



Industrial Enterprise Development Institute (IEDI) and Entrepreneurship Development in Nepal

Rabindra Kumar Neupane, PhD

Nepal Commerce Campus, Faculty of Management

Tribhuvan University, Nepal

rabindrakn@ncc.edu.np

<https://orcid.org/0000-0003-0884-5182>

Bhupindra Jung Basnet*, PhD

Nepal Commerce Campus, Faculty of Management

Tribhuvan University, Nepal

bhupindrajungb@gmail.com

<https://orcid.org/0009-0004-5806-539X>

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Corresponding Author*

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Abstract

This article is about the role of industrial enterprise development institute in preparing curriculum and delivering entrepreneurship development training. The objective of this article is to highlight the curriculum prepared by IEDI in entrepreneurship development training and analyze its effectiveness in enterprise development and sustainability. Secondary as well as primary sources of data have been used to prepare this article. The article has used a positivists research approach by quantifying the opinion of surveyed entrepreneurs in Kavrepalanchok district. The opinion was collected using the Likert Scale. The collected opinion has been analyzed using both descriptive and inferential statistical tools. To some extent, this article is expected to fulfill the gap existed in the dearth of research about IEDI and entrepreneurship development training in Nepal. This article will be useful to the students, potential, and existing entrepreneurs to be acquainted with the entrepreneurship development training course and its benefit prepared by IEDI and delivered by IEDI and other various projects and programs in Nepal.

Keywords: IEDI, Entrepreneurship Development Training, SIYB, Micro-Entrepreneurs



1. Introductory Background

Despite of having played an immense role in promoting entrepreneurship, the Institute of Enterprise Development Institute (IEDI) is less talked about its contributions in research and studies. According to Gupta (2024) IEDI has been established in November 4, 1996, through special legislation with an objective to assist small and medium-scale enterprises. Initially it was established as Small Business Promotion Project (SBPP) in November 14, 1983 (Karki, 2014) and jointly supported by GIZ and Government of Nepal. SPBB's staff were trained in the areas small business support sectors to train potential entrepreneurs across Nepal. Later the operational modality is changed. IEDI is focused to support both would-be and current entrepreneurs. IEDI has offices in all seven provinces. Master trainers of IEDI in all provinces are to assess the entrepreneurial sectors at provincial areas, prepare business plan, seek collaboration with government, assist entrepreneurs for taking subsidized loan, and deliver training to promote entrepreneurship.

IEDI is an autonomous body established by Nepal Government. The purpose of its establishment is promoting entrepreneurship and business development in Nepal (New Business Age, 2025). IEDI is collaborating with the Nepal Government for providing subsidized loan to the start-up companies (Gupta, 2024). It has also developed safe procedure to pay back the loan installment and interest amount timely. The basis of providing loan depends upon the report of a proposal evaluation committee. The committee is composed of the representatives from the government of Nepal and private sectors industry associations. The loan disbursement program was initially managed by the secretariat, Ministry of Industry, later the responsibility is handed over to IEDI. According to ILO (2017), IEDI is committed to entrepreneurship development in Nepal with activities like training, research, education, and consulting. It aims to contribute for a better economic situation of Nepal by improving Nepalese quality of life.

A proliferation of support programs in Nepal to promote innovation is caused by the challenges faced by start-ups and micro, cottage, and small industries. According to Singh and Kharel (2023), most of the industries in Nepal is from micro, small, and medium sized (MSMEs) sector representing its economic landscape. In another word, Nepalese economic landscape is dominated by MSMEs. They create jobs and help to generate income for poor families contributing to inclusive and sustainable economic growth.

MSMEs are well acknowledged for bringing innovation. But innovatively functioning is not an easy task especially for them (Sign & Kharel; 2023). They have further stated that due to the challenges faced by MSMEs regarding financial and technological access, it is hard for them to work innovatively. MSMEs are less resistant to change compared to larger firms. They are agile towards change and have the ability to adopt innovation. Lack of entrepreneurial skills to identify and implement innovation is another challenge facing Nepalese MSMEs. According to UNDP (2018), the growth of micro-enterprises is a particularly erratic phenomenon. It is affected by internal and external environmental factors (p.123). Therefore, MSMEs need a strong handholding support to grow and survive.



