tripura	Transport, telecom	Suppliers	
IT/ITeS	West Tripura	Low	Medium	Educational institutions	Outside Tripura	IT, telecom	Lenders	
Building and construction	All districts	High	Medium	Infrastructure projects	Within Tripura	-	-	
Others - Border trade	West Tripura	Medium	Medium	International border - Bangladesh	Within & outside Tripura	Transport, telecom, IT	-	
Rubber processing and	All districts	High	Low	Soil and climate	Within Tripura	Transport, telecom, IT	-	

Table 35 Key sectors for domestic employment & employment potential post-skilling in Tripura¹²¹

¹¹⁹ <u>https://tidc.tripura.gov.in/bamboosector.html</u>

¹²⁰ https://industries.tripura.gov.in/bamboo-park

¹²¹ <u>https://nsdcindia.org/sites/default/files/files/tripura-sg.pdf</u> and

https://nsdcindia.org/sites/default/files/files/ne-state-presentation.pdf

Sectors	Sectors Domestic Demand Sectors for Employment			Potential For Employment after Skilling			
	Focus districts	Employ ment opportu nities	Youth aspiratio n for sectoral employm ent	Basic factor advantages	Potential for jobs after skilling	Advanced factor advantages required	Industry value chain required
manufacturin g							
Other services: Education and skill development , Healthcare, teachers, fashion, airport	All districts	Low to Medium	Medium	Institutions	Within & outside Tripura	Transport, telecom, IT	-

# 6.4 Access to Market

# 6.4.1 Overview of Tripura's Geographical and Economic Landscape

Tripura, nestled in the southern part of Northeast India, boasts a strategic location bordered by Tripura, Mizoram, and Bangladesh, sharing an extensive international border with the latter. This geographical positioning plays a significant role in the state's market access dynamics. With its eight districts spanning a geographical area of 10,486 sq. km and connected by National Highway 44, Tripura's compact size belies its significant population of 36.7 lakh people, predominantly residing in rural areas.¹²²

## 6.4.2 Tripura's Economic Profile

The state's economy is primarily agrarian, with rice being the major crop. Tripura's climate is conducive to a variety of horticultural and plantation crops like pineapple, jackfruit, tea, rubber, and bamboo. Notably, its productivity levels in food grain and rice surpass the national average by 30% and 27%, respectively. Tripura also stands out as the largest producer of True Potato Seed and a surplus producer of certified HYV paddy and mustard seeds¹²³.

## 6.4.3 Key Industries, Agricultural and other Sector Highlights

## 6.4.3.1 Rubber Industries:

Tripura is one of the largest natural rubber producers in the country. As of 2018-19, production of rubber in the state stood at 53,050 MT, compared with 44,245 MT in 2015-16. Tripura is the fourth largest producer of natural rubber in India, it produces more than 20,000 tonnes of natural rubber belonging to all grades of RSS (Ribbed Smoked Sheet) and Centrifuged Late Keeping in view the area under plantation, growth potential and rubber

¹²² <u>https://fsi.nic.in/isfr19/vol1/chapter8.pd</u>

¹²³ Exploring Lucrative Business Opportunities in Tripura's Thriving Industries (investindia.gov.in)

production trends, the state has a vast potential for setting up of rubber-based industries. The Government of Tripura is developing Tripura Industrial Rubber Park in Bodhungnagar for the growth of rubber-based industries in Tripura, located on a 58.81 Acres Plot developed by Tripura. Industrial Development Corporation (TIDC) and the Rubber Board under the Ministry of Commerce & Industry, promoted under the ASIDE Scheme. In March 2021, trade of natural rubber between the state and Nepal was initiated with movement of the first consignment of rubber to eastern Nepal¹²⁴.

## Marketing Channels:

The extraordinary success in the growth of the rubber industry in Tripura is attributed to several factors, with the availability of marketing facilities being a key factor. Presently, there are 1,471 rubber dealers in Tripura, contributing to only about 10% of the total domestic rubber production. In contrast, Kerala, producing approximately 83% of the total rubber production, has only 5,234 rubber dealers. The Rubber Board operates two marketing wings, Manimalayar Rubbers Pvt. Ltd. & Tripura Latex Pvt. Ltd., actively providing robust marketing support to stakeholders.

Tripura boasts seven well-functioning ISNR factories that consume almost 100% of the field coagulum produced in the state. Additionally, the four Cenex factories in the state consume the entire quantity of PFL produced. The Rubber Board has introduced an electronic platform called **mRube** for online transactions, enhancing the visibility of the entire rubber market scenario. This platform allows rubber dealers in Tripura to conduct their transactions at the best prices nationwide, all from the comfort of Tripura¹²⁵.

## 6.4.3.2 Tea Industries:

Tripura has a long-standing tradition of tea cultivation, with a history of tea plantations dating back to 1916. Currently, the state is home to 54 Tea Estates and 2755 small tea growers, collectively producing over 83 lakh kg of tea annually. This positions Tripura as the 6th largest tea-producing state among the 16 such states, following Tripura, West Bengal, Tamil Nadu, Karnataka, and Kerala. Notably, some Tea Estates in Tripura also specialize in the production of Green Tea, such as Golakpur and Fatikcherra.

Most of the tea produced in Tripura is sold through auctions in Guwahati or Kolkata, though a portion is also distributed locally or through marketing channels in Northern and Western India. Furthermore, Tripura's tea finds its way into the international market through exports. The average sale price for Tripura Tea at auction markets is approximately Rs. 200 per kg. Additionally, Tripura Tea is supplied through Ration Shops in certain areas of the state.

## Achievements:

Recent milestones include the exportation of tea produced in Tripura, with the average sale price for Tripura Tea in auction markets reaching approximately Rs. 200 per kg. Additionally, Tripura Tea has found its way into Ration Shops in specific areas of the state. In a move to

¹²⁴ Tripura State Portal, Department of Industries & Commerce (Government of Tripura), News articles, Rubber Board India, MT: Metric tonnes

¹²⁵ <u>Rubber Board Ministry of Commerce & Industry</u>

enhance recognition among both domestic and international buyers, a logo featuring the brand was introduced for Tripura Tea in the year 2018.

## 6.4.3.3 Handloom, Handicrafts and Sericulture Industries:

According to the latest Census conducted by the Government of India, there are 1,37,445 handloom weavers in the state. However, only a small fraction of these weavers falls into the category of 'commercial weavers,'. Most of them weave for their personal domestic needs. To organize these weavers and encourage the commercial production of handloom fabrics for earning a livelihood, the State Government has been working on forming clusters.

In each cluster, a primary Weavers' Co-operative Society has been established. Presently, a total of 65 Handloom Clusters/Societies have been created, encompassing 24,900 weavers. These clusters are distributed across various districts, with **17 in West Tripura District**, **9 in Sepahijala**, **8 in Khowai District**, **8 in South Tripura**, **9 in Gomati**, **5 in Dhalai**, **4 in North Tripura**, and **5 in Unakoti District**.

## Marketing Promotion Scheme:

## Enhancing Marketing Channels

The Marketing Promotion Scheme is a Central Sector Scheme designed to develop and promote marketing channels both domestically and in export markets. The aim is to establish a comprehensive linkage between the two, providing marketing opportunities to handloom workers, with a special focus on talented and uncovered weavers.

## Participation in Events for Marketing Insights

Under this scheme, Primary Weavers Cooperative Societies and weavers from Handloom Clusters actively participate in events to sell their products. These events serve as valuable platforms for gaining experience in market trends, informing their future plans. In the fiscal year 2021-22, two State Handloom Expos and four District Handloom Expos were organized at various locations, including Agartala, Ushabazar, Rajnagar, Kanchanbari, and Ompi.

#### Skill Up-gradation Training Programme: Empowering Weavers with Knowledge

The Skill Up-gradation Training Programme focuses on adopting the latest technical know-how to sustain handloom activities and improve returns for unskilled and semi-skilled weavers. Through a four-month training period, weavers receive instruction on new techniques and designs. During training, participants are compensated for their loss of wages, and upon completion, they are provided with Frame Handlooms and accessories free of charge. In the year 2021-22, **80 weavers from Gopalnagar, Khumalwng, Rishidapara, and Taranagar underwent training and received frame looms**.

# Block Level Handloom Cluster Development Project: Strengthening Infrastructure and Livelihoods

The Block Level Handloom Cluster Development Project aims to establish identifiable geographical clusters specializing in specific handloom products. By enhancing infrastructure facilities, such as improved storage, technology upgrades, weaving sheds, skill development, design inputs, and health facilities, the project seeks to meet evolving market demands at both domestic and international levels. The goal is to raise the living standards of handloom weavers.

## Convergence for Optimal Resource Utilization

To encourage convergence of assistance and support services from various schemes and programs, the project seeks to optimize resource utilization for the betterment of livelihoods and the quality of life of handloom weavers. In the fiscal year 2021-22, the Ministry of Textiles sanctioned the implementation of five Block Level Handloom Clusters as part of this initiative.

## HANDICRAFTS: Enriching Cultural Heritage

Tripura boasts a rich cultural heritage and tradition in its handicrafts, where indigenous people across the state meticulously handcraft a diverse array of artifacts with unique designs. Predominantly crafted from bamboo and cane, these items are renowned for their exquisite designs and artistic appeal, standing out as some of the finest in the country. The demand for these handicrafts, both domestically and internationally, is high. Currently, there are 19 Handicrafts Clusters in Tripura, and their products are marketed through PURBASHA within and outside the state. Several initiatives have been introduced for the development of the handicrafts sector in the state, including:

#### Skill Up-gradation Training Programme: Enhancing Artisan Skills

The department continuously enhances the skills of artisans through training programs, focusing on new designs, techniques, and the production of niche items aligned with market demands. In the fiscal year 2021-22, 80 beneficiaries received skill up-gradation training to produce high-quality and value added products.

Handloo	m Products of Tripura State
Cotton Saree	Stole (Cotton /Silk)
Jamdan Saree	Acrylic Shirting
Buti Saree	Acrylic Ladies Shawl
Jacquard saree	Acrylic Gents Shawl
Dhuti	Acrylic Muffler
Lungi	Innaphi
Bed Cover	Mutherkani
Bed Sheet	Lysamphee
Furnishing	Kashmira
Jute Products	FIDA
Cotton Shirting	Pachra
Gancha / Napkin / Towel	Risha
Handkerchief	Turban

#### Table 36 Handloom products in Tripura

Table 37 Activities conducted by weaver service centre

## Activities Conducted by Weaver Service Centre Agartala Samarth

GeM - Portal e. Ship
Jute Product Weaving
Dyeing cum Design Workshop Exhibition
IHTP - IHDS
Handloom Mark
India Handloom Brand
NHDP / CHDS - NERTPS
Mudra Loan
Bunkar Mitra Helpline
India Handmade Bazaar
E - Dhaga

## Marketing Linkage for Handloom Sector:

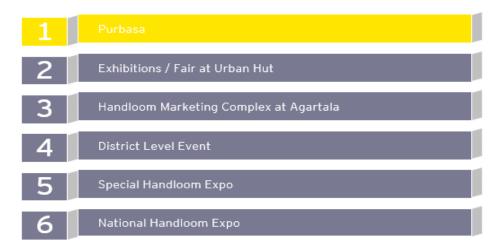


Figure 58 Market Linkage from Tripura Handloom sector

## Providing Working Capital: Empowering Handicrafts Co-operatives

A Grant-in-aid of Rs. 13.60 lakhs were provided to 17 Primary Handicrafts Co-operative Societies in Handicrafts Clusters, serving as working capital for artisans associated with these clusters. All state plan schemes are executed through these clusters.

## Providing Improved Tool-kits: Enhancing Artisan Productivity

The department procured improved tool-kits, funded by Tripura Bamboo Mission, for distribution to artisans in clusters. These enhanced tool-kits are designed for the production of bamboo and cane furniture, bamboo lath turned products, weaving basketry, and accessory products, ultimately increasing productivity and profitability for artisans.

## Infrastructure Development Projects: Fostering Production and Marketing

Infrastructure development for the production and marketing of handicrafts is a major focus. The State Government established Urban Haat in Agartala, creating a marketing platform and an urban recreational hub. Ongoing projects include setting up a Fabric Jewellery unit and upgrading the Common Facility Centre (CFC), supported by financial assistance from Bamboo Mission. The completion of the Urban Haat has facilitated regular fairs and exhibitions.

## Sericulture:

Tripura stands out as a promising state for Mulberry Sericulture in the North-East region, offering ample opportunities for self-employment in rural households. Those with small plots of land, around 1 acre flat or table land, can easily generate an annual income ranging from Rs.50,000 to Rs.60,000. To enhance farmers' income and ensure the sustainability of sericulture activities in rural areas, a cluster approach has been introduced. Currently, there are 21 Sericulture Clusters operating across 8 districts, engaging approximately 15,250 families in the sericulture scheme, with women constituting about 95% of the participants¹²⁶.

#### Table 38 Achievement for 2021-22 for new beneficiary

Year	Beneficiary	Cocoon Plantation	Raw Silk Production	Mulberry Plantation
2021-22	1213 nos.	39.20 MT	3.8 MT	519.7 acres

**State Plan Schemes** serve as a complement to the initiatives undertaken through Central Schemes. In the fiscal year 2021-22, a total of Rs.20.87 lakh was received and expended to assist beneficiaries in acquiring planting materials, plant protection components, conducting awareness programs, renovating office buildings, providing stipends for training through 11 Mulberry Rearers Societies, and fostering the development of sericulture in TTAADC areas¹²⁷.

## Agriculture and forest based industries

## Agriculture:

Tripura's economy is predominantly agrarian, with over 44% of the state's workforce relying on agriculture and related activities. This sector contributes approximately 32% to the Gross State Domestic Product (GSDP). The majority of farmers in the state, around 96%, fall into the category of small and marginal farmers, surpassing the national average of 78%. Despite changes in the economic landscape, agriculture and allied activities remain the cornerstone of Tripura's economy¹²⁸.

The state had around 55 food processing units and one operational mega food park, which is located at Bodhjungnagar, West Tripura. The agro-climatic conditions in the state are favorable for growing various fruits and horticultural crops. Tripura's pineapples and oranges are known for their unique flavor and organic nature. Major spices include ginger, turmeric, chilli, black pepper, cinnamon and tezpatta. As per the third advance estimate of 2019-20, the total fruit. production in the state is 562.46 thousand MT, vegetables is 811.67 thousand MT, plantation is 50.39 thousand MT and spices is 33.15 thousand MT. Tripura has developed a horticulture action plan for 2020-21, with estimated capital outlay of Rs. 123.54 crore (US\$177 million). The main objective of this annual plan is to increase the production and productivity of various

¹²⁶ HHS , Tripura.

¹²⁷ Microsoft Word - FINAL ECONOMIC REVIEW, 2021-22_0303_ (tripura.gov.in)

¹²⁸ Microsoft Word - FINAL ECONOMIC REVIEW, 2021-22 _0303_ (tripura.gov.in)

horticulture crops in the state. In May 2021, the state exported a shipment of 1.2 metric tonne (MT) of fresh jackfruit to London, the UK, to harness the export potential of agricultural and processed food products from the state¹²⁹.

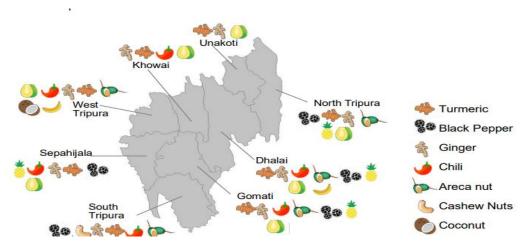


Figure 59 Agricultural Products Spread across Tripura's Districts

#### Quality assurance and marketing:

It is a well-established fact that without ensuring the quality of the product, farmers cannot obtain a profitable price for their yields. Additionally, the significance of post harvest technology cannot be overstated in this context. It is essential to enhance marketing networks, starting from the villages where agricultural crops are initially produced by farmers, extending to wholesale markets, and further reaching retail markets in various regions. Without improvements in these marketing channels, farmers will not receive lucrative prices for their produce, leading to a loss of interest in cultivating crops. Therefore, there is an urgent need to enhance both the quality of farm produce and marketing facilities to benefit the farming community of the state, all within a legal framework for marketing¹³⁰.

Name of the scheme	e Year	Market infrastructure		
RIDF: XXVI	2019 - 20	16 no's Primary Rural Market		
RIDF: XXVI	2020 - 21	11 no's of Medium Market and 7 no's of Primary Rural Market		
RIDF: XXV	2021 - 22	5 no's of Market		

Tabla	20	Tho	markat	infractr	ucturo	of tho	voar	2019-22	2
lable	59	me	mainer	iiiiiasti	ucture	or the	year	2019-22	-

#### Table 40 Production clusters in Tripura

Category	Districts			Category	Districts
Maize	Dhalai Tripura	and	South	Pulses	Dhalai and Soth Tripura
	Inpula				

¹²⁹ Tripura State Portal, Department of Industries & Commerce, Ministry of Agriculture

¹³⁰ ecostat.tripura.gov.in/sites /default/files/FINAL ECONOMIC REVIEW_0.pdf

Potato	Dhalai Tripura	and	Soth	Pineapple	Dhalai and North Tripura, Gomti, Soth Tripura, Sipahijala
Raddish	Sepahjila Tripura	and	South	Banana	Dhalai and west Tripura
Milk	West	Tr	ripura,	Cabbage	Sepahjila and Soth Tripura
	Sepahjila,	Gomat	i		

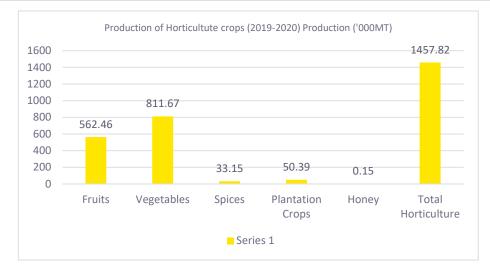


Figure 60: Production of Horticulture Crops in 2019-20 (INR Cr.) from Tripura

## 6.4.4 Infrastructure and Connectivity

## 6.4.4.1 Status of Road, Rail, and Air Connectivity

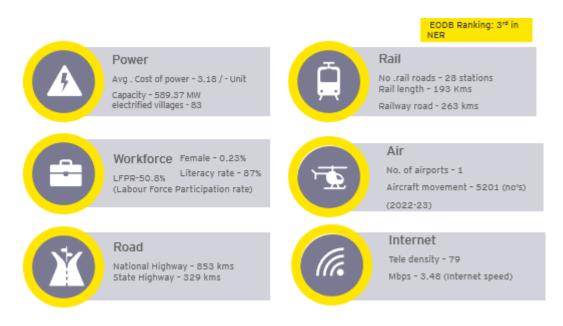


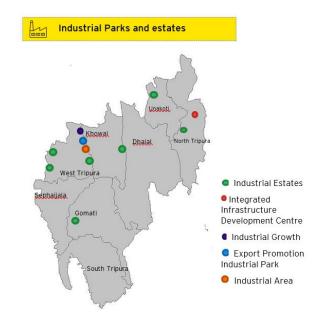
Figure 61 Data as per economic review of Tripura 2021-22

## 6.4.4.2 Industrial Estates and Growth Centers

Industrial development in Tripura is supported by infrastructure such as rubber, food, and bamboo parks, aimed at nurturing existing and potential investors. The state's industrial landscape includes 15 Industrial Estates, 6 Industrial Areas, 14 Public Sector Undertakings, growth centers, and an Export Promotion Industrial Park.¹³¹ These facilities play a crucial role in bolstering the state's industrial capabilities.

## 6.4.5 Natural Resources and Agricultural Development

Tripura's rich natural resources, including natural gas, rubber, tea, and medicinal plants, offer a diverse range of opportunities for economic exploitation and



trade. The state's high literacy rate of 87.22% positions it as an ideal destination for knowledge-based sectors. As of April 2023, Tripura had a total installed power generation capacity of 589.37 MW, with a substantial contribution from thermal power, complemented by hydropower and renewable resources¹³².

## 6.4.6 Industrial Development and Support Infrastructure

The Department for Promotion of Industry and Internal Trade (DPIIT) reports that between October 2019 and March 2023, FDI inflow in Tripura stood at US\$ 0.56 million. The state's Gross Value Added (GVA) reached INR 48,415 crores, with the tertiary sector leading, followed by primary and secondary activities. About 42% of the population is engaged in agriculture, forestry, and fishing, contributing significantly to the state's economy.¹³³

Industrial Parks: Rubber, Food, and Bamboo Cluster

To support the sale of handloom and handicraft products, the government has implemented various initiatives and established specific infrastructure:

Urban Haat: The THHDC has implemented the Urban Haat project in Agartala, costing INR 3.84 crore, functional since 2016, and hosting handicraft exhibitions intermittently over the last three years. The facility can accommodate approximately 43 shops. Two Border Haats, namely Srinagar-Chagalnaiya and Kamalasagar-Tarapur Border Haat has been set-up in Tripura- Bangladesh border. Both the border haats are functioning smoothly and has contributed not only in boosting the local economy as well as strengthened people to people tie between the two Countries.

¹³¹ <u>https://nsdcindia.org/sites/default/files/files/ne-state-presentation.pdf</u>

¹³² Exploring Lucrative Business Opportunities in Tripura's Thriving Industries (investindia.gov.in)

¹³³ About Tripura: Information on Tourism, Industries, Economy & Geography (ibef.org)

#### Srinagar:

Financial	Sale in Indian side (Rs.	Sale from Bangladesh side	Total Amt (Rs. In
Year	In Crores)	(Rs. In crores)	Crores)
2018-19	0.94	0.63	1.57
2019-20	0.83	4.61	5.44
2020-21	Nil	Nil	Nil
2021-22	Nil	Nil	Nil

Table 41 Commodities sale and purchase by India and Bangladesh side at Srinagar Border Haat

**Major commodities sold in Indian side:** Spices, Kitchen, Jackfruit, Local vegetables, Cosmetics, Plastic, toiletries, Fruits, saree, cloth materials (Lungi / Gamcha) etc.,

**Major commodities sold in Bangladesh Side:** Dry fish, Bakery items, Plastics goods, Fruits like green apple, Watermelon, Local Vegetables etc.,

#### Kamalasagar:

Table 42 Commodities sale & purchase by India and Bangladesh side at Kamlasagar border Haat

Financial Year	Sale in Indian side (Rs. In Crores)	Sale from Bangladesh side (Rs. In crores)	Total Amt (Rs. In Crores)
2018-19	3.17	0.91	4.08
2019-20	8.39	0.98	9.37
2020-21	Nil	Nil	Nil
2021-22	Nil	Nil	Nil

**Major commodities sold in Indian side:** Fruits, Tea leaf, Steel, Garments, Bakery, Masala (Spices), Baby Food, Toiletries, Tricos. Kst (Central Jail) etc.

