7. CONCLUSION

Chhattisgarh is a new state divided from the Madhya Pradesh on 1\textsuperscript{st} November, 2000. Chhattisgarh is one among the few landlocked states in the country. It shares borders with the states of Madhya Pradesh and Maharashtra in the West, Uttar Pradesh and Bihar in the North, Orissa in the East and Andhra Pradesh in the South. The state is divided into 18 districts. Chhattisgarh’s administrative capital is Raipur, which is also its largest city.

Mineral resources are Chhattisgarh’s biggest strength. It has deposits of limestone, iron-ore, copper, rock phosphate, manganese, bauxite, coal, asbestos and mica. Chhattisgarh accounts for about 17 per cent of the nation’s coal reserves. The state also has proven diamond reserves along with potential gold reserves. Chhattisgarh is presently one of the few states that have surplus power. It is also among the few profitable states in terms of utility-based electricity. Presence of coal makes Chhattisgarh an ideal location for setting up pit head-based thermal power plants for both, merchant sales and state consumption. The state’s abundant resources, such as coal and minerals have led its economic growth with industries in the cement, iron and steel and power sectors. The state has a high worker-participation rate (male and female) and most of the labour force is in the 15 to 39 age group. It also has one of the lowest losses in terms of man-days attributed to labour problems in the country. The major exports products include steel, handicrafts, handlooms, blended yarn, food and agri-products, iron, aluminiums, cement, minerals and engineering products.

Chhattisgarh, with 13 \textit{per cent} of the all India production, is the second largest mineral producing State in the country. It accounts for 20 \textit{per cent} of India’s iron ore, 17 \textit{per cent} of coal reserves, 12 \textit{per cent} of dolomite and 100 \textit{per cent} of tin. Eighty \textit{per cent} of its population is engaged in agriculture, which contributes to 40 \textit{per cent} of the State’s Gross Domestic Product (GDP). The presence of public sector undertakings in the areas of steel and mineral development and a host of private units manufacturing heavy engineering products, cement, chemicals, textiles and processed food in the State have further added to its strength. (Source: Integrated Audit of a Government Department, Commerce and Industries Department, Comptroller and Auditor General of India Audit Report (Civil and Commercial) for the year ended 31 March 2010, p81)

In India, industrial estates have been accepted for the development of small scale industries. This program has effective for decentralization of industries from the major and big cities to the other regions of the countries. Such decentralization has reduced regional imbalance and generated employment to such regions. This dispersal of industries due to industrial estates have helped in the better utilization of local available resources and increasing living standards.

The industrial estate programme was launched in First Five Year Plan but it got momentum only in the Third Five Year Plan when the demand for factory accommodation increased considerably on account of growth of small scale industries. The role of Central Government in the establishment and up keep of industrial estates in India has been mainly down guidelines for the State Governments. All the other responsibilities from site selection to the allotment of plots/sheds and later management of industrial estates are
left to the State Government. The State Government also provides a number of facilities and incentives to the entrepreneurs in the estates.

The main objective of the industrial estates programme in Chhattisgarh was to eliminate regional imbalance, to encourage and provide support to small scale industries, dispersal of industries in the whole state, creation, expansion and provision of factory accommodations, infrastructure and common service facilities and to establish cooperation between various types of industries.

After observing the industrial scenario of Raipur district, it can be said that it is an ideal destination for the industries based on raw materials. Raipur is situated in the heart of Chhattisgarh which is the heart of India. Raipur is the capital of Chhattisgarh. It is connected to almost all parts of the state. Even some districts of neighboring states like Orissa, Madhya Pradesh, etc are also depending upon Raipur. Raipur is becoming a hub of commerce and trade. Raipur has got better means of transportation having a network of Road-Rail-Air which makes it easily reachable from any part of the country. The number of iron-ore and steel industries, cement industries, coal, power, aluminum industries, Marble cutting and polishing industries, Granite cutting and polishing industries are increasing day-by-day.

Raipur was once treated as an industrially backward region. But now the scenario has changed. Raipur has become main centre of business. Raipur district was been selected as one of the industrial estate previously by the Madhya Pradesh Government and now Chhattisgarh Government is continuing with its more better development by providing best possible infrastructure facilities to the industries.

