

Strategic Investment Plan for the UT of Dadra & Nagar Haveli and Daman & Diu under RAMP Programme

November 2024

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Ref: DIC/14(212)/2022/177

Date: 16th Dec, 2024

Shri. Ateesh Kumar Singh,
Joint Secretary
MoMSME, Government of India
New Delhi

Subject: Submission of SIP (Strategic Investment Plan) of UT Administration of Dadra & Nagar Haveli and Daman & Diu under RAMP (Raising and Accelerating MSMEs Performance) Programme.

Respected Sir,

The U.T. Administration of Dadra & Nagar Haveli and Daman & Diu (UT of DNH & DD), participated in the RAMP programme and submitted the Letter of Undertaking (LoU), which was confirmed by GoI through a LoU dated 21/08/2023 for participation in the RAMP. As per GR No. DIC/14(212)/2022/815 Dated 21/08/2023, UT Administration of DNH & DD appointed Department of Industries, DNH&DD as "State Nodal Agency" for coordinating RAMP programme at U.T level.

EY LLP was recommended as a consulting agency by the selection committee of Department of Industries, UT of DNH & DD on 5th August 2024 for "Preparation of Strategic Investment Plan (SIP) under the Raising and Accelerating MSME Performance (RAMP) in the UT of DNH & DD".

The interventions proposed in SIP were compiled based on surveys, stakeholders meet and one to one meeting with MSMEs within UT of DNH & DD. The draft of State Implementation Plan (SIP) was presented before the UT of DNH & DD RAMP Programme Committee on 10th December 2024.

The Proposal presented before the committee was recommended after discussion and deliberation.

It is submitted that, the implementation of the RAMP programme in UT of Dadra & Nagar Haveli and Daman & Diu holds great promise for the UTs MSMEs, paving the way for a comprehensive and transformative growth strategy that will positively impact the sector for years to come. The UT Administration is eagerly looking forward to sanction of the RAMP SIP with a proposed budget of INR 170.57 Crores at the earliest to start its execution.

The SIP Document for UT of Dadra & Nagar Haveli and Daman & Diu is enclosed herewith.

Thanking you,

Yours Faithfully

(Shri Marathe Onkar Gopal)
Director-cum-Joint Secretary
Department of Industries
UT of DNH & DD

Copy for information and necessary action:-

1. The Secretary, Ministry of Micro, Small and Medium Enterprises, Room No: 169, Udyog Bhawan, New Delhi – 110001
2. The Director (GA&TP), Ministry of Micro, Small and Medium Enterprises, Room No. 254, Udyog Bhawan, New Delhi - 110001

Table of Contents

Executive Summary	13
1. Understanding the MSME Landscape in Dadra & Nagar Haveli and Daman & Diu ...	15
1.1. Overview of Dadra & Nagar Haveli and Daman & Diu	15
1.2 MSME Landscape of Dadra and Nagar Haveli and Daman and Diu	18
1.2.1 'Formalisation' of MSMEs and Udyam Registration	19
1.2.2 Social Category and Gender-wise Distribution of MSMEs.....	19
1.3 MSME contribution to GSDP and GVA in Dadra and Nagar Haveli and Daman and DIU	22
1.4 MSME Competitiveness and Determining Factors	23
1.4.1 Geographical Context.....	23
1.4.2 Infrastructure	24
1.4.3 Skill Development and Entrepreneurship	26
1.4.3 Access to Finance	29
1.4.4 Exports.....	37
1.4.6 Business Environment and Industrial Ecosystem	41
1.4.7 Industrial Ecosystem.....	60
1.4.8 Technology and Quality	68
2. Diagnostic Assessment and Field Surveys	75
2.1 Overview.....	75
2.2 Export Preparedness	116
3. Key gaps in MSME support, policy development and delivery	118
3.1 Mapping Institutions and Agencies in the UT for MSME development	118
3.1.1 Directorate of Industries and Commerce	118
3.1.2 As-is assessment of Portals in the State	130
4. Key highlights of the industrial ecosystem of the Union Territory of Dadra and Nagar Haveli and Daman and Diu.....	137
5. SIP Projects/Proposals	140
A. Access to Market.....	141
A1- Strengthening the Export Eco System	141
A1.1 DGFT -Districts as Export Hubs	141
A1.2 Workshops on Export	148
A1.3 International Trade Intelligence & Export Facilitation Centre (ITIEFC)	153
A1.4 ECGC Reimbursement.....	156
A1.5 Dadra & Nagar Haveli and Daman & Diu Product Pavilions	161
A2- Comprehensive Support Systems for MSMEs.....	167
A2.1 Vendor Development Programmes	167
B. Increasing Industry Competitiveness	173

B1 Increasing Industry Competitiveness	173
B1.1 Digitization of Industry	173
B1.2 Adoption of Software for MSMEs at large	182
B2 Augmenting Capacity for Competitiveness	186
B2.1 Establishing Testing Facility.....	186
B3 Promoting Industry Efficiency through Certifications	197
B3.1 Workshops for LEAN, ZED.....	197
C. Skill Development and Capacity Building	204
C1 Capacity Building and Skill Development	204
C2.1 NAPS top up to increase employment	209
D. ESG (Environmental and Social Governance)	216
D1 Energy and Water Audits	216
D1.1 Awareness Creation Workshops on Green Initiatives.....	216
D1.2 Reimbursement for Water and Energy Audits	221
E. Women Inclusion	226
E1.1 Product Certification and Training for Women SHGs members	226
E1.2 Empowering Women Entrepreneurs through Seaweed Farming	235
E1.3 Incubation of Women Enterprises	242
F. Formalization and Inclusion	248
F1.1 Strengthening the MSMEs Practising the Traditional Crafts of the UT	248
G. Increasing MSME Participation in the Services Sector	255
G1 Comprehensive Plan for Developing Beach Tourism & Eco Tourism for Greater MSME Participation	255
G1.1 Comprehensive Plan for Developing Beach Tourism & Eco Tourism	255
G 2 Leveraging Events like Beach Games & Monsoon Festival to Create opportunities for MSMEs	263
G2.1 Leveraging Beach Games to foster participation of MSME	263
G2.2 Monsoon Festival.....	268
G3 MSME Participation in Adventure Tourism, Destination Weddings, MICE Tourism, Eco Tourism & Homestays.....	271
G3.1 Workshops for Introducing Tourism Initiatives in Dadra and Nagar Haveli and Daman and Diu (DNH-DD)	271
G3.2 Promotion of Adventure Tourism through MSMEs, MICE tourism, Eco tourism & Homestays	274
H. Strengthening Institutional Capacity	285
H1 Creating a Database of Industries in the Union Territory	285
H1.1 Creating a Database of Industries in the Union Territory.....	285
H2 Capacity Augmentation and Building for Industry Associations, Industries, and Allied Departments to enhance Outreach, Facilitation, and Handholding for MSMEs	

H2.1 Capacity Building and Training of Industry Associations, Industries and Allied Departments.....	291
H2.2 Capacity Building of DIC and other associated functionaries	294
H2.3 Strengthening of Digital Infrastructure within MSMEs.....	297
H2.4 MSME Facilitation Centre.....	300
H2.5 BDS for Thrust Sectors of UT	306
I. Access to Finance	310
I 1.1 Top Up Subsidy to Cold Chain Fishing - promote value chain of fisheries industry 310	
I1.2 SME Exchange	317
I1.3 Bankers Workshops.....	323
J. Awareness campaigns	329
J 1.1 Digital Awareness Campaigns	329
K. Portal Development- Monitoring and Evaluation	336
K1.1 Portal Enhancement & Monitoring Dashboard for the Project.....	336
K1.2 Stakeholder Workshops for Improving the Effectiveness of Monitoring	342
6. Budget.....	346
6.1 Summary of the Budget.....	346
6.2 Detailed Budget	349

List of Tables

<i>Table 1 Economic and demographic information of Dadra & Nagar Haveli and Daman & Diu</i>	17
Table 2 Udyam Registration of MSMEs across Union Territories	19
Table 3 - Details of District wise Udyam Registered MSMEs in Dadra and Nagar Haveli and Daman and Diu.....	20
Table 4 - Table summarizing the geographical features of Dadra & Nagar Haveli, Daman, and Diu.....	23
Table 5 - Table summarizing road length of Dadra & Nagar Haveli, Daman and Diu	25
Table 6 - Table summarizing Port centre Dadra & Nagar Haveli, Daman, and Diu	26
Table 7 - Institutions at a Glance	26
Table 8 - Dadar and Nagar Haveli and Daman and Diu Training details of PMKVY 2.0 and PMKVY 3.0 (2016-21): (Source MSD: Annual report (2022-2023)).....	27
Table 9 - Training Places in the U.T. of Dadra and Nagar Haveli and Daman and Diu	28
Table 10 - Banks and branches in Dadra and Nagar Haveli and Daman and Diu	30
Table 11 - Banking Development in U.T. of Dadra and Nagar Haveli and Daman and Diu .	30
Table 12 - Performance of Dadra and Nagar Haveli and Daman and Diu in CGTMSE scheme (from 2018-19 to 2022-23).....	32
Table 13 - Status of MSME SAMADHAAN in the U.T. of Dadra & Nagar Haveli and Daman & Diu	33
Table 14 - LEADS Score for UT	40

Table 15 - Export Units and Value in Dadra & Nagar Haveli and Daman & Diu	40
Table 16 - Benchmarking vis-à-vis other states.....	50
Table 17 - Projects by the GCF	58
Table 18 - List of Govt. Industrial Estates.....	61
Table 19 - Data on Private Industrial Estates (Source: DIC, DNH&DD)	62
Table 20 - Electricity DNH&DD. (Amount in Rs.).....	66
Table 21 - Forecasted Electrical Energy Requirement (MU) at Power Station Bus Bar (Utilities).....	67
Table 22 - Peak Electricity Demand (in MW) at Power Station Bus Bar (Utilities)	67
Table 23 - Estimated LT Industries Category Consumption (in MU)	67
Table 24 - Estimated HT Industries Category Consumption (in MU).....	68
Table 25 - LEAN Manufacturing Scenario in DNH & DD.....	72
Table 26 - Dadra and Nagar Haveli and Daman and Diu's performance in the Export Preparedness Index (EPI) as compared to other UTs	116
Table 27 - Staff Strength and Vacancy Positions in Dadra and Nagar Haveli	118
Table 28 - Staff Strength and vacancy positions in Daman & Diu	119
Table 29 - Primary Functions of the Department of Industries and Commerce.....	120
Table 30 - Budgetary planning of the Department	120
Table 31 - Subsidy Allotment for MSMEs (Micro, Small, and Medium Enterprises).....	121
Table 32 - Incentives	122
Table 33 - As-is assessment of Portals in the State	130
Table 34 - Comparative Analysis of MSME schemes and initiatives in the state with Benchmarks	131
Table 35 Timeline of DGFT Project	146
Table 36 Project Timeline of DGFT	146
Table 37 Budget of DGFT (in INR lakhs).....	147
Table 38 Timeline for conducting workshops on export	152
Table 39 Budget for conducting workshops on export (in INR lakhs)	152
Table 40 Budget split for ITIEFC	155
Table 41 Timeline for ECGC reimbursement	160
Table 42 Budget for ECG Reimbursement (in INR Lakhs).....	160
Table 43 Timeline for Trade fair	165
Table 44 Timeline for Reverse Buyer Seller Meets	165
Table 45 Budget for Trade Fairs (in INR Lakhs).....	166
Table 46 Budget for RBSM (in INR Lakhs).....	166
Table 47 Timeline for VDP	171
Table 48 Budget for VDP (in INR Lakhs).....	172
Table 49 Timeline for Digitization of Industry.....	180
Table 50 Budget for Digitization of Industries (in INR Lakhs)	181
Table 51 Timeline for Adoption of Software for MSMEs	185
Table 52 Budget for adoption of software for MSMEs (in INR Lakhs)	185
Table 53 - Equipment costing for the testing facility	192
Table 54 - <i>Timeline for achievement of Project Deliverables</i>	196
Table 55 - Project Costing.....	196
Table 56 - LEAN Scheme Data for the UT of DNH-DD	197
Table 57 Timeline for conducting workshops on LEAN and ZED.....	202
Table 58 Budget for conducting workshops on LEAN and ZED.....	203
Table 59 Timeline for Capacity Building and Skill Development.....	208
Table 60 Budget for Capacity Building and Skill Development.....	208

Table 61 - Timeline for achievement of Project Deliverables.....	215
Table 62 - Project costing and contribution of State towards it.....	215
Table 63 Timeline for awareness creation workshops for greening	219
Table 64 Budget for Awareness workshops for Greening (in INR Lakhs)	220
Table 65 - Timeline of the Project Deliverables	224
Table 66 - <i>Project Costing</i>	225
Table 67 - Key Findings.....	226
Table 68 Female SHGs	227
Table 69 Timeline for Product certification and trainin for women SHGs	234
Table 70 Budget for Product Certifications and Training for Women SHGs (in INR Lakhs)	234
Table 71 - Project Costing for the Interventions	241
Year wise costing of the respective interventions (in Rs. Cr.) are as provided below: Table	
72 - Year wise costing of the respective interventions (in Rs. Cr.).....	241
Table 73 Timeline for Incubation of Women Entrepreneurs	247
Table 74 Budget for Incubation of Women Entrepreneurs (in INR Lakhs).....	247
Table 75 Timeline for Strengthening the MSME Practicing the Traditional Crafts.....	253
Table 76 Budget for Strengthening the MSME Practicing the Traditional Crafts (in INR Lakhs)	254
Table 77 Timeline for Comprehensive Beach Planning	261
Table 78 Budget for Comprehensive beach Planning (in INR Lakhs).....	262
Table 79 Timeline for leveraging beach games	266
Table 80 Budget for leveraging Beach games (in INR Lakhs)	267
Table 81 Timeline for Monsoon Festival	269
Table 82 Budget for Monsoon Festival (in INR Lakhs).....	270
Table 83 Timeline for Workshops for Tourism	273
Table 84 Budget for Workshops for Tourism	273
Table 85 Timeline for workshops for spreading awareness about various initiatives in tourism/service sector.....	282
Table 86 Timeline for reimbursement for all activities related to tourism sector	282
Table 87 Timeline for capacity building Activities related to Participation of MSMEs in the tourism sector.....	283
Table 88 Timeline for workshops.....	283
Table 89 Budget (in INR Lakhs) related to various capacity building initiatives in the tourism/service sector.....	283
Table 90 Budget for digital support and promotional efforts in tourism (in INR Lakhs) ..	284
Table 91 Timeline for Creating Database of Industries	290
Table 92 Budget for Creating Database of Industries (in INR Lakhs).....	290
Table 93 Timeline for Trainings of Industry Associations	293
Table 94 Budget for Trainings of Industry Associations (in INR Lakhs)	293
Table 95 Timeline for Capacity Building of DIC	296
Table 96 Budget for Capacity Building of DIC (in INR Lakhs).....	296
Table 97 Items Required	298
Table 98 Budget for items required (in INR Lakhs).....	299
Table 99 Budget for MSME Facilitation Centre.....	305
Table 100 - Interventions wise Total Cost for 2.5 years (Amount in Rs. Lakhs.).....	308
Table 101 - Budget table for SIP interventions (in Lakhs).....	309
Table 102 Key Findings About the Fishing Industry in the UT	310
Table 103 Total Fishermen Population in DNH and DD	312

Table 104 Cold Chain Infrastructure	312
Table 105 Timeline for Cold Chain Subsidy	316
Table 106 Budget for Cold Chain Subsidy (in INR Lakhs)	316
Table 107 Timeline for SME Exchange	321
Table 108 Budget for SME Exchange (in INR Lakhs).....	322
Table 109 Timeline for Bankers Workshops.....	328
Table 110 Budget for Bankers workshops (in INR Lakhs)	328
Table 111 Timeline for digital awareness campaign	334
Table 112 Budget for Digital Awareness Campaign (in INR Lakhs)	335
Table 113 Timeline for Portal Enhancement and Monitoring Dashboard.....	340
Table 114 Budget for Portal Enhancement and Monitoring Dashboard (in INR Lakhs) ...	341
Table 115 Timeline for Stakeholder Workshops.....	343
Table 116 Budget for Stakeholder workshops (in INR Lakhs).....	344

List of Figures

Figure 1 - Composition of Major Items Exported from Dadra and Nagar Haveli and Daman and Diu in FY24.....	16
Figure 2 - Export Trend (US\$ Billion)	17
Figure 3- Gender Distribution	20
Figure 4 - Category Distribution	20
Figure 5 - Size of MSMEs.....	21
Figure 6 - Type of Organization	21
Figure 7 - Primary Activity of MSMEs	21
Figure 8 - Years of Operation of MSMEs	22
Figure 9 - GSDP of the UT of DNH-DD.....	23
Figure 10 - Installed Capacity (MW)	24
Figure 11 - MSME listed in BSE stock exchange State Wise	35
Figure 12 - Industry wise number of MSMEs on Stock Exchange	36
Figure 13 - Dadra and Nagar Haveli Industrial Profile.....	36
Figure 14 - Daman and Diu Industrial Profile	37
Figure 15 - Understanding, challenges, and apprehensions of MSMEs concerning IPOs...	37
Figure 16 - Exports Overview	38
Figure 17 - Export Performance of Top Ten Principal Commodities	38
Figure 18 - (Export Growth Year-on-Year in Selected Union territories during the Last Financial Year (AM24 vs AM23)	41
Figure 19 - Status of application in MSEFC from DNH-DD as per the SAMADHAAN portal	49
Figure 20 - Adoption of Energy Saving Technologies and Equipment in Textile Sector	57
Figure 21 - MSMEs registered under ZED	70
Figure 22 - MSMEs Certified under ZED	70
Figure 23 - Percentage (%) of MSMEs Certified under ZED.....	71
Figure 24 - Process Flow of Incubation application approval for financial assistance	74
Figure 25 - Major Sectors in DNH-DD	78
Figure 26 - Type of Employment.....	79
Figure 27 - % of Female Workers in the Industrial Unit	80
Figure 28 - Average Annual Turnover	80
Figure 29 - Trend of Annual Turnover	82

Figure 30 - Official Documents Possessed by MSMEs	82
Figure 31 - Energy Requirements of MSMEs.....	83
Figure 32 - Mode of Payment - Suppliers.....	84
Figure 33 - Mode of Payment - From Customers	85
Figure 34 - Certifications	86
Figure 35 - Impact of COVID-19 on Businesses.....	87
Figure 36 - Response of MSMEs to COVID 19	88
Figure 37 - Primary Target Market	89
Figure 38 - Sales Through Online Platforms	90
Figure 39 - Digital and Social Media Platforms Used by MSMEs.....	91
Figure 40 - Challenges Faced by MSMEs in Digital Marketing	92
Figure 41 - Issues Faced in Participating in Trade / Fair / Exhibitions / Vendor Development Programs / Buyer Seller Meets	93
Figure 42 - Major Challenges in Marketing / Sales of Products.....	94
Figure 43 - Issues Related to Export	95
Figure 44 - Challenges in Obtaining Compliance Certifications.....	96
Figure 45 - Avail Credit to Address Immediate Credit Needs and Liquidity Problems	97
Figure 46 - Challenges in Access Bank Loans	98
Figure 47 - Credit Rating to Improve Credit Access.....	99
Figure 48 - Challenge in Sourcing Raw Materials	100
Figure 49 - Challenges in Availability of Skilled Workforce.....	101
Figure 50 - Availability of Infrastructure Facilities	102
Figure 51 - Challenges in Adoption of Technology	103
Figure 52 - Services for Which Professional Help is Hired	104
Figure 53 - Factors Considered Most Important.....	106
Figure 54 - Digital Tools MSMEs Wish to Adopt.....	107
Figure 55 - Portals/ Facilities Availd	108
Figure 56 - Challenges Faced in Using MSME SAMADHAN	109
Figure 57 - Current Receivable Cycle	110
Figure 58 - Ideal Payment Cycle	111
Figure 59 - Government Schemes.....	112
Figure 60 - Ease of Establishment and Operationalization Enterprise	113
Figure 61 - Beneficiary of UT scheme	114
Figure 62 - Factors that Require Improvement	115
Figure 31 63 Region wise Heads of Office	118
Figure 64 - Organizational Structure of DIC in DNH & Daman	128
Figure 65 Overview of Projects/ Proposal	140
Figure 66 - Services for Which Professional Help is Hired	148
Figure 67 - Issues Related to Export	156
Figure 68 - Issues Faced in Participating in Trade / Fair / Exhibitions / Vendor Development Programs / Buyer Seller Meets	162
Figure 69 - Digital Tools MSMEs Wish to Adopt.....	175
Figure 70 - Certifications	198
Figure 71 - Government Schemes.....	199
Figure 72 Challenges in Availability of Skilled Workforce.....	209
Figure 73 Trend of Annual Turnover over Last 4 year.....	210
Figure 74 - Employment Scenario in the UT	211
Figure 75 - Availability of Infrastructure Facilities	217
Figure 76 - Certifications	221

Figure 77 - Fish Production Volume (in 1,000 Metric Tons).....	311
Figure 78 - Fish Productions	312
Figure 79 - Avail Credit to Address Immediate Credit Needs and Liquidity Problems	323
Figure 80 - Challenges in Accessing Bank Loans	325
Figure 81 - Digital/Social Media Platforms Used	330

List of Abbreviations

Abbreviations	Full Form
ACP	Annual Credit Plan
AGF	Annual Guarantee Fee
BRAP	Business Reform Action Plan
BIS	Bureau of Indian Standards
CAGR	Compound Annual Growth Rate
CFC	Common Facility Centre
CGTMSE	Credit Guarantee Fund Trust for Micro and Small Enterprises
DBT	Direct Benefit Transfer
DIC	District Industries Centre
DNH-DD	Dadra and Nagar Haveli and Daman and Diu
ECGC	Export Credit Guarantee Corporation
EODB	Ease of Doing Business
EPI	Export Preparedness Index
FI	Financial Institutions
FY	Financial Year
GCC	Green Guarantee Company
GCF	Green Climate Fund
GDP	Gross Domestic Product
GFCI	Gross Fixed Capital Investment
GOI	Government of India
GSDP	Gross State Domestic Product
GSVA	Gross State Value Added
GeM	Government e-Marketplace
GVA	Gross Value Added
IBEF	India Brand Equity Foundation
KPI	Key Performance Indicators

Abbreviations	Full Form
LEAN	Lean Manufacturing Competitiveness Scheme
M&E	Monitoring and Evaluation
MICE	Meetings, Incentives, Conferences, and Exhibitions
MSE	Micro and Small Enterprises
MSE-CDP	Micro and Small Enterprises Cluster Development Programme
MSEFC	Micro and Small Enterprise Facilitation Council
MSME	Micro, Small and Medium Enterprises
MSMED	Micro, Small and Medium Enterprises Development
MW	Megawatt
MoMSME	Ministry of Micro, Small and Medium Enterprises
MoRD	Ministry of Rural Development
NABARD	National Bank for Agriculture and Rural Development
NBFC	Non-Banking Financial Companies
NDC	Nationally Determined Contribution
NH	National Highway
NIC	National Industrial Classification
NITI	National Institution for Transforming India
NMIU	National Monitoring and Implementing Unit
NSDC	National Skill Development Corporation
NSDP	Net State Domestic Product
OBC	Other Backward Class
ONDC	Open Network for Digital Commerce
PMEGP	Prime Minister's Employment Generation Programme
PMKVY	Pradhan Mantri Kaushal Vikas Yojana
PPO	Project Management Professional
PPP	Public-Private Partnership
QCI	Quality Council of India

Abbreviations	Full Form
RAMP	Raising and Accelerating MSME Performance
RBI	Reserve Bank of India
RPL	Recognition of Prior Learning
Rs. Cr.	Rupees Crore
SC	Scheduled Caste
SFURTI	Scheme of Fund for Regeneration of Traditional Industries
SIDBI	Small Industries Development Bank of India
SIMA	Silvassa Industries Manufacturers Association
SIP	Strategic Investment Plan
SLBC	State Level Bankers' Committee
SME	Small and Medium Enterprises
ST	Scheduled Tribe
STT	Short Term Training
SP	Special Projects
SWS	Single Window System
TReDS	Trade Receivables Discounting System
UPI	Unified Payments Interface
USD	United States Dollar
UT	Union Territory
UTDNHDD	Union Territory of Dadra and Nagar Haveli and Daman and Diu
UNFCCC	United Nations Framework Convention on Climate Change
WHO	World Health Organization
ZED	Zero Defect Zero Effect

Executive Summary

Executive Summary

The Union Territory of Dadra & Nagar Haveli and Daman & Diu (DNH-DD), situated in western India, has emerged as a significant industrial hub since its formation in January 2020 through the merger of two previously separate territories. Strategically located near Maharashtra, Gujarat, and the Arabian Sea, DNH-DD benefits from a strong industrial base with key sectors including textiles, plastics, pharmaceuticals, and engineering goods. Its MSME sector drives this development, producing 80% of India's polyester yarn and excelling in other critical industries. Over the years, the region has attracted INR 1490.50 Crore in foreign direct investment (FDI) and achieved merchandise exports of INR 38771.26 Crore in FY24. However, despite these accomplishments, the MSME sector faces challenges such as limited access to finance, skill gaps, inadequate infrastructure, and low technology adoption.

The **Strategic Investment Plan (SIP)**, developed under the World Bank-supported **Raising and Accelerating MSME Performance (RAMP)** programme, provides a comprehensive framework to address these challenges. The plan focuses on enhancing MSME competitiveness, fostering resilience, and driving sustainable growth through targeted interventions across multiple domains, with special attention to inclusivity and sustainability. The SIP integrates key priorities and actionable steps to transform DNH-DD's MSME landscape.

Key Focus Areas and Interventions

1. Market Access and Export Competitiveness:

- ▶ Strengthening the export ecosystem through trade fairs, workshops, and reimbursement schemes such as ECGC to boost export readiness.
- ▶ Promoting MSME participation in larger supply chains via Vendor Development Programs (VDPs).
- ▶ Leveraging events like beach games and monsoon festivals to create market opportunities for MSMEs in tourism, eco-tourism, and adventure tourism.

2. Enhancing Industry Competitiveness:

- ▶ Encouraging the adoption of digital tools and advanced technologies to improve efficiency and productivity.
- ▶ Conducting workshops and training programs on Lean Manufacturing, Zero Defect Zero Effect (ZED), and ESG standards to promote quality and sustainability.

3. Infrastructure Development:

- ▶ Developing industrial estates with modern utilities, cold-chain logistics for fisheries, and greenfield projects like the Daman Ganga Reservoir.
- ▶ Upgrading road, rail, and port connectivity to improve logistics efficiency and market access.

4. Skill Development and Capacity Building:

- ▶ Expanding skill development initiatives under schemes like PMKVY to align workforce capabilities with industrial demands.
- ▶ Establishing training centers and top-up programs to enhance technical skills for both trainers and students, with a focus on practical, industry-relevant competencies.

5. Financial Inclusion and Alternative Mechanisms:

- ▶ Improving credit availability through Credit Guarantee Fund Trust (CGTMSE) schemes and innovative tools like the Trade Receivables Discounting System (TReDS).
- ▶ Encouraging equity financing through platforms like the BSE MSME Exchange to unlock new funding opportunities.

6. Women Empowerment and Inclusivity:

- ▶ Supporting women-led MSMEs through training, product certifications, and incubation programs.
- ▶ Promoting entrepreneurship in innovative sectors like seaweed farming to diversify income sources and enhance women's participation in economic activities.

7. Sustainability and Green Practices:

- ▶ Conducting water and energy audits, incentivizing green technologies, and raising awareness about environmentally sustainable practices.

8. Institutional Strengthening:

- ▶ Establishing centralized MSME facilitation centers and databases to streamline processes and improve governance.
- ▶ Building capacity within industry associations and government departments to ensure effective policy implementation and support.

9. Student Immersion and Master Trainer Certification:

- ▶ Including student immersion programs in technical courses to ensure hands-on exposure.
- ▶ Certifying master trainers capable of cascading technical expertise to other trainers, creating a sustainable ecosystem for capacity building.

10. Focus on MSMEs and Industry 4.0 Transformation:

- ▶ Aligning initiatives with Industry 4.0 principles to prepare MSMEs for global competitiveness.
- ▶ Emphasizing the transformation of Micro, Small, and Medium Enterprises (MSMEs), particularly within DNH-DD, in alignment with the Government of DNH-DD priorities.

Implementation Approach

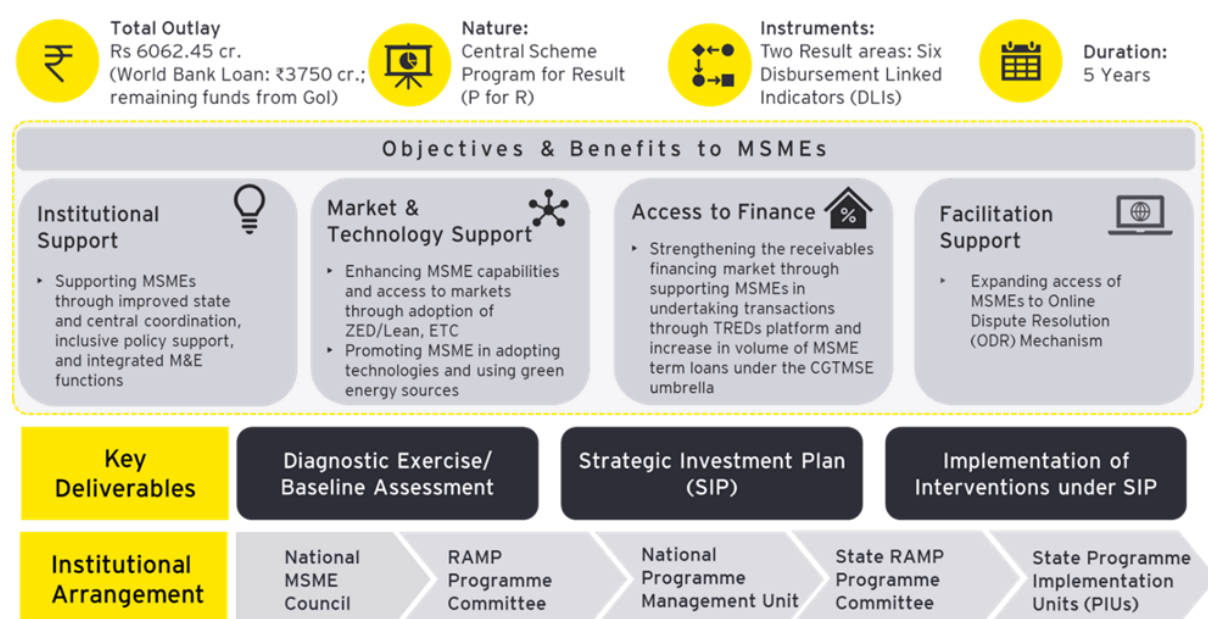
The SIP adopts a phased methodology—**Identify, Diagnose, Design, and Deliver**—to ensure comprehensive diagnostics, stakeholder engagement, and actionable recommendations. This approach is enriched by stakeholder consultations, empirical evidence, and use-case analyses. Periodic monitoring and evaluation, facilitated by digital dashboards, will provide transparency and ensure alignment with defined objectives.

Expected Outcomes

1. Increased MSME competitiveness and integration into global markets.
2. Strengthened workforce capabilities with industry-relevant skills and certifications.
3. Improved access to credit and alternative financing mechanisms.

4. Greater participation of women and marginalized groups in economic activities.
5. Adoption of environmentally sustainable practices for long-term resilience.
6. Enhanced institutional capacity and streamlined governance.

The Strategic Investment Plan under the RAMP programme offers a holistic roadmap to empower MSMEs in Dadra & Nagar Haveli and Daman & Diu. By addressing systemic challenges and fostering innovation, the plan seeks to transform the region into a model of inclusive and sustainable industrial growth. With targeted interventions, strong governance, and stakeholder collaboration, DNH-DD is well-positioned to unlock its full economic potential, contributing significantly to India's industrial and economic advancement.



Approach and Methodology

The required MSME development strategy has been prepared based on the approach and methodology proposed in the execution plan comprising of four phases: Identify, Diagnose, Design and Deliver. The approach taken is characterized by its comprehensive, multifaceted, and systematic nature. This approach integrates secondary research and initial stakeholder consultations, creating a strong and reliable foundation for the study. It enables the team to gather pertinent information and establish a clear direction for subsequent activities. Here are the steps undertaken as part of the strategy for summarizing the research in the preparation of the SIP, based on empirical evidence, case studies, and use cases:

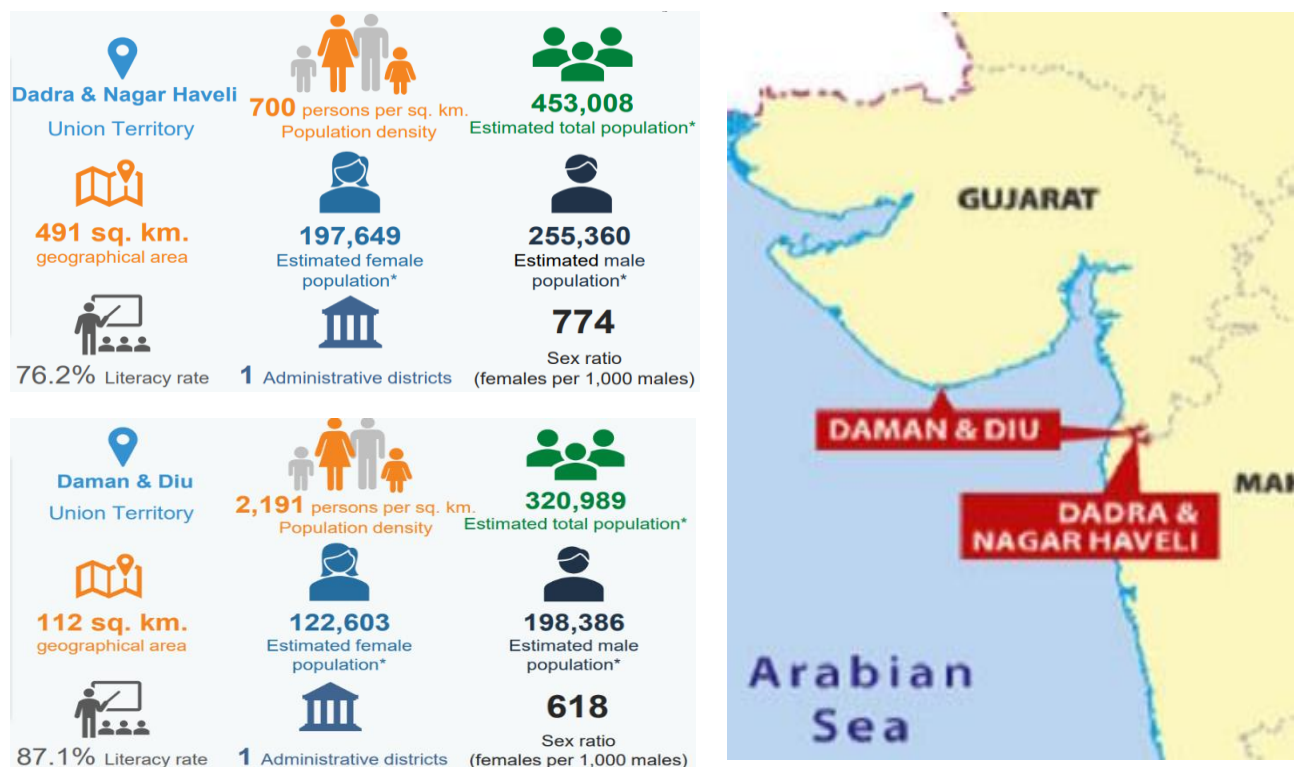
- ▶ **Comprehensive Information Gathering:** The process commences with a comprehensive information-gathering phase. The team conducts an extensive review of existing literature, reports, and data sources related to the subject matter. This serves as the backbone of the research, providing a solid grounding in the relevant context and insights.
- ▶ **Surveys:** The process commenced with a comprehensive information-gathering phase. Surveys were carried out of enterprises using survey questionnaire.
- ▶ **Visits to Industrial Estates/Areas:** The team visited the Industrial estates, interacted with the units established in the estate and with the Industrial area association members. This provided the team with first-hand information of the existing scenario about Common Facility Centres (CFCs) and existing linkages among the stakeholders in addition to the challenges faced by them.
- ▶ **Sectors:** The major sectors in the state, inclusive of the traditional, mature as well as sunrise sectors have been studied.
- ▶ **Initial Stakeholder Consultations:** In addition to secondary research, the team engaged in preliminary consultations with key stakeholders. These consultations allowed for the collection of first-hand insights, perspectives, and priorities from individuals and entities directly involved or impacted by the subject of the SIP. The stakeholder consultations involved:
 - ▶ Industry Associations - Daman Industries Association, Federation of Industries, Global Packaging, Aditya Eletromech, SIMA (Silvassa Industries Manufacturers Association)
 - ▶ FIs - Bank of Baroda
 - ▶ Govt. Departments/ organisations - Department of Industries
- ▶ **Empirical Evidence Integration:** The study relies on empirical evidence gathered through systematic data collection and analysis. This empirical foundation ensures that the SIP is grounded in real-world observations and can effectively address practical challenges.
- ▶ **Use Cases:** Use cases are examined to understand how specific solutions or approaches have been applied in practical scenarios. This approach aids in identifying adaptable models and strategies that can be incorporated into the SIP.
- ▶ **Diagnostic Study Analysis**
 - a. Survey Analysis
 - b. FGD Analysis
 - c. One to one Stakeholder Meeting Analysis
- ▶ **Recommendations and Action Steps:** The final step involves formulating recommendations and action steps that flow logically from the research and strategic direction. These recommendations serve as a roadmap for implementing the SIP effectively.

1. Understanding the MSME Landscape in Dadra & Nagar Haveli and Daman & Diu

1.1. Overview of Dadra & Nagar Haveli and Daman & Diu

Dadra & Nagar Haveli and Daman & Diu, a union territory in western India, lies between the Arabian Sea, Maharashtra, and Gujarat. In January 2020, the two territories were merged into one. The region is strong in the textile, plastic, and marine product sectors. It is a key producer in the plastics industry, accounting for 28% of India's plastic production, which is used in aerospace, household items, medical devices, greenhouses, defence, and renewable energy. The Industrial Policy 2015 further aims to promote durable and quality products that can be recycled in the future. Dadra & Nagar Haveli and Daman & Diu are leaders in integrated textile plants and polyester production, accounting for 80% of India's texturizing yarn output. The union territory exports key products such as engineering goods, plastics and linoleum, drugs and pharmaceuticals, man-made yarn and fabrics, organic and inorganic chemicals, and petroleum products.¹

Image 1 - Dadra & Nagar Haveli and Daman & Diu Facts and Figures



As of 2021-22, around 1,446 trawlers were actively involved in fishing activities in the Union Territory of Dadra & Nagar Haveli and Daman & Diu. The primary marine catch includes oil sardines, shrimp, Indian mackerel, Bombay duck, croakers, cephalopods, other sardines, and threadfin breams. With significant potential for investment in packaging, processing, preservation, and export of coastal fish, the local administration is set to enhance infrastructure facilities. Planned developments include

¹ (Industrial Development & Economic Growth in Dadra & Nagar Haveli and Daman & Diu | IBEF, n.d.)

fishery harbours, preservation and processing units, and cold chain facilities with insulated transport options to further boost the fishing industry and exports.

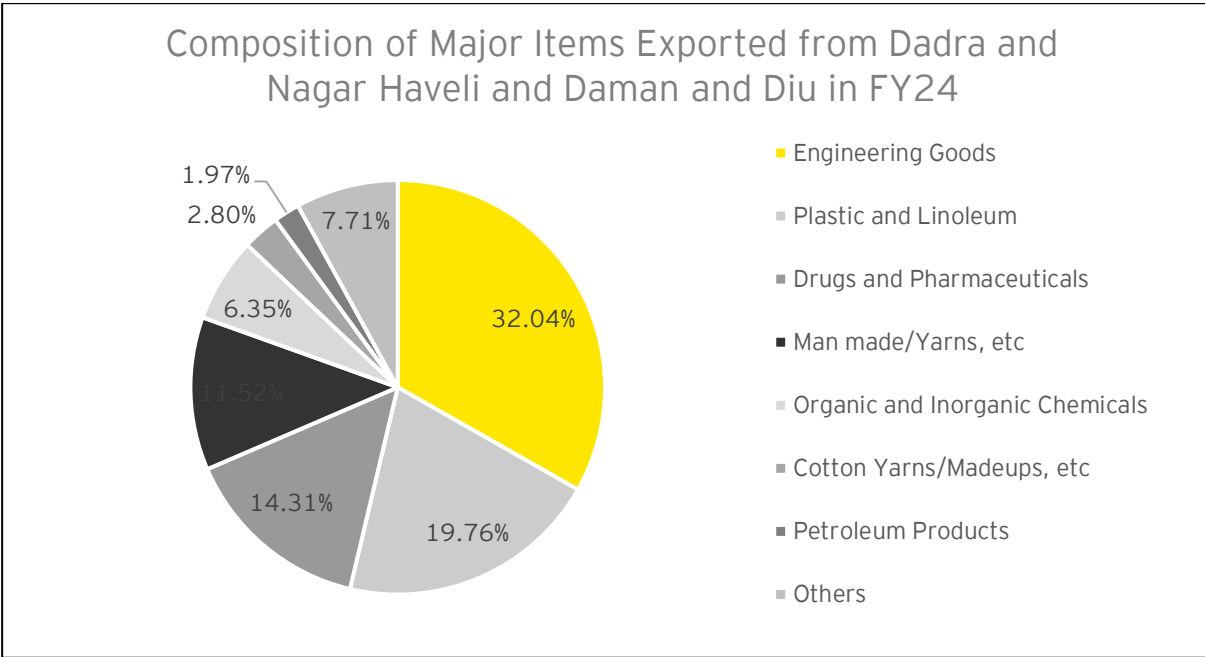
In FY24, of the total installed power capacity in Dadra & Nagar Haveli and Daman & Diu, 525.95 MW was managed by central utilities, and 246.47 MW was under the management of private companies. Thermal power plants made up the largest portion of this capacity, contributing 696.73 MW, while nuclear energy added 16 MW and renewable energy sources contributed 46.47 MW. As part of the Union Budget for 2024-25, the Ministry of Home Affairs allocated Rs. 58.06 crore (US\$ 7 million) specifically for power transmission and distribution improvements in the Union Territory.

The region's economy has shown growth in recent years, with total merchandise exports reaching US\$ 4.60 billion in FY24, an increase from US\$ 4.55 billion in FY23. Dadra & Nagar Haveli and Daman & Diu benefit from a well-developed social, physical, and industrial infrastructure. This includes a domestic airport connecting the Union Territory to major cities like Mumbai and Ahmedabad, which saw 66,252 passengers in FY24. Additionally, the region has minor port infrastructure and is a crucial hub for the textile and plastic industries.

Foreign direct investment (FDI) in Dadra & Nagar Haveli and Daman & Diu has also grown steadily. Between October 2019 and March 2024, the region attracted total FDI inflows of US\$ 176.84 million, reflecting the growing appeal of the Union Territory as a destination for industrial and economic investment.²

Economic Snapshot - Dadra & Nagar Haveli and Daman & Diu

Figure 1 - Composition of Major Items Exported from Dadra and Nagar Haveli and Daman and Diu in FY24



² (Industrial Development & Economic Growth in Dadra & Nagar Haveli and Daman & Diu | IBEF, n.d.)

Figure 2 - Export Trend (US\$ Billion)

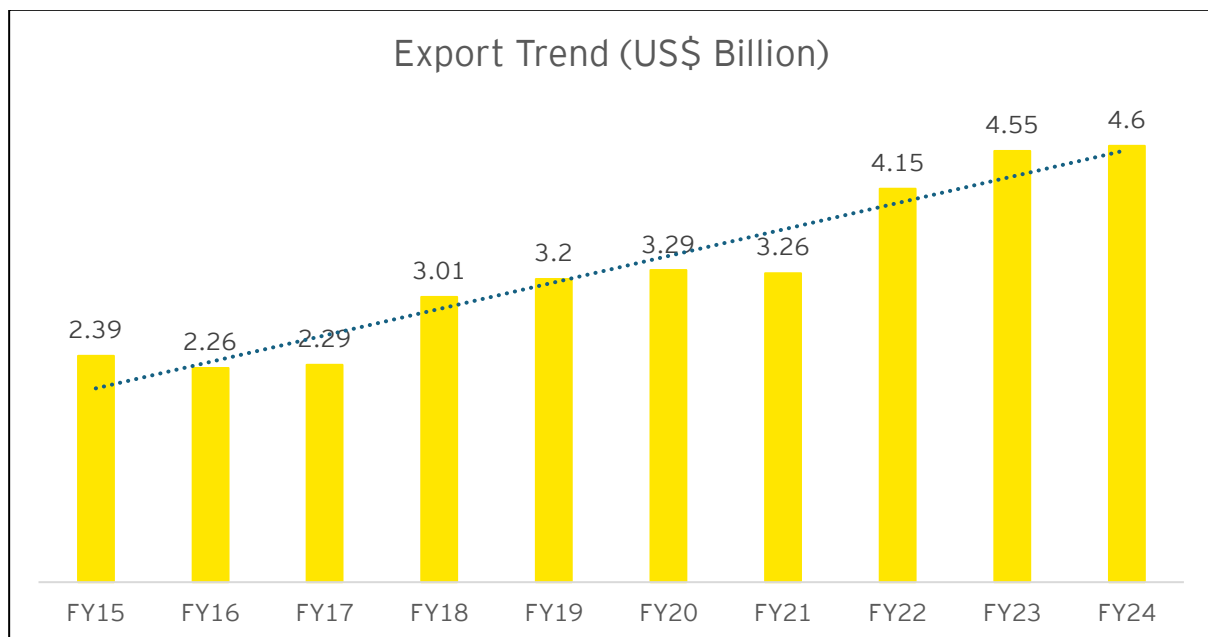


Table 1 Economic and demographic information of Dadra & Nagar Haveli and Daman & Diu

1.2 MSME Landscape of Dadra and Nagar Haveli and Daman and Diu

The MSME ecosystem in the Union Territories of Dadra & Nagar Haveli and Daman & Diu is central to their industrial development, with over 9,574 units as of 2021-22, where 98% are MSMEs according to the Industrial Policy 2018. This policy has significantly contributed to the industrial expansion in

 114 Industrial estates in (DNH&DD UT)	 53% Area under forest cover (DNH&DD UT)
 140 Acre Village Surangi allotted for a greenfield Industrial Estate	 \$176.84 Mn FDI Inflows (Oct 2019 to Mar 2024)
 77.2 & 87.1 per cent Literacy Rate of the UT	 63 percent Urbanization Rate
 827/1000 Female to male Ratio	 80% of India's texturizing yarn production

these regions. Key sectors thriving in these territories include textiles, basic metals, plastics, pharmaceuticals, and chemicals. The Union Budget 2024-25 has allocated Rs. 50 crores for industrial promotion, showing a strong commitment to further enhancing the industrial sector. Large investments like Hindalco's aluminium extrusion plant in Silvassa are clear indicators of this growth potential. The industries collectively provide employment to over 131,072 people across diverse sectors.³

The key sectors with a large presence include polyester and cotton yarn (80% of India's polyester yarn is reportedly made in Dadra & Nagar Haveli and Daman & Diu), plasticisers, paper, petroleum by products such as lube oils, pharmaceuticals, plastics, electrical conductors, and marble tiles.

Further detailing the MSME classification, as per the GST Department, there are 4,444 industries with the majority being micro and small enterprises. As per Udyam data as of August 2024, there are 19,349 registered MSMEs in the region, with Daman hosting 6,071 units, Dadra and Nagar Haveli 13,266 units, and Diu 12 units, emphasizing the robust micro unit presence with 18,027 micro enterprises.⁴

In terms of infrastructure, DNH&DD benefits from several initiatives aimed at promoting industrial development. The Omnibus Industrial Development Corporation (OIDC) is actively involved in providing financial support and infrastructure for new industries. This includes facilities for roads, water, power supply, and streamlined administrative processes. Economic growth in the region has been further boosted by government incentives, such as exemptions from sales tax, reductions in stamp duty, and power subsidies. These incentives are part of efforts to transform DNH&DD into a more attractive destination for investment and industrial activities

³ (Industrial Development & Economic Growth in Dadra & Nagar Haveli and Daman & Diu | IBEF, n.d.)

⁴ (Source: GST Department and Udyam Portal)

The union territory also has a literacy rate of 77.2 percent.⁵ The UT also demonstrates notable economic and infrastructural strengths that contribute to growth and development. The region's population benefits from a relatively high literacy rate, which supports a skilled workforce conducive to various industries. Although specific data on English proficiency is limited, the region's engagement in industries like tourism suggests that language skills play a role in enhancing visitor experiences and driving tourism revenue⁶.

1.2.1 'Formalisation' of MSMEs and Udyam Registration

The Udyog Aadhar Memorandum, a brief online registration platform created for Micro, Small, and Medium Enterprises (MSMEs), has been replaced by the Udyam Registration Portal. This shift was initiated through a notification from the Ministry of Micro, Small and Medium Enterprises on June 26, 2020, as part of the Aatma Nirbhar Bharat initiative. The key reason for this modification was the inclusion of the updated definition for MSMEs. For Dadra & Nagar Haveli and Daman & Diu, the Udyam registration of MSMEs stands at 20,398 units. Among these, approximately 92.7% (18,891 units) are micro enterprises, while small enterprises make up about 6.2% (1,270 units), and medium enterprises account for around 1.1% (237 units)⁷

The Table below indicates that the average registration % of MSMEs in Union Territories is around 54%, while for Dadra and Nagar Haveli and Daman and Diu the number of MSMEs registered stands at ~66.67%⁸.

Table 2 Udyam Registration of MSMEs across Union Territories

State	No. of MSMEs present	No. of Udyam Registered	% Registered
Delhi	9.36	5.5	58.76
Jammu & Kashmir and Ladakh	7.09	3.79	53.46
Chandigarh	0.56	0.35	62.50
Puducherry	0.96	0.33	34.38
Dadra and Nagar Haveli and Daman and Diu	0.24	0.16	66.67
Andaman and Nicobar Islands	0.19	0.11	57.89
Lakshadweep	0.02	0.01	50.00

1.2.2 Social Category and Gender-wise Distribution of MSMEs

The Udyam registration portal shows a total of 19,349 MSMEs, with 3,545 of them being women-owned enterprises, accounting for approximately 18% of the total MSME registrations in the region.

Additionally, a significant portion of MSMEs registered on Udyam, specifically 79% belongs to the General Category. 12% represent the OBC category, and 7%- 9% are from the SC/ ST communities. This diversity within the MSME sector reflects the inclusive entrepreneurial landscape in the state.

⁵ (Industrial Development & Economic Growth in Dadra & Nagar Haveli and Daman & Diu | IBEF, n.d.)

⁶ (Planning and Statistics | UT of Dadra and Nagar Haveli and Daman and Diu | India, n.d.)

⁷ (State wise Udyam registration. (n.d.). https://dashboard.msme.gov.in/Udyam_Statewise.aspx)

⁸ (State wise Udyam registration. (n.d.). https://dashboard.msme.gov.in/Udyam_Statewise.aspx)

Figure 3- Gender Distribution

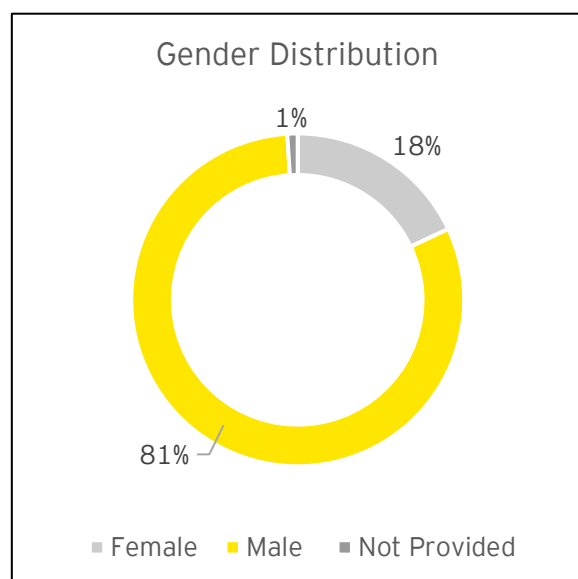
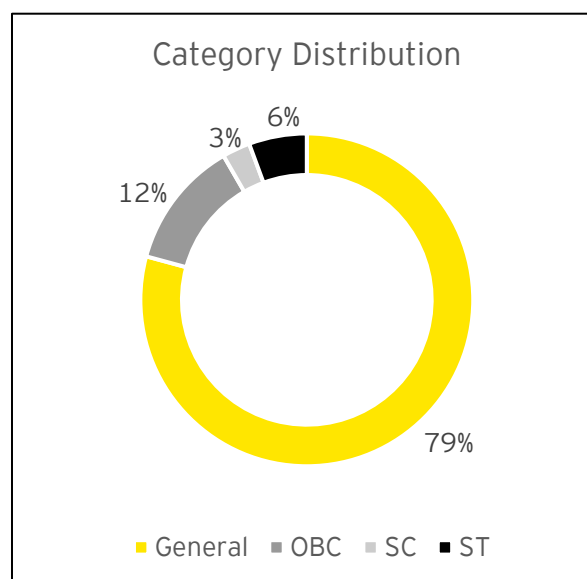


Figure 4 - Category Distribution



1.2.3 Geographical Distribution of MSMEs

There is a total of 19,349 Udyam registered MSMEs in Dadra and Nagar Haveli and Daman and Diu across 3 districts. The district with the highest number of registered MSMEs is Dadra and Nagar Haveli with 13,266 MSMEs, followed by Daman with 6,071 MSMEs. The district with the lowest number of registered MSMEs in Diu with 12 MSMEs⁹.