**Major commodities sold in Bangladesh Side:** Dry fish, Bakery items, Plastics goods, Fruits like green apple, Watermelon, Local Vegetables etc.

- Indoor Exhibition Centre: Covering an area of 10,800 sq. meters, an indoor exhibition center has been set up in Agartala at a cost of INR 66.52 crore. It can house 170 stalls and accommodate up to 10,000 visitors.
- Corporation Market: A market solely promoting tribal handloom and handicraft products has been established in Tripura, showcasing traditional dresses and jewelry of the region.

Parameter	Rajasthali	Boyanika	Garvi Gujari	Poom Puhar	Co- <u>Optex</u>	Cauvery	Purba shree	Prajyotika	Purbasha
State	Rajasthan	Odisha	Gujarat	Tamil Nadu	Tamil Nadu	Karnataka	NEHH DC	Assam	Tripura
FSSAI / Other certifies	×	ISO	×	×	×	×	×	NA	NA
Brand identity	~	~	~	~	~	~	~	~	~
Website	×	~	~	~	~	~	~	×	×
E- commerce linkage	~	~	~	~	~	~	×	×	×
Social media	~	~	~	~	~	~	×	×	×
Export	~	~	~	~	~	~	×	×	×
Physical stores	4	40+	25	18+	200	11	7	7	3
Dealer network	~	~	×	×	×	×	×	×	×
Presence in metros (no. of stores / shops)	2	7	8	12	33	5	4	3	2
Profit / Loss	Profit ( 2018-19)	Profit	Data NA	Profit ( 2017-18)	Data NA	Data NA	Loss	Data NA	Data NA

## 6.4.7 Tourism as a Market Drive

Figure 62 Analysis of state emporiums from leading state

With its picturesque landscape and rich cultural heritage, Tripura is also a popular tourist destination, offering a plethora of attractions such as historical sites, temples, and natural beauty. The state recorded 154,405 foreign tourist arrivals in 2019, indicating its potential in the tourism sector¹³⁴.

## 6.4.8 Digital Connectivity and E-commerce

Tripura Urban Livelihoods Mission (TULM)

The success story of the Tripura Urban Livelihoods Mission (TULM) for the year 2021-22 revolves around the effective utilization of e-commerce giants Amazon and Flipkart. Recognizing the significance of mobilizing urban poor households to establish their own institutions, the TULM has invested in creating a sustainable poverty reduction program. As part of the mission, 594 Self Help Groups (SHGs) were formed, with 27 SHGs connected to 22 Area Level Federations. Furthermore, 492 SHGs received a Revolving Fund of Rs. 10,000 each, and 10 Area Level Federations received Rs. 50,000 each.

Additionally, 765 SHG loans were disbursed through various banks. Notably, Seva SHG of AMC Ward No. 7 received recognition at the Northeast Festival for its outstanding performance in Door-to-Door garbage collection. During the Azadi Ka Amrit Mohatsav Program, blankets and daily essentials were distributed to urban homeless individuals in Sonamura NP.

Recognizing the challenge faced by SHGs in marketing their products effectively, the TULM took a pioneering step in Tripura by initiating the sale of SHG products on popular online

¹³⁴ Art & Crafts | Tripura Tourism

platforms such as Flipkart and Amazon. The onboarding process took place in August 2021. Additionally, a seller point named "SonChiraiya City Livelihood Centre" in Agartala was selected for selling SHG products under the brand name "SonChiraiya." Currently, 320 products from 36 Self Help Groups, including Wall hanging photo frames, jewelry, bamboo crafts, garments, woolen items, jute items, home decoration items, and flower vases, are available on Flipkart and Amazon.

As of now, TULM has successfully sold 67 products across India. The mission has also played a crucial role in enhancing the capacity of SHGs by providing training in crafting handmade products for sale on e-commerce platforms. This strategic initiative not only fosters economic empowerment but also opens new avenues for sustainable income generation.

## 6.4.9 Trade and Export Dynamics

Agriculture, Tourism, Mining and industrial activities providing major employment opportunities for local people and contribute towards the revenue generation in state. However, Tripura has diverse products and services with great potential of exports which is the one of the key areas for economic development of the state. The importance of exports from the State lies in the expansion of market opportunities for its produce, improvement in product quality and subsequent handling techniques, technological advancement in terms of plant, machinery, and manufacturing process, increased employment opportunities, etc.

## 6.4.9.1 Analysis of Import and Export Statistics and Trends

Tripura engages in foreign trade primarily with Bangladesh, marking the commencement of official trade relations between Tripura and Bangladesh in the fiscal year 1995-96 through the Agartala LC Station. Currently, there are eight designated Land Custom Stations (LCS) in operation, namely Agartala, Srimantpur, Muhurighat, Khowaighat, Dhalaighat, Manughat, Old Raghnabazar, and Sabroom. Notably, Dhalaighat LCS is functional solely for immigration purposes, while Sabroom LCS is awaiting operational status. The total trade volume has experienced a substantial increase¹³⁵ escalating from a modest Rs. 4.12 crores in 1995-96 to approximately Rs. 1008.40 crores in the fiscal year 2021-22. The trade volumes for the preceding years are outlined as follows:

Below is a figure detailing the value of trade in Tripura, encompassing both imports and exports:

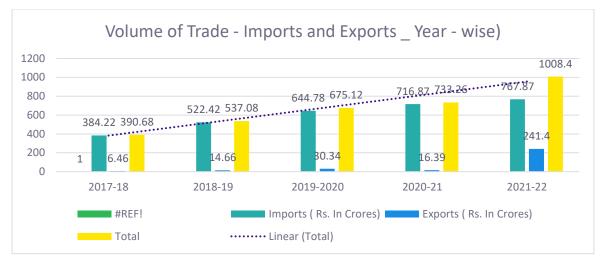


Figure 63 Year wise export data

The importance of exports from the State also lies in the indirect benefits to the State¹³⁶.

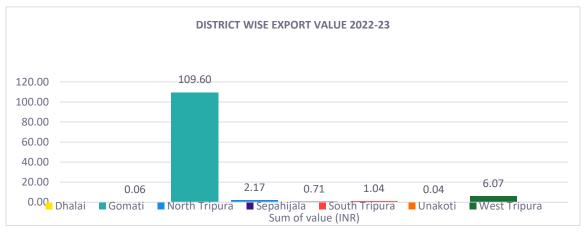


Figure 64 District wise export value 2022-23

## 6.4.9.2 Export and Marketing Infrastructure

In 2021-22, total Investment in Industrial Sector is about Rs. 2,131.65 crore. Total Employment in Industrial Sector is about 1,90,298 person as per MSME Register. In 2021-22, Foreign Trade Value is Rs. 1008.40 crore, out of which Export value is Rs.241.40 crore and Import value is Rs.767.00 crore¹³⁷.

Approximately 72% of Tripura's handicraft products are exported, contributing significantly to the state's economy, with the remaining 28% finding their market within the state itself. In the financial year 2014-15, the total value of these exports was an impressive INR 3,362.54 lakh. To bolster the sale of handloom and handicraft products, the government has established various marketing infrastructures such as the Urban Haat project in Agartala, an indoor exhibition center, a handloom marketing complex, and a dedicated market for tribal handloom

¹³⁶ <u>dashboard.commerce.gov.in/commercedashboard.aspx</u>

¹³⁷ Microsoft Word - FINAL ECONOMIC REVIEW, 2021-22 _0303_ (tripura.gov.in)

and handicraft products. However, there are gaps in infrastructure, including the absence of design centers, functional testing laboratories, and well organized yarn banks. There is an ongoing effort to get handloom products certified under the India Handloom Brand (IHB), acknowledging the importance of digital platforms and e-commerce for expanding the sector's reach, revenue, and employment opportunities¹³⁸.

The state-run Tripura Handloom and Handicrafts Development Corporation Ltd (THHDC) is instrumental in marketing these products. It procures items directly from local artisans and sells them through Purbasha outlets in Tripura and other states, including Tripura, West Bengal, and Delhi, with 32 outlets currently in operation. Even though handloom products account for the majority of sales, THHDC has yet to explore e-commerce channels for distribution. In terms of raw material supply, NEHHDC yarn banks provide subsidized yarn to weavers, but the sericulture sector still lacks a structured marketing system, often relying on open auctions facilitated by the state government for yarn procurement. Enhancing marketing strategies and establishing a unique brand identity through geographical indications or state-specific products is crucial for the future growth of this sector in Tripura¹³⁹.

## 6.4.9.3 Marketing Channels and Infrastructure

The distribution of most handicrafts in Tripura predominantly occurs through local traders, with artisans occasionally selling their products directly at fairs, exhibitions, or through government agencies such as Purbasha. The revenue from sales through local traders amounted to INR 2,757.28 lakhs, whereas government agencies and direct selling generated INR 336.25 lakhs and INR 260 lakhs, respectively. Despite a declining total turnover for handicraft businesses in Tripura, the sector remains highly unorganized and requires substantial investments in both infrastructure and marketing activities. The government has initiated skill development programs, awareness workshops, and allocated working capital of INR 15.58 lakhs to 18 clusters and cooperative societies. Products crafted by rural artisans are made available at Urban Haats and Purbasha sales emporiums.

## 6.4.9.4 Export Awareness Programme:

The Industries and Commerce Department organized an Export and Awareness Programme on 24th July 2023, on the onset of the event there was importance of collaboration among departments to ensure success in the state's export sector, particularly between the Industries and Commerce Department and the Department of Agriculture and Farmers Welfare.

It has been highlighted the significance of exports and the role of trade Promotion wing in addressing infrastructure and logistics challenges in the region.

## 6.4.10 Schemes for development of marketing infrastructure

The Indian Government, through its diverse line ministries, is actively executing over 200 schemes across various domains such as marketing assistance, financial subsidies, skill development, and infrastructure development for MSMEs. These initiatives play a crucial role in providing both short and long-term support to MSMEs and state governments in the Northeast. They contribute significantly to the well-being of beneficiaries, foster regional

¹³⁸ https://www.business-standard.com/article/pti-stories/tripura-cm-inaugurates-indoor-exhibition-centre-119012800585_1.html

development, and create a lasting impact on the overall growth of the area. During this study, the consultancy team has identified numerous schemes within the study's scope, including marketing infrastructure, marketing assistance, testing and certification, and marketing infrastructure development. A concise overview of the relevant schemes is presented in the table below.

S.no	Dept	Central Scheme	Objective	Nature of assistance
1	Ministry of Micro, Small and Medium Enterprises	Marketing Assistance Scheme	Organizingandparticipating ininternationalexhibitions / tradefairsorganizingmarketingpromotion events	95% of airfare and space rent for participation / organizing for cosponsoring
2	Ministry of Micro, Small and Medium Enterprises	Market Promotion & Development Scheme (MPDA)	focuses on publicity, marketing, promotion and marketing development assistance. The overall objective of the scheme is to ensure increased earnings for artisans	entitled for 60% on Prime Cost. 30% shall be distributed to spinners and weavers and 10% to karyakartas/other artisans
3	Ministry of Micro, Small and Medium Enterprises	MSME Market Development Assistance (MDA)	Participation in international fairs by registered manufacturing MSEs for GSI bar- coding	75% of air fare for delegations, funding for publicity, sector specific studies 15% price preference in Central Government purchases
4	Ministry of Micro, Small and Medium Enterprises	International Cooperation Scheme (IC)	Technology infusion and/or upgradation of Micro, Small and Medium Enterprises (MSMEs),	100% of airfare, space rent up to INR 1 Lakh Freight charges up to INR 25,000
5	Ministry of Micro, Small and Medium Enterprises	Marketing Support/Assistance to MSMEs (Bar Code)	To encourage MSMEs to use bar-codes and enhance the marketing competitiveness of Micro & Small Enterprises (MSEs)	75% of reimbursement of one- time registration fee
6	Ministry of Micro, Small and Medium Enterprises	Micro & Small Enterprises - Cluster Development Programme (MSECDP)	To support sustainability and growth of MSEs through cluster-based approach	GOI grant of 90% w/ max INR 20 crore. Market development: 60% (80% women associations) and 40% by the stet.

#### Table 43 List of Central schemes for promoting marketing infrastructure.

S.no	Dept	Central Scheme	Objective	Nature of assistance
7	Ministry of Micro, Small and Medium Enterprises	Marketing Intelligence Services Lease	Acquires and analyses information to determine needs and preferences, assess changes that would influence markets	Supply information on request about market aspects - domestic, import, export - to facilitate joint ventures
8	Ministry of Micro, Small and Medium Enterprises	Procurement and Marketing Support Scheme (P&MS)	nitiatives like organizing / participation in National /International Trade Fairs / Exhibitions I MSME Expo, etc	Support for participation of individual MSEs in domestic trade fairs/ exhibitions
9	Ministry of Micro, Small and Medium Enterprises	Market Development Assistance	Financial assistance to khadi institutions	20% of production cost for khadi cotton, woolen silk and polyvastra against the production target
10	Ministry of Micro, Small and Medium Enterprises	NSSH - National Schedule Caste and Schedule Tribe Hub	To provide finance, capacity building and marketing support to SC-ST MSEs	Special Marketing Assistance Scheme: 100% subsidy to SC- ST MSEs in participation
11	Ministry of Micro, Small and Medium Enterprises	Revamped Scheme of Fund for Regeneration of Traditional Industries (SFURTI)	To organize the traditional industries and artisans into clusters to make them competitive and provide support for their long-term sustainability	INR1.5 crore. For NER, 50% reduction in artisans per cluster. Maximum ceiling of INR 25.00 lakhs (100% scheme funding)
12	Ministry of Micro, Small and Medium Enterprises	Consortia and Tender Marketing	To Forms consortia of units manufacturing the same products, thereby easing out marketing problems of MSEs	Provides EDM and Security deposits, formation of consortia
13	Ministry of Micro, Small and Medium Enterprises	Agricultural Marketing Infrastructure (AMI)	To develop marketing infrastructure for either storage or for primary processing	Varies on case to case and usually 25% of the total financial outlay of the proje
14	Ministry of Micro, Small and Medium Enterprises	Strengthening of Agmark Grading Facilities (SAGF)	To implement AGMARK certification programme	100% assistance
15	Ministry of Micro, Small	Indian Leather Development	To catalyse promotion of Indian	75%, 50% and 33% of lease/rent in

S.no	Dept	Central Scheme	Objective	Nature of assistance
	and Medium Enterprises	Programme – Market Access Initiatives	export	first, second and third year, with a ceiling of Rs.100 lakh
16	Ministry of Micro, Small and Medium Enterprises	Modified Industrial Infrastructure Upgradation Scheme (MIIUS)	To enhance competitiveness of industry by providing quality infrastructure to promote industrial growth.	Central Grant up to 50% of the project cost with a ceiling of INR 50 crore with at least 25% contributions of State Implementing Agency
17	Ministry of Micro, Small and Medium Enterprises	Scheme for implementation of National Manufacturing Policy	To Set up of National Investment and Manufacturing Zones (NIMZs)	The Central Government will bear the cost of master planning for the NIMZ
18	Ministry of Micro, Small and Medium Enterprises	North East Industrial Development Scheme (NEIDS) 2017	The objective is to promote industrialization in NER and boost employment and income generation. NEIDS 2017 will remain in force up to 31.03.2022.	The total benefits shall be limited to the total investment in plant and machinery subject to a maximum of INR.200 crore per unit
19	Ministry of Micro, Small and Medium Enterprises	Market Access Initiative Scheme 2018	Promoting exports and addressing interventions required by India for exploring new markets	The funding for each project will be on cost-sharing basis with the sharing pattern ranging from 65% to 50% at the minimum.
20	Ministry of Development of NorthEast Region	NEDFi Scheme for North East Handloom and Handicrafts (SNEHH)	Promoting enterprises in handlooms and handicrafts sector and providing a platform for sustainable economic growth	Maximum project cost will be INR 25 lakhs. Term loan assistance to be up to 75% of the project cost.
21	Ministry of Micro, Small and Medium Enterprises	Marketing Development Assistance (MDA)	Financial support for tourism activities abroad	Up to Rs.2.5 lakh for promotional activities abroad
22	Ministry of Micro, Small and Medium Enterprises	North-East Textile Promotion scheme	implemented	up to 80% (excluding land cost) and the remaining 20% by the SPV/beneficiaries/stakeholde rs/Stat e Govt. Contribution of the State will not exceed 10%

The state government has taken undertaken various schemes to promote marketing infrastructure in the state. Below mentioned are for reference.

S.no	Dept	State Scheme	Objective	Nature of assistance
1	Department of Industries and Commerce	MSME Market Development Assistance (MDA)	Participation in international fairs By registered manufacturing MSEs for GSI bar- coding	75% of air fare for delegations, funding for publicity, sector specific studies 15% price preference in Central Government purchases
2	Department of Tourism	Tourism Policy 2020-25	To promote sustainable tourism in Tripura,	The incentives and subsidies as promoted by the industry department and as detailed

## 6.4.11 Challenges and recommendations in Market Access

Obstacles preventing MSMEs from Tripura from entering the export market were identified through stakeholder interactions and Focused Group Discussions (FGDs), involving both current and potential MSME entrepreneurs. The challenges, falling under five main categories, were revealed as follows: export marketing barriers, logistics barriers, export-related infrastructural barriers, knowledge and information barriers, and production barriers. Recognizing that MSMEs are integral to Indian exports, the export strategy outlined in this section aims to address these issues faced by MSME exporters.

#### 1. Export marketing barriers

- Insufficient knowledge and understanding of how to locate foreign buyers and determine prices in the export market.
- Lack of awareness regarding the money transfer mechanism of Letters of Credit.
- > Absence of role models for new exporters to provide motivation.
- Unfamiliarity with conducting business in countries like Bangladesh and Myanmar.
- Inadequate support for export-oriented entrepreneurship.

#### 2. Logistics barriers

- > High transportation costs to the nearest seaport in Kolkata.
- The region only has a dry port for bulk commodities like tea in Guwahati, while wet ports in Kolkata are situated at a considerable distance.

#### 3. Export related infrastructural barriers

- > Absence of pack houses in the region for exporting agricultural commodities.
- Significant distance between agricultural horticultural produce centers and international airports, such as Guwahati or Agartala, making hiring refer vans impractical due to diminished profits.
- 4. Land customs stations lacking proper facilities like cold storage and pack houses.

- Quality testing and certification labs are not well-equipped to meet the export norms of various countries, necessitating visits to facilities in Kolkata or Delhi for certifications.
- Lack of international airports or flights capable of transporting perishable products to the Middle East or South Asian countries from the region.

#### 5. Knowledge and information barriers

- Insufficient training activities for exporters on documentation requirements, compliances, and other procedural necessities.
- Lack of knowledge about the demand in foreign countries and neighboring nations like Bangladesh and Myanmar.
- Inadequate understanding of government policies, such as the 'Act East Policy,' and the benefits available to exporters.
- Unawareness of testing and certification requirements for exporting food products to different countries.
- Lack of clarity about the procedure for obtaining import/export licenses.

#### 6. Production barriers

- Limited scale of operation leading to a lack of competitiveness with large-scale established manufacturing processes in other countries, such as Thailand (for pineapple), New Zealand and Iran (for Kiwi), China, and Vietnam (for Bamboo), which offer products at a much lower rate in the international market.
- High capital costs.
- Seasonal production of raw materials or irregular supply due to the lack of professionalism in cultivation, posing challenges for operating fruit processing plants.

To analyses access to market related challenges for MSMEs in Tripura, following studies have been conducted.

- > Sectoral Marketing challenges faced by MSMEs and recommendation:
- Logistical and Infrastructural Challenges and recommendation
- Digital Connectivity and E-commerce Potential and and recommendation
- Government Initiatives and Policy Support

6.4.11.1 Logistical and Infrastructural Challenges and recommendations:

SI. No.	Туре	Challenges	Recommendations on improving Marketing Infrastructure
1	Rubber	Infrastructure Issues: Less developed infrastructure impedes effective transport and distribution of rubber goods.	<ul> <li>Establish centralized platforms or networks where stakeholders can share real-time information about road conditions, alternative routes, and potential challenges. This collaborative approach can help in adapting to changing situations and avoiding delays.</li> </ul>
2	Rubber	Restricted Export Access: SMEs in Tripura often miss global market opportunities due to limited involvement in export events and direct interactions with foreign buyers.	Partnerships with Trade Associations: Foster partnerships with trade associations and industry bodies that specialize in international trade. Collaborative efforts can provide SMEs with valuable resources, market intelligence, and opportunities to participate in global trade events.
3	Rubber	Foreign Competition: Cheap imports, especially from nations like China, intensify competition, challenging local producers on price fronts.	Quality Improvement Programmes: Implement quality enhancement programs to improve the overall quality of local products. Emphasize quality certifications and standards to compete based on product excellence rather than solely on price.
4	Bamboo and cane	Limited Export Channels: Lacking a robust mechanism and understanding of international exports, Tripura's Bamboo and Cane industries might be missing out on key visibility and networking prospects.	Provide customized assistance to industry participants based on their specific export needs. This can include support in documentation, logistics, and compliance, tailored to the requirements of Bamboo and Cane exporters.
4	Handloom	<ul> <li>Machine Competition: Handloom items compete with cheaper, widely</li> </ul>	<ul> <li>Conduct educational programs to inform consumers about the environmental and social impact of</li> </ul>

SI. No.	Туре	Challenges	Recommendations on improving Marketing Infrastructure
		available machine-made products.	supporting handloom products over machine-made alternatives. Promote the idea of sustainable and ethical consumption.
4	Food Processing sector	Distribution Limitations: Smaller units face difficulties accessing broader markets due to distribution challenges.	Encourage the formation of cooperative networks among smaller units. Collaboration enables pooling of resources, joint distribution efforts, and shared access to broader markets.

## 6.4.11.2 Digital Connectivity and E-commerce related challenges and recommendations:

SI. No.	Туре	Challenges	Recommendations on improving Marketing Infrastructure
1	Lack of Platform Adoptions	• E-commerce Gaps: Without online presence, many can't leverage platforms like Flipkart and Amazon, limiting their reach.	Conduct workshops and training sessions specifically focused on navigating e-commerce platforms. Provide hands-on guidance on how to create product listings, manage inventory, and optimize online storefronts.
2	Lack of Platform Awareness	Platform Awareness: Familiarity with platforms like GeM and ONDC is low, though they offer significant market expansion opportunities.	Launch awareness campaigns across various media channels, including social media, print, and radio, to disseminate information about GeM and ONDC. Highlight success stories and case studies to illustrate the positive impact on businesses.
3	Lack of Digital Platforms	Lack of Digital Platforms: Unavailability of digital platform for marketing the products.	Organize workshops focused on digital marketing strategies tailored to the specific needs of businesses. Provide practical insights and hands-on guidance on using various digital channels for effective product promotion.