If analysis of industrial environment of Raipur is made then it is found that industrial development in Raipur district is chiefly due to regional resources with supremacy of industries based on raw materials. Raipur is an ideal place for the success of the industrial estates programme based on regional or local resources as seen by the nature of industrial development. Raipur district is well connected by many states as well as with many places of industrial importance. Raipur is also connected with the remote areas. Raipur has transportation facilities of road-rail-airways combination. The communication system of Raipur is near to par with many of major cities of India due to which industrialist of Raipur makes quick connection with various people, experts, industrialist, businessmen, etc residing out of Raipur. The necessary elements required for the establishment of industrial estates in a place is present in Raipur. The setting of industrial estates in Raipur has changed the backward economy of Chhattisgarh State through dense industrialization.

Industrial estates have been recognized both in developed and developing countries as one of the means to generate employment and tools to improve social and economic condition of the population. Industrial Estates programme in India is perhaps the biggest undertaken by any developing country. The idea of establishing industrial estates as a measure for the development of small scale industries was first adopted in India by Small Scale Industries Board at its meeting held in January, 1955.

Industries have a tendency to congregate near one another as they need infrastructure facilities, skilled labour, repair and maintenance services, supply of raw materials, tools, parts and components from trade and are helped by inter industry
counseling and sales. Added to these general causes is the availability of service facilities like banking, telecommunication, marketing, transport, freight, etc. To exploit these advantages and reap the consecutive benefits, the industrial estates programme was developed, which ensures artificial congregation of enterprises. The concept of industrial estates, their role in small scale industries development, their broader importance in economic growth, regulations pertaining to industrial estates, various infrastructural facilities provided inside these industrial estates and areas, etc.

The establishment of industrial estates fully endowed with infrastructure, roads, communications, electricity and financial services in small towns or semi-rural areas for providing services to these small micro enterprises has also had mixed and generally disappointing results. Industrial estates for rural areas are widely viewed as expensive failures. A rather different approach, relying on social networks in rural and semi-urban areas, to exploit synergy between social and economic factors, argues for the establishment of industrial clusters which can also harness the benefits of globalization for the poor.

The objectives of Industrial Estates Programme in India have been changing in accordance with the needs of time to help the growth of industry in the country. The main objective of the programme during the First and Second Five Year Plans was to provide factory accommodation with necessary facilities and amenities to the small entrepreneurs, to create an ideal environment for promotion of small scale industries. In the Third Five Year Plan, there was a shift in the objective to decentralization and development of backward areas. Besides, the programme was given a rural bias in that the new Industrial Estates were expected to be located, as far as possible, near small and medium sized towns. In the Fourth Five Year Plan, emphasis was laid on encouraging ancillary and functional estates and construction of factory sheds to unemployed engineering graduates. In the Fifth Five Year Plan, Industrial Estates were promoted for development of export industries and complexes.

In the Sixth Five Year Plan, industrial estates and area programmes would get added emphasis particularly in industrially backward areas. Location of new industrial estates would be decided on purely techno-economic considerations. In the Seventh Five Year Plan, The District Industries Centres (DICs) programme was launched in 1978 as a centrally sponsored scheme with the objective of providing all the services and support facilities to small industries under one roof. In the Eighth Five Year Plan, the Growth Centre approach has already been accepted as a suitable measure for industrial dispersal and is under implementation in large and medium industries sector. In the Ninth Five Year Plan, the Growth Centre approach was proposed to split the Growth Centres in the North-Eastern States. The Tenth Five Year Plan had a planning of Investment in physical infrastructure.

The industrial estates programme in Chhattisgarh began when it was a part of undivided Madhya Pradesh. Madhya Pradesh was treated as a backward state so Chhattisgarh being the part of Madhya Pradesh was also treated as a backward area. Till eighth decade, the technique of industrial estates programme was not given importance for the industrial development of Madhya Pradesh. In 1981, Madhya Pradesh Industrial Development Corporation and its subsidiaries in the name of Ayodhyogik Kendra Vikas Nigam were established at Bhopal, Indore, Raipur, Gwalior, Jabalpur, and Rewa by
providing them concentric importance. Thus, in the Chhattisgarh areas (previously a part of Undivided Madhya Pradesh) the process of industrial estates programme began since 1981-82. But, it has been only eight years of Chhattisgarh being separated from Madhya Pradesh and the period of 8 years is not sufficient for the evaluation and analysis of success or failure of this programme and economic changes due to it. Thus, it is a difficult task to essentially evaluate the contribution of this programme in the regional economic development.