In terms of the size of the MSMEs, Micro enterprises constitute the majority of the registered MSMEs in all districts, with small and medium enterprises forming a very small percentage of the total MSMEs.

Table 3 - Details of District wise Udyam Registered MSMEs in Dadra and Nagar Haveli and Daman and Diu

S.no.	District Name	Total Udyam	Micro	Small	Medium ¹⁰
1	Daman	6,071	5,538	450	83
2	Dadra and Nagar Haveli	13,266	12,477	665	124
3	Diu	12	12	0	0
Total		19,349	18,027	1,115	207

⁹ State wise Udyam Data

¹⁰ Udyam Data

Figure 5 - Size of MSMEs

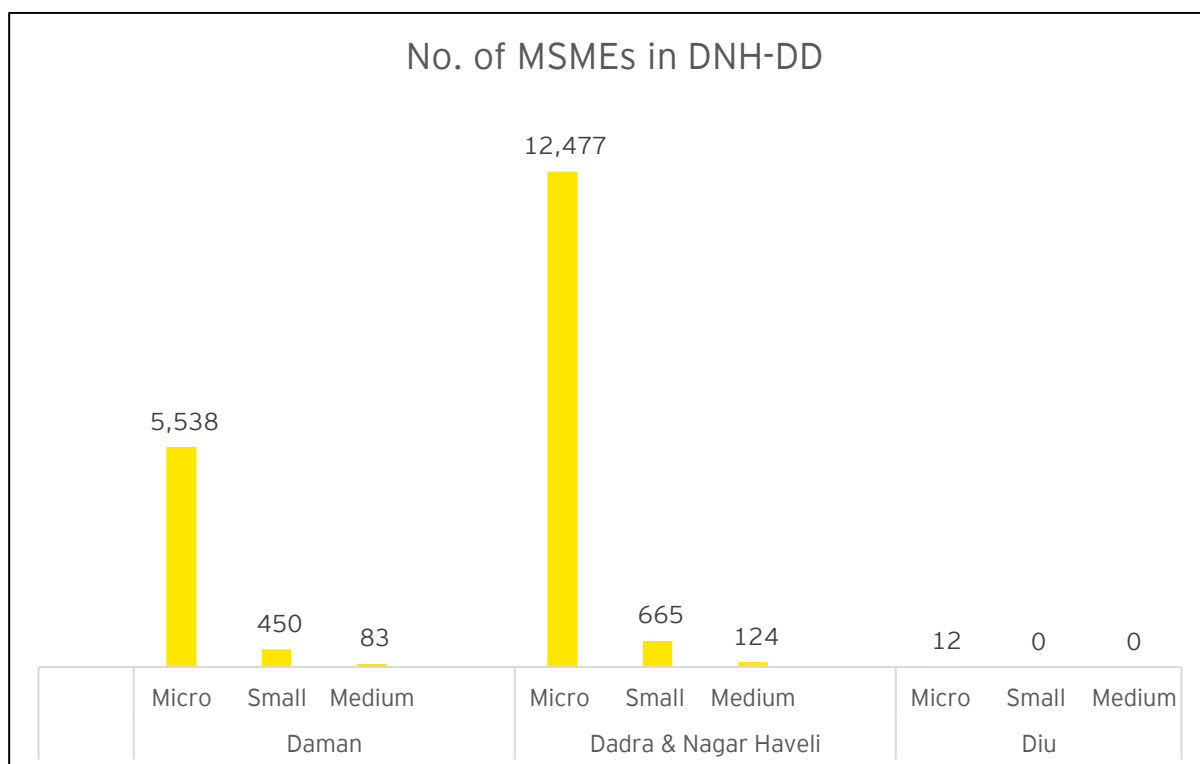


Figure 6 - Type of Organization

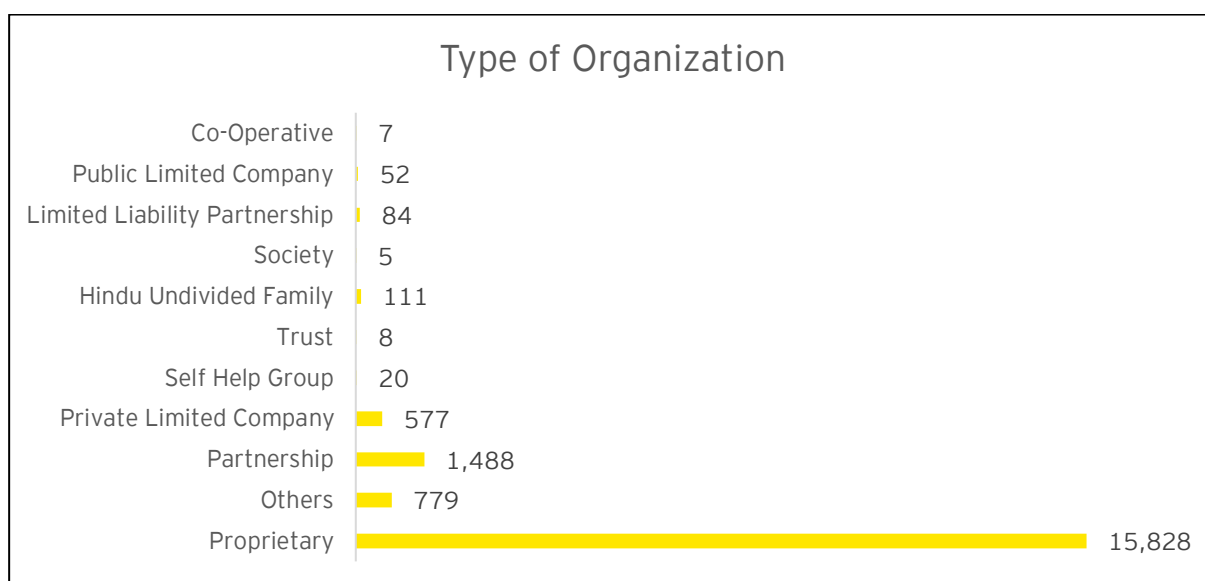


Figure 7 - Primary Activity of MSMEs

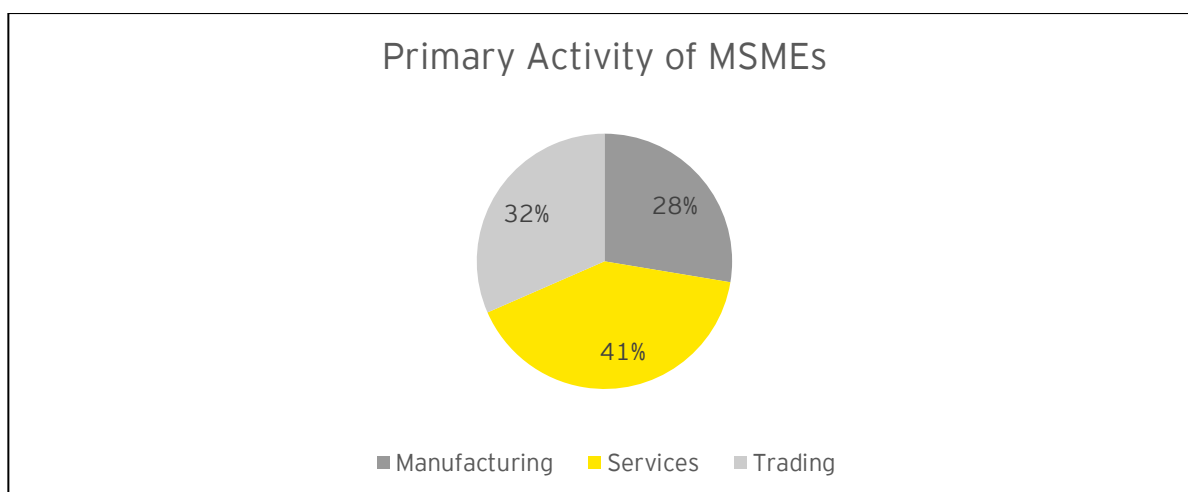
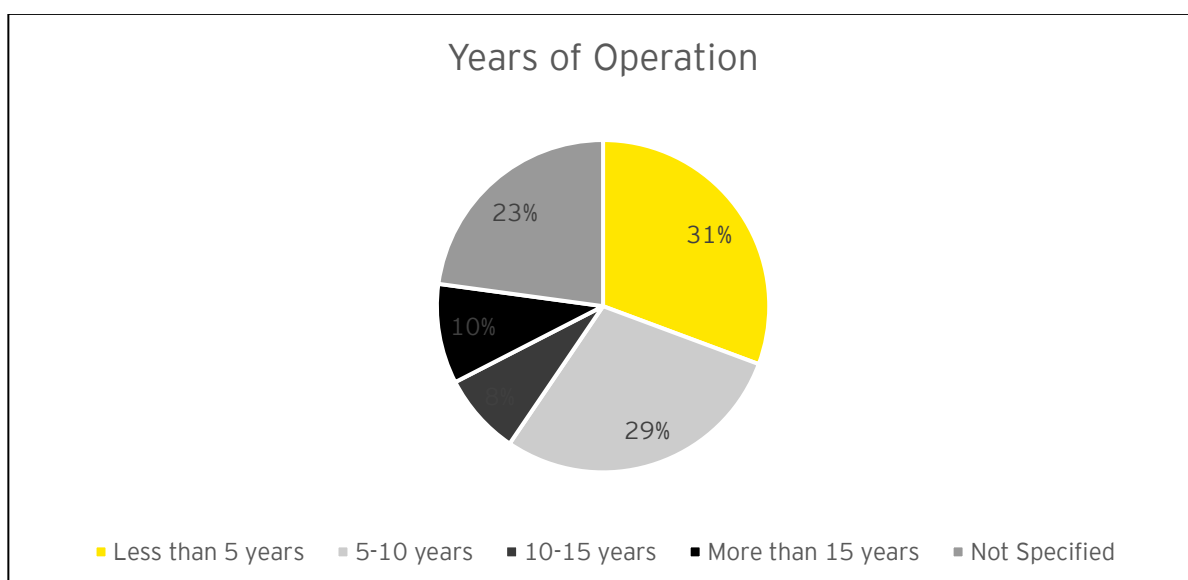


Figure 8 - Years of Operation of MSMEs



1.3 MSME contribution to GSDP and GVA in Dadra and Nagar Haveli and Daman and Diu

The Gross State Domestic Product (GSDP) projections provided by the District Industries Centre (DIC) for the Union Territory of Dadra & Nagar Haveli and Daman & Diu indicate steady economic growth over the five-year period from 2022 to 2026. The GSDP is expected to increase from ₹39,830 crores in 2022 to ₹48,325 ¹¹crores by 2026, showing a compound annual growth rate (CAGR) of approximately 5% per year. This consistent upward trend highlights an optimistic outlook for economic expansion in the UT.

¹¹ Vision 2047 - U. T of DNH & DD

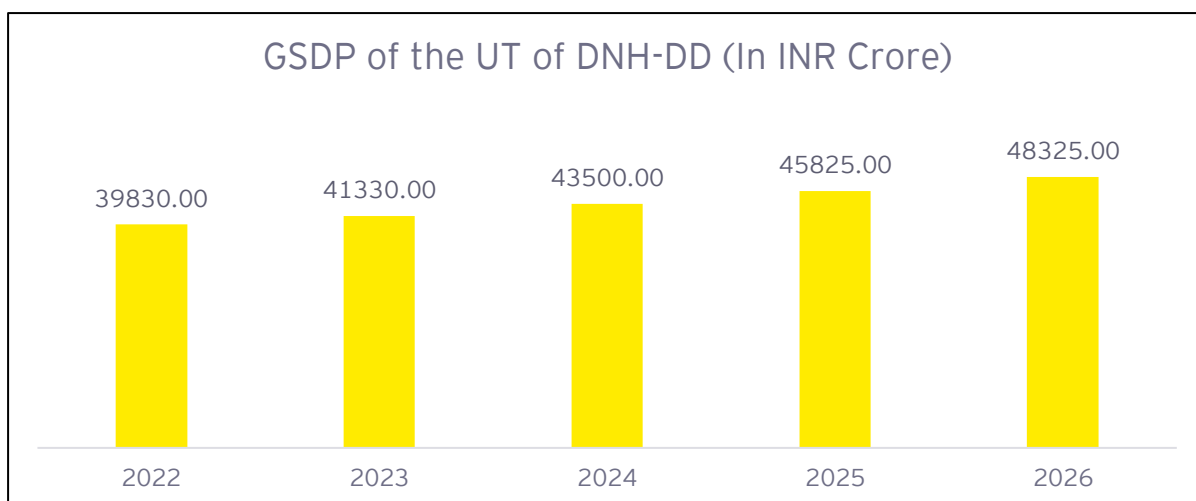


Figure 9 - GSDP of the UT of DNH-DD

The projected GSDP growth suggests that DNH-DD is on a positive economic trajectory, potentially driven by the development of industries, infrastructure investment, and increased support for local businesses, especially MSMEs. This growth can bring about more employment opportunities and improve the standard of living for the residents. However, sustaining this growth will likely require ongoing efforts to address infrastructure challenges, boost productivity in key sectors, and enhance resource allocation.

1.4 MSME Competitiveness and Determining Factors

1.4.1 Geographical Context

a. Land

The Union Territory of Dadra and Nagar Haveli and Daman and Diu features a diverse landscape characterized by both hilly and coastal regions. In Dadra and Nagar Haveli, the terrain is predominantly hilly, with the northeastern and southeastern parts bordered by the Sahyadri Mountains (Western Ghats). The region is traversed by the Daman Ganga River and its tributaries, which flow through the central plains, providing vital water resources. Approximately 40% of Dadra and Nagar Haveli is covered by forests. In contrast, Daman district is situated on an alluvial coastal plain along the Gulf of Khambhat, while Diu district occupies an island at the southern tip of the Kathiawar Peninsula, also along the Gulf of Khambhat.

Table 4 - Table summarizing the geographical features of Dadra & Nagar Haveli, Daman, and Diu

Region	Description
Dadra & Nagar Haveli	Landlocked Union Territory at the foothills of the Western Ghats with hilly terrain in the northeast. Intersected by the Daman Ganga River, which flows into the Arabian Sea at Daman.
Daman	Located 200 km north of Mumbai, divided into Moti Daman and Nani Daman by the Daman Ganga River. Spans 11 km north to south and 8 km east to west, with an altitude of 12 meters above sea level.
Diu	Island connected to Gujarat by bridges, measuring 4.6 km north to south and 13.8 km east to west. Generally flat with hillocks reaching up to 30 meters.

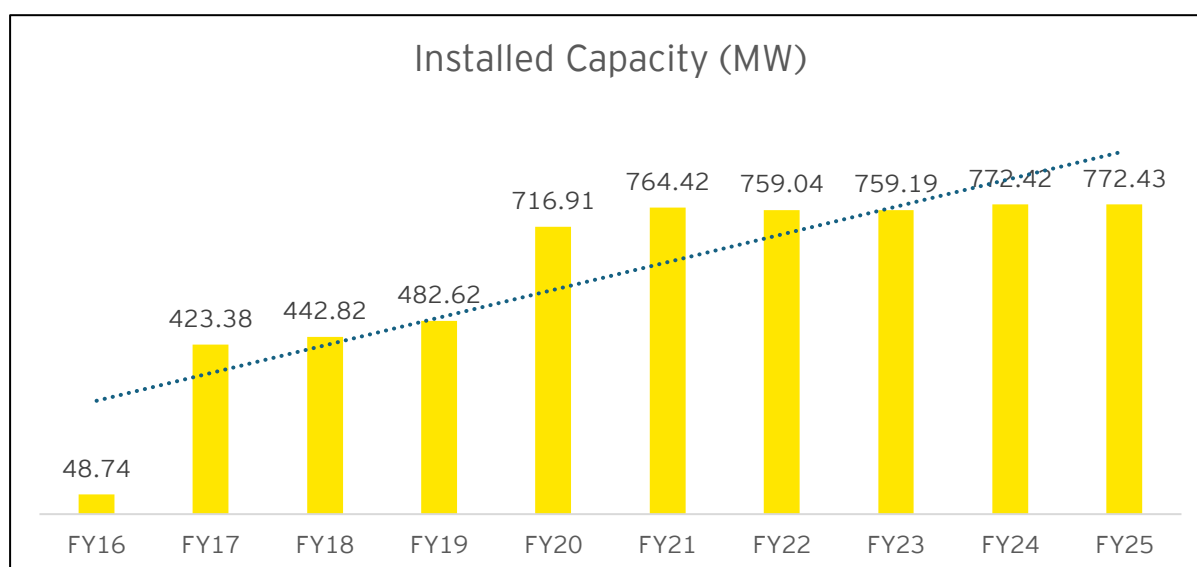
1.4.2 Infrastructure

a. Energy

In the context of MSME competitiveness, the power network in the Union Territory of Dadra & Nagar Haveli and Daman & Diu plays a crucial role. The power network in the Union Territory is overseen by the Electricity Department, which operates under the Secretary (Power). The total installed capacity for FY24 includes 525.95 MW managed by central utilities and 246.47 MW by private companies. The network is predominantly thermal based with 696.73 MW, while nuclear and renewable energy sources contribute 16 MW and 46.47 MW, respectively. The industrial sector is the largest consumer of electricity, followed by the domestic sector. Recent developments include plans to expand solar PV capacity in Diu, acquisitions by Torrent Power Limited to enhance distribution capabilities, and a power purchase agreement by ReNew Power for a 400 MW round-the-clock supply. Overall, these initiatives are designed to strengthen the power network, ultimately supporting the growth and competitiveness of MSMEs in the region by ensuring a more reliable, diversified, and cost-effective energy supply.¹²

Figure 10 Installed Power Capacity (MW) DNH and DD

Figure 10 - Installed Capacity (MW)



b. Water

The Union Territory has access to adequate water resources, including the Daman Ganga River, which supports irrigation and domestic needs. However, to promote sustainable practices, the government encourages industries that are less water intensive. Desalination plants and rainwater harvesting systems are also being promoted to address water scarcity issues.

The **Daman Ganga River** originates in the Sahyadri hills of Maharashtra, specifically from the Nasik district, and flows westward through DNH and DD before emptying into the Arabian Sea. This river is essential for both irrigation and industrial purposes, serving as a critical water source for the region's agricultural activities and economic development.

A significant initiative in the region is the **Daman Ganga Reservoir Project**, a collaborative venture involving Gujarat, DNH, and DD. This project supports irrigation for approximately **7,044 hectares** of land while also providing water for industrial use. The reservoir plays a crucial role in

¹² *Industrial Development & Economic Growth in Dadra & Nagar Haveli and Daman & Diu* | IBEF. (n.d.). India Brand Equity Foundation. <https://www.ibef.org/states/dadra-nagar-haveli-and-daman-diu>

managing water supply across these territories, ensuring that agricultural and Industrial needs are met effectively¹³

c. Transport Network

c.1. Road

The road infrastructure in the Union Territory is well-developed, with NH-8 (Mumbai-Vadodara-Delhi Western Express Highway) connecting to Dadra & Nagar Haveli and all villages being accessible by road. NH-251 links Una in Gujarat with Ghoghla in Daman & Diu. The proposed eight-lane Baroda-Mumbai expressway is expected to pass through Maharashtra, Gujarat, and Dadra & Nagar Haveli, enhancing investment opportunities in the region. In January 2020, the Ministry of Road Transport & Highways introduced the new vehicle registration mark "DD" for the territory. Additionally, in the Union Budget 2024-25, Rs. 408.48 crore (US\$ 49.33 million) was allocated for road and bridge projects by the Ministry of Home Affairs.¹⁴

Table 5 - Table summarizing road length of Dadra & Nagar Haveli, Daman and Diu

Road Type	Road Length (km)	Dadra & Nagar Haveli	Daman and Diu
National Highways (as of Dec 2022)	37	37	22
Total Length of the Road (as of FY22)	993.39	993.39	89.7

c.2. Railway: The Union Territory of Dadra and Nagar Haveli & Daman and Diu do not have their own dedicated railway stations. However, they are connected to the broader Indian Railways network via the nearby Vapi railway station in Gujarat. Vapi, approximately 12 kilometres from Daman and 16 kilometres from Silvassa, is a major railhead on the Western Railway zone and serves as a significant gateway for both passenger and freight services. It connects Daman and Diu to key cities such as Mumbai and Ahmedabad, providing essential links for travel and trade.

c.3. Airways: Diu has a domestic airport offering flights to and from Mumbai, Ahmedabad, and Bhuj. In the fiscal year 2024, the airport served 66,252 passengers. The Union Budget for 2024-25 includes an allocation of ₹45.02 crore (US\$5.4 million) by the Ministry of Home Affairs for civil aviation initiatives. Additionally, in August 2020, the Indian government introduced the Regional Connectivity Scheme known as Udan (Ude Desh Ka Aam Nagrik) to enhance connectivity between smaller cities in India. Through this scheme, passengers in Diu now have the option to fly to and from Surat and Vadodara.

c.4. Port: The port of Diu, classified as a minor port under Section 4 of the Indian Port Act of 1908, is situated on the western coast of the Arabian Sea in Gujarat's Saurashtra region. Currently, fishing

¹³ *Agriculture - UTLBC Dadra & Nagar Haveli - Diu & Daman.* (2020, September 30). UTLBC Dadra & Nagar Haveli - Diu & Daman.

¹⁴ *Industrial Development & Economic Growth in Dadra & Nagar Haveli and Daman & diu* / IBEF. (n.d.). India Brand Equity Foundation.

is the primary activity at the port. However, there is growing interest in providing passenger services between Diu and Mumbai, as well as offering cruise boat tours for tourists. According to the Union Budget for 2024-25, the Ministry of Home Affairs has allocated ₹0.52 crore (US\$0.1 million) for the development and construction of ports and lighthouses.

Table 6 - Table summarizing Port centre Dadra & Nagar Haveli, Daman, and Diu

Port Centre	Type of Berth	Size of Berth (m)	Purpose
Diu	Solid Wharf	170	Passenger/Cargo
Ghogha	Pile "T" Jetty	60	Fishing
Vanakbara	Solid Wharf	1,100	Fishing
Vanakbara	Pile Jetty	135	Fishing

1.4.3 Skill Development and Entrepreneurship

The Skill Gap Report for 2017 to 2022 by National Skill Development Corporation (NSDC) has identified 7 thrust sectors with high investment potential and demand for skilled manpower.

- ▶ IT/ITES
- ▶ Tourism & Hospitality
- ▶ Textile
- ▶ Automotive
- ▶ Leather & Rubber
- ▶ Chemical & Pharmaceuticals
- ▶ Paper & Plastic Packaging

The Supply of manpower in the UT is categorised into 13 learner segments described in the table below:

Institutions At a Glance

Table 7 - Institutions at a Glance

Sl. No	Type of College	Government	Private	Total
1	Independent Institutions	0	0	0
2	Medical	1	0	1
3	Dental	0	1	1
4	Nursing	2	0	2
5	Veterinary	0	0	0
6	Engineering	2	0	2
7	Arts, Science and Commerce	2	0	2
8	Research Institution (VCRC)	0	0	0
9	Agriculture and Research Institution (PAJANCOA)	0	0	0
10	Law	2	0	2
11	Education (B.Ed & D.T.Ed)	0	1	0
12	Polytechnic College	3	0	3

13	Catering	0	0	0
14	Paramedical	1	0	1
	Total	12	2	14

The educational landscape in this region is primarily government-focused, particularly in fields like nursing, engineering, and law. However, there are noticeable gaps in veterinary, agricultural, and catering education, which may require attention to ensure a well-rounded educational offering. The limited presence of private institutions also indicates that most educational opportunities are provided by the government, potentially reflecting a commitment to accessible education for all students.¹⁵

DDSDM act as an apex body for monitoring, co-ordination and convergence related to Skill Development & Entrepreneurship activities to leverage employability. Secretary, Education acts as Ex-Officio Chairman., DDSDM also converges skilling, activity carried out by U.T. Administration of the Dadar and Nagar Haveli and Daman and Diu and monitor and evaluate the performance of various scheme, and also integrated strategy for enhancing the employability of youth in the UT. The mission aims to create a trained work force competent enough to work in the present industrial environment. The mission has successfully implemented Phase 1,2,3, of Pradhan Mantri Kaushal Vikas Yojana (PMKVY).

Table 8 - Dadar and Nagar Haveli and Daman and Diu Training details of PMKVY 2.0 and PMKVY 3.0 (2016-21): (Source MSD: Annual report (2022-2023))

State /UT	(Short Term) Recognition of Grand Total Training (STT)			Recognition [including Prior Learning Special Projects (SP) (RPL)] ¹⁶		Grand Total	
Dadar and Nagar Haveli and Daman and Diu	Trained	Certified	Placed	Oriented	Certified	Total Oriented	Total Certified
PMKVY 2.0	2,817	2,441	1,808	4,289	3,903	7,106	6,344
PMKVY 3.0	281	158	32	2	2	283	160

Under the Pradhan Mantri Kaushal Vikas Yojana (PMKVY) in the Union Territory of Dadar and Nagar Haveli and Daman and Diu, during PMKVY 2.0, 2,817 individuals were trained, 2,441 were certified, and 1,808 were placed through Short Term Training (STT) programs. Additionally, 4,289 individuals were oriented and 3,903 were certified under Recognition of Prior Learning (RPL) and Special Projects (SP), totalling 7,106 oriented and 6,344 certified participants. During PMKVY 3.0, 281 individuals were trained, 158 were certified, and 32 were placed through STT programs, while 2 were

¹⁵ Socio economic survey data 2

¹⁶ DIC Data

oriented and 2 were certified under RPL and SP, resulting in a total of 283 oriented and 160 certified participants.

Table 9 - Training Places in the U.T. of Dadra and Nagar Haveli and Daman and Diu

Sl.No.	Trade	Training Places Located			
		Dadra & Nagar Haveli	Daman	Diu	Total
1	FITTER ¹⁷	3	3	2	8
2	Electrician	3	3	2	8
3	Refrigeration & Air Conditioner Mechanic	-	2	2	4
4	Wireman	3	-	2	5
5	Turner	3	2	-	5
6	Welder	3	1	1	5
7	Sewing Technology	-	1	1	2
8	Computer Operator & Programming Assistant (COPA)	1	2	1	4
9	Information Technology and Electronics System Maintenance (I & CTSM)	2	1	-	3
10	Plastic Processing Operator Trade (PPO)	-	1	-	1
11	Electronics Mechanic	-	-	1	1
12	Fashion Design and Technology	-	1	-	1
13	Machinist	-	1	-	1
14	Marine Engineering Technical Trade	-	-	1	1
15	Travel Tour Assistant	-	-	-	0
16	Mechanical Diesel	-	1	1	2
17	Assistant Tourist Guide	-	-	-	0
18	E-Commerce	-	-	-	0
19	Mechanic Motor Vehicle	2	-	-	2
20	Secretarial Practice (English)	1	-	-	1
TOTAL		21	19	14	54

Centrally Sponsored Scheme

- Upgradation of 1396 ITIs through PPP Mode: The objectives of the scheme are offering training to:

¹⁷ [DNH & DD Socio Economic data 2021.pdf](#)

- ▶ New job entrants through
 - a) Existing trades (s) (upgraded to match the standards laid down)
 - b) Starting of new trades
 - c) Conduct of short-term training programmes with customized skill training
- ▶ Existing workers
- ▶ Workers of unorganised sectors
- ▶ Upgradation of Existing Government ITIs into Model it is

1.4.3 Access to Finance

The RBI report of the Expert Committee on MSMEs estimates an overall credit gap of around Rs. 20-25 lakh crores in India. Providing financial services to MSMEs generally involve greater costs and higher risks compared with serving other types of enterprises. This problem is compounded by so-called “thin file” customers with limited to no-credit histories.

Lack of adequate and timely access to credit is one of the often-cited challenges confronting MSMEs. The credit requirements depend on the enterprises size, sector of operation, customer segment, and stage of development. MSMEs often grapple with fluctuations in cash flow, especially during seasonal variations or economic uncertainties. Access to credit helps them manage working capital requirements and ensure smooth day-to-day operations. From a growth perspective, credit allows MSMEs to invest in critical areas such as infrastructure, technology, machinery, and manpower.

The key stakeholders participating in MSME financing ecosystem may be classified into following three categories:

Image 2 - Key Stakeholders in MSME Financing



a. Formal Lending Institutions

Formal lending institutions include a wide range of financial institutions that provide loans and credit services to enterprises, including MSMEs. These institutions play a vital role in the economy by facilitating access to capital for various purposes.

a.1. Banking Financial Institutions

Banking landscape across the DNH (Dadra and Nagar Haveli), Daman, and Diu districts, covering various metrics such as the number of banks, deposits, credit, and the presence of different types of financial institutions. The total number of banks across these three districts amounts to 57, with the majority being scheduled banks (50), and a smaller share comprising cooperative banks (3). Similarly, there are 110 total bank branches, with 96 belonging to scheduled banks and 10 to cooperative banks, reflecting a strong emphasis on scheduled banking institutions in the region.

Table 10 - Banks and branches in Dadra and Nagar Haveli and Daman and Diu

S.No	Particulars	Unit	DNH District	Daman District	Diu District	UT Total
Banks and Branches						
1	No. of Banks	No.	25	22	10	57
	Schedule banks ¹⁸	No.	25	20	5	50
	Deposit		6850.17	4156.8	2405.48	13412.5
	Credit		3952.78	1748.89	133.76	5835.43
	Cooperative Banks	No.	0	2	1	3
	Deposit		0	328.02	294.46	622.48
	Credit		0	137.09	105.85	242.94
2	Branches	No.	54	39	17	110
	Schedule banks	No.	54	33	9	96
	Deposit		6850.17	4156.8	2405.8	13412.8
	Credit		3952.78	1748.89	133.76	5835.43
	Cooperative Banks	No.	0	6	4	10
	Deposit		0	328.02	294.46	622.48
	Credit		0	137.09	105.85	242.94
3	Banking Offices	No.	54	39	17	110
4	Private Banks	No.	13	10	4	27
	Deposit		1889.7	-	269.02	2158.72
	Credit		2383.37	-	42.67	2426.04

Banking Development in U.T. of Dadra and Nagar Haveli and Daman and Diu (Amount in Rs. Cr.)

Table 11 - Banking Development in U.T. of Dadra and Nagar Haveli and Daman and Diu

Data on bank branches and loan disbursement details (As on 30.06.2024)		
Data Required	Details	Values
Total Number of Branches	Rural Branches	6
	Urban Branches	33
Financial Data	Total Deposits	5331.42 Cr.
	Total Advances	2631.41 Cr.
	Advances to Priority Sectors	1297.6 Cr.
	Advances to the Agricultural Sector	82.79 Cr.
	Loans Disbursed to ST/SC	2.55 Cr.
Commercial Banks	Number of Commercial Banks in Daman	22 Banks
Loan Disbursement and Repayment	Details on Loan Disbursement	1070.21Cr.
	Repayment Rates	Depends on individual Banks
	Outstanding Loan Amounts	2631.39 Cr.
Credit Guarantee Fund Trust for Micro and Small Enterprises	Over the last five years, MSEs and guarantee approvals under CGTMSE and CGS I & II in Daman and DNH&DD have consistently grown.	

¹⁸ Through DIC office from LDM

The banking landscape in the Union Territory of Dadra and Nagar Haveli and Daman and Diu reveals both opportunities and challenges, as evidenced by the data as of June 30, 2024. The region hosts a total of **39 bank branches**, with **6 located in rural areas** and **33 in urban settings**. This distribution suggests a significant focus on urban banking, which may neglect the financial needs of rural populations, potentially exacerbating economic disparities.

The financial data indicates robust total deposits amounting to **₹5,331.42 crore** and total advances of **₹2,631.41 crore**, reflecting a healthy deposit base relative to lending activities. However, the advances to priority sectors, which are crucial for supporting underprivileged groups and sectors such as agriculture, stand at **₹1,297.6 crore**, with only **₹82.79 crore** specifically allocated to the agricultural sector. This allocation highlights a critical gap in financial support for agriculture, which is vital for the local economy where a significant portion of the population relies on farming. Loans disbursed specifically to Scheduled Tribes (ST) and Scheduled Castes (SC) amount to just **₹2.55 crore**, indicating limited access to credit for these marginalized communities. Such figures underscore the need for targeted interventions to enhance financial inclusion and ensure equitable access to credit.

The presence of **22 commercial banks** in Daman reflects a competitive banking environment; however, the effectiveness of these institutions in serving diverse community needs remains questionable given the disparities in loan disbursement across different sectors. The total loan disbursement recorded is **₹1,070.21 crore**, but repayment rates are variable and depend on individual banks' policies, complicating the assessment of overall financial health within the territory. The outstanding loan amounts total **₹2,631.39 crore**, suggesting that while borrowing is substantial, there may be challenges related to repayment or sustainability of these loans among borrowers.

Given this financial landscape, there is a clear need for intervention to improve access to banking services, particularly in rural areas where only a small fraction of branches are located. Enhancing financial literacy programs can empower residents to utilize banking services effectively. Additionally, increasing funding for agricultural loans and prioritizing lending to ST/SC communities can help bridge existing gaps. Moreover, fostering partnerships between banks and local businesses could stimulate economic growth by ensuring that funds are directed towards sectors that drive employment and income generation. Addressing these issues will not only improve financial inclusion but also contribute to sustainable economic development in Dadra and Nagar Haveli and Daman and Diu.

a.2. State Level Bankers Committee (SLBC)

The State Level Bankers Committee is convened by lead Bank convenor SLBC UTP to review the performance of the banks under annual credit plans (ACP), Government sponsored schemes, subsidy programmes etc. Bank of Baroda is the Lead bank in UT of Dadra and Nagar Haveli and Daman and Diu. During the SLBC meeting all the issues pertaining to the Banking Sector of UT of DNH & DD will be analyzed. While reviewing some of the banks have performed well in respect of CD ratio, Disbursement of Loans, etc., Low performance banks have been requested to improve the performance in all parameters. NABARD guidelines & RBI guidelines are followed to achieve the targets.

a.3. Govt Programmes

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.

a.4. Credit Guarantee Funds Trust for Micro and Small Enterprises (CGTMSE)

CGTMSE is a trust established by the Government of India, under the Ministry of Micro, Small and Medium Enterprises (MoMSME) and Small Industries Development Bank of India (SIDBI), to provides

Guarantees for extending collateral free lending to Micro and Small Enterprises through banks and financial institutions (including NBFCs). The Scheme covers collateral free credit facility (term loan and/ or working capital) extended by eligible lending institutions to new and existing micro and small enterprises up to Rs. 200 lakh per borrowing unit. The guaranteed cover provided under this scheme varies from 75 % to 85 % depending upon the quantum of loan and type of beneficiary. A nominal amount towards an Annual Guarantee Fee for the credit facility sanctioned is charged on the outstanding loan amount.

Table 12 - Performance of Dadra and Nagar Haveli and Daman and Diu in CGTMSE scheme (from 2018-19 to 2022-23)

FY	Number of Cases	Credit Guarantee Extended Amount (in Rs. Cr.)
2018-19	184	51.74
2019-20	447	59.36
2020-21	681	38.84
2021-22	443	98.86
2022-23	208	40.28

In the financial year 2022-23, Dadra and Nagar Haveli and Daman and Diu ranked **8th** among all states and Union Territories in India in terms of the number of cases received under the Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE), with a total of **208¹⁹ cases**. In terms of the amount of credit guarantee extended, the Union Territory secured the **9th position**, with a total guarantee amounting to **₹40.28 crore**.

a. Alternate Financing Mechanisms

MSMEs, by definition, have less resilience given their weak balance sheets and revenue uncertainties. This is particularly true in sectors where differentiation is low and there is no intellectual property or brand salience. The risk in lending to MSMEs is therefore skewed, particularly with respect to more toward micro enterprises. This inherent risk hinders MSMEs access to adequate, affordable, and timely access to credit impacting cash flow management. This is further exacerbated due to factors such as delayed payments by buyers, including Government entities and other players in the supply chain.

Trade Receivables Discounting System (TReDS) is an innovative online platform seeks to provide MSMEs 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 Dadra and Nagar Haveli and Daman & Diu needs active efforts.

TReDS is comprised of multiple platforms, each aimed at connecting buyers, sellers, and financiers. The major platforms operating in India include M1Exchange, RXIL, and Invoice Mart. These platforms play a crucial role in bridging the gap between MSMEs and access to working capital.

- ▶ **RXIL (Receivables Exchange of India Ltd):** RXIL was set up by the Small Industries Development Bank of India (SIDBI) & National Stock Exchange of India Limited (NSE) in December 2014
- ▶ **M1Xchange:** M1Xchange started in 2017 and operated by Mynd Solutions Pvt Limited. M1xchange is the platform which largest value of invoices discounted with a sizeable volume of invoices discounted.
- ▶ **Invoice Mart:** It is promoted by TReDS Ltd. (a joint venture between Axis Bank and mjunction services). Invoice Mart has the largest number of invoices discounted but it is evident that the value of invoices discounted is significantly low.

b. MSME SAMADHAAN

¹⁹ [CGTMSE AR 2023- English.pdf](#)

The Micro, Small, and Medium Enterprise Development (MSMED) act 2006 provides measures to deal with delayed payments to micro and small businesses (MSEs). If the buyer fails to pay the supplier within 45 days of acceptance of the goods/services, the buyer is liable to pay compound interest to the supplier up to three times.

The state governments form a Micro and Small Enterprise Facilitation Council (MSEFC) to resolve payment issues, and any MSE unit with a valid Udyog Aadhaar Number can file a case with the MSEFC.

The Ministry of MSME launched an initiative called Samadhaan Portal that allows MSME units to file online complaints against buyers of products or services. The portal provides information on pending payments, and entrepreneurs can use it to check the status of their online applications for delayed payments. PSE, CEOs, and Secretaries of relevant Ministries are responsible for monitoring delayed payments under their authority and making necessary directions to resolve the issues. The Union Territory of Dadra and Nagar Haveli ranks 47th and Daman and Diu rank 56th among ²⁰all the states with respect to percentage of cases resolved and registered in MSEFCs. The state uploads all relevant cases directly on the Samadhaan Portal and therefore all entries are digitized.

Table 13 - Status of MSME SAMADHAAN in the U.T. of Dadra & Nagar Haveli and Daman & Diu

S.No.	State	Total no. of Cases Filed	Amount Payable (Rs. Crore)	Total No. of Cases Disposed	Amount Involved in Disposed Cases (Rs. Crore)	Total No. of Cases Pending
1	MSEFC Daman & Diu ²¹	99	6.0865	34	4.416	65
2	MSEFC Dadra & Nagar Haveli	88	138.4645	44	9.3554	44
TOTAL		187	144.551	78	13.7714	109

Cluster Development

Cluster development and market dynamics are interrelated concepts that play a vital role in shaping the economic landscape of regions and industries. Clusters often exhibit higher resilience due to the nature of enterprises within the cluster, and when market dynamics change, these enterprises can collectively adapt more effectively. Furthermore, cluster development can drive innovation and respond to changes in market dynamics by aggregating complementary resource, knowledge and expertise.

a. Govt Programmes

The Governments have taken various steps to facilitate and encourage development of clusters within the state.

a.1. SFURTI Scheme

The SFURTI scheme stands for the Scheme of Fund for Regeneration of Traditional Industries, which was launched in 2005 by the Indian government's Ministry of MSME. Its primary objective is to promote the development of industrial clusters in India that are traditionally based.

The scheme aims to provide essential amenities and benefits to these clusters of industries spread across the country, so that they become more competitive in the industry and increase their revenue and profits. The goal is to improve the overall economic development of the traditional industries in India.

²⁰ Council Report (msme.gov.in)

²¹ [Delayed Payment Monitoring System](#)

At present there are no functional clusters under SFURTI²² in U.T of Dadra and Nagar Haveli and Daman and Diu.

a.2. MSE CDP Scheme

The Small Industries Cluster Development Programme (SICDP) was started in the year 1991 by the Government of India's Ministry of Micro, Small and Medium Enterprises (MSMEs) with the aim of promoting and developing small-scale industries in the country. The program was launched as a centrally sponsored scheme to provide financial and technical assistance to MSMEs located in clusters, with the objective of enhancing their competitiveness and productivity.

In October 2007 the erstwhile SICDP scheme was renamed as MSE-CDP (Micro and Small Enterprises - Cluster Development Programme). The scheme intends to support the sustainability and growth of MSEs by addressing common issues such as improvement of technology, skills, quality, market access, etc., through a cluster approach. The latest revamped MSE-CDP scheme aids with Hard interventions, i.e., setting up of Common Facility Centre (CFCs) with maximum eligible project cost of Rs 15.00 cr with GoI contribution of 70% (90% for special category States and for clusters with more than 50% women/micro/village/ SC/ST units). Infrastructure development in the new/ existing industrial estates/areas in which the maximum eligible project cost is Rs 10.00 cr, with GoI contribution amounting to 60% of project cost (80% for special category States and for clusters with more than 50% women/micro/SC/ST units).

A total of 222 CFCs and 335 Infrastructure Development Projects have been approved across India. As of now, the Union Territory of Dadra and Nagar Haveli and Daman and Diu has not undertaken any projects under the CFC initiative, similar to other Union Territories except Jammu & Kashmir. However, there is a significant opportunity for development in sectors such as food processing, plastics, textiles, and pharmaceuticals, which can be leveraged for cluster development. **A Project Management Unit (PMU) could be set up in the UT for the same.**

a.3. Equity Financing for MSMEs

The BSE MSME Exchange plays a crucial role in the economic landscape of India by facilitating equity capital access for Micro, Small, and Medium Enterprises (MSMEs). These enterprises are vital for job creation and innovation, contributing significantly to the country's GDP.

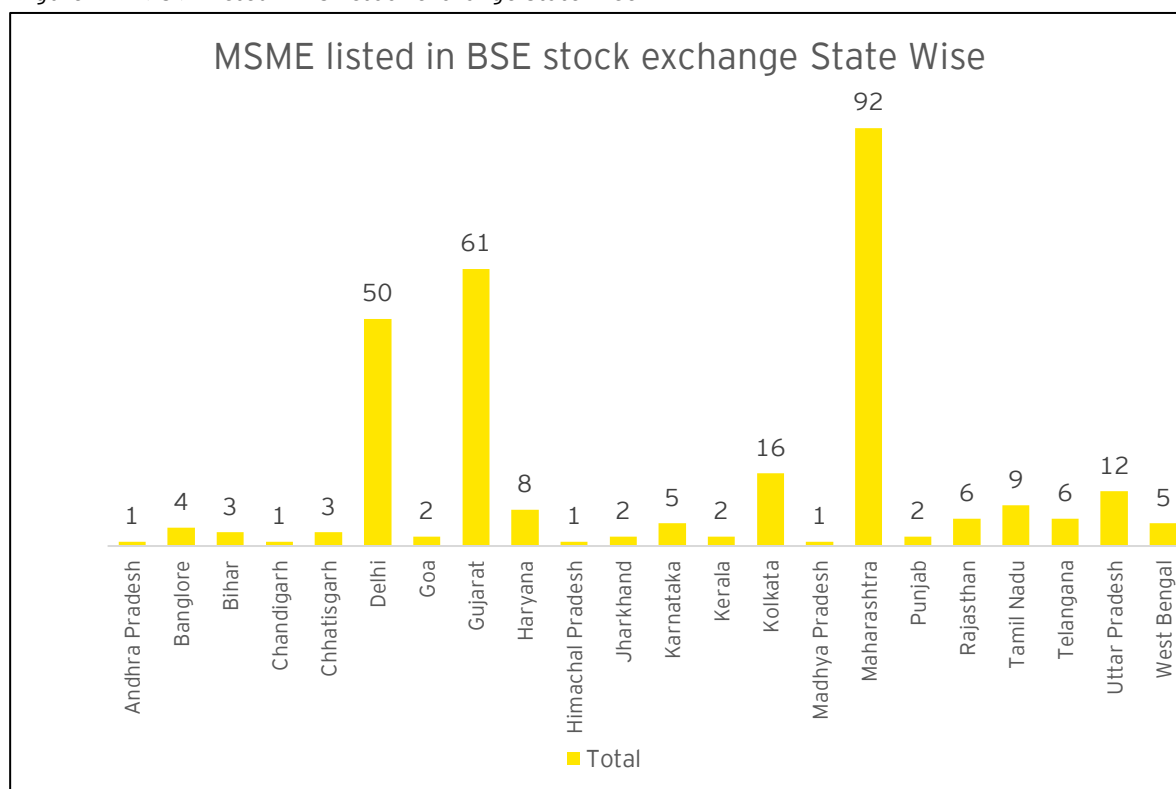
As of now, the exchange boasts 292 registered companies, showcasing a diverse representation across various states and sectors. Maharashtra leads with 92 companies, reflecting its status as a commercial hub with a robust entrepreneurial ecosystem. Following closely are Gujarat and Delhi, with 61 and 50 companies, respectively. This distribution highlights regional strengths in business and industry, with each state offering unique advantages for MSME growth.

In terms of industry representation, the Services sector stands out with 60 companies. This is indicative of the growing emphasis on service-oriented businesses, which range from IT and consulting to hospitality and healthcare. The Capital Goods and Consumer Durables sectors also play significant roles, with 38 and 21 companies respectively, suggesting a balanced industrial base that supports both manufacturing and service delivery.

Overall, the BSE MSME Exchange not only provides a platform for raising funds but also promotes entrepreneurship and fosters economic development across various regions and industries in India. This initiative is crucial for empowering MSMEs, enabling them to expand their operations, innovate, and contribute to sustainable economic growth.

²² SFURTI Reports & DPRs

Figure 11 - MSME listed in BSE stock exchange State Wise



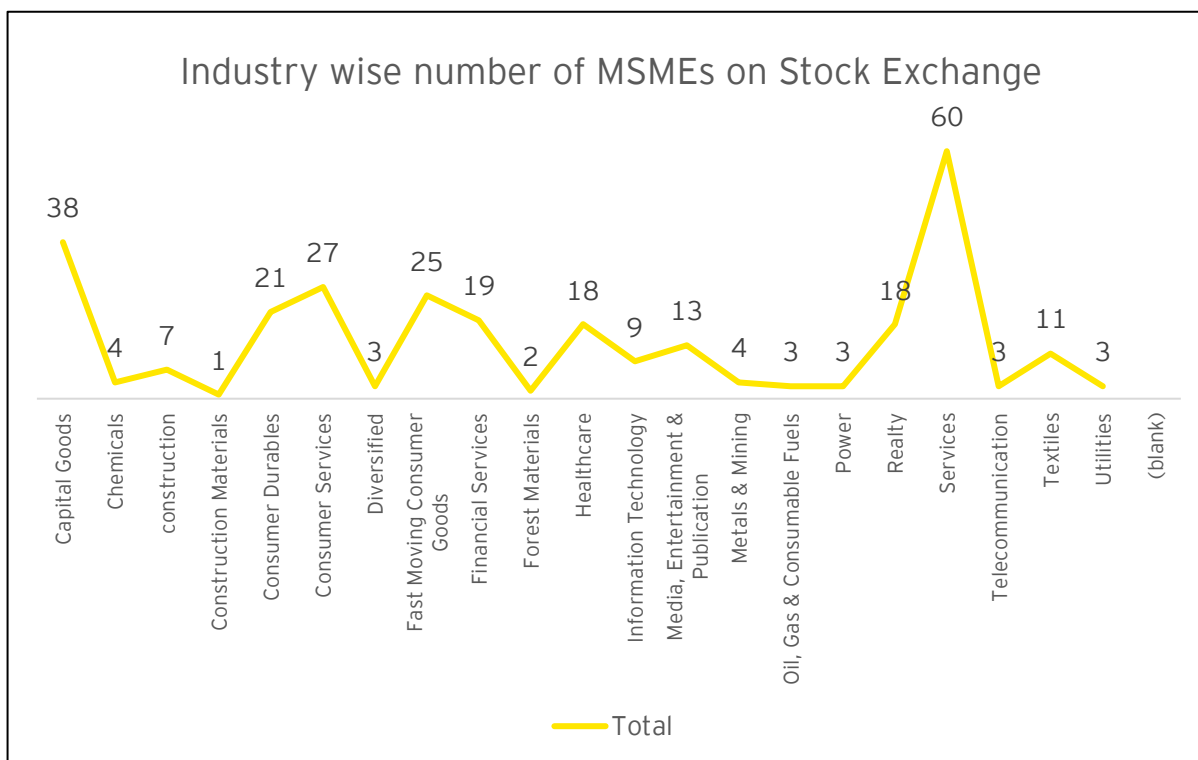


Figure 12 - Industry wise number of MSMEs on Stock Exchange

In Dadra and Nagar Haveli and Daman and Diu, the major industries are electrical equipment, Plastic Products, Pharmaceuticals and textiles. Dadra and Nagar Haveli alone provide 80% of India's Texturizing Yarn.

Figure 13 - Dadra and Nagar Haveli Industrial Profile

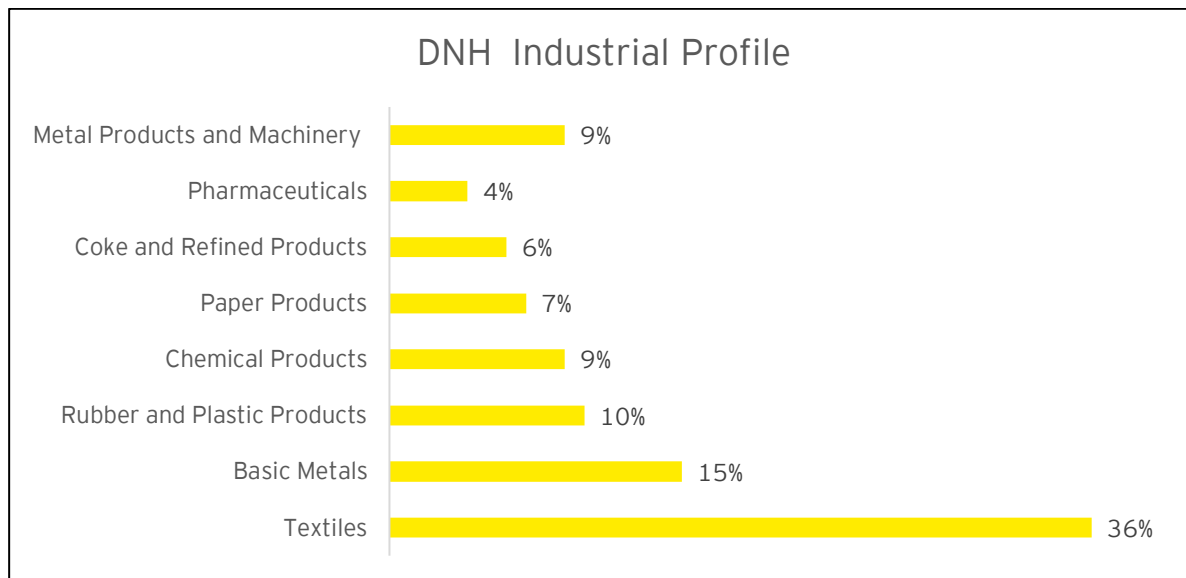
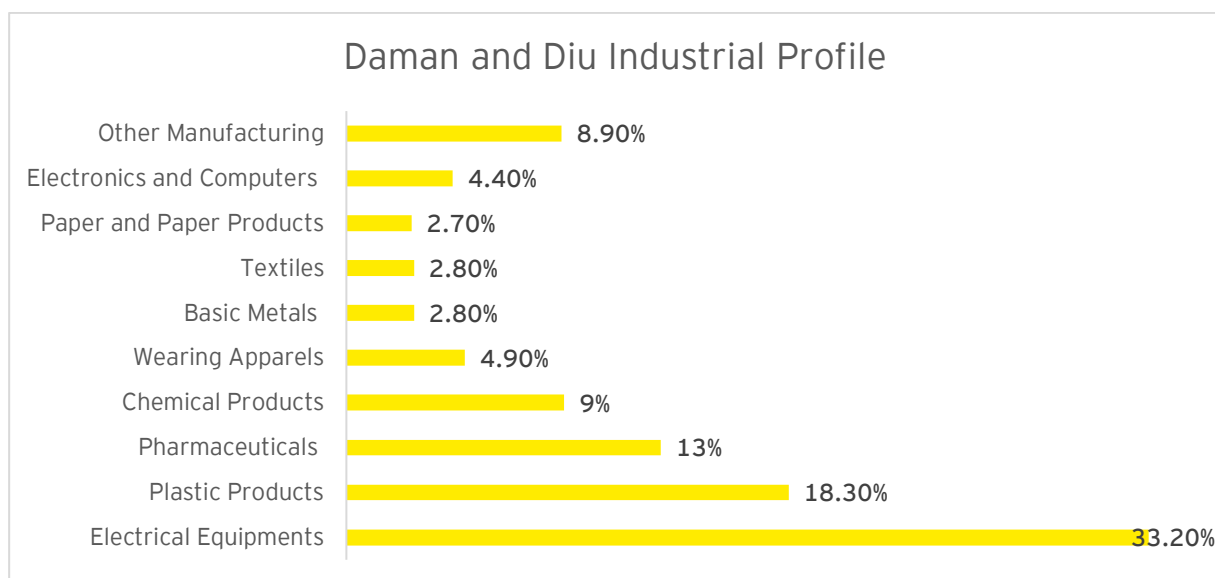


Figure 14 - Daman and Diu Industrial Profile



To gain a deeper understanding of IPO awareness among MSMEs in Dadra & Nagar Haveli and Daman & Diu, particularly focusing on medium sized enterprises, we conducted interviews to identify the level of understanding, challenges, and apprehensions concerning IPOs. The findings are tabulated in the table that follows:

Figure 15 - Understanding, challenges, and apprehensions of MSMEs concerning IPOs

S.No	Factors	Description
1	Capital Requirements	Medium Industries are often prioritizing short term liquidity over long term capital needs due to immediate operational concerns.
2	Market Awareness	Medium Enterprises owners are equating IPOs with larger corporations, failing to see it as viable for their scale
3	Skill Gap	Lack of skilled professionals to guide through the listing process.
4	Market Conditions	Prevailing economic uncertainties like inflation or market volatility can erode investor confidence as medium enterprises are not ready to take this risk
5	Complexity & Time	Medium Enterprises are feeling that the time and complexity involved in the IPO process discourage MSME owners.
6	Lack of Incentives	Not Aware of the State Level Incentives

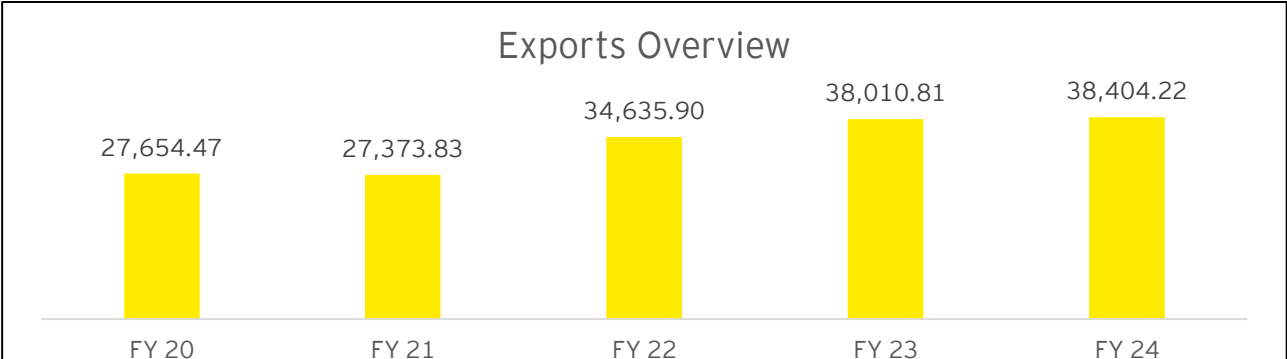
1.4.4 Exports

a. Exports Overview

The overall export scenario for Dadra & Nagar Haveli and Daman & Diu shows robust growth, especially post-COVID-19, with exports bouncing back sharply in FY22 and continuing to grow steadily thereafter. While the pandemic caused a temporary decline in exports in FY21, the region's

strong industrial base, particularly in textiles, plastics, and other key manufacturing sectors, has helped drive sustained export growth. The slight slowdown in growth in FY24 may indicate a plateau in export demand or the effects of global economic uncertainties. However, the union territory remains a strong player in India's export landscape.

