

# Handloom Cluster Development Program : A Case Study

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## INTRODUCTION

Manipur is an industrially backward state, having more than 70% of the people living in rural areas and most of them depending on agriculture for their livelihood. Next to agriculture, handlooms and dairy are the sectors which could provide livelihood support to the people of the state. The handloom industry has been playing a pivotal role in the economy of Manipur since time immemorial. The traditional skill of handloom weaving is not only a matter of a status symbol for the women folk in the state, but is also an indispensable aspect of their socio- economic life. It is by far the largest and the most important cottage industry in the state. Apart from cultivation/agriculture, handloom weaving provides the highest employment to the women folk of the state. During the course of the development of the industry, many changes took place due to various factors. Such paradigms are discussed under 3 phases i.e. the 1st phase (Before 1960 AD), 2nd phase (1961 to 1980 AD) and the 3rd phase (1981 onwards). The Handloom industry in Manipur needs to be exposed and developed due to its huge potential of providing employment opportunities to various sections of the society. The main handloom products of Manipur are sarees, bed sheets, curtains, fashion garments, scarves and pillow covers, etc. Most of the weavers who are famous for their skill and intricate designing are from Wangkhei, Bamon Kampu, Kongba, Khongman, Utlou, etc., in respect of fine silk items. Fabrics and Shawls of Manipur are in great demand in the national and international markets. The local handloom practices adopted in Nambol area of Bishnupur District is one of the largest in the state. To establish a technical or additional knowledge training centre has become a must need in the area. Most of the handlooms practices are operated and handled by the women folk of the state . So, due to its immense employment potential for the women folk, the programme mainly focused on the women in the society. Knowing this, the women folk of Nambol were organized into groups, and were imparted the required training to suit the modern changing trend in local textile products. Market exposure programs were also organized to make them understand about the modern market so as to assist them in developing a more returnable business model. Majority of the trainees were from low income group, so they were not in a position to start their own handloom industries. For those who were in need of capital fund to start a handloom shop were provided economic resources through thrift and credit by forming Common Interest Group (CIG) by YVU Microfin/WCTP. The Table 1 shows the capital resources provided by YVU Microfin to the trainees of Nambol .

Sl. No/	Batch	Total No. of Trainees	No. of Trainees recommended for loan	Amount sanctioned (₹)
1	I	25	10	50,000
2	II	25	15	75,000
3	III	25	15	75,000
4	IV	25	7	35,000
5	V	25	5	25,000
<b>Total</b>		<b>125</b>	<b>52</b>	<b>2,60,000</b>

The design and skill training at Nambol started from 1<sup>st</sup> May, 2009 and was successfully completed by 31<sup>st</sup> July, 2010. The training program was of 15 months duration, consisting of five batches.

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## OBJECTIVES

This initiative was taken up for viewing the role played by the handloom industry in the socio-cultural as well as economic condition in Manipur Society. The objectives of this initiative are summarized as follows:-

- ❖ Organization of women into groups, then clusters.
- ❖ Skill upgradation by imparting various new designing technologies.
- ❖ Assimilation of market intelligence to produce new designs, which are relevant to changing trends of demands in the market for more profitable business.
- ❖ Capacitate the groups as change agents for marketing the finished products to avoid exploitation by local merchants.
- ❖ Pooling of economic resources (through thrift and credit).
- ❖ Economic self reliance.
- ❖ Livelihood enhancement.

## MEASURES/ACTIVITIES

❖ **Selection of Trainees:** As per the plan, the batch training programme was started with effect from 1st May, 2009. In each batch, 25 women falling in the low-income group were enrolled from Nambol, Bishnupur district. The approach used for the selection of trainees was through spreading the information to all clients of YVU Microfin about the programme. This direct personal contact approach fetched the required number of 25 members easily. Screening of the trainees was done through an informal interview and discussion.

❖ **Enrollment Process :** Enrollment was done through a printed application form, which collected information such as name, address, father/guardian name, educational qualification, date of birth, reason for joining the programme, past experience in weaving activities, average earning per month and self-declaration, etc. A recent passport photograph was also retained.