IEDI is one of the major public sector institute to deliver skill and entrepreneurship development program in Nepal. It has partnered with Micro-Enterprise Development Program for the development of curriculum of Entrepreneurship Development Training (EDT). According to Neupane (2024), the Start and Improve Your Business (SIYB) is primarily developed by ILO and modified in the Nepalese context. IEDI and Centre for Business Development have supported contextualization of the package through need assessment study, identification of suitable tools and methods to deliver the training effectively in Nepal. According to MEDEP (2017), the SIYB has basic and advance level training parts based on the growth stages of enterprises comprising techniques of opportunity identification, marketing research, business plan preparation, and motivational courses to increase entrepreneurial commitment. The SIYB model of ILO supported by IEDI has first time tested by MEDEP to develop micro-entrepreneurs and the test was successful. MEDEP applied the model in all its program implementation districts of Nepal.

The objective of this study is to share knowledge on structure and benefits of entrepreneurship development training designed by IEDI for enterprise growth and development. This research paper is expected to significantly contribute to management students interested in the start-up enterprise sector. This research will equally be beneficial to the potential entrepreneurs by acquiring knowledge on the benefits of entrepreneurship development training. It will be also beneficial to entrepreneurship development training providers from other government and private sector institutions.

2. Theoretical Review

2.1 Entrepreneur

The word entrepreneur derives from the French words *entre*, meaning “between”, and *prendre*, meaning “to take.” According to the Oxford dictionary, an entrepreneur is a person who sets up a business or businesses, taking on financial risks in the hope of profit. Thus, setting up a business in anticipation of profit and taking financial risks are major requisites for being an entrepreneur. Findings from various research indicate that entrepreneurs are more positive toward taking risks (Begley & Boyd, 1987; Carland, Carland, Carland & Pearce, 1995; Steward, Watson; Carland & Carland, 1999 cited by Macko & Tyszka, 2009). Stevenson and Jarillo (1990) have described that entrepreneurship is a process. In entrepreneurial process, entrepreneurs pursue opportunities without regarding resources they currently control (pp. 17-27). Astebro and Thompson as cited by Barringer and Ireland (2015) have defined that entrepreneurs are individuals who assemble and integrate needed resources such as capital, human, business model, and business strategy. Such resources increase their risk-bearing ability, which is helpful to transform innovative ideas into viable business (p. 6).

An entrepreneur is a person who mobilizes capital, utilizes natural resources, creates markets, and conducts business. Entrepreneurs are a combination of latent talent, ability, and drive to transform resources and opportunities into profitable enterprises. Potential entrepreneurs can be entrepreneurially oriented, motivated, and induced to set up a business (SBPP; NBC-CEFE, n.d. cited by Gurung, 1999). Schaper M, Volery T., Weber P. and Lewis K. (2011) say that an



entrepreneur is a cornerstone of the entrepreneurial process – the chief conductor who perceives an opportunity, marshals the resources to pursue this opportunity, and builds an organization that combines the resources necessary to exploit the opportunity (Schaper et al., p. 5).

Longnecker, Moore, Petty and Palich (2009) have defined entrepreneurs as individuals who discover market needs and launch new firms to meet those needs. They are risk takers who provide an impetus for change, innovation, and progress in economic life (p. 23). Explaining the reasons behind being an entrepreneur, they have stated that there are few major payoffs of entrepreneurship. Making a profit, being your own boss (independence), escaping a bad situation (freedom), enjoying a satisfying life (personal satisfaction), and contributing to the community (personal fulfilment) are some major reasons and payoffs of entrepreneurship (pp. 25-27). Entrepreneurs are attracted by such payoffs and motivated to run their own enterprises and become job creators for others.

In a similar manner, Barringer and Ireland (2015) have also stated three major reasons that why people prefer to be an entrepreneur. Being their own boss is the first reason, due to their long-time ambition to own their personal firm or because they have become frustrated working in traditional jobs. The second reason is to pursue their own ideas. Naturally alert people have a desire to see those ideas realized. The third reason is to pursue financial rewards (pp 7-9).