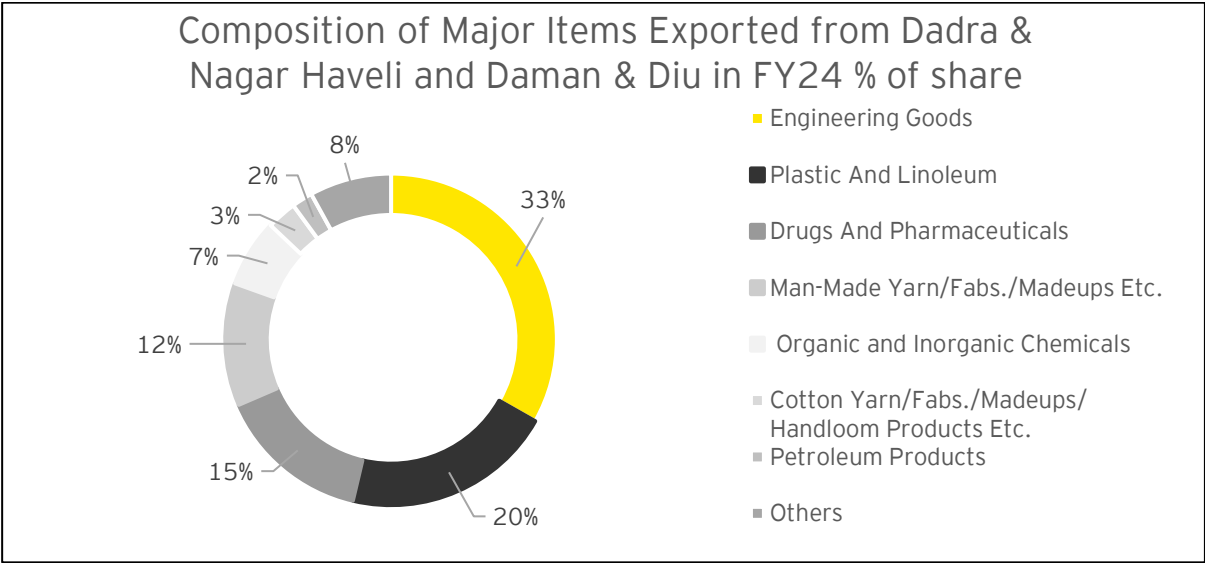
Figure 16 - Exports Overview



The year-on-year growth of exports of Union territory of Dadra and Nagar Haveli and Daman and Diu is on a progressive scale. The dip in growth of exports during 2019-20 was because of global economic slowdown. This trend indicates that merchandise exports contribute positively to the economic profile of the state.²³

The top ten product items exported from the UT for the period from 2015-16 to 2020-21:

Figure 17 - Export Performance of Top Ten Principal Commodities



In FY24, the primary exports from Dadra & Nagar Haveli and Daman & Diu showcased a diverse industrial landscape, with engineering goods leading the way at 33% of total exports. This significant share highlights the region's robust manufacturing capabilities, particularly in machinery and equipment, which cater to both domestic and international markets.

Following closely, plastic and linoleum products accounted for 20% of exports, underscoring the area's strong plastic manufacturing sector. This includes a wide range of products used in construction, packaging, and consumer goods, contributing to the region's reputation as a hub for innovative plastic solutions.

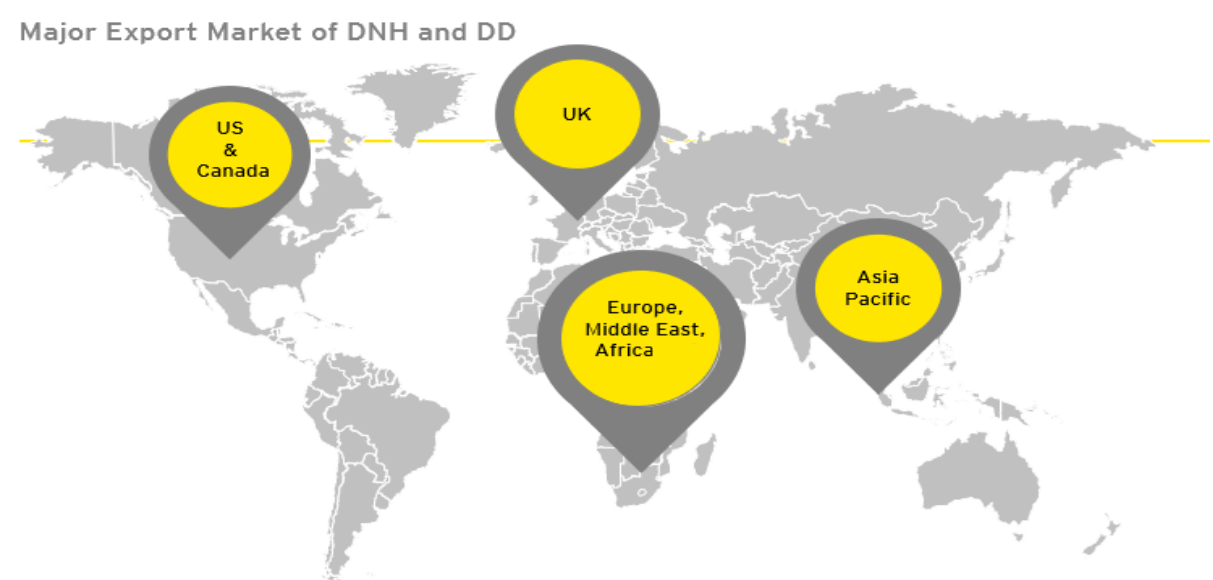
²³ Industrial Development & Economic Growth in Dadra & Nagar Haveli and Daman & Diu | IBEF

Drugs and pharmaceuticals represented 15% of total exports, reflecting the strategic investments in healthcare and pharmaceutical manufacturing within the region. This segment benefits from favourable policies and a skilled workforce, enabling the production of high-quality medicines and healthcare products for both local and global markets.

Man-made textiles, comprising 12% of exports, further demonstrate the area’s capacity in textile production, particularly in synthetic fibres and fabrics. This sector is supported by advanced manufacturing techniques and a growing demand for textiles in both domestic and international fashion industries.

Overall, the export profile of Dadra & Nagar Haveli and Daman & Diu in FY24 highlights a well-rounded industrial ecosystem that leverages the region’s strengths in engineering, plastics, pharmaceuticals, and textiles, positioning it as a key player in India’s manufacturing landscape. This diverse export base not only contributes to economic growth but also creates employment opportunities and enhances the region’s competitive advantage in the global market.²⁴

Image 3 - Major Export Markets



The primary export markets encompass the United States, Canada, European countries, the United Kingdom, the Middle East, Gulf nations, and various Asian countries, where we offer a diverse range of key products including high-quality yarn, textiles, woven fabrics, innovative plastic goods, advanced electrical equipment and machinery, durable PVC pipes, and compliant pharmaceuticals. The export strategic focus allows to effectively meet the varying demands of international consumers while capitalizing on growth opportunities across these dynamic markets.

b. Export Ecosystem

The export ecosystem of Dadra & Nagar Haveli and Daman & Diu showcases considerable potential, fueled by its diverse manufacturing capabilities in sectors such as engineering goods, plastics, pharmaceuticals, and textiles. With a strong industrial base, the region is well-positioned to capitalize on emerging global market opportunities by addressing challenges like infrastructure limitations and

²⁴ (Export Promotion Strategy for UT of DNH and DD)

skill enhancement, the region can further unlock its export capacity and drive sustainable economic growth, reinforcing its role as a vital player in India's manufacturing landscape.

Table 14 - LEADS Score for UT

Rank Order	States	Availability of logistics infrastructure	Quality of logistics infrastructure	Quality of logistics services provided by service providers	Ease of arranging logistics at competitive rates	Timeliness of cargo delivery
1	Chandigarh	3.67	3.67	3.61	3.28	3.58
2	Delhi	3.57	3.47	3.56	3.23	3.37
3	Puducherry	3.5	3.45	3.32	2.91	3.18
4	Dadra & Nagar Haveli	3	3.13	3.31	2.94	3.63
5	Daman & Diu	3.15	3.2	3.4	3.05	3.5

To understand the export scenario of the Union territory of Dadra and Nagar Haveli and Daman & Diu is not up to the mark and it was compared among its counterparts. Union territory of Dadra and Nagar Haveli and Daman & Diu is placed in 4th and 5th position in comparison to its counterparts and 34th with a score of 18.74 ²⁵as per the Export Preparedness Index 2022 report by NITI Aayog being the 3rd lowest state.

Table 15 - Export Units and Value in Dadra & Nagar Haveli and Daman & Diu

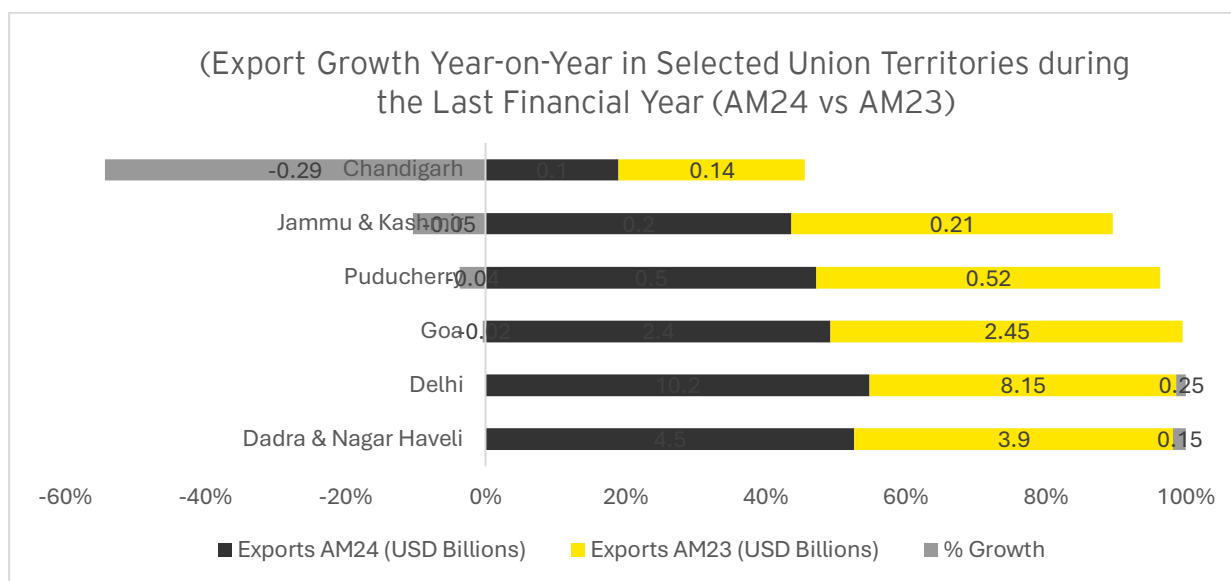
Particular	DNH (Nos)	DNH (Value in ₹ Crores)	DD (Nos)	DD (Value in ₹ Crores)	Total (Nos)	Total (Value in ₹ Crores)
No. of 100% Export Oriented Units	11	1765.13	1	334	12	2099.13
No. of Other Export Units	396	13531.6	355	7441.45	751	20973.05
Total Value of Exports	407	15296.73	356	7775.45	763	23072.18

The export data for Dadra & Nagar Haveli (DNH) and Daman & Diu (DD) reveals a robust landscape, with DNH hosting 11 100% export-oriented units valued at ₹1,765.13 crores and 396 other units contributing ₹13,531.6 crores. DD has 1 such unit worth ₹334 crores and 355 other units totalling ₹7,441.45 crores, resulting in 763 export units with an overall value of ₹23,072.18 crores. ²⁶

²⁵ Export Preparedness Index 2022 report

²⁶ (The export promotion strategy for union territory of dadra& nagar haveli and daman& diu)

Figure 18 - (Export Growth Year-on-Year in Selected Union territories during the Last Financial Year (AM24 vs AM23))



In the fiscal year AM24, Dadra & Nagar Haveli achieved a notable 15.60% growth in exports, rising to \$4.5 billion from \$3.9 billion in AM23, reflecting the region's strong industrial base and effective export strategies that position it for continued success.²⁷

1.4.6 Business Environment and Industrial Ecosystem

a. Dadra and Nagar Haveli and Daman and Diu – Industrial Policy 2015

The vision for the Union Territories of Daman & Diu and Dadra & Nagar Haveli is to transform them into highly preferred destinations for industrial investment and tourism, focusing on the manufacturing, tourism, and service sectors. This will be achieved through targeted incentives and strategies that ensure the holistic growth of the UTs and their populace. The mission is to establish these UTs as a key industrial hub in the western region, seamlessly integrated with the industrial activities of the neighbouring states of Maharashtra and Gujarat, while promoting tourism to create sustainable livelihoods for the local population.

b. Dadra and Nagar Haveli and Daman and Diu Industrial Policy 2015

The objectives of the Industrial Policy will be as follows:

Key Objectives:

1. Catalysing economic growth in the territories and **diversifying economic activity**.
2. Emerging as a key hub for **niche manufacturing activity**.
3. Providing **gainful employment opportunities** to local population, especially in the lesser developed areas.
4. Promoting **foreign investment and export led industry** with a special focus on technology transfer, research and development.
5. Promoting manufacturing of **green goods**.
6. Providing specific thrust to the **service sector, especially tourism and entertainment industry**.

²⁷ (Board of Trade meeting Mumbai Sept 2024)

7. Focused attention to **small and medium enterprises** to foster entrepreneurship.
8. Creating an eco-system which nurtures **innovation, research and development**.
9. Promoting **sustainable economic growth**.
10. Promotion of production of goods with **high quality benchmarks**.

c. Challenges and Recommendations:

- ▶ **Challenge:** The tax concession offered to the industries in the mid-eighties have come to an end resulting in freezing of new project investments

Intervention: Offering tax rebates and reduced GST Rates for the business operating the UT to promote new investments.

- ▶ **Challenge:** Subdued investment since last 3-4 years.

Intervention: Offering 5 to 7-year tax breaks for high-potential sectors, aligned with investment size and job creation.

- ▶ **Challenge:** Road Infrastructure connectivity with National Highway Roads is very weak and needs to be strengthened.

Intervention: Upgrade and widen existing roads, build new links to National Highways, and ensure regular maintenance through Public-Private Partnerships to improve connectivity and support economic growth.

- ▶ **Challenge:** Most industries have reached a saturation point in terms of employment generation abilities.

Intervention: Attracting new industries, support innovation, and enhance skill development to create new job opportunities to address employment saturation.

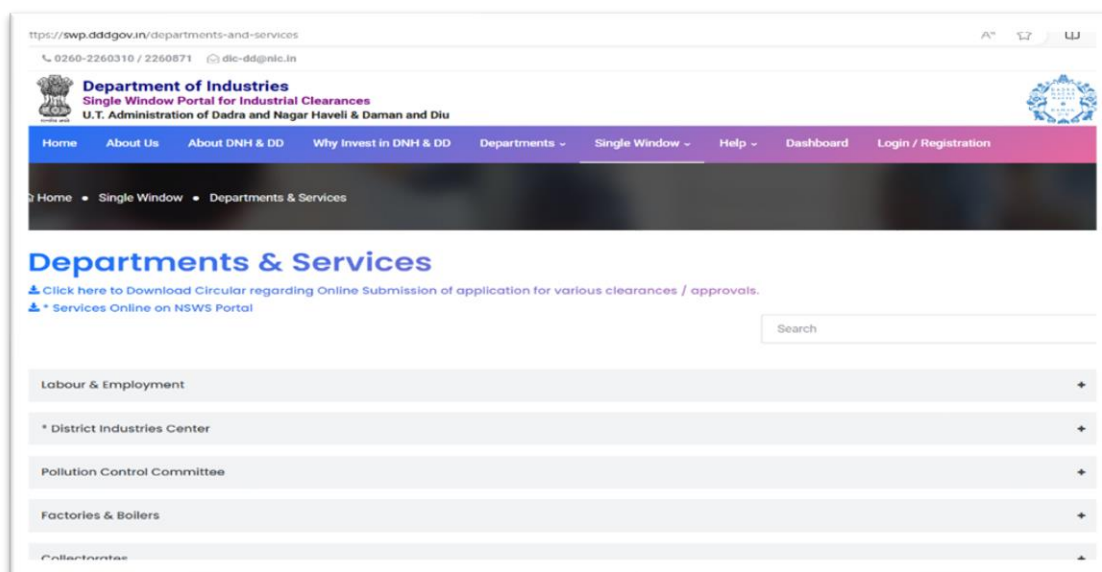
Dadra & Nagar Haveli and Daman & Diu Single Window Interface for Fast and Transparent Clearance

Single Window System (SWS) - The Single window system developed to facilitate the investor to apply applications relating to approval of services pertaining to various department and have been integrated with site-to-site data auto population. Also, the investor portal has features for status tracking, download Final approvals, online payment(e-GRAS) and Third-party verification. Moreover, **24** U.T. departments are online on SINGLE WINDOW PORTAL (SWP). And **116** various services are online for the U.T. departments on SWP.

Establishment of SUGAM portal is also functional **13** U.T. departments are directly available and/or redirected on SUGAM Portal. **116** ²⁸various services are online for the U.T. departments on SUGAM Portal.

Image 4 - Single Window (EoDB) web portal homepage for Dadra & Nagar Haveli and Daman & Diu

²⁸ [UTDDDNH_Aug2024 \(1\).pdf](#)



The BRAP Implementation Tracking and Monitoring System is a digital tool developed by the IT team of the Union Territory (UT) to streamline the tracking and monitoring of the Business Reform Action Plan (BRAP).

The BRAP Implementation Tracking and Monitoring System is a vital tool for ensuring the successful implementation of business reforms in the Union Territory. It leverages technology to enhance efficiency, transparency, and accountability in the reform process in a collaborative environment.

Successfully utilized during BRAP - 2022 implementation in UT.

Moreover, 11 additional data layers and 87 sub-data layers have been uploaded in the PM Gati Shakti portal by Nodal officers in the U.T of Dadra & Nagar Haveli and Daman & Diu have been established.

Some of the tools that are available are as follows: -

<i>Default map</i>	<i>Navigation</i>	<i>Go area</i>	<i>Swipe layer</i>	<i>Add Project</i>
<i>Measure</i>	<i>Buffer</i>	<i>Query builder</i>	<i>Zoom In / Zoom Out</i>	<i>Find Location</i>
<i>Route</i>	<i>Home</i>	<i>3D terrain</i>	<i>DPR Module</i>	<i>Add EB Boundary</i>
<i>Multi Buffer</i>	<i>Dynamic Gap Analyzer</i>	<i>Proximity, etc. developed for planning on the State Master Plan and the departments of the U.T Administration have started using the data analytics for planning and execution of future infrastructure projects</i>		

d. Regulatory Compliances

In Reducing Compliance Burden Exercise, UT of DNH_DD till 30.06.2024, over 570 compliances (Business & Citizen) were reduced. Out of total 570 compliances, over 6 compliances are decriminalized.

In Decriminalization Activity, 5 of Daman & Diu VAT rules and 1 of Central Sales Tax (Registration and Turnover) Rules, 1957 under Dadra and Nagar Haveli and Daman and Diu VAT Regulation, 2005 were decriminalized. Further, digitization of compliances has been achieved over 40% of compliances.

Rest 554 Business centric compliances were reduced across 15 Departments and 10 citizen centric compliances were reduced across 1 Department.

Dashboard - The dashboard is created to facilitate to monitor pendency.

Third Party Verification - The third-party verification provision is made for any public to verify the issued/permission license details.

Common Inspection System (CIS) - The common inspection system provision made for various line department.

e. Operational Overview of EoDB

The EoDB platform, has the following key functionalities: The EoDB platform has the following key functionalities:

- ▶ 210 approvals available through direct accessible services and/or redirected to the respective state / central department portals.
- ▶ PAN as SBID is in process of implementation in coordination with NSWS team.

Image 5 - EoDB portal Dashboard

No.	District	Department Name	Total Mapped	Not Updated	Queried	Completed	Partially Completed	Initiated	To Be Initiated	Not Applicable
1	DNH	Municipal Council Silvassa DNH	1	1	0	0	0	0	0	0
2	Daman	PWD Daman	1	1	0	0	0	0	0	0
3	Diu	PWD Diu	1	1	0	0	0	0	0	0
4	Daman	NSWS DAMAN	8	8	0	0	0	0	0	0
5	Diu	NSWS DIU	8	8	0	0	0	0	0	0
6	DNH	NSWS DNH	8	8	0	0	0	0	0	0
Total			27	27	0	0	0	0	0	0
			Total Mapped	Not Updated	Queried	Completed	Partially Completed	Initiated	To Be Initiated	Not Applicable

Tracker - DNHDD
Logged User: Admin

- [Dashboard](#)
- [State Reforms](#)
- [Unmapped Reforms](#)
- [Shortfall Trails](#)
- [Queries / Responses](#)
- [Map User With Reforms](#)
- [Map Common Dept.](#)
- [Monitoring Dashboard](#)
- [Monitoring](#)
- [Master Management](#)
- [Logs](#)
- [Change Password](#)
- [Logout](#)

List of State Reforms

State Reforms Form

Serial Number *
1

Area *
NSWS States

Sub Area *
Integration - Information Dissemination

Reforms *
 <p>Ensure that required information is provided by State/ UT for Know Your Approval module on the National Single Window System to facilitate the following:</p><p><p> Ensure that investor can obtain information regarding all State approvals/ Clearances/ NOCs applicable for establishing (pre-establishment) & starting operations (pre operations) based on inputs such as type of industry, number of employees, risk category, size of firm, business location, Foreign/ Domestic investor etc.</p><p><p> Mandate inclusion of any new services in the online wizard/system within 30 days after it is introduced/></p>

New Reforms *
☒ Yes ☐ No

No.	District *	Department *	Reform Content *	Evidence URL	Remarks (if any)	Upload Evidence (Maximum File Size: 20MB) Status *	Query Status	Action
1	Daman		<p>Ensure that required information is provided by State/ UT for Know Your Approval module on the National Single Window System to facilitate the following:</p><p><p> Ensure that investor can obtain information regarding all State approvals/ Clearances/ NOCs applicable for establishing (pre-establishment) & starting operations (pre operations) based on inputs such as type of industry, number of employees, risk category, size of firm, business location, Foreign/ Domestic investor etc.</p><p><p> Mandate inclusion of any new services in the online wizard/system within 30 days after it is introduced/></p>	Enter Evidence URL !	Enter Remarks !	Select File Not Updated	-	
	NSWS DAMAN						-	
2	Diu		<p>Ensure that required information is provided by State/ UT for Know Your Approval module on the National Single Window System to facilitate the following:</p><p><p> Ensure that investor can obtain information regarding all State approvals/ Clearances/ NOCs applicable for establishing (pre-establishment) & starting operations (pre operations) based on inputs such as type of industry, number of employees, risk category, size of firm, business location, Foreign/ Domestic investor etc.</p><p><p> Mandate inclusion of any new services in the online wizard/system within 30 days after it is introduced/></p>	Enter Evidence URL !	Enter Remarks !	Select File Not Updated	-	
	NSWS DIU						-	

Image 7 - EoDB Dashboard of shortfall Trails on the portal

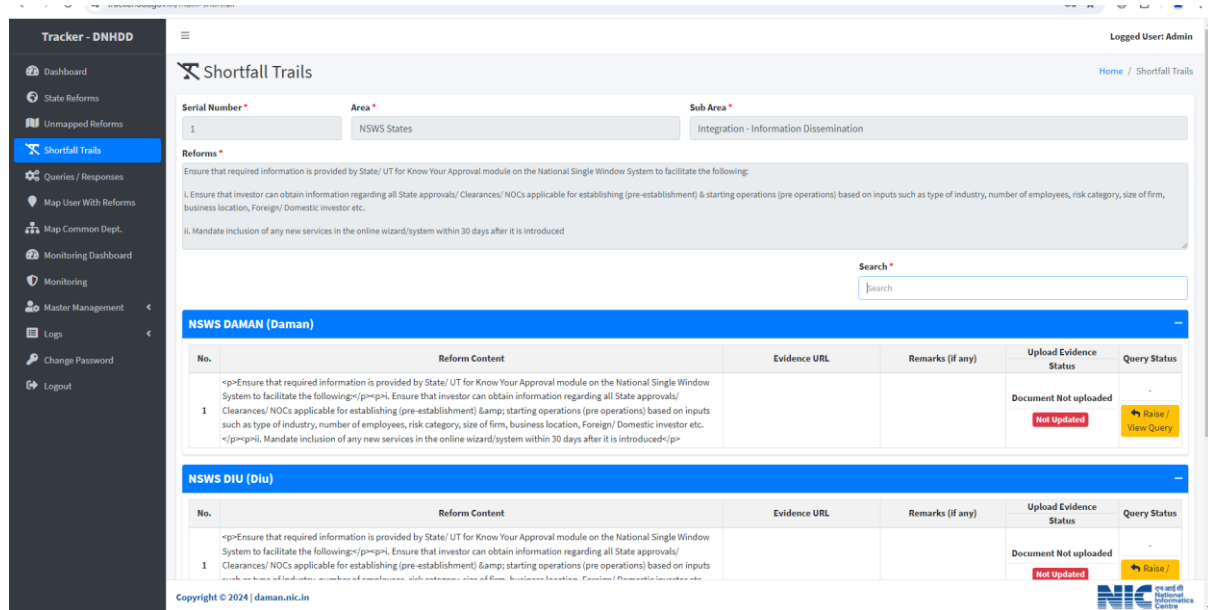
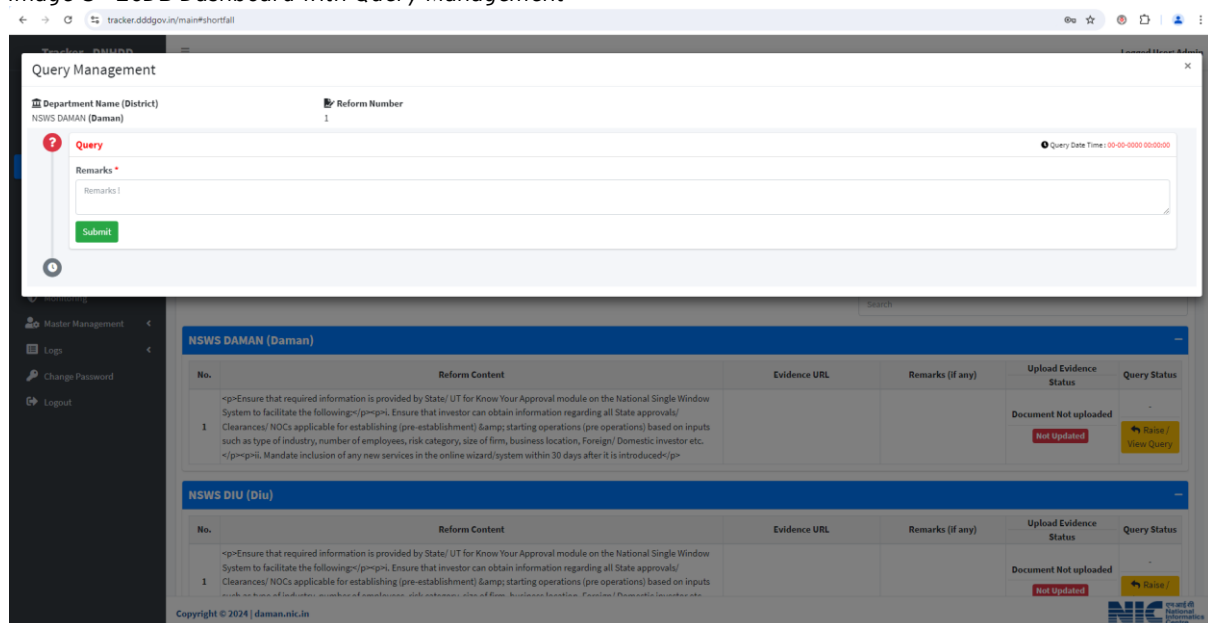


Image 8 - EoDB Dashboard with Query Management



Silvassa Citizen Connect Project of Silvassa Municipal Council (SMC)

The project provides solution to various problem of the citizen of Silvassa Municipal Council area by providing a Robust Grievance Mechanism to directly connect to the office for prompt resolutions to their problems.

The project also provided access form anywhere at any time through the website www.smcndh.in and thereby reducing the system is built with cutting-edge technology and a user-friendly interface, allowing citizens to register their complaints with just a few taps.

This is also being developed to eliminate service gaps between government officials and citizens to give more effective service to their citizens.

Study of the Single Window system in DNH-DD indicates that the portal has been designed to provide basic online services. The dashboard has also been designed to provide basic information on applications received for various services by the concerned departments and the no. of applications, applications approved, rejected and queries. The dashboard also provides information on the set timelines for disposal of the applications along with average time and median time taken to grant the approval. Out of the **30** essential infrastructure Data Layers which have been identified, UT of DNHDD could upload **28** Data Layers. Remaining **2** Data Layers i.e., Mining Areas and Economic Zones are not applicable to the UT of DNHDD. Also, **10** Data Layers are partially applicable to different districts of the UT and the data layers have been uploaded accordingly.

f. MSME Grievance Redressal Mechanisms

Redressing complaints from Micro, Small, and Medium Enterprises (MSMEs) regarding government policies and initiatives is crucial for several reasons. It not only addresses individual grievances but also plays a significant role in fostering economic growth, promoting entrepreneurship, ensuring fairness, and building a more inclusive and resilient economy.

Grievance Redressal Mechanisms for MSMEs

MSMEs have access to several dedicated grievance redressal mechanisms, including:

1. CHAMPIONS Portal:

- Established by the Ministry of Micro, Small and Medium Enterprises, the CHAMPIONS portal serves as a specialized platform for addressing complaints and grievances raised by MSMEs.
- This portal efficiently routes complaints and queries to the relevant branch, bureau, or office heads within the MSME Ministry. The commitment is to provide a response within three days, ensuring prompt attention to issues that may hinder MSMEs' operations.

2. SAMADHAAN Portal:

- The SAMADHAAN portal, developed under the Micro, Small and Medium Enterprise Development (MSMED) Act, 2006, specifically addresses the issue of delayed payments to MSMEs.
- Through this online platform, MSMEs can submit applications regarding delayed payments from buyers. Additionally, MSME units can approach the relevant MSE Facilitation Council (MSEFC) in their state to escalate their complaints.

3. State Industries Department Grievance Portal:

- Each state has its own grievance redressal portal managed by the State Industries Department, allowing all enterprises, including MSMEs, to lodge complaints related to state-level issues and initiatives.

Importance of Awareness

Despite interactions with enterprises and industry associations indicating some awareness of the MSE Facilitation Council, many MSMEs remain unaware of these essential grievance redressal platforms. This lack of awareness creates vulnerabilities:

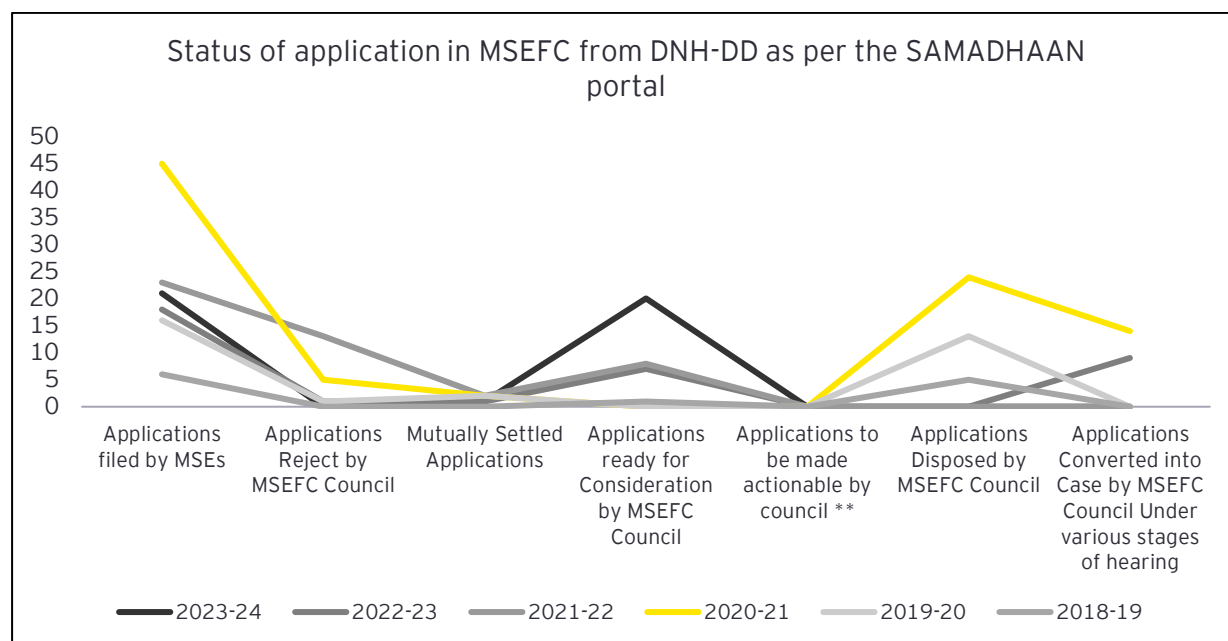
- ▶ **Risk of Missing Opportunities:** When MSMEs are not informed about these grievance redressal mechanisms, they may miss crucial opportunities to seek timely redress for their grievances.
- ▶ **Potential Consequences:** Unaddressed issues can lead to the adoption of more costly and resource-intensive solutions, ultimately impacting the financial health of MSMEs. Strained business relationships can arise, jeopardizing overall stability and growth.

Data Insights

Data collected from 2018 to January 2024 sheds light on the trends of applications filed by MSMEs:

- ▶ **Low Application Rates:** The number of applications submitted by MSMEs over these years has been relatively low, indicating a potential gap in awareness or utilization of the available platforms.
- ▶ **Resolution Effectiveness:** Despite the low number of applications, it is noteworthy that over 54% of the grievances filed have been disposed of. This statistic highlights the effectiveness of the grievance redressal mechanisms when they are utilized properly.

Figure 19 - Status of application in MSEFC from DNH-DD as per the SAMADHAAN portal



Upon analysing the study findings, a trend emerges that most MSMEs remain unaware of these essential platforms. This lack of awareness places them in a vulnerable position when confronted with potential challenges. The logic behind this concern lies in the fact that these grievance redressal platforms, such SAMADHAAN, are vital tools that can protect the interests of MSMEs. By remaining unaware of these platforms, MSMEs risk missing out on opportunities to seek timely redressal of their grievances. This could lead to the adoption of more costly and resource-intensive solutions that could potentially impact their financial health, strain business relationships, and jeopardize overall stability

a. Benchmarking vis-à-vis Other States

Each state formulates its export promotion schemes to align with its unique economic and industrial context, ultimately aiming for more effective and personalised support for the export-oriented units including MSMEs. To identify best practices, assess its impact, and determine areas for improvement, a comparative analysis is conducted with the schemes and initiatives of similar and best-performing Union Territories in India, which include Puducherry, Delhi, Goa, Jammu & Kashmir, Andaman & Nicobar Islands, Ladakh, Chhattisgarh.

Table 16 - Benchmarking vis-à-vis other states

Component	Possible schemes/activities at State level	Best practice/provision in other states	Provisions in Dadra and Nagar Haveli and Daman & Diu
Dedicated Export Facilitation Cell	NA	▶ Andhra Pradesh - Dedicated export promotion is set up at DICs for capacity building and export guidance. Also, notified Dedicated State Export Promotion Facilitation Cell ▶ Haryana - Dedicated Market Development & Exports Promotion Cell within the Directorate to enhance export potential of MSMEs for entering new markets & increased global value chain participation. ▶ Notified District Export Promotion Councils (DEPCs) in all districts for improving export scenario at the district level	▶ NA (Under consideration for facilitation of an Export Facilitation Cell)
Investment on PP&E	Capital investment subsidy and interest subvention	▶ Chhattisgarh - Export-oriented units receive 5% additional subsidy on fixed capital investments of about 40-50% compared to general category entrepreneurs. Also, the upper ceiling limit is increased by 5% ▶ Export-oriented units get 5% additional incentives, and the ceiling of incentive will be increased by 5%, and in the terms of time limit- one year more, in addition to the incentives enumerated in clause 15.1 above for the general category entrepreneurs.	▶ Capital Investment Subsidy @ 20% of Gross fixed capital investment made will be reimbursed subject to maximum of Rs.50 lakhs for the units. ▶ Capital Investment Subsidy @ 15% of the investment made in Gross Fixed Capital investment (GFCI) with an upper ceiling of Rs.15 lakhs to Micro Industries; Rs.30 lakhs to Small Industries and Rs.35 lakhs to Medium Industries. If the eligible GFCI is over

Component	Possible schemes/activities at State level	Best practice/provision in other states	Provisions in Dadra and Nagar Haveli and Daman & Diu
			Rs.10 Cr., an additional Rs.10.00 lakhs will be given. ▶ Capital Investment Subsidy @ 20% of Gross Fixed Capital Investment made in Automation Machineries for Material Handling & Measurement System, Processing, Testing and Packaging Equipment, Components of Automation including Mobile Controllers, PLC, PAC, Pneumatic, Hydraulic Systems, Installation of Computer Industrial Software including CAD / CAM / CAE / HLM / Sensors etc will be reimbursed subject to maximum of Rs.50 Lakhs for the Units manufacturing Furniture Only. ▶ Capital investment subsidy @ 20% of Gross Fixed Capital Investment made will be reimbursed subject to maximum of Rs.50 lakhs per unit. ▶ Capital investment subsidy @ 15% of Gross Fixed Capital Investment made will be reimbursed subject to maximum of Rs.7.5 crores for the large units in Semiconductor Sector. ▶ Capital Investment Subsidy @ 20% of Gross fixed capital investment made will be reimbursed subject to

Component	Possible schemes/activities at State level	Best practice/provision in other states	Provisions in Dadra and Nagar Haveli and Daman & Diu
			maximum of Rs.50 lakhs for the units.
Factor Conditions	Electricity duty/tax charges	▶ Karnataka - 100% Electricity tax exemption for new MSME Export Enterprises (Minimum 50% of the turnover should be in exports) for an initial period of 5 year in Zone-3. ▶ Maharashtra - Only eligible 100% export-oriented units, in Group A & B areas, are exempted from payment of electricity duty for a period of 7 years	NA
	Land Allocation	▶ Haryana - 100% export-oriented units shall be given priority for allotment of land in the Industrial Estates developed by HSIIDC	
	Freight charges	▶ Chhattisgarh - Transport grants to export-oriented units, equal to actual charges from the place of manufacture of the product to the place of export. According to the Industrial Policy, the maximum limit of assistance will be Rs 30 lakh per annum. ▶ Haryana - Freight subsidy to new exporting Micro & Small Enterprises, up to Rs 10 lakhs, to defray costs from premises of the unit to the Seaport/ Air cargo/ International borders	
Quality Certifications	Charges related to certification	▶ Andhra Pradesh - For compulsory marking like Conformity European (CE), China Compulsory Certificates (CCC), Good Manufacturing Practices (GMP), Phytosanitary certificates, Global Food Safety Initiative (GFSI) recognised schemes etc reimbursement of 50% of	▶ 50% of fee payable to certification for National / International Certification i.e. Bureau of Indian Standards (BIS), World Health Organization (WHO), Hallmark, etc. and other National / International

Component	Possible schemes/activities at State level	Best practice/provision in other states	Provisions in Dadra and Nagar Haveli and Daman & Diu
		certification cost subject to maximum of Rs 2 lakh per unit per annum. ▶ Karnataka - Refund of certification charges incurred for obtaining statutory certifications like CE, CCC, GMP, Phytosanitary certificates, IFS-BRC-FSSC 22000 Certification to the extent of 50% of expenses subject to maximum of Rs 1 lakh per unit. ▶ Tamil Nadu - Fee paid on testing and quality certification acquired by MSEs for exports reimbursed by 75% of the fee with a ceiling of Rs 1 lakh, or actual, whichever is lower subject to max 3 certifications in a year per MSE. ▶ Haryana - 75% reimbursement (up to INR 10 Lakhs per certification) of the total expenditure incurred for obtaining certifications such ISO/ HACCP/ BSI/ WHO-GMP/ ZED/TS/ Hallmark certifications and other country specific certifications	Certification and 50% cost of testing equipment and machinery required for that certification totalling up to maximum amount of Rs.10 lakhs. ▶ Assistance will be given @ 50% of all charges on the amount after deducting the assistance received from GOI for ZED Certification up to a max amount of Rs.1,00,000/- for new and existing units.
Market Development Assistance	Facilitating participation in international trade fairs/exhibitions	▶ Maharashtra - Subsidises 50% of actual space rent or Rs 1 lakh, whichever is low, to small scale units in a financial year. The units can participate 5 times in an international fair/exhibition, or 5 years only ▶ Andhra Pradesh - 30% subsidy in ground rent for participation in international fair ▶ Haryana - Financial assistance for participation in international fairs/exhibitions, including 75% of cost incurred (max up to Rs 4 lakhs) towards space charges, shipment of exhibits, cost of product literature, display material, etc. and up to Rs 1 Lakh for air fare	▶ 50% of space rent subsidy would be provided (up to a maximum of Rs.2 lakhs) on actual rent paid by MSME for participation in industrial exhibitions in foreign countries. ▶ 50% of space rent subsidy would be provided (up to a maximum of Rs.5 lakhs) on actual rent paid by Furniture Industry for participation in industrial exhibitions in foreign countries.

Component	Possible schemes/activities at State level	Best practice/provision in other states	Provisions in Dadra and Nagar Haveli and Daman & Diu
Export Incentive	Incentives and awards	▶ Karnataka - MSME Enterprises who double exports in subsequent years are paid 1% of FOB value, subject to max Rs 10 lakh per unit ▶ Haryana - State Export Awards amounting to Rs 5 lakhs each to the Outstanding Exporting Units in the State	▶ Awards will be given for Best MSMEs under Micro, Small and Medium ▶ Category, for the following achievements. ▶ 1. MSME achieving highest growth in turnover over an year. ▶ 2. MSME achieving highest growth in exports over an year. ▶ 3. MSME achieving highest growth in employment over an year. ▶ 4. Achieving International certification over a year.
Export Credit Support	Assistance related to loans, and guarantees on the credit facilities	▶ Karnataka - Reimbursement of ECGC charges up to 100%, with upper ceiling limit of Rs 1 lakh per unit per year ▶ Tamil Nadu - Export insurance premium paid to ECGC under the Small Exporter's Policy, max Rs 10,000 in a year or actual, whichever is lower ▶ Haryana - Reimbursement of 50% of export insurance premium paid to ECGC, max up to Rs 1.5 lakhs per annum per unit for new MSEs for a period of 5 years having ZED certification	NA
Export Infrastructure	Development of logistic facilities such as	▶ Andhra Pradesh - Investment subsidy of 25% of cost of reefer vehicles limited to Rs 10 lakhs per vehicle with	▶ Assistance will be provided for Logistics facilities such as Container

Component	Possible schemes/activities at State level	Best practice/provision in other states	Provisions in Dadra and Nagar Haveli and Daman & Diu
	CFSSs/ICDs, Cold Storage and Warehousing, etc	maximum of two vehicles per unit. An additional 5% subsidy for women, SC/ST/OBC community run MSMEs ▶ Development of ICDs in PPP mode; cold storages through private participation and under Central assistance ▶ Gujarat - Capital subsidy on investment made in fixed assets (except land cost) to create infrastructure/logistic facilities (for new unit/ project), subject to upper ceiling limit of Rs 15 cr ▶ Interest subsidy for development of logistics facilities (for new unit/ project) at the rate of 7% for 7 years on eligible term loan (minimum 2% to be borne by unit/ project in each case). The upper ceiling is Rs 50 lakhs per annum	Freight Station Operators/Warehouses/ Cold Storages etc.

Market for Service provision to MSMEs

Business development services (BDS) refer to a wide range of non-financial services used by entrepreneurs to help them improve the performance of their businesses, access to markets, and ability to compete. The role of BDS in the development of enterprises is widely recognized throughout the world. MSME requires handholding and mentoring support for various activities.

Labour Management and Safety Standards Compliance

is widely recognized for its remarkable achievements in social development, characterized by effective mobilisation and organisation of workers across diverse sectors. Economic development in Dadra and Nagar Haveli and Daman and Diu is not solely about job creation but also emphasizes the creation of conducive working conditions that uphold freedom, safety, and dignity for all.

The Department of Factories and Boilers holds the statutory responsibility of safeguarding the safety, health and welfare of workers in factories. Notably, there has been a decline in both fatal and non-fatal accidents within industries under the jurisdiction of the Factories and Boilers Department. This reduction in accidents can be attributed to State Government's commendable interventions and proactive measures to improve safety and working conditions of workers in the industrial establishments.

Resource Efficient and Cleaner Production (RECP) Capacity

Resource Efficiency and Cleaner Production (RECP) is a globally recognized approach that effectively enhances productivity while minimizing the environmental footprint of the enterprises. A two-way relationship exists between environmental sustainability and MSMEs. On one hand, MSMEs contribute to environmental problems and climate change. Simultaneously, they face heightened vulnerability to the adverse effects of environmental and climate-related challenges. This stems from their reliance on outdated technologies, and processes, substantial use of fossil fuels, and unorganized nature. This is further compounded by lack of technical capacity, limited unawareness about available formal financing mechanisms, and limited access to green financing options. The application of RECP delivers substantial benefits to enterprises, with particular focus on MSMEs, by enhancing their productivity and competitive edge. Additionally, it benefits the environment by reducing the adverse impacts of their operations and contributes to the wellbeing of individuals by decreasing the risks to workers and communities.

Energy Consumption by MSMEs

The MSME sector is known for its high GHG emissions due to extensive use of fossil-based fuels. The Bureau of Energy Efficiency has recognized that MSMEs in specific subsectors such as rice milling, food processing, textiles, pulp and paper, chemicals, pharmaceuticals, rubber, and plastic, as significant energy consumers. To address this issue, MSMEs adopt measures to reduce energy consumption and enhance conservation. These measures encompass both demand-side and supply-side approaches. On the demand side, energy conservation and energy efficiency measures can reduce energy consumption. On the supply side, MSMEs can explore adoption of renewable energy sources, including deployment of solar rooftops to generate clean energy.

To assess the MSMEs and other segments, NITI Aayog introduced the State Energy and Climate Index (SECI). This index evaluates Indian states based on six key parameters, using 27 indicators that include DISCOM's performance, Access, Affordability & Reliability, Clean Energy Initiatives, Energy Efficiency, Environmental Sustainability, and New Initiatives²⁹. Among these indicators, the energy

²⁹ *State Energy and Climate Index (SECI) 2022, NITI Aayog*

saved by industries is perhaps the most important parameter as it shows how prudent the industries, in a state, are in adopting good practices to save energy.

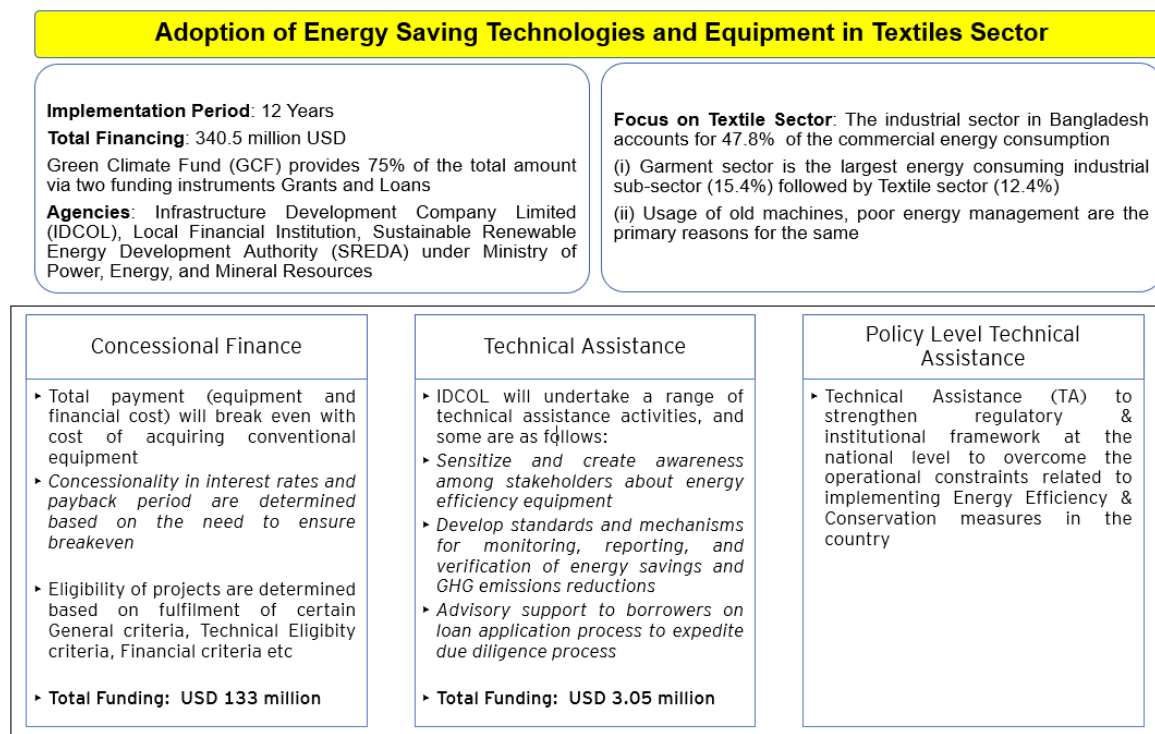
Green Climate Fund Programmes and Potential Convergence

The Green Climate Fund (GCF) is the world's largest climate fund established under the United Nations Framework Convention on Climate Change (UNFCCC) to facilitate and expedite a shift to climate resilient development path in developing nations. It does so through a partnership approach, employing flexible financial solutions and leveraging expertise in climate investments. The GCF has several funding windows through which it extends support to climate action, this includes programs/projects related to mitigation (reducing greenhouse gas emissions) and adaptation (building resilience to climate impacts).

Industries are one of the major contributors to emissions, and therefore, are pivotal in mitigating climate change. The GCF plays a critical role in accelerating the transition of industries towards low-carbon and sustainable practices across their operations, from supply chain management to product development and marketing. Often, the impetus towards efficient use of energy in the industrial sector is lagging mostly due to inadequate financial incentives and lack of technical expertise.

In this context, a GCF in collaboration with Government of Bangladesh is supporting enterprises in textile and readymade garments (RMG) sector with financial and market resources to adopt and implement energy saving technologies. It is expected to lead to emissions reductions and significant energy savings, and help the country achieve its Nationally Determined Contribution (NDC). Snapshot of the programme has been given below.