❖ **Design And Skill Training :** The facilities provided by the training centre included 12 fly shuttle loom, 1 wrapping drum, 7 charkha and 7 charkhi with accessories. Each batch was given training in the manner that 8 looms were engaged for design training in 8 design formats, and 4 looms were engaged in weaving training. All the 25 trainees were rotated and were given a chance to engage in both - designing and weaving. Those who participated in the training included those who had some basic knowledge of traditional weaving and those who were beginners. Therefore, arrangements were made to start from the basic idea of weaving. The course was conducted covering both theory and practical aspects of the following areas during the short stipulated time of three months :

❖ **Elementary Training :** Some of the elementary training that was provided to the trainees was:

- ❖ Identification and characterization of various textile fibers.
- ❖ Pre-loom processes (sizing, winding and wrapping processes).
- ❖ Description of loom and its parts, accessories and uses.
- ❖ Drafting and denting.
- ❖ Knotting of yarn.
- ❖ Motion of weaving, structure of plain weave.

❖ **Advanced Training:** The following advanced training was provided to the trainees:

- ❖ Use of point paper for drawing various designs.
- ❖ Development of textile design with draft peg plan and tie up plan.
- ❖ Jala making and its uses.
- ❖ Construction of different twills.
- ❖ Fitting of jala on loom and preparation of its design and weaving.
- ❖ Finishing.
- ❖ Jacquard harness building, card cutting and weaving.

Majority of the trainees who attended the training were from low income group. Therefore, keeping in view the future prospect of the trainees, the concept of SHG was imparted to them, as SHGs can play a major role as leveraging units

both for handloom industries and economic self reliance. For this purpose, they were facilitated regarding the basic ideology of SHGs, framing of rules and regulations of SHGs, simple accounting concepts, maintenance of minute book etc. In short, necessary skill training for a successful SHG was conveyed to them.

### MONITORING AND EVALUATION OF THE PROGRAMME

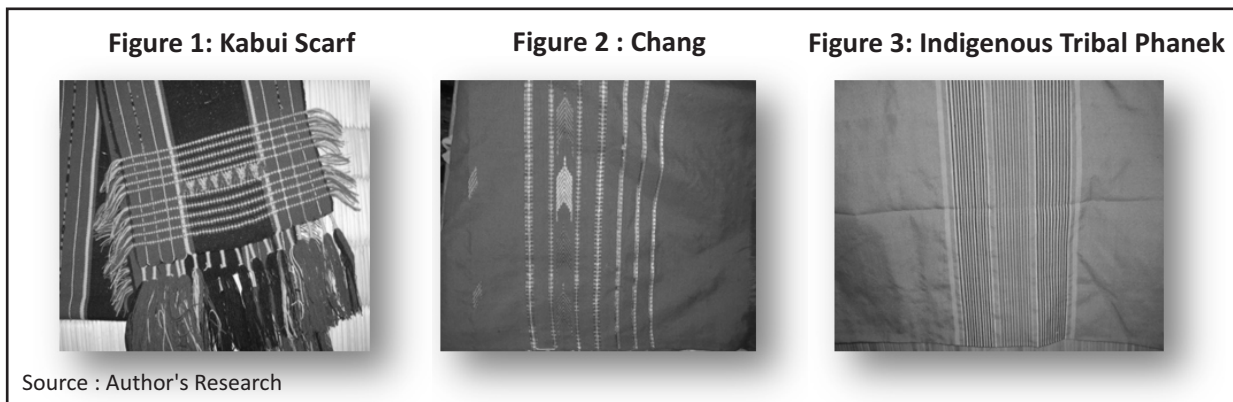
Besides the full time technical inputs given by the instructor, a full time Programme Coordinator closely monitored and supervised the programme. Senior personnel of YVU also supervised and monitored the programme at frequent intervals. Apart from providing financial support, SIDBI also played a very important role on the strategic implementation and control or monitoring of the programme. Along with the YVU personnel, the SIDBI, Imphal Branch Manager also monitored and evaluated the training programme at regular intervals. SIDBI officials visited the training location and made one on one interaction with the participants on a regular basis. They took feedback directly from the participants in order to provide relevant and skill based training to them in the most effective manner. In this way, SIDBI worked with YVU in a close association and played an important role in making the programme a huge success.