Originally derived from the French word, the term entrepreneur is a person. Undertaking the task of running an enterprise, an entrepreneur was primarily characterized as a risk-taker. The topic is an emerging area of study today and probably in the future too. The term *entrepreneur* has continuously evolved and is supported by various empirical and normative studies in the past and present. Such studies have contributed much to reaching a broad definition of an entrepreneur through an explanation of their characteristics, motives, and activities.

2.2 Entrepreneurship

Different studies on entrepreneurship are based on different theoretical perspectives, units of analyses, and methodologies. According to Schaper et al. (2011), topics of entrepreneurship have been researched by psychologists, sociologists, historians, finance experts, and organization scholars (p. 5). The focus of researchers in entrepreneurship also greatly varies according to the purposes of their study. Various research on entrepreneurship with different focus areas like the entrepreneur; the social network of the entrepreneur; the start-up organization, the new product or service marketing; and the status of entrepreneurship development in a particular country are some examples.

Schumpeter (1934 cited in Barringer and Ireland; 2015) has argued entrepreneurship as a process of creative destruction (p. 21). Schumpeter (1991; cited in Langroodi; 2017) defines an entrepreneur as someone who innovates with establishment of a new business to produce a new product or to make an old product in a new way (pp. 69-70). Schumpeter has revolutionized the field of entrepreneurship study with the term ‘innovation’ as creative destruction.

The art of creative destruction can be seen mostly as practiced by small-scale entrepreneurs. They are called innovators or agents of change. The process of creative destruction is not



limited to new products and technologies; but it can include new pricing strategies, new distribution channels, or new retail formats (Barringer & Ireland, 2015, p. 21). Therefore, entrepreneurship can be understood as working as a change agents or innovators through the application of new processes, techniques, and methods to improve old ones.

Asian Productivity Organization (APO) finds entrepreneurship is regarded as a type of business 'acumen' (APO, 2007). The business 'acumen' can be enhanced through improvements in know-how, skills, and competency. Venture capitalist Fred Wilson as cited by Barringer and Ireland (2015) has defined entrepreneurship as the art of turning an idea into a business. It is a behavioural part of entrepreneurs to identify opportunities and put useful ideas into practice (p. 6).

The definition of entrepreneurship has been found extended during various time periods to the date. According to Schaper et al. (2011), one of the main obstacles to building a definition of entrepreneurship stems, perhaps, from the fact that until the late 1990s, most researchers defined the field solely in terms of who the entrepreneur was and what he or she did. Scholars have indicated the complexity of reaching a uniform definition of entrepreneurship. They also find it difficult to define entrepreneurship due to its multifaceted phenomenon spanning many disciplinary boundaries (p.5). At that period, the focus on research was limited to individuals and available opportunities only.

Shane and Venkataraman (2000; cited in Schaper et al. 2011) have widened the scope of entrepreneurship study. They state that it involves the identification of sources of opportunities; seek the processes of discovery; and evaluating techniques of exploitation of identified opportunities. Therefore, entrepreneurship is behavioral part of individuals to discover, evaluate, and exploit opportunities.

Entrepreneurship evolved as and is still an emerging field of study with reference to the growing interest taken by researchers of different disciplines in this sector not only in the past but even today. In this respect, entrepreneurship is multi-disciplinary in nature. Therefore, though past researchers and authors have contributed much more to defining entrepreneurship from different disciplines, we can expect further development in elaborating the topic in the future too.