The principal objective of the programme was to encourage the growth of small scale industries and to shift them from congested areas to those areas needing industrialization so as to achieve decentralization of industries in the small towns and village. The industrial estates programme was treated as an effective tool of industrial development in urban, semi-urban and villages. Thus, the programme of industrial estate controls imbalanced economic development and social inequalities through decentralized industrialization thereby creating opportunities of employment and regional balanced development.

Before independence India was a largely agriculture-based country. Although there was a relatively large manufacturing sector in some parts of the country it was mainly in the form of small-scale local enterprises such as spinning, weaving and woodwork industries. These businesses served their local markets which meant that large-scale expansion of an industry was very difficult at that time. However, many Indians believed that the true progress lies in the industrialization. India’s first Prime Minster, Jawahar Lal Nehru, also regarded industrialization as an answer to alleviating poverty. Industrialisation not only offered self-reliance but also promised external economies accruing from its industrial growth. This period gave priority to heavy industry and viewing the potential of agriculture and exports to be limited. It was felt by the renowned leaders and economics experts that industrialization was necessary to be encouraged for the growth and development of backwardness Indian economy, raising the living standard of people and elimination of regional disparities.

The small scale industries are labour intensive, so these types of industries provide more employment opportunities. So it provides a solution to the problem of unemployment in India. Thus, establishment and dispersal of large number of small scale units throughout the country is the answer to the creation of employment opportunities as well encouragement to new entrepreneurs. Such type of industrialization leads to economic growth along with the raising of living standards. The planning and working model of industrial estates programme prepared by the planners and economists of India was treated as very useful and most effective by the most thinkers of world.

The part of Chhattisgarh at the time when it was a part of Madhya Pradesh was considered as economically and industrially backward area due to multiplicity of schedule castes and tribes, even though it had ample natural resources. After the establishment of some PSUs in some of the areas of Chhattisgarh like Bhilai Steel Plant at Bhilai, Balco at Korba, SECL at Bilaspur, CCI at Mandhar, WRS at Raipur, Bailadila Iron Ore Project of N.M.D.C., NTPC at Korba, etc and some of the private large scale industries like ACC at Jamul, DMC at Kumhari, Jayaswal Neco at Raipur, M/s. Jindal Strips Limited, Raigarh, M/s. Raymond Limited (Cement division), M/s. IBP Co. Ltd., Gopalpur, M/s. Prakash
Industries Limited, Champa, M/s. Raigarh Paper & Board Mills Ltd, Raigarh, M/s. Mohan Jute Mills Ltd., Raigarh and Cement Plants in the State, come into Chhattisgarh state due to the industrial scene and environment was created. Besides this, it is learnt that some new large plants such as Ms. S.M. Dye Chem., M/S. Mukund Limited, M/s. NEKA, M/s. J.K. Industries, M/s. Hindalco and about six sponge Iron Plants are in process of coming up in the new State. So, it can be said that the industrial environment was continuously enhanced.

But the problem was that the above industries were machine based where as Chhattisgarh State wanted regional development and industrialization throughout the state for which it was necessary that small scale industries should be encouraged which will decentralize the industries and it will also create employment opportunities as small scale units are labour oriented.

The Urla and Siltara Industrial Estates in Raipur district was the initiation of Madhya Pradesh Ayodhyogik Kendra Vikas Nigam Raipur which has now been transformed into Chhattisgarh State Industrial Development Corporation Ltd. The base of both the industrial estates was to encourage small enterprises but with certain numbers of large and medium scale industries in the estates. Urla Industrial Estate was established in 1984 Many of the nearby areas and villages like Birgaon, Rawanbhatta, Sarora, Accholi, etc were officially transferred to Urla Industrial Estate. Siltara Industrial Estate was established in 1989. Siltara Industrial Estate is an industrial growth centre which was initiated by the Central Government in Eight Five Year Plan. Thus, it can be said that the actual implementation of industrial estates programme in Chhattisgarh started in the 9th decade.