Figure 20 - Adoption of Energy Saving Technologies and Equipment in Textile Sector



a. GCF Projects in India

The Green Climate Fund (GCF) has funded several projects (8) in India to support climate mitigation and adaptation efforts. These projects cover a range of sectors and activities, and they are listed below:

Table 17 - Projects by the GCF

SI	Program	Intend	Geography
1	Line of Credit for Solar Rooftop Segment for Commercial, Industrial, and Residential Housing sectors	Mitigation	India
2	Green Guarantee Fund	Cross-cutting across mitigation and adaptation efforts	Spread across Latin America and the Caribbean, Africa, Asia - Pacific
3	India E-Mobility Financing Program	Mitigation	India
4	Green Growth Equity Fund <i>[Focuses on green infrastructure project across renewable energy, transport, resource efficiency etc]</i>	Mitigation	India
5	Enhancing Climate Resilience of India's Coastal Communities	Cross-cutting across mitigation and adaptation efforts	India
6	Ground Water Recharge and Solar Micro Irrigation to ensure food security and enhance resilience in vulnerable tribal areas of Odisha	Adaptation	India
7	Climate Investor Two <i>[Focuses on climate resilient infra projects in water, sanitation, and ocean sectors]</i>	Cross-cutting across mitigation and adaptation efforts	Spread across Latin America and the Caribbean, Africa, Asia - Pacific
8	Climate Investor One <i>[Focuses on renewable energy products in power-deficit regions]</i>	Mitigation	Spread across Latin America and the Caribbean, Africa, Asia - Pacific

Some of the major initiatives that have and could have potential linkages to industrial sector and MSMEs are:

- ▶ **Line of Credit for Solar Rooftop Program:** The program is designed to facilitate affordable and long-term debt financing for solar rooftop installation projects in the commercial, industrial, and residential sectors. The GCF plays a pivotal role by providing financial support to address identified barriers to low carbon investment³⁰.
- ▶ Further, Tata Cleantech Capital Limited (TCCL), a joint venture between Tata Capital and International Finance Corporation (IFC) and the executing entity for the program, has committed

³⁰ GCF is expected to contribute financial support to the tune of USD 100 million and the funds will be in the form of Senior Loans. GCF's financial assistance to TCCL is facilitated through NABARD, which in turn disburses the funds to TCCL in the local currency.

to match the funding contribution of GCF. In addition, TCCL is responsible for identifying, evaluating, and funding projects in various sectors such as renewable energy (solar, wind, small hydro, biomass), energy efficiency and water treatment.

- i. The program has proposed to replace 250 MW of grid power with power generated from solar rooftop projects over a period of 20 years.
- ii. The funds from GCF and TCCL will be used to provide loan assistance to cover 80% of the upfront cost of investing in solar rooftop systems, with remaining contribution of at least 20% drawn from customers' own resources.
- iii. The concessions are passed on to the project developers via the rate of interest charged on the project loans
- iv. The program places strong emphasis on supporting MSMEs. It has been committed that an allocation of at least USD 100 million (of total USD 200 million) will be directed towards vulnerable categories which includes MSMEs.

The collaborative approach involving GCF, NABARD, and TCCL aims to simplify the financing process for solar rooftop projects and ensure effective monitoring and evaluation, contributing to the growth of sustainable energy solutions in India.

- ▶ **Green Guarantee Company (GGC) initiative:** India is one of the target countries covered by the GGC initiative. It is an initiative towards helping public and private sector borrowers access long-term debt from global markets for projects with significant climate adaptation and mitigation impacts.

The issuance of green bonds from developing countries has shown limited growth, suggesting a lack of momentum in this segment. The GGC acts as a critical bridge, connecting bond issuers and international investors. It provides guarantees to credible borrowers, enabling them to access financial support via bonds and loans with maturities of up to 20 years. Additionally, an associated technical assistance facility plays a pivotal role in addressing various technical barriers that hinder progress. This assistance facility focuses on improving market awareness, building issuer capabilities, and more etc.

b. Participation in GCF Initiatives

Following stakeholder discussions, it has become evident that the MSMEs particularly those operating in power-intensive sectors, express a strong interest in shifting towards renewable energy sources. This transition is primarily driven by their strategic goal to minimise production costs. In addition to the cost savings, this transition has the potential to yield numerous benefits including improved energy efficiency and climate resilience.

The transition to renewable energy sources by these MSMEs faces significant hurdles across different phases of the project life cycle: project development, construction, and the operational phase. Each of these stages has a unique risk-return profile, leading to differing degrees of interest from diverse financial service providers. Nonetheless, it is crucial to emphasize the importance of finding and securing financial solutions, especially when dealing with micro MSMEs which encounter multifaceted challenges throughout the project's progression.

In this context, the state can leverage existing initiatives from the GCF to facilitate the transition of MSMEs towards renewable energy sources. One of the suitable initiatives could be the Line of Credit for Solar Rooftop Program, which is implemented via TCCL. This concessional finance could enable an affordable transition to alternative energy sources, particularly solar energy, thereby supporting MSMEs in reducing their carbon footprint and operational costs. Recognizing that MSMEs are required to engage with TCCL through project developers for the installation of solar rooftop infrastructure, the state can take proactive steps to support this transition:

- ▶ **Raise awareness:** Initiate awareness campaigns to inform MSMEs about the program and its benefits, ensuring that enterprises are well-informed the initiative.
- ▶ **Assessment of demand:** Estimate the approximate number of MSMEs interested in transitioning to solar energy and can adopt solar rooftop infrastructure and identify those with the most urgent energy. This will help prioritise support to the enterprises that need it most.

Vet project developers: Establish a process to vet and enlist a list of eligible project developers with proven track record in renewable energy installations ensuring quality and reliability in project execution.

- ▶ **Facilitate collaboration:** Act as a facilitator to connect MSMEs with these approved project developers. The goal is to align the MSMEs with suitable project developers based on their specific energy requirements and financial capabilities. Also, the state can provide crucial support to project developers in their collaboration with TCCL ensuring they meet the necessary eligibility criteria and fulfil the requirements for participation in the solar rooftop program.

By undertaking these measures, the state can actively support the adoption of solar rooftop infrastructure among MSMEs, making the transition more accessible and efficient for MSMEs while fostering sustainability and cost savings.

1.4.7 Industrial Ecosystem

DNH & DD, known for their serene and pollution-free environments, have experienced significant industrial growth in recent years. This development has supported the local economy and various services, including transportation, auto service stations, bars, restaurants, and retail trade.

The industrial sector is a key pillar of the economy in the Union Territory of Dadra and Nagar Haveli and Daman and Diu (DNH&DD), contributing approximately 32.78% to its GDP. The UT is home to four government industrial estates established between 1973 and 1985: Masat, Piparia Phase 1, Piparia Phase 2, and Khadoli. In Daman, there are 33 private industrial estates, featuring around 3,290 industrial units, with 2,929 in the small-scale sector. Additionally, the Omnibus Industrial Development Corporation of Daman and Diu (OIDC) also includes Four estates, In Dabhel, Mahatma Gandhi Udyog Nagar has 30 plots, while Daman Industrial Estate is one of the largest, with 162 plots. Ringanwada hosts the Udyognagar Industrial Estates in two phases, with Phase 1 having 62 plots and Phase 2 having 15 plots. These estates contribute significantly to the region's industrial infrastructure and development³¹.

In Silvassa, industrial development began in 1965 with the creation of an industrial estate by Dan Udyog Sahakari Sangh Ltd. Since then, the region has grown significantly, now hosting over 77 private industrial estates. This expansion underscores Silvassa's ongoing role as a major hub for industrial activity in the UT.³²

Key exports from the UT include engineering goods, plastic and Petroleum products, drugs and pharmaceuticals, man-made yarns and fabrics, organic and inorganic chemicals, and petroleum products.³³ In FY24, the total installed power capacity in the UT was 772.42 MW, with 525.95 MW managed by central utilities and 246.47 MW by private companies. Thermal power plants held a major share with 696.73 MW, while nuclear and renewable energy sources contributed 16 MW and 46.47 MW, respectively.

³¹ (DIC, DNH&DD)

³² (Industries - UTLBC Dadra & Nagar Haveli - Diu & Daman, 2023)

³³ (Industrial Development & Economic Growth in Dadra & Nagar Haveli and Daman & diu | IBEF, no date)

Industrial Estates

The industrial landscape of is characterized by a diversified mix of industries spread across multiple estates and complexes. The primary focal points of industrial development are situated within the following key zones:³⁴

1. GOVERNMENT INDUSTRIAL ESTATE, PIPARIA PHASE-I:

- ▶ Established in 1985, this 9.31-acre estate features 8 plots of varying sizes.
- ▶ The land area covers 3.77 hectares, with plot sizes ranging from 600 to 4000 sqm.
- ▶ Minimum plot rate is Rs. 1500 per sqm.
- ▶ This estate offers a range of plot sizes to accommodate different industrial needs.

2. GOVERNMENT INDUSTRIAL ESTATE, PIPARIA PHASE-II:

- ▶ Established in 1985, this 25.3-acre estate includes 59 plots.
- ▶ The total land area is 10.24 hectares, with plots ranging from 600 to 4000 sqm.
- ▶ Minimum plot rate is Rs. 1500 per sqm.
- ▶ The estate provides a variety of plot sizes, suitable for diverse industrial requirements.

3. GOVERNMENT INDUSTRIAL ESTATE, MASAT:

- ▶ Established in 1978, this 82.0-acre estate offers 141 plots.
- ▶ The total land area is 33.28 hectares, with plot sizes ranging from 600 to 4000 sqm.
- ▶ Minimum plot rate is Rs. 1200 per sqm.
- ▶ The estate caters to a broad spectrum of industrial needs with its expansive plot options.

4. GOVERNMENT INDUSTRIAL ESTATE, KHADOLI:

- ▶ Established in 1982, this 144.0-acre estate features 90 plots.
- ▶ The land area spans 58.44 hectares, with plot sizes ranging from 1000 to 4000 sqm.
- ▶ Minimum plot rate is Rs. 650 per sqm.
- ▶ This estate offers larger plot sizes, providing ample space for varied industrial activities.

Table 18 - List of Govt. Industrial Estates³⁵

S.NO.	NAME OF INDUSTRIAL AREA	AREA (IN ACRES)	NUMBER OF UNITS
1.	GOVERNMENT INDUSTRIAL ESTATE, PIPARIA PHASE-I	9.31	8
2.	GOVERNMENT INDUSTRIAL ESTATE, PIPARIA PHASE-II	25.3	59
3.	GOVERNMENT INDUSTRIAL ESTATE, MASAT	82.0	141
4.	GOVERNMENT INDUSTRIAL ESTATE, KHADOLI	144.0	90

³⁵ DIC

a. Industrial Estates

The industrial landscape of DNH&DD is characterized by a diverse mix of industries spread across various private estates. Key areas include Dadra and Nagar Haveli (DNH), which hosts several significant estates like Dan Udyog Sahakri Sangh Ltd with 153 plots and 113 industries, and Zero Tax Industrial Estate with 118 plots and 90 industries. In Athal, notable estates such as Athal Industrial Estates I and II and Daman Ganga Industrial Estate contribute to the industrial presence with multiple plots and industries. Amli is known for its high-density industrial estates, including Krishna Industrial Estate, which has 1 plot housing 350 industries, and Pragati Industrial Estate with 1 plot and 150 industries. This diverse array of industrial estates underscores the region's robust industrial sector and its capacity for supporting a wide range of industrial activities.

Table 19 - Data on Private Industrial Estates (Source: DIC, DNH&DD)

S. No.	Name of the Estate	Estate Type	District	Area	No of plots	No of Industries
1	B Nannji Industrial Estate	Private	DNH	Kharadpada	70	50
2	Daman Ganga Industrial Estate	Private	DNH	Athal	20	12
3	Athal Industrial Estate-I	Private	DNH	Athal	36	12
4	Athal Industrial Estate-II	Private	DNH	Athal	25	10
5	Shree Tnb Polymers Ltd	Private	DNH	Athal	1	1
6	Veer Plastics & Rosari Biotech	Private	DNH	Naroli	10	2
7	Siyaram Packaging	Private	DNH	Naroli	1	1
8	Priemer Industrial Estates	Private	DNH	Naroli	10	9
9	Bajarang Krupa Industrial Estate	Private	DNH	Athal	2	4
10	Jalaram Industrial Estate	Private	DNH	Athal	1	1
11	Arya Texturisers and Twisters Pvt. Ltd. 177/1/2/2/3	Private	DNH	Surangi	2	2
12	Amrutaben N. Chauhan, 280/2/3	Private	DNH	Velugam	3	3
13	Ankit Casting Pvt Ltd., 180/1	Private	DNH	Khadoli	1	1
14	Silvassa Estates Pvt Ltd.	Private	DNH	Rudana	11	6
15	M/S Ajay Enterprises	Private	DNH	Umerkui	6	6
16	M/S G.K. & Company	Private	DNH	Umerkui	1	1
17	M/S Ajay Enterprises	Private	DNH	Karad	7	6
18	Madhuban Industrial Estate	Private	DNH	Rakholi	13	13
19	Smt. Pallaviben D. Shah	Private	DNH	Rakholi / Kudacha	1	1
20	Shree Jagdish S Rawal	Private	DNH	Masat	1	1
21	Trimurty Developers	Private	DNH	Masat	29	29
22	Pragati Industrial Estate	Private	DNH	Amli	1	150

23	Electronics Industrial Estate, A	Private	DNH	Amli	1	48
24	Electronics Industrial Estate, B	Private	DNH	Amli	1	48
25	Everest Industrial Estate	Private	DNH	Amli	1	8
26	Empire Industrial Estate	Private	DNH	Amli	1	10
27	Preeti Industrial Estate	Private	DNH	Amli	1	26
28	Ami Najar Industrial Estate	Private	DNH	Amli	1	34
29	Raj Industrial Estate	Private	DNH	Amli	1	23
30	Krishna Industrial Estate	Private	DNH	Amli	1	350
31	Tirupati Industrial Estate	Private	DNH	Amli	1	29
32	Balaji Industrial Estate	Private	DNH	Amli	1	28
33	Laxmi Industrial Estate	Private	DNH	Amli	1	23
34	Sai Industrial Estate	Private	DNH	Amli	1	26
35	Dan Udyog Sahakri Sangh Ltd	Private	DNH	Piparia	153	113
36	Silvassa Industrial Co-Operative Society Ltd.	Private	DNH	Amli	84	72
37	Span Industrial Estate	Private	DNH	Dadra	144	136
38	Pali Industrial Estate	Private	DNH	Dadra	7	7
39	Deep Industrial Estate	Private	DNH	Dadra	11	11
40	Shree Bavan Udyog Bhavan	Private	DNH	Dadra	35	30
41	Shree Hari Udyog Bhavan	Private	DNH	Dadra	14	14
42	Nova Industrial Estate	Private	DNH	Dadra	31	26
43	Shreeji Industrial Estate	Private	DNH	Dadra	11	9
44	Doshi Industrial Estate	Private	DNH	Dadra	22	22
45	Glomore Industrial Estate	Private	DNH	Dadra	35	35
46	Shree Vinayak Industrial Estate	Private	DNH	Dadra	20	20
47	Modi Industrial Estate	Private	DNH	Dadra	3	1
48	Arihant Industrial Estate	Private	DNH	Dadra	20	18
49	Ankur Industrial Estate	Private	DNH	Dadra	25	19
50	Siddha Industrial Estate	Private	DNH	Dadra	57	57
51	Zero Tax Industrial Estate	Private	DNH	Dadra	118	90
52	Sanjay Industrial Estate	Private	DNH	Dadra	28	20
53	Nova Prime Industrial Estate	Private	DNH	Dadra	67	20
54	Pramukh Industrial	Private	DNH	Dadra	27	26

	Estate					
55	Dadra Industrial Estate	Private	DNH	Dadra	36	28
56	Natraj Industrial Estate	Private	DNH	Dadra	20	13
57	Parth Industrial Estate-I	Private	DNH	Dadra	16	10
58	Parth Industrial Estate-II	Private	DNH	Dadra	16	11
59	Nandini Industrial Estate,	Private	DNH	Amli	1	33
60	Himalaya Industrial Estate	Private	DNH	Amli	1	12
61	Krishna Raj Industrial Estate	Private	DNH	Amli	1	2
62	Anand Industrial Estate	Private	DNH	Amli	1	2
63	Lunavat Industrial Estate	Private	DNH	Dadra	9	9
64	Amrtut Industrial Estate	Private	DNH	Dadra	3	1
65	Arjun Industrial Estate	Private	DNH	Dadra	2	1
66	Landmark Bhavan Industrial Estate	Private	DNH	Dadra	20	10
67	Shree Shankheshwar Industrial Estate	Private	DNH	Dadra	6	3
68	Vijay Industrial Estate	Private	DNH	Dadra	3	2
69	Shreenath Industrial Estate	Private	DNH	Dadra	71	46
70	Konarth Industrial Estate	Private	DNH	Dadra	40	30
71	16/3 M/S Unv Enterprises	Private	DNH	Rakholi	3	1
72	Rajeshwar Industrial Estate	Private	DNH	Amli	1	8
73	Amli Industrial Estate	Private	DNH	Amli	1	95
74	Shalimar Industrial Estate	Private	DNH	Amli	1	12
75	Silvassa Industrial Estate	Private	DNH	Amli	10	10
76	Fermat Impacts India Ltd (Chhadwa Plastic Corporation Llp)	Private	DNH	Karachgam	1	1
77	Krishna Nagar	Private	DNH	Samarvani	1	0
78	Kabra Industrial Estate	Private	Daman	Kachigham	10	7
79	Modern Industrial Estate	Private	Daman	Kachigham	20	20
80	Premier Industrial Estate	Private	Daman	Kachigham	10	5
81	Pragati Industrial Estate	Private	Daman	Kachigham	1	5
82	Hill Industrial Estate	Private	Daman	Kachigham	9	10
83	Nupur Industrial Estate	Private	Daman	Kachigham	1	20

84	Manek Industrial Estate	Private	Daman	Kachigham	1	15
85	Silver Industrial Estate	Private	Daman	Bhimpore	89	89
86	Agrawal Industrial Estate	Private	Daman	Dabhel	29	57
87	Golden Industrial Estate	Private	Daman	Dabhel	49	69
88	Siddhivinayak Industrial Estate	Private	Daman	Dabhel	32	22
89	Maharani Industrial Estate	Private	Daman	Dabhel	11	52
90	Supreme Industrial Estate	Private	Daman	Bhimpore	99	99
91	Kesar Industrial Estate	Private	Daman	Bhimpore	63	63
92	Kanchan Industrial Estate	Private	Daman	Dabhel	NA	21
93	Diamond Industrial Estate	Private	Daman	Dabhel	NA	18
94	Gddidc Somnath, Dabhel	Private	Daman	Dabhel	NA	18
95	Somnath Co-Operative Industrial Society	Private	Daman	Dabhel	7	NA
96	Mahavir Industrial Estate	Private	Daman	Dabhel	12	NA
97	Sai Kripa Industrial Estate	Private	Daman	Dabhel	NA	2
98	Bharat Industrial Estate	Private	Daman	Bhimpore	NA	NA
99	Panchal Industrial Estate	Private	Daman	Bhimpore	NA	NA
100	Dabhel Co-Operative Society	Private	Daman	Dabhel	NA	NA
101	Chirag Industrial Estate	Private	Daman	Dabhel	NA	NA
102	Sangita Industrial Estate	Private	Daman	Dabhel	NA	NA
103	Sidhwan Industrial Estate	Private	Daman	Dabhel	NA	NA
104	Manecka Industrial Estate	Private	Daman	Dabhel	NA	NA
105	Pruthvi Industrial Estate	Private	Daman	Ringanwada	NA	NA
106	Prem Industrial Estate	Private	Daman	Dabhel	NA	NA
107	Laxmi Industrial Estate	Private	Daman	Dabhel	NA	NA
108	Rukmani Bhavan	Private	Daman	Dabhel	NA	NA
109	Avis Industrial Estate	Private	Daman	Ringanwada	NA	NA
110	Raj Industrial Estate	Private	Daman	Ringanwada	NA	NA

b. Energy

Physical infrastructure is crucial for the competitiveness of MSMEs, and a reliable power supply is essential for their growth. The Electricity Department of the Union Territory of Dadra & Nagar Haveli and Daman & Diu oversees electricity transmission, distribution, and retail supply in the region. The territory has successfully achieved 100% electrification in all towns and villages. Power generation is supported by a diverse mix of thermal, nuclear, and renewable energy sources, with a total installed capacity of 772.42 MW in FY24. Companies like Torrent Power have been instrumental in the region's energy sector, acquiring a 51% stake in the local power distribution corporation to meet growing demand. Meanwhile, renewable energy projects continue to expand.

The industrial sector is the largest consumer of electricity, followed by the domestic sector. The Electricity Department manages the state's power infrastructure.

In January 2023, the UT Administration of Dadra & Nagar Haveli and Daman & Diu invited bids to expand solar power capacity, including 2.56 MWp at the 6 MW solar PV plant and 4.91 MW at the 3 MWp solar PV plant in Diu. Additionally, in August 2021, ReNew Power signed a power purchase agreement (PPA) with the Solar Energy Corporation of India (SECI) to supply 400 MW of round-the-clock (RTC) electricity to Dadra & Nagar Haveli and New Delhi.³⁶

Table 20 - Electricity DNH&DD. (Amount in Rs.)³⁷

Sr.No	Category	Fixed Charges	Energy Charges
1	DOMESTIC		
	0-50 units	10.00 INR/kW/Month	1.60 INR/kWh
	51-100 units		1.60 INR/kWh
	101-200 units		2.30 INR/kWh
	201-400 units		2.80 INR/kWh
	401 and above		3.40 INR/kWh
	Lifeline Consumer# (Up to 2x40 W Bulbs)	10.00 INR/kW/Month	1.00 INR/kWh
2	NON-DOMESTIC/COMMERCIAL		
	0-100 units	20.00 INR/kW/Month	3.35 INR/kWh
	101 units and above	20.00 INR/kW/Month	4.35 INR/kWh
3	LT		
	LT Industrial		
	Up to 20 HP	30.00 INR/HP/Month	3.65 INR/kVAh
	Above 20 HP	80.00 INR/HP/Month	3.85 INR/kVAh
	LT Public Water Works		
	Up to 20 HP	50.00 INR/HP/Month	4.50 INR/kWh
	Above 20 HP	100.00 INR/HP/Month	4.50 INR/kWh
4	HT/EHT INDUSTRIAL		
	11 kV supply	400.00 INR/kVA/month	4.30 INR/kVAh
	66 kV supply	525.00 INR/kVA/month	4.20 INR/kVAh
	220 kV supply	575.00 INR/kVA/month	4.15 INR/kVAh
5	AGRICULTURE AND POULTRY		

³⁶ Ibef. Available at: <https://www.ibef.org/download/Dadra-Nagar-Haveli-and-Daman-Diu-June-2021.pdf> (Accessed: 17 September 2024).

³⁷ <https://dded.gov.in/tariff-order.php?id=73> .

	For sanctioned load up to 10 HP		0.90 INR/kWh
	Beyond 10 HP		1.30 INR/kWh
6	PUBLIC LIGHTING		
	For all units		4.30 INR/kWh
7	HOARDINGS/SIGNBOARDS		
	Hoarding/ Signboards	INR 110 per kVA per Month	7.00 INR/kWh
8	ELECTRIC VEHICLE CHARGING		
	LT Category		5.10 INR/kVAh
	HT Category		4.90 INR/kVA

As per 20th Electric Power Survey of India, CEA For industries in DNH and DD, the LT industrial tariff includes a fixed charge of ₹30.00 per HP per month for loads up to 20 HP and ₹80.00 per HP per month for loads above 20 HP, with corresponding energy charges of ₹3.65 per kVAh and ₹3.85 per kVAh, respectively. LT Public Water Works tariffs are ₹50.00 per HP per month for up to 20 HP and ₹100.00 per HP per month for loads above 20 HP, with energy charges of ₹4.50 per kWh for both categories. For HT/EHT industrial users, the fixed charges range from ₹400.00 to ₹575.00 per kVA per month depending on supply voltage (11 kV, 66 kV, or 220 kV), and energy charges range from ₹4.15 to ₹4.30 per kVAh.

In 2021-22, the energy requirement for DNH&DD was 9,463 MU and is projected to grow to 24,805 MU by 2041-42. Peak electricity demand is also expected to increase significantly from 1,265 MW in 2021-22 to 3,500 MW by 2041-42. The industrial sector, which is a major consumer of electricity, is expected to maintain a strong share of energy demand, with LT industrial consumption forecasted to rise from 523 MU in 2023-24 to 663 MU by 2031-32, and HT industrial consumption to increase from 9,240 MU in 2023-24 to 13,322 MU by 2031-32.

Overall, the energy demand in DNH&DD accounts for a small portion of the total requirement in the Western region, with industrial consumption projected to remain a dominant factor in the region's overall electricity needs.

Table 21 - Forecasted Electrical Energy Requirement (MU) at Power Station Bus Bar (Utilities)

State/UT/ Region	2021-22	2026-27	2031-32	2036-37	2041-42
DNH&DD	9,463	12,996	16,274	20,183	24,805
western region	4,28,994	5,96,793	7,63,198	9,48,220	11,52,344

Table 22 - Peak Electricity Demand (in MW) at Power Station Bus Bar (Utilities)

State/UT/ Region	2021-22	2026-27	2031-32	2036-37	2041-42
DNH&DD	1,265	1,766	2,248	2,823	3,500
western region					

Table 23 - Estimated LT Industries Category Consumption (in MU)

UT/ Region	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
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DNH&DD	523	542	561	579	597	615	631	648	663
western region	26335	27355	28372	29378	30371	31336	32260	33123	33901

Table 24 - Estimated HT Industries Category Consumption (in MU)

State/UT/ Region	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32
DNH&DD	9240	9719	10225	10751	10751	11894	12596	12963	13322
western region	122488	134680	148449	163275	179356	196243	219367	226196	232806

c. Labor

The global adoption of automation, including in India, has been on the rise. Enterprises are currently at various stages of this transition, and the accessibility of both unskilled and skilled personnel has become a crucial factor in influencing enterprise performance.

In this context, MSMEs have reported several challenges related to the availability of skilled personnel. These challenges are multifaceted, featuring two prominent aspects: demand for higher wages and a shortage of skilled personnel. The increasing demand for higher wages from skilled personnel can strain the budgets of MSMEs, especially micro and small enterprises, affecting their operating costs and profitability.

A critical and interrelated concern is the scarcity of adequately skilled individuals within the immediate talent pool. Despite the commendable employability levels in the state, finding individuals with the precise skills and aptitude required for the job can be a formidable task. The scarcity of qualified personnel adds complexity to the talent acquisition process. A larger share of unregistered enterprises reported concerns with respect to finding local skilled workforce; given their sectoral focus and scale of operations the ability of unregistered enterprises to offer competitive wages and attract requisite talent may be limited.

These challenges necessitate comprehensive measures to bridge the skill gap, foster industry partnerships, and enhance the overall effectiveness of skill development initiatives in the state.

d. Raw Materials

Procurement of raw material for most of the industries are from outside of DNH&DD. Most of the job workers are either provided by the raw material directly by the outsourcing industries or recommend raw material suppliers from whom the job workers procure.

e. Technology

For the growth and scalability of MSMEs, enhancing productivity and maintaining product quality are imperative and technology serves as the linchpin for achieving both objectives. In this regard, MSMEs were surveyed to uncover the primary challenges they face when adopting technological improvements in operations.

1.4.8 Technology and Quality

a. ZED Scheme

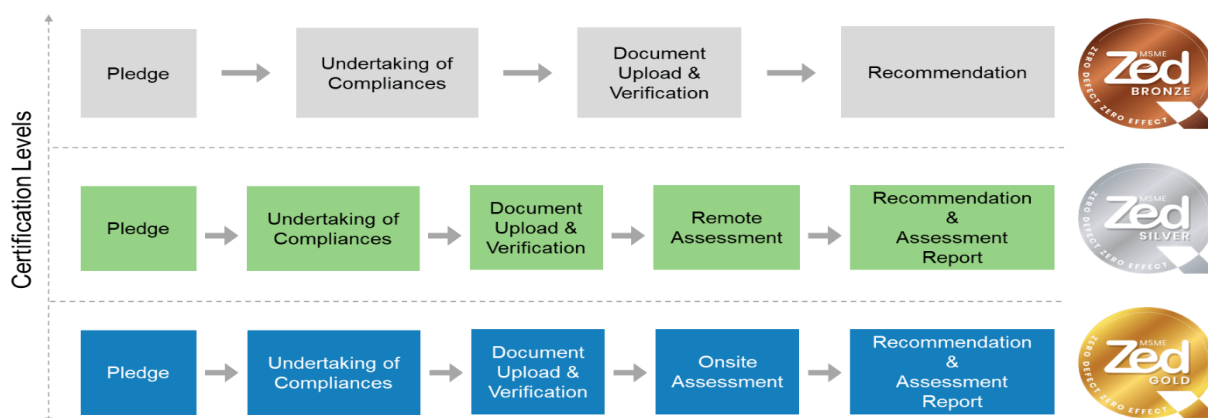
MSME Sustainable (ZED) Certification is an extensive drive to create awareness amongst MSMEs about Zero Defect Zero Effect (ZED) practices and motivate and incentivize them for ZED Certification while also encouraging them to become MSME Champions.³⁸

The ZED certification envisages promotion of Zero Defect Zero Effect (ZEDs) practices amongst MSMEs to:

- ▶ Encourage and enable MSMEs for manufacturing of quality products using latest technology and tools.
- ▶ Develop an ecosystem for ZED manufacturing in MSMEs.
- ▶ Enhancing competitiveness and enabling exports
- ▶ Promote adoption of ZED practices

There are 3 levels of certification. The process of certification in ZED scheme is provided in following figure.

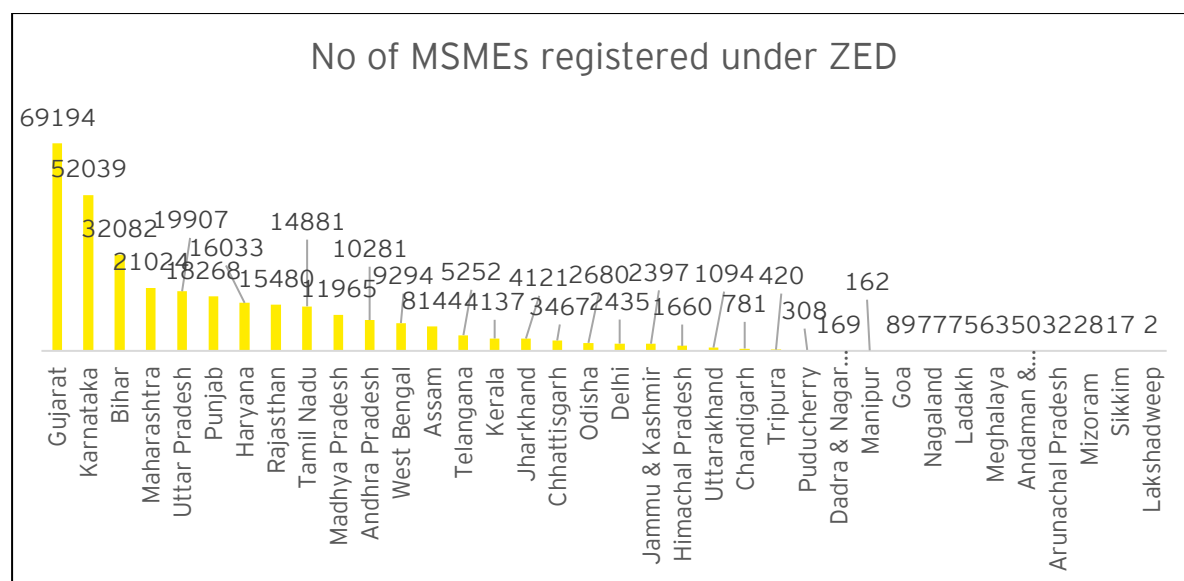
Image 9 - ZED Certification Process



The assessors are associated with an Assessment Agency (AA) that are empanelled with QCI (IA). They conduct assessment (or simply audit). They are not supposed to provide any service to the MSME when they are involved in audit activities. The assigning of audits to an AA is done by the IA; this may be based on the geographical location(s) of the AA (along with their branches) and relatively to cover the spread in terms of no. of audits other AAs are allocated.

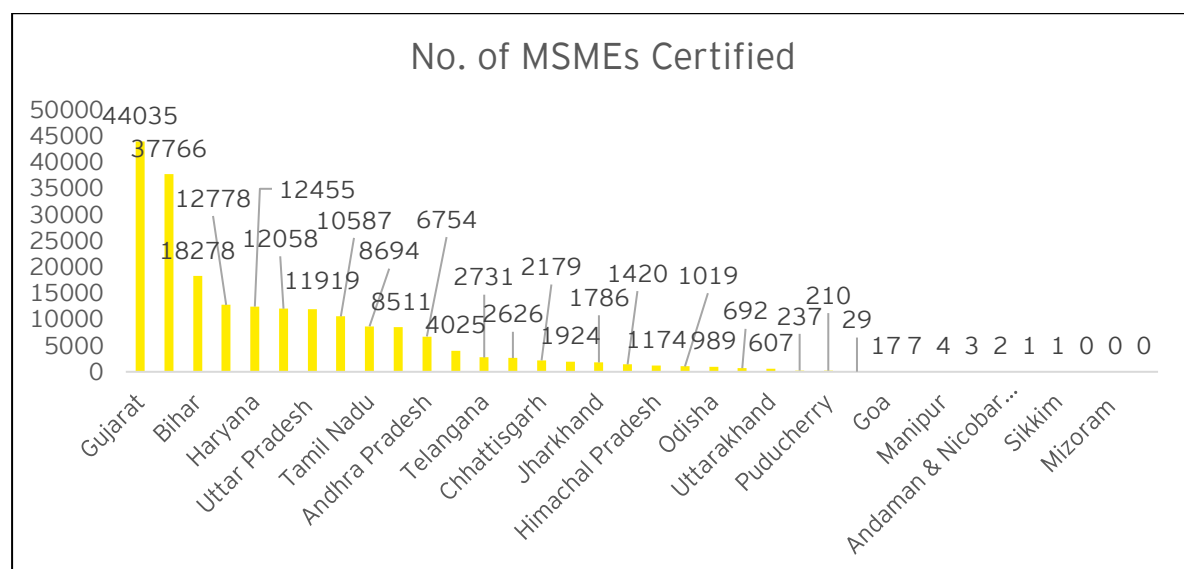
³⁸ [Guideline Cover.cdr \(investindia.gov.in\)](https://investindia.gov.in/Guideline-Cover.cdr)

Figure 21 - MSMEs registered under ZED



Dadra and Nagar Haveli and Daman & Diu has **169** ZED registrations, positioning it among the lower end of the spectrum compared to other states and Union Territories in India. This figure is relatively modest when compared to larger states like Gujarat, which has over **69,000** registrations, and even neighbouring Maharashtra with over **21,000**³⁹. Although this UT's numbers are higher than the smallest regions like Lakshadweep and Sikkim, they still reflect a relatively limited MSME sector.

Figure 22 - MSMEs Certified under ZED

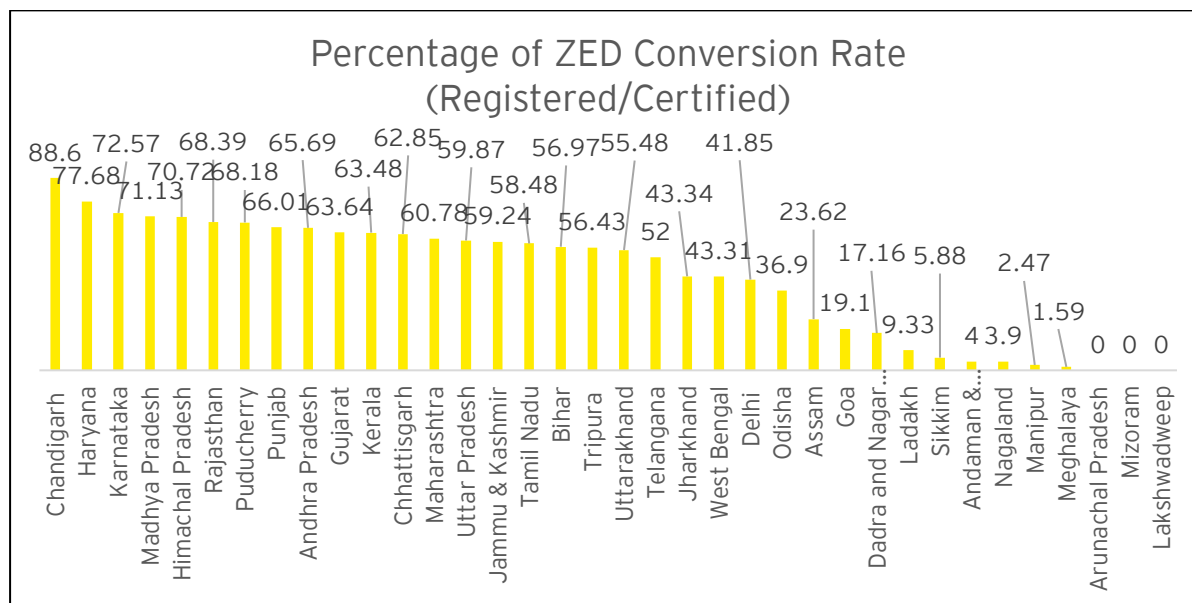


Dadra and Nagar Haveli and Daman & Diu has **29** ZED certifications, a figure that underscores its limited engagement in achieving this quality certification compared to other states and Union Territories. While this number is higher than the smallest regions like Arunachal Pradesh, Mizoram,

³⁹ DIC

and Lakshadweep, which report no certifications, it is considerably lower than many larger states such as Gujarat, which leads with **44,035** certifications. The disparity suggests that this UT has room for growth in terms of MSME quality certifications. Enhancing certification processes and support mechanisms for local MSMEs could help improve these numbers and drive greater adherence to quality standards.

Figure 23 - Percentage (%) of MSMEs Certified under ZED



Dadra and Nagar Haveli and Daman & Diu has a ZED conversion rate of **17.16%**, reflecting a relatively low proportion of MSMEs that have transitioned from registration to certification. This rate is considerably below the national average and ranks among the lowest compared to other states and Union Territories. For example, Chandigarh leads with an impressive conversion rate of **88.6%**, and even states like Haryana and Karnataka have rates above **70%**. The low conversion rate in Dadra and Nagar Haveli and Daman & Diu suggests potential challenges in advancing registered MSMEs to certified status. Addressing these challenges through enhanced support and streamlined certification processes could help improve this rate and encourage more MSMEs in the region to achieve ZED certification.

b. LEAN Scheme

The LEAN Manufacturing scheme was started as a pilot phase in 2009 for 100 mini-clusters in 11th Five Year Plan. National Productivity Council (NPC) was selected as National Monitoring and Implementing Unit (NMIU) for facilitating implementation and monitoring of the Scheme. Intervention of Lean Techniques started in 89 Mini Clusters and successfully. Work completed in 59 Mini Clusters with an expenditure of Rs 16.17 Cr under the Pilot phase of LMCS.

The Scheme was up scaled in September 2013 considering the recommendations of the evaluation report conducted by Quality Council of India (QCI). The evaluation report on Implementation of pilot LMCS has recommended the continuation of the Scheme keeping in view benefits amounting to about 20% increase in productivity to the units.⁴⁰

⁴⁰ [Lean Manufacturing | Ministry of Micro, Small & Medium Enterprises \(msme.gov.in\)](https://www.msme.gov.in)

The Phase II of the scheme was started in 2019 after successful completion of pilot and up-scaled phase. The scheme was launched to make the MSMEs competitive with the use of LEAN Methodology under the changing global environment. The main aim was to make the MSMEs competitive and efficient to participate in the exports of the products in the globalized world.

The Objectives of the project were -

- ▶ Reducing Waste
- ▶ Increasing productivity
- ▶ Introducing innovative practices for improving overall competitiveness
- ▶ Inculcating good management systems
- ▶ Imbibing a culture of continuous improvement

The Scheme is aimed to help small and medium-sized businesses in selected clusters to reduce their manufacturing costs with the assistance of Lean Manufacturing Consultants (LMC), who will be financially supported by the government. The LMC will work with the MSMEs to implement various Lean Manufacturing techniques, such as optimizing personnel management, improving space utilization, managing inventory scientifically, streamlining processes, reducing engineering time, and so on, to reduce waste in manufacturing. The Scheme also encourages the promotion of Zero Defect Zero Effect manufacturing.

MSME Competitive Lean Scheme (MCLS) was launched by the Ministry of Micro, Small and Medium Enterprises (MSME) in March 2023⁴¹ to enhance the competitiveness of Micro, Small and Medium Enterprises (MSMEs) in the country. The scheme aims to improve the productivity and profitability of MSMEs by implementing lean manufacturing tools and techniques.

The scheme also provides for capacity building and training of MSMEs in lean manufacturing techniques through a network of lean manufacturing groups and experts. The aim is to create a pool of trained professionals who can provide technical assistance to MSMEs in adopting lean manufacturing practices.

MSME Competitive (LEAN) scheme can be attained in three levels namely:

- ▶ Basic
- ▶ Intermediate
- ▶ Advance

Table 25 - LEAN Manufacturing Scenario in DNH & DD

LEAN Scheme Data for the UT of DNH & DD				
S.No	District	Trainings Conducted	No. of Registration	No. of MSMEs in Bronze, Silver or Gold
1	Dadra & Nagar Haveli	1	20	0
2	Daman & Diu	1	11	0
Total		2	31	0

⁴¹ PIB Delhi press release for MoMSME on 10 March 2023

The steps involved in implementation of the three levels are illustrated below:

Image 10 - LEAN Scheme Implementation: Basic

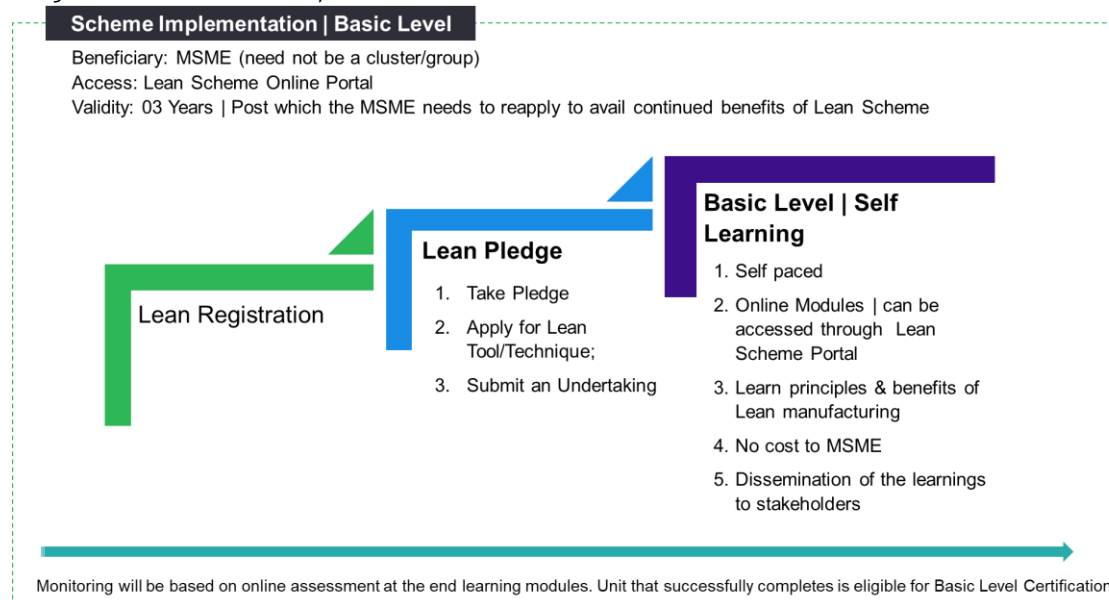


Image 11 - LEAN Scheme Implementation: Intermediate

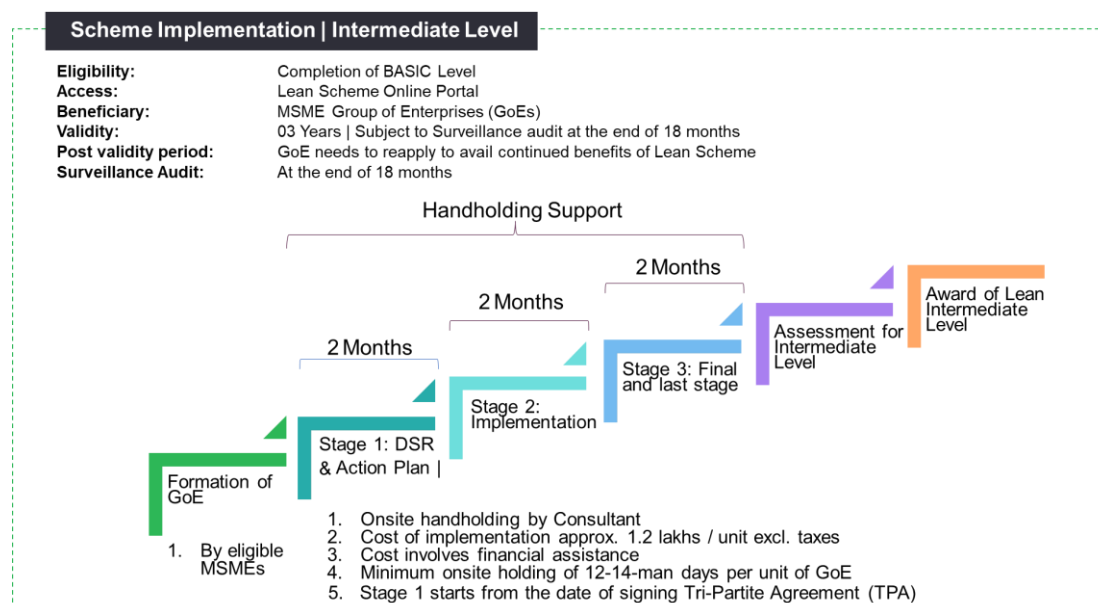
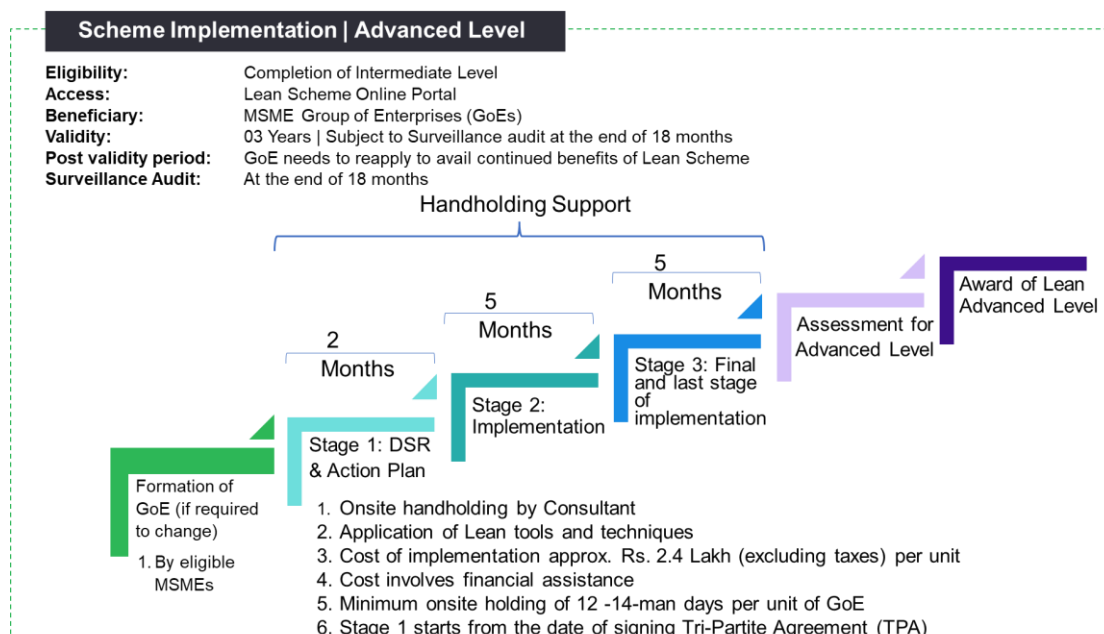


Image 12 - LEAN Scheme Implementation: Advanced



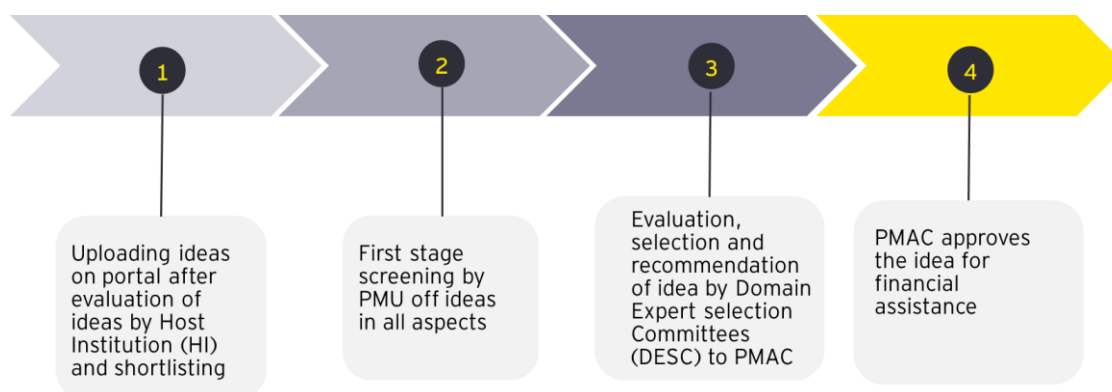
Innovate (Incubation, Design and IPR)

Innovate Scheme under the MoMSME has three different verticals promoting innovation in the complete value chain from ideation to application of the ideas to solve problems commercially. The three verticals under Innovate scheme are Incubation support, Design support and IPR support.

The primary objective of the Incubation Component is to promote and support untapped creativity, and adoption of latest technologies in MSMEs that seek the validation of their ideas at the proof-of-concept level. The Incubation component consists of:

- ▶ Recognition of eligible institutions as Host Institute (HI) to act as Business Incubator (BI)
- ▶ Approval of Ideas of Incubatees submitted through Host Institute (HI)
- ▶ Assistance for nurturing of Ideas to HI
- ▶ Assistance towards Capital Support to HI for Plant and Machinery

Figure 24 - Process Flow of Incubation application approval for financial assistance



2. Diagnostic Assessment and Field Surveys

2.1 Overview

To develop an effective strategy and aligned set of interventions, it was envisioned that a diagnostic and stakeholder dialogue exercise will be conducted to gather data and information on the MSME sector.

A series of 20 Focus Group Discussions were meticulously facilitated, complemented by individual consultations with key industry stakeholders to gain a better understanding of their requirements for technology, finance, and networking connections.

- ▶ In a detailed examination of the industrial sector, Mr. Krishna Chaitanya, the **Director of Industries**, presented an extensive analysis of the current industrial landscape. The primary sector is dominated by the plastic industry, which has the highest number of units. Despite their lower numbers, the textile sector stands out with a significant volume and turnover, marking its prominence among larger industries. Other sectors showing promise include lubricants, with potential for mini-cluster formation, as well as the packaging and engineering goods sectors, which are also noteworthy contributors to the industrial fabric of the region.
- ▶ A pivotal aspect of the discussions led by Mr. Chaitanya was the strategic development of industrial clusters, particularly within the lubricant sector, to bolster production efficiency and drive economic growth. The implementation of LEAN manufacturing techniques was emphasized to enhance operational efficiency and reduce waste, demonstrating a commitment to sustainable and efficient industrial practices. The industries within the Union Territory (UT) enjoy beneficial tax policies, providing a compelling incentive for businesses to engage in export activities from this region.
- ▶ Conversations with the **Daman Industries Association** brought to light a concerning lack of awareness among industry participants. There was a significant gap in understanding the Open Network for Digital Commerce (ONDC) and its potential benefits, as well as limited knowledge about the Trade Receivables Discounting System (TReDS), which is critical for accessing credit and working capital. The meeting underscored the need for greater awareness of various government initiatives and schemes designed to support the industrial sector, including the MSME Samadhaan Portal, which addresses delayed payments to MSMEs. The lack of knowledge regarding financial incentives available to industry players was also a topic of concern, indicating a pressing need for enhanced communication and outreach to ensure that industries can fully leverage the financial opportunities available to them.
- ▶ In a separate meeting with Mr. Atul Shah, President of the **Federation of Industries**, the focus was on the advancement of the plastic industry in the UT, which necessitates the establishment of a UN-Certified Lab and Testing Lab to ensure quality assurance and compliance with international standards. Skill development was underscored as a critical need for the workforce, especially in Daman, to support the industry's growth and competitiveness. Credit and finance issues were also discussed, with micro and small enterprises facing challenges due to the 45-day payment rule, putting them at a disadvantage compared to medium enterprises that have a 90-day credit period. Medium enterprises struggle with obtaining bank loans due to the lack of collateral, as many operate

on rented assets. The high Annual Guarantee Fee (AGF) in the UT adds to the financial strain on businesses. The Ease of Doing Business (EODB) in the UT also faces challenges, particularly in comparison to neighbouring Gujarat, where businesses can start operations and obtain all necessary permits within three years. The willingness of industries in the UT to provide affidavits for faster processes and the proposal for an MSME Facilitation Cell to improve EODB were discussed. The low representation of women at the ownership level within the industry, with many managing marketing and finance from Mumbai, was noted. Cluster development potential exists within the plastic industry, though currently limited to micro enterprises. The majority of micro and small industries are located in small commercial spaces known as 'gaalas'. Logistics and infrastructure challenges, including the proposal for a dry port and the region's significant forest cover, were also topics of discussion. The meeting concluded with proposals for Buyer-Seller Meetings (BSMs) and the RAMP initiative to enhance MSME productivity.