2.3 Conceptual Review on Entrepreneurship Development Training

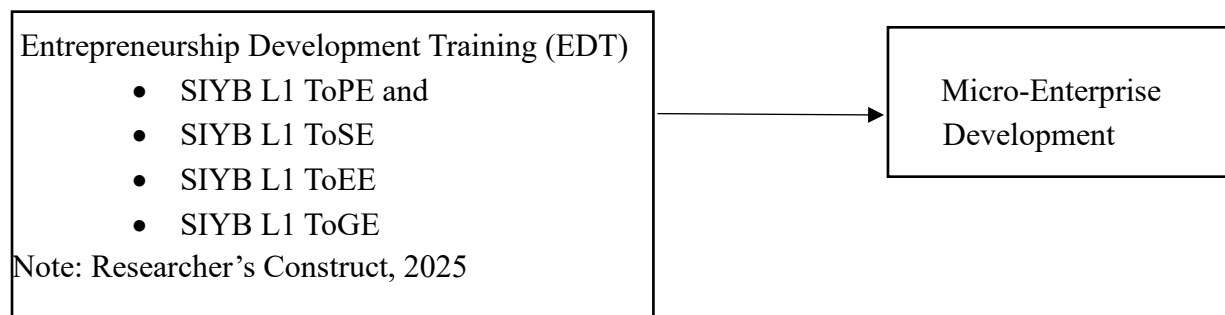
Entrepreneurship skill development is a process of gradual growth of something in an advanced and stronger level (Homby; 2006 cited by Gupta et al.; 2019). They have further defined that entrepreneurship development training is a process objectively designed for enhancing the entrepreneurial skill and knowledge of an entrepreneur delivered through training centers. It helps an entrepreneur to grow and sustain their enterprise.

Karki (2014) has stated that entrepreneurship development training programs aimed for supporting existing and new micro, cottage, and small enterprises technically and financially for their growth. He has given example of SBPP to support entrepreneurial capability development to existing and would be small enterprise owners in Nepal. Nepal has always given priority to private sectors to be involved in enterprise sector evidenced by its all five year

plans. CTEVT is conducting a three- year diploma course in Entrepreneurship Development in Nepal. Pokhara university is running four-year bachelor course in entrepreneurship development. T.U. has also offered an opportunity to its students to complete their bachelor's and master's degree with specialization in entrepreneurship development. Apart from that, there are so many private and public institutions in Nepal delivering short term entrepreneurship skill development training. IEDI's SIYB L1 package is also replicated by Micro-Enterprise Development Program (MEDEP), Micro-Enterprise Development for Poverty Alleviation (MED PA), Department of Cottage and Small Industry Offices (DCSIOs) Cottage and Small Industry Development Board (CSIDB), Alternative Energy Promotion Center (AEPIC) for delivering entrepreneurship development training (Gupta, 2024). Based on this review the following conceptual framework has been prepared as shown in Figure 1.

Figure 1

Conceptual Framework



3. Research Methodology

Descriptive research design has been used in this study. Both primary and secondary data sources have been applied in this study. Reports on IEDI and articles are used as sources of secondary data including books, articles, and theses used to obtain theoretical and conceptual knowledge. To assess the significance of EDT, primary data is collected from a survey of micro-entrepreneurs trained in Kavrepalanchok district by MEDEP from 2007 to 2018 delivering SIYB entrepreneurship skill development package prepared by IEDI.

The sample district is selected based purposive sampling method due to its richness in information holdings on EDT and enterprise development, experience of service providers, having sufficient population of entrepreneurs for the study, and regular contact with the supported micro-entrepreneurs. All these factors have enhanced its generalizability of the findings. Coincidentally, the district is also closer to Kathmandu making the field visit convenient for the researcher.

To collect the primary data, structured questionnaires have been prepared for interviews with micro-entrepreneurs in 5-point Likert Scale on utility of EDT and extent of enterprise development. The collected data are analyzed using SPSS software. The opinion of micro-entrepreneurs is analyzed using both descriptive and inferential analytical tools. Among 2998

micro-entrepreneurs supported in the district, 469 were sampled among which 435 have responded.