# 6.4.11.3 Government Initiatives and Policy Support related challenges and recommendation:

SI. No.	Туре	Challenges	Recommendations on improving Marketing Infrastructure
1	Lack of IT Infra support	Lack of IT infrastructure support: Unequal access to information technology and the internet.	Implement digital literacy programs to bridge the digital divide. Provide internet connectivity in remote areas and promote the use of technology for education and business.
2	Lack of awareness	Local Support Centers: Despite existing support schemes, artisans struggle with red tape and awareness issues.	Establish local support centers or help desks in artisan-dense areas. These centers can serve as physical locations where artisans can receive assistance in understanding and applying for support schemes.
3	Lack of sector associations	Lack of sector Associations: Due to unavailability of localized associations the MSMEs are not able to understand sector specific current trends.	<ul> <li>Create online communities or forums dedicated to specific industries where MSMEs can engage in discussions, share information, and seek advice. These virtual spaces can enhance connectivity and knowledge exchange.</li> </ul>

## 6.4.12 Branding of Tripura

Tripura, a state in north-eastern India, has several strengths that contribute to its brand image and appeal. These strengths make Tripura a popular tourist destination and a region with significant cultural, historical, and economic significance. Here are some key strengths of Tripura.

## 6.4.12.1 Branding and Promotion

Promotional and branding efforts are essential to the expansion and survival of micro, small, and medium-sized businesses. Branding's primary objectives are to set a company apart from its rivals, encourage consumer loyalty, and build emotional connections that lead to legitimacy and trust. Promotion's main aims are to boost sales, generate leads, and raise awareness of short-term marketing goals.

To get along or compete with the domestic and international products, the promotional activities can leverage the MSMEs to have boost up marketing and sales. Robust infrastructural developments and industrial set-ups as promoted the state to a new scale where branding efforts need to be revised and more specific with ease of accessibility through various means to the end customers.

Every district in the Tripura has some products with obvious uniqueness and its own flavors. The ODOP products has gained a considerable market value due to efforts made by other state governments. In one of instances, under the One District, One Product (ODOP) scheme, promoted by the Government of Tripura, have significantly boosted the brand value for district-specific products manufactured by artisans and manufacturers, showcasing their competencies and potential. The Government of India has introduced several schemes to support and promote innovation, technology upgradation, and access to institutional credit, aiming to encourage the export of products to meet urgent needs.

#### 6.4.12.2 Tripura as a Brand of Tourism

Tripura is renowned its vibrant and diverse cultural heritage, and temples reflects its rich history and architectural expertise.

Historic palaces, particularly those in Udaipur and U, provide potential to grow the luxury tourism industry as more people travel to hill stations and wildlife sanctuaries.

The state's well-known tourism attractions, which include historic cities (Khowai, Chaturdasha Devata Temple, Mahamuni Pagoda, Pilak), wildlife Sanctuaries, hill stations (Jampui hills, Tripura Sundari Temple) and numerous other landscapes, provide developers and investors with appealing investment prospects.

Tripura as a land of unique culture and heritage

Branding and promoting district indigenous products of Tripura as a unique part of the state's culture and heritage can be a powerful strategy to preserve traditions, empower local artisans, and boost the economy. Through various mechanism the indigenous local handicraft products could receive an attention and positioning its brand value of products.

#### 6.4.12.3 Tripura as a Brand of Manufacturing Hub

Tripura is famous for its traditional arts and crafts, including cane and Bamboo crafts, tie and dye, Handlooms like traditional items such as Riha, Risa. The intricate designs and skilled

craftsmanship of Tripura artisans are highly regarded both nationally and internationally and 98% of these businesses are MSMEs¹⁴⁰

MSMEs operating in the state are largely supported by a strong supply chain network and infrastructure, including highways, and railways, which enable the smooth movement of goods and services across the country and enhance growth opportunities.

## 6.4.12.4 Recommended Branding and Promotion Methods

Micro, Small, and Medium Enterprises (MSMEs) in Tripura, like in any other state, can sell their products in the market through various channels and strategies. Here are some common ways MSMEs can sell their products in the market in Tripura:

- Online Marketplaces: Selling products on popular online platforms like Amazon, Flipkart, or local marketplaces such as ShopClues and Snapdeal can provide access to a wide customer base.
- E-commerce Website: Creating a dedicated e-commerce website allows MSMEs to sell products directly to consumers. It's important to invest in a user-friendly website and employ digital marketing strategies to attract online shoppers.
- Participation in Trade Fairs and Exhibitions: Tripura hosts numerous trade fairs and exhibitions throughout the year. MSMEs can showcase their products at these events to connect with potential customers and distributors.
- Government Schemes: Tripura's government often runs schemes to promote MSMEs. MSMEs can benefit from these programs, such as subsidies, incentives, and assistance with market entry.
- Export Markets: Depending on the product, MSMEs can explore export opportunities to reach international markets. They should comply with export regulations and seek support from export promotion agencies.
- Social media and Digital Marketing: Leveraging social media platforms like Facebook, Instagram, and Twitter can help MSMEs build brand awareness and reach a larger audience. Paid advertising can also be effective. Supplying to Large Companies and strategic partnerships: MSMEs can explore opportunities to become suppliers to larger companies and industries in Tripura. This often requires meeting specific quality and compliance standards. Collaborating with other businesses, such as cross-promotions or joint ventures, can expand market reach and customer base.
- Focus on Quality and Innovation: Ensuring high product quality and innovation can help MSMEs stand out in a competitive market like Tripura.
- Digital Payment Systems: Accepting digital payments and mobile wallets can enhance the convenience of purchasing for customers and improve sales.

#### 6.4.12.5 Ecommerce

For MSMEs, e-commerce is synonymous with economic stability, growth, and security; and is a vibrant channel that allows even the smallest MSMEs to showcase their products in any part of the world without having to shell out on expansion or changing locations. The especially of E-commerce platform is that these platforms have empowered small businesses by removing barriers through simple onboarding processes, providing a large customer base and consequently, ensuring increased revenues.

For growth and development of MSMEs, e-commerce marketplaces are the best catalysts for directing their transformation at minimal costs, investment, and innovation. A collaborative

¹⁴⁰ Art & Crafts | Tripura Tourism

effort between the government, the private sector, industry groups, training organizations and SMEs is the most efficient way to support MSMEs.

Success Story of Tripura Urban Livelihoods Mission's E-commerce Portal on Amazon & Flipkart for the Year 2021-22

Establishing institutions among urban poor households is a crucial investment for an effective and sustainable poverty reduction program. The Tripura Urban Livelihoods Mission (TULM) has made significant strides in this regard, with the formation of 594 Self-Help Groups (SHGs), out of which 27 SHGs are affiliated with 22 Area Level Federations (ALFs). Additionally, 492 SHGs have received a revolving fund of Rs. 10,000 each, while 10 ALFs have received Rs. 50,000 each. Furthermore, 765 SHG loans have been disbursed through various banks.

One notable achievement is the recognition of the Seva SHG in AMC Ward No. 7 under TULM, which was awarded as the best SHG in Door-to-Door Garbage collection at the North East Festival. As part of the Azad Amrit Mohatsav Program, blankets and daily essentials were distributed to urban homeless individuals in Sonamura NP.However, SHGs faced challenges in marketing their products, prompting the Tripura Urban Livelihoods Mission to take a pioneering step in Tripura. In August 2021, TULM became the first initiative in the state to sell SHG products on online platforms such as Flipkart and Amazon. The mission successfully onboarded on these e-commerce platforms and selected "SonChiraiya City Livelihood Centre" in Agartala as the designated seller point. Under the brand name "SonChiraiya," TULM uploaded 320 products from 36 SHGs, including wall hanging photo frames, jewelry, bamboo craft, garments, woollen items, jute items, home decoration items, flower vases, and more.

Since its initiation, TULM has sold 67 products nationwide through Flipkart and Amazon. To enhance the capabilities of SHGs, TULM has provided capacity-building training, encouraging the creation of more handmade products for selling on e-commerce platforms.

#### 6.4.12.6 Key initiatives by e-commerce companies to boost MSMEs sales:

#### Initiatives by private players

The leading e-commerce companies in India are also helping tackle some of the challenges that MSMEs face in adopting e-commerce technologies, like assisting MSMEs in training, adoption of technology and encouraging them to engage with customers on a real-time basis. New age e-commerce platforms have services like Account management support (Support to sellers on advertisement, inventory management, replenishment, data insights through weekly seller connects), Order Management (Order Dispatch support), Centralized email-id and helpline for query resolution, Centralized team to support MSMEs, etc.

Some of the initiatives taken by leading e-commerce players which can be tapped into by MSMEs from Northeast India for widening the reach of their products are as follows:

#### a) Amazon India

Amazon India in collaboration with the Federation of Indian Micro and Small & Medium Enterprises (FISME) is conducting various events and workshops across the country that will enable MSMEs to sell their products online. The tie-up with FISME will help in educating MSMEs on the nuances of online selling domestically, and about B2C exports to enable them sell across multiple international locations. Moreover, Amazon India has been partnering with several government bodies and non-profit organisations to bring SMEs on board. These include National Institute for Entrepreneurship and Small Business Development (NIESBUD) and UP and Telangana government, among others. Apart from this, Amazon India has also launched various programs such as Amazon Saheli, Amazon Select, Kala Haat and Amazon Launchpad that enables MSMEs to come on board and sell its product through e-commerce.

Amazon Saheli

"Amazon Saheli" was launched in November 2017 by Amazon India. It is aimed at empowering and enabling Indian women entrepreneurs to sell their products across the country. Promotion of entrepreneurship amongst women has become the key motive of the program. Under this program, Amazon India is focusing on women entrepreneurs, and the benefits of the program are only available to women entrepreneurs or an organization with only women employees. As part of this program, Amazon also provides on-line and off-line trainings to shortlisted entrepreneurs and a dedicated account manager is also provided to entrepreneurs who helps them in their initial days of selling. Currently, items like handicrafts, apparels, home décor items, handbags are included in the Saheli store but gradually, Amazon expects to increase the categories of products. There are several benefits that a woman can avail by associating with the Saheli Program.

#### b) Flipkart Samarth Initiative

'Flipkart Samarth' is an initiative aimed at bringing India's artisans, weavers, and handicrafts producers onto e-commerce platforms. The initiative will help in opening national market access for these underserved communities, giving them access to a constantly growing pan-India customer base of more than 150 million, while empowering them to leverage the benefits of the e-commerce model.

Some of the benefits under Flipkart Samarth include dedicated support for onboarding, cataloguing, account management, business insights, dedicated seller support, reduced commission where eligible, and warehousing support. Flipkart Samarth works closely with reputed NGOs and government bodies and livelihood missions to reach many rural entrepreneurs, with a special focus on women-led enterprises, differently abled entrepreneurs, artisans, and weavers. Flipkart, that owns Myntra, also signed a Memorandum of Understanding (MoU) with the Textile Ministry through the office of the Development Commissioner for Handlooms, to list products from rural Indian handloom weavers and craftsmen on its platform. Prior to this, it had signed a MoU with NCDPD (National Centre for Design and Product Development) and FISME (Federation of Indian Micro and Small and Medium Enterprises) to list products from 50,000 SMEs.

#### 6.4.12.7 Recommendations

Boosting e-commerce in Tripura involves implementing strategies and initiatives that facilitate the growth of online businesses, enhance digital infrastructure, and promote a conducive environment for e-commerce activities. Here are several steps that can help boost e-commerce in Tripura:

S.No	Recommendations	Beneficiaries
1	Digital Infrastructure Development	Artisans, crafts persons, and handicraft businesses with bulk buyers, exporters, and retailers
2	E-commerce Training and Skill Development	Artisans, crafts persons, and handicraft businesses with bulk buyers, exporters, and retailers.
3	Government Support and Policies	Artisans, Craft businesses, Wholesalers,
4	Marketplace Platforms	Artisans, Wholesalers, Craft businesses, Traders,

#### Table 45 Recommendations

S.No	Recommendations	Beneficiaries
5	Logistics and Supply Chain	Artisans, Craft businesses, whole salers,
	Enhancement	Retailers
6	Incubation and Startup Support	Craftsmen, wholesaler, retailers, customers
7	Collaboration with Industry Associations	Partner with industry associations, chambers of commerce, and trade bodies to organize e-commerce events, exhibitions, and conferences

## 6.5 Access to Technology

Facilitating access to technology for Micro, Small, and Medium Enterprises (MSMEs) and improving digital infrastructure of DCIs in states are pivotal factors enhancing the performance of MSMEs in India. Technological integration holds the potential to elevate productivity, quality, and efficiency, thereby fostering increased competitiveness and profitability.

In alignment with these objectives, the Government of India has implemented strategic initiatives to promote technological adoption within the MSME sector. A notable example is the introduction of the **Digital MSME Scheme**, designed to incentivize MSMEs to embrace digital technologies such as cloud computing, digital marketing, and e-commerce. This initiative provides financial support to MSMEs seeking to leverage digital solutions for their operational advancements.

Complementing this effort is the introduction of the **Udyog Aadhaar Memorandum (UAM)**, a streamlined, online registration process for MSMEs. This platform simplifies the registration process, facilitating MSMEs in accessing various government benefits.

Further fortifying the technological ecosystem, the government has established nationwide **Technology Centers** dedicated to offering technical support and training to MSMEs. Services encompass product design, prototyping, testing, and calibration, empowering MSMEs to enhance product quality while optimizing costs.

In conclusion, the integration of technology stands as a critical catalyst in the progress and prosperity of MSMEs in India. Through strategic technological interventions, MSMEs can fortify their competitive stance, elevate productivity, and ensure sustained growth, contributing to the overall economic development.

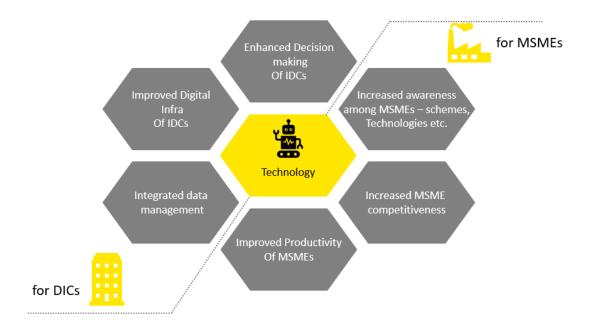


Figure 65 Leveraging technology to improve performance of MSMEs

# 6.5.1 Current scenario of MSMEs in India in accessing technology and Gap analysis

A considerable portion, approximately 51%, of Indian Micro, Small, and Medium Enterprises (MSMEs) are situated in rural areas, grappling with challenges related to internet connectivity and limited access to computers¹⁴¹. The integration of information technology remains at a nascent stage, primarily due to a lack of awareness among MSMEs regarding digital tools and hesitancy to invest, perceiving digitization as an additional cost rather than a productivity enhancer. Furthermore, the shortage of skilled labor and financial constraints exacerbate the difficulties in accessing technology.

In the evolving post-pandemic market, MSMEs in India that retain non-digital business processes may encounter survival challenges. Manufacturing entities might need to operate with reduced workforce per shift, while the service industry must explore avenues for online or telephonic servicing to comply with ongoing social distancing requirements. Embracing technology tools for essential business processes, including inventory management, supply chain management, accounting, and documentation, holds the potential for substantial cost savings. Additionally, cultivating digital channels for vendor development, distribution, and marketing becomes imperative.

To navigate these challenges and pave the way for modernization, MSMEs can benefit from accelerated adoption of automation, artificial intelligence, and machine learning the

¹⁴¹ <u>https://www.adb.org/sites/default/files/publication/757246/adb-brief-202-competitiveness-productivity-indian-msmes-pandemic-recovery.pdf</u>

fundamental tools of Industry 4.0. These advanced technologies can significantly enhance the quality, precision, and productivity of goods and services offered by MSMEs.

Noteworthy examples of successful technology-led modernization efforts are observed in leading engineering and auto clusters such as Marathwada and Ghaziabad, where persistent challenges are being overcome. These clusters serve as inspiring models for MSMEs seeking to embrace technological advancements and thrive in the evolving business landscape.

# 6.5.2 Ease of Doing Business (EoDB) in India and Tripura's performance so far

The Indian government introduced the Ease of Doing Business (EODB) initiative in 2014 with the goal of enhancing the country's business environment and attracting increased foreign investment. This initiative seeks to streamline the procedures for initiating and managing businesses in India by reducing regulatory complexities and enhancing the efficiency of government services.

A survey conducted by the PHD Research Bureau of the PHD Chamber of Commerce and Industry reveals that the adoption of digitization and ease of doing business initiatives has been instrumental in the substantial growth of Micro, Small, and Medium Enterprises (MSMEs) in India. The study, based on a nationwide stratified random sample survey of MSMEs in manufacturing and services sectors, utilized a structured questionnaire to assess 25 parameters related to ease of doing business. The top five parameters for ease of doing business in the manufacturing sector for MSMEs include digitization adoption, availability of information on business procedures and compliances, sufficient power supply, tax registration and compliance processes, and infrastructure availability (internet, telecom, and other utilities).

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in India's GDP, employment, investments, and exports, and the digitization and ease of doing business initiatives have facilitated simplified and cost-effective tax compliance through e-filing and the establishment of a uniform indirect tax system, fostering significant growth in MSMEs in India.

# 6.5.2.1 Ease of Doing Business in Tripura and SWAAGAT Portal

The Ease of Doing Business in Tripura initiative is designed to establish a robust platform that offers optimal support to both prospective and existing business communities within the state. Aligned with the vision of ensuring prosperity for all, the initiative emphasizes the utilization of technology, innovation, inclusivity, and sustainability as fundamental drivers for development. It employs objective criteria to assess business regulations, encouraging healthy competition among economies for more efficient regulatory frameworks. The focus extends to domestic small and medium-sized enterprises, evaluating regulations applicable throughout their life cycle. The Government of Tripura is readily available to provide guidance and assistance for the establishment of industries within the state.

**SWAAGAT**, which stands for Single Window Approval by All Government Agencies in Tripura, is a dedicated portal designed for facilitating the establishment of industries in the state. The primary goal of this single window system is to streamline and expedite the application processes for obtaining various clearances required for setting up industries. This is achieved by consolidating the submission of applications, payments, and approvals

into a centralized online platform, creating a self-certification-based environment that is conducive to investors in the State of Tripura.

Key features of the SWAAGAT system include:

- Online submission of applications through the Combined Application Form (CAF), allowing entrepreneurs to attach relevant enclosures, certificates, and other necessary documents.
- Consolidation of all applicable fees, merging them into a single transaction for online payment, covering various Acts, rules, policies, and schemes related to the submitted application.
- Electronic transfer of fees and applications to respective government agencies for processing.
- Online approval system with real-time tracking of application status and service delivery.
- Automated alert notifications via SMS or email to applicants and concerned department/organization users when applications are submitted, queries are raised, or approvals/rejections are made.
- Automated notifications to relevant users about application status, especially when clearances are at risk of breaching stipulated timelines under the Act.
- Implementation of an online Central Inspection System to rationalize inspections.

Key Highlights and Performance of SWAAGAT portal is show below¹⁴² -



Figure 66 Snapshot of Performance of SWAAGAT Portal

¹⁴² <u>https://swaagat.tripura.gov.in/#/page/home</u>

# 6.5.3 Current scenario of MSMEs in Tripura in accessing technology and Gap analysis

# 6.5.3.1 Issues and Challenges of MSMEs specific to Tripura which acts as barrier for accessing technology

For MSMEs to grow and scale-up, it is crucial to improve productivity and maintain quality of products, and technology is the key to both. In this context, MSMEs were probed on the major challenges they confront in adopting technological improvements. Majority of the enterprises encountered one or the other challenge in adopting technological improvements in their production process. As per MSMEs, one of the major challenges is lack of awareness 47% about relevant technologies. Even when they become aware of the technologies, the MSMEs are unable to adopt it owing to the cost of adoption of new technologies and/or unavailability of financial support to do so 11%. Hence, there is an immediate need to support MSMEs in adoption of relevant technologies.

Apart from the technological improvements in production process, these MSMEs also require support in adoption of other technical tools including basic accounting software, online communication/meeting applications as well as payment applications. Bookkeeping enables entrepreneurs to reliably measure their performance, make data-based strategic decisions, and create a benchmark for its revenue and income goals. Therefore, when the MSMEs point to the need for a bookkeeping software, it reflects the lack of access to cost-effective and efficient tools at present.

### 6.5.3.2 Firm Capabilities: -

The digital infrastructure within the District Industrial Centers (DICs) in Tripura confronts notable issues and challenges, primarily highlighted through an assessment of the existing Management Information Systems (MIS). A critical concern is the prevalent problem of data fragmentation, wherein each initiative operates within its designated MIS dashboard. This decentralized approach, while fostering specialization, hampers governance, and strategic decision-making by impeding the aggregation of insights across initiatives, evaluating intricate interdependencies, and hindering data driven decision making. Field personnel are burdened with the task of updating data across multiple dashboards, leading to a time-consuming and error prone process. As the number of initiatives grows, this challenge intensifies, underscoring the urgent need for a more integrated data management approach to enhance DICCs' capabilities.

Furthermore, the digital infrastructure encounters another significant hurdle in managing the complexity and volume of data. With the expansion and diversification of operations, the influx of data has surged, overwhelming the existing system's capacity. A more cohesive and integrated approach to data management is imperative to effectively handle this growing data load. Overcoming these issues is crucial to bolster the efficacy of DICCs' digital infrastructure, facilitate data driven strategic decision making, and streamline data entry processes for field personnel.

Beyond data management challenges, a critical issue faced by DICCs in Tripura is the deficiency of basic infrastructure. Essential tools such as sophisticated computer systems, printers, and reliable internet connectivity are often unavailable or inadequate. This scarcity significantly impedes the functionality and efficiency of DICCs, obstructing the smooth

operation of digital systems, hindering timely decision making, and impacting overall performance. To fully harness the potential of digital infrastructure and address these pressing challenges, a comprehensive approach is needed. This approach should encompass not only improved data management practices but also the provision of essential infrastructure, empowering DICCs to play a pivotal role in the economic transformation of Tripura.

# 6.5.3.3 Key Findings and Recommendations for MSMEs and DICs in Tripura

# Improving Digital Infrastructure of DICs

- Need for a Unified MIS Portal: The consultations revealed that creating a master MIS, while technically challenging, is strategically essential. A unified MIS portal would integrate all individual systems into one platform, facilitating cross-functional analytics and more streamlined decision making.
- Importance of an Intuitive User Interface: An intuitive user interface was identified as a key requirement. This would ensure that the system is user friendly and easy to navigate, enhancing the user experience and ensuring effective system adoption and utilization.
- Necessity for High Level Security Protocols: Given the sensitive nature of the data that would be handled by the MIS, implementing high level security protocols was recognized as a critical need. This would safeguard sensitive data and fortify data integrity.
- Requirement for Dedicated Hosting Servers: Given the scale of this initiative, dedicated hosting servers were identified as a necessity. This would ensure that the system has the necessary resources to operate efficiently and effectively.