### RESULTS AND IMPACT

The trainees at the end of the training period were able to produce different types of products both in plain and

Sl.	End Product Fabrics	Type of Looms
	Textile Design	
1.	Kabui Scarf	Normal Fly Shuttle Loom(Jala Design)
2.	Khoi Tangkhai	Normal Fly Shuttle Loom(Jala Design)
3.	Kharam Ponsen Thuibou	Normal Fly Shuttle Loom(Jala Design)
4.	King Flower (American Design Shawl)	Normal Fly Shuttle Loom
5.	Star Botton (American Design Shawl)	Normal Fly Shuttle Loom
6.	Shawl	Normal Fly Shuttle Loom
7.	Chang	Normal Fly Shuttle Loom(Jala Design)
8.	Vaiphei Phanek	Normal Fly Shuttle Loom(Jala Design)
9.	Candle Scarf	Normal Fly Shuttle Loom(Jala Design)
10.	Indigenous Tribal Phanek Design	Normal Fly Shuttle Loom(Jala Design)
	<b>Plain Weave Textile</b>	
1.	Polyster Weaving - Plain	Normal Fly Shuttle Loom
2.	Chadar (Khudei Arangbiu and Lungri)	Normal Fly Shuttle Loom
3.	Towel (Phadi macha)	Normal Fly Shuttle Loom

Source : Author's Research





designed format, though the quality of the products differed among the different trainees. Trainees were capable of producing designer cloth in 8 design formats. The fabrics and types of loom that the trainees were able to produce during this training are presented in the Table 2.

❖ **Improvement In The Participants' Income (Along With Their Family's Income):** The Handloom Cluster Development Program at Nambol, Bishnupur gave training to 125 participants, out of which 52 trainees received financial support from YVU Microfin to start their own home grounded enterprises. The trained participants' earning potential as well as saving capacity improved. The average earning capacity of the trainees under Nambol HCDP was ₹ 650/- per month. After the training was completed, the families of the participants showed increased expenditure with the additional income earned from the handloom enterprises. The trained participants of the program also gave training to the local girls who missed out on the opportunity to join the training program under the SIDBI sponsored program. One of the most remarkable results of the HCDP program was that the trainees started to earn a good income by selling their products to the commercial market. The project definitely provided employment opportunity to the young girls.

❖ **Establishment of Enterprises And Other Social Benefits :** 95% of the trainees set up their own home-based enterprises after completing the training program. In addition to the home based enterprises, their trainees started to help the local girls by giving them small-scale training on handloom designing. Local girls, who missed out on the opportunity to be a part of SIDBI sponsored HCDP program, were also trained by the trainees who had completed the training program. Other than starting their own enterprises and other general benefits, the handloom industries also spread the cultural linkage by producing traditional dresses. By and large, the HCDP program at Nambol, Bishnupur helped the trainees to get an additional income through their home-based enterprises, and also empowered them to spread their acquired skill and knowledge. Overall, the Handloom Cluster Development Program at Nambol was successfully completed with many benefits to the participant trainees and the society, in particular.

## CONCLUSION

The Handloom Cluster Development Program at Nambol, Bishnupur, a strategic initiative taken up by YVU with the financial support from SIDBI proved to be a win-win situation for all the parties involved - be it the YVU or SIDBI or the participants residing in the Nambol area of Bishnupur district of Manipur, who did not have any source of income. The participants started earning at least something as a financial support for running his/her family by making handloom products rather than sitting idle. Not only the participants of the SIDBI sponsored HCDP programme were benefited from the programme, but local girls who did not get the opportunity to be a part of the programme were also given training by the participants of the programme. In this way, training was provided to the masses in the form of a chain reaction and the result was explosive. The "Public Goods Theory" argues that a Non Profit Organization like YVU exists so as to provide services that the government does not offer. The government of the state provides services upto a level that satisfies the median voters. Rest of the services were initiated and undertaken by the NPOs like the YVU in the state, which is working at the grassroot level to make various sections of the society self-employed in a state like Manipur, where unemployment is a major issue.

**LIST OF TRAINEES UNDER HANDLOOM CLUSTER DEVELOPMENT PROGRAM, NAMBOL, BISHNUPUR, THE ENTERPRISES SET UP BY THEM AND THEIR INCOME EARNING CAPACITY ( TABLES 3 - 7)**