National Industrial Development Corporation was established by the Central Government for the effective implementation of industrial estates programme and boosting industrialization throughout the country, who in turn guided each state of the country to set-up a state level industrial development corporation who will work under the Department of Commerce and Industry of respective state and will also follow the guidelines and other instructions of National Industrial Development Corporation. Such a specialized agency in the State of Chhattisgarh is Chhattisgarh State Industrial Development Corporation Ltd. (CSIDC) which has been playing a vital role in the development of industrial estates of Raipur district. It is trying to fulfill the role laid down by the Central Government for the state industrial development corporation. The requisite and better infrastructure facilities as needed by the industries have not been developed by CSIDC. It has attracted and encouraged entrepreneurs but has not simplified the process of setting a unit.

In the thesis, one of the main objectives is to evaluate, analyse and conclude the achievements of Chhattisgarh State Industrial Development Corporation (CSIDC) in implementing the industrial development programmers’ in the Chhattisgarh State through the concept of Industrial Estate; In the light of progress of industrial estates development programme at national level and their achievements in respect of industrialization, the progress of industrial estates established by Chhattisgarh State Industrial Development Corporation in Raipur district will be evaluated and analysed along with the status of enterprises being benefitted by them.
It is the another objective to evaluate the role of CSIDC in attracting and encouraging entrepreneurs, industrialists, manufacturers etc. to setup their industries in the industrial estates of Chhattisgarh state; It have been treated important part of industrial estates programme to develop healthy and energetic industrial environment. It is the part of this study to factfully evaluate and to present the progress and achievements of Corporation, Estate Incharges and administration on the basis of records and physical conditions prevailing in both the industrial estates.

To fact fully analyse the concept, progress and various issues of industrial estates to be considered in setting up their industries in terms of location, basic infrastructure facilities, configuration and design, established by Corporation; The success of industrial estates programme has been planned on the basis to provide infrastructure, common service facilities and amenities to the established industries so that they can concentrate on their main activities related to production and marketing. Thus, in this thesis it was also an objective of evaluating and analyzing the physical facilities provided by the Corporation in the industrial estates.

The cost involved in setting up of an industrial estate is very high and at the same time its return is unexpected. In Chhattisgarh state, all the industrial estates were developed and managed by a Government Body on behalf of State Government. But now a new concept has developed which is known as Public Private Partnership. It is necessary to evaluate and consider the institutional framework for private sector participation for the development of industrial estates or parks in the State.

An organization is a structured form of hierarchy which explains the position, designation, duties, powers, authorities, responsibilities, etc. an organization is required for the smooth functioning of any business activity. It is an important matter to decide the size and type of organization. So, it was necessary to critically appraise the organization of Corporation and its status in the development of industrial estates.

To evaluate the role of industrial estates in creating employment opportunities to local and regional people and attracting of workers from other states due to heavy industrialization progress and also to analyse the adverse impact of migration workers on regional economic development of the state.

It is also a matter to study about various sources of finance assisting in the arrangement of necessary capital required for the establishment and maintaining uninterrupted production activity of unit established in the estates, thereby examining success, failure and economic status of industrial units on the basis of information provided.

In reference to above and mentioning various chapters, the success or failure of Chhattisgarh State Industrial Development Corporation has been concluded, which has been summarized briefly as following:

1. The Government of India has time to time framed various industrial policies and amended industrial policies as per the requirement of economic growth of country. The Government of India adopted various rapid industrialization schemes and plans to overcome various problems like poverty, unemployment, regional imbalance, low
living standard, etc. in which Industrial Estates programme was one such scheme to achieve rapid industrialisation and dispersal of industries in all the parts of countries especially in small towns, semi-urban cities and villages. The programme of industrial estates was carried out by the establishment of National Industrial Development Corporation with State Industrial Development Corporation as its subordinates in each state. In Chhattisgarh, Chhattisgarh State Industrial Development Corporation was established to look after the prospects, establishment and maintenance of industrial estates.