Below Table shows the present situation of Tripura's district in terms of number of IT infrastructure available at District offices, data captured during stakeholder consultations.

S. No.	Name of DIC	Computer	Printer	Scanner	Laptop	Internet Connectivity
1.	West Tripura	12	11	2	1	Yes
2.	Shepahijala	3	3	1	-	Yes
3.	Gomati	4	4	2	-	Yes
4.	South Tripura	3	2	-	-	No
5.	Khowai	2	2	1	-	Yes

### Table 46 Present IT infra at Tripura

S. No.	Name of DIC	Computer	Printer	Scanner	Laptop	Internet Connectivity
6.	Dhailai	5	5	2	-	Yes
7.	North Tripura	2	1	-	-	Yes
8.	Unakoti	3	2	-	-	Yes

### Informational Support to MSMEs

Access to correct and timely information is important to make correct decisions on time. When the MSMEs were inquired about areas of support required with respect to access to information, the major areas pointed out were as follows:

- Information about emerging technologies: Information about new technologies is important in various ways, it can help MSMEs update and adopt new technologies, understand changes happening within the sector, as well as identify potential new competitions that can emerge within the sector.
- Information about Govt schemes: An understanding of financial as well as nonfinancial Govt support schemes can facilitate access to and improve usage of schemes among MSMEs.
- Regulatory and taxation requirements: Policies are often burdensome and timeconsuming for MSMEs to deal with and understand, therefore, improving access to and understanding of such information can ease the burden of MSMEs and ensure compliance with the same.
- Information about exhibitions and symposiums: Market access is often improved via participation in exhibitions and other events happening within sector. It can give MSMEs new ideas for product diversification, identity new buyers and/or potential new markets.

### Support for Grievance Redressal

Apart from these explicitly identified areas of informational support, based on survey data analysis, it is seen that the MSMEs also need support in understanding about and accessing different grievance redressal mechanisms in place. Over 47% of the enterprises are unaware about key redressal mechanisms i.e., SAMADHAN portal. Identification and resolution of grievances is key to ensuring that the enterprises remain viable and required support is offered on time as and when required.

### Overall Support Required Moving Forward

The MSMEs reported needing support such as simplification of regulations/compliances, improvement in infrastructure including land/industrial plots, and services of Business Service Providers, and market development assistance among others.

# 7. Initiatives for SIP Development

# 7.1 Enhancing Firm Capabilities

# 7.1.1 Major issues/challenges of MSME

- Identification of Prospective Entrepreneurs: Locating young individuals with the potential for entrepreneurship is a primary challenge. These individuals are not readily visible in formal education systems or employment statistics.
- Skill Development: Once identified, equipping these individuals with the necessary skills is essential. This includes not only technical skills relevant to their industry but also business management, finance, and digital literacy skills to navigate the modern business landscape.
- Training Accessibility: Ensuring that the youth have access to training programs is another hurdle. This may involve overcoming geographic and social barriers to participation in skill development initiatives.
- Engagement and Retention: Keeping young individuals engaged in skill development programs and retaining them post training for employment or entrepreneurial ventures in their local regions is a persistent challenge.
- Quality Assurance: Providing high quality training that leads to recognized qualifications or certifications is difficult, especially in the interiors of Tripura.
- Cultural and Social Barriers: In some regions, there are cultural and social barriers that discourage youth, particularly women, from pursuing entrepreneurship or certain types of skills.
- Language and Communication Barriers: Addressing language diversity and ensuring clear communication, especially in areas with multiple local languages, is important for the help desks to be effective.
- Awareness of State and Central Schemes: Raising awareness about the schemes and ensuring MSMEs utilize them is another hurdle. Many small business owners are not aware of the existence of these services or how they can benefit from them.
- On-Ground Support: Providing quick responses to queries is challenging, especially when there are many schemes that are being executed.

# 7.1.2 Key Findings:

- Low levels of formalization are evident among Micro, Small, and Medium Enterprises (MSMEs) in Tripura, with a significant portion remaining informal. Out of approximately 2.11 lakh MSMEs in the state, a notable percentage has yet to complete the formalization process by registering under Udyam. This lack of formalization impedes their access to essential resources and markets.
- The informal status of the majority of Tripura's MSMEs severely constrains their economic viability. These enterprises encounter difficulties in accessing capital, technology, and market opportunities, thereby limiting their growth potential and overall contribution to the state's economy.
- A concerning trend in Tripura is the migration of educated youth in pursuit of employment opportunities outside the state. Instead of initiating their own entrepreneurial ventures, many young individuals leave Tripura due to the limited availability of formal job opportunities. This trend adversely affects the state's human capital and economic prospects.

- Existing MSMEs in Tripura display a notable lack of motivation to upgrade their businesses. Many entrepreneurs in the sector require proper guidance and incentives to pursue business enhancements, such as obtaining ZED certification, improving market access, and utilizing various financial instruments for business development.
- MSMEs in Tripura are in need of effective guidance on strategies for upgrading, including acquiring certifications like ZED (Zero Defect Zero Effect), improving market access, and leveraging different financial instruments for business enhancement. The absence of such guidance hampers their ability to compete effectively and realize their full potential.
- The prevalence of informal MSMEs in Tripura presents regulatory challenges, hindering effective oversight and enforcement of labour and environmental standards. This situation could lead to economic and environmental repercussions if not addressed promptly.
- These findings underscore the pressing need for interventions to address low formalization rates, enhance economic viability for MSMEs, promote business upgrades, and stem the trend of youth migration in Tripura. Effective support and guidance mechanisms are essential to cultivate a more favourable environment for business growth and formalization within the state.

# 7.1.3 Problem Statement:

In Tripura, the entrepreneurial landscape is at an intersection where increasing opportunities are delayed by systemic challenges that are hindering the realization of its full potential. Despite a young and vibrant population that could drive innovation and economic growth, the state faces the intricate problem of identifying and nurturing this latent entrepreneurial talent. The crux of the issue lies in the difficulty of discovering young individuals with inherent or acquired entrepreneurial aptitudes, as they often remain hidden within the traditional frameworks of education and employment. There is no streamlined mechanism to scout and recognize these prospective entrepreneurs, which is leading to a significant wastage of untapped potential. Also, awareness and utilization of state and central government schemes designed to strengthen MSMEs is alarmingly low among local business owners. The gap in awareness is often the result of inadequate information and outreach efforts, which are failing to bring these services to the doorstep of the entrepreneurs who need them the most as there is no adequate on ground support via helpdesk and response centres.

### 7.1.4 Proposed interventions with respect to RAMP objectives:

### Project 1: Vocal for Local

This project aims to increase and support entrepreneurship within the local community by tapping into the potential of the youth in Tripura. It starts with identifying promising young entrepreneurs through a systematic search outside traditional educational and employment systems. Once these individuals are identified, the project focuses on providing comprehensive skill development, encompassing technical, business management, finance, and digital literacy skills required for the modern economic landscape. The initiative looks to overcome barriers to training accessibility, social, or cultural, and places particular emphasis on engaging and retaining the youth through the duration of the training programs. Ensuring the quality of the training and its recognition in terms of qualifications or certifications is a priority, as is the consideration of the diverse languages and cultures within Tripura to ensure effective communication of the program. The project also seeks to raise awareness among MSMEs about state and central government schemes to ensure these resources are utilized effectively.

### Project 2: MSME Helpdesk at State, District, Block & ULB level

The MSME Helpdesk is envisioned as a multi-level support structure with dedicated teams stationed at the state, district, and block/ULB levels to provide a granular support system for local MSMEs. At the state level, a three member team will ensure that MSME related policies are communicated and implemented effectively, support capacity building initiatives and provide expert solutions to complex issues. District level desks will handle the execution of state directives and provide direct support to MSMEs, including assistance with business registration, financial management, and market access. They will also conduct local training and facilitate networking and community building. At the block and ULB levels, resource persons will offer field support, assist in the formalization of MSMEs, and engage the community to promote entrepreneurship. The intended impact of the helpdesk includes establishing a structured support network for MSMEs, promoting the formalization of businesses, and ensuring deep penetration of support services at all levels of administration. This framework is designed to enable end-to-end support for MSMEs, facilitating their growth and integration into the broader economy.

# 7.1.5 Proposed project design concept and feasibility & viability of proposal

### Project 1: Vocal for Local

The proposed intervention is three step funnel approach for a project aimed at fostering entrepreneurship among the youth in Tripura and encouraging the local economy through MSMEs. Below mentioned are the details of the intervention:

Step 1: Identification and Training:

• *Identification of 32,000 Unemployed Youth*: This phase involves identifying unemployed youth who have the potential for entrepreneurship. The focus would be on those who are not currently visible within formal employment statistics or educational institutions. These identified youth shall be given the following training under this program:

**Entrepreneurship Knowledge Programme (EKP):** Once identified, the youth would be enrolled in the EKP, which covers critical areas necessary for starting and running an MSME. Topics include:

- > Understanding entrepreneurship and ways to motivate youth towards it.
- The policy landscape, including details on licenses and clearances required for starting an MSME in Tripura.
- Information about schemes from the Industries Department and TIDC aimed at promoting MSMEs.
- > Guidance on banking procedures for obtaining loans.
- Insights into potential industries for investment and assistance in identifying viable projects.

Step 2: Advanced Training and Registration:

*Training of Prospective 3,200 Entrepreneurs*: The funnel narrows down to 3,200 youth who, after initial training, are deemed ready to become prospective entrepreneurs. They will be given further training and will register as MSME.

**Entrepreneurship Growth Programme (EGP):** This advanced training will span 15 days and cover:

• Procedures for incorporating industry.

- Taxation and marketing.
- Project planning.
- Detailed Project Reports (DPR).
- Types of loans.
- Introduction to various sectors and tools.

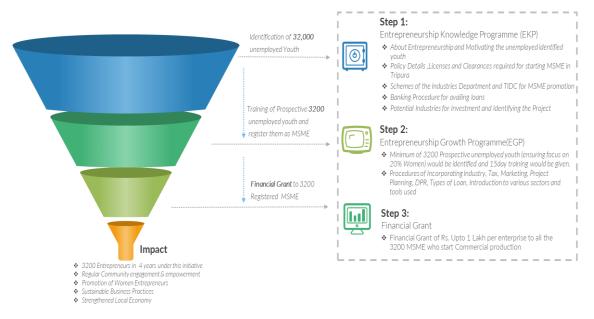


Figure 67 Vocal for local concept

### Step 3: Financial Support and Implementation:

Financial Grants to 3,200 Registered MSMEs: The final step offer a financial grant to each of the 3,200 MSMEs that register and start commercial production. The grant aims to provide up to 1 Lakh per enterprise, supporting the financial foundation necessary for the MSMEs to commence operations.

### Project 2: MSME Helpdesk at State, District, Block & ULB Level

The intervention is a multi-tiered initiative aimed at strengthening Micro, Small, and Medium Enterprises (MSMEs) helpdesks in line with the "Vocal for Local" campaign. Here's a detailed breakdown of each level:

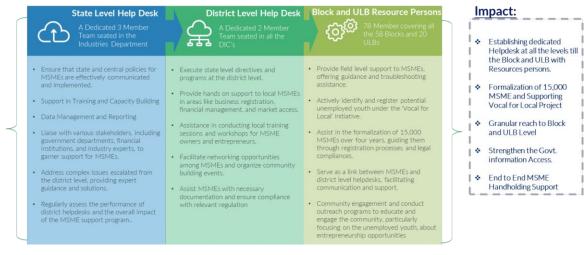


Figure 68 MSME helpdesk layout

# State Level Help Desk:

This level hosts a three member team within the Industries Department, they are tasked with the communication and implementation of state and central policies for MSMEs and support training and capacity building efforts, which could include organizing workshops, seminars, and providing resources for skill enhancement. The State level helpdesk team liaises with government departments, financial institutions, and industry experts to garner support for MSMEs, which likely involves partnerships, and resources.

### District Level Help Desk:

At this level, there's a two member team in all District Industries Centres (DICs). They execute state level directives at the district level, ensuring alignment with broader policies and strategies and the provides hands on support to MSMEs in areas crucial for business operation, such as registration, financial management, and gaining market access and well conduct local training and workshops for MSME owners and entrepreneurs, likely focusing on practical aspects of running a business, including product development, marketing, and sales strategies.

# Block and ULB Helpdesk:

A network of 78 members spans across 58 blocks and 20 ULBs are deployed to provide field level support, offering guidance and troubleshooting assistance, acting as the first point of contact for MSMEs. Further, these resources person would identify and register potential unemployed youth under the "Vocal for Local" initiative. These resource persons aswell assist in the formalization of 15,000 MSMEs over four years and facilitate communication between MSMEs and district level helpdesks and conduct outreach programs to educate and engage the community regarding entrepreneurship opportunities, particularly targeting unemployed youth

# 7.1.6 Approach and methodology for implementation

Vocal for local:

Stakeholder Engagement: Engaging with all relevant stakeholders including local government bodies, educational institutions, industry associations, and financial institutions. Understand their perspectives, capabilities, and how they can contribute to the project.

- Baseline Survey: Conduct a survey to understand the current state of entrepreneurship, skill levels, and MSME operation within the state. Identify gaps and opportunities.
- Targeted Outreach: Develop a communication strategy to reach out to potential entrepreneurs, especially among the youth. Utilize local media, social platforms, and community events to raise awareness.
- Partnership Development: Form partnerships with local and national educational institutions and training providers to develop customized training programs.
- Program Design: Design the Entrepreneurship Knowledge Programme (EKP) and the Entrepreneurship Growth Programme (EGP) to include a curriculum that addresses identified skill gaps and market needs.
- Monitoring and Evaluation: Establish a system for monitoring and evaluating the progress of the initiative against set goals and milestones.

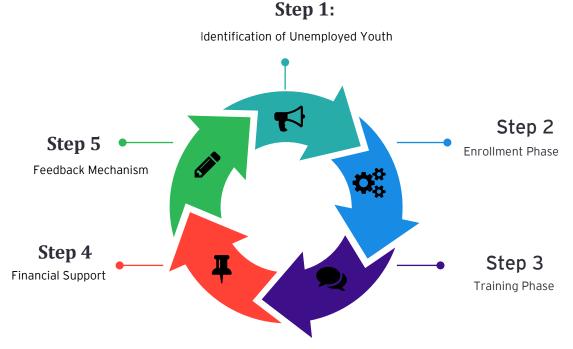


Figure 69 Approach and Methodology for Vocal for local

#### MSME Helpdesk:

- Infrastructure Setup: Establish physical and digital infrastructure for helpdesks at state, district, and block/ULB levels.
- Personnel Training: Train dedicated personnel on MSME policies, support mechanisms, and problem solving skills.
- Service Integration: Integrate helpdesk services with existing government initiatives to create a seamless support experience for MSMEs.

- Public Awareness: Launch an awareness campaign to inform MSMEs about the helpdesk services available at each level.
- Collaborative Framework: Create a collaborative framework for helpdesks to work in tandem with other business support services like market analysts, and legal experts.

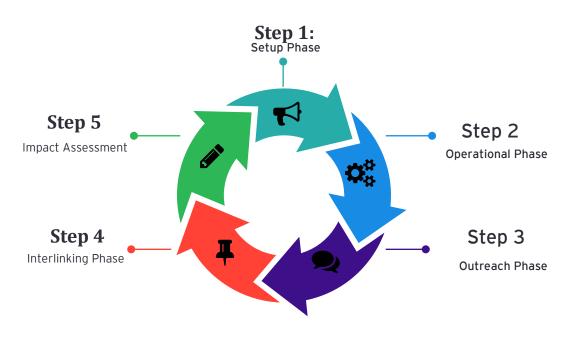


Figure 70 Approach and Methodology for MSME helpdesk

# 7.1.7 Use of ICT/Innovative Technology Towards Project Implementation

The use of Information and Communication Technology (ICT) and innovative technologies is critical for the efficient implementation, monitoring, and scaling of the "Vocal for Local" and "MSME Helpdesk" projects. Here's how ICT can be integrated into various aspects of these projects:

- Utilize social media, mobile apps, and web portals to reach out to and engage with the youth and MSMEs. These platforms can serve as the primary mode for distributing information about the projects, registering participants, and providing ongoing support.
- Establish a centralized MIS to collect, store, and analyze data from all levels of the help desk network. This system would be instrumental in managing the information of identified entrepreneurs, tracking the progress of MSMEs, and reporting on various metrics for decision making.
- Equip field agents and resource persons with mobile applications that can help in the identification and registration of potential entrepreneurs, especially in remote areas. These apps can also provide on the go access to training materials and government schemes.

Support MSMEs in digital marketing efforts and accessing e-commerce platforms, which can be crucial for market expansion and reaching new customers, especially under the "Vocal for Local" initiative.

# 7.1.8 Timeline for achievement of project deliverables

### i.Vocal for local

S. No	Description	Year 1	Year 2	Year 3	Year 4
Vocal	For Local				
1	Entrepreneurship Knowledge Programme (EKP): (This will done with the conjunction of the Local Bodies/Block Level representatives with sector experts from department officers, Bank officials, successful MSME's). This program is for identifying the prospective Entrepreneur. The Topics Covered under this Program are mentioned below:				
11	Entrepreneurship Growth Programme (EGP): Minimum of 800 Prospective Entrepreneurs per year (ensuring focus on 20% Women Entrepreneurs) would be identified from the EKP Program and they would be given a 15 days training. This program is for identifying the prospective Entrepreneur. The Training would cover various topics such as Procedures of Incorporating Industry, Tax, Marketing, Project Planning, DPR, Types of Loan, Introduction to various sectors and tools used.				
111	Financial Grant of Rs. Up to 1 Lakh per enterprise to all the 800 MSME who register and start commercial production (ensuring focus on 20% Women Entrepreneurs)				

### ii. MSME Helpdesk

S.No	Description	Year 1	Year 2	Year 3	Year 4
		esource working,			
I	Helpdesk at state level				
li	Helpdesk at District DIC level				
lii	Block and ULB Resource Personal for Formalization of 15,000 MSME on ground and scouting for block level unemployed youth/ women for training				
lv	Resource Centre (Case Studies, Interviews, Best Practices, etc.)				
	Deployment in the first year for help desk				
	Continuation for the next years				

# 7.1.9 Estimated impact of the intervention in the State

Vocal for local:

- Outreach to Unemployed Youth: The program aims to reach out to 32,000 unemployed youth, identifying those who have the potential to become entrepreneurs. This wide-reaching initiative is critical to tapping into the vast pool of untapped talent within the state, providing opportunities for engagement and the possibility of economic self-sufficiency.
- Development of Prospective Entrepreneurs: Out of the 32,000 individuals reached, the program is designed to train and nurture 3,200 prospective entrepreneurs. These selected participants will undergo comprehensive training and subsequently be registered as MSMEs. This training will not only impart essential business skills but also encourage the establishment of new enterprises, thus contributing to the diversification and resilience of the local economy.
- Financial Support for MSMEs: The program allocates a financial grant to each of the 3,200 registered MSMEs. With a grant of up to Rs. 1 Lakh per enterprise, the program facilitates the crucial initial stages of commercial production. This financial assistance is a key driver for enabling new businesses to overcome the barrier of initial capital requirements, which is often a significant hurdle for msme's.

- Promotion of Women Entrepreneurs: A specific focus of the program is the empowerment of women entrepreneurs, ensuring that 20% of the beneficiaries are women. This emphasis on gender inclusion is crucial for promoting equal economic opportunities and empowering women within the local economy.
- Strengthening the Local Economy: The cumulative effect of the program's initiatives ranging from youth outreach to entrepreneur development and financial support is expected to significantly strengthen the local economy. It aims to encourage sustainable business practices and foster a culture of entrepreneurship, which can lead to job creation, innovation, and increased community engagement.

### ii. MSME Helpdesk:

- Establishment of Help Desks: Dedicated helpdesks are to be established at multiple administrative levels state, district, and block/ULB staffed with trained resource persons. These desks are set to provide a structured support system for local MSMEs, ensuring that they have ready access to information, guidance, and services necessary for their establishment and growth.
- Formalization of MSMEs: The initiative targets the formalization of 15,000 MSMEs over a span of four years. This effort includes guiding new and existing businesses through registration processes thereby integrating them formally into the economic framework and opening up access to governmental support and markets.
- Granular Support Reach: The helpdesk initiative is designed to penetrate down to the block and ULB levels, ensuring that support is not just centralized but reaches the grassroots level. This granular reach is crucial for ensuring that MSME support is accessible to the most remote and underserved regions, fostering inclusive economic growth.
- Government Information Accessibility: One of the critical impacts of the helpdesk initiative is the strengthening of government information accessibility. MSMEs will have improved access to information regarding policies, schemes, compliance requirements, and market opportunities, which is essential for informed decision making and strategic planning.
- End-to-End Support: The helpdesk initiative promises to provide end-to-end handholding support for MSMEs. This comprehensive support structure will cover various aspects of business operation from conceptualization and registration to market entry and scaling up ensuring that MSMEs are well equipped to navigate the business landscape.

# 7.1.10 Project costing and contribution of State towards it

S.No	Description	Total for 4 years (In Lakhs)		RAMP Share (In Lakhs)
1	Vocal For Local	8544.45	1281.67	7262.78
2	Establishing MSME Helpdesk, District Resource Persons and Resource centre.	2,947.04		2,947.04
	(Guidance on Government Schemes, Loans, Preparation of DPRs, Networking, Quality Improvement, Expert Promotion)			

Table 47: 10 Project costing and contribution of Vocal for Local

# 7.1.11 Plan for strengthening M&E framework pertaining to Project

To strengthen the Monitoring and Evaluation (M&E) framework for the "Vocal for Local" and "MSME Helpdesk" projects, a strong and systematic plan will be in place. This plan will ensure that the projects are on track to meet their objectives, can adapt to changing circumstances, and can quantify their impact. Below mentioned on the M&E framework:

### 1. Clear Indicators and Targets will be defined

- Specific, measurable, achievable, relevant, and time bound (SMART) indicators for each component of the projects.
- > Targets against these indicators to measure progress and impact effectively.

### 2. Data Collection Tools will be developed

- Standardized data collection tools and methodologies for both qualitative and quantitative data.
- > Utilize ICT tools like mobile apps and web based surveys for real time data collection.

### 3. Baseline Assessments will be conducted

- Baseline studies to understand the current state of entrepreneurship and MSME development within Tripura.
- > Use this data to set benchmarks for future comparisons.