- ▶ A meeting with Mr. Ajit Yadav of **Global Packaging**, who previously served as the President of the Federation of Industries Association in Silvassa, highlighted several challenges and potential strategies for the development of MSMEs. The lack of significant support for MSMEs at the ground level was a primary concern, with continuous challenges in financing and a particular emphasis on the need for better access to credit. Workforce training typically spans 3-6 months, after which many employees either move to better opportunities or are promoted, leading to a high turnover rate. MSMEs continue to face persistent financing problems. China was mentioned as a role model for MSME development, with the creation of industrial clusters being crucial for the growth of MSMEs. Financial flexibility and support were also discussed, with suggestions to reduce interest rates on loans and to make repayment terms more flexible to accommodate the unique challenges faced by MSMEs. Subsidized support was proposed, advocating for subsidized rates for land, loans, and other resources to be provided to MSMEs, which could significantly benefit individual enterprises. The impact of large corporations entering the market, such as IKEA, was addressed, highlighting the need to ensure that Indian MSMEs can participate and benefit from these opportunities, maintaining competitiveness and fostering integration into larger supply chains.
- ▶ A **combined stakeholder meeting** was convened with participants from the **DNH Industry Association, Federation of Industries Daman, HIL, Industries Department, Director of Industries**, and the EY Team. Concerns about the GEM processing fee were raised, with stakeholders advocating for a review and decrease to enhance accessibility for businesses. There was a consensus on the need to focus on key industries such as textile, power, plastic, and yarn in Silvassa, with MSME development programs prioritizing connections within these sectors. The necessity of enhancing industry-related websites to improve access to information and services was identified. The support of the Export Credit Guarantee Corporation (ECGC) was deemed crucial for businesses looking to expand their export capabilities. Although an Export Facilitation Centre is in development, clearer guidance is required for businesses to effectively utilize this platform. The importance of participation in major fairs in cities like Delhi and Mumbai was highlighted to showcase the local industries of the Union Territory. Proper training programs were also called for to educate businesses on onboarding to the Open Network for Digital Commerce (ONDC). The meeting addressed the non-compulsory participation of MSMEs or those with a turnover of less than ₹250 crore in certain initiatives, suggesting that this issue should be raised and Article 43 of the government re-implemented. Biodegradable alternatives to plastic, which are cheaper yet underutilized, were discussed, with suggestions for subsidies to encourage their adoption.

The frequency of bankers' meets and financial training related to financial institutions should be increased to enhance financial literacy. Cultural and tourism events, such as the Diu Games, could be expanded, and new festivals like a monsoon festival could be introduced to boost tourism. The high costs of international certifications like UL for the US and CE for the UK, which can reach ₹1-2 crore, were cited as limiting factors for the export potential of industries, highlighting the need for more accessible certifications. Encouraging ZED (Zero Defect, Zero Effect) certification, particularly achieving ZED Gold status, was emphasized for its focus on product quality and environmental responsibility. Subsidies for energy and water audits were proposed to help industries comply with environmental standards. The need for sector-specific training programs was acknowledged, with a call for funding to bring international industrial technicians to share new business practices. Lastly, the potential for women Self-Help Groups (SHGs), especially in the Khanvel area, was recognized. Post-training support is being provided, and there is a concerted effort to assist these SHGs in entering the market with a focus on marketing and product development.

The comprehensive diagnostic analysis undertaken for the Strategic Investment Plan (SIP) of DNH-DD examines multiple pivotal dimensions of the state's Micro, Small, and Medium Enterprises (MSME) landscape. This evaluation yields significant takeaways pertaining to the structural makeup, scale stratification, industry segmentation, gender inclusivity within the entrepreneurial scene, and the demographic classification of enterprise proprietors.

Comprehensive site visits to various industrial estates were undertaken to conduct in-depth surveys. Additionally, a subset of data was gathered via telephonic interviews.

The field survey aimed to comprehensively analyse the constraints, and opportunities for MSMEs focusing on key pillars identified by the RAMP program. The survey encompasses a total of 149 enterprises, distributed across the district of Dadra & Nagar haveli and Damand & Diu .

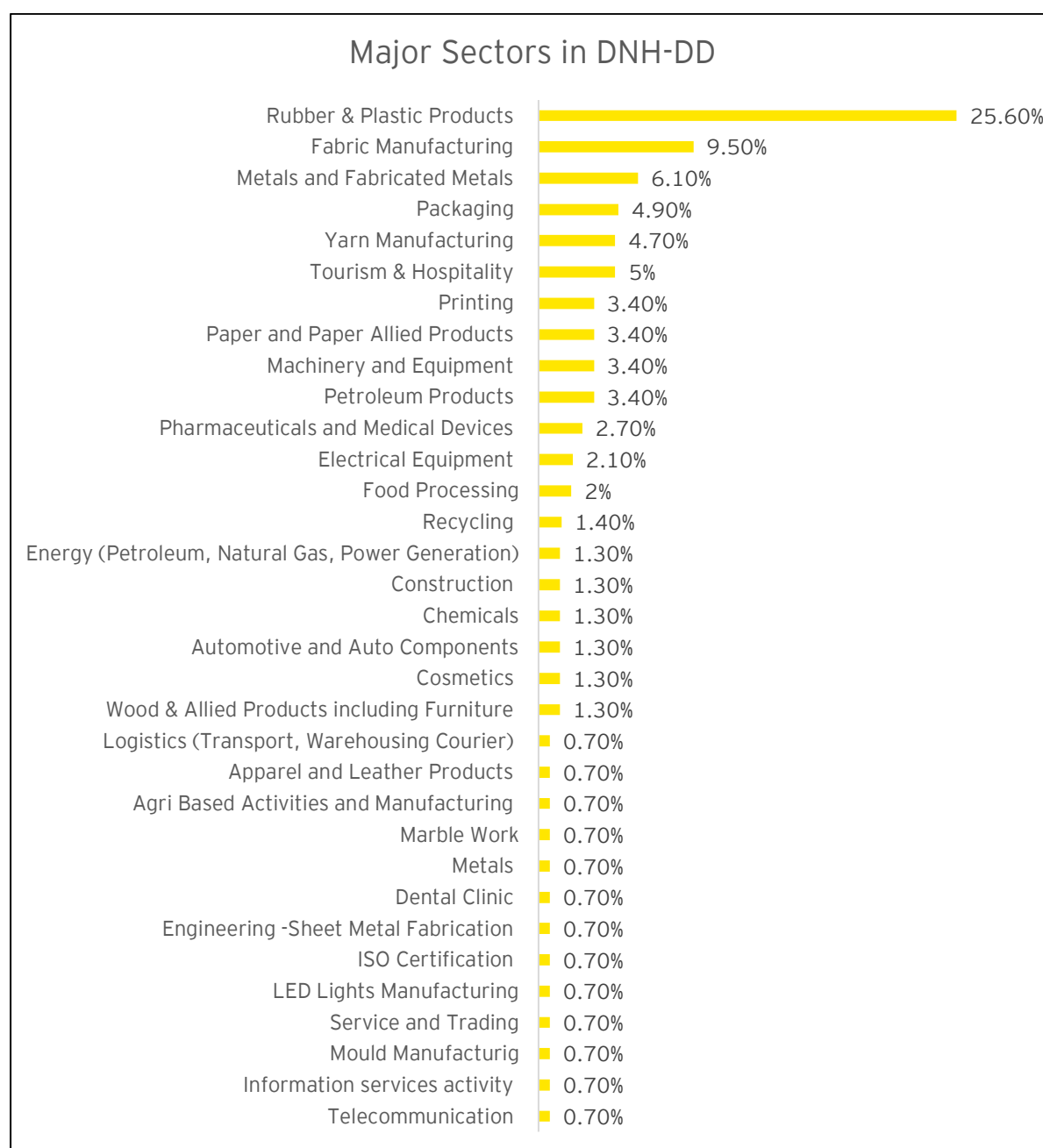
To develop an effective SIP for the UT of Dadra and Nagar Haveli and Daman and Diu, a comprehensive questionnaire has been used, which covered the following aspects related to MSMEs:

- ▶ Basic information on MSMEs
- ▶ Status of employment in the enterprise
- ▶ Access to market status and issues
- ▶ Access to finance challenges
- ▶ Raw material procurement aspects
- ▶ Technology upgradation
- ▶ Awareness about TreDs platforms
- ▶ Delayed payments and Samadhan Portal
- ▶ Issues related to government procurement and GeM/ONDC portal
- ▶ Adoption and issues related to environment and safety standards
- ▶ Infrastructural challenges of MSMEs
- ▶ Capacity building related issues
- ▶ Awareness and benefits of various State and Centre schemes
- ▶ Basic information about MSME owners

Note: The survey results outlined in the document are representative of the responses received and do not necessarily reflect the views or circumstances of the entire MSME community in DNH-DD.

Major Sectors:

Figure 25 - Major Sectors in DNH-DD



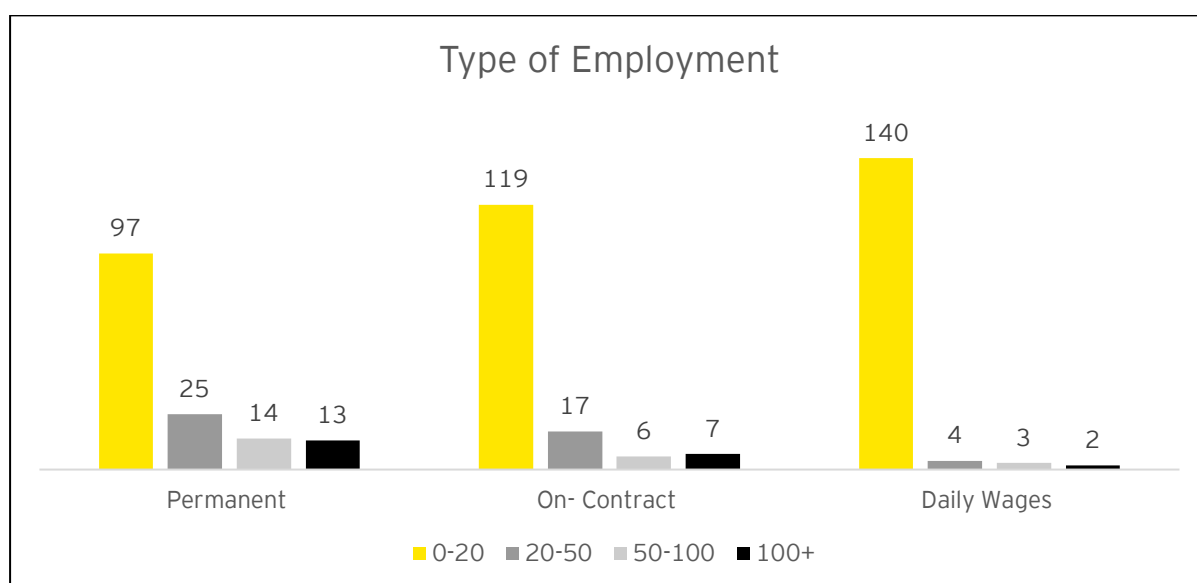
The sector analysis of MSMEs in DNH-DD presents a highly diverse industrial landscape with no single sector dominating the ecosystem. The largest share is held by the Rubber & Plastic Products sector, which accounts for a significant 25.6%, indicating a strong niche or specialization in this area. Fabric

Manufacturing also has a notable presence at 9.5%, suggesting another key area of industrial activity. Metals and Fabricated Metals follow with 6.1%, which could be linked to the region's manufacturing capabilities.

Tourism & Hospitality (5%), Yarn Manufacturing (4.7%), and Packaging (4.9%) are moderately represented, pointing to a range of economic activities that contribute to the region's economic diversity. Sectors such as Pharmaceuticals and Medical Devices, Electrical Equipment, and Food Processing have smaller representations, ranging from 2% to 2.7%, which may reflect specialized or emerging industries within Daman.

The remaining sectors, including Petroleum Products, Machinery and Equipment, Paper and Paper Allied Products, and Printing, each hold around 3.4%, suggesting a spread of medium-scale industrial activities. The least represented sectors, each with 0.7% to 1.4%, span a wide array of industries from Telecommunication to Agri-Based Activities, indicating a breadth of small-scale operations that collectively contribute to the economic tapestry of the region. The data underscores the existence of a multifaceted MSME sector in DNH-DD, with a vast range of activities that could potentially benefit from targeted support and development initiatives.

Figure 26 - Type of Employment



The analysis of the number of employees across different employment types within MSMEs shows a clear trend towards smaller employment sizes, particularly for permanent and on-contract workers. The majority of MSMEs employ between 0-20 permanent workers (97 businesses), indicating that small-scale operations are prevalent in the region. This is followed by a smaller number of businesses employing 20-50 permanent workers (25 businesses), and even fewer in the 50-100 (14 businesses) and 100+ (13 businesses) employee brackets, suggesting that as businesses grow, the number of permanent employees does not increase proportionally.

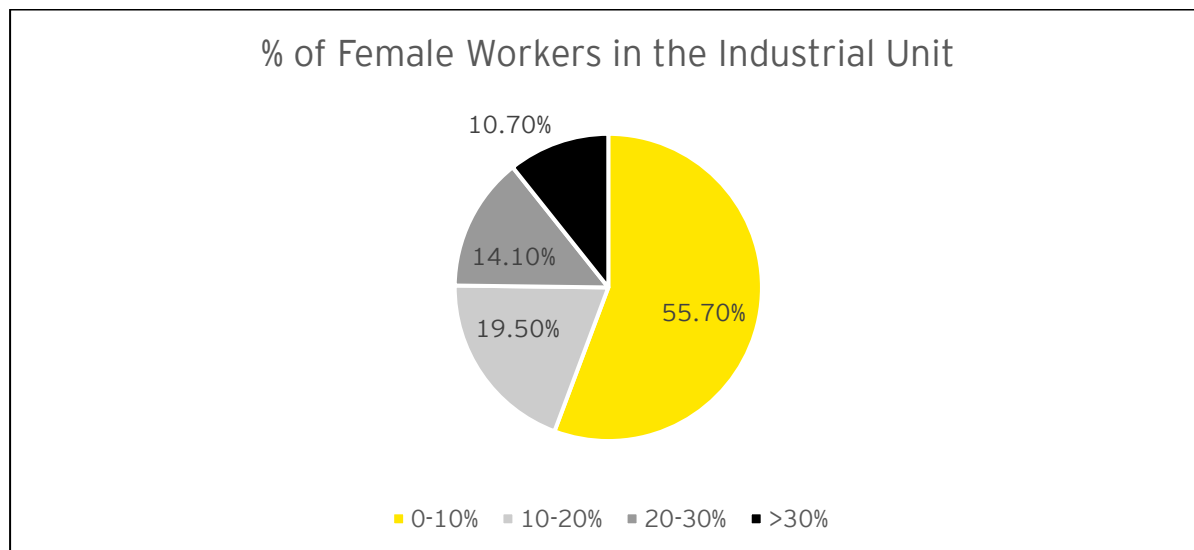
For on-contract employees, the trend is even more pronounced, with 119 businesses employing between 0-20 workers, and a sharp drop-off for those employing 20-50 (17 businesses), 50-100 (6 businesses), and 100+ (7 businesses). This could imply a preference for a flexible workforce that can be adjusted according to business needs.

Daily wage workers show the most significant skew towards the 0-20 employee range, with 140 businesses employing workers on this basis, and very few businesses employing daily wage workers in the higher brackets (4 businesses for 20-50, 3 for 50-100, and 2 for 100+). This suggests that

daily wage labor is predominantly utilized by micro-scale enterprises and is less common in larger operations.

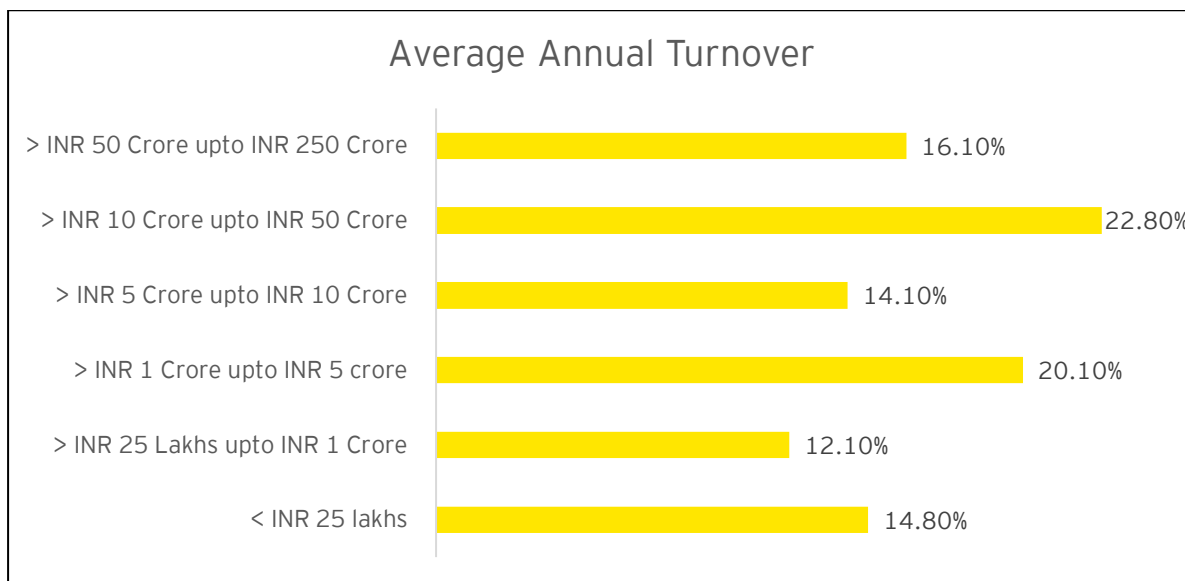
Overall, the data indicates that MSMEs in DNH-DD are largely reliant on small teams, with a significant reliance on flexible labor arrangements such as on-contract and daily wages, which may reflect the need for operational agility and cost management in the sector.

Figure 27 - % of Female Workers in the Industrial Unit



The data on the percentage of females working in industrial units in DNH-DD reveals that the majority of these units have a low representation of female workers. A significant 55.7% of the units report having between 0-10% female employees, indicating a substantial gender disparity in the industrial workforce. Units with a slightly higher representation of females, in the range of 10-20%, account for 19.5%, while those with 20-30% female employees make up 14.1%. Only a small proportion of industrial units, 10.7%, have more than 30% female employees, suggesting that there are relatively few environments within the industrial sector where women make up a substantial part of the workforce. This data highlights the need for initiatives to promote gender diversity and inclusion in the industrial sector.

Figure 28 - Average Annual Turnover

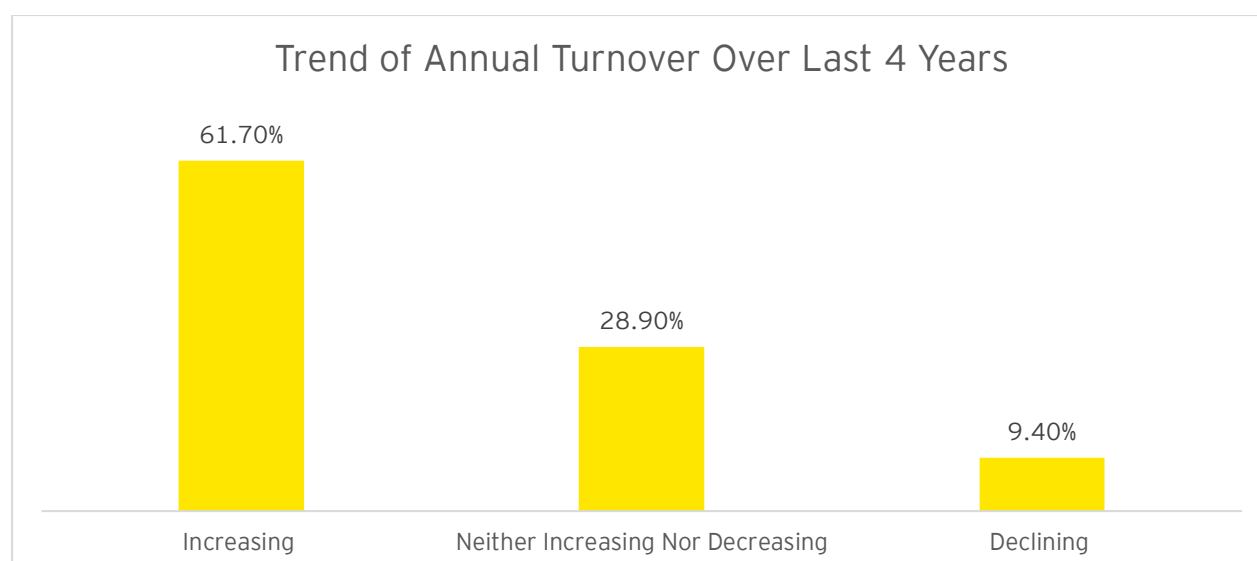


The data on average annual turnover for MSMEs in DNH-DD shows a diverse range of financial scales within the sector. The largest single group of businesses, 22.8%, reports turnovers of more than INR 10 Crore and up to INR 50 Crore, indicating a robust segment of medium-sized enterprises with significant economic activity. The next largest group, with turnovers greater than INR 1 Crore and up to INR 5 Crore, comprises 20.1% of the MSMEs, suggesting that a substantial number of businesses are successfully operating above the micro-scale.

Businesses with turnovers exceeding INR 50 Crore and up to INR 250 Crore represent 16.1%, which points to the presence of larger and potentially more established enterprises within the MSME category. The smaller turnover brackets, less than INR 25 lakhs and between INR 25 Lakhs to INR 1 Crore, account for 14.8% and 12.1% respectively, reflecting the smaller scale operations that may be newer, less capitalized, or operating in niche markets.

The segment with turnovers between INR 5 Crore and INR 10 Crore encompasses 14.1% of MSMEs, indicating a transition zone where businesses may be experiencing growth and scaling challenges. Overall, the data suggests a healthy distribution of business sizes in Daman's MSME sector, with a considerable number of enterprises achieving significant turnover, indicative of a competitive and potentially growth-oriented business environment.

Figure 29 - Trend of Annual Turnover

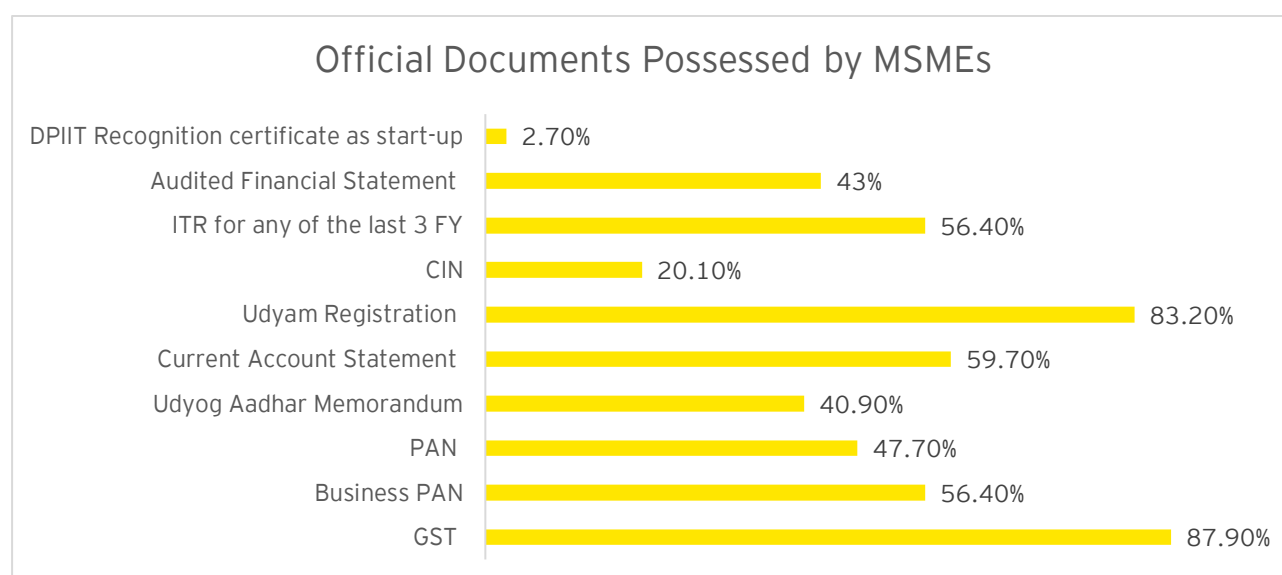


The trend analysis of annual turnover among MSMEs indicates a predominantly positive economic performance, with 61.7% of businesses reporting an increasing trend in their annual turnover. This suggests that a majority of the enterprises are experiencing growth, which could be attributed to factors such as market expansion, innovation, or effective business strategies.

A significant portion of businesses, 28.9%, report that their annual turnover is neither increasing nor decreasing, implying stability in their revenue streams. This could reflect a mature market presence or possibly a plateau in growth, which might necessitate strategic changes to stimulate further development.

Only a small fraction of the businesses, 9.4%, are facing a declining trend in their annual turnover. This indicates that while most MSMEs in Daman are thriving or maintaining their position, there is a subset that may be struggling with challenges that are negatively impacting their financial performance.

Figure 30 - Official Documents Possessed by MSMEs



The data on the possession of official documents by MSMEs shows a high level of compliance with GST registration, as 87.9% of businesses have this document, indicating a strong adherence to tax regulations. Udyam Registration is also well-represented at 83.2%, reflecting awareness and compliance with government initiatives for small businesses.

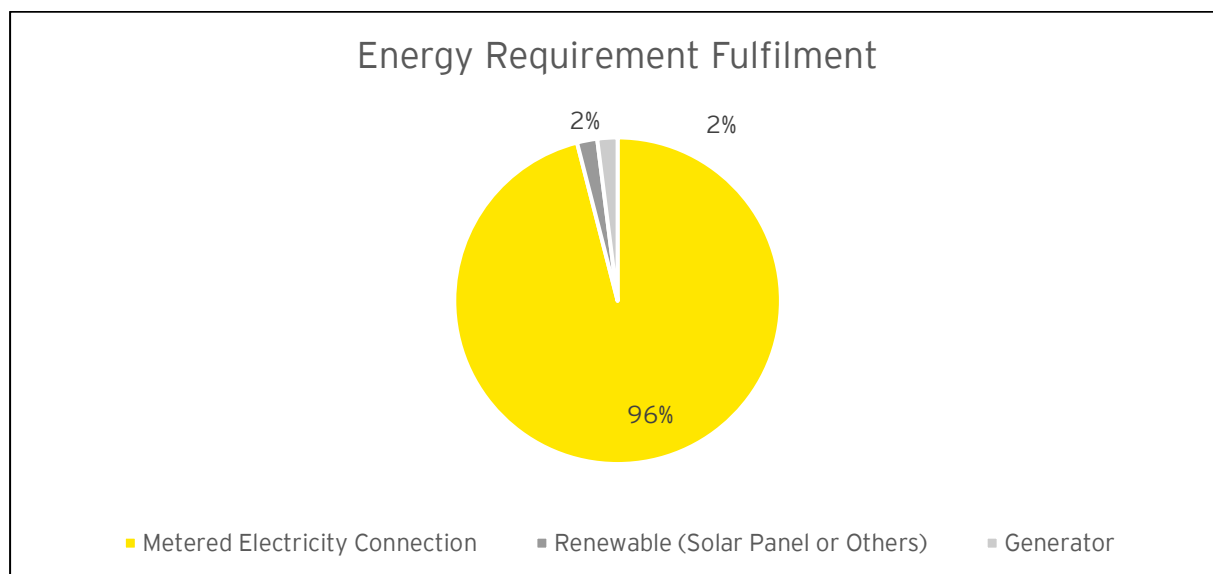
Current Account Statements are held by 59.7% of MSMEs, which is consistent with the need for formal banking and financial transactions in business operations. Business PAN and ITR for any of the last 3 financial years are both held by 56.4% of businesses, suggesting that over half of the enterprises are engaged in tax filing and have a separate PAN for their business activities.

Personal PAN cards are held by 47.7% of the businesses, which may overlap with Business PAN in some cases but also indicates personal tax compliance. Audited Financial Statements are available for 43% of businesses, showing a moderate level of formal financial reporting.

The Udyog Aadhar Memorandum, which is a government registration document that provides a business identity number, is held by 40.9% of MSMEs, indicating a level of engagement with government schemes. A smaller percentage, 20.1%, have a Corporate Identification Number (CIN), which is necessary for legally registered companies, suggesting that a fifth of the businesses are incorporated.

The least common document is the DPIIT Recognition certificate as a start-up, held by only 2.7% of businesses, which could be due to the specific criteria required for this recognition or a lower number of start-ups within the surveyed group. Overall, the data suggests that while there is a high level of compliance with key regulatory documents, there is variability in the adoption of other formal business documents, which may reflect the diversity in the size and type of businesses within the MSME sector in Daman.

Figure 31 - Energy Requirements of MSMEs



The data on energy requirement fulfilment for MSMEs shows an overwhelming reliance on metered electricity connections, with 96% of businesses using this as their primary source of energy. This high

percentage indicates a strong infrastructure for electrical power distribution in the region and suggests that the majority of MSMEs have access to a stable and reliable electricity supply.

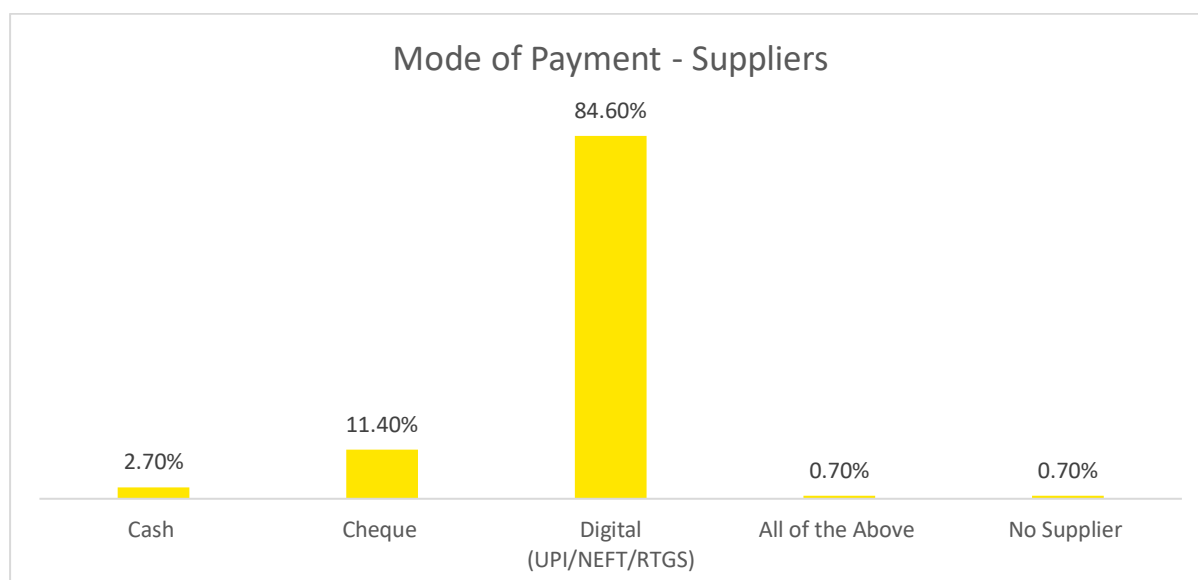
Renewable energy sources, such as solar panels or other forms, are utilized by only 2% of the businesses. This low adoption rate could be due to various factors, including the initial investment costs, lack of awareness, or insufficient incentives for switching to renewable options.

Generators are also used by 2% of the businesses, which may serve as backup power solutions or be used in areas where the electricity supply is less reliable. The minimal use of generators aligns with the high availability of metered electricity connections, indicating that for most businesses, the grid is sufficient to meet their energy needs.

Mode of Payments:

► Suppliers

Figure 32 - Mode of Payment - Suppliers



The analysis of the mode of payment used by MSMEs in Daman to pay their suppliers indicates a strong preference for digital transactions, with a substantial 84.6% of businesses utilizing digital payment methods such as UPI, NEFT, and RTGS. This high percentage reflects the convenience, speed, and traceability of digital payments, as well as possibly the influence of government policies promoting digitalization.

Cheques are used by 11.4% of businesses, suggesting that while less prevalent than digital methods, cheques still play a role in business transactions, possibly due to their historical use or for transactions that require documented proof of payment.

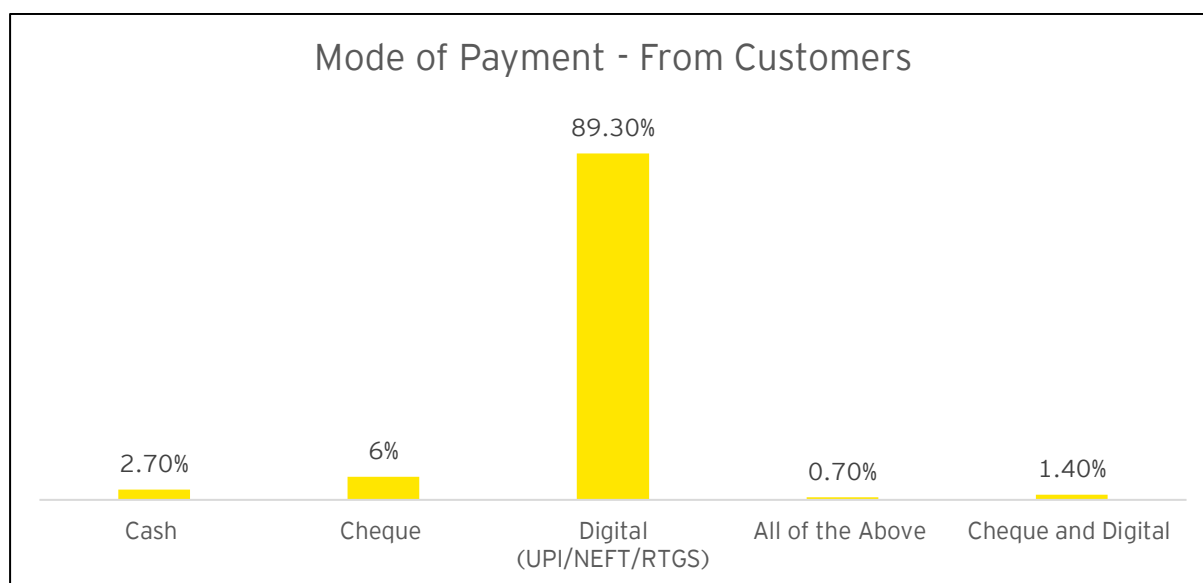
Only a small fraction of businesses, 2.7%, rely on cash payments to suppliers, which may be due to the immediacy of cash transactions or for small-scale purchases where digital or cheque payments are less practical.

An even smaller percentage, 0.7%, report using all of the above payment methods, indicating that very few businesses employ a mix of cash, cheque, and digital payments, which could be due to varying supplier preferences or the nature of transactions.

Lastly, 0.7% of businesses report having no suppliers, which could be indicative of self-sustaining operations or businesses that are primarily service-oriented and do not rely on external suppliers for goods.

► Customers

Figure 33 - Mode of Payment - From Customers



The data on the mode of payment received from customers by MSMEs shows an overwhelming preference for digital payments, with a dominant 89.3% of businesses receiving payments through digital channels such as UPI, NEFT, and RTGS. This indicates a strong adoption of modern payment technologies, which may be driven by their convenience, efficiency, and the push towards digitalization in the business environment.

Cheques are used by only 6% of businesses, suggesting that while still in use, they are much less preferred compared to digital methods. This could be due to the slower processing times and the physical handling involved with cheques.

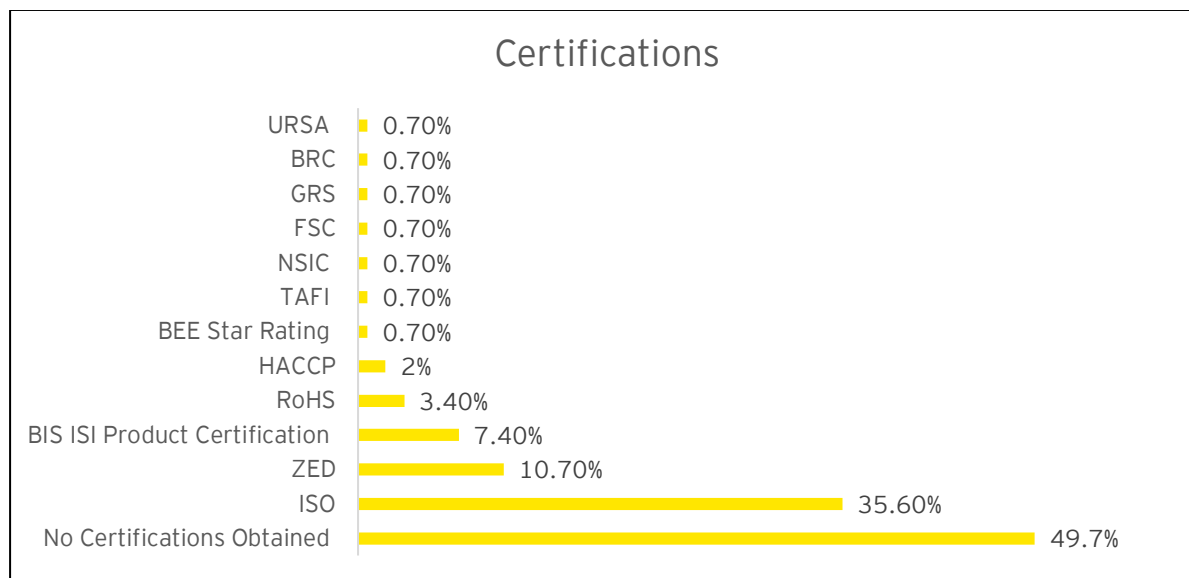
Cash payments from customers are reported by a mere 2.7% of businesses, indicating that cash transactions are relatively uncommon, which could be a result of the digital payment trend and possibly efforts to reduce cash handling for transparency and security reasons.

A small percentage of businesses, 1.4%, receive payments through both cheques and digital means, showing that some businesses cater to customer preferences or transaction types that require multiple payment options.

Only 0.7% of businesses report receiving payments through all the mentioned modes—cash, cheque, and digital—highlighting that very few businesses maintain such a diversified approach to payment acceptance.

Certification Possessed by MSMEs:

Figure 34 - Certifications



The data on certifications among MSMEs reveals that nearly half of the businesses, at 49.7%, have not obtained any certifications, which may suggest a potential area for improvement in terms of standardization and quality assurance. ISO certifications are held by 35.6% of businesses, indicating a significant adherence to international standards for quality management systems, which can enhance competitiveness and customer trust.

The ZED (Zero Defect Zero Effect) certification is held by 10.7% of businesses, reflecting a commitment to quality products and environmental sustainability among a smaller segment of the MSMEs. BIS ISI Product Certification is obtained by 7.4% of businesses, demonstrating compliance with Indian standards for product quality and safety.

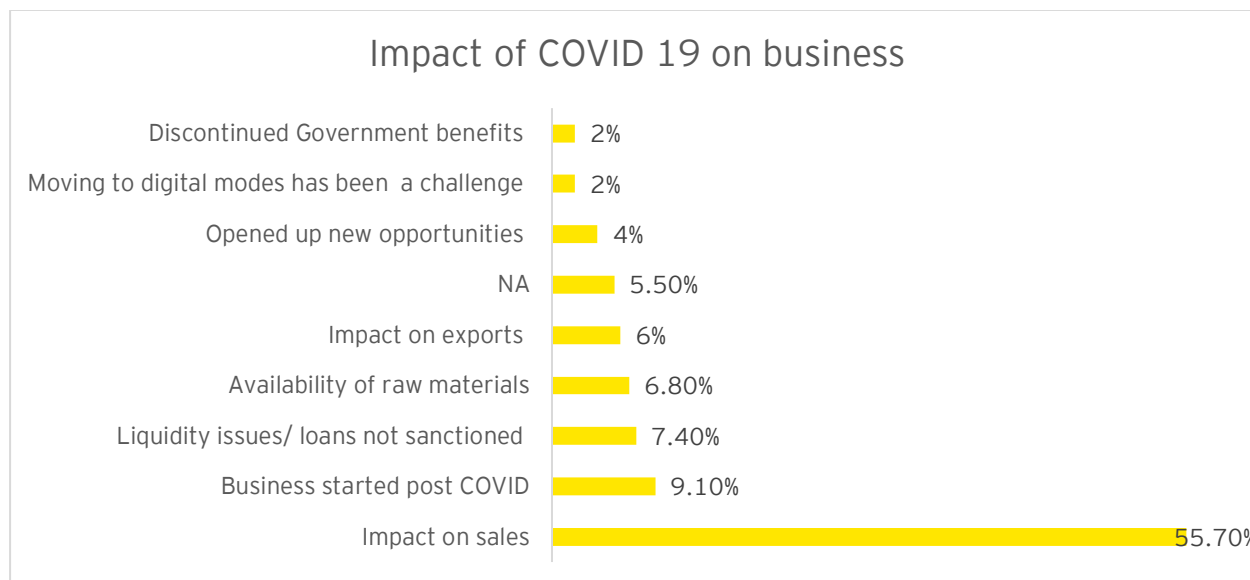
RoHS (Restriction of Hazardous Substances) compliance is reported by 3.4% of businesses, which is relevant for companies dealing with electronic and electrical equipment, indicating their commitment to reducing environmental impact.

HACCP (Hazard Analysis and Critical Control Points) certification, important for food safety management, is held by 2% of businesses, which could be indicative of the presence of food processing industries within the surveyed MSMEs.

The remaining certifications, including BEE Star Rating, TAFI, NSIC, FSC, GRS, BRC, and URSA, are each held by only 0.7% of businesses. These certifications cover a range of areas from energy efficiency to financial credibility, sustainable forestry, global recycling standards, and food safety, but their low prevalence suggests they are either niche in application or not widely pursued by the MSMEs in Daman.

Impact of COVID 19 on MSMEs:

Figure 35 - Impact of COVID-19 on Businesses



The data on the impact of COVID-19 on businesses indicates that the pandemic has had a significant effect on sales, with 55.7% of MSMEs reporting an impact. This suggests that a majority of businesses experienced a downturn in revenue, likely due to disruptions in operations, supply chains, and consumer demand.

A notable 9.1% of businesses started post-COVID, indicating a wave of new entrepreneurship possibly spurred by the changing economic landscape or the emergence of new market needs following the pandemic.

Liquidity issues or challenges with loan sanctions were faced by 7.4% of businesses, reflecting financial strains such as cash flow problems or difficulties in accessing credit, which could have been exacerbated by the economic impact of the pandemic.

The availability of raw materials was an issue for 6.8% of MSMEs, pointing to supply chain disruptions that may have affected production and delivery schedules.

Impact on exports was reported by 6% of businesses, suggesting that international trade barriers or reduced global demand affected businesses reliant on foreign markets.

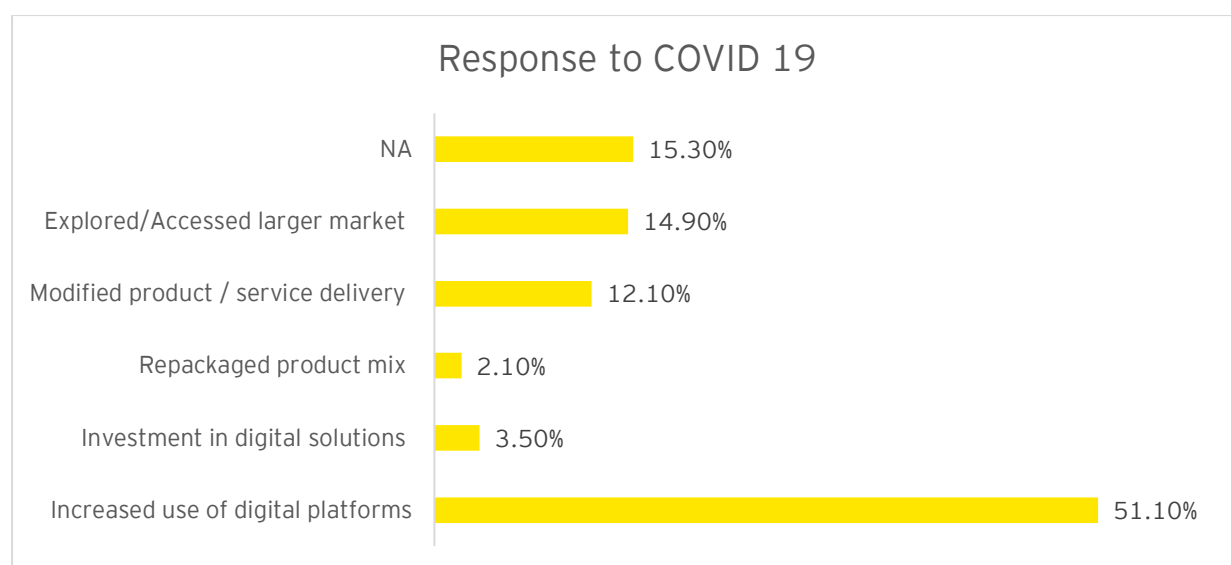
5.5% of respondents indicated 'NA' (not applicable), which could imply that their business was not significantly affected by the pandemic or that they operate in sectors less susceptible to its impacts.

Interestingly, 4% of businesses saw the pandemic as an opportunity, potentially capitalizing on new trends or adapting their business models to the changing environment.

Moving to digital modes has been a challenge for 2% of businesses, highlighting the difficulties some businesses faced in adapting to remote work or online sales platforms.

Another 2% reported discontinued government benefits, which could have provided support during the pandemic but were no longer available, adding to the challenges faced by these businesses.

Figure 36 - Response of MSMEs to COVID 19



The data on the response of MSMEs to the COVID-19 pandemic shows that the most common strategy adopted was the increased use of digital platforms, with 51.1% of businesses shifting towards online tools for sales, marketing, or operations. This significant move towards digitalization reflects an adaptation to the restrictions on physical interactions and the need to maintain business continuity during lockdowns.

A smaller proportion of businesses, 14.9%, explored or accessed larger markets, which could indicate a pivot to new customer segments or geographical areas, possibly in response to disruptions in their existing markets.

Modifying product or service delivery was the approach for 12.1% of businesses, suggesting that they adapted their offerings to meet changing consumer needs or to comply with health and safety guidelines.

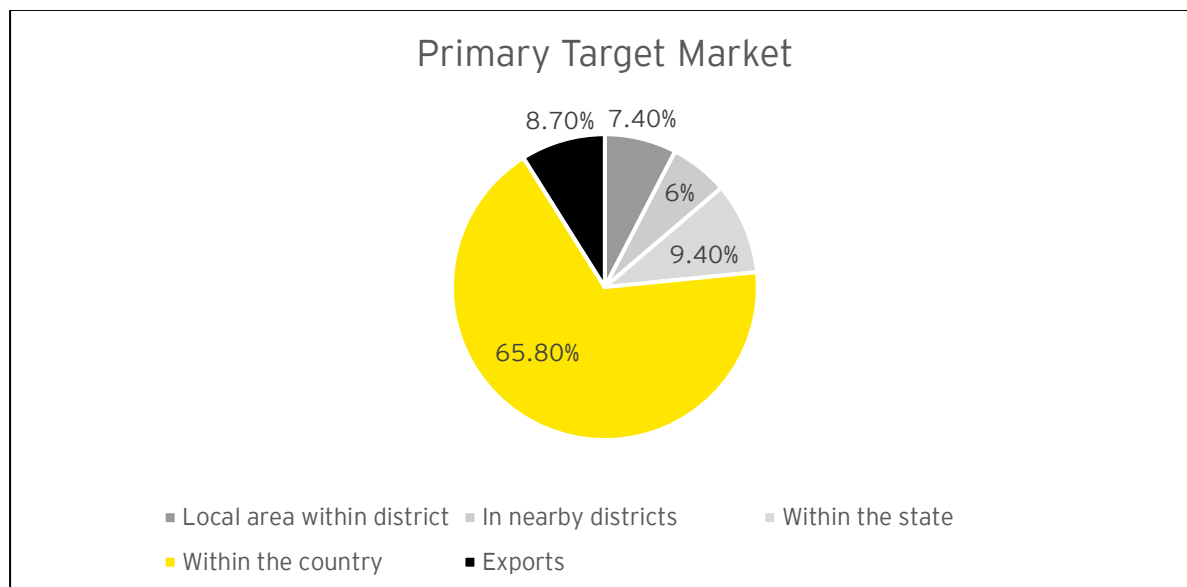
Investment in digital solutions was made by 3.5% of businesses, indicating a more long-term commitment to integrating technology into their business models beyond just the increased use of digital platforms.

Repackaging the product mix was a strategy for 2.1% of businesses, which may have involved bundling products differently or focusing on items that were in higher demand during the pandemic.

15.3% of respondents indicated 'NA' (not applicable), which could suggest that their business did not make any significant changes in response to the pandemic or that the pandemic did not affect their operations in a way that required a response.

Target Market:

Figure 37 - Primary Target Market



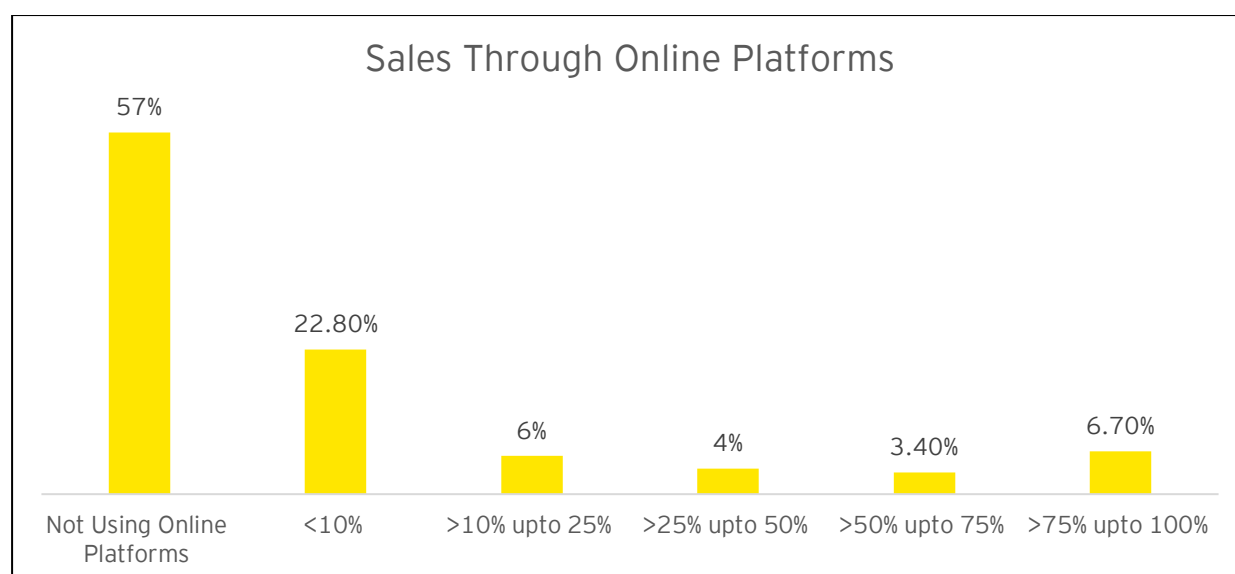
The analysis of the primary target market for MSMEs shows a strong domestic focus, with the majority of businesses, 65.8%, targeting customers within the country. This indicates that the Indian market is the mainstay for the majority of these enterprises, which could be due to the size of the market, cultural familiarity, or logistical advantages.

A smaller but notable portion of businesses, 8.7%, are engaged in exports, suggesting that there is a segment of the MSME sector in Daman that has successfully penetrated international markets, which may be indicative of their competitiveness and quality standards.

The data also reveals that 9.4% of businesses focus on markets within the state, while 7.4% target the local area within the district, and 6% look to nearby districts. These figures suggest that there are businesses operating at various sub-national levels, with some focusing on hyper-local markets and others on broader state-level markets.

Sales:

Figure 38 - Sales Through Online Platforms



The data on sales through online platforms among MSMEs reveals that a significant 57% of businesses are not utilizing online platforms for sales, which indicates a reliance on traditional sales channels or possibly a lack of digital adoption within a large segment of the sector.

For those engaging with online platforms, 22.8% of businesses report that less than 10% of their sales are conducted online, suggesting that while they have some online presence, it is not a major channel for their sales.