2. It has been observed in various studies and surveys that industrial estates of those places were success where a favourable and developmental industrial environment was already prevailing. In Raipur district, desired industrialization began well before the establishment of both the industrial estates. Due to this, a favourable industrial environment was already created before the implementation of industrial estate programme. The entrepreneurs, industrialists and manufacturers were attracted to establish their industrial units. Thus, with the increasing number of units in unorganized manner, Ural industrial estate and Siltara Industrial Estate were proposed, planned and established. Many of the villages and nearby areas of Ural like Birgaon, Rawanbhatta, Sarora, etc were merged to the Ural Industrial Estate. Ural industrial Estate was announced by the Corporation as an ideal industrial estate in Raipur district. It was but natural to present a sense of such feeling by estimating favourable industrial environment. Siltara Industrial Estate was visualized as an Ideal Industrial Growth Centre. But on the basis of conditions of development and expansion of basic and social infrastructure, it can be concluded that many shortcomings still exists in both the industrial estates even after the passage of so many years though industrialists have extended their cooperation in this every regards. Such existing conditions are against the concept of ideal industrial estate.

3. The key to successful plan of industrial estate is suitable and effective physical plan which includes Selection of suitable land, availability of sufficient raw materials, presence of all types of labour, availability of power, etc in an industrial estate for the smooth and uninterrupted production process. All the above necessary elements are present in both the industrial estates of Raipur district to attract entrepreneurs and industrialist. But it seems that the Corporation has assumed that their work is only leveling and allotment of land or plots and providing power facilities, which are not according to the guidelines set for the state industrial development corporations.

4. The objective of industrial estate programme in Raipur district was to encourage and support the creation, expansion and provision of factors like accommodation, common service facilities and amenities and linkages between small scale industries and large and medium scale industries established within the estates. But the Corporation has offered only accommodation and has neither taken interest in providing common service facilities and amenities nor has established a positive correlation between industries.

5. The cost of land development and construction has been higher side leading, in turn to higher rental amount for the sheds and plots allotted to the units by the Corporation.
But even though sufficient numbers of industries have been established in both the industrial estates.

6. Failures of many industrial estates of various states are due to non-availability of desired number of entrepreneurs in the estates. Raipur district has never faced the problem of lack of entrepreneurs and industrialists. As against this, numbers of pending cases are comparatively more than approved cases. The reason being a considerable time lag between sanctioning, construction and allotment of sheds or plots by the Corporation due to procedural delays and non-availability of essential facilities for construction. In survey, it was also found that some of the applications for industries were rejected or unnecessary delayed due to political reasons, official bickering, red-tapism, corruption and indecisiveness of approval by government.

7. The small scale industries in these estates face many problems such as under utilization of capacity, disrupted power supply, scarceness of raw materials, non-availability of skilled and semi-skilled labours, lack of finance and marketing facilities, competition from medium and large scale industries, lack of demand of their products, market at local level, etc. Therefore, the Corporation should give priority to those programmes which increase the supply of these essential inputs to enable these small scale enterprises to improve their capacity and contribute to the regional growth. The Corporation should provide sufficient technical, financial, managerial and marketing assistance in raising the efficiency of small scale industries. A separate industrial marketing organization with a network can provide market intelligence to these enterprises. Small scale entrepreneurs should be given technical and managerial counseling and short-term training programmes can be organized by the estate sponsoring organizations or independent government institutions.

8. The Corporation has been providing various types of concessions, and incentives to the investors to attract them and establish their enterprises in the estates. Some facilities which are generally available are interest subsidy, infrastructure development / capital investment subsidy, exemption from electricity duty, exemption from stamp duty, exemption from entry tax, allotment of plots at concessional premium in industrial areas, exemption from land diversion fee, reimbursement of project report expenses, quality certification subsidy, technology patent subsidy, interest subsidy for technology up-gradation, etc.

9. One of the reasons of success of industrial estates is availability and development of basic infrastructural facilities, common service facilities and social infrastructure facilities like water, roads, drainage system, warehouse, banking, post office, police station, educational institution, dispensary and hospital, workers housing, commercial and market complexes, etc. In this respect, it was found that the Corporation has not been up-to-the-mark in providing, development and maintenance of facilities in the industrial estates.

10. The industrial estates developed in Raipur district has helped entrepreneurs to start their career as small manufacturers who have neither experience nor sufficient capital to establish industries by providing them incentives, monetary help and training. These entrepreneurs might not have thought to start a new enterprise in the absence of subsidized facilities provided by the industrial estates.
11. Maximum number of industrial units are owned, functioned and managed by sole-proprietorship or partnership.