### 4. Regular Monitoring

 Routine monitoring schedule to regularly assess project activities against planned milestones.

### 5. Centralized MIS

- Maintain a centralized Management Information System (MIS) to record, manage, and analyze data from various levels of project implementation.
- Ensure the MIS is accessible to all relevant stakeholders for transparency and accountability.

# 7.2 Access to Technology

# 7.2.1 Major issues/challenges of MSME

- Unstructured Data Management: The directorate is currently relying on Google Sheets and WhatsApp for data sharing and this is hampering the flow of information, leading to unstructured data flow and management.
- Inadequate Project Tracking: The schemes status and the projects are not monitored in real time and is causing significant delays in response to internal issues. This lag in tracking is leading to projects deviating off course without timely interventions.
- Scheme Utilization: There is no clear information and guidance on how to leverage the existing Central and State schemes,
- Limited Market Insight: MSMEs are not having access to updated market intelligence on emerging opportunities and are unable to respond to changing consumer demands.
- Global Market Access: MSMEs are looking to expand beyond local markets, and they are facing the challenge of navigating the complexities of international trade due to lack of information on global markets.
- Technology Barriers: All the DIC's are not equipped with the modern tools like video conferencing system, UPS, etc., without these tools, DIC's are finding it difficult for key conversations and collaborations that are taking place digitally on the progress of works.

# 7.2.2 Key Findings:

Insights from Tripura's Business Landscape: Technological upgradation is at the forefront of modern enterprise growth. However, many enterprises in Tripura grapple with several challenges in achieving this goal. Our survey sought to uncover the principal constraints businesses in the region face when looking to integrate new technology.

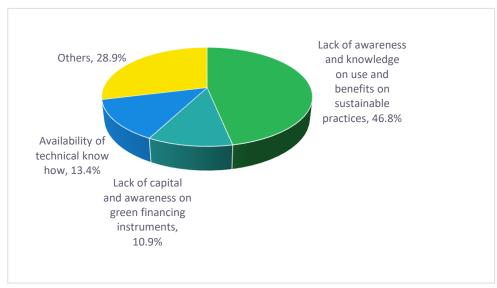


Figure 71 Barriers to technology upgradation

In a survey on technological upgradation barriers faced by enterprises, several challenges were highlighted. A substantial 46.8% of enterprises identified lack of awareness and use and benefits on sustainable practices as their main hurdle, attributing it to the high costs often associated with integrating new technologies. This is particularly daunting for smaller

businesses. Close behind, 13.4% of respondents conveyed that their unfamiliarity with availability of technical know-how was a significant obstacle. This underscores an urgent need for increased awareness and educational programs to familiarize businesses with new technological solutions. Meanwhile, 10.9% felt pressed for lack of capital and awareness on green financing instruments.

# 7.2.3 Problem Statement:

The MSMEs and the Directorate of Industries in Tripura are facing critical challenges in data management, project monitoring, scheme utilization, market intelligence, and technological infrastructure, which are impeding the efficiency and growth potential of the MSME sector within the state. The current dependency on fundamental tools such as Google Sheets and WhatsApp for data sharing is leading to unstructured data management within the Directorate, resulting in obstructed information flow and strategic planning. This has contributed to a condition where data is not only fragmented but also possibly insecure and inconsistent, leading to misinformed decision-making processes. Moreover, the lack of a real time monitoring system for projects and schemes is resulting in significant delays in addressing internal issues. The MSME sector's ability to fully utilize available Central and State government schemes is severely hampered by the lack of clear and accessible information. The potential benefits of these schemes remain largely untapped, leading to missed opportunities for MSMEs to strengthen and expand their businesses.

On the market front, MSMEs lack access to updated and actionable market intelligence making them unable to capitalize on emerging opportunities or adapt to the evolving demands of consumers. This gap in market insight places local MSMEs at a competitive disadvantage, especially against entities with more sophisticated market analysis capabilities.

Finally, the technological barriers present in the DICs, categorized by the absence of modern communication tools such as video conferencing systems and reliable power backup solutions like UPS, is leading to inefficiencies in collaboration and communication. These barriers are not only affecting internal operations but also hindering the DIC's ability to support and engage with MSMEs effectively. The height of these challenges presents a gripping problem statement that necessitates immediate and strategic interventions to streamline data management, enhance real time project and scheme tracking, improve access to market intelligence, and upgrade the technological infrastructure, thus empowering the MSME sector to achieve its full potential in the state of Tripura.

# 7.2.4 Proposed interventions with respect to RAMP objectives:

Implementing the proposed three projects under RAMP will not only streamline operations within the Directorate but also empower MSMEs with the tools and information they need to flourish in a competitive environment. The MIS will enhance decision making capabilities, the Marketing Intelligence Web Portal will open avenues for market expansion, and the IT Infrastructure Upgrade will solidify the technological foundation necessary for this advancement.

Project 1: Sectoral Marketing Insights portal:



Figure 72 Sectoral Marketing Insights Portal

Sectoral Marketing Insights Portal will furnish MSMEs with the latest market intelligence, enabling them to make informed decisions and respond adeptly to consumer demands and global market trends. The portal will aggregate market research, trends, and consumer behaviors analytics to help MSMEs align their products and services with market needs. Also, features will be dedicated to providing insights on trade, including export import data and guidelines on navigating trade complexities. Furthermore, this project aims at offering subscription-based services, customized reports, and sector specific newsletters to keep MSMEs informed.

### Project 2: Integrated MIS Dashboard:

In order overcome the inefficiencies of unstructured data management by replacing disparate systems like Google Sheets and WhatsApp with a unified Management Information System (MIS). This project will create a centralized portal for data sharing and management, streamlining the flow of information across departments and stakeholders and include Real time tracking features will be incorporated to monitor the progress of various MSME projects and schemes. Overall, a dashboard will be provided at a glance status updates, actionable insights, and alerts to ensure timely interventions when projects deviate from their planned course.

### Project 3: IT Infrastructure Upgrade

To address the technological barriers that District Industries Centres (DICs) face, by provisioning modern tools and systems that facilitate digital communication and operations. This project involves the procurement and installation of advanced video conferencing systems to enable effective remote meetings and collaboration, upgraded computers, laptops, and related peripherals will be provided to ensure that staff can use the latest software and applications efficiently. Also, Uninterruptible Power Supply (UPS) systems will be installed to prevent data loss and operational interruptions during power outages.

# 7.2.5 Proposed project design concept and feasibility & viability of proposal

### MIS Integrated Website:

### Project Design Concept:

Step 1: Development of a Centralized Platform: Creating a user friendly, multilingual web based system to integrate data across departments.

Step 2: Real time Tracking Features: Implementing tools for monitoring project and loan statuses, with automated alerts and reports.

Step 3: Information Repository: Building a comprehensive database of Central and State government schemes with easy navigation and application processes.

### Feasibility & Viability:

- 1. Technical Feasibility: Assessing available technology platforms and compatibility with existing systems in the Directorate.
- 2. User Adoption Strategy: Planning for user training and support systems to ensure widespread adoption across departments.

### Sectoral Marketing Insights Portal

### Project Design Concept:

Step 1: Data Aggregation and Analysis To

ols: Creating a portal that gathers and analyses market data relevant to Indian MSMEs. Step 2: Export Import Guidance Module: Integrating modules specifically tailored to guide MSMEs through India's export & import processes.

Step 3: Customizable User Experience: Offering personalized dashboards and reports based on the user's industry and interests.

### Feasibility & Viability:

- 1. Market Research: Conducting research to understand the specific intelligence needs of Indian MSMEs.
- 2. Sustainable Revenue Model: Developing a revenue model through subscriptions, advertising, or government support.
- 3. Stakeholder Engagement: Collaborating with market research firms and trade experts to source reliable data.

### IT Infrastructure Upgrade

### Project Design Concept:

Step 1: Hardware and Software Upgrades: Procuring and installing modern computers, networking equipment, and power backup systems.

Step 2: Training and Development Centers: Setting up facilities equipped with new technologies for staff training and digital collaboration.

Step 3: Maintenance and Support System: Establishing a technical support system for ongoing maintenance and troubleshooting.

### Feasibility & Viability:

- 1. Infrastructure Assessment: Evaluating the current state of IT infrastructure and identifying areas needing an upgrade.
- 2. Continuous Monitoring and Evaluation: Setting up mechanisms to regularly assess the progress and impact of each project and make necessary adjustments.

# 7.2.6 Approach and methodology for implementation

Sectoral Marketing Insights Portal	MIS	Upgradation of IT Infra						
Approach and Implementation								
<ul> <li>Conduct worksho and local industry objectives.</li> </ul>	<ol> <li>Stakeholder Engagement and Needs Assessment         <ul> <li>Conduct workshops and meetings with MSMEs, government bodies, and local industry experts to gather insights and refine project objectives.</li> </ul> </li> </ol>							
utilization among		arket intelligence						
objectives, timelir • Design each proje	esign prehensive project plan, deta nes, and deliverables for eac ect component, considering l and regional market dynam	h initiative. local business practices,						
3. Resource Allocation an	d Procurement ate necessary resources, inc							
and national regu	curement processes, ensurir lations and standards.	ig compliance with local						
research agencies	nology providers, data analy s for specialized support and	l expertise.						
<ul> <li>Develop the necesintegration, and r</li> </ul>	ment and System Integrations ssary infrastructure, such as network connectivity. tems with existing governm	s server setups, cloud						
Methodology for Implementat	ion							
<ol> <li>Content Development and Aggregation</li> <li>Curate and compile sectorial market intelligence, focusing on both local and global markets.</li> <li>Ensuring regular updates</li> </ol>	Development Lifecycle							
and accuracy of information.	and privacy protocols are embedded in the design.	and software, ensuring minimal disruption to ongoing						
2. User Interface and Experience	2. Training and Capacity	operations. 2. System Integration						
Designing a user friendly interface with customizable options.	Building ≻ Conduct training	and Testing ➤ Integrate new systems with existing						
<ul> <li>Implement interactive tools and analytics features.</li> </ul>	sessions for government	networks and databases.						

Sectoral Marketing Insights Portal	MIS	Upgradation of IT Infra
<ul> <li>Feedback and Continuous Improvement</li> <li>Establish feedback channels for users.</li> <li>Regularly updating and improving the portal based on user input and market changes</li> </ul>	<ul> <li>representatives on using the website.</li> <li>Develop user manuals and online tutorials.</li> <li><b>3. Pilot Testing and Rollout</b></li> <li>Launch a pilot version in select regions or for specific schemes.</li> <li>Gather feedback, make necessary adjustments, and then proceed with a full scale rollout.</li> </ul>	<ul> <li>testing to ensure functionality and security.</li> <li>3. Maintenance and Support</li> <li>Establish a support desk for troubleshooting and technical assistance.</li> <li>Plan for regular maintenance and</li> </ul>

# 7.2.7 Use of ICT/Innovative Technology Towards Project Implementation:

Integrating ICT and innovative technologies across the MIS Integrated Website, Marketing Intelligence Web Portal, and IT Infrastructure Upgrade projects is essential for enhancing their effectiveness and aligning them with the needs of MSMEs in Tripura.

- For the MIS Integrated Website, we propose to employ cloud computing for robust and scalable data storage and implement data visualization tools for intuitive reporting.
- The Marketing Intelligence Web Portal will utilize big data analytics for processing vast market datasets, offering MSMEs detailed insights. Customizable web interfaces, API integrations for real time data, chatbots, and social media analytics tools will provide comprehensive market intelligence and user support.
- For the IT Infrastructure Upgrade, the focus will be on installing high speed networking solutions and advanced video conferencing tools, selecting energy efficient hardware, and employing smart facility management technologies.

# 7.2.8 Timeline for achievement of project deliverables

S. No	Description	Year 1	Year 2	Year 3	Year 4
I	Sectoral Marketing Insights Portal				
li	MIS Integrated Website				
iii	IT Infrastructure Upgrade				

Table 48: Timeline for achievement of project deliverables in Proposed project design concept

Deployment in the first year for help desk

Continuation for the next years

# 7.2.9 Estimated impact of the intervention in the State

### 1. Economic Growth and Job Creation

- The improved data management and streamlined processes enabled by the MIS Integrated Website can significantly increase the operational efficiency of the directorate.
- Access to detailed market intelligence through the web portal can lead to business growth, helping MSMEs to explore new markets and innovate in their product/service offerings.
- As MSMEs expand and become more efficient, there is a potential for job creation, both directly within these enterprises and indirectly in supporting industries.

### 2. Improved Decision Making and Strategic Planning

- > With real time data and analytics, MSMEs and government bodies can make more informed decisions, leading to better resource allocation and strategic planning.
- Enhanced market intelligence allows MSMEs to quickly adapt to changing market conditions, consumer preferences, and global trends, ensuring they remain competitive.

### 3. Technological Advancement and Digital Inclusion

The IT infrastructure upgrade and associated training programs can increase digital literacy among govt. representatives adopting a more technologically skilled workforce.

### 4. Access to Finance and Government Schemes

Better awareness and easier access to government schemes can lead to increased utilization, providing crucial support to MSMEs.

### 5. Enhanced Competitiveness and Market Presence

- > The intelligence and insights provided by the marketing portal can assist MSMEs in expanding their reach to international markets.
- Enhanced competitiveness of MSMEs within the local market can lead to a more robust and resilient local economy.

### 7.2.10 Project costing and contribution of State towards it

S.No.	Interventions	Total Cost for 4 years (in Lakhs)	State Contribution (in Lakhs)	RAMP Contribution (in Lakhs)
i	MIS Integrated Website	1222.00	-	1222.00
ii	Upgradation of IT Infrastructure in the DIC's	184.45	55.28	128.98
iii	Sectoral Marketing Insights	956.00		956.00

Table 49: Project cost Proposed project design concept.

### 7.2.11 Plan for strengthening M&E framework pertaining to Project

- 1. **Defining Clear Objectives and Indicators**: Establish specific, measurable objectives for each project component, such as the MIS Integrated Website and Marketing Intelligence Web Portal and identify key performance indicators that align with these objectives.
- 2. **Implement Real Time Data Tracking and Regular Assessments:** Utilizing advanced tools within the MIS system for continuous monitoring of project progress.
- 3. **Conduct Mid Term and External Evaluations:** Scheduling a midterm evaluation to assess interim progress and make necessary adjustments.
- 4. Adopt an Adaptive Management Approach with Feedback Mechanisms: Establishing a flexible management approach that allows for modifications based on M&E findings and implementing a feedback channel for users and stakeholders to continuously collect and integrate their insights into project refinements and improvements.
- 5. **Training, Reporting, and Documentation**: Conducting training for project staff and stakeholders in M&E techniques to build an M&E centric culture. Regularly report the progress and findings to all relevant parties, and document lessons learned and best practices for future reference and to guide similar initiatives.

# 7.3 Improving Access to Finance

### 7.3.1 Major Issues and Challenges

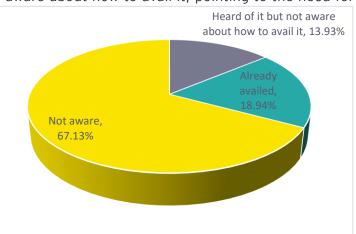
- 1. **Credit Inaccessibility:** Recognizing the challenge of limited access to credit, Incentive for Access to Credit, benefiting eligible industrial units in both Thrust and Non-Thrust sectors.
- 2. **High Transportation Costs**: Cases of high transportation expenses by offering Transport Incentives to eligible industrial units, further facilitating economic activities in the region.
- 3. Lack of continuation Plan: Certain state schemes which were launched to help MSMEs to access credit discontinued, and currently there are pending number of claims settlement cases.
- 4. **Delay in Grant of Registration:** State witnessed lot of cases of delay in grant of registration to the industrial units under scheme, i.e. NEIDS as per Federation of Industry & Commerce of Northeastern Region (FINER)
- 5. **Eligibility and Verification**: There are stringent eligibility criteria and only covered a limited number of industries (i.e. only thrust sectors) in the existing schemes, some stakeholders might have felt excluded, resulting in dissatisfaction.

# 7.3.2 Key Findings

In Tripura, MSMEs highlights their awareness of credit ratings, revealing significant gaps in knowledge. Most businesses surveyed, 67.13%, are not aware with the concept of credit rating, which highlights an important area where financial education can make a big impact. About 13.93% have heard of it but not aware about how to avail it, pointing to the need for

more accessible guidance and resources. On a positive note, 18.94% of MSMEs have already availed the process and obtained credit rating, indicating that despite the challenges, a section of business community the has successfully availed financial instruments to enhance their creditworthiness.

The kev findings from the stakeholder consultation with banks revealed that each bank. while operating in geographical and regulatory Enterprises context, provided а unique



the same Figure 73: Understanding of Credit Ratings Among Tripura's regulatory Enterprises

perspective on the problems they encounter when dealing with loan applications from MSMEs. During stakeholder interactions to gauge the breadth and depth of challenges in the loan issuance process, it was revealed that the challenges are multifold and complex, ranging from administrative to financial and strategic in nature for MSME. It ranged from basic yet crucial issues like incomplete and inaccurate documentation to more intricate challenges such as instability in revenue streams, inadequate business planning, possibility of loans becoming NPA and lack of market potential. The diversity in observations reflects both the array of the MSME sector and the variances in institutional approaches to loan issuance.

# 7.3.3 Problem Statement

In Tripura, industrial growth faces significant hurdles, including limited credit accessibility for businesses, prompting the introduction of an initiative to facilitate credit access for eligible industrial units in both thrust and non-thrust sectors. The region faces with expensive transportation costs, leading to a proposed solution of offering transport incentives to eligible industrial units, aiming to boost economic activities. Further to the addition, there is a lack of continuation plans for certain state programs assisting small businesses with credit access, resulting in a backlog of pending claims settlement cases. Additionally, delays in obtaining necessary registrations under the NEIDS scheme hinder industrial projects, as reported by industry associations. The existing schemes exhibit stringent eligibility criteria, primarily covering specific sectors, leading to dissatisfaction among stakeholders who feel excluded. Addressing these issues is crucial for fostering a conducive environment for industrial development in Tripura.

In response to these challenges, the proposed project Partial Reimbursement of Interest on Term Loan for Non-Thrust Sectors aim to provide comprehensive solutions. These initiatives collectively address financial constraints, promote digital inclusion, enhance market access, and contribute to a more sustainable and diversified economic environment for MSMEs in Tripura.

# 7.3.4 Proposed Project with respect to RAMP

Partial Reimbursement of Interest on Term Loan for Non-Thrust Sectors: This intervention entails reimbursing a portion for Non Thrust Sectors 4% reimbursement of Interest paid on Term Loan with Upper Ceiling of Rs. 50,000/ - per enterprise per annum. (ensuring focus on 20% women Entrepreneurs). The focus is on reducing the financial burden of high-interest rates, fostering affordability, and improving access to credit for enterprises in sectors outside the designated Thrust Sectors.

# 7.3.5 Proposed Project Design Concept and Feasibility & Viability of Proposal

### Project 1: Partial Reimbursement of Interest on Term Loan for Non-Thrust Sectors

The Partial Reimbursement of Interest on Term Loan for Non-Thrust Sectors in Tripura demonstrates strong feasibility, with a structured reimbursement plan and a focus on the diversified economic landscape. Its viability is further reinforced by the positive impact on Non-Thrust Sectors, the emphasis on affordability, and improved credit accessibility. Overall, the project holds promise for mitigating financial challenges, enabling inclusivity, and contributing to the economic development of Tripura.

### Feasibility and Viability Assessment

- Reimbursement structure: For Non Thrust Sectors 4% reimbursement of Interest paid on Term Loan with Upper Ceiling of Rs. 50,000/ - per enterprise per annum. (ensuring focus on 20% women Entrepreneurs)
- Focus on Non-Thrust sectors: The project targets businesses in non-Thrust sectors, addressing a specific need outside the primary focus of Thrust sectors. Project aims to mitigate the impact on high interest rates, fostering affordability of business in non-thrust sectors.

The feasibility of these interventions is grounded in their practical approach to addressing the specific challenges faced by MSMEs in Tripura. By concentrating on sectors that are critical for the state's economic development and offering targeted financial support, the proposed projects leverage existing resources and administrative capabilities.

The viability of these proposals lies in their potential to significantly improve access to finance for MSMEs in Tripura. Through these interventions, the aim is to overcome barriers to credit, thereby promoting the growth of enterprises and contributing to the overall socio-economic development of the state. The projects are designed to be adaptable and scalable, ensuring their viability even as the MSME landscape evolves. Regular monitoring and evaluation will be implemented to ensure that the interventions remain effective and continue to deliver positive outcomes for the business community in Tripura.

# 7.3.6 Approach and Methodology for Implementation

The comprehensive approach and methodology for both projects proposed above involve stakeholder engagement, technological integration, phased implementation, continuous monitoring, and a commitment to continuous improvement. These strategies ensure the effectiveness, transparency, and sustainability of the initiatives, contributing to the economic development of Tripura through enhanced access to finance for businesses in both Thrust and Non-Thrust Sectors.

### Project 1: Partial Reimbursement of Interest on Term Loan for Non-Thrust Sectors

1. Target Sector Identification: Identify Non-Thrust Sectors facing high-interest rates and financial challenges. Focus on businesses outside primary Thrust Sectors that require support and financial relief.

- 2. **Structured Reimbursement Plan:** For Non Thrust Sectors 4% reimbursement of Interest paid on Term Loan with Upper Ceiling of Rs. 50,000/ per enterprise per annum. (ensuring focus on 20% women Entrepreneurs).
- 3. **Financial Accessibility**: Reduce the financial burden on businesses in Non-Thrust Sector and enable affordability. Mitigate challenges related to high-interest rates, improving access to credit for targeted enterprises.
- 4. **Feasibility Analysis:** Conduct a comprehensive feasibility analysis. Assess the reimbursement structure, focus on Non-Thrust Sectors, and overall impact on financial accessibility.
- 5. **Viability Assessment**: Evaluate the project's viability. Assess positive impact on Non-Thrust Sectors, affordability, and inclusivity, particularly for women entrepreneurs.
- 6. **Pilot Implementation**: Test the reimbursement plan and gather feedback. Launch a pilot phase to evaluate the plan's effectiveness before full scale implementation.
- 7. **Continuous Improvement:** Ensure ongoing enhancement based on real-time insights. Establish a feedback loop, monitor program effectiveness, and make necessary adjustments for continuous improvement.

# 7.3.7 Use of ICT/Innovative Technology Towards Project Implementation

Integration of ICT and innovative technologies in both projects can enhance efficiency, transparency, and user engagement, leading to successful implementation and positive outcomes for enterprises in Tripura.