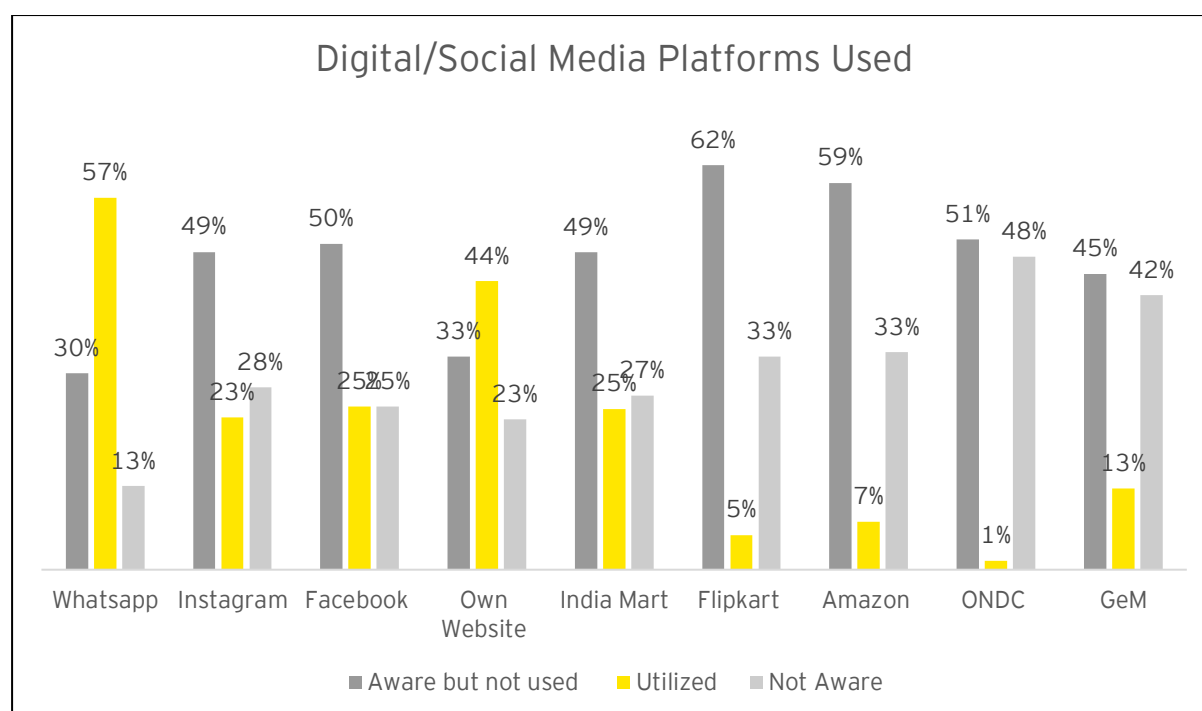
A smaller proportion of businesses, 6%, achieve between 10% to 25% of their sales online, and an even smaller group, 4%, report that 25% to 50% of their sales are made through online platforms, indicating a gradual increase in reliance on digital sales channels for these businesses.

The data shows that 3.4% of businesses conduct a significant portion, between 50% to 75%, of their sales online, which points to a higher level of integration of e-commerce into their sales strategy.

Interestingly, 6.7% of businesses report that between 75% to 100% of their sales are through online platforms, highlighting a subset of MSMEs that are heavily reliant on or fully committed to online sales, which may reflect a strategic choice or a business model that is inherently digital.

Digital and Social Media

Figure 39 - Digital and Social Media Platforms Used by MSMEs



The data on the use of digital and social media platforms by MSMEs in DNH-DD shows varying levels of awareness and utilization.

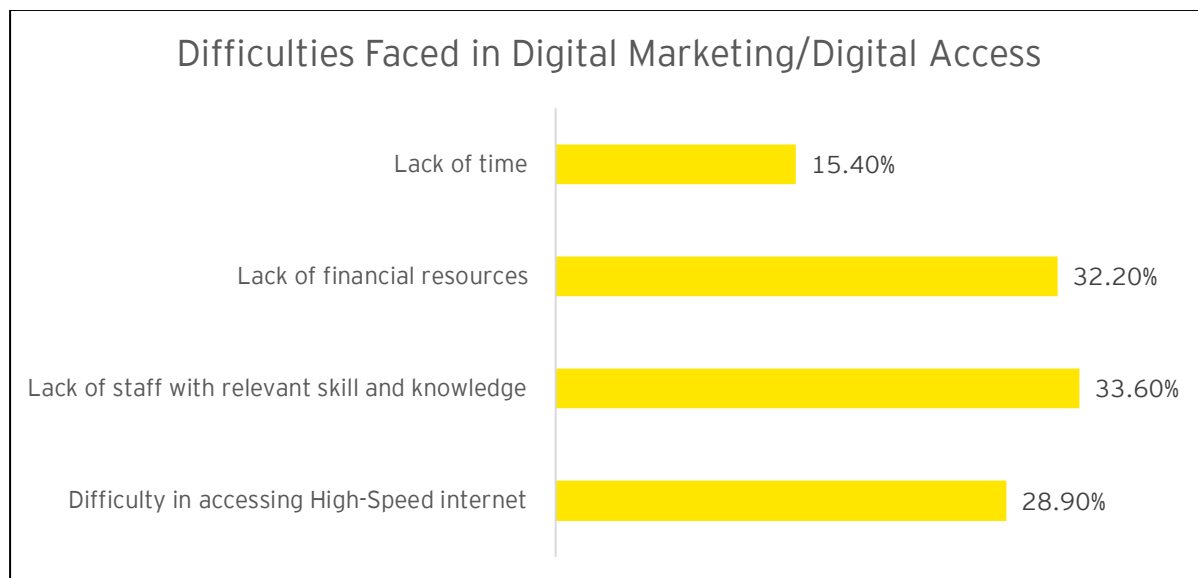
The data presents an analysis of the awareness and usage of various digital and social media platforms. Whatsapp emerges as the most utilized platform with 57% of the respondents actively using it, while 30% are aware of it but not using it, and a minority of 13% are not aware of it at all. Instagram and Facebook show a similar pattern of awareness, with 49% and 50% of respondents respectively being aware but not using them. However, Instagram is utilized by 23% and Facebook by 25%, with the remaining 28% and 25% not aware of these platforms respectively.

An own website is used by 44% of the respondents, with 33% aware but not using it, and 23% not aware of it. India Mart and Flipkart are less utilized, with only 25% and 5% of respondents using them respectively, despite a high awareness rate of 49% and 62%. Amazon has a slightly higher utilization rate at 7%, but a similar awareness rate to Flipkart at 59%, and a third of respondents are not aware of it.

The Open Network for Digital Commerce (ONDC) and the Government e-Marketplace (GeM) have the lowest utilization rates at 1% and 13% respectively. ONDC has a 51% awareness rate but a high non-awareness rate of 48%, whereas GeM has a 45% awareness rate with 42% not aware of the platform. These figures indicate that while some platforms have high awareness among respondents, their actual usage varies significantly, with traditional social media platforms being more commonly used than e-commerce platforms and government services.

Challenges in Digital Marketing

Figure 40 - Challenges Faced by MSMEs in Digital Marketing



The data on difficulties faced in digital marketing and digital access by MSMEs highlights several key challenges. The most reported issue is the lack of staff with relevant skill and knowledge, cited by 33.6% of businesses. This suggests that there is a gap in digital literacy or expertise among employees, which could hinder the effective implementation of digital marketing strategies.

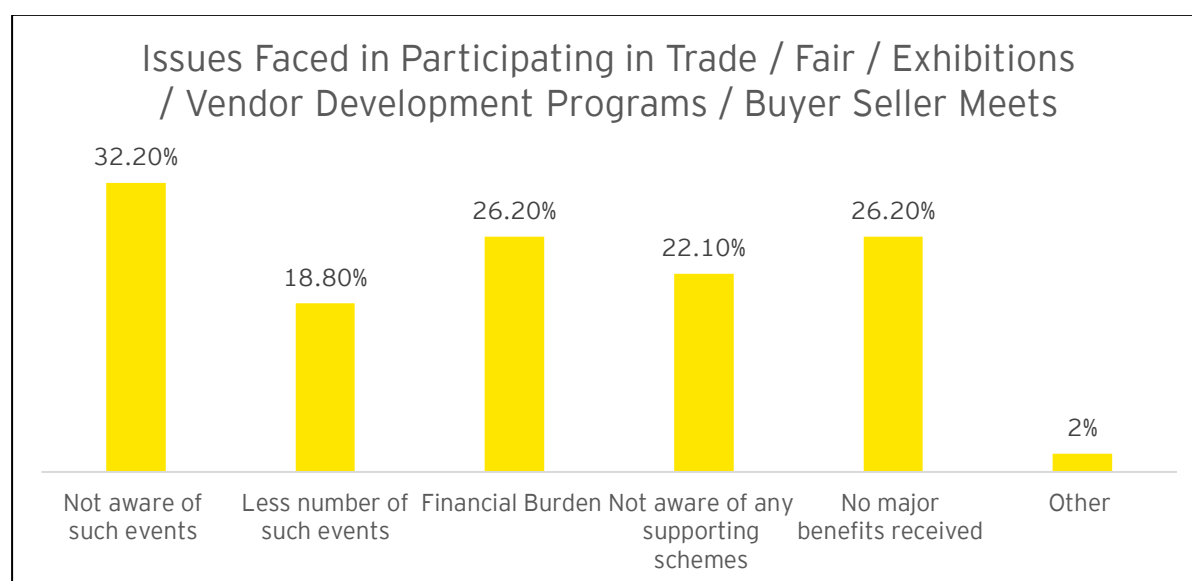
Closely following this, 32.2% of businesses report a lack of financial resources as a barrier to digital marketing or access. This indicates that the costs associated with digital adoption, such as investment in technology or marketing campaigns, may be prohibitive for a significant number of MSMEs.

Difficulty in accessing high-speed internet is a challenge for 28.9% of businesses, which can be a critical impediment to digital operations, particularly in areas where internet infrastructure is not well-developed or reliable.

Lastly, 15.4% of businesses report a lack of time as a difficulty in engaging with digital marketing or access. This could reflect the pressures of day-to-day operations that leave little room for developing and implementing digital strategies, or it may indicate a need for more efficient time management practices.

Issues in Participating in Trade Fairs/ Exhibitions/ Vendor Development Programs/ Buyer Seller Meets:

Figure 41 - Issues Faced in Participating in Trade / Fair / Exhibitions / Vendor Development Programs / Buyer Seller Meets



The data on issues faced by MSMEs in participating in trade fairs, exhibitions, vendor development programs, and buyer-seller meets reveals several challenges that limit their engagement in these activities.

A significant 32.2% of businesses are not aware of such events, which points to a communication gap or a lack of information dissemination that prevents these businesses from taking advantage of such opportunities for growth and networking.

Financial burden is cited by 26.2% of businesses as a barrier to participation, indicating that the costs associated with attending or exhibiting at these events, such as registration fees, travel, and accommodation, can be prohibitive for a notable portion of MSMEs.

An equal percentage of 26.2% report no major benefits received from participating in these events, suggesting that past experiences may not have met their expectations or that the outcomes did not justify the investment, which could discourage future participation.

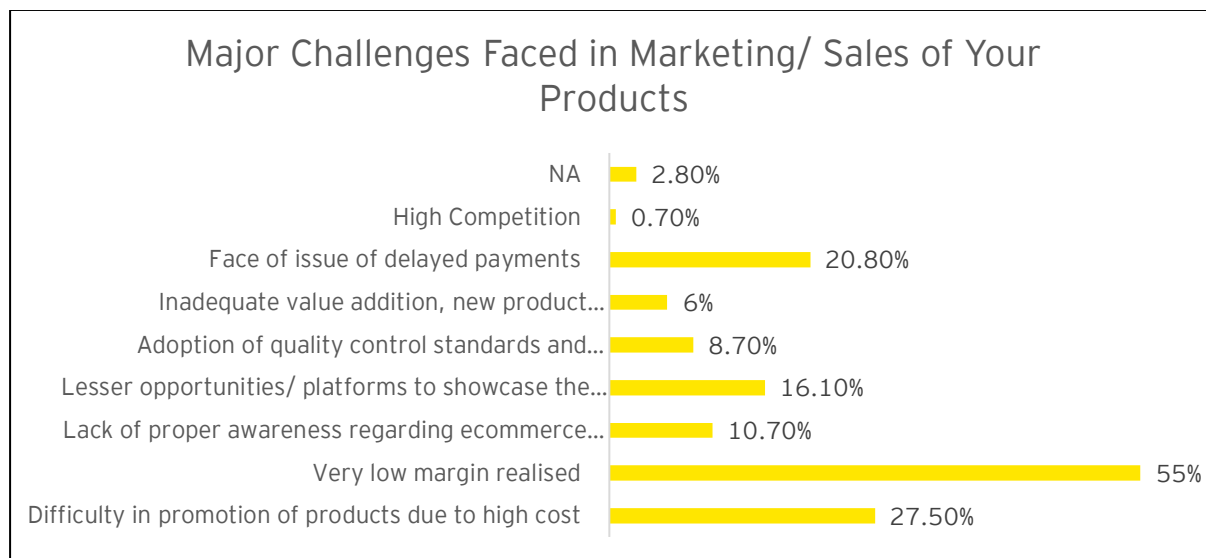
Less number of such events is a concern for 18.8% of businesses, which could reflect a scarcity of opportunities within the region or in their specific industry sector, limiting their ability to engage with wider markets and networks.

Not being aware of any supporting schemes is an issue for 22.1% of businesses, which implies that there may be existing support mechanisms or financial assistance programs that these businesses are not utilizing, possibly due to a lack of targeted outreach or complexity in accessing such schemes.

Lastly, 'Other' issues are mentioned by 2% of businesses, which could encompass a variety of other barriers not specified in the data.

Challenges in Marketing

Figure 42 - Major Challenges in Marketing / Sales of Products



The data on major challenges faced in marketing and sales by MSMEs in DNH-DD highlights several key obstacles impacting their ability to effectively promote and sell their products.

The most pressing issue is the very low margin realized, reported by 55% of businesses. This suggests that many MSMEs are operating in a highly price-sensitive market or facing cost pressures that significantly reduce profitability.

Difficulty in the promotion of products due to high costs is a challenge for 27.5% of businesses, indicating that the expenses associated with marketing activities, such as advertising and sales promotions, are a barrier to reaching potential customers and growing sales.

Delayed payments are an issue for 20.8% of businesses, which can impact cash flow and the overall financial health of the enterprise, potentially affecting their ability to invest in marketing and sales efforts.

Lesser opportunities or platforms to showcase products are a concern for 16.1% of businesses, suggesting a need for more avenues to present their offerings, such as trade fairs, exhibitions, or online marketplaces.

Lack of proper awareness regarding e-commerce platforms or digital marketing is cited by 10.7% of businesses, which could be limiting their ability to leverage online channels to reach a wider audience and drive sales.

Adoption of quality control standards and certifications is a challenge for 8.7% of businesses, which may affect their marketability and the perceived value of their products.

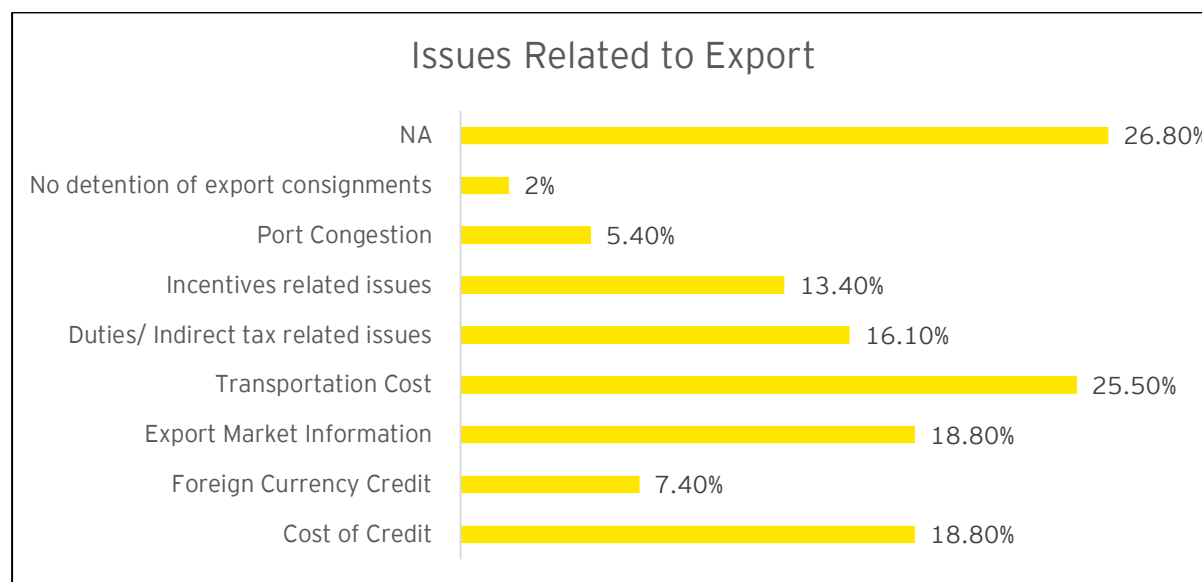
Inadequate value addition, new product development, and inadequate packaging are issues for 6% of businesses, pointing to a need for innovation and improved presentation to enhance product appeal and competitiveness.

High competition is reported as a major challenge by only 0.7% of businesses, which is surprisingly low and may indicate that other challenges are more pressing or that the businesses surveyed do not perceive competition as their primary concern.

Lastly, 2.8% of respondents indicated 'NA' (not applicable), suggesting that they may not face any of the listed challenges or that their challenges are not captured by the options provided.

Issues Related to Export:

Figure 43 - Issues Related to Export



The data on issues related to export for MSMEs highlights several challenges that affect their ability to engage in international trade effectively.

Transportation cost emerges as the most significant issue, cited by 25.5% of businesses. This suggests that the logistics of getting goods to international markets is a major expense, potentially impacting the competitiveness of these businesses on the global stage.

Cost of credit and export market information are both concerns for 18.8% of businesses, indicating that financing exports is a challenge and that there is a need for better access to information about foreign markets, which is essential for making informed decisions and identifying opportunities.

Duties and indirect tax-related issues are a challenge for 16.1% of businesses, reflecting the complexities of navigating tax systems and the impact of tariffs on the cost and ease of exporting goods.

Incentives related issues are reported by 13.4% of businesses, suggesting that there may be difficulties in accessing or benefiting from export incentives, which could otherwise help to mitigate some of the costs and risks associated with exporting.

Foreign currency credit is a concern for 7.4% of businesses, pointing to challenges in managing the financial aspects of international trade, such as currency fluctuations and the need for credit in foreign currencies.

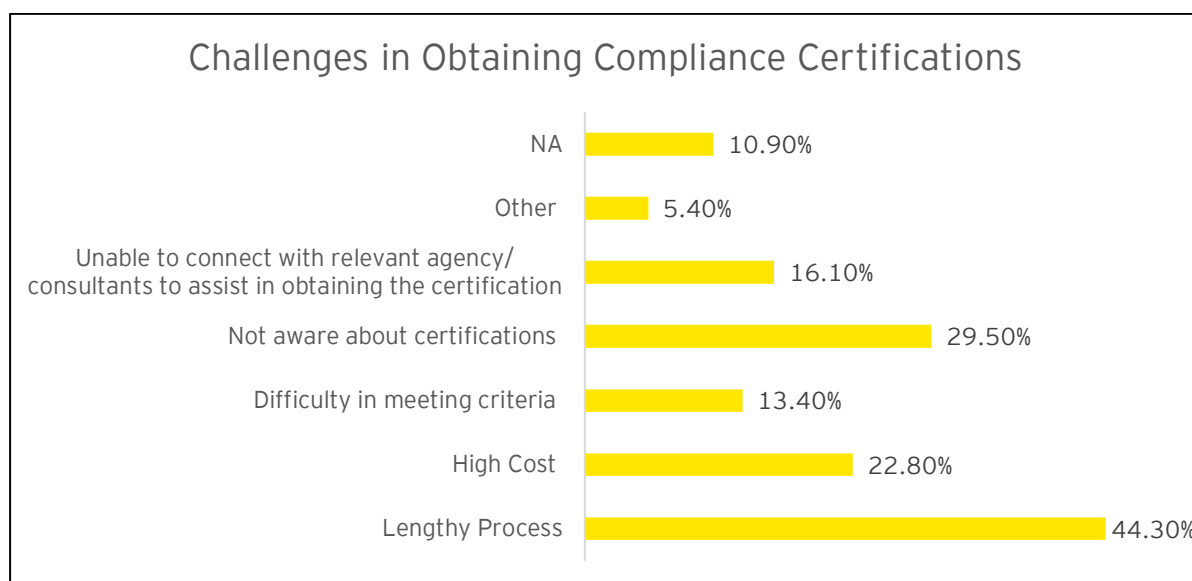
Port congestion is an issue for 5.4% of businesses, which can lead to delays and increased costs due to slower turnaround times at shipping ports.

No detention of export consignments is a specific issue for only 2% of businesses, but it can be a significant problem for those affected, leading to delays and potential financial losses.

Interestingly, 26.8% of respondents indicated 'NA' (not applicable), which could mean that they are not engaged in exporting activities or that they do not face any of the listed issues in their export operations.

Challenges in Obtaining Compliance Certifications:

Figure 44 - Challenges in Obtaining Compliance Certifications



The data on challenges faced by MSMEs in DNH-DD in obtaining certifications reveals several obstacles in the certification process.

The most commonly reported issue is the lengthy process, cited by 44.3% of businesses. This indicates that the time required to obtain certifications can be a significant deterrent, potentially due to complex procedures or bureaucratic delays.

Not being aware of certifications is a challenge for 29.5% of businesses, which highlights a knowledge gap that could be preventing these businesses from pursuing certifications that may enhance their credibility and market access.

High cost is a concern for 22.8% of businesses, suggesting that the financial burden associated with obtaining certifications is prohibitive for a considerable number of MSMEs, which may include fees for the certification itself, as well as any necessary preparatory work or consultancy services.

Difficulty in meeting criteria is reported by 13.4% of businesses, indicating that the standards required for certification may be challenging for some businesses to achieve, possibly due to resource limitations or the need for significant operational changes.

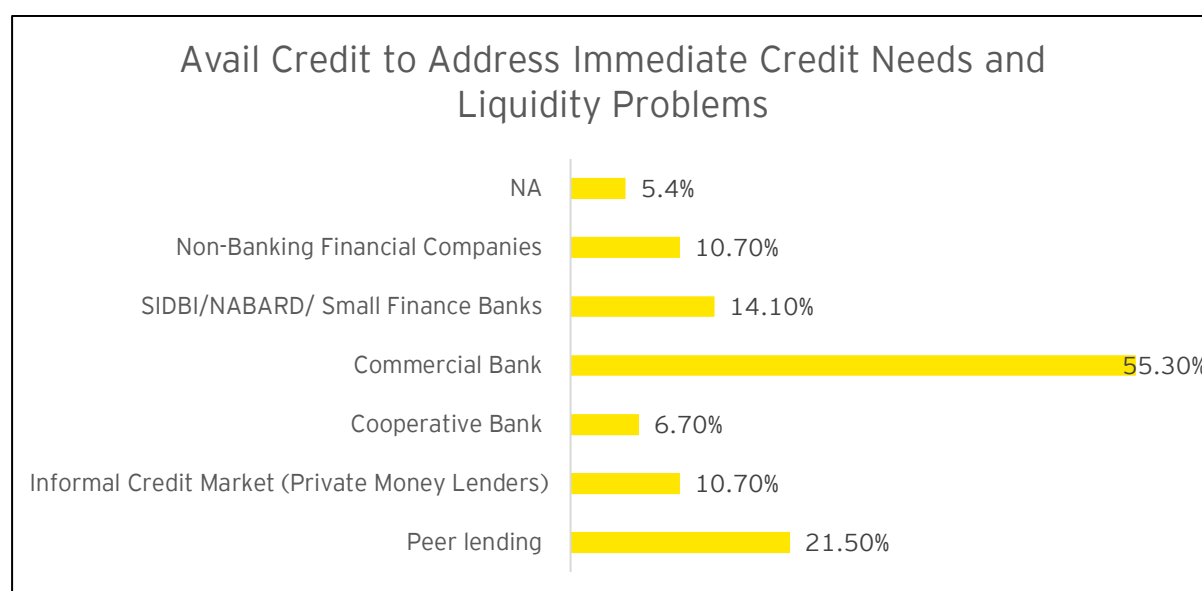
Unable to connect with relevant agency/consultants to assist in obtaining the certification is an issue for 16.1% of businesses, reflecting a need for better support networks and guidance to navigate the certification process.

'Other' challenges are mentioned by 5.4% of businesses, which could include a variety of unspecified barriers not captured by the other categories.

Lastly, 10.9% of respondents indicated 'NA' (not applicable), suggesting that they may not require certifications for their operations or that they have not encountered significant challenges in obtaining them.

Credit Availability:

Figure 45 - Avail Credit to Address Immediate Credit Needs and Liquidity Problems



The data on sources of credit used by MSMEs to address immediate credit needs and liquidity problems shows a reliance on a mix of formal and informal credit sources.

Commercial banks are the most utilized source of credit, with 55.3% of businesses turning to them. This suggests that commercial banks are perceived as reliable and accessible for the majority of MSMEs, likely offering a range of credit products suitable for immediate needs.

Peer lending is the second most common source, used by 21.5% of businesses. This indicates a significant level of engagement in community-based or alternative lending platforms, which may offer more flexible terms or quicker access to funds compared to traditional banking.

SIDBI (Small Industries Development Bank of India), NABARD (National Bank for Agriculture and Rural Development), and small finance banks are used by 14.1% of businesses, showing that government-backed financial institutions and specialized small finance banks play a role in providing credit to MSMEs.

Non-Banking Financial Companies (NBFCs) are also a source for 10.7% of businesses, which may offer more specialized lending services or cater to businesses that do not meet the lending criteria of traditional banks.

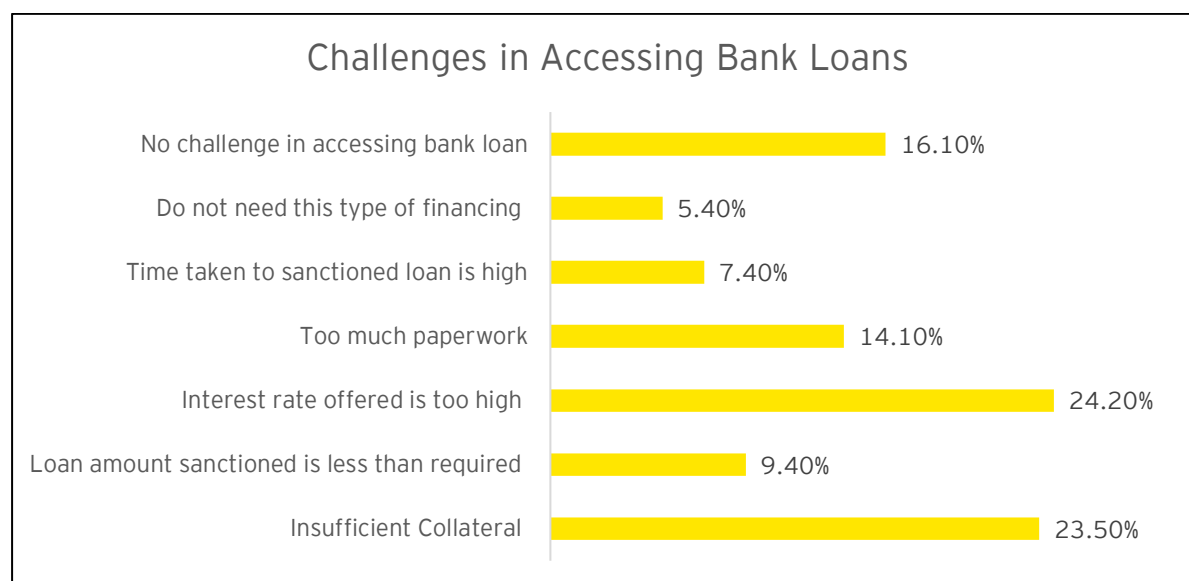
The informal credit market, including private money lenders, is used by 10.7% of businesses. While this can provide quick access to funds, it may come with higher interest rates and less favorable terms compared to formal sources.

Cooperative banks are the least utilized, with only 6.7% of businesses using them, which could be due to limited availability, less competitive products, or a lack of awareness among MSMEs.

Lastly, 5.4% of respondents indicated 'NA' (not applicable), suggesting that they may not have immediate credit needs or liquidity problems, or they may have other means of addressing these issues that are not captured in the data.

Challenges in Access Bank Loans:

Figure 46 - Challenges in Access Bank Loans



The data on challenges in accessing bank loans for MSMEs highlights several key issues that impede their ability to secure financing.

The most cited challenge is the interest rate offered being too high, reported by 24.2% of businesses. This suggests that the cost of borrowing is a significant barrier, potentially making loans unattractive or unaffordable for these businesses.

Insufficient collateral is a close second, with 23.5% of businesses facing this issue. This indicates that many MSMEs may not have the necessary assets to secure a loan, which can limit their access to credit.

Too much paperwork is a challenge for 14.1% of businesses, reflecting the administrative burden and complexity of the loan application process, which can be time-consuming and daunting for business owners.

The loan amount sanctioned being less than required is a problem for 9.4% of businesses, suggesting that even when loans are approved, they may not meet the full financial needs of the business, which can limit their effectiveness in addressing liquidity problems.

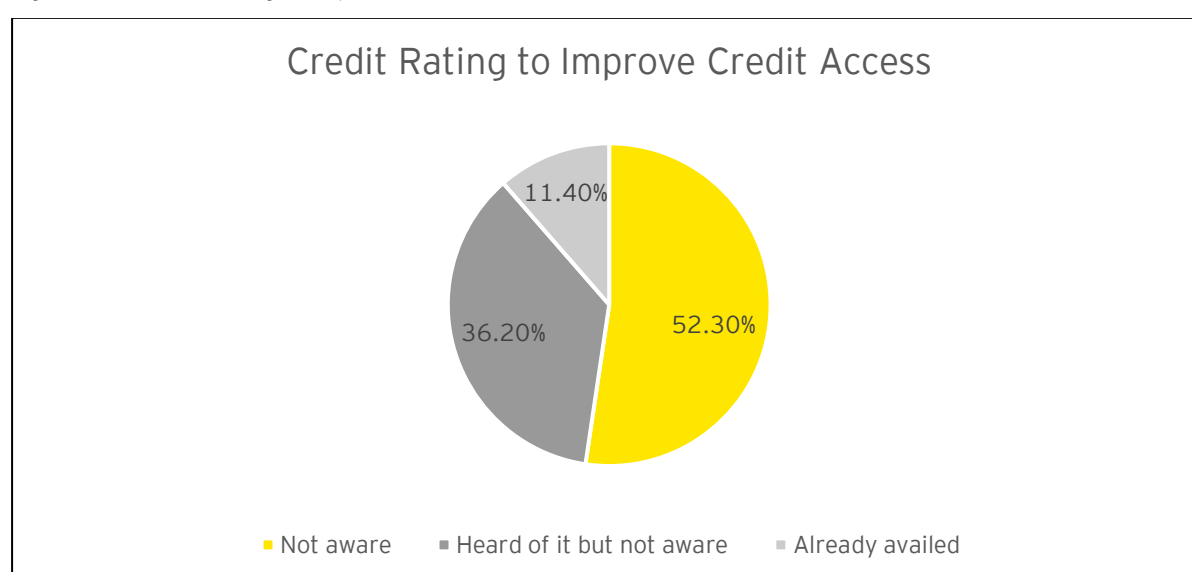
Time taken to sanction a loan is high for 7.4% of businesses, indicating that the speed of the lending process is a concern, with delays potentially affecting the timely implementation of business plans or the resolution of financial issues.

A smaller percentage, 5.4%, report that they do not need this type of financing, which could imply that they have sufficient capital, access to alternative funding sources, or a business model that does not require bank loans.

Interestingly, 16.1% of businesses report no challenge in accessing bank loans, suggesting that a subset of MSMEs in Daman find the process manageable and are able to meet the requirements set by banks.

Credit Rating to Improve Credit Access:

Figure 47 - Credit Rating to Improve Credit Access



The provided data appears to be survey results regarding the awareness and usage of credit rating services by Micro, Small, and Medium Enterprises (MSMEs). Here's an analysis of the data:

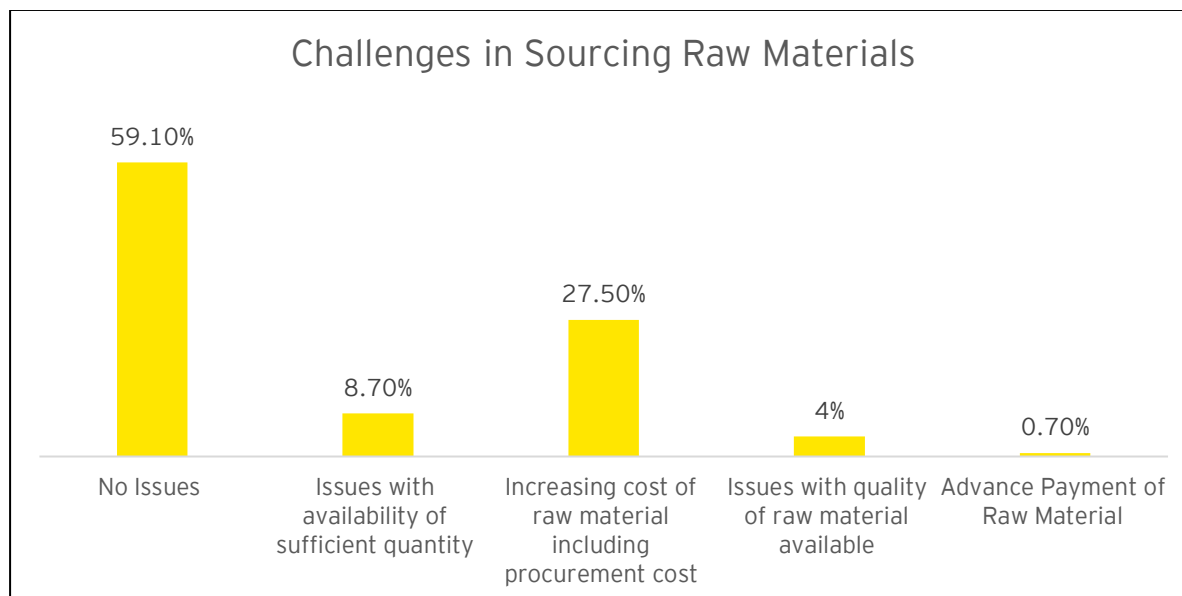
Not aware (52.30%): A majority of the MSMEs surveyed, over half, are not aware of credit rating services. This indicates a significant gap in knowledge or access to information regarding financial services that could potentially benefit their businesses. It suggests that there is a need for increased education and outreach to this segment to inform them about the advantages of having a credit rating, such as easier access to loans, better loan terms, and a trust factor with suppliers and customers.

Heard of it but not aware (36.20%): More than a third of the MSMEs have heard of credit rating services but are not aware of the details or how to avail themselves of these services. This group may have some level of interest or curiosity but lacks the in-depth understanding necessary to take the next steps. Targeted information campaigns and simplified access to credit rating services could help convert this segment into active users.

Already availed (11.40%): A small portion of the MSMEs, about one in nine, have already availed themselves of credit rating services. This group is likely to be more financially savvy and may have already experienced the benefits of having a credit rating. They could serve as case studies or testimonials to encourage their peers to consider credit rating services.

Challenge in Sourcing Raw Materials:

Figure 48 - Challenge in Sourcing Raw Materials



The provided data outlines the challenges faced by businesses in sourcing raw materials. Here's an analysis of each category:

No Issues (59.10%): The majority of businesses surveyed do not report any issues with sourcing raw materials. This suggests that for more than half of the respondents, the supply chain for raw materials is stable and reliable, or that they have effective strategies in place to manage sourcing challenges. This group seems to be well-positioned to maintain production without significant disruptions.

Issues with availability of sufficient quantity (8.70%): A small portion of businesses face challenges with the availability of the required quantity of raw materials. This could be due to supply chain disruptions, increased demand, or limitations in production capacity of suppliers. These issues can lead to production delays, inability to meet customer demand, or the need to find alternative sources, which could be more expensive or of lower quality.

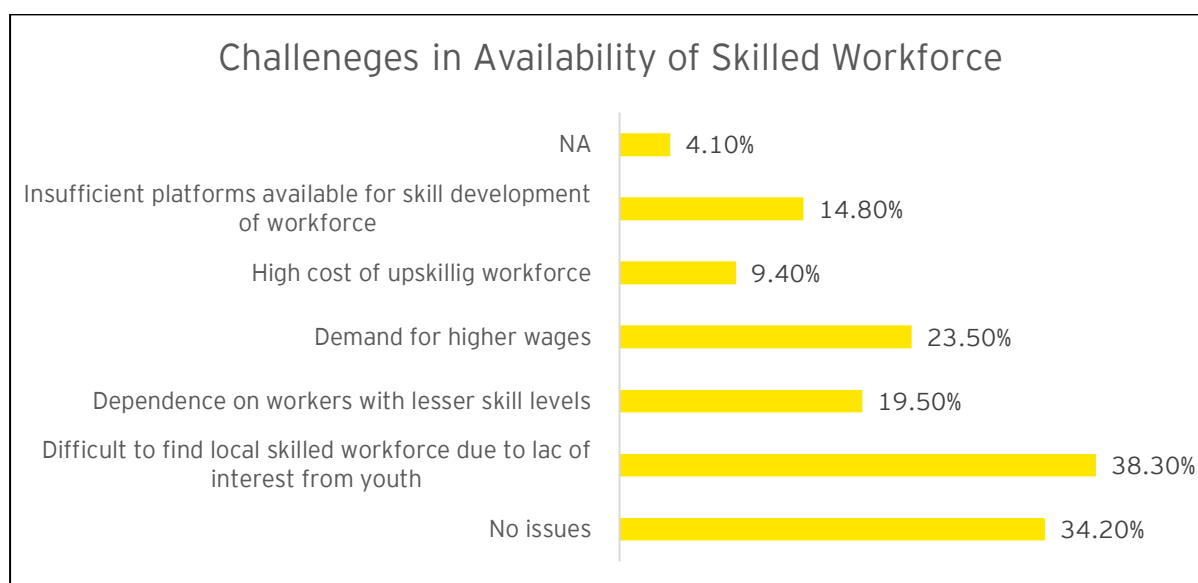
Increasing cost of raw material including procurement cost (27.50%): Over a quarter of the businesses are experiencing an increase in the cost of raw materials, including the costs associated with procurement. This could be due to various factors such as inflation, increased demand, scarcity of resources, or higher transportation costs. Rising costs can squeeze profit margins and may necessitate price adjustments for the end product, potentially affecting competitiveness in the market.

Issues with quality of raw material available (4%): A small percentage of businesses report issues with the quality of raw materials. Quality issues can have significant implications, such as impacting the quality of the final product, causing production delays, or necessitating additional quality control measures. This challenge highlights the importance of having robust quality assurance processes and reliable supplier relationships.

Advance Payment of Raw Material (0.70%): A very small fraction of businesses indicate that making advance payments for raw materials is a challenge. This could reflect cash flow issues or a lack of trust in the supply chain. Advance payments can tie up working capital and increase the financial risk if suppliers do not deliver as promised.

Challenges in Availability of Skilled Workforce:

Figure 49 - Challenges in Availability of Skilled Workforce



The data reveals a complex landscape of workforce challenges faced by businesses in relation to the availability of skilled labor. Approximately one-third of businesses report no difficulties in securing a skilled workforce, suggesting they either benefit from a robust talent pool, have implemented effective training programs, or operate within industries where the supply of skilled labor meets demand.

However, the most significant challenge, reported by over 38% of businesses, is the difficulty in finding local skilled workers, with a notable lack of interest from the youth. This issue may stem from a disconnect between the career aspirations of young people and the opportunities present in the market, or a broader cultural shift towards more digitally focused or service-oriented roles, leaving traditional sectors in a lurch.

Close to 20% of businesses are compensating for the lack of skilled labor by depending on less skilled workers, which can adversely affect productivity, necessitate additional training, and impact the quality of output. This reliance indicates a disparity in the labor market, where the need for skilled labor outstrips its availability.

The demand for higher wages, as indicated by nearly 23.5% of businesses, suggests that skilled workers are aware of their value in a competitive market, or it may reflect the rising cost of living. This demand for increased compensation can inflate operational costs and potentially squeeze profit margins.

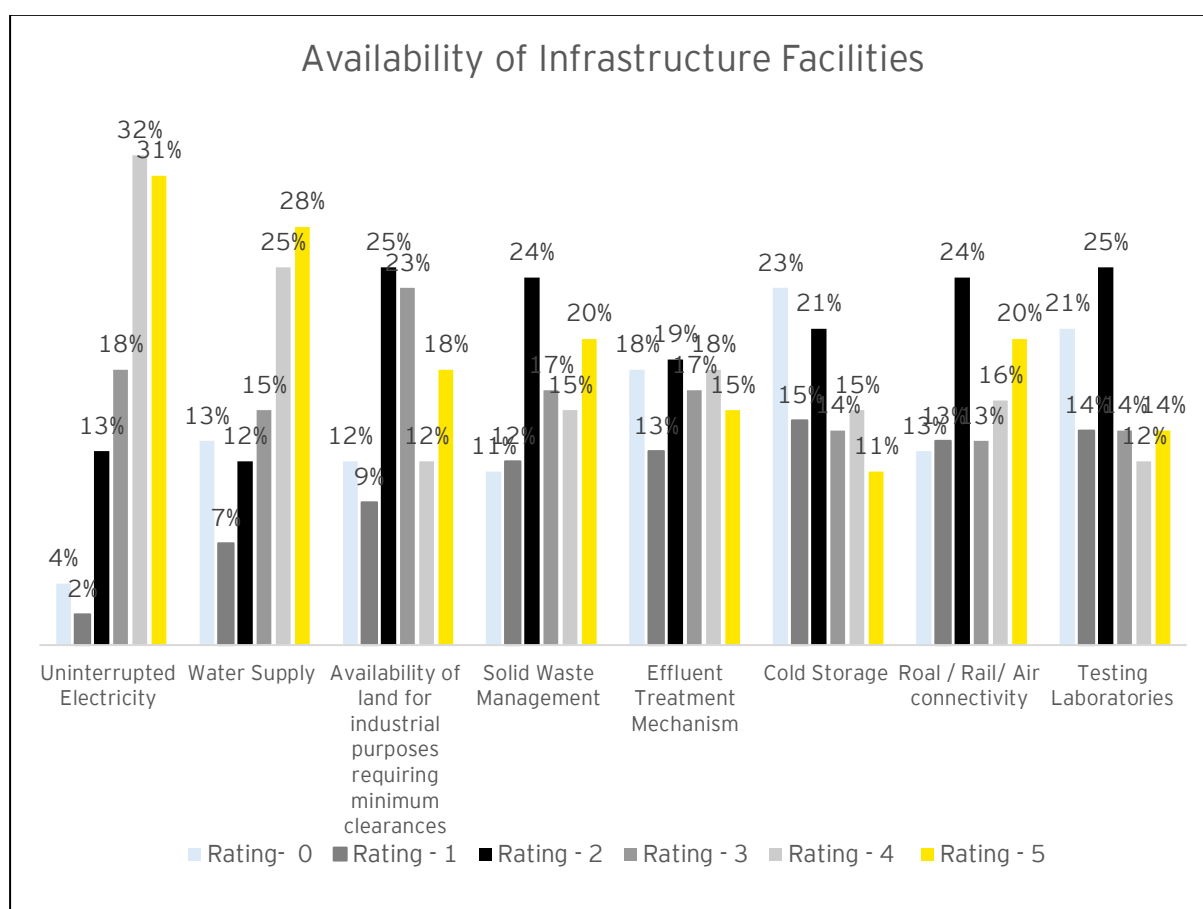
The high cost of upskilling the workforce is a hurdle for about 9.4% of businesses, highlighting the recognition of the need for employee development but also underscoring the financial challenges associated with such investments, particularly for smaller enterprises.

Additionally, 14.8% of businesses point to a lack of sufficient platforms for skill development, which could be due to a shortage of vocational training initiatives, misalignment between educational programs and industry needs, or insufficient government support for workforce training.

A small fraction of respondents, 4.1%, either did not respond or found the question inapplicable, possibly because their operations do not heavily depend on skilled labor or for other unspecified reasons.

Availability of Infrastructure Facilities:

Figure 50 - Availability of Infrastructure Facilities



The data provides a breakdown of the ratings given to various infrastructure facilities on a scale from 0 (worst) to 5 (best).

Uninterrupted Electricity seems to be the most positively rated infrastructure facility, with a combined 63% of respondents giving it a high rating of 4 or 5. Only a small fraction rated it poorly (0 or 1), at 6%.

Water Supply is rated slightly lower, with 53% of respondents giving it a rating of 4 or 5. However, a notable 20% rated it as 0 or 1, indicating dissatisfaction among a significant minority.

Availability of land for industrial purposes with minimum clearances has a more even distribution across the ratings, with the highest percentage (25%) rating it a 2. The ratings of 4 and 5 together make up 30%, suggesting moderate satisfaction.

Solid Waste Management and Effluent Treatment Mechanism have similar rating patterns, with the majority of ratings falling in the middle range (2 and 3). Solid Waste Management has a slightly higher positive rating (35% for ratings 4 and 5) compared to Effluent Treatment Mechanism (33% for ratings 4 and 5).

Cold Storage facilities received the most negative ratings, with 38% of respondents giving a rating of 0 or 1. Only 26% rated it positively (4 or 5), indicating significant room for improvement.

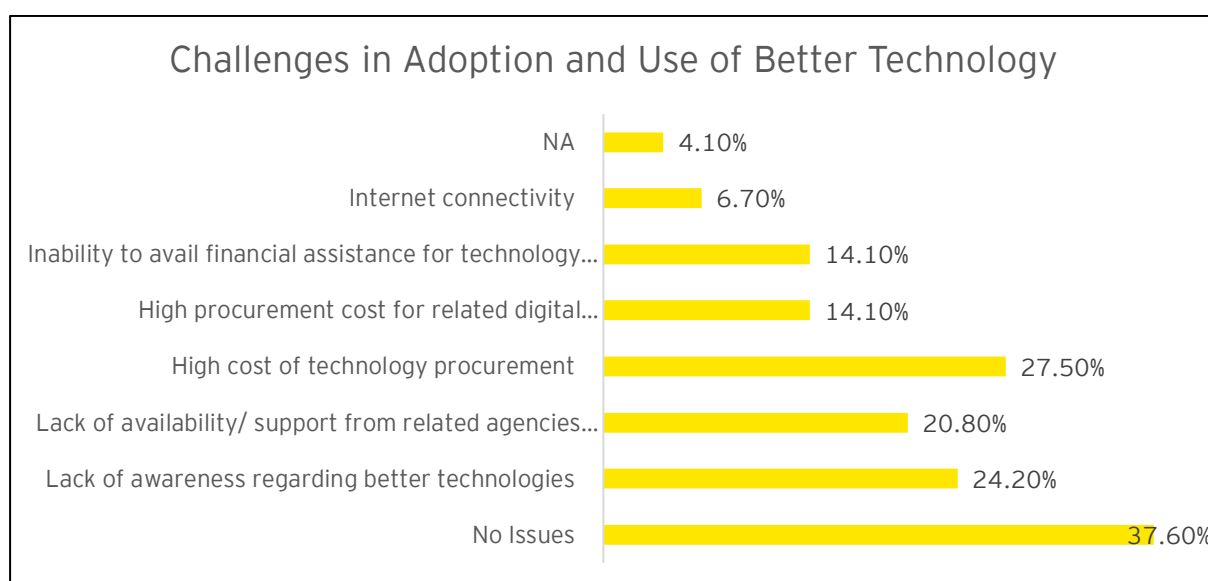
Road/Rail/Air connectivity received a balanced spread of ratings, with 20% rating it a 5 and a combined 26% rating it poorly (0 or 1). The majority of ratings are in the middle range, suggesting varied experiences with transportation infrastructure.

Testing Laboratories received the lowest positive ratings, with only 26% of respondents giving a rating of 4 or 5. A significant 35% rated it as 0 or 1, highlighting a general dissatisfaction with these facilities.

Overall, the data suggests that while there are areas of infrastructure that receive positive ratings, such as Uninterrupted Electricity and Water Supply, other areas like Cold Storage and Testing Laboratories are seen as lacking and in need of improvement. The ratings indicate a mixed level of satisfaction with infrastructure facilities, with a tendency towards moderate to high satisfaction for electricity and water, but notable dissatisfaction with cold storage and testing laboratories. Overall, the data suggests that while there are areas of infrastructure that receive positive ratings, such as uninterrupted electricity and water supply, there are also significant concerns across all categories. Particularly, the availability of cold storage, testing laboratories, and effluent treatment mechanisms are areas with higher dissatisfaction. These challenges highlight the need for investment and development in infrastructure to support business operations and growth. The relatively even distribution of satisfaction in several categories also suggests that experiences with infrastructure can vary widely, potentially due to geographic or sector-specific factors.

Challenges in Adoption of Technology:

Figure 51 - Challenges in Adoption of Technology



The data presents an overview of the challenges businesses face in the adoption and use of better technology. Despite a significant portion, 37.6%, reporting no issues with adopting new technologies, a range of obstacles still impedes many businesses from leveraging technological advancements.

A notable 24.2% of respondents cite a lack of awareness regarding better technologies as a barrier. This suggests that there is a gap in knowledge dissemination and education about the latest technological solutions that could benefit businesses. Without proper awareness, businesses may miss opportunities to enhance efficiency, productivity, and competitiveness.

Furthermore, 20.8% of businesses experience a lack of availability or support from related agencies to assist in adopting such technologies. This indicates a need for more robust support systems, including expert guidance and technical assistance, to facilitate the integration of new technologies into existing business operations.

The high cost of technology procurement is a concern for 27.5% of respondents, highlighting the financial challenges associated with investing in new technology. This could be a significant barrier, especially for small and medium-sized enterprises (SMEs) that may have limited capital for such investments.

Additionally, 14.1% of businesses find the procurement cost for related digital technology or software products to be prohibitive. This further underscores the financial constraints that can prevent businesses from accessing the digital tools necessary for modernization and growth.

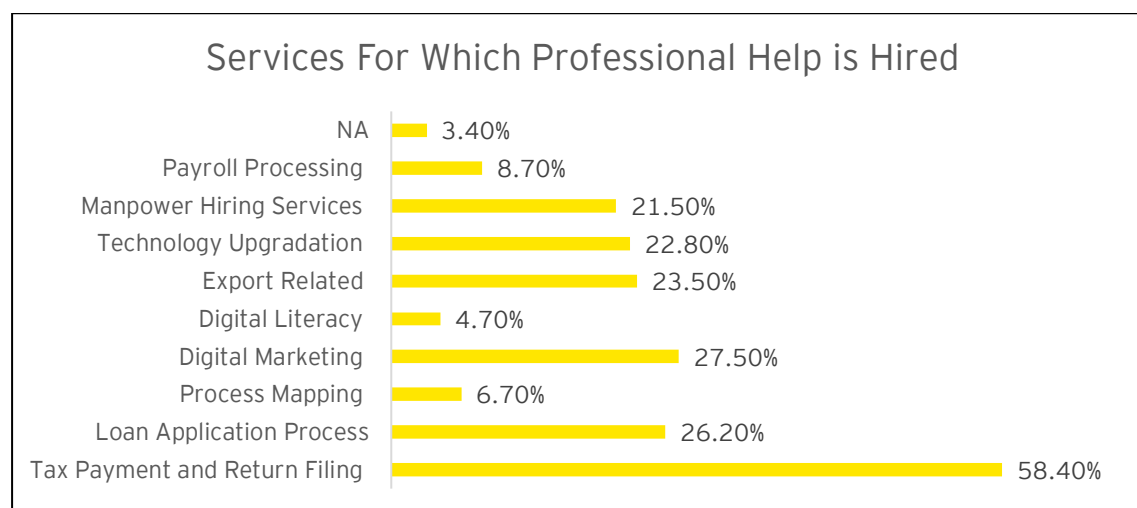
Another 14.1% of respondents face difficulties in availing financial assistance for technology procurement. Access to financing is crucial for businesses looking to invest in technology, and the lack of such support can stall or halt the adoption process.

Internet connectivity issues are reported by 6.7% of businesses, which is a fundamental requirement for many modern technologies. Inadequate internet infrastructure can severely limit the potential for digital transformation and the effective use of technology.

Lastly, 4.1% of respondents either did not answer or the question was not applicable, which could be due to various reasons, such as the nature of their business not being heavily reliant on advanced technology or other factors.

Services for Which Professional Help is Hired:

Figure 52 - Services for Which Professional Help is Hired



The data provided sheds light on the various services for which businesses seek professional assistance. Tax payment and return filing emerge as the primary area where professional help is required, with a significant 58.4% of businesses indicating the need for expertise in this domain. This underscores the complexity of tax regulations and the importance of accuracy and compliance in financial matters, which often necessitates the knowledge of specialized tax professionals.

Loan application processes also require professional guidance for 26.2% of businesses, reflecting the intricate nature of securing financing. Professionals in this area can help businesses navigate the paperwork, meet lender requirements, and improve their chances of obtaining approval for the necessary funds.

Digital marketing is another area where 27.5% of businesses seek professional help, highlighting the growing importance of online presence and the specialized skills required to effectively reach and engage customers in the digital space.

Export-related services are noted by 23.5% of respondents, indicating the complexities involved in international trade, such as compliance with regulations, logistics, and documentation, which can be efficiently managed with the help of experts.

Technology upgradation is a concern for 22.8% of businesses, suggesting that the integration of new technologies into existing systems is a challenging endeavour that often requires technical expertise to ensure a smooth transition and effective implementation.

Manpower hiring services are sought after by 21.5% of businesses, which points to the challenges in recruiting the right talent and the value of professional services that can streamline the hiring process and identify suitable candidates.

Payroll processing is an area where 8.7% of businesses require professional assistance, likely due to the detailed and routine nature of payroll management, where accuracy and timeliness are critical.