4. Results and Discussions

IEDI's Entrepreneurship Development Training (EDT)

IEDI's SIYB L1 training package of entrepreneurship development has four folds i.e. Training of Potential Entrepreneurs (TOPE), Training of Starting Entrepreneurs (TOSE), Training of Existing Entrepreneurs (TOEE), and Training of Growing Entrepreneurs (TOGE). The first two folds are offered to potential and starting entrepreneurs and the last two folds are suitably designed for growing and advanced level growth stage of enterprises. It is aimed for entrepreneurs to be capable of getting started an enterprise, generate business ideas, and develop a bankable business plan. Pre-requisites for selection, expected outcomes, and course duration is presented in Table 1. Covered topics in the course packages is presented in Table 2. IEDI has certified 5430 local trainers conducting 166 Training of Trainers (ToT) program and they have trained 170,889 entrepreneurs till 2016 in their respective districts. (Thapa, 2016). Theoretical, practical and game approaches are used to deliver to train the students of entrepreneurship development training. The SIYB Manual is design supported by ILO and its distribution in Nepal is undertaken by IEDI. ILO is supported by UNDP and has adapted SIYB training program according to the needs of micro-enterprise sector of Nepal (ILO, 2017). ILO has claimed that SIYB L1 is a suitable training to everyone to acquire knowledge on entrepreneurship development and getting popular day by day in Nepal.

Table 1

SIYB L1 Training of IEDI: Pre-requisites, Expected Outcomes, and Duration

S.No.	Contents of Training of Potential Entrepreneurs (TOPE)	Contents of Training of Starting Entrepreneurs (TOSE)	Contents of Training of Existing Entrepreneurs (TOEE)	Contents of Training of Growing Entrepreneurs (TOGE)
Outcomes/ Duration	Improve awareness on entrepreneurship, choose self-employment as a career option – 2 days	Development of necessary skills for starting an enterprise (micro or small scale) 5 days	Develop personal competency to adapt appearing changes in business- 5 days	A Business Plan capable of ensuring start-up funding and strategic guidelines of growth = 5 days
Pre-requi-sites	Pre-starters entrepreneurs	Starting stage micro or small entrepreneurs	Growing entrepreneurs	Eagerness to expand, diversify or change of business



Duration	2 days	5 days	5 days	5 days
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Note : From SIYB L1 Summary Report 2000-2016, Thapa (2016)

Table 2

SIYB L1 Training of IEDI: Course Contents

S.No.	Contents of TOPE	Contents of TOSE	TOEE	TOSE
1	Introductory Session	Introduction and Levelling of Expectations	Introduction and Levelling of Expectations	Business expansion and growth: an Introduction
2	Business Concepts and its Importance	Business Identification and Selection	Business Management	Market expansion
3	Qualities of a Successful Entrepreneur	Identification of Target Customers	Channel of Distribution	Competitors
4	Qualities of an Entrepreneur and Evaluation	Salesmanship	Promotion of Products /Services	Productivity and workers' motivation
5	Relation between Enterprise and Family	Market Survey	Sales Strategy	Workplace and external relations
6	Identification of Business Opportunities	Production and Utilization of Resources	Well Managed Work Place	Product development
7	Commitment to do Business	Costing and Pricing	Quality Control	Cost control
8		Business Plan	Determining Volume of Production	Sales and cost planning
9		Business Plan Presentation and Evaluation		Cash flow planning
10			Accounting	Balance sheet
11			Action Plan	Business expansion plan

Note: From siybnepal.iedi.org.np and Thapa (2016) <https://siybnepal.iedi.org.np/siyb-training/training-for-entrepreneurs-and-business-starters/tope-tose-toee-toge/>

The course duration is scheduled 7 days for potential and starting entrepreneurs whereas 10 days for growing and existing entrepreneurs with growth crunch.



Descriptive Status on the Obtained Utility from Entrepreneurship Development Training
Opinion was collected on the utility of entrepreneurship skill development training (EDT) from micro-entrepreneurs presented in Table 3.