- 1. **Digital Campaigns for Public Awareness:** Design and develop marketing campaigns for public awareness. Increase reach, engagement, and awareness among enterprises regarding the subsidy program via WhatsApp groups, other social media platforms, government websites etc.
- 2. Chatbots for Customer Support: Integrate chatbots to provide instant assistance and support to applicants. Improve responsiveness, address queries promptly, and enhance user experience.
- 3. Data Analytics for Performance Monitoring: Utilize data analytics tools to monitor the performance of the reimbursement program. Gain insights into program effectiveness, identify trends, and make informed decisions for improvement.

# 7.3.8 Timeline for achievement of Project Deliverables

The interventions will be carried out over the period of four years.

S. No	Description	Year 1	Year 2	Year 3	Year 4
1.	For Non Thrust Sectors 4% reimbursement of Interest paid on Term Loan with Upper Ceiling of Rs. 50,000/ - per enterprise per annum. (ensuring focus on 20% women Entrepreneurs)				

Table 50: Timeline for achievement of Project Deliverables of Access to Finance

Continuous support for 4 years

# 7.3.9 Estimated impact of the Project/Proposal/scheme

The estimated impact of the project includes improved access to finance for MSMEs in Tripura, increased stability, and growth of MSMEs and enhanced socio-economic development in Tripura.

- MSMEs Impacted: 8,000 MSMEs targeted in the second project within a span of 4 years.
- **Financial Relief:** Substantial relief for enterprises facing high interest rates, fostering financial sustainability.
- Entrepreneurial Growth & Social Inclusion: Encouraging entrepreneurship and creating a conducive environment for business development. Focus on women led enterprises, promoting gender inclusive economic development.
- Socio-Economic Development: Both projects contribute to the overall socio-economic development of Tripura by addressing financial constraint, promoting business growth, and creating a more inclusive and sustainable economic landscape.
- Government Industry Collaboration: Enhanced collaboration between the government and industry, showcasing a proactive approach to addressing the unique challenges faced by MSMEs in the state.
- Long Term Economic Resilience: By supporting a diverse range of enterprises, these initiatives aim to contribute to the long-term economic resilience and prosperity of Tripura.

# 7.3.10 Project costing and contribution of State towards it

Table 51: Project costing and contribution of State in Access to finance

Sr. No	Interventions	Total Cost for 4 years	State Contributio n	Deman d from RAMP
E. A	ccess to Finance	4000.00	600.00	3400.00
1.	For Non Thrust Sectors 4% reimbursement of Interest paid on Term Loan with Upper Ceiling of Rs. 50,000/ - per enterprise per annum. (ensuring focus on 20% women Entrepreneurs)	4000.00	600.00	3400.00

# 7.3.11 Plan for strengthening M&E framework pertaining to Project

The plan for strengthening M&E framework pertaining to the project will consist of the following:

- Step 1: Develop M&E Plan: Develop a detailed M&E plan that outlines what will be monitored and evaluated, the methods to be used, and the timeline for M&E activities.
- Step 2: Identify Key Performance Indicators (KPIs): Identify KPIs for each intervention that accurately measure their effectiveness. These could include number

of MSMEs attending educational seminars, number of MSMEs receiving real time regulatory updates, improvements in credit history, etc.

- Step 3: Regular Data Collection: Implement regular data collection processes to track progress against KPIs. This could involve surveys, interviews, or review of administrative data.
- Step 4: Data Analysis: Analyze the collected data to assess the progress and effectiveness of interventions. This should be done on a regular basis (e.g., quarterly) to allow for timely adjustments if needed.
- Step 5: Reporting: Prepare regular M&E reports that provide updates on progress and insights from data analysis. These reports should be shared with all stakeholders to ensure transparency and accountability.
- Step 6: Review and Adjust: Use the insights from M&E activities to review and adjust interventions as needed. This ensures that the project remains responsive to changing needs and circumstances.
- Step 7: Capacity Building: Invest in capacity building for M&E. This could involve training for staff on M&E methods and tools or hiring of additional M&E expertise if needed.

# 7.4 Competitiveness Support and Green Initiatives

# 7.4.1 Major Issues and Challenges

- Inadequate outreach efforts to promote schemes such as ZED and CGTMSE, particularly in remote areas.
- Lack of clear and comprehensive information about scheme benefits, eligibility criteria, and application processes.
- ► Limited administrative support for MSMEs on-ground.
- Shortage of trained personnel proficient in delivering training on sustainability practices.
- > Limited availability of local experts in packaging, branding, and marketing strategies.

# 7.4.2 Key Findings

# Green technology awareness:

- Promoting sustainability through the adoption of green technologies is crucial for MSMEs in Tripura. Our survey revealed that a significant portion of MSME units, particularly manufacturing ones, showed either a lack of awareness or indifference towards integrating green technologies into their operations.
- Although the government has introduced initiatives like LEAN manufacturing and ZED certifications to encourage sustainable practices, many businesses perceive these as burdensome and are resistant to change. There's a need to educate them about the cost-saving benefits, waste reduction potential, and long-term sustainability advantages associated with green technologies.
- A considerable number of firms in our survey indicated a lack of quality certifications and were unaware of the various options available. This highlights the need for raising awareness about quality certifications and their benefits.

- Limited access to financing options and a lack of awareness about green financing instruments were cited as additional challenges by many MSMEs. Access to affordable funding is crucial for investing in energy-efficient technologies and practices.
- Some MSMEs also expressed difficulty in accessing technical expertise, hindering their ability to identify and implement energy conservation measures effectively.
- Currently, most enterprises in Tripura rely on power supplied by AEGCL, with a significant portion also utilizing diesel generators as backup. Solar power adoption remains low, with only a small fraction of enterprises utilizing it as a supplementary energy source.

# 7.4.3 Problem Statement

It is observed in Tripura, that a notable issue arises from a widespread lack of awareness among stakeholdssssers regarding essential concepts such as Zero Defect Zero Effect (ZED), Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE), Environmental, Social, and Governance (ESG) principles, Resource Efficiency and Cleaner Production (RECP), and technological advancements. This lack of awareness is leading to gaps in understanding and utilization of crucial strategies and resources required for enhancing sustainable growth, innovation, and competitiveness within the target MSME ecosystem. Addressing this awareness gap is crucial for unleashing the project's full potential and ensuring its effectiveness in driving significant impact and transformative change.

# 7.4.4 Proposed Project with respect to RAMP

# Project 1: Technology Clinics for New and Existing MSMEs

The primary objective of this project is to enhance the competitiveness of Micro, Small, and Medium Enterprises (MSMEs) by providing them with targeted technological support. Over the span of four years, a series of Technology Clinics will be organized, with a focus on sectors such as food, agro based products, and fruit processing. These clinics will cover critical topics such as new packaging technologies, modern technologies for value addition in the food processing sector, energy conservation techniques, and quality management using technology. Target to support about 19200 MSME as part of Technology clinics under the following categories.

• Educate and Train MSMEs on ESG and RECP

This project aims to educate and train MSMEs over four years on Environmental, Social, and Governance (ESG) principles, as well as Resource Efficiency and Cleaner Production (RECP) practices.

• Workshops on Packaging, Branding, and Marketing This initiative focuses on conducting workshops dedicated to enhancing the skills and knowledge of MSMEs in the areas of packaging, branding, and marketing. The target

is to engage a specific number of MSMEs annually through quarterly sessions.

• Workshops on Maximizing Awareness of ZED Scheme and BRONZE Certification This project is designed to maximize awareness of the Zero Defect Zero Effect (ZED) Scheme and ensure widespread coverage of BRONZE certification among MSMEs. The initiative includes incremental growth in the number of targeted MSMEs and sessions each year.

# • Workshops on Awareness of CGTMSE

The final project involves organizing workshops to raise awareness about the Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE). The focus is on reaching multiple districts, with a specific target number of participants per workshop and a total target of participants per district per year.

# 7.4.5 Proposed Project Design Concept and Feasibility & Viability of Project

The proposed interventions demonstrate considerable feasibility and viability within the context of Tripura's MSME sector. Firstly, the targeted nature of the interventions, focusing on specific areas such as technology adoption, sustainability practices, and market competitiveness, aligns well with the identified needs and priorities of MSMEs in the region. With tailored approaches and methodologies, these interventions can effectively address existing gaps and challenges faced by MSMEs, thereby enhancing their capacity and capabilities for sustainable growth. Moreover, the collaborative nature of the interventions, involving partnerships with goernment agencies, industry associations, academic institutions, and other stakeholders, enhances their feasibility by leveraging existing resources, expertise, and networks to support implementation and maximize impact.

Secondly, the interventions demonstrate strong viability in terms of their potential to deliver tangible benefits and outcomes for MSMEs in Tripura. By improving access to technology clinics, ESG training, branding workshops, and financial support schemes such as ZED and CGTMSE, MSMEs can enhance their competitiveness, productivity, and market positioning. The anticipated impacts, including increased adoption of modern technologies, implementation of sustainable practices, and access to credit and markets, are aligned with the overarching goals of promoting economic growth, job creation, and inclusive development. Furthermore, the planned monitoring and evaluation mechanisms ensure accountability, transparency, and learning, enabling continuous improvement and adaptation to evolve needs and dynamics. Overall, the feasibility and viability of these interventions underscore their potential to drive positive change and unlock opportunities for MSMEs in Tripura.

# 7.4.6 Approach and Methodology for Implementation

### Technology Clinics for MSMEs:

- Conduct thorough needs assessments to identify priority sectors and topics for each technology clinic.
- Collaborate with local MSME associations, industry experts, and academic institutions to develop comprehensive curriculum and training materials.
- Leverage ICT platforms to deliver virtual workshops, webinars, and interactive sessions, supplemented by on-site demonstrations and practical exercises.
- Establish online repositories for training resources, including videos, manuals, and case studies, accessible to MSMEs for continuous learning.
- Implement feedback mechanisms to seek input from participants and improve the effectiveness of future technology clinics.

- Organize workshops, seminars, and awareness campaigns in collaboration with local chambers of commerce, industry associations, and environmental NGOs.
- Develop tailored training modules on ESG principles and RECP practices, focusing on practical implementation strategies and case studies relevant to Tripura's MSME context.
- Utilize digital learning platforms and mobile applications to deliver training content, quizzes, and interactive exercises, ensuring flexibility and engagement.
- Provide mentoring and coaching support to MSMEs for implementing sustainable practices and monitoring environmental performance.
- Identify key areas of focus, such as packaging design, brand identity development, digital marketing strategies, and market research techniques.
- Organize workshops, focus groups to provide practical guidance and personalized feedback to MSME participants.
- Leverage digital tools and platforms for conducting market surveys, analyzing consumer trends, and benchmarking competitors.
- Facilitate networking opportunities to connect MSMEs with potential buyers, distributors, and retail partners.
- Conduct orientation sessions and awareness campaigns to educate MSMEs about the benefits of ZED certification, including enhanced product quality, productivity, and market competitiveness.
- Provide technical assistance and capacity building support to MSMEs for preparing documentation, conducting self-assessments, and complying with ZED requirements.
- Establish a dedicated helpdesk or online portal to address queries, provide guidance, and facilitate the ZED certification process for interested MSMEs.
- Organize review meetings and progress tracking sessions to monitor the uptake of ZED certification and address implementation challenges proactively.
- Recognize and celebrate MSMEs that achieve ZED certification, highlighting their achievements as role models for sustainable manufacturing practices.
- Conduct awareness workshops and information sessions to familiarize MSMEs with the features, benefits, and application process of the CGTMSE scheme.
- Provide training on financial literacy, credit assessment, and loan application procedures to empower MSMEs in navigating the CGTMSE financing ecosystem.
- Facilitate partnerships between MSMEs and CGTMSE empaneled lending institutions to streamline the loan application and approval process.
- Offer mentorship and advisory support to MSMEs throughout the loan lifecycle, from application to repayment, to ensure responsible borrowing and utilization of funds.

# 7.4.7 Use of ICT/Innovative Technology Towards Project Implementation

- Survey tools will be developed for capturing the information using the handheld devices on on-ground support. The Integrated dashboard will be used to monitor the progress of implementation of the interventions.
- Host webinars to reach a broader audience and reduce physical barriers.
- Leverage social media platforms for marketing and promotion of events and initiatives.

> Utilize targeted digital advertising and content marketing to reach specific audiences.

# 7.4.8 Timeline for achievement of Project Deliverables

Table 52: Timeline for achievement of Project Deliverables - Competitive support and green Initiative

S. No	Description	Year 1	Year 2	Year 3	Year 4	
I	Technology Clinics for New and Exisiting MSMEs					
	Educate and Train 4800 MSME's on ESG and RECP					
	Workshop on Packaging, Branding and Marketing with the Experts					
	Workshops on maximising awareness of ZED Scheme and ensuring maximum coverage of BRONZE certification					
	Workshops on Awarenss of CGTMSE					
	Continuation for the next years					

# 7.4.9 Estimated impact of the Project/Proposal/scheme

- 19200 MSMEs annually targeted for technology clinics, leading to enhanced technological adoption and market competitiveness.
- MSMEs annually to benefit from ESG and RECP training, enhancing sustainability practices and resource efficiency.
- Through packaging, branding, and marketing workshops, numerous MSMEs will enhance their market visibility, leading to increased sales and market share.
- Incremental yearly increase in MSMEs participating in ZED Scheme and CGTMSE awareness sessions will improve quality and access to credit, respectively.
- Overall, these interventions are poised to catalyze sustainable growth, innovation, and resilience within Tripura's MSME ecosystem.

# 7.4.10 Project costing and contribution of State towards it

### Table 53: - Project costing and contribution of State in Competitive support and green Initiative

S.No	Interventions	Total Cost for 4 years (in Lakhs)	State Contribution (in Lakhs)	RAMP Contribution (in Lakhs)
1	Technology Clinics for New and Existing MSMEs	1440.00	144.00	1296.00

# 7.4.11 Plan for strengthening M&E framework pertaining to Project

A robust monitoring framework will be developed to monitor the progress of the interventions. Quarterly reviews with GM DICs will be carried out regarding the progress and to understand the challenges faced during implementation of the interventions.

# Assessment of Current M&E Practices:

- > Conduct a comprehensive review of existing M&E processes, tools, and systems.
- Identify strengths, weaknesses, gaps, and areas for improvement in the current framework.

### Stakeholder Engagement and Consultation:

- Engage stakeholders, including project staff, beneficiaries, government agencies, and implementing partners, to gather feedback and insights on M&E needs and priorities.
- Facilitate workshops, focus group discussions, and surveys to seek input and enhance stakeholder ownership of the M&E framework.

# Development of M&E Plan and Indicators:

- Collaborate with stakeholders to develop a robust M&E plan, outlining objectives, activities, timelines, responsibilities, and performance indicators.
- Define clear and measurable indicators aligned with project goals, outcomes, and outputs, ensuring relevance, specificity, and feasibility.

# Capacity Building and Training:

- Provide training and capacity building sessions for project staff and stakeholders on M&E concepts, tools, and methodologies.
- Enhance skills in data collection, analysis, interpretation, and utilization to strengthen M&E implementation and effectiveness.

# 7.5 Access to Market and Promotion

# 7.5.1 Major issues/challenges of MSME

**Market Access and Knowledge:** Tripura's MSMEs face hurdles in penetrating new and broader markets, primarily due to inadequate market insights in other states and export arenas. A significant obstacle in exploring new markets via vendor development in Tripura is the insufficient knowledge of market trends, tastes, and needs in those areas. Additionally,

MSMEs in Tripura lack systematic networking channels with PSUs, OEMs, and anchor units to comprehend their procurement necessities.

**Networking Opportunities:** The MSMEs encounter difficulties due to their limited involvement in professional or social networks. This limitation is obstructing their capacity to establish valuable connections, exchange information, and seize opportunities for advancement and growth.

**Navigating Complex Regulations:** A major hurdle for vendors aiming to expand is dealing with intricate regulatory frameworks and adhering to varied market regulations at both state and national levels.

In the context of Marketing and Promotion, stakeholder discussions and surveys revealed the following challenges:

- A significant number of MSMEs are not engaged with digital platforms, depending primarily on local markets for sales, which limits their reach to broader markets.
- Identifying suitable products and capitalizing on business opportunities in larger markets presents a challenge.
- MSMEs find it tough to compete with larger market players due to inadequate knowledge, non-compliance, and lack of certifications, which restricts their potential for exports or expansion into bigger markets.
- Discovering new buyers or customers is a challenge for MSMEs. Additionally, participating in trade fairs and similar events is seen as an extra expense, especially due to the absence of incentives or benefits.
- MSMEs also perceive e-marketplaces, like GeM, as lacking transparency, and they often lack awareness of these platform

# 7.5.2 Key Findings:

A comprehensive survey outlined the primary challenges encountered by businesses in the realm of marketing and sales. A significant 46.52% grapple with the difficulty in promoting their products, making it arduous for many, particularly smaller entities. Nearly 14.76% face a lack of proper awareness about new marketing avenues, emphasizing a potential digital literacy gap. The challenge of realizing very low margins is felt by 8.08%, affecting profit margins and growth prospects. Moreover, 16.43% mentioned various "Other" challenges not explicitly listed. Late payments remain a hurdle for 5.57%, impacting cash flow. The need for better value addition is a concern for 2.51%, while 16.43% cited limited opportunities or platforms for showcasing their products. Lastly, 2.23% have reservations regarding the adoption of quality control measures and certifications.

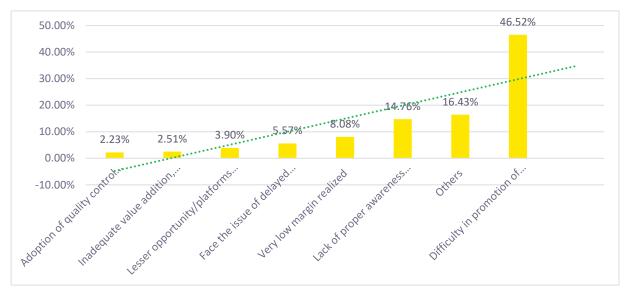


Figure 74 Challenges faced in Marketing and Sales

# 7.5.3 Problem Statement:

Most MSMEs primarily sell their products locally and are not integrated with digital marketplaces. They lack assistance in product identification and promotion for export or other markets. MSMEs, particularly in sectors like Bamboo craft and Handlooms, face high transportation and freight costs to ship goods to other states, affecting their competitiveness despite high quality. Many MSMEs are unable to participate in trade fairs and meetings outside the state, viewing them as additional expenses rather than business opportunities. There are limited opportunities for market linkages due to the scarcity of platforms connecting genuine buyers and sellers. A significant portion of MSMEs, as noted during primary meetings with various stakeholders, were unaware of e-commerce platforms like ONDC, GeM, etc., while a smaller portion were aware but not utilizing these platforms.

To promote products from Tripura, there is a recognized need for organizing state and district level Expos. It's essential to elevate the MSMEs in the state and connect them with major anchor units/PSUs through Vendor Development Programs. During the focused group discussions with MSME associations, more than half of the respondents were not aware of various state and central government schemes for MSMEs. Stakeholder interactions revealed that MSMEs mainly rely on personal contacts and repeat customers for sales. Therefore, engaging in trade fairs, exhibitions, buyer seller meets is vital for acquiring new customers.

# 7.5.4 Proposed interventions with respect to RAMP objectives:

Project 1: 50% Subsidy on Transport Cost for Finished Goods in Thrust Sectors: This intervention involves providing a 50% subsidy on the transport costs incurred by businesses in Thrust Sectors for the movement of finished goods. The subsidy is designed to alleviate challenges related to transportation, especially in remote areas, and enhance market access for enterprises in these sectors.

**Project 2: Industries and Commerce Fair for MSME (MSME Fair, Incentives, MSME Awards):** This intervention aims to organize a comprehensive Industries and Commerce Fair tailored for Micro, Small, and Medium Enterprises (MSMEs) in Tripura. The fair encompasses the participation of various MSMEs, offering a platform for showcasing their products and services. Incentives, such as covering 50% of transportation costs, with a cap of INR 10,000, are proposed to encourage broader participation. Additionally, MSME Awards are instituted to recognize outstanding contributions, fostering a competitive spirit and acknowledging excellence within the local business community.



Figure 75 Proposed projects under access to market

**Project 3: ODOP Exhibition:** This initiative focuses on the unique concept of "One District One Product" (ODOP) Exhibition, where MSMEs specializing in distinct products representative of each district participate. Similar to the MSME Fair, transportation costs are subsidized to facilitate wider participation. The goal is to highlight and promote local specialties, encouraging market recognition and potentially attracting a broader consumer base.

**Project 4: Agartala International Expo:** The Agartala International Expo is designed to provide MSMEs in Tripura with exposure to international markets. The intervention covers 50% of transportation costs for participating enterprises, aiming to overcome financial barriers and encourage the exploration of global business opportunities. This expo serves as a platform for MSMEs to showcase their products on an international stage, fostering potential collaborations and partnerships with foreign entities.

**Project 5: Annual Investment Summit:** The Annual Investment Summit is a flagship event intended to attract investment and promote business opportunities in Tripura. With a substantial budget allocation, this intervention seeks to draw attention to the region, showcasing its potential for investment. The state contributes significantly to cover the costs, emphasizing the importance of this summit as a catalyst for economic growth and increased market access.

**Project 6: Domestic and International Exposure Visits:** These exposure visits target the top performing MSMEs, both domestically and internationally, in each thrust sector. The visits aim to provide these enterprises with firsthand insights into market trends, best practices,

and networking opportunities. The state contributes to the costs of these visits, underlining the commitment to enhancing the capabilities and market knowledge of high performing MSMEs.

**Project 7: Marketing Agency Support:** Recognizing the need for professional marketing support, this intervention allocates resources for a dedicated marketing agency. The agency's role encompasses guiding MSMEs in social media activities, developing marketing collateral, and preparing them for investor meets. With a focus on comprehensive marketing strategies, this intervention aims to enhance the visibility and market presence of MSMEs in Tripura.