<b>Table 3: List of Trainees For The First Batch</b>						
<b>Sl.</b>	<b>Name of Trainees</b>	<b>Address</b>	<b>Category</b>	<b>Loan Sanctioned by YVU In (₹)</b>	<b>Average Monthly Earning In (₹)</b>	<b>Enterprises Grounded</b>
1	Ch. Ophellia Devi	Nambol Sabal Leikai	OBC	5,000	500	Grounded
2	Ch. Jayanti Devi	Nambol Sabal Leikai	OBC	5,000	650	Grounded
3	L. Lembi Devi	Nambol Sabal Leikai	OBC	5,000	600	Grounded
4	K. Pushparani Devi	Nambol Sabal Leikai	OBC	-	300	Grounded
5	W. Sandhyarani Devi	Nambol Sabal Leikai	OBC	-	700	Grounded
6	L. Abemcha Devi	Nambol Sabal Leikai	OBC	5,000	500	Grounded
7	M. Chitralekha Devi	Nambol Sabal Leikai	OBC	-	400	Grounded
8	H. Beeta Devi	Nambol Sabal Leikai	OBC	-	-	Not Grounded
9	M. Indubala Devi	Nambol Sabal Leikai	OBC	5,000	500	Grounded
10	H. Anita Devi	Nambol Sabal Leikai	OBC	-	600	Grounded
11	H. Joshila Devi	Nambol Sabal Leikai	OBC	-	400	Grounded
12	H. Ningoleima Devi	Nambol Sabal Leikai	OBC	-	600	Grounded
13	H. Soudamani Devi	Nambol Sabal Leikai	OBC	-	700	Grounded
14	Th. Asita Devi	Heinoubok	OBC	-	400	Grounded
15	A. Priya Devi	Nambol Sabal Leikai	OBC	-	800	Grounded
16	S. Sanahanbi Devi	Nambol Sabal Leikai	OBC	-	300	Grounded
17	H/ Abina Devi	Nambol Sabal Leikai	OBC	-	300	Grounded
18	W. Gangrani Devi	Nambol Sabal Leikai	OBC	-	500	Grounded
19	P. Bijeta Devi	Nambol Sabal Leikai	OBC	-	500	Grounded
20	Kamei R. Kabui	Naorem Kabuikhul	ST	5,000	700	Grounded
21	Golmei R. Kabuini	Naorem Kabuikhul	ST	5,000	300	Grounded
22	Kamei G. Kabuini	Naorem Kabuikhul	ST	-	400	Grounded
23	Kamei M. Kabui	Naorem Kabuikhul	ST	5,000	300	Grounded
24	Reina Golmei	Naorem Kabuikhul	ST	5,000	300	Grounded
25	Germany Kabuini	Naorem Kabuikhul	ST	5,000	300	Grounded
<b>Total</b>				<b>50,000</b>	<b>442</b>	
Source : Author's Research						

<b>Table 4: List Of Trainees For The Second Batch</b>						
<b>Sl.</b>	<b>Name of Trainees</b>	<b>Address</b>	<b>Category</b>	<b>Loan Sanctioned by YVU In (₹)</b>	<b>Average Monthly Earning In (₹)</b>	<b>Enterprises Grounded</b>
1	N. Sonolata Devi	Nambol Makha Leikai	OBC	5,000	500	Grounded
2	h. Ibecha Devi	Nambol Sabal Leikai	OBC	5,000	800	Grounded
3	M. Ningoleima Devi	Thangtek Village	OBC	-	200	Grounded
4	L. Mamata Devi	Nambol Sabal Leikai	OBC	5,000	800	Grounded
5	H. Ahongbi Devi	Phojing Chingning	OBC	5,000	700	Grounded
6	Th. Anjali Devi	Heinoubok	OBC	-	300	Grounded
7	Ch. Joshirani Devi	Nambol Sabal Leikai	OBC	5,000	1000	Grounded
8	H. Ramesheari Devi	Nambol Sabal Leikai	OBC	5,000	300	Grounded
9	L. Joymati Devi	Khangabok	OBC	-	-	Not Grounded
10	H. Echala Devi	Nambol Sabal Leikai	OBC	5,000	800	Grounded
11	Ch. Indira Devi	Nambol Sabal Leikai	OBC	5,000	800	Grounded
12	M. Menaka Devi	Phojing Chingning	OBC	5,000	400	Grounded
13	M. Sunita Devi	Phojing Chingning	OBC	-	-	Grounded
14	A. Sisila Devi	Maibam Chingning	OBC	5,000	900	Grounded
15	H. Bindi Devi	Nambol Sabal Leikai	OBC	5,000	600	Grounded
16	P. Romoni Devi	Khajiri Maning Leikai	OBC	-	200	Grounded
17	L. Priya Devi	Phojing Nambol	OBC	5,000	500	Grounded
18	P. Ashalata Devi	Khajiri Maning Leikai	OBC	-	300	Grounded
19	K. Binarani Dev	Oinam Leikai	OBC	-	800	Grounded
20	H. Nungshitombi Devi	Naorem Kabuikhul	OBC	-	-	Grounded
21	W. Tarabati Devi	Phojing Chingning	OBC	5,000	400	Grounded
22	W. Indrani Devi	Phojing Chingning	OBC	-	400	Grounded
23	M. Shila Devi	Phojing Chingning	OBC	5,000	500	Grounded
24	Ch. Bembem Devi	Nambol Sabal Leikai	OBC	5,000	700	Grounded
25	Ch. Leimakhubi Devi	Naorem Kabuikhul	OBC	-	-	Grounded
<b>Total</b>				<b>75,000</b>	<b>566</b>	
Source : Author's Research						