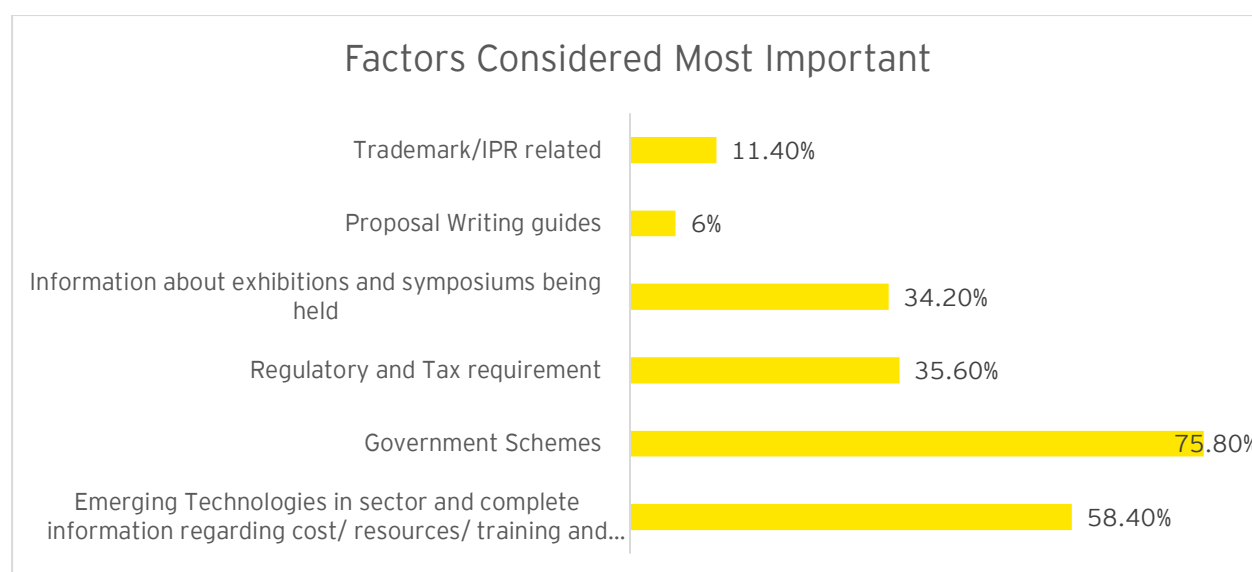
Process mapping, although less commonly cited at 6.7%, still represents a need for professional help among businesses looking to optimize their operations and workflows.

Digital literacy is a concern for 4.7% of businesses, indicating that as the business landscape becomes increasingly digital, there is a need for training and development to enhance the digital competencies of the workforce.

Lastly, 3.4% of respondents either did not require professional help or the question was not applicable, which could be attributed to various factors, such as self-sufficiency in these areas or the nature of their business operations.

In conclusion, the data highlights a diverse range of services where businesses seek professional assistance, with tax-related services being the most prominent. The reliance on external expertise for loan applications, digital marketing, export activities, technology upgrades, manpower hiring, and payroll processing reflects the specialized knowledge required in these areas. It also points to the potential for professional service providers to cater to these needs and support businesses in navigating the complexities of modern operations.

Figure 53 - Factors Considered Most Important



The data reflects the priorities of businesses when considering factors that are most important to their operations and growth. A striking 75.8% of businesses place a high importance on government schemes, indicating that incentives, subsidies, and support programs offered by the government are highly valued. This suggests that such schemes can significantly impact the viability and competitiveness of businesses, and there is a strong demand for information and assistance in accessing these benefits.

Emerging technologies in the sector, along with complete information regarding cost, resources, training, and ways to adopt, are considered important by 58.4% of businesses. This underscores the recognition of the transformative potential of new technologies and the need for comprehensive guidance on integrating these innovations into business practices. It also highlights the importance of understanding the financial and operational implications of adopting new technologies.

Regulatory and tax requirements are a key consideration for 35.6% of businesses, reflecting the complexity of compliance and the need to stay informed about legal obligations. Staying compliant not only avoids legal repercussions but also ensures smooth business operations.

Information about exhibitions and symposiums being held is important for 34.2% of businesses, which points to the value placed on networking, staying abreast of industry trends, and finding new opportunities for collaboration and market expansion.

A smaller percentage, 11.4%, consider trademark/IPR (Intellectual Property Rights) related factors to be of high importance. This indicates a level of awareness about the value of protecting intellectual property, although it is not as universally prioritized as some other factors.

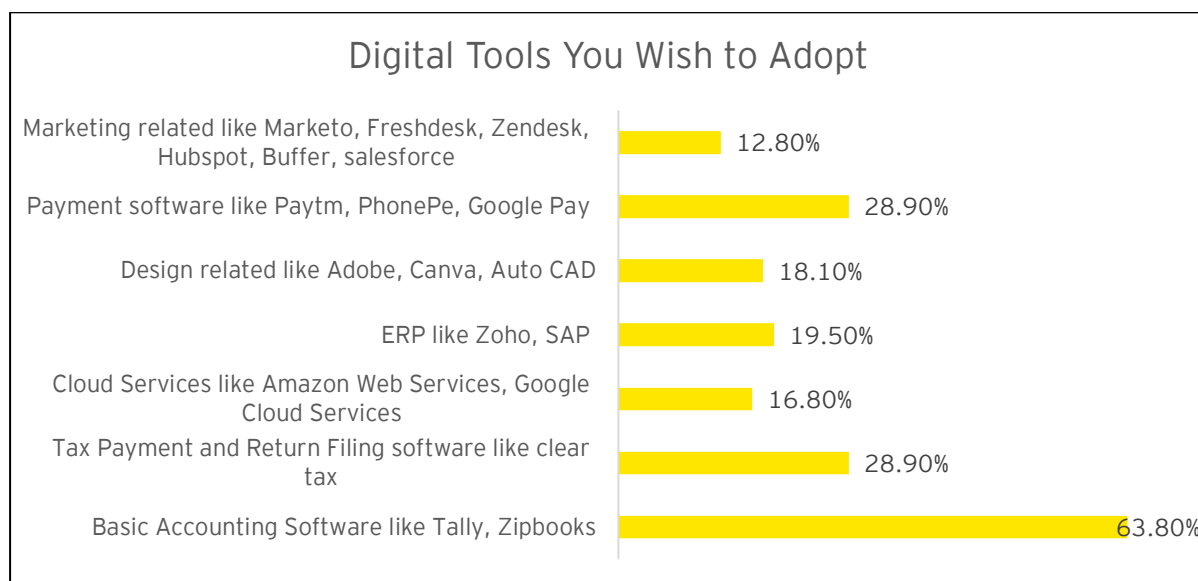
Proposal writing guides are deemed important by only 6% of businesses, suggesting that while some businesses may see the value in structured guidance for drafting proposals, it is not a widespread concern.

In summary, the data indicates that businesses are most concerned with understanding and leveraging government schemes and emerging technologies, which can provide significant advantages in terms of financial support and competitive edge. Regulatory compliance and opportunities for industry engagement through events also play a significant role in business planning. While the importance of intellectual property protection and proposal writing is

acknowledged, they are not as prominently prioritized, potentially indicating that these areas are either well-managed internally or outsourced to specialized professionals.

Digital Tools MSMEs Wish to Adopt:

Figure 54 - Digital Tools MSMEs Wish to Adopt



The data illustrates the preferences of businesses regarding the adoption of digital tools to enhance their operations. A significant majority, 63.8%, express a desire to adopt basic accounting software such as Tally and Zipbooks, which indicates a strong need for efficient financial management systems. These tools can streamline accounting processes, improve accuracy, and provide valuable financial insights, which are crucial for the day-to-day operations of any business.

Tax payment and return filing software, like ClearTax, is sought after by 28.9% of businesses, reflecting the importance of simplifying the complex and time-consuming task of tax compliance. The use of such software can help businesses manage their tax obligations more effectively and avoid penalties for non-compliance.

Payment software solutions like Paytm, PhonePe, and Google Pay are also preferred by 28.9% of respondents, demonstrating the growing trend towards digital transactions and the need for businesses to offer convenient payment options to their customers.

ERP (Enterprise Resource Planning) systems, such as Zoho and SAP, are on the adoption list for 19.5% of businesses. These integrated management systems can help businesses automate and manage core activities across various departments, leading to increased efficiency and better data management.

Design-related tools like Adobe, Canva, and AutoCAD are desired by 18.1% of businesses, indicating the value placed on high-quality design and the need for tools that can facilitate the creation of professional visual content.

Cloud services, including Amazon Web Services and Google Cloud Services, are considered for adoption by 16.8% of businesses. The interest in cloud services suggests a recognition of the benefits

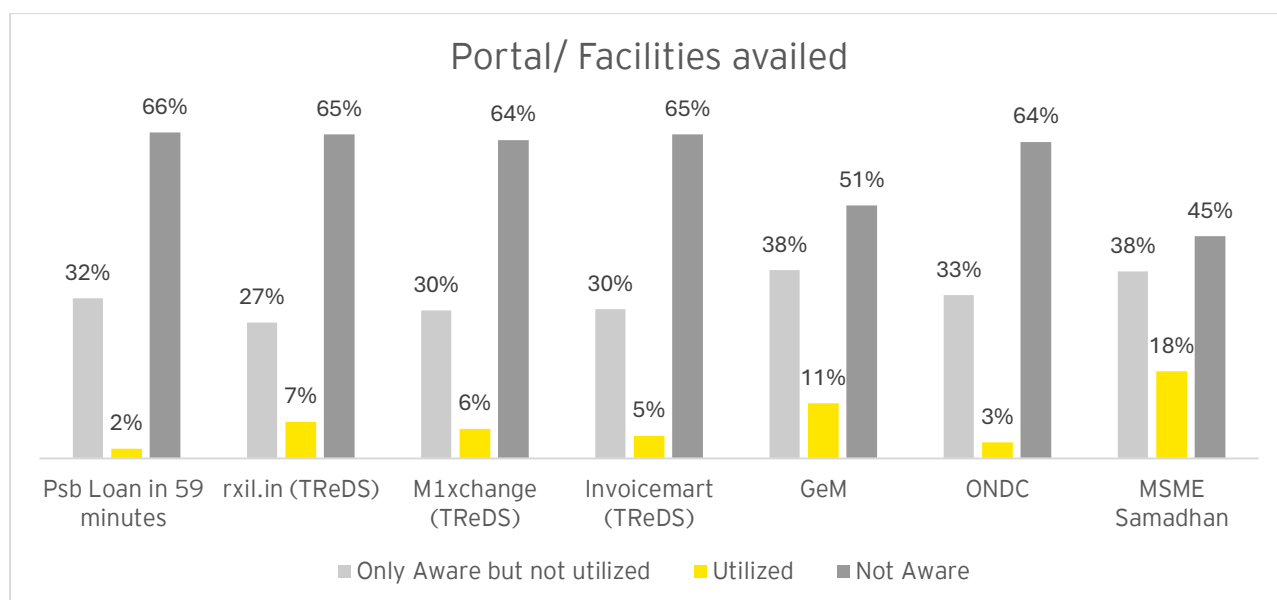
of scalable, secure, and flexible computing resources that can support various aspects of digital transformation.

Lastly, marketing-related tools such as Marketo, Freshdesk, Zendesk, HubSpot, Buffer, and Salesforce are on the Wishlist for 12.8% of businesses. This indicates an awareness of the importance of targeted marketing, customer relationship management, and efficient communication in a digital marketplace.

In conclusion, the data highlights a clear inclination towards digital tools that facilitate financial management, tax compliance, and digital payments, which are fundamental aspects of running a business. Additionally, there is interest in adopting systems that support design, cloud computing, enterprise resource planning, and marketing automation, reflecting a broader move towards digitalization and the optimization of business processes

Portals/ Facilities Available:

Figure 55 - Portals/ Facilities Available



The data provided gives insight into the awareness and utilization of various portals and facilities by businesses. It appears that there is a significant gap between awareness and actual usage, with many businesses either only aware of these services or not aware at all, and very few having utilized them.

The data reflects the level of awareness and utilization of various portals and facilities. The 'PSB Loan in 59 minutes' portal has a relatively high awareness with 32% of respondents only aware of it but not utilizing it, and a very low utilization rate of 2%, with the majority, 66%, not aware of it at all. Similarly, the Trade Receivables Discounting System (TReDS) platforms, rxil.in, M1xchange, and Invoicemart, show a significant lack of utilization with only 7%, 6%, and 5% of respondents using them respectively. Awareness of these platforms is slightly lower than the PSB loan portal, with 27%, 30%, and 30% of respondents aware but not utilizing them, and a high percentage of respondents not aware of them at all, at 65%, 64%, and 65% respectively.

The Government e-Marketplace (GeM) has a higher utilization rate at 11%, with 38% of respondents aware but not utilizing it, and 51% not aware of it, indicating a moderate level of engagement with the platform. The Open Network for Digital Commerce (ONDC) has a similar pattern to the TReDS

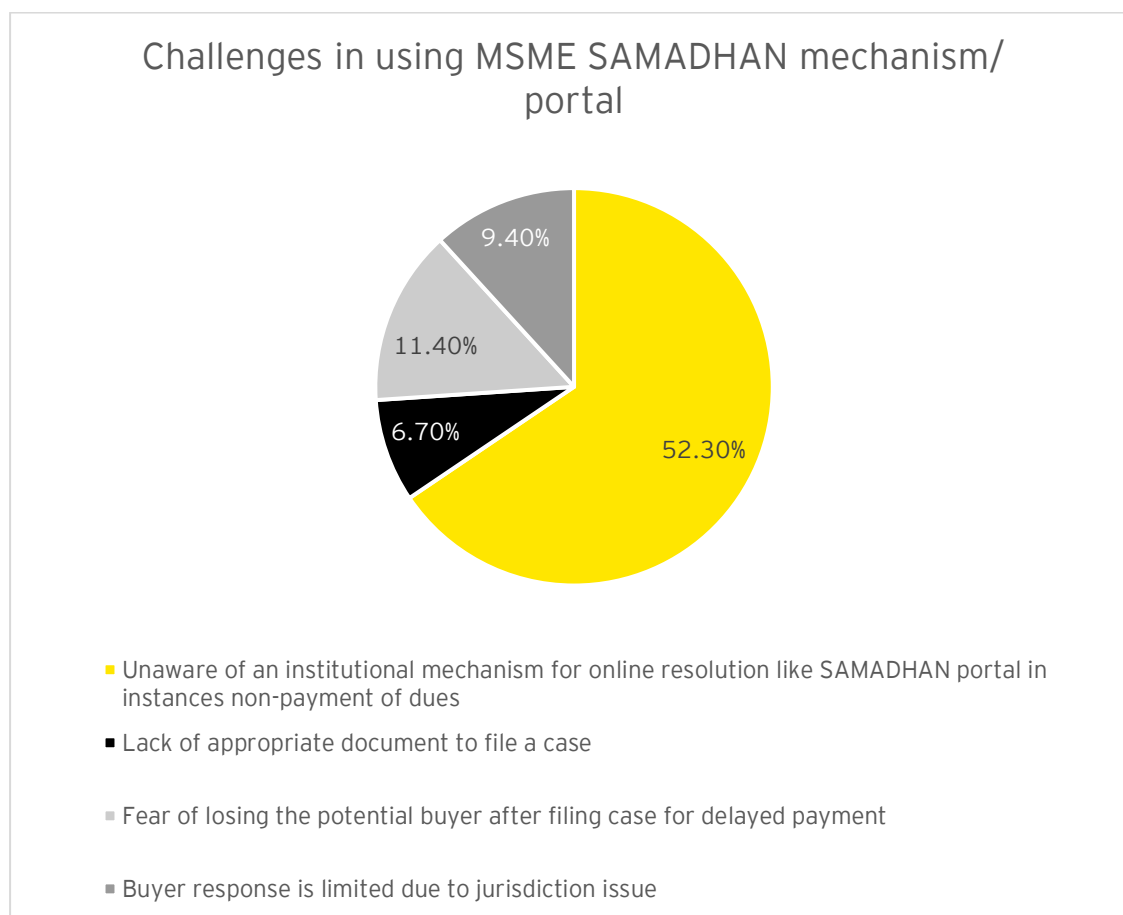
platforms with only 3% utilization, 33% of respondents aware but not utilizing it, and a large portion, 64%, not aware of it.

The MSME Samadhan portal shows a comparatively better utilization rate at 18%, which is the highest among the listed facilities. However, 38% of respondents are aware of it but have not utilized it, and 45% are not aware of it, suggesting that while it has better engagement than the other platforms, there is still a significant portion of the target audience that remains unaware.

Overall, the data indicates that there is a considerable gap between awareness and utilization of these portals and facilities, with a majority of respondents either only aware of or completely unaware of the services. The low utilization rates across the board suggest that there may be barriers to access or a lack of compelling value propositions driving engagement with these platforms.

Challenges Faced in Using MSME SAMADHAN:

Figure 56 - Challenges Faced in Using MSME SAMADHAN



The data outlines the challenges faced by businesses in using the MSME SAMADHAN mechanism or portal, which is designed to address delayed and non-payment of dues to MSMEs. The most significant challenge, as indicated by 52.3% of respondents, is a lack of awareness of the institutional mechanism for online resolution provided by the SAMADHAN portal. This substantial figure highlights a critical gap in information dissemination and suggests that many businesses are not taking advantage of this support due to simply not knowing it exists.

A smaller but notable portion of respondents, 6.7%, report that a lack of appropriate documentation to file a case is a barrier. This challenge points to the need for clearer guidance on the documentation

requirements and potentially a streamlined process for gathering and submitting the necessary paperwork.

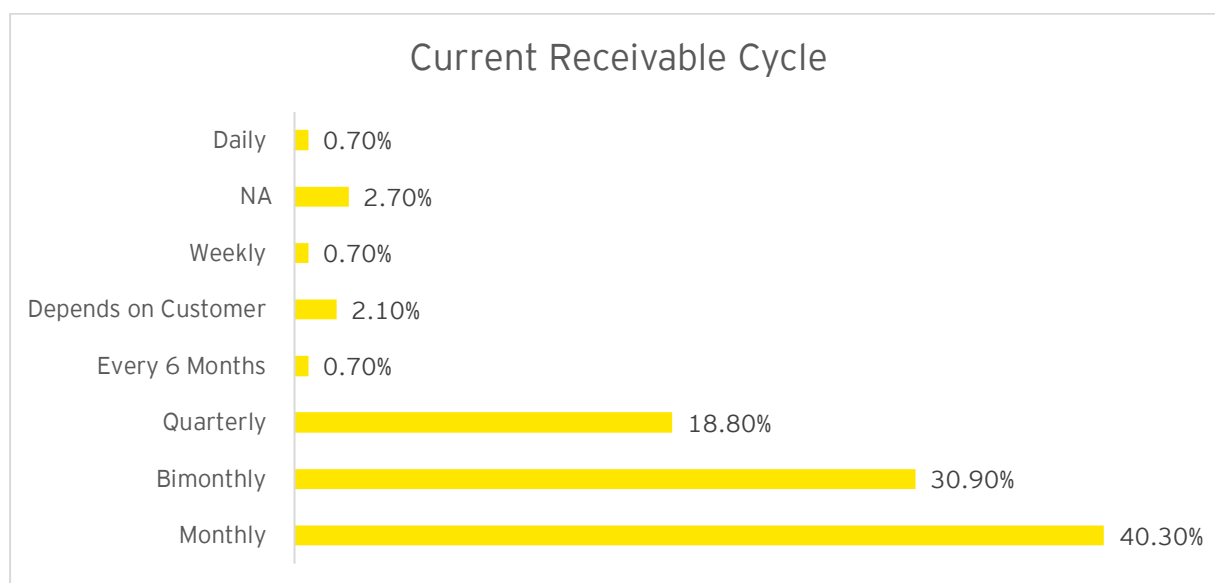
The fear of losing a potential buyer after filing a case for delayed payment is a concern for 11.4% of businesses. This indicates a delicate balance between seeking redress for grievances and maintaining business relationships. The apprehension about potential retaliation or loss of future business can deter MSMEs from pursuing their rightful claims.

Additionally, 9.4% of respondents cite limited buyer response due to jurisdiction issues as a challenge when using the SAMADHAN portal. This suggests that there are limitations in the enforcement or reach of the portal's resolutions, which may affect the confidence of MSMEs in the effectiveness of filing a case.

In conclusion, the data reveals that while the MSME SAMADHAN portal is a valuable resource for resolving payment issues, its efficacy is hindered by a lack of awareness among businesses, documentation challenges, fears of damaging business relationships, and jurisdictional limitations. Addressing these challenges requires targeted educational initiatives to raise awareness, simplification of the case filing process, reassurance about the preservation of business relationships, and possibly an expansion of the portal's jurisdictional authority or better enforcement mechanisms.

Current Receivable Cycle:

Figure 57 - Current Receivable Cycle



The data provided reflects the diversity in the receivable cycles of businesses, which is indicative of the varied cash flow dynamics across different industries and individual company practices. A significant 40.3% of businesses operate on a monthly receivable cycle, suggesting that a large number of companies prefer or are able to negotiate terms that allow for regular and relatively frequent cash inflows, which can be beneficial for maintaining a steady stream of working capital.

Bimonthly receivables are reported by 30.9% of businesses, indicating that nearly a third of the respondents have slightly longer intervals between payments. This could potentially strain cash flow but may also reflect the nature of their business operations or the payment terms commonly accepted in their specific sectors.

A quarterly receivable cycle is observed for 18.8% of businesses, which points to a more extended period between payments. While this may align with certain business models or industry standards, it requires careful cash flow management to ensure operational expenses and investments can be sustained during the longer intervals.

A very small percentage, 0.7%, report receiving payments every six months, which suggests a highly extended receivable cycle that could pose significant challenges in terms of liquidity and cash flow management unless mitigated by substantial capital reserves or alternative financing arrangements.

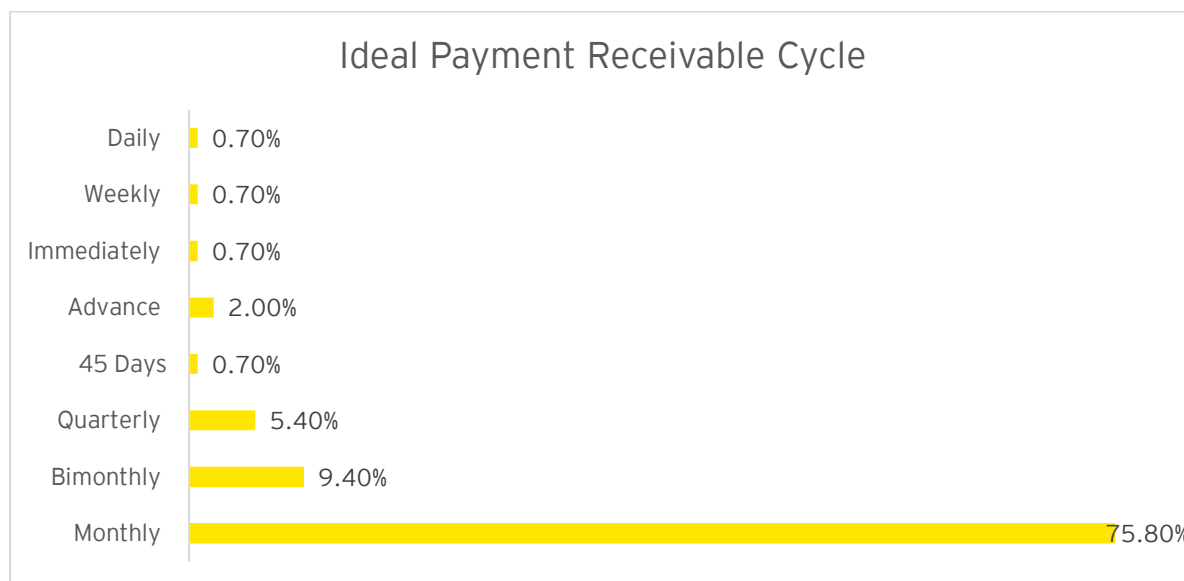
For 2.1% of businesses, the receivable cycle depends on the customer, indicating a level of flexibility or variability in their payment terms. This could be due to the negotiation power of customers, the competitive nature of the market, or a strategic choice to accommodate client preferences.

Weekly and daily receivable cycles are each reported by 0.7% of businesses, reflecting either a high turnover rate or the operational demands of specific industries that necessitate such frequent payments.

Lastly, 2.7% of respondents did not provide information on their receivable cycle or the question was not applicable, which could be due to various reasons such as prepayment models or subscription-based services.

Ideal Payment Cycle:

Figure 58 - Ideal Payment Cycle



The data on the ideal payment receivable cycle for businesses reveals a strong preference for a monthly cycle, with a substantial 75.8% of respondents identifying it as their preferred timeframe. This preference likely reflects the balance that a monthly cycle offers between maintaining a healthy cash flow and managing operational expenses without the need for excessively frequent transactions. It allows businesses to predict their financial position with a fair degree of regularity and plan accordingly.

Bimonthly payments are the next most preferred option, with 9.4% of businesses favoring this cycle. This suggests that for some businesses, a slightly extended period between payments is still manageable and may align with their billing cycles or the nature of their services.

A quarterly receivable cycle is ideal for 5.4% of respondents, indicating that a minority of businesses are comfortable with or have structured their operations around less frequent payments. This could be characteristic of industries with longer project durations or where larger invoices are the norm.

A very small fraction, 0.7%, would prefer a 45-day cycle, which is not a standard payment term but may suit the specific cash flow requirements of certain businesses.

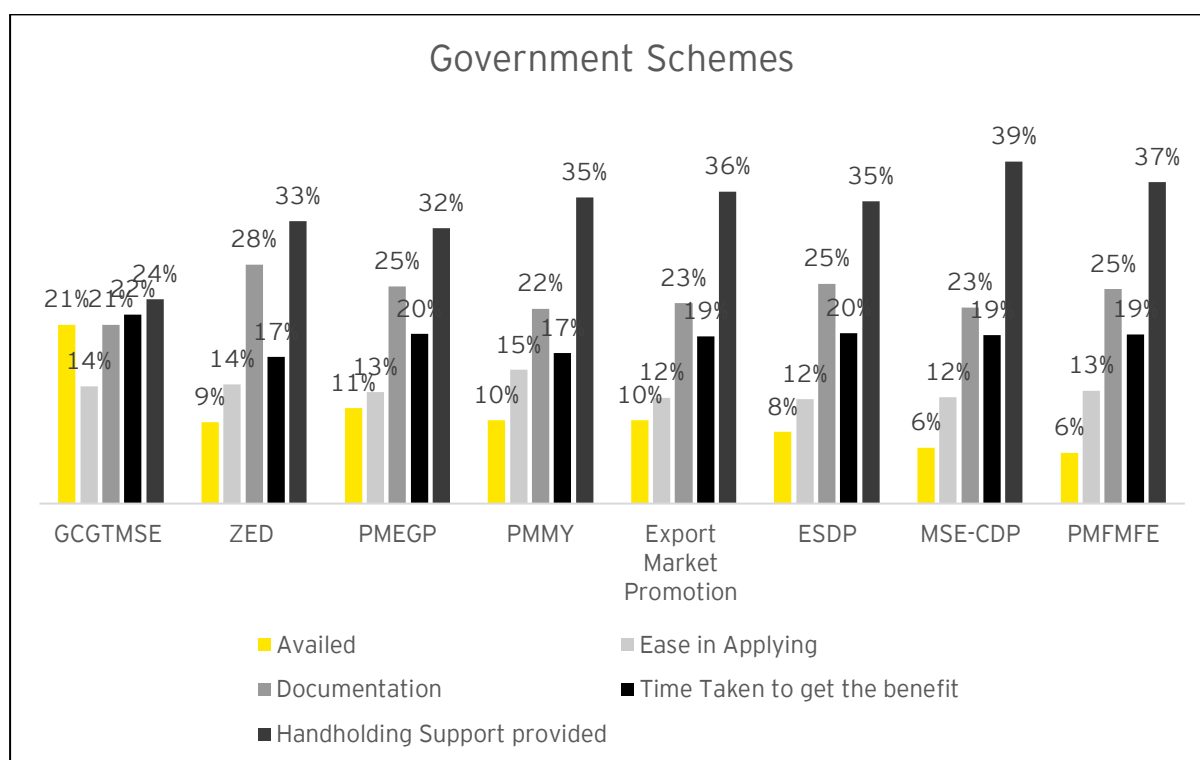
Some businesses, 2%, indicate a preference for advance payments, which would provide the most favorable cash flow scenario by securing funds before delivering goods or services. This is often ideal for managing the financial risks associated with production and service provision.

Immediate payment upon delivery of goods or services is desired by 0.7% of businesses, which could reflect the operations of retail or cash-and-carry business models where instant transactions are typical.

Weekly and daily payment cycles are each preferred by 0.7% of respondents, suggesting that for some businesses, particularly those with high turnover rates or smaller transaction sizes, more frequent payments are ideal for sustaining operations.

Government Schemes:

Figure 59 - Government Schemes



The data presents an overview of the interaction between businesses and various government schemes, focusing on aspects such as utilization, ease of application, documentation requirements, time taken to receive benefits, and the level of handholding support provided.

The data provides insights into the availing and application process of various government schemes. The Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) has the highest availing rate at 21%, with respondents finding ease in applying at 14%, documentation process at 21%, time taken to get the benefit at 22%, and handholding support provided at 24%. Zero Defect Zero Effect

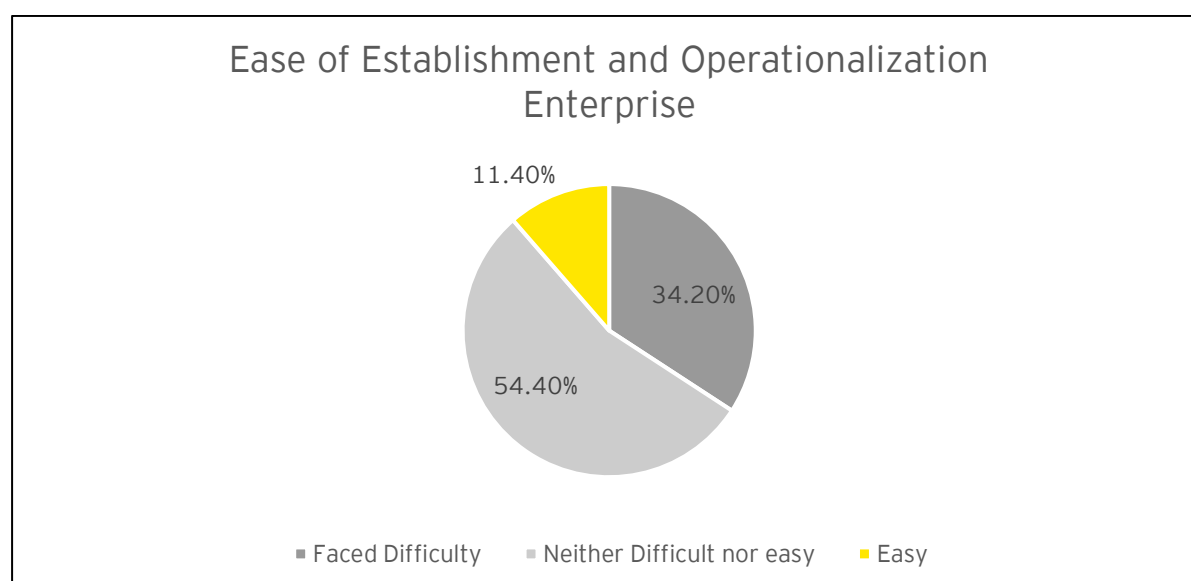
(ZED) has a lower availing rate of 9%, but higher percentages in documentation at 28% and handholding support at 33%, indicating that while fewer people avail of it, those who do may find better support and more stringent documentation requirements.

The Prime Minister's Employment Generation Programme (PMEGP) and Pradhan Mantri MUDRA Yojana (PMMY) have similar availing rates of 11% and 10% respectively, with PMEGP slightly higher in ease of applying and time taken to get the benefit, but PMMY leading in handholding support at 35%. The Export Market Promotion scheme also has an availing rate of 10%, but it has the lowest ease in applying at 12%, and a relatively high handholding support at 36%.

The Entrepreneurship Skill Development Programme (ESDP) and Micro and Small Enterprises Cluster Development Programme (MSE-CDP) have lower availing rates of 8% and 6% respectively, with MSE-CDP having the highest handholding support at 39%. The Pradhan Mantri Formalisation of Micro Food Processing Enterprises Scheme (PMFMFE) shares the lowest availing rate with MSE-CDP at 6%, but has a slightly lower handholding support at 37%.

Overall, the data suggests that while the availing rates of these government schemes are relatively low, ranging from 6% to 21%, the support mechanisms such as documentation and handholding vary, with some schemes offering more support than others. Ease in applying and time taken to get the benefit are consistent concerns across the schemes, indicating potential areas for improvement in the application processes. Handholding support is notably higher for schemes with lower availing rates, which may suggest that more intensive support is provided to a smaller group of beneficiaries.

Figure 60 - Ease of Establishment and Operationalization Enterprise



The data regarding the ease of establishing and operationalizing an enterprise reveals a spectrum of experiences among businesses. A significant portion, 34.2%, have faced difficulty in setting up and starting their operations, indicating that a considerable number of entrepreneurs encounter obstacles that may include bureaucratic hurdles, complex regulations, or challenges in accessing resources.

The majority of respondents, 54.4%, describe their experience as neither difficult nor easy. This suggests that while they may not have faced significant barriers, the process was not straightforward either. This middle ground could reflect a mix of positive and negative factors that balance each other

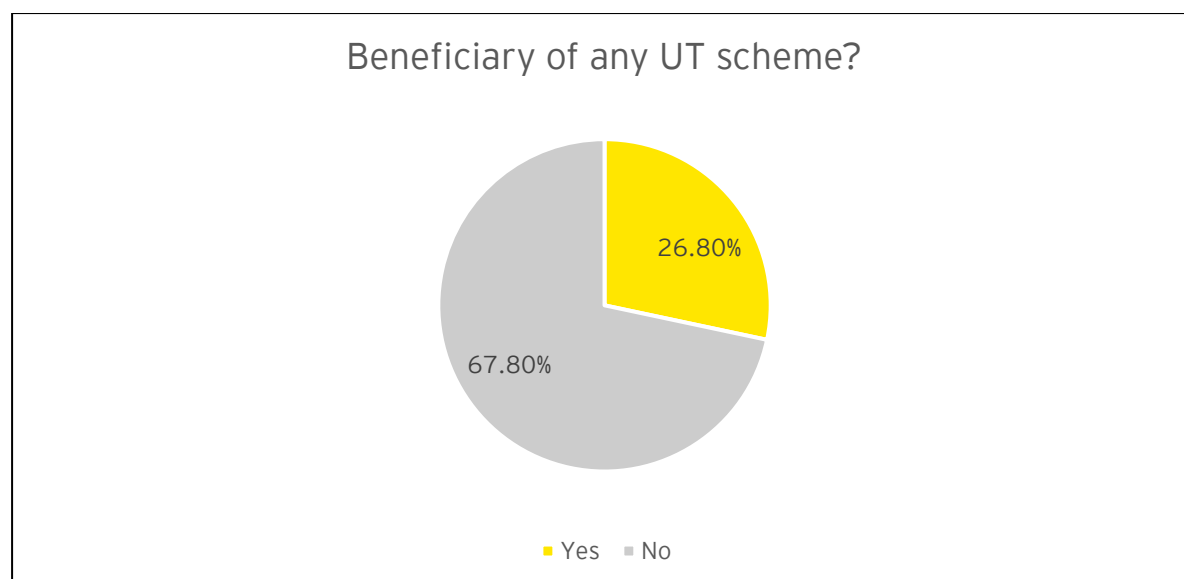
out, such as adequate support systems that help navigate through some of the complexities involved in establishing a new enterprise.

Only 11.4% of businesses report finding the process easy, which points to a relatively small group of entrepreneurs who likely had clear pathways, sufficient resources, and possibly more experience or better access to assistance that facilitated a smoother start.

In conclusion, the data indicates that while a small fraction of businesses find it easy to establish and operationalize their enterprise, the majority find the process to be of moderate difficulty or have faced challenges. This highlights the need for streamlined procedures, better access to information, and support services that can help reduce the complexity of starting and running a business. Addressing these issues could lead to a more conducive environment for entrepreneurship and business growth.

Beneficiary of UT scheme:

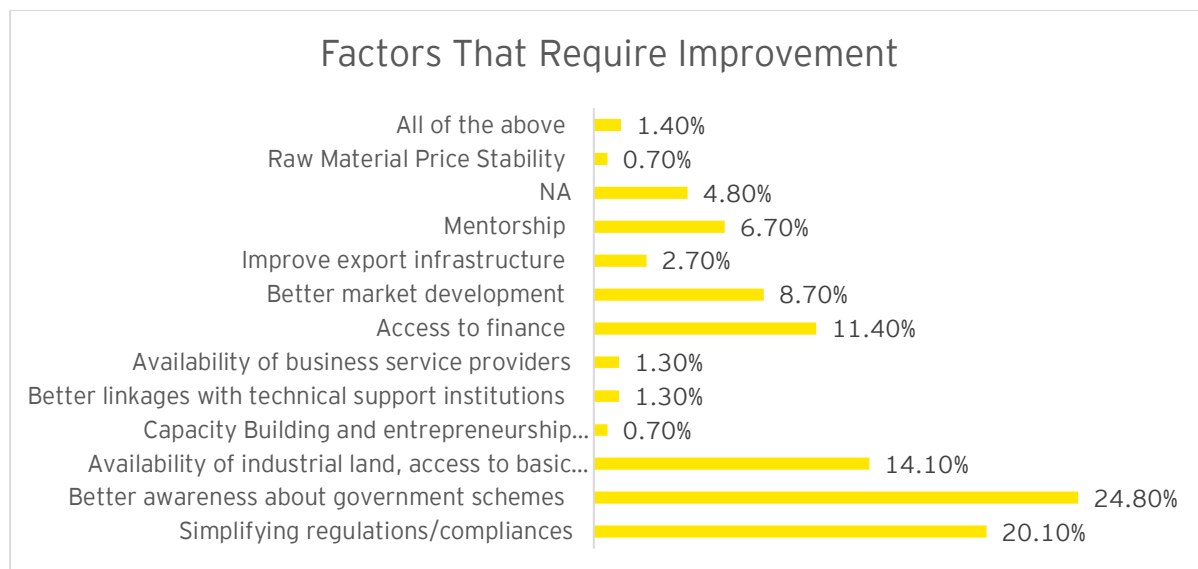
Figure 61 - Beneficiary of UT scheme



About 26.8% of the respondents have reported being a beneficiary while 67.8% of the respondents are not a beneficiary of any U.T government scheme.

Factors that Require Improvement:

Figure 62 - Factors that Require Improvement



The data outlines various factors that businesses believe require improvement to facilitate better operations and growth. The most significant area identified for improvement is better awareness about government schemes, with 24.8% of respondents highlighting this need. This suggests that while there may be beneficial programs available, a lack of information or understanding about them prevents businesses from taking full advantage.

Simplifying regulations and compliances is another key area cited by 20.1% of businesses. The complexity of current regulations can be a significant barrier to entry for new businesses and can also impede the growth of existing ones. Streamlining these processes could lead to a more business-friendly environment that encourages entrepreneurship and simplifies the operational landscape.

Access to finance is a concern for 11.4% of businesses, indicating that obtaining the necessary capital for starting or expanding operations remains a challenge. This highlights the need for more accessible financial services and support for businesses at various stages of their development.

Availability of industrial land and access to basic infrastructure such as water and electricity is seen as an area for improvement by 14.1% of respondents. This underscores the importance of a reliable and adequate infrastructure in supporting industrial activity and the expansion of businesses.

Better market development is mentioned by 8.7% of businesses, suggesting a need for strategies that help businesses reach new customers, enter new markets, and improve their competitive positioning.

Mentorship is valued by 6.7% of respondents, indicating that guidance from experienced professionals can be crucial in navigating the challenges of running a business and making strategic decisions.

Improving export infrastructure is identified by 2.7% of businesses, reflecting the need for better support systems to facilitate international trade and help businesses expand beyond domestic markets.

Other areas such as capacity building and entrepreneurship development, better linkages with technical support institutions, availability of business service providers, and raw material price stability are each cited by a small percentage of businesses (ranging from 0.7% to 1.4%). These areas,

while not as widely mentioned, still represent specific needs that can have a significant impact on certain sectors or types of businesses.

A small portion of respondents, 4.8%, did not specify any areas for improvement or the question was not applicable, which could be due to a variety of reasons such as satisfaction with the current conditions or a focus on internal factors.

Lastly, 1.4% of businesses believe that all of the mentioned factors require improvement, suggesting a holistic approach is needed to address the multifaceted challenges faced by businesses.

In summary, the data reveals that businesses see a need for a range of improvements, with a particular emphasis on enhancing awareness of government schemes, simplifying regulations, improving access to finance, and developing infrastructure. Addressing these areas could lead to a more supportive environment for businesses, fostering growth and innovation across the board.

2.2 Export Preparedness

In the fiscal year 2022-23, the Union Territories of Daman & Diu and Dadra & Nagar Haveli demonstrated a robust export performance, particularly in the textiles and plastics sectors. The combined merchandise exports from these UTs were valued at approximately ₹60,000 crore (around US\$ 7.2 billion), reflecting a significant contribution to both the local and national economies. The merchandise exports from Daman & Diu and Dadra & Nagar Haveli constituted about 22% of the combined GDP of these UTs at constant prices. This percentage underscores the critical role that exports play in the economic landscape of the region, similar to the export scenario in other Indian states like Puducherry.

b. Daman & Diu and Dadra & Nagar Haveli's Performance on Export Preparedness Index

Daman & Diu and Dadra & Nagar Haveli, a union territory located on the western Ghat of India, has consistently ranked among the lower performing regions in the Export Preparedness Index (EPI) released by NITI Aayog. In the latest EPI report for 2023, Dadra and Naga Haveli and Daman and Diu were ranked 34th among the Union Territories and Small States category with an overall score of 18.74.

Table 26 - Dadra and Nagar Haveli and Daman and Diu's performance in the Export Preparedness Index (EPI) as compared to other UTs

Rank	States	Category	Score
16	Goa	UT	51.58
17	Jammu & Kashmir	UT	47.69
18	Delhi	UT	47.69
24	Andaman & Nicobar Islands	UT	40.65
29	Ladakh	UT	31.51
30	Chhattisgarh	UT	31.27
31	Puducherry	UT	24.34
34	Dadra & Nagar Haveli & Daman and Diu	UT	18.74
36	Lakshadweep	UT	11.3

In comparison to other Union Territories listed, such as Goa, which is ranked **16th** with a significantly higher score of **51.58**, D&D & DNH's performance appears relatively weaker. The low score indicates that this Union Territory might be facing challenges or deficiencies in areas measured by the score, which could include factors such as economic performance, infrastructure development, quality of life, or other relevant metrics.

To improve its export performance, Dadra and Nagar Haveli and Daman and Diu needs to focus on developing a robust export promotion policy, strengthening its institutional framework for export support, and investing in export infrastructure and logistics. Diversifying its export basket beyond traditional products and exploring new markets can also help boost its export competitiveness.

3. Key gaps in MSME support, policy development and delivery

3.1 Mapping Institutions and Agencies in the UT for MSME development

3.1.1 Directorate of Industries and Commerce

The Department of Industries and Commerce is concerned with the MSME development in the UT and has the following organization chart.

1. Organization Structure and staff strength

The department is led by the Secretary to the Government (Industries) and the functioning of the department is headed by the Director of Industries and Commerce

The region wise heads of office are as below

Figure 31 63 Region wise Heads of Office



The current staff strength and vacancy positions of the department in the district of Dadra & Nagar Haveli and Daman & Diu as ascertained by the department as of August 2024 is as follows:

Table 27 - Staff Strength and Vacancy Positions in Dadra and Nagar Haveli

Group	Name of the Post	Sanctioned	Present Strength	Vacant
		Strength		
A	Director	1	1	-
B	Dy. Director	1	1	-
B	General Manager	1	1	-
	Technical Officer	1	1	
	Functional Manager	1	-	1
	Project Manager	3	1	2
	Investigator (Mechanical)	1	-	1
	Investigator (Civil)	1	-	1
	Industrial promotion officer	1	-	1
C	Non-Technical Officer	1	1	-

	Accountant/Assistant	1	1	-
	Stenographer	1	1	-
	Upper Division Clerk	2	1	1
	Lower Division Clerk	2	2	-
	Driver	1	-	1
	Peon	2	1	1
Total (A+B+C)		21	12	9

Staff strength and vacancy of the department for the district of Daman & Diu is as follows

Table 28 - Staff Strength and vacancy positions in Daman & Diu

Group	Name of the Post	Sanctioned Strength	Present Strength	Vacant
A	Secretary (Industries)			
	General Manager (Head of office)			
B	Technical Officer			
	General Manager	1	-	1
	Functional Manager	1	-	1
	Project Manager	1	-	1
	Industries Promotion Officer	1	-	1
	Statistical Assistant	1	1	-
C	Non-Technical			
	Superintendent	1	-	1
	Stenographer	1	1	-
	UDC	1	1	-
	LDC	2	1	1
	Driver	1	1	-
	MTS (Peon)	2	-	2
Total		13	5	8

b) The Department of Industries and Commerce is concerned with the MSME development in the UT. The main activities of the department are as follows:

- (i) Formulation of policies for the promotion of Industries
- (ii) Assessing and recommending of scarce raw material.
- (iii) Processing and forwarding of Common Application for obtaining various clearances from the stakeholder Departments through the Industrial Guidance Bureau (IGB)
- (iv) Promoting Industries through release of Subsidies / Incentives
- (v) Providing budgetary support to PSUs
- (vi) Maintenance of Industrial estates.

- (vii) Assisting Entrepreneurs to obtain Udyam Registration.
- (viii) Resolving public petitions after due inspection.

The primary functions of the Department of Industries and commerce are as follows.

Table 29 - Primary Functions of the Department of Industries and Commerce

S.No	Functions	Supporting Schemes/activities of State Government
1	Entrepreneur Identification & Skill Development: Helps in identifying and training entrepreneurs.	Loans through PMEGP scheme and UT's MUPSES scheme. Capacity building through training programmes - general as well as specific to Handicrafts, silk and coir.
2	Infrastructure Support: Provides necessary infrastructure.	Industrial Estate providing plots or sheds
3	Licenses and Clearances: Assists in acquiring licenses and clearances required for operating businesses.	Single Window Portal to facilitate enterprises
4	Financial Assistance: Offers various financial schemes to boost businesses.	Fixed Capital Investment subsidy, Interest Subvention scheme, etc.
5	Dispute Resolution: Helps resolve business disputes.	Through MSEFC at state capital and regional councils
6	Reviving Units: Aids in the rehabilitation of defunct or stressed business units	Facilitates diagnostic studies, engagement of experts in the field of technology, marketing and finance for consultation and by providing interest subsidy on additional finance disbursed by banks / financial institutions for rehabilitation

a. Budgetary planning of the Department

The department has the following Plan and Non-Plan budget for the last 4 years.

Table 30 - Budgetary planning of the Department

Summary of Funds given as subsidy in IPC 1-13					
F.Y.	2020-21	2021-22	2022-23	2023-24	TOTAL
Capital Subsidy	3,72,56,000	3,94,00,416	4,84,28,335	9,87,50,616	22,38,35,367
Quality Certi.	-	-	3,95,390	6,45,110	10,40,500
Interest Subsidy					

IPC 1-10	75,06,170	83,87,156	2,69,993	56,92,855	2,18,56,174
IPC 11	5,02,02,000	12,50,261	30,68,481	1,04,84,648	6,50,05,390
IPC 12	50,06,000	5,52,62,055	5,56,96,594	4,61,26,761	16,20,91,410
IPC 13	-	-	4,21,41,207	10,97,75,367	15,19,16,574
IPC 14				7,02,24,643	7,02,24,643
TOTAL	9,99,70,170	10,42,99,888	15,00,00,000	34,17,00,000	69,59,70,058

Table 31 - Subsidy Allotment for MSMEs (Micro, Small, and Medium Enterprises)

S. No.	Year	No. of MSMEs	Amount Allotted
1	2018-2019	22	5.32 ⁴²
2	2019-2020	20	2.38
3	2020-2021	36	9.97
4	2021-2022	41	10.42
5	2022-2023	87	15
6	2023-2024	127	34.17
TOTAL		333	77.26

This table presents data on the number of MSMEs (Micro, Small, and Medium Enterprises) receiving subsidies and the corresponding amount allotted from the fiscal year 2018-2019 to 2023-2024. Over these years, there has been a notable increase in both the number of MSMEs receiving subsidies and the total amount allotted. The data shows a significant rise in the number of MSMEs from 22 in 2018-2019 to 127 in 2023-2024. Similarly, the subsidy amount allotted has increased substantially from ₹5.32 crores in 2018-2019 to ₹34.17 crores in 2023-2024, indicating a growing focus on supporting MSMEs over these years.

b. Public Sector Undertakings under the department

The following PSUs fall under the purview of the department of Industries and Commerce

- ▶ Omni Bus Industrial Development Corporation Ltd. (OIDC)
- ▶ Dadra and Nagar Haveli and Daman and Diu Khadi & Village Industries Board (DNH & DD KVIB)
(In progress to be consulted)

⁴² Department of MSME

c. Incentives

The State Level Committee under the Chairmanship of Secretary (Ind. & Com.) will decide the quantum of incentive / subsidy admissible to the unit. The incentives monitored by the department are given below

Table 32 - Incentives

Sl.no	Types of Subsidies	Benefits offered in the Subsidy		
I. SCHEME A. MSME SECTOR				
1	ASSISTANCE OF FIXED CAPITAL INVESTMENT SUBSIDY	Micro - 15% (15 Lakhs)	Small- 15% (30 Lakhs)	Medium- 15% (35 Lakhs)
		If eligible GFCI is over Rs. 10 Cr., an additional 10% will be given		
2	ASSISTANCE OF INTEREST SUBSIDY	Applicable to new enterprises as well as existing / new units for Expansion / Diversification projects during operative period of the Scheme on term loan on new machinery, equipment, building and furniture / fixtures and MSMEs in service sector as listed in Annexure I. . Interest subsidy at the rate of 50% of interest charged by Bank with an upper ceiling of Rs.30 lakhs per annum for a period of 5 years OR for the period of repayment of loan whichever is earlier. 2. 10% additional interest subsidy to differently abled entrepreneurs, women entrepreneurs and registered Start up in manufacturing / service sector. 3. 10% additional subsidy to young entrepreneurs below the age of 35 years on the date of sanction of term loan.		
3	ASSISTANCE FOR QUALITY CERTIFICATION	50% of fee payable to certification for National / International Certification 50% cost of testing equipment and machinery required for that certification totalling up to maximum amount of Rs.10 lakhs		
4	ASSISTANCE FOR PATENT REGISTRATION / TRADE MARK REGISTRATION	75% of the cost/expenditure incurred for any number of patent applications subject to Rs.25 lakhs per applicant / enterprise for obtaining Patent Registration / Trade Mark Registration of developed product / process during policy period.		