# 7.5.5 Proposed project design concept and feasibility & viability of proposal

- Project 1: 50% Subsidy on Transport Cost for Finished Goods in Thrust Sectors The 50% Subsidy on Transport Cost for Finished Goods in Thrust Sectors in Tripura exhibits strong feasibility, supported by high market demand and adequate operational infrastructure. Its viability is further strengthened by the anticipated positive impact on Thrust Sectors and the broader socio-economic landscape. Careful financial planning enhances the project's financial viability, while the well designed features ensure transparency, collaboration, and continuous improvement, establishing a strong foundation for successful implementation. Overall, the initiative holds significant promise for enhancing access to finance and contributing to the economic development of Tripura.
- Feasibility and Viability Assessment
- Market Demand: Market demand assessment would be done to identify demand for subsidies on transport cost within Thrust sectors in Tripura. A higher demand would indicate project's relevance & potential.
- Impact on Thrust sector: Impact assessment to be done on thrust sector, a positive sectoral impact would enhance overall feasibility of the project fostering growth and competitiveness.
- Industries and Commerce Fair for MSME: Tailoring a fair specifically for MSMEs in Tripura, providing a platform for showcasing products and services with incentives to cover transportation costs and awards for outstanding contributions. This approach is practical and likely to enhance local MSME visibility and engagement.
- ODOP Exhibition: Focusing on the "One District One Product" concept, this exhibition highlights district specific products, supported by transportation subsidies. Its feasibility lies in promoting local specialties, making it economically viable and beneficial for district level economic growth.
- Agartala International Expo: An international expo providing global market exposure for Tripura's MSMEs, with financial support for transportation. This project is feasible for global market entry and viable for encouraging international collaborations.
- Annual Investment Summit: Aimed at attracting investments and spotlighting Tripura's business potential, backed by significant state funding. This summit is a feasible strategy for economic development and a viable platform for investment attraction.
- Domestic and International Exposure Visits: Offering targeted exposure visits to top performing MSMEs in various sectors, enhancing their market understanding and networking opportunities. This initiative is practical for business growth and viable for knowledge enhancement.

- Marketing Agency Support: Providing professional marketing guidance to MSMEs, including social media strategies, marketing materials, and investor meet preparations. This support is feasible for enhancing market presence and viable for improving competitiveness.
- Comprehensive Support and Awareness: Ensuring MSMEs are aware of and can effectively utilize state and central government schemes, e-commerce platforms, and networking opportunities. This overarching support is key for the holistic development and market integration of MSMEs, making it a feasible and viable approach for sustainable growth.

# 7.5.5 Approach and methodology for implementation

#### For 50% Subsidy on Transport Cost for Finished Goods in Thrust Sectors

- 1. Market Analysis: Conduct a thorough market analysis to identify key Thrust Sectors in Tripura. Utilize economic significance and growth potential would be used as criteria for sector identification.
- 2. **Stakeholder Engagement:** Promote collaboration with key stakeholders in identified Thrust Sectors. Engage with Thrust Sector enterprises, transport providers, industry associations, and government agencies.
- 3. **Pilot Launch**: Test the effectiveness of the subsidy program in a controlled environment. Launch a pilot phase in select regions to gather feedback and evaluate the program's impact.
- 4. **Public Awareness Campaign:** Inform eligible enterprises about the subsidy, its benefits, and application procedures. Conduct a widespread awareness campaign through various channels for maximum coverage.
- 5. **Continuous Improvement:** Ensure ongoing enhancement based on real-time feedback. Establish a feedback loop, monitor program effectiveness, and make necessary adjustments for continuous improvement.

For other workshops and exhibitions:

#### Step 1: Project Planning and Stakeholder Engagement:

- > Define clear objectives and outcomes for each project.
- Identify and engage with key stakeholders including MSMEs, government bodies, financial institutions, and market experts.
- > Establish partnerships with relevant organizations for support and collaboration.

#### Step 2: Market Research and Needs Assessment:

- Conduct comprehensive market research to understand the needs and challenges of MSMEs in Tripura.
- Assess the demand for different products in local, national, and international markets.
- Identify potential buyers and investors for the proposed exhibitions and summits.

#### Step 3: Resource Allocation and Budgeting:

- > Allocate resources effectively across all projects, ensuring financial sustainability.
- Create detailed budgets, including costs for transportation subsidies, marketing, event organization, and other logistical aspects.

# Step 4: Development of Marketing and Promotion Strategies:

> Design targeted marketing campaigns to promote each event and initiative.

- > Utilize digital platforms and traditional media to maximize outreach.
- > Develop promotional materials like brochures, flyers, and digital content.

## Step 5: Operational Planning and Execution:

- > Plan the logistics of each event, including venue selection, layout, and scheduling.
- Ensure the availability of necessary infrastructure and technology for smooth execution.
- > Coordinate with vendors and service providers for various requirements.

#### Step 6: Participant Onboarding and Support:

- Create a streamlined process for MSMEs to register and participate in events.
- > Offer guidance and support to MSMEs for preparing their exhibits and presentations.
- > Organize workshops and training sessions to enhance the skills of MSME participants.

#### Step 7: Monitoring and Evaluation:

- Implement a system for monitoring the progress and impact of each project.
- Collect feedback from participants and stakeholders to assess the success and areas for improvement.
- Use data and insights gathered for refining future initiatives.

# 7.5.7 Use of ICT/Innovative Technology Towards Project Implementation:

Integrating Information and Communication Technology (ICT) and innovative technology is crucial for the effective implementation and success of the above mentioned projects. Here's how ICT and innovative technologies can be utilized:

- 1. Digital Platforms for Event Management and Registration:
  - Implement online platforms for easy registration, information dissemination, and management of events like fairs, expos, and summits.

#### 2. Webinars:

- > Host webinars to reach a broader audience and reduce physical barriers.
- 3. Social Media and Digital Marketing:
  - Leverage social media platforms for marketing and promotion of events and initiatives.
  - Utilize targeted digital advertising and content marketing to reach specific audiences.

#### 4. E-Commerce Integration:

- Encourage and assist MSMEs in setting up online stores and listing their products on e-commerce platforms.
- > Provide training on digital commerce and online transaction management.

#### 5. Data Analytics for Market Insights:

- Use data analytics tools to gather market insights, participant feedback, and event performance metrics.
- Analyze trends and preferences to better align future events and strategies with market demands.

#### 7.5.8 Timeline for achievement of project deliverables

Table 54: Timeline for achievement of project deliverables - Acces	ss to Market
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S. No	Description	Year 1	Year 2	Year 3	Year 4				
I	Industries and Commerce Fair for MSME								
li	ODOP Exhibition								
lii	Agartala International Expo								
lv	Domestic & International Exposure Visit								
V	Marketing Agency to Handhold								
VI	50% subsidy on the transport cost for Finished Goods in the Thrust Sectors not exceedingly more than 25 Lakhs								
	Continuation for the next years								

# 7.5.9 Estimated impact of the intervention in the State

- > 2000 MSME's targeted for Industries and Commerce Fair for MSME
- Increased Brand Equity for Local Products "One District One Product" (ODOP) initiative and similar interventions will enhance the brand equity of local products, highlighting their uniqueness and potentially leading to a higher value proposition in the market.
- Skill Development and Capacity Building exposure visits, training sessions, and workshops will enhance the skills and capacities of MSMEs. This empowerment will improve product quality, business practices, and market competitiveness.
- Enhanced Market Access and Visibility for MSMEs by participating in fairs, expos, and exhibitions, MSMEs will gain greater visibility and access to local, national, and international markets. This exposure is likely to lead to increased sales, new customer acquisition, and the potential for expansion into new markets.
- Increased Investment and Economic Growth via Annual Investment Summit and other initiatives will attract investors, potentially leading to increased capital inflow..

# 7.5.10 Project costing and contribution of State towards it

S.No.	Interventions	Total Cost for 4 years (in Lakhs)	State Contribution (in Lakhs)	RAMP Contribution (in Lakhs)
	Industries and Commerce Fair for MSME	204.64	20.46	184.18
li	ODOP Exhibition	40.00	4.00	36.00

Table 55: Project costing and contribution of State in Access to Market

lii	Agartala International Expo	40.00	4.00	36.00
lv	Annual Investment Summit	1200.00	120.00	1080.00
V	Domestic & International Exposure Visit	288.00	28.80	259.20
Vi	Marketing Agency to Handhold	400.00	40.00	360.00
VII	50% subsidy on the transport cost for Finished Goods in the Thrust Sectors not exceedingly more than 25 Lakhs	5801.25	580.12	5221.13

# 7.5.11 Plan for strengthening M&E framework pertaining to Project

- 1. Participant and Engagement Tracking:
  - For all projects (Industries and Commerce Fair, ODOP Exhibition, Agartala International Expo, etc.), monitor participant numbers, diversity of MSMEs, and visitor engagement.
  - Tracking the utilization of incentives like transportation subsidies and other offered supports.
- 2. Market Impact and Business Outcomes Assessment:
  - Evaluate the direct market impact of each project, such as increased visibility for MSMEs, market expansion, and new business opportunities.
  - Assess the effectiveness of the Annual Investment Summit in attracting investments and the impact of exposure visits on business growth.
- 3. Feedback Collection and Analysis:
  - Collect feedback from participants, visitors, and stakeholders through surveys, interviews, and digital feedback tools.
  - Analyze feedback to understand the satisfaction levels, challenges faced, and areas for improvement.

# 7.6 Institutional Strengthening

# 7.6.1 Major Issues and Challenges

Tripura faces several challenges in institutional strengthening, hindering its overall development. Inadequate infrastructure, economic constraints, and educational gaps pose significant obstacles. Insufficient investment in education and skill development programs results in a lack of qualified personnel to effectively run institutions. Additionally, political instability and bureaucratic inefficiencies can slow down decision making processes, impacting the region's ability to implement long term strategies. Social and cultural factors, resistance to change, and governance issues, including corruption, further contribute to the challenges. To summarize the Institutional strengthening faces challenges at 3 levels-

At the Individual level: wherein the government officials did not get time to invest time in their learning and developing their competencies. This include grassroot officials which are actually public facing division of the department. Lack of awareness among the officials, lack of training makes it difficult for them to provide proper guidance to MSMEs.

- At the organizational level: wherein systems and processes have scope for more efficiency. The existing processes and related MIS modules will be examined and areas for improvement will be identified. Currently there are more than 10 webpages which an officer has to access for getting different information.
- At the institutional level: The officials are unaware about the best practices being implemented in other states. The exposure to technical advancements happening in the industry sector is limited.

Addressing these obstacles requires a comprehensive approach, including targeted capacity building initiatives, improvements in infrastructure, and measures to enhance governance and transparency.

Moreover, technology adoption, coordination among institutions, and tackling environmental concerns are critical aspects that demand attention. The region must also navigate security issues and conflicts that may impact stability and hinder institutional development. To overcome these challenges, Tripura needs a strategic and collaborative effort involving government bodies, local communities, and relevant stakeholders to ensure effective institutional strengthening and sustainable growth.

# 7.6.2 Key Findings

District Industries Centre (DIC) offices play a pivotal role as hubs for coordinating various initiatives within the RAMP framework in Tripura. While their significance in fostering district growth is undeniable and shows improvement over previous models, there's a pressing need to bolster DICs further by addressing the challenges encountered by entrepreneurs and implementing appropriate measures. Field-level officers should be equipped to serve as the final point of contact, offering tailored advisory support through mentorship and guidance to MSMEs and entrepreneurs.

District level officers often lack familiarity with schemes/programs like TreDS, ONDC, and CHAMPION schemes. During discussions with DIC officials, it became apparent that comprehensive training on bank financing is necessary. Furthermore, there's a notable lack of awareness about TreDS in districts. Training sessions covering both back-end operations and front-end interface support should be conducted for DIC officials.

Additionally, DICs face staffing shortages considering the workload they handle, warranting the appointment of support staff to assist with regular activities. Other key findings for institutional strengthening include identifying major competency-building areas, particularly in alignment with priority sectors identified for promotion under the industrial policy.

Integrating training programs with the department's ongoing work and projects related to MSMEs can facilitate the application of learning in the actual work environment, reinforcing the relevance of training content to job responsibilities. Emphasizing the practical application of training content to the department's work with MSMEs can encourage participants to apply learned concepts in their daily tasks, providing opportunities for hands-on practice, problem-solving, and decision-making in real-world scenarios. Regular evaluation of user feedback on the usefulness of training in day-to-day work is essential.

# 7.6.3 Problem Statement

The problem statement for Tripura's institutional strengthening is characterized by a complex set of challenges. These include inadequate infrastructure, economic constraints, and educational gaps leading to a shortage of qualified personnel. Political instability, bureaucratic inefficiencies, and governance issues, including corruption, further hinder the effective functioning of institutions. Social cultural factors and resistance to change, coupled with technology adoption issues, pose additional obstacles. Coordination among institutions is insufficient, and security concerns, along with environmental challenges, add a layer of complexity to the overall scenario. The region requires a comprehensive approach, involving capacity building initiatives, improvements in governance, enhanced collaboration among institutions, and targeted strategies to address unique security and environmental issues for sustainable development.

# 7.6.4 Proposed Project with respect to RAMP

- Management Development Programme at Indian Institute of Management Shillong (IIMS): This intervention focuses on enhancing the managerial skills and knowledge of officers through a Management Development Programme at the prestigious Indian Institute of Management Shillong (IIMS). The program aims to improve leadership capabilities, strategic thinking, and decision making skills among the participating officers. The total cost for this initiative is Rs.120.00 Lakhs, covering the expenses associated with training a specified number of officers. The investment in this training program is crucial for creating a cadre of skilled and effective managers within the concerned institutions.
- Exposure to Best Practices through Exposure Visits of Officials: This intervention is designed to expose officials to best practices through visits to organizations or institutions known for their exemplary approaches. The program intends to broaden the perspectives of officers, allowing them to witness and learn from successful models in their field. The total cost for this exposure initiative is Rs. 60.00 Lakhs, covering travel expenses for a specified number of officers and the associated costs of multiple visits. This intervention contributes to knowledge exchange and the adoption of effective strategies, ultimately improving the overall performance of the participating institutions.
- Capacity Building Training to DIC GM's and Other Heads of Departments for 1 Week: This intervention focuses on a comprehensive capacity building training program targeting General Managers of District Industries Centers (DIC GMs) and other heads of departments. The one week training aims to enhance their skills and capabilities in managing and leading their respective departments. The total cost for this intervention is Rs. 240.00 Lakhs, covering expenses related to transportation, accommodation, and other logistical requirements. This initiative is crucial for empowering key personnel with the skills necessary for effective decision making and operational excellence, contributing to the overall institutional strengthening effort. The state is contributing

Rs. 42.00 Lakhs, and the remaining Rs. 198.00 Lakhs is sought from RAMP to implement this extensive training program.

# 7.6.5 Proposed Project Design Concept and Feasibility & Viability of Proposal

The three pillars of Individual, Organization and Institutional serve as the guiding principle while formulating the capacity need analysis. Individual capacity building refers to building attitude, skills and knowledge at individual level, organization building capacity of collective



and shared aspects of an organization such as organization structure, processes, infrastructure, external partnerships and technological capabilities. Institutional refers to policy level interventions that affect Department including Directorates, District Industries Centers and other line departments.

Individual needs and organizational needs will be identified basis the feedback received from individuals including divisional heads and key staffs within the department through feedback forms and one-to-one interactions.

The annual training calendar will be developed based on the need analysis thus carried out. Achievable targets and monitoring mechanism through relevant KPIs will be established to ensure compliance. Mandatory learning hours per official in relevant areas will be determined and assigned based on the role and responsibilities. Top level monitoring at Secretary level and Director level will be established to ensure compliance.

Following factors will be considered while planning capacity building of officials:

- Self paced learning to be encouraged, some of the standard domain modules could be digitized.
- User feedback around usefulness of trainings in day-to-day work to be evaluated periodically.
- International exposure is a major motivator.
- > Key milestone trainings could be planned at designated locations.
- > Rewarding officers who have fulfilled mandated hours.

The department is providing capacity building programmes to the officials.

# 7.6.6 Approach and Methodology for Implementation

One of the key requirements for effective implementation of the RAMP program is the Institutional strengthening of the department. This calls for the creation of an Annual Capacity Building Plan (ACBP) for the Department. Through the ACBP exercise, it is intended to expand the public sector capacity building by going beyond training. Thus, while the ACBP exercise identifies Department specific training interventions to build individual capacity, it also looks at organizational interventions. The ACBP is essentially expected to detail all the interventions required to develop and enhance the competencies of individual officials as well as the collective capacity of the Department. The steps in creating such a plan have been summarized in the figure below.

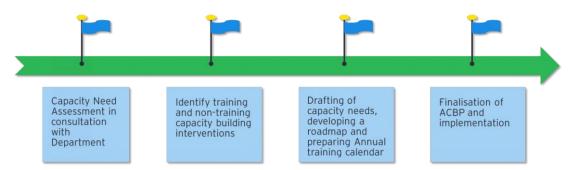


Figure 76: Steps for creating Annual Capacity Building Plan

The three pillars of the ACBP framework serve as the guiding principle while formulating the capacity need analysis. The ACBP approach essentially builds the plan across these three pillars namely individual, organizational, and institutional. The approach towards identifying individual needs would involve receiving feedback over a self-declaration assessment form while organizational and institutional level gap areas will be collated based on combination of feedback received through individual forms and one-on-one discussions with various section heads and key staff within the department.

#### Pillar 1: At the Individual Level

Competencies form the basis of individual capacity building. A competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual government officials with the competencies required to effectively perform their assigned roles. Capacity Constituents at the individual level:

- Behavioral competencies: These are a set of benchmarked behaviours displayed (or observed/ felt) by individuals across a range of roles. For example, empathy and leadership.
- Domain competencies: These competencies enable individuals to effectively perform roles within a specialized discipline or field. Domain competencies are generally applicable to the core work of the Department. For example, providing technical guidance to MSMEs.

**Functional competencies:** These competencies help cater to the operational requirements such as administration, procurement, financial management, and so on. Functional competencies are applicable across a wide range of departments of the Government. For example, budgeting, project management, and data analysis.

#### Pillar 2: At the Organizational Level

This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals. Capacity at the organizational level is assessed based on the collective aspects of a ministry or department. Some examples of these aspects include:

- Technology and Data: This dimension deals with the technology solutions employed by the Department to improve its functioning. Examples include software that enables shorter turnaround time on repetitive tasks and digital tools that increase efficiency or enable faster resolution of pain points.
- Systems and Processes: This dimension includes all the established systems and processes to carry out its day-to-day functions. Examples include monitoring mechanism for schemes, standard operating procedures, etc.
- Resources and Assets: This includes the resources and assets such as hard and soft infrastructure for day-to-day functioning. For example: the physical premises, digital infrastructure like computers, video conferencing systems etc.
- Partnerships and Relationships: This dimension includes all external partnerships that is part of such as those with other departments, global organizations and citizen groups.
- Personnel Management: This includes all the functions associated with managing human resources of such as performance appraisals, training and development, performance management, succession planning etc.

#### Pillar 3: At the Institutional Level

Institutional capacity building refers to changes made in the norms, policies and regulations that guide the functioning of individuals and organizations. In the context of the government, institutional capacity building refers to policy level interventions that affect all departments of the government.

At Individual level the capacity building is being proposed to be provided through the following:

#### Capacity building training:

The capacity building training will be based on the curriculum developed based on the need assessment study carried out. It will consist of a mix of both classroom sessions along with exposure visits or field visits to understand the practical sides of things and understand the best practices.

#### Exposure to best practices:

Exposure is a major motivator. Training programs which provide knowledge around governance and implementation of MSME enabling models across other states or countries will be considered. Exposure visits will also be conducted to practically understand the best practices adopted in relevant organizations.

#### > Self learning leveraging platforms like YouTube channels:

Leveraging the platform via issuing an office order to all officials for self paced learning can serve as a ready platform for training and skill development for functional and behavioral competencies, helping them to stay updated with the latest developments and best practices in their respective fields.

#### Exposure visits

Relevant National/International events shall be identified in which the officials will participate to get exposure to Best practices and also to understand from the stakeholders regarding the advancements happening in different domains like Technology, supply chain etc.

## 7.6.7 Use of ICT/Innovative Technology Towards Project Implementation

ICT/ Innovative technologies will be used for effective capacity building of the officials. Existing online training contents will be identified, and standard online modules will be created in knowledge management system. Platforms like YouTube channels will be leveraged for officers to share information.

- 1. Use of basic online video conferencing software which requires minimum technical expertise. Platforms with low bandwidth requirements can ensure accessibility in areas with limited connectivity.
- 2. Implement a basic camera or digital documentation tools to capture and share best practices during exposure visits. Create a central digital repository with a feature of file sharing or cloud storage.
- 3. Establish local networking platforms, possibly through community forums or basic social media groups, to facilitate ongoing knowledge exchange among participants.
- 4. Leverage offline/online survey tools or paper-based surveys to measure the efficacy of capacity building programs.

## 7.6.8 Timeline for Achievement of Project Deliverables

S. No	Description	Year 1	Year 2	Year 3	Year 4					
I	Management Development Program at Indian Institute of Management-Shillong (IIMS)									
ii	Exposure to Best Practices through Exposure visits of Officials									
iii	Capacity Building training to DIC GM's and other heads of departments for 1 week									
	Continuation for the next years									

Table 56: Timeline for Achievement of Project Deliverables- Institutional Strengthening

# 7.6.9 Estimated Impact of the Intervention in the state

- These interventions would solve the problems at 3 levels- at individual level, at the organization level and the institute level.
- Total officers trained across all the 3 programs proposed would be 60 in a span of 4 years. The programs would help the officers to up skill themselves and enable them to take more informed decisions going forward.

- Equipped with knowledge and trainings government bodies officials can make more informed decisions, leading to better resource allocation, and strategic planning.
- The IT infrastructure upgrade and associated training programs can increase digital literacy among govt. representatives adopting a more technologically skilled workforce.

# 7.6.10 Project costing and Contribution of State towards it

S.No.	Interventions	Total Cost for 4 years (in Lakhs)	State Contribution (in Lakhs)	RAMP Contribution (in Lakhs)
i	Management Development Program at Indian Institute of Management-Shillong (IIMS)	120	12	108
ii	Exposure to Best Practices through Exposure visits of Officials	60	6	54
iii	Capacity Building training to DIC GM's and other heads of departments for 1 week	240	24	216

Table 57: Project costing and Contribution of State in Institutional Strengthening

# 7.6.11 Plan for Strengthening M&E framework pertaining to project

The standard processes shall be reviewed. Standard operating procedures shall be developed bases the effectiveness of the existing practices.

An annual training calendar will be created based on the need assessment carried out. Fulfilment of hours per officer will be ensured through the established Monitoring and evaluation mechanism. To encourage full compliance officers completing training hours will be rewarded.

# 7.7 Sectoral Interventions

# 7.7.1 Major issues/challenges of MSMEs

Through focused group discussions, surveys, and consultations with stakeholders with government officials, we have identified specific areas with significant potential for development. These findings highlight the need for thorough research studies in these identified areas. The information gathered from these interactions underscores the importance of delving deeper into these potential sectors to better understand their dynamics and formulate effective strategies for growth. There exists need to initiate comprehensive research studies to unlock the full potential of these areas and contribute to the overall development of Tripura.