<b>Table 5: List Of Trainees For The Third Batch</b>						
<b>Sl.</b>	<b>Name of Trainees</b>	<b>Address</b>	<b>Category</b>	<b>Loan Sanctioned by YVU In (₹)</b>	<b>Average Monthly Earning In (₹)</b>	<b>Enterprises Grounded</b>
1	H. Priya Devi	Nambol Sabal Leikai	OBC	5,000	500	Grounded
2	A. Sanatombi Devi	Nambol Sabal Leikai	OBC	5,000	700	Grounded
3	Ch. Asha Devi	Nambol Sabal Leikai	OBC	5,000	700	Grounded
4	K. Premgeeta Devi	Oinam Mamang Leikai	OBC	5,000	700	Grounded
5	Ch. Romila Devi	Nambol Sabal Leikai	OBC	5,000	700	Grounded
6	B. Bijaya Devi	Nambol Laitonjam	OBC	5,000	500	Grounded
7	A. Sumati Devi	Nambol Sabal Leikai	OBC	-	300	Grounded
8	M. Dhanapati Devi	Nambol Sabal Leikai	OBC	5,000	500	Grounded
9	P. Purnima Devi	Khajiri Mamang Leikai	OBC	-	300	Grounded
10	Ch. Surjalata Devi	Nambol Sabal Leikai	OBC	-	-	Not Grounded
11	A. Nilabati Devi	Nambol Sabal Leikai	OBC	5,000	1000	Grounded
12	L. Romita Devi	Nambol Sabal Leikai	OBC	-	1000	Grounded
13	M. Jamuna Devi	Thangtek	OBC	-	200	Grounded
14	N. Thabaton Devi	Laitonjam Makha Leikai	OBC	5,000	500	Grounded
15	N. Bijenti Devi	Laitonjam Makha Leikai	OBC	5,000	500	Grounded
16	N. Memtombi Devi	Laitonjam Makha Leikai	OBC	5,000	600	Grounded
17	L. Sangita Devi	Nambol Sabal Leikai	OBC	-	900	Grounded
18	H. Naobi Devi	Phoijing Chingning	OBC	-	200	Grounded
19	H. Ganga Devi	Phoijing Chingning	OBC	-	500	Grounded
20	K. Malasana Devi	Nambol Sabal Leikai	OBC	5,000	700	Grounded
21	H. Silvia Devi	Nambol Sabal Leikai	OBC	-	900	Grounded
22	L. Binodini Devi	Oinam Makha Leikai	OBC	5,000	900	Grounded
23	S. Sunibala Devi	Oinam Makha Leikai	OBC	5,000	700	Grounded
24	L. Sarbina Devi	Oinam Makha Leikai	OBC	5,000	1000	Grounded
25	H. Jolly Devi	Nambol Sabal Leikai	OBC	-	500	Grounded
<b>Total</b>				<b>75,000</b>	<b>625</b>	
Source : Author's Research						