Descriptive Statistics on Utility of Entrepreneurship Development Training

(N=435)

Items	Descriptions	Mean	Std. Dev.
1	EDT helped me to generate ideas on available business opportunities	3.94	1.276
2	My commitment to entrepreneurship has increased	3.90	1.294
3	I learned techniques of business selection from EDT	3.57	1.234
4	EDT has taught me techniques of customer identification	2.89	0.957
5	I have been well acquainted with market survey techniques	2.88	1.045
6	I learned product costing and pricing techniques from EDT Course	2.65	0.938
7	I am able to prepare bankable business plan for my business	2.85	1.083
8	I found EDT very supportive to develop my entrepreneurial ability	3.86	1.424
9	I was well facilitated in every other necessary aspects of EDT	4.00	0.947
Aggregate Score for EDT		3.39	1.02

Note: Field Survey; 2022

From the table data, EDT have been utilized at a large extent for identification of business opportunities, increased commitment toward entrepreneurial life, learn business selection techniques, develop entrepreneurial ability, and other facilitations aspects of training. EDT has been helped at a moderate level to micro-entrepreneurs for learning customer identification techniques, costing and pricing techniques of products, market survey techniques, and prepare a bankable business plan. Overall, micro-entrepreneurs have been found utilized EDT supportive for obtaining entrepreneurial skills at a large scale based on the aggregate mean score.

Descriptive Status on State of Enterprise Development

Micro-entrepreneurs have expressed their opinion on the operational and growth status of their enterprises as presented in Table 4.

Descriptive Statistics on Enterprise Growth and Development Status

(N=435)

Items	Items	Mean	Std. Dev.
1	I am experiencing a consistent increase in sales	3.65	1.541
2	I am able to produce varieties of products/services	3.11	1.496
3	The number of employees has been increased	2.71	1.316

4	I am able to increase capital investment by reinvesting the part of profit	3.58	1.514
5	I am able to prepare a general business plan	2.85	1.281
6	I am satisfied with my enterprise business	3.65	1.518
7	I believe that I will remain in the enterprise business in the future too	3.77	1.573
8	I believe EDT very supportive for enterprise Development	4.04	1.095
Aggregate Score for Entr_Growth_Devt		3.42	1.32

Note: Field Survey; 2022

From the aggregate mean score, entrepreneurs have agreed to a large extent that EDT has helped for their enterprise growth and development.

Result of Inferential Analysis

The impact of EDT for enterprise development was tested through regression analysis as presented in Table 5.

H₁: EDT has statistically significant contribution to enterprise growth and development

Table 5

Regression Coefficients of EDT and Enterprise Growth and Development

Model	R ²	F	Sig.	Coefficients			
1	.89	3607.43	0.000		Coefficients	T	Sig
				(Constant)	-5.78	-10.04	.000
				EDT	1.09	60.06	.000

a. Predictors: (Constant), EDT

b. Dependent Variable: Ent_Growth_Devt

The R² value of .89 reveals that the predictor variable i.e. EDT is explained 89% variance in the outcome variable i.e. enterprise growth and development with F (1,433) = 3607.43, p<0.05. The finding reveals that EDT has a statistically significant contribution to enterprise growth and development ($\beta = 1.09$; $t = 60.06$; $p = .000$) at 95% level of confidence. Therefore, the alternative hypothesis is accepted. A study conducted by Samson (2014) on the effectiveness of BDS in Tanzania has revealed that EDT has 57% contribution to the growth of SMEs.

Conclusion and Future Research Scopes

The role of IEDI is very contributive toward promoting entrepreneurship in Nepal with different perspectives. It is a leading institution in Nepal to support potential entrepreneurs since 1983 as GIJ and Nepal Government supported project SBPP. It is an experienced institution in delivering entrepreneurship development training, designing and promoting EDT course suitable to Nepalese context, and training and development of qualified trainers throughout the country. After being institutionalized as IEDI in 1996, it has been partnering with Nepal Government, umbrella institutions of trade and commerce, and other private sectors to promote entrepreneurship in Nepal through different tools like EDT, business incubation,



Business Development Services, and facilitator to provide loan funding. The surveyed data analyzed also concluded that SIYB package of entrepreneurship development is also very significantly contributory to enterprise growth and development.

The future research could focus on revealing the extent of replication of SIYB package by other private sector training providers, government institutions, donor funded projects, and NGOs in Nepal and assess its effectiveness. Similarly, other supporting tools for enterprise support like implication and effectiveness of business incubation models supported by IEDI could be also a topic of future research.

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