12. Another problem of industrial estates managed by the corporation is the absence of supervisors and skilled workers. The estate-units have to manage them from other states which have resulted in the migration of unskilled labours with skilled workers. Due to migration of workers from other states, the opportunities for local and regional workers are becoming comparatively less. The industrialists are also becoming dependent upon the workers from other states as the local and regional labourers are showing less interest in the work due to the incentives of ration item given by the government to them. Due to this reason, the effect of industrial growth in the state is low.

13. The average investment per industry in Raipur district is Rs. 17 lakhs providing average employment per industry to only 6 persons. Whereas, both the industrial estates have average investment per industry approximately Rs. 75 lakhs and average employment per industry is 26 approximately. On comparison, it can be said that both the industrial estates have attracted nearly 4.5 times of investments and has provided 4.3 times of employment than the overall Raipur district. This is a positive sign for the industrial estates.

14. The investments conditions of industries in industrial estates of Raipur district differs from each other. Though, flow of investment is good but many of the industries are facing acute problems of finance. It is becoming difficult for them in getting finance. It was observed that finance at the time of establishment of units was not a problem but to continue production activities finance becomes a problem. Such enterprises are arranging their working capital with difficulties with which they not only have to meet the requirements of the units but also have to maintain their family during the gestation period on reasonable terms. One of the reasons behind the sickness of units is working capital which not arranged and managed timely. The Corporation is not in position to solve and overcome such problems of investment.

15. The Corporation has provided them land and other facilities at subsidized rates due to which entrepreneurs were able to start up their units and maintain their activity to some extent. But, to continue production with the current high price needs huge amount of working capital. Another reason for the low accumulation of capital is absence of favourable market of their products. Even the rent of land/plot/sheds of industrial estates as recovered by the Corporation after various types of concessions and rebates is higher than the rent outside the estates. In survey, many industrialists were of view that it is not logical to recover higher rental value than the actual cost incurred.

16. The Corporation is not fully responsible for the problem of finance and capital. On survey, it was also found that the entrepreneurs are also equally responsible for their investment problems like defective management, unproductive use of funds, misappropriation of funds, lack of proper marketing of their products, personal use of business funds, etc.

17. It is expected that with the given infrastructural and other facilities, the units within the industrial estates would perform better than the units outside the estates, but this was
not confirmed in the study. The reasons are – cheap labours are available to non-estate units and are free from the threats of labour union, a better and regular supply of electricity is available to non-estate units, some units are located in the residential area thus paying non-commercial rates of electricity which is very comparatively cheap, sometimes non-estate units use electricity from illegal methods, chances of tax evasion of non-estate units are more as compared to estate units because estate units are constantly monitored, non-estate units do not strictly follow rules and regulations as laid down, etc.

18. The entrepreneurs of non-estate units are more enterprising and initiative than the entrepreneurs of estate-units because entrepreneurs of non-estate units have to manage everything by themselves from their own sources whereas entrepreneurs of estate units are dependent on the Corporation for most of their requirements.

19. Both the industrial estates of Raipur district are located within the distance of 30 kms from Raipur, the capital of Chhattisgarh and are well connected with roads and rail from each other as well as with the other economic and commercial centers’ and other places of the State.

20. Public Private Partnership (PPP) is a new concept. It is a concept in which Government and Non-Government (Private) sectors will join hands for the accomplishment of certain work. PPP will bring the value addition through synergies between public authorities and private sectors more particularly through the integration and cross transfer of public and private sector skills, knowledge and expertise, cost effective delivery of projects, design and construction of infrastructure. PPP means an arrangement between a government or statutory entity or government owned entity on one side and a private sector entity on the other, for the provision of public assets and/ or related services for public benefit, through investments being made by and/or management undertaken by the private sector entity for a specified time period, where there is a substantial risk sharing with the private sector and the private sector receives performance linked payments that conform (or are benchmarked) to specified, predetermined and measurable performance standards. The Corporation has proposed and planned two industrial parks i.e. Textile Park at Bhanpuri, district Raipur in 8 acres with an investment of Rs. 5.00 million US$ and Food Processing Park has been decided to be developed in 300 acres in Rajnandgaon with an investment of 6.7 million US$. There was a proposal of 17 new clusters in the state of Chhattisgarh by ASSOCHAM with each accommodating 1000 units and generating direct and indirect employment opportunities close to 4 lakhs, simultaneously upgradation of existing clusters for enhancing productivity and growth in the state. The fund required for providing basic and essential infrastructure to these clusters was estimated Rs. 500 crores to be mobilized through Public Private Partnership (PPP). This will contribute additional 10% revenues per annum of the Chhattisgarh. The Corporation has not been able to take the advantage of this concept to reduce its expenditure and burden and is unable to develop an institutional framework for the participation of private sectors in the area of industrial estates.