Below are areas identified which require further deep dive to reach their full potential-

#### > Supply Chain Gap assessment in state for transport of goods

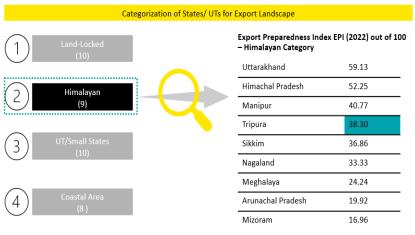
Supply chain gap assessment in the state of Tripura is a critical area of study due to its paramount significance in promoting the growth of Micro, Small, and Medium Enterprises

(MSMEs). The decision stems from extensive discussions, surveys, and consultations with various stakeholders, including government officials. Through these engagements, it has become apparent that the state faces notable challenges in the transportation of goods, adversely affecting the efficiency and competitiveness of MSMEs. Primary issues identified include inadequate connectivity, limited transportation options, and high associated costs. Additionally, our secondary research indicates that a streamlined and effective supply chain is vital for the sustained enablement of MSMEs. By delving into the supply chain dynamics and assessing existing gaps, we aim to pinpoint specific areas of improvement, ultimately contributing to the enhancement of the overall business environment and economic growth in Tripura.

#### > Detailed study on the export potential in the state of Tripura

Comprehensive study on the export potential in the state of Tripura has been deemed essential, particularly considering its classification in the Himalayan category among Indian states. Within this category, Tripura holds the fourth position, with Manipur leading as the top-ranking state. Our decision to focus on this study is informed by the unique challenges faced by Tripura and other states in the Himalayan category regarding export activities. Among the eight identified challenges, notable issues include the lack of sectorspecific policies, hindering the formulation of effective export strategies. Additionally, the regional imbalance in cluster strength, with Tripura facing subpar cluster strength, underscores the need for targeted interventions to foster collaborative business

ecosystems. Through indepth research, we aim to shed light on the export landscape of Tripura, identify specific challenges, and propose solutions tailored to enhance the state's export capabilities, ultimately contributing to its economic development and competitiveness within the Himalayan category and the broader North Eastern region.



Tripura Rank 4th in Himalayan Category while overall Rank is 26 basis EPI

Figure 77 Tripura Export Preparedness Index and Ranking

#### Study on the Raw Material Resource Mapping for the Thrust Sectors including ODOP Products

Comprehensive study on Raw Material Resource Mapping for the Thrust Sectors, including products under the One District One Product (ODOP) initiative, comes from the critical importance of understanding and harnessing raw material availability for sustainable industrial growth in Tripura. This study is prompted by our in-depth discussions, surveys, and consultations, which have highlighted the significant role of raw materials in the development of thrust sectors and ODOP products. One major motivation is the need to ensure a stable and diverse supply of raw materials to support the manufacturing processes of key sectors. The study addresses the vital issue of resource availability, hike in raw material prices, ensuring that industries in these thrust sectors have access to the necessary inputs for their operations. By mapping raw material resources, we aim to identify potential areas of improvement, streamline supply chains, and propose strategies

for sustainable utilization, ultimately contributing to the growth and resilience of these crucial sectors in Tripura.

#### > Survey to identify the MSME Sick Units in the State

The undertaking of a survey to identify dormant Micro, Small, and Medium Enterprises (MSMEs) in the state of Tripura is motivated by the objective to gain insights into the current status and challenges faced by these dormant units. The decision is rooted in discussions, surveys, and consultations, which have revealed a substantial presence of inactive MSMEs within the state. Our primary goal is to understand the reasons behind their dormancy, which may include factors such as operational challenges, lack of market access, or access to finance. Identifying dormant units is crucial for implementing targeted interventions to revitalize and support these businesses. This survey aims to provide a comprehensive overview of the dormant MSME landscape in Tripura, enabling policymakers and stakeholders to formulate effective strategies for reactivation, fostering economic growth and sustainability within the state.

# 7.7.2 Key Findings

Key findings specific to Tripura reveal a notable absence of updated export potential data, creating a challenge in strategic planning for trade initiatives. Moreover, the identification of sick units within the region underscores the urgency for targeted interventions to revitalize these struggling enterprises. To further compound matters, there is a critical need for raw material resource mapping to ensure sustainable access to essential inputs, addressing a crucial aspect of the operational viability of businesses in Tripura.

# 7.7.3 Problem Statement

The present economic landscape of Tripura reveals various challenges that hinder the state MSME's holistic development. The lack of sector specific policies poses difficulties for businesses, particularly MSMEs, aiming to thrive in the export market. The disparities in cluster strength, with Tripura facing suboptimal collaboration among companies, further impede its export potential. Additionally, the state encounters obstacles in the transportation of goods due to insufficient connectivity and high costs, affecting the efficiency and competitiveness of businesses. Moreover, the dormant status of numerous MSMEs within Tripura underscores the need for targeted interventions to understand the causes of inactivity and revitalize these units. To address these issues, comprehensive studies on export potential, supply chain gaps, raw material resource mapping, and dormant MSME units are essential, providing a foundation for tailored strategies that foster economic growth and sustainability in the state.

# 7.7.4 Proposed Project with respect to RAMP objectives.

The following sub-intervention are proposed under this intervention:-

- 1. **Supply Chain Gap assessment:** Identifying and resolving infrastructure bottlenecks, enhancing connectivity, optimizing supply chains, supporting local industries, and facilitating trade and commerce are integral components for the comprehensive development of any region. Together, contributing to streamlined operations, reduced costs, sustainable economic growth, and strengthened regional and international ties.
- 2. Study on the export potential in the state of Tripura: Uncovering untapped markets, promoting economic diversification, and strategically developing infrastructure are

pivotal steps toward increasing revenue and employment opportunities. By identifying and tapping into new markets, a region can unlock potential avenues for growth. Economic diversification adds resilience and adaptability to the local economy, reducing dependence on a single sector. Parallelly, strategic infrastructure development supports these endeavours, creating a conducive environment for sustained economic expansion, higher revenues, and increased employment opportunities for the local populace.

- 3. Raw material Resource Mapping for Thrust sectors: Resource optimization, strategic planning for thrust sectors, support for the One District One Product (ODOP) initiative, enhancing local value chains, and a commitment to sustainable development collectively form a blueprint for fostering efficient and enduring growth. This approach ensures judicious use of resources, targeted development in key sectors, promotion of unique local products through ODOP, strengthening of local value chains, and a dedication to practices that balance economic progress with environmental preservation for a sustainable future.
- 4. **Survey to Identify MSME sick units:** To address challenges effectively, the initial steps involve understanding the scale of the problem and identifying its underlying causes. Subsequent efforts should focus on providing support and implementing targeted interventions. Additionally, a forward-looking strategy is crucial, emphasizing preventive measures to avoid future failures and nurture sustained success. This comprehensive approach ensures a thorough understanding of issues, targeted solutions, and a proactive stance to create a resilient and sustainable future.

# 7.7.5 Proposed Project design concept, Feasibility and Vitality of Proposal

An analysis of the MSMEs established and operational in the State indicates that the growth is not uniform across the sectors. Also, the ecosystem and other factor conditions prevailing in the State will not suite all the sectors. Hence, it is important that the suitable areas with high opportunity and growth potential to be targeted for MSME growth needs to be identified. A comprehensive study will enable to understand and identify such areas.

The supply chain gap assessment project is both feasible and vital, offering tangible opportunities for improvement in transportation efficiency. The export potential study, while posing moderate feasibility challenges, is deemed vital for driving economic growth and increasing the competitiveness of Tripura in national and international markets. The raw material resource mapping project stands out as highly feasible and critical for sustainable industrial growth, providing actionable insights for key sectors. Lastly, the MSME dormant units survey, while encountering moderate feasibility challenges, is considered important for economic revitalization, justifying the effort to understand and reactivate dormant businesses.

# 7.7.6 Approach and Methodology for Implementation

#### Supply Chain Gap Assessment

Conducting a holistic supply chain gap assessment involves a collaborative approach with key stakeholders such as businesses, logistics providers, and government agencies. The methodology encompasses a combination of surveys, interviews, and on-site assessments to comprehensively analyze the existing supply chain infrastructure. By gathering data on transportation costs, identifying bottlenecks, and understanding challenges faced by businesses, the analysis will be data driven. The results will inform actionable recommendations to enhance the efficiency of the supply chain in Tripura.

#### Export Potential Study

Evaluating Tripura's export potential requires a holistic approach with engagement from industry experts, trade associations, and government officials. The methodology involves market surveys, trade data analysis, and focus group discussions to identify key export sectors. Comparative analyses will be employed to understand regional and national market dynamics. The study aims to provide strategic recommendations for boosting Tripura's export competitiveness.

#### Raw material Resource Mapping

Systematically mapping raw material resources for thrust sectors and ODOP products requires collaboration with industry associations, local authorities, and relevant experts. Field surveys will be employed to identify and quantify available raw materials. Logistical challenges and opportunities related to transportation will be assessed. The approach aims to create a comprehensive database, and the methodology utilizes analytical tools to present results that inform strategic decisions.

#### MSME Sick Units Mapping

Identifying and understanding the dormancy of MSMEs in Tripura involves a comprehensive survey with collaboration from industry associations, government agencies, and financial institutions. The methodology includes structured interviews, surveys, and data analysis to identify dormant units and categorize reasons for inactivity. By engaging with experts, the study aims to formulate targeted interventions and strategies for the revival of dormant MSMEs, ensuring a data informed approach to economic revitalization.

# 7.7.7 Use of ICT/Innovative Technology Towards Project Implementation

The beneficiaries will be provided access to MSME Digital Hubs to be established through the RAMP intervention consisting of digital repository of best practices and success stories.

#### 7.7.8 Timeline for achievement of project deliverables

Table 58: Timeline for achievement of project deliverables- Sectoral Interventions

S. No	Description	Year 1	Year 2	Year 3	Year 4
I	Supply chain Gap Assessment in the state for Transport of Goods				
li	A detailed Study on the Export Potential in the state of Tripura				
iii	Study on the Raw Material Resource Mapping for the Thrust Sectors including ODOP Products				
lv	Survey to identify the MSME Sick Units in the State				



# 7.7.9 Estimated Impact of the Intervention in the state

Conducting the proposed studies, including the supply chain gap assessment, export potential study, raw material resource mapping, and MSME dormant units survey, is anticipated to have a transformative impact on the economic landscape of Tripura. The supply chain gap assessment will pave the way for enhanced efficiency in goods transportation, reducing costs and bolstering the competitiveness of local businesses. Simultaneously, the export potential study will contribute to economic diversification, positioning Tripura favourably in national and international markets. The raw material resource mapping initiative will provide crucial insights, ensuring sustainable growth in key sectors, while the MSME dormant units survey promises to revitalize businesses, leading to increased employment and economic resilience. Together, these studies form a comprehensive strategy that not only addresses immediate challenges but also sets the stage for long-term economic development and prosperity in the region.

# 7.7.10 Project costing and contribution of state towards its

S.No.	Interventions	Total Cost for 4 years (in Lakhs)	State Contribution (in Lakhs)	RAMP Contribution (in Lakhs)		
i	Supply chain Gap Assessment in the state for Transport of Goods	150	15	135		
ii	A detailed Study on the Export Potential in the state of Tripura	150	15	135		
iii	Study on the Raw Material Resource Mapping for the Thrust Sectors including ODOP Products	150	15	135		
lv	Survey to identify the MSME Sick Units in the State	150	15	135		

Table 59: Project costing and contribution of state - Sectoral Interventions

# 7.7.11 Plan for Strengthening M&E framework pertaining to Project.

- Objective Driven KPIs: Define measurable objectives and align key performance indicators (KPIs) for clear progress tracking.
- ICT Enabled Data Management: Utilize Information and Communication Technology (ICT) tools for streamlined data collection and centralized databases, ensuring real time updates.
- Regular Progress Reporting: Implement regular progress reporting mechanisms to provide stakeholders with timely updates on achievements, challenges, and necessary adjustments.
- Engaged Stakeholder: Foster continuous stakeholder engagement through virtual platforms, online forums, and feedback mechanisms.
- Impact Assessments: Conduct periodic impact assessments using both quantitative and qualitative methods to measure tangible outcomes.
- Continuous Learning Culture: Instill a culture of continuous learning within the project team, using insights gained from the M&E process to adapt strategies.
- **Feedback Mechanism:** Establish a feedback mechanism for stakeholders to provide input on project relevance and effectiveness, aligning projects with evolving needs.

# 8. Total Budget Estimate

					Estimat	ed Budget (IN	R in Lakhs)			
S.No	Description	DLI	Year 1	Year 2	Year 3	Year 4	Total	State Share	RAMP Share	Remarks
A. I	Enhancing Firm Capabilities	2, 3, 5	2,427.00	2,690.55	3,002.38	3,371.57	11,491.49	1,281.67	10,209.83	
1	Vocal For Local	1816.00	2003.20	2227.84	2497.41	8544.45	1281.67	7262.78	7262.78	15% State Share 85% RAMP Share
I	Entrepreneurship Knowledge Programme (EKP):	2.2, 3.1								
II	Entrepreneurship Growth Programme (EGP):	2.1, 2.2, 3.1, 5.2								
111	Financial Grant of Rs. Up to 1 Lakh per enterprise to all the 800 MSME who register and start commercial production (ensuring focus on 20% Women Entrepreneurs)	2.1, 2.3, 5.1, 5.2								
2	Establishing MSME Helpdesk, District Resource Persons and Resource centre.	2.1, 2.3, 3.1, 3.2, 5.2	611.00	687.35	774.54	874.16	2,947.04		2,947.04	100% RAMP funding
I	Helpdesk at state level	2.3, 3.1, 3.2, 5.2								
Ш	Helpdesk at District DIC level	2.3, 3.1, 3.2, 5.2								
111	Block and ULB Resource Personal for Formalization of 15,000 MSME on ground and scouting for block level unemployed youth/ women for training	5.2, 2.1, 2.3								

					Estimat	ed Budget (IN	R in Lakhs)			
S.No	Description	DLI	Year 1	Year 2	Year 3	Year 4	Total	State Share	RAMP Share	Remarks
IV	Resource Centre (Case Studies, Interviews, Best Practices, etc)	2.2								
I	B. Access to Technology	2, 3	2051.65	226.60	42.00	42.00	2362.25	55.28	2306.98	
I	MIS Integrated Website	2.2, 3.1								
Ш	Upgradation of IT Infrastructure in the DIC's	2.2, 3.1								
111	Promote business horizons of MSMEs through sectorial insights Portal	2.2,2.1,3. 1								
	C. Access to Market	2, 3	1793.00	1918.10	2055.71	2207.08	7973.89	797.39	7176.50	
1	Exhibitions and Exposure Visits	3.1, 2.1, 2.2, 3.2	543.00	543.10	543.21	543.33	2172.64	217.26	1955.38	10% State Share 90% RAMP Share
I	Industries and Commerce Fair for MSME(Conducting MSME fair, Incentive, MSME Awards)	2.1, 3.2								
	ODOP Exhibition	3.1								
111	Agartala International Expo	3.1								
IV	Annual Investment Summit	3.1								
V	Domestic Exposure Visits	3.1								
VI	International Exposure Visit	3.1								
VII	Marketing Agency to Handhold and develop Collaterals, guide MSME's social media activities, prepare them for Investors meets, etc.	2.2, 3.1								
VIII	50% subsidy on the transport cost for Finished Goods in the Thrust Sectors not exceeding more than 25 Lakhs	4.1, 5.2, 2.1	1250.00	1375.00	1512.50	1663.75	5801.25	580.125	5221.125	

					Estimat	ed Budget (IN	R in Lakhs)			
S.No	Description	DLI	Year 1	Year 2	Year 3	Year 4	Total	State Share	RAMP Share	Remarks
D. Com	petitiveness Support and Green Initiatives	2, 3, 5	360.00	360.00	360.00	360.00	1440.00	144.00	1296.00	
			360.00	360.00	360.00	360.00	1440.00	144.00	1296.00	10% State Share 90% RAMP Share
I	Technology Clinics for New and Existing MSMEs - 2 days in a year.	2.1, 2.3, 3.2								
	Educate and Train MSME's on ESG and RECP (Environmental, Social, and Governance (ESG) and Resource Efficiency and Cleaner Production (RECP)	3.1, 5.1, 5.3								
	A dedicated Workshop on Packaging, Branding and Marketing with the Experts	3.1, 2.3								
	Workshops on maximising awareness of ZED Scheme and ensuring maximum coverage of BRONZE certification	2.3, 3.2, 5.3								
	Workshops on Awareness of CGTMSE	3.1, 5.1								
	E. Access to Finance	2, 4, 5	1500.00	1625.00	1762.50	1913.75	6801.25	1020.19	5781.06	
	Access to Finance Activities		1000.00	1000.00	1000.00	1000.00	4000.00	600.00	3,400.00	15% State Share 85% RAMP Share
I	For Non Thrust Sectors 4% reimbursement of Interest paid on Term Loan with Upper Ceiling of Rs. 50,000/ - per	4.1, 5.2, 2.1								

			Estimated Budget (INR in Lakhs)							
S.No	Description	DLI	Year 1	Year 2	Year 3	Year 4	Total	State Share	RAMP Share	Remarks
	enterprise per annum. (ensuring focus on 20% women Entrepreneurs)									
F. I	Institutional Strengthening	3	105.00	105.00	105.00	105.00	420.00	63.00	357.00	
	Institutional Strengthening Activities		105.00	105.00	105.00	105.00	420.00	63.00	357.00	15% State Share 85% RAMP Share
I	Management Development Programme at Indian Institute of Management-Shillong(IIMS)	3.1								
	Exposure to Best Practices through Exposure visits of Officials	3.1								
111	Capacity Building training to DIC GM's and other heads of departments for 1 week	3.1								
G. Se	ectorial Studies and Surveys	2	600.00	0.00	0.00	0.00	600.00		600.00	
	Sectorial Studies and Surveys Activities		600.00	0.00	0.00	0.00	600.00		600.00	100% RAMP share
I	Logistic Gap Assessment in the state for Transport of Goods	2.3								
Ш	A detailed Study on the Export Potential in the state of Tripura	2.3								
111	Study on the Raw Material Resource Mapping for the Thrust Sectors including ODOP Products	2.3								
IV	Survey to identify the MSME Sick Units in the State	2.3								

	Description	DLI	Estimated Budget (INR in Lakhs)							
S.No			Year 1	Year 2	Year 3	Year 4	Total	State Share	RAMP Share	Remarks
	Total Cost of Interventions (A)		8,336.65	6,300.25	6,565.09	7,085.65	28,287.63	2,941.33	25,346.30	
	SPIU Cost						1,600.00		1,600.00	
	Total Cost Including SIP Cost (B)		8,336.65	6,300.25	6,565.09	7,085.65	29,887.63	2,941.33	26,946.30	
	Misc Cost and Operational Cost (5%)						1,494.38		1,494.38	
	Grand Total ©						31,382.02	2,941.33	28,440.68	

# 9. Output Outcome of the Interventions

SI.No	Description	DLI	Total MSMEs/Units Targeted	
	A. Enhancing Firm Capabilities	2, 3, 5		
1	Vocal For Local	3.1, 5.2, 2.1, 2.3, 5.1		
i	Entrepreneurship Knowledge Programme (EKP):	2.2, 3.1	32,000 Unemployed Youth	
ii	Entrepreneurship Growth Programme (EGP):	2.1, 2.2, 3.1, 5.2	3,200 MSMEs	
iii	Financial Grant of Rs. Up to 1 Lakh per enterprise to all the 800 MSME who register and start commercial production (ensuring focus on 20% Women Entrepreneurs)	2.1, 2.3, 5.1, 5.2	3,200 MSMEs	
2	Establishing MSME Helpdesk, District Resource Persons and Resource centre.	2.1, 2.3, 3.1, 3.2, 5.2		
i	Helpdesk at state level	2.3, 3.1, 3.2, 5.2	-	
ii	Helpdesk at District DIC level	2.3, 3.1, 3.2, 5.2	-	
iii	Block and ULB Resource Personal for Formalization of 15,000 MSME on ground and scouting for block level unemployed youth/ women for training	5.2, 2.1, 2.3	15,000 MSMEs	
iv	Resource Centre (Case Studies, Interviews, Best Practices, etc)	2.2	-	
	B. Access to Technology	2, 3		
i	MIS Integrated Website	2.2, 3.1	_	
ii	Upgradation of IT Infrastructure in the DIC's	2.2, 3.1	_	
iii	Promote business horizons of MSMEs through Sectoral Market Insights Portal	2.2,2.1,3.1	-	
	C. Access to Market	2, 3		
1	Exhibitions and Exposure Visits	3.1, 2.1, 2.2, 3.2		
i	Industries and Commerce Fair for MSME(Conducting MSME fair, Incentive, MSME Awards)	2.1, 3.2	2,000 MSMEs	
ii	ODOP Exhibition	3.1	500 MSMEs	
iii	Agartala International Expo	3.1	500 MSMEs	
iv	Annual Investment Summit	3.1	-	

SI.No	Description	DLI	Total MSMEs/Units Targeted
v	Domestic Exposure Visits	3.1	160
vi	International Exposure Visit	3.1	32
vii	Marketing Agency to Handhold and develop Collaterals, guide MSME's social media activities, prepare them for Investors meets, etc.	2.2, 3.1	-
VIII	50% subsidy on the transport cost for Finished Goods in the Thrust Sectors not exceeding more than 25 Lakhs	4.1, 5.2, 2.1	232 MSMEs
	D. Competitiveness Support and Green Initiatives	2, 3, 5	
I	<ul> <li>Technology Clinics for New and Existing MSMEs:</li> <li>Educate and Train MSME's on ESG and RECP (Environmental, Social, and Governance (ESG) and Resource Efficiency and Cleaner Production (RECP).</li> <li>A dedicated Workshop on Packaging, Branding and Marketing with the Experts</li> <li>Workshops on maximising awareness of ZED Scheme and ensuring maximum coverage of BRONZE certification</li> <li>Workshops on Awareness of CGTMSE</li> </ul>	2.1, 2.3, 3.2, 3.1, 5.1, 5.3	19,200 MSMEs
	E. Access to Finance	2, 4, 5	
li	Partial Reimbursement of Interest on Term Loan	4.1, 5.2, 2.1	8000 MSMEs
	F. Institutional Strengthening	3	
I	Management Development Programme at Indian Institute of Management- Shillong(IIMS)	3.1	-
li	Exposure to Best Practices through Exposure visits of Officials	3.1	-
lii	Capacity Building training to DIC GM's and other heads of departments for 1 week	3.1	-
	G. Sectorial Studies and Surveys	2	
i	Logistic Gap Assessment in the state for Transport of Goods	2.3	-

SI.No	Description	DLI	Total MSMEs/Units Targeted
ii	A detailed Study on the Export Potential in the state of Tripura	2.3	-
iii	Study on the Raw Material Resource Mapping for the Thrust Sectors including ODOP Products	2.3	-
iv	Survey to identify the MSME Sick Units in the State	2.3	-
	Total MSMEs		52,024 MSMEs
	Total Individual identified for EKP Program		32000