<b>Table 6: List of Trainees For The Fourth Batch</b>						
<b>Sl.</b>	<b>Name of Trainees</b>	<b>Address</b>	<b>Category</b>	<b>Loan Sanctioned by YVU In (₹)</b>	<b>Average Monthly Earning In (₹)</b>	<b>Enterprises Grounded</b>
1	O. Johny Devi	Ningthoukhong Ward No. 3	OBC	-	-	Grounded
2	G. Binika Devi	Wangkhei Kojiam Leikai	OBC	-	1500	Grounded
3	A Luxmi Devi	Wangoo Naodakhong	OBC	-	700	Grounded
4	W. Sanahal Devi	Thounaojam Mayai Leikai	OBC	5,000	900	Grounded
5	L. Usharani Devi	New Checkon	OBC	-	1600	Grounded
6	S. Bidyaluxmi Devi	Yairipok Santa Bazar	OBC	-	400	Grounded
7	L. Anuradha Devi	Luwangsambam Matai	OBC	-	400	Grounded
8	SyedSalima	Kwakta	OBC	-	700	Grounded
9	Y. Jotmati Devi	Haobam Marak Maisnam Leikai	OBC	5,000	1500	Grounded
10	Y. Omega Devi	Mayang Imphal Chabung Company	OBC	5,000	700	Grounded
11	Kh. Shelly Devi	Chana Maning Leikai	OBC	-	500	Grounded
12	K. Willy Devi	Moirang Kumam Leikai	SC	-	800	Grounded
13	T. Sunanda Devi	Kabowakching, Nambol	OBC	5,000	500	Grounded
14	H. Nandini Devi	Nambol Sabal Leikai	OBC	-	800	Grounded
15	H. Babita Devi	Nambol Sabal Leikai	OBC	-	800	Grounded
16	T. Linda Mawi	Lamka	OBC	5,000	700	Grounded
17	Tabitha Donbiaksiam	Upper Lamka	ST	-	400	Grounded
18	L. Sanjubala Devi	Nambol Sabal Leikai	OBC	-	800	Grounded
19	M. Nganbi Devi	Nambol Thongkha	OBC	-	600	Grounded
20	H. Ibeyaima Devi	Nambol Sabal Leikai	OBC	5,000	800	Grounded
21	M. Sarjubala Devi	Nambol Laitonjam	OBC	-	800	Grounded
22	M. Lata Devi	Nambol Laitonjam	OBC	-	400	Grounded
23	Ch. Sunita Devi	Nambol Sabal Leikai	OBC	-	600	Grounded
24	M. Sarika Devi	Nambol Laitonjam	OBC	5,000	500	Grounded
25	M. Chandani Devi	Nambol Laitonjam	OBC	-	500	Grounded
<b>Total</b>				<b>35,000</b>	<b>656</b>	
Source : Author's Research						



<b>Table 7: List Of Trainees For The Fifth Batch</b>						
<b>Sl.</b>	<b>Name of Trainees</b>	<b>Address</b>	<b>Category</b>	<b>Loan Sanctioned by YVU In (₹)</b>	<b>Average Monthly Earning In (₹)</b>	<b>Enterprises Grounded</b>
1	N. Loidang Devi	Kongkham Awang Leikai	OBC	-	900	Grounded
2	L. Omega Devi	Kongkham Awang Leikai	OBC	-	900	Grounded
3	M. Premabati Devi	Nambol Kongkham Awang Leikai	OBC	-	900	Grounded
4	M. Mangolnganbi Devi	-do-	OBC	5,000	1000	Grounded
5	L. Ibemcha Devi	-do-	OBC	-	900	Grounded
6	Th. Sangita Devi	Kongkham Mayai Leikai	OBC	-	1000	Grounded
7	Th. (O) Bimola Devi	-do-	OBC	-	1000	Grounded
8	Th. (O) Jenny Devi	-do-	OBC	-	1000	Grounded
9	Th. Priya Devi	-do-	OBC	5,000	1000	Grounded
10	K. Ibemcha Devi	Kongkham	OBC	-	1000	Grounded
11	Th. (O) Bino Devi	Kongkham	OBC	-	700	Grounded
12	Diana Mongjam	Laitonjam Awang Leikai	SC	-	500	Grounded
13	M. Anita Devi	-do-	OBC	-	500	Grounded
14	Jennimarx Mongjam	Nambol Laitonjam	OBC	-	500	Grounded
15	Th. Ibemhal Devi	Nambol Sabal Leikai	OBC	5,000	300	Grounded
16	Y. Ibemha Devi	Nambol Sabal Leikai	OBC	-	300	Grounded
17	G. Arunakumari Devi	-do-	OBC	-	1000	Grounded
18	A. Subadani Devi	-do-	OBC	-	1000	Grounded
19	A. Omila Devi	-do-	OBC	-	1000	Grounded
20	L. Bembem Devi	-do-	OBC	5,000	1000	Grounded
21	S. Angoubi Devi	-do-	OBC	-	1000	Grounded
22	W. Dinamani Devi	-do-	OBC	-	1000	Grounded
23	M. Nungshitombi Devi	-do-	OBC	-	1000	Grounded
24	L. Apombi Devi	-do-	OBC	5,000	1000	Grounded
25	Ch. Memcha Devi	-do-	OBC	-	1000	Grounded
<b>Total</b>				<b>25,000</b>	<b>856</b>	
Source : Author's Research						

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