21. An organization is a place where different people meet together to work for a common goal or interest. It is a hierarchy of position and designation where reporting and
feedback process takes place. In simple form, it is a person or group of people intentionally organized to accomplish an overall, common goal or set of goals. Business organizations can range in size from one person to tens of thousands. The organization of the Corporation is like other Government departments. The employees of the Corporation are like white elephant that requires huge amount giving no output only like a show piece. The organization of the officials and employees in the Corporation are interested only in their salary and other benefits but are not sincere to their duties and results. The salary paid to the employees in 2002-03 was Rs. 21,108,321.00 which rose to Rs. 28,351,200 in 2005-06. This shows that there was an increase of Rs. 7,242,879.00 (34 percent) in just 4 years. Similarly administrative, selling and other expenses were only Rs. 8,559,484.00 in 2002-03 which became Rs. 22,859,527.00 in 2005-06. The output or results shown by the Corporation in respect to the development and maintenance of industrial estate is not an inspiring one.

22. It is necessary to maintain compatibility of finance, labour, power, water, transportation, communication, insurance, safety and security, etc equally by the industries established in the estates. Deficiency of any of the above or sickness affects other units of the estates. Therefore, the industrialist should coordinate their efforts in the direction of maintaining, developing, expanding and compatibility of necessary services and facilities. Though, Chhattisgarh State Industrial Development Corporation is an authorized agency whose role has been accepted at principal level for the providing above facilities. If industrialists along with the Corporation make an attempt in the direction of developing, maintaining and expanding such services, facilities and mandatory needs as per their requirements then there is no doubt that the estates will develop as an ideal estates. But in survey, it has been found that the industrialists of the estates lack coordination and cooperation among themselves.

23. The collection of data and information was a tedious and time consuming job. It is very difficult task to arrange or extract information from the government departments and government officials of personal basis. The collection of primary facts and figures is purely based on faith, trust and confidence upon the person providing such data and information which has been used in the thesis for the purpose of analysis.

On the basis of above favourable or unfavourable conditions and status of achievements, Chhattisgarh State Industrial Development Corporation Ltd. (CSIDC) has been found developing and promoting industrial estates and as far as regional industrial development is concerned, it has been getting success in implementing and encouraging industrial development programs in the Chhattisgarh State. There is no doubt that CSIDC has attracted and encouraged many entrepreneurs to invest and establish their industries in the industrial estates even though there are many shortfalls, shortcomings, drawbacks and defects in the development process. Organisational structure of CSIDC is suitable as per the management concepts for the above work but there is a need to change the attitude and behavior of many employees. It is in the preliminary stage for encouraging private participation in the establishment of industrial estates/park/areas. The Corporation has successfully implemented the main objective of industrial estates programme of encouraging small scale industries but if handicaps of small scale industries are removed they can face competition from medium and large scale industries successfully. A drawback of industrial estate programme of the corporation was absence and lack of
necessary and mandatory infrastructure and common service facilities and amenities even though heavy expenditure has been incurred.

Many of the industrialists have shown their excellence in the field of industries. Due to industrialization, employment opportunities were generated which not only provided jobs to the local and regional workers but it also attracted labours from the other states. Such migration of labours from other states has created certain problems but in view of industrialization it can be ignored. There is increase in per capita income and improvement in the living standards of the workers due to the opportunities provided by the industrialization. The movement of many people from agricultural and primary sectors to industrial sector can be accepted as an indicator of developing economy of the state. There is a concentration of industries based of the regional resources for the optimum utilization of resources available in the state. Thus, industrialization through the industrial estates programme has changed the economic status of Chhattisgarh State.