5	ASSISTANCE FOR ZED CERTIFICATION	Assistance will be given @ 50% of all charges on the amount after deducting the assistance received from GOI for ZED Certification up to a max amount of Rs.1,00,000/- for new and existing units.
6	ASSISTANCE FOR SAVING IN CONSUMPTION OF ENERGY AND WATER	75% cost of Energy / Water audit conducted by recognized institution / auditing authority subject to a maximum of Rs.1.00 lakhs. 25% cost of equipment recommended by the auditing authority subject to a maximum of Rs.20 lakhs one-time assistance
7	ASSISTANCE FOR ENTREPRENEURSHIP UNDER SKILL DEVELOPMENT	75% of the course fee limited to Rs. 1,50,000/- per course upto 20 persons per year
8	ASSISTANCE TO SMALL AND MEDIUM ENTERPRISES (SME) FOR RAISING OF CAPITAL THROUGH SME EXCHANGE	One-time assistance of 25% of expenditure incurred on raising of fund through SME Exchange, limited to maximum to Rs.5 lakhs
9	INCENTIVES FOR DOUBLING OF EXPORT VALUES	Any MSME exporter who achieves double the value of exports over the previous year would be reimbursed with 1% of their export value limited to a maximum of Rs.20 lakhs. Women entrepreneur who achieves double the values of export over the previous year would be reimbursed with 2% of their export value limited to Rs.30 lakhs.
10	REIMBURSEMENT OF FREE ON BOARD (FOB) EXPENSES	20% reimbursement of F.O.B. (Free On Board) value limited to Rs.20 lakhs per beneficiary per year for 3 years on Export of Food / Marine processed products.
11	ASSISTANCE FOR CAPITAL INVESTMENT IN SOLAR POWER GENERATION	Capital investment subsidy @ 25% of capital investment on Solar Power Generation Plant limited to a maximum of Rs.50 lakhs.
12	ASSISTANCE FOR PARTICIPATION IN INDUSTRIAL EXHIBITIONS ABROAD.	50% of space rent subsidy would be provided (up to a maximum of Rs.2 lakhs) on actual rent paid by MSME for participation in industrial exhibitions in foreign countries.
13	INCENTIVE FOR LOCAL EMPLOYMENT	One-time recruitment incentive of Rs.3 lakhs per 20 local Persons (who have Domicile certificate of the U.T.) is provided to the Industrial Units. Maximum amount of Rs.15 Lakh to each eligible unit shall be disbursed.
14	STATE AWARDS FOR MSMEs	Award of Rs.2 Lakhs, Trophy and Appreciation letter will be given to each Winner.
II. SCHEME B. TEXTILE SECTOR		
15	ASSISTANCE OF INTEREST SUBSIDY FOR TEXTILE SECTOR	At the rate of 60% of interest charged by Bank with an upper ceiling of Rs.60 lakhs per annum for a period of 5

		years OR for the period of repayment of loan whichever is earlier.
		Additional 10% subsidy will be provided to Export oriented Carpet industry upto a maximum 70 lakhs/annum
III. SCHEME C. THRUST SECTORS		
16	ASSISTANCE FOR FURNITURE SECTOR	Capital Investment Subsidy @ 20% of Gross Fixed Capital Investment made in Automation Machineries for Material Handling & Measurement System, Processing, Testing and Packaging Equipment, Components of Automation including Mobile Controllers, PLC, PAC, Pneumatic, Hydraulic Systems, Installation of Computer Industrial Software including CAD / CAM / CAE / HLM / CNC etc, Robotic Systems/Vision System / Sensors etc will be reimbursed subject to maximum of Rs.50 Lakhs
		Credit linked Interest Subsidy for Furniture Sector @ 60% per annum limited to maximum of Rs.50 lakhs per annum
		Display & sale will be reimbursed @ 20 % subject to maximum of Rs.50 lakhs for the respective furniture manufacturing industry and if on rent @ 25% of actual rent paid for 3 years, for a showroom with a minimum size of 2000 square feet.
		50% of space rent subsidy would be provided (up to a maximum of Rs.5 lakhs)
		50% of the course fee limited to Rs. 75,000/- per person for training in manufacture of modern furniture in reputed institutions will be reimbursed for a maximum of 5 persons per industry course.
		Power rate incentive of Re.1/- per unit as reimbursement for a period of one year subject to a maximum of Rs. 50 Lakhs from date of commencement of production.
17	ASSISTANCE FOR MARBLE, IT & ITES, ELECTRIC VEHICLES & SPARE PARTS, TOYS UNITS AND SEMI-CONDUCTOR INDUSTRIES SECTORS	Capital investment subsidy @ 20% of Gross Fixed Capital Investment made will be reimbursed subject to maximum of Rs.50 lakhs per unit
		Capital investment subsidy @ 15% of Gross Fixed Capital Investment made will be reimbursed subject to maximum of Rs.7.5 crores for the Large units in Semiconductor Sector.
		Credit linked Interest subsidy for Marble, IT & ITES, Electric Vehicles & Spare Parts, Toys and Semi-Conductor Sectors @ 60% per annum limited to maximum of Rs.50 lakhs per annum for Five years OR for the period of repayment of loan whichever is earlier.
18	SCHEME FOR MEDICAL EQUIPMENT AND ACCESSORIES, MEDICAL	Capital Investment Subsidy @ 20% of Gross fixed capital investment made will be reimbursed subject to maximum of Rs.50 lakhs for the units

	DIAGNOSTICS AND AYUSH PRODUCTS MANUFACTURING UNITS.	Credit Linked Interest Subsidy for Medical Equipment and Accessories, Medical diagnostics and AYUSH Products Manufacturing Units @ 60% per annum limited to maximum of Rs.50 lakhs per annum for five years OR for the period of repayment of loan whichever is earlier.
19	SCHEME FOR FOOD PROCESSING INDUSTRIES	Credit linked interest subsidy for Food Processing Units @ 60% of interest charged by Bank with an upper ceiling of Rs.50 lakhs per annum for a period of 5 years OR for the period of repayment of loan whichever is earlier. Additional 10% subsidy for Food processing units established in dedicated Industrial parks for Food processing Industries.
20	SCHEME FOR MARINE PRODUCTS PROCESSING UNITS.	Credit linked interest subsidy for Marine Products Processing Units @ 60% of interest charged by Bank with an upper ceiling of Rs.50 lakhs per annum for a period of 5 years OR for the period of repayment of loan whichever is earlier.
21	SCHEME FOR VACCINE MANUFACTURING UNITS	Credit Linked Interest Subsidy for Vaccine Manufacturing Units @ 70% of interest charged by Bank with upper ceiling up to Rs.60 Lakhs per annum for 5 years OR for the period of repayment of loan whichever is earlier and Capital investment Subsidy @ 15% of the investment upto a maximum of 10 crores

IV. SCHEME D. GENERAL SCHEMES

22	SCHEME FOR REIMBURSEMENT OF STAMP DUTY.	@ 50% Stamp duty reimbursement for MSME sector.
		@ 25% Stamp duty reimbursement for units other than MSMEs
		@ 100% Stamp duty reimbursement for the Industrial complexes dedicated only to industrial units identified as Thrust sectors under this scheme.
		Reimbursement of Stamp duty will be made only after purchase of total required land and development of at least 25% of the infrastructure as required by the institutions developing the Industrial parks
		Industrial units located in the Industrial parks will be eligible for reimbursement of 50% of the stamp duty paid by them on purchase of plot in the industrial park.
23	ENVIRONMENT PROTECTION INFRASTRUCTURE SUBSIDY	Waste water recycling and manufacturing units dealing with alternatives to single use plastic items shall be given upto a maximum of Rs.30 lakhs or @25% of capital cost of setting up of facility, whichever is less, will be provided to enterprises.

V. SCHEME E. SCHEMES FOR HANDICRAFT/HANDLOOM ARTISANS AND COTTAGE INDUSTRIES

24	ASSISTANCE FOR CAPITAL INVESTMENT FOR THE HANDLOOM AND HANDICRAFTS ARTISANS OF THE U.T. REQUIRING FINANCIAL ASSISTANCE FOR PURCHASE OF MACHINERY OR RAW MATERIALS	maximum Subsidy @ 50% of the Investment made in machinery up to the maximum of Rs. 2,00,000/- and maximum subsidy @ 50% of the loan taken up for working capital (for purchase of raw materials etc) up to maximum of Rs.2,00,000/-. 10% additional subsidy shall be provided to (Scheduled Castes/ Scheduled Tribes/ Women/ Differently abled having 30% or more disability.
25	ASSISTANCE FOR CAPITAL INVESTMENT TO UPLIFT THE ECONOMIC CONDITION OF ARTISANS/PERSONS	additional tools/equipment to SC/ST/OBC/EWS communities to generate adequate income and self-employment. The persons engaged in 27 different activities, such as hawkers, vegetable vendors, carpenters etc. whose annual income is upto Rs.2,00,000/- for rural areas and upto Rs.2,50,000/- in urban areas and who are above 18 years of age shall be provided financial assistance in the form of tools and equipment over and above the existing schemes.
26	FINANCIAL ASSISTANCE TO COTTAGE INDUSTRIES	Max. Bank Loan ₹.20.00 lakh.
		Max. Capital Subsidy @25% of the term loan amount for setting up of the Cottage Industry up to a maximum of Rs.5,00,000/-. 10% additional subsidy shall be provided to Scheduled Castes/ Scheduled Tribes / Women/ Differently abled having 30% or more disability.
		Interest Subsidy @ 50% of the Interest charged by Bank or NBFC or Cooperative Bank shall be reimbursed up to a period of five years from the date of commencement of Production.

3.1.2 District Industries Centre

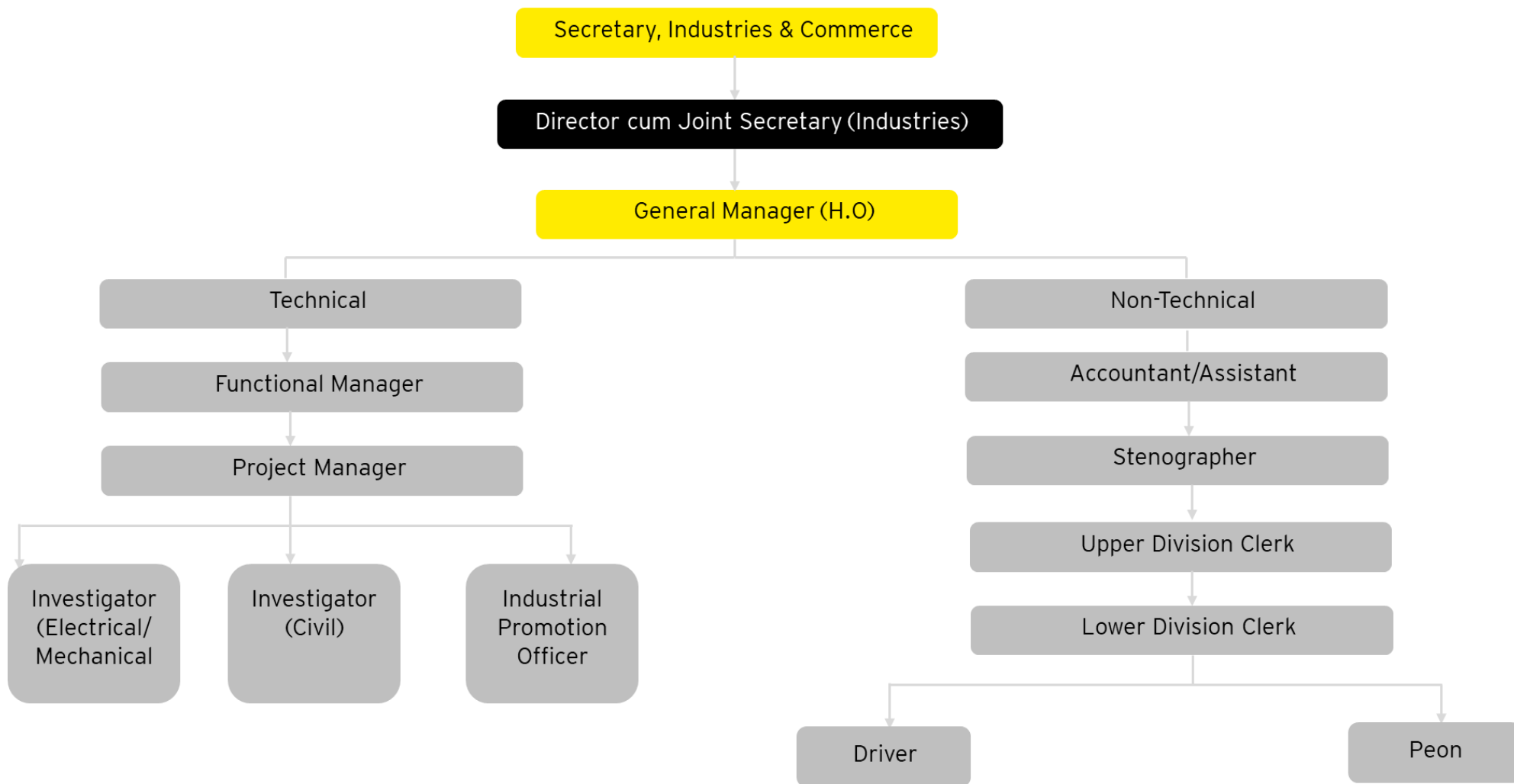
The District Industries Centre is the institution at the district level, which provides all the services and support facilities to the entrepreneurs for setting up MSMEs. This included entrepreneurial capacity building through training programs, identification of suitable schemes, preparation of feasibility reports, arrangements for credit facilities, machinery and equipment, provision of raw materials and development of industrial clusters, organize various industry fairs to find markets etc. This Centre also caters Registration and Development of Industrial Cooperatives.

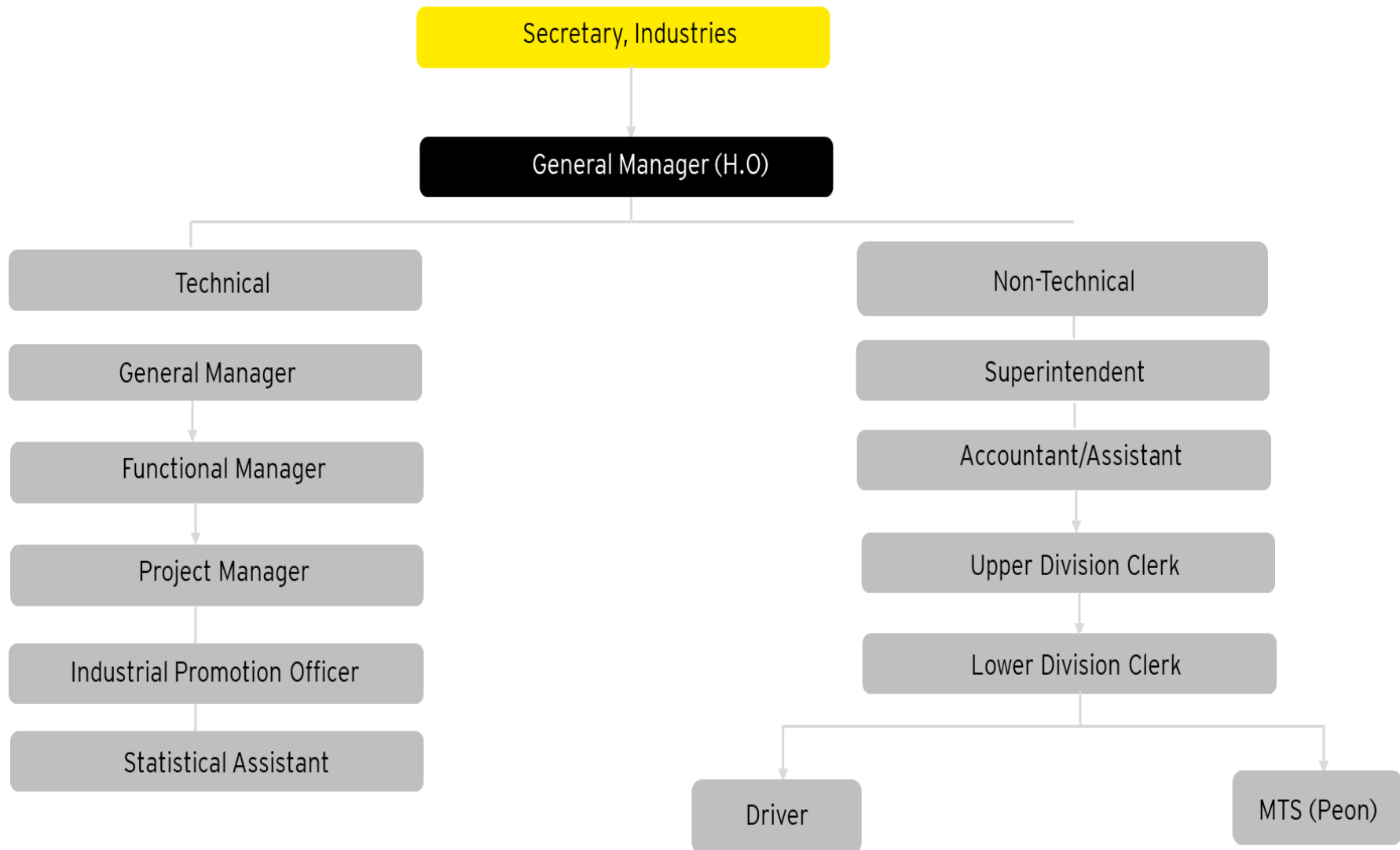
a. Organizational Structure

The organizational structure of the Industries & Commerce department is led by the Secretary, followed by the Director cum Joint Secretary (Industries), with a General Manager managing both the technical and non-technical divisions, which include roles such as Functional Managers, Project Managers, Investigators, Industrial Promotion Officers, Accountants, Clerks, Drivers, and Peons. The department has a District Industries Centre (DIC) in Dadra & Nagar Haveli and another in Daman, both headed by a General Manager who is supported by Project Managers, Functional Officers, Deputy Functional Officers, and Technical Officers assigned to these districts. Regular reviews by the General Manager are conducted to assess performance and address challenges in implementing various schemes. There is no DIC presence in Diu.

The department's highest authority is the Director of Industries, under whom General manage tasks like financial coordination, planning, and monitoring, with the support of General manager. The focus is mainly on the Dadra & Nagar Haveli district, due to the concentration of enterprises there, followed by Daman and Diu. The DIC in Daman plays a crucial role in district-level industrial development, with an organizational structure that includes key roles like the General Manager, Project Manager, Functional Officers, Deputy Functional Officers, and Technical Officers, all working together to promote entrepreneurship, implement government policies, and foster industrial growth in line with the UT's and national objectives.

Figure 64 - Organizational Structure of DIC in DNH & Daman





3.1.2 As-is assessment of Portals in the State

Table 33 - As-is assessment of Portals in the State

Department activity	Website Link	Details
Official website of Directorate of Industries and Commerce	EODB Single Window Portal : Dadra and Nagar Haveli and Daman and Diu (dddgov.in)	District of Industries official website in Dadra and Nagar Haveli & Daman and Diu
SLBC	UTLBC Dadra & Nagar Haveli - Diu & Daman (utlbcdnhdd.com)	Bank of Baroda is the LEAD bank in Daman & Diu and Dadra and Nagar Haveli.
Department of VAT/Goods and Service Tax	Copyright Policy Commissioner of Taxes & Excise (dnhctd.gov.in) (DNH) Commissioner of Taxes & Excise (ddvat.gov.in) (DD)	continue achieving highest revenue collection across the U.T of Dadra & Nagar Haveli. The department of Tax in Daman
Labour & Employment	labourddd.in	This is the official website of the Labour and Employment department in Dadra and Nagar Haveli & Daman and Diu
Pollution Control Committee (PCC)	https://ddd.gov.in/pollution-control-committee	Incharge of the pollution for Dadra & Nagar haveli and Daman & Diu
Planning and Statistics	Planning and Statistics UT of Dadra and Nagar Haveli and Daman and Diu India (ddd.gov.in)	Details about statistics and and planning in Dadra & Nagar Haveli and Daman & Diu

3.1 Comparative Analysis of MSME schemes and initiatives in the state with Benchmark

Table 34 - Comparative Analysis of MSME schemes and initiatives in the state with Benchmarks

Policy component	Possible schemes/activities at State level	Provision in other States	Provision in Dadra & Nagar Haveli and Daman & Diu
Separate MSME directorate and separate MSME policy	NA	Separate Directorate is available in states such as Haryana, Karnataka, and Tamil Nadu	▶ Dadra and Nagar Haveli & Daman & Diu Industrial policy 2015 is present. Gazette notification for 2022 Industrial policy is notified
Separate grievance cell	NA	Haryana has constituted separate Regulatory Facilitation & Grievances Resolution Cell	▶ DNH & DD have constituted a separate Regulatory Facilitation & Grievances Resolution Cell
Factor conditions	Exemption from tax on Electricity Tariff	▶ Karnataka - 100% exemption for 8 years ▶ Haryana - 100% exemption for 7 years	
	Exemption from stamp Duty for MSMEs	▶ Karnataka - 100% exemption ▶ Maharashtra - 100% exemption ▶ Haryana - 100% refund in industrial estate, 75% in category C blocks and 50% in category A and B blocks	▶ Reimbursement @50% to MSMEs ▶ Reimbursement @25% to non MSMEs ▶ Reimbursement @100% to industrial complexes to industrial units identified as thrust sectors ▶ Reimbursement @25% of infrastructure for development of industrial parks ▶ Reimbursement @50% on purchase of plot in the industrial park
	Power Subsidy	▶ Haryana - Rs. 2 per unit in designated blocks ▶ Karnataka - Rs. 1 for 3 years ▶ Maharashtra - Rs. 0.50 and Rs. 1 for designated blocks	▶ Reimbursement @40% after 6 months from COD ▶ Reimbursement @40% after 12 months from COD

Policy component	Possible schemes/activities at State level	Provision in other States	Provision in Dadra & Nagar Haveli and Daman & Diu
		Tamil Nadu - 20% of the power consumption charges is reimbursed for the first three years of commercial production (LTPT subsidy)	Reimbursement @20% after 60 months from COD
Private Industrial parks	Capital Subsidy for Setting up STP	Karnataka - Offers developer one-time capital subsidy amounting to 50% of Secondary Treatment Plant (STP) set up cost subject to an upper ceiling limit of Rs 1 cr	- PPP model in the industrial units will get upto 50% reimbursement or Rs. 20 Cr. Per project whichever is less. - Water charges being provided by the PWD department at a subsidized rate of Rs. 20.00 per cumt. - li) The minimum charge is Rs. 500.00 per month
	Land subsidy	Karnataka - Offers MSMEs in private industrial parks special land at the rate of 25% of guidance value limiting to maximum extent of up to 1 acre in Zones 1 & 2 only	
	Water charges	Karnataka - Offers MSMEs subsidy on water charges for tertiary treated water for the initial 5 years of operation of the individual enterprise at the rate of Rs 15 per unit of water (KLD) used in case of establishment of tertiary treatment facilities and supplied to such enterprises by the developer	
	CETP charges	- Karnataka - Offers developer one-time capital subsidy up to 50% of Common Effluent Treatment Plant (CETP) cost subject to a ceiling of Rs 500 lakh. - To enable continuous usage, offers MSMEs a subsidy on user charges at Rs15 per unit of effluent discharge treated for the initial 5 years of operation of the enterprise	

Policy component	Possible schemes/activities at State level	Provision in other States	Provision in Dadra & Nagar Haveli and Daman & Diu
New entrepreneur promotion	Capital Subsidy and Interest Subvention on fixed capital investment	▶ Karnataka - Interest subvention of 5.5% ▶ Tamil Nadu - 3% interest subvention, and 25% capital subsidy on term loan throughout the entire repayment period. Ceiling limit of capital subsidy is Rs 75 lakhs	▶ The First-Generation Women and Differently Abled Entrepreneurs setting up new Micro / Small / Medium Enterprises shall be entitled to additional subsidy equivalent to 10% of GFCI subject to a maximum of Rs.15 lakhs. ▶ Capital Investment Subsidy @ 15% of the investment made in Gross Fixed Capital investment (GFCI) with an upper ceiling of Rs.15 lakhs to Micro Industries; Rs.30 lakhs to Small Industries and Rs.35 lakhs to Medium Industries. If the eligible GFCI is over Rs.10 Cr., an additional Rs.10.00 lakhs will be given. ▶ In general category in rural is 25% and in urban it is 15%. ▶ In special category, in rural @35% reimbursement and in urban @25% reimbursement. ▶ PMFME 35% reimbursement upto Rs. 10 Lakhs. Or whichever is lower
Quality standards	Charges related to certification	▶ Tamil Nadu - payments made to Consultancy and certification agencies towards acquiring certification subject to maximum of Rs.2.00 lakhs for National level certification and Rs.10 lakhs for international level certification	▶ 50% of fee payable to certification for National / International Certification i.e. Bureau of Indian Standards (BIS), Indian Standards Institution (ISI), World Health Organization (WHO),

Policy component	Possible schemes/activities at State level	Provision in other States	Provision in Dadra & Nagar Haveli and Daman & Diu
		▶ Maharashtra - Subsidises quality certification expenses up to 75% subject to a limit of Rs 1 lakh. ▶ 25% subsidy on additional capital equipment acquired for cleaner production measures up to maximum Rs 5 lakh ▶ Karnataka - Certification costs under ISO Series and BIS is subsidised at 75% and 50% rate with a ceiling limit of Rs 75,000 and Rs 20,000 respectively. ▶ 25% of testing equipment cost subject to max. Rs 50,000	Good Manufacturing Practice (GMP), Hallmark, etc. and other National / International Certification and 50% cost of testing equipment and machinery required for that certification totalling up to maximum amount of Rs.10 lakhs.
Subsidy for supporting R&D	Grant for R&D	▶ Karnataka - Industry associations supporting MSMEs eligible for a 50% subsidy on equipment/ machinery limited to INR 500 lakh ▶ Maharashtra - 75% subsidy on expenses incurred on patent registration limited to Rs 10 Lakh for national patents and Rs 20 lakh for international patents ▶ TN - Innovation Voucher Programme (IVP) is among MSMEs in sectors like fisheries, engineering, waste management, automobiles, nanotechnology, electronics etc. Grant up to Rs 2 lakh and Rs 5 lakh for converting idea into working prototype and for commercialization respectively. ▶ 75% and 50% subsidy on cost of filing applications for patent, trademarks, and GI respectively. The upper ceiling limit is Rs 3 lakhs per patent	NA

Policy component	Possible schemes/activities at State level	Provision in other States	Provision in Dadra & Nagar Haveli and Daman & Diu
		registered and Rs 25,000 per trademark and GI registered	
Employee welfare	Payroll and social security contribution subsidy	▶ Tamil Nadu - Reimbursement of employer's contribution to EPF for first three years subject to a maximum of Rs.24,000 per employee per annum, if employment is provided to more than 20 persons for all micro enterprises ▶ Gujarat - Reimbursement of employer's contribution to the EPF for their new employees working in Gujarat for ten years subject to a maximum of Rs 18000 per employee per month or 12% of basic salary plus DA and retaining allowance, whichever is lower	▶ NA
Energy audit	Cost of energy audits	▶ Tamil Nadu - 50 % of energy audit cost including professional cost subject to a maximum of Rs.0.75 lakh per energy audit per unit. ▶ Maharashtra - 75% of water and energy audit costs limited to Rs 1 lakh, and Rs. 2.00 lakh respectively ▶ Karnataka - 75% of cost subject to max. Rs 1 lakh for water audit (one time) ▶ Gujarat - 75% of cost of energy/ water audit conducted by a recognized institution/ consultant subject to maximum Rs. 50,000 for each will be reimbursed once during the operative period of the scheme	▶ 75% cost of Energy / Water audit conducted by recognized institution / auditing authority subject to a maximum of Rs.1.00 lakhs. ▶ 25% cost of equipment recommended by the auditing authority subject to a maximum of Rs.20 lakhs one-time assistance.

Policy component	Possible schemes/activities at State level	Provision in other States	Provision in Dadra & Nagar Haveli and Daman & Diu
Environmental Sustainability	Financial assistance for capital equipment and technology adoption	▶ Maharashtra - 50% of cost of capital equipment, limited to Rs 5 lakh, adopted to conserve/recycle water. ▶ 50% of the cost of additional capital equipment for improving energy efficiency, limited to Rs 5 lakh ▶ Gujarat - 2.25% of cost of equipment recommended by auditing authority subject to maximum of Rs 20 lakh for once during operative period of the scheme ▶ Karnataka - 50% of cost of equipment required for rainwater harvesting and wastewater recycling, max Rs 2 lakh and 7.5 lakh respectively. 50% of cost of ETP (max. Rs 50 lakh)	▶ Eligible assistance for setting up of Zero Liquid Discharge (ZLD) Facility for Effluent Treatment and Hazardous Waste Treatment Storage and disposal facility for wastewater recycling and manufacturing units dealing with alternatives to single use plastic items shall be given upto a maximum of Rs.30 lakhs or @25% of capital cost of setting up of facility, whichever is less, will be provided to enterprises
Equity fund raising	Support for listing in stock exchange, Identification of investment bankers/financial institutions to initiate the process	▶ Tamil Nadu - Assistance for listing & raising money in the SME stock exchange with maximum of Rs.5 lakh subject to 20% of the total expenditure incurred on SME IPO. ▶ Gujarat - 25% of Eligible expenditure incurred on raising of fund through SME Exchange, maximum up to Rs.5.00 Lakhs (Rupees Five Lakhs) one time after successful raising of equity& Listing on SME Exchange Platform during the operative period of the scheme.	▶ One-time assistance of 25% of expenditure incurred on raising of fund through SME Exchange, limited to maximum to Rs.5 lakhs, after successful raising of equity as per approved Scheme by SME Exchange during the operative period of the Scheme.

4. Key highlights of the industrial ecosystem of the Union Territory of Dadra and Nagar Haveli and Daman and Diu

► Overview of the industrial ecosystem

- There are around **7000** Industrial units in UT of DNH & DD. **117** industrial estates are present out of which **4** industrial estates are Government estates, **3** developed by OI DC, and the rest by Private entrepreneurs.
- UT has the credit of producing **80%** of India's texturizing Yarn production, and stands at **3rd position** in total export of manmade Yarn, plastic and Linoleum etc.
- The Export Growth is **15.6%** in FY 2023-24.
- In FY 2023-24, The total export of Dadra and Nagar Haveli and Daman & Diu Values to approx. **₹37,650 Cr.**
- The total investment of new manufacturing industries in last 8 years amounts to around **₹15,000 Cr.**
- The employment in UT of DNH & DD has increased by **39575** in the last 5 years.
- The GST collection has increased from ₹2,650.21 Crore in FY 2020-21 to ₹3,850 Crore in FY 2023-24.
- The industrial turnover contributed by Industries in UT of DNH & DD for the FY -2023-24 was ₹2,32,830 Crores approximately.
- The number of industrial power connections increased by 804 in the past 7 years.
- The export turnover of industries in the UT increased from ₹22,350 cr to ₹37,650 cr in last 6 years.

► Ease of Doing Business:

- The Union Territory of Dadra & Nagar Haveli and Daman & Diu was felicitated by DPIIT in a recent meeting of Ministers of all states for implementing "Ease of Doing Business" reforms held in September 2024 for securing the **1st** position in Business-Centric reforms and **2nd** in Citizen-Centric reforms amongst small states and Union Territories.
- **BRAP - 2024** reform implementation is currently under process and until now around **187** reforms out of total of **287** have been uploaded/submitted on the DPIIT portal.

▶ **Online Services (Single Window Portal & SUGAM portal):**

- **116** Business-centric services of **24** UT Departments on the **SINGLE WINDOW portal** and **33** citizen-centric services of **13** UT Departments on **SUGAM portal** have been made available online for improving ease of doing business and simplifying ease of living.

▶ **National Single Window Portal:**

- The U.T. went live on the **National Single Window Portal (NSWS)** in 2024-25 and currently **210** approvals are available through direct accessible services and/or redirected to the UT/ Central portals.

▶ **Startup Ecosystem:**

- The U.T. is recognized as an **emerging startup ecosystem** in the State Startup Ranking 2022 by DPIIT for supporting startups.

▶ **Investment Promotion Scheme:**

- **₹108.74 crore** was disbursed to **266** beneficiaries, attracting new entrepreneurs and investments in the U.T. in the last 8 years.
- New Investment promotion scheme was launched in 2022 with a focus on 12 thrust sectors such as Furniture, Marble, IT & ITES, Electric Vehicles and Spare Parts, Toys, Semi-Conductors, Vaccine manufacturing units, Medical Equipment and Accessories, Medical Diagnostics and AYUSH Products, Food Processing and Marine Products processing.

▶ **Export Oriented District**

- Dadra & Nagar Haveli is identified as one of the **72** export-oriented districts in India. Key export products include yarn, fabrics, pharmaceuticals, cables, rubber, and plastic products. Daman focuses on household items, pharmaceuticals, cables, fisheries, and Diu on fisheries. Exporter meetings and sessions with EXIM bank are held regularly.

▶ **Micro and Small Enterprises Facilitation Council (MSEFC):**

- Resolved **92** Pending payment matters, amounting to **₹14.54 crore**, for small enterprises.

▶ **Regulatory Compliance Reduction**

- Under the Reducing Compliance Burden exercise UT of DNH & DD has reduced over **589** compliances across Business & Citizen centric services. Moreover 40% of digitization of compliances has been achieved.

▶ **PM Formalization of Micro Food Processing Enterprise (PMFME):**

- 5 entrepreneurs and 60 SHG members benefited from the scheme.

▶ **PM Vishwakarma Scheme:**

- Launched to support traditional artisans and small businesses and a number of **1375** beneficiaries have been approved at the U.T level.

▶ **Prime Minister's Employment Generation Program (PMEGP):**

- Loans worth **₹1.88 crore** for Dadra Nagar Haveli and **₹4.06 crore** for Daman & Diu have been recommended for 9 units in each district in FY 2023-24.

▶ **Industrial Infrastructure Support:**

- The U.T. provides up to 50% assistance for industrial infrastructure projects. **₹31 crore** has been approved for road and drainage projects in **9** industrial estates out of which **5** industrial estates amounting to **₹22 crore** shall be executed in 2024. **₹25 crore** was spent improving infrastructure in OIIC industrial estates in Daman.

▶ **Standards and Technology Awareness:**

- Awareness sessions on Bureau of Indian Standards for manufacturing units were held and NASSCOM's Center of Excellence also conducted sessions to improve manufacturing efficiency through technology adoption.

5. SIP Projects/Proposals

Dadra and Nagar Haveli and Daman and Diu is striving to build up its image as an industry friendly State and overcome some inherent disadvantages such as limited availability of land for setting up industries, to improve the investments in the MSME sector. The recent initiatives taken in this direction has created a momentum which needs to be sustained. Hence, the UT wishes to leverage the RAMP programme to address the core themes of RAMP in turn achieving results in some of the focus areas such as fostering entrepreneurship, sector focused growth, Skillset upgradation for futuristic jobs, ESG compliant industrial development and creating enabling infrastructure.

The proposed interventions projects under the RAMP programme are as provided below:

Figure 65 Overview of Projects/ Proposal



A. Access to Market

A1- Strengthening the Export Eco System

To fortify the export ecosystem in the Union Territory of DNH-DD, several strategic interventions will be implemented. The 'District as Export Hubs' initiative focuses on harnessing the export potential by empowering local businesses, tapping into unique local products, and building a bridge between our district's strengths and global markets. Awareness workshops on export procedures are being conducted to educate local businesses about the intricacies of international trade. The Export Credit Guarantee Corporation (ECGC) reimbursement scheme is in place to mitigate financial risks and encourage exporters. Additionally, the DNH-DD Product Pavilion aims to showcase local products to a global audience, while the Vendor Development Program is designed to connect MSMEs with larger corporations, creating a symbiotic business environment conducive to export growth.

A1.1 DGFT -Districts as Export Hubs

The Districts as Export Hubs (DEH) initiative could be a real game-changer for Dadra and Nagar Haveli and Daman and Diu (DNH-DD). This program doesn't just aim to boost exports—it's about empowering local businesses, tapping into unique local products, and building a bridge between our district's strengths and global markets. DNH-DD scored 18.74 in the Export Preparedness Index 2022 and ranked 34 out of 36, indicating a strong need for improvement in the export scenario of the UT.⁴³ By spotlighting the craftsmanship and resources that make DNH-DD special, DEH can help the region develop much-needed infrastructure and market connections, allowing local businesses to expand, create jobs, and increase income for the community. This isn't just about boosting numbers on paper; it's about helping communities become economically self-reliant and resilient. With support from local committees, DNH-DD can contribute to India's vision of Aatmanirbhar Bharat, creating growth that's felt locally and appreciated globally.⁴⁴

The Survey of DNH-DD reveals a critical need to strengthen the export ecosystem within the Union Territory. While the region boasts significant manufacturing capabilities, particularly in plastics, textiles, and lubricants, only 8.7% of surveyed businesses currently engage in exports. This low export participation exists despite key advantages like beneficial tax policies and established industrial clusters. 18.8% struggle with both credit costs and lack of export market information, and 16.1% face challenges with duties and indirect taxes. Additionally, businesses report significant hurdles in obtaining international certifications like UL and CE, which are very expensive, limiting their ability to access global markets. The lack of awareness about export support mechanisms like ECGC (Export Credit Guarantee Corporation) and limited understanding of export procedures further constrain international market access. These findings underscore the urgent need for a comprehensive export ecosystem that addresses financial constraints, reduces information asymmetry, provides certification support, and builds capacity among MSMEs to effectively compete in international markets. By developing such an ecosystem, DNH-DD can leverage its strong industrial base and strategic location to significantly enhance its export contribution and create sustainable growth opportunities for its MSME sector.

⁴³ Press Release: Press Information Bureau

⁴⁴ District Export Action Plans under ODOP prepared in 557 districts; Adopted by District Export Promotion Committees (DEPC) in 218 districts

Problem Statement

The Districts as Export Hubs (DEH) initiative under Chapter 3 of Foreign Trade Policy 2023 presents an opportunity for Daman, Diu, Dadra and Nagar Haveli (DNH-DD) to enhance its export capabilities. This initiative aligns with DNH-DD's industrial strengths in pharmaceuticals, textiles, engineering products, and plastic manufacturing.

The manufacturing landscape of DNH-DD shows distinct regional specializations. Dadra & Nagar Haveli excels in yarn & fabrics, pharmaceuticals, cables, and rubber products. Daman has established capabilities in household items, pharmaceuticals, and readymade garments. Diu focuses on fisheries, engineering products, and plastic products. This diverse industrial base provides a strong foundation for targeted export development.

A comprehensive study of the DEH framework's applicability in DNH-DD will help identify specific interventions needed for export promotion. This includes analysing the potential role of institutional mechanisms like SEPC and DEPC, understanding infrastructure requirements, and mapping supply chain optimization needs. The study will focus on practical, implementable solutions for MSMEs to enhance their export capabilities. As highlighted by various stakeholders during the FGDs, the high costs of international certifications like UL for the US and CE for the UK, which can reach ₹1-2 crore, were cited as limiting factors for the export potential of industries.

The proposed approach includes assessing current export readiness of MSMEs, identifying critical gaps in technical capabilities, and developing specific action plans for market access. Based on the study findings, a phased implementation plan will be developed to provide targeted support through the help desk and facilitation centre initiatives already proposed.

This structured approach will ensure that DNH-DD can effectively leverage the DEH initiative while building on existing MSME support mechanisms. The focus will remain on creating practical, actionable solutions that directly benefit local manufacturers in accessing international markets.

Proposed Project Design Concept and Feasibility & Viability of Proposal

Project Design Concept and Feasibility Analysis

The project establishes an integrated framework combining the Districts as Export Hub (DEH) initiative with DNH-DD's MSME facilitation structure. This approach maximizes existing resources while creating focused export support mechanisms. The design leverages institutional strengths of both programs to deliver comprehensive assistance to export-oriented MSMEs.

The foundation begins with an export development study examining manufacturing capabilities, infrastructure requirements, and market opportunities across DNH-DD. This assessment will identify technical gaps, operational challenges, and sector-specific needs, forming the basis for targeted interventions. The implementation structure integrates with the MSME facilitation desk, creating seamless coordination with export promotion bodies, industry associations, and trade networks.

The service delivery framework encompasses export documentation support, market intelligence services, technical compliance guidance, quality certification assistance, and trade finance advisory. These services will be delivered through an integrated system, ensuring efficient access for MSMEs. The operational structure builds upon existing help desk services, incorporating specialized export facilitation processes and technical support teams.

Resource Requirements and Feasibility

The project requires modest infrastructure additions to existing facilities, including enhanced digital systems and documentation management capabilities. The team composition includes export specialists, documentation experts, technical advisors, and support staff, working in coordination with current help desk personnel. This integrated staffing approach ensures efficient resource utilization while providing specialized expertise.

Operational Framework and Quality Assurance

The service delivery model emphasizes integrated support through single window assistance, comprehensive documentation help, technical advisory services, and market intelligence sharing. Quality control measures include standardized service parameters, regular monitoring, and continuous improvement processes. The system incorporates feedback mechanisms and service quality audits to maintain high delivery standards.

Sustainability and Long-term Viability

This integrated approach to implementing the DEH initiative in DNH-DD demonstrates strong feasibility across technical, financial, and operational parameters. By building upon existing MSME support mechanisms while adding specialized export facilitation capabilities, the project creates a sustainable framework for enhancing the export competitiveness of DNH-DD's MSME sector.

Approach and Methodology for Implementation

Leveraging the DGFT's Districts as Export Hubs (DEH) initiative, this project targets export enhancement for MSMEs in the Union Territory of Dadra & Nagar Haveli, Daman, and Diu (DNH-DD). The focus is on key sectors, including textiles, pharmaceuticals, packaging, and marine products, aligning with the industrial strengths across these territories. This approach aims to address the unique needs of each territory, from infrastructure to market access, fostering sustainable export growth.

Each territory within DNH-DD showcases distinct industrial specializations that this initiative seeks to strengthen:

- ▶ **Dadra and Nagar Haveli:** Known for its manufacturing clusters in textiles, pharmaceuticals, cables, and rubber products. The study will assess existing supply chains, production standards, and export readiness in these sectors.
- ▶ **Daman:** Home to a mix of large and medium enterprises in pharmaceuticals, household items, fisheries, and readymade garments. The study will focus on pharmaceutical standards and garment export capabilities.
- ▶ **Diu:** Key industries include fisheries, engineering products, and plastics. A targeted examination will cover marine processing facilities, cold chain infrastructure, and export potential in these sectors.

Study Approach

1. Product-Specific Assessments:

- ▶ **Pharmaceuticals:** Assessment of manufacturing capabilities, international compliance, certification needs, and supply chain infrastructure.
- ▶ **Textiles and Garments:** Evaluation of production capacities, quality standards, and international market alignment, focusing on value addition.
- ▶ **Engineering Products:** Analysis of manufacturing technology, quality compliance, and import substitution potential.

- ▶ **Marine and Plastic Products:** Assessment of processing infrastructure, environmental compliance, and cold chain facilities for export readiness.

2. Infrastructure and Technical Capability Analysis:

- ▶ Examination of export infrastructure, including logistics, testing facilities, and documentation support.
- ▶ Review of manufacturing standards, technology levels, and quality control systems to identify gaps in international compliance.

3. Market and Support System Evaluation:

- ▶ Market analysis to identify existing and new export opportunities, including competitor and entry requirement studies.
- ▶ Review of support mechanisms for MSMEs, identifying needs for specific interventions such as training and technical consultations.

Implementation Approach

1. Export Strategy Development:

- ▶ Creation of sector-specific export strategies with detailed roadmaps addressing market requirements, certification standards, and promotion activities.
- ▶ Tailored guidelines for MSMEs, aligning strategies with capacity and market demands.

2. Capacity Building and Support Framework:

- ▶ Implementation of training programs and workshops on export documentation, compliance standards, and best practices.
- ▶ Knowledge-sharing sessions focused on international market trends and practical export procedures.

3. Stakeholder Engagement and Support Mechanisms:

- ▶ Collaboration with industry associations, export promotion councils, and technical experts to integrate ground-level insights.
- ▶ Regular MSME consultations to address practical challenges, enhancing the feasibility of recommendations.

Expected Outcomes

This project will deliver:

- ▶ **Territory-Specific Export Strategies:** Practical roadmaps for each sector, considering the industrial landscape and product capabilities of each territory.
- ▶ **Enhanced Export Readiness:** Upgraded manufacturing and compliance standards aligned with international market needs.
- ▶ **Capacity Building and Market Access:** Targeted training and support systems to bridge knowledge gaps and open market access pathways.
- ▶ **Sustainable Growth Framework:** Focused interventions aimed at sustainable export growth, benefiting MSMEs in the UT of DNH-DD.

By providing a structured approach to each territory's strengths, this project aligns with market requirements while leveraging DNH-DD's industrial capabilities, facilitating export-led development and resilience among MSMEs.

Feasibility Analysis

- ▶ **Industrial Compatibility:** The territories of Dadra & Nagar Haveli, Daman, and Diu have well-established industries aligned with the sectors targeted by the District Export Hub (DEH) initiative, such as pharmaceuticals, textiles, engineering, and marine products. This compatibility enhances the feasibility of the project as it builds on existing strengths and infrastructure.
- ▶ **Existing Manufacturing Clusters and Export Infrastructure:** The presence of established manufacturing clusters, particularly in textiles and pharmaceuticals, along with some existing export capabilities, supports the project's feasibility. However, additional infrastructure, such as testing facilities, cold chain systems for marine products, and certification services, will need enhancement to meet international standards.
- ▶ **Policy and Stakeholder Support:** The DGFT's DEH initiative is backed by the central government, providing policy support and access to export promotion councils. This backing can ease the process of obtaining necessary approvals, funding, and technical assistance, enhancing project feasibility.
- ▶ **Human Resources and Skill Development Needs:** While DNH-DD has an active industrial workforce, targeted skill development will be essential, especially in export documentation, international compliance, and quality control. Practical workshops and training can address these gaps, making the project feasible through a capacity-building framework.
- ▶ **Market Demand and Product Demand Analysis:** The growing global demand for pharmaceuticals, textiles, and marine products is favourable for the project. Conducting a demand analysis for each product category is feasible given access to export data and market intelligence, allowing the project to pinpoint profitable opportunities.

Viability Analysis

- ▶ **Economic and Financial Viability:** The project can lead to long-term economic benefits for DNH-DD by increasing export revenue and diversifying the local economy. MSMEs can achieve cost savings through economies of scale, especially with shared resources like testing facilities and cold chain logistics. Financial support from export promotion schemes and central government incentives improves the viability, reducing the burden on local MSMEs.
- ▶ **Sustainability and Scalability:** The focus on capacity building, international compliance, and value-added products strengthens the viability by making DNH-DD industries globally competitive. The approach is scalable, allowing gradual inclusion of additional MSMEs and sectors as the infrastructure and skills base expand.
- ▶ **Market Risk Mitigation:** With detailed market research and competitor analysis, the project can identify stable and high-demand markets for each sector. Diversifying export destinations minimizes reliance on any single market, reducing risks from market fluctuations and enhancing project viability.
- ▶ **Social Impact and Job Creation:** By promoting exports and upgrading industrial capabilities, the project can create jobs and boost the local economy. This positive social impact increases the project's acceptance and long-term viability within the UT.

- **Support System and Partnership Viability:** Viable partnerships with export promotion councils, industry associations, and technical experts will be instrumental in providing expertise and market access. These partnerships also reduce project costs, provide ongoing support to MSMEs, and improve long-term sustainability.

Conclusion

The DEH proposal for DNH-DD is feasible and viable due to its alignment with local industrial strengths, governmental support, and favourable market conditions. However, for full viability, it will require a phased approach to address infrastructure and skill gaps, particularly in compliance and quality standards. With focused investments in capacity building, export infrastructure, and market analysis, the proposal can yield substantial economic, social, and competitive benefits for DNH-DD's MSMEs, making it a strategic initiative for sustainable growth.

Timeline for achievement of Project Deliverables

The project will be completed within FY 2024-2027.

Table 35 Timeline of DGFT Project

Activity	Number of Reports	FY 24 -25	FY 25 -26	FY 26 -27
Create a comprehensive report of Districts as Export hubs, One Comprehensive report per district	3	-	3	-

Project Schedule

Table 36 Project Timeline of DGFT

ACTIVITY	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
PRIMARY RESEARCH						
Data Collection						
Stakeholder Interviews						
Field Visits & Surveys						
ANALYSIS						
Data Processing						
Gap Analysis						
Market Assessment						
REPORT WRITING						
First Draft						
Stakeholder Review						
Final Report						
PRESENTATIONS						
Draft Presentation						
Final Presentation						

Project Costing

Table 37 Budget of DGFT (in INR lakhs)

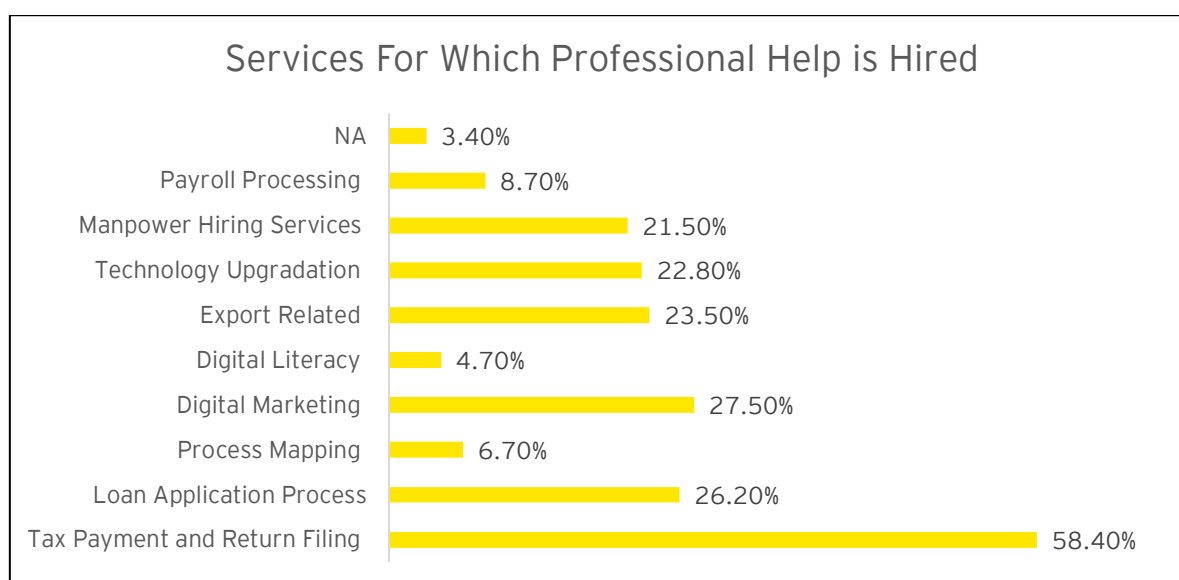
Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Primary Research	52.50	52.50	-	-
Analysis	52.50	52.50	-	-
Report Writing	30.00	-	30.00	-
Presentations	15.00	-	15.00	-
Total	150.00	105.00	45.00	

A1.2 Workshops on Export

Awareness workshops on export procedures are vital for empowering businesses in DNH-DD to access international markets. Through the Directorate General of Foreign Trade's (DGFT) *Districts as Export Hubs (DEH)* and *One District One Product (ODOP)* initiatives, these workshops guide local businesses on essential export requirements, covering documentation, compliance with export-import regulations, logistics, and financing options. By focusing on products identified under ODOP, the workshops help businesses overcome export challenges and understand government support mechanisms, such as incentives and facilitation channels provided by District Export Promotion Committees (DEPCs). This hands-on support builds export capacity, enabling DNH-DD businesses to compete globally and align with India's vision of *Aatmanirbhar Bharat* for inclusive economic growth.

45

Figure 66 - Services for Which Professional Help is Hired



The data provided sheds light on the various services for which businesses seek professional assistance. Export-related services are noted by 23.5% of respondents, indicating the complexities involved in international trade, such as compliance with regulations, logistics, and documentation, which can be efficiently managed with the help of experts.

Problem Statement:

MSMEs in Dadra & Nagar Haveli and Daman & Diu, active in industries like textiles, plastics, pharmaceuticals, and paper, face barriers in accessing export markets despite their production potential. The primary challenges include:

- ▶ **Knowledge Gaps:** MSMEs lack awareness of export opportunities relevant to their products and understanding of export procedures, documentation, and compliance requirements.
- ▶ **Need for Capacity Building:** While these MSMEs can meet domestic demands, they often do not meet international standards. Most need training in quality requirements, proper

⁴⁵ [Press Release: Press Information Bureau](#)

packaging, labelling, and using digital platforms for e-commerce. Given the significant number of industrial estates in the area, particularly in textiles and plastics,

- ▶ **Need for Strengthening Stakeholder Networks:** MSMEs in this region often lack connections with other Stake holders of the Export Ecosystem making it harder to access practical export knowledge and resources.

An export awareness workshop focused on these needs would help:

- ▶ Build understanding of export opportunities, documentation, and compliance.
- ▶ Improve skills in quality standards, packaging, and digital tools for e-commerce.
- ▶ Connect MSMEs with export facilitators and industry experts for stronger support networks.

Proposed Project Design, Feasibility and Viability

This project is structured to support MSMEs in Dadra & Nagar Haveli and Daman & Diu by equipping them with essential skills, knowledge, and connections needed for accessing and thriving in export markets. The project primarily aims to address knowledge gaps, build technical skills, and establish strong networks with key stakeholders in the export ecosystem.

The project's objectives are threefold: to improve MSMEs' understanding of export opportunities, regulations, and documentation; to build their capabilities for meeting international standards in quality, packaging, labeling, and digital commerce; and to strengthen their connections with stakeholders, including industry experts, export facilitators, and financial institutions.

Educational workshops will offer sessions on export documentation, compliance requirements, market research, and relevant trade regulations. These sessions will be delivered both in-person and online to maximize accessibility and will focus on increasing MSME awareness of export markets, regulatory requirements, and documentation essentials. Alongside this, a skills development component will provide hands-on training on international standards, quality control, packaging, labelling, and the use of digital platforms for e-commerce. These interactive sessions will include demonstrations and group activities, designed to enable MSMEs to meet export standards and enhance their competitiveness globally.

To strengthen stakeholder connections, the project will also include networking events that bring MSMEs together with export experts, facilitators, and government representatives. Through panel discussions, Q&A sessions, and guided networking activities, these events will help MSMEs forge valuable partnerships and access critical resources for their export journey. Digital tool training will also be integrated, covering e-commerce platforms, online payment systems, and digital marketing strategies tailored for international markets. This will equip MSMEs with the skills to market and sell their products online to a global audience.

The feasibility of the project is supported by several factors. First, Dadra & Nagar Haveli and Daman & Diu have numerous industrial estates, providing an accessible location for training sessions. The region already has a substantial MSME base in sectors like textiles, plastics, and pharmaceuticals, showing a clear demand for export training. Furthermore, alignment with government initiatives such as the Investment Promotion Scheme makes this project even more feasible, as MSMEs can leverage these additional incentives. The proximity to ports and trade hubs along India's western coast further supports logistical feasibility for export-focused MSMEs.

The project also has strong viability. There is significant demand from MSMEs in key sectors, particularly textiles and plastics, suggesting increased participation and potential for revenue growth. Successful implementation of export training is likely to yield economic benefits in the form of increased revenues, job creation, and sectoral growth, making the project socially and economically viable. With a flexible structure, this program is designed for scalability, allowing future inclusion of more industries and advanced training modules. In the long term, by enhancing export knowledge, improving standards, and building resilient networks, this project provides a solid foundation for ongoing export growth among MSMEs in DNH-DD.

Approach and Methodology for Implementation

This project's execution approach is informed by insights from the "Districts as Export Hubs" study, which emphasizes identifying and leveraging unique district-level strengths. The methodology combines practical training, stakeholder engagement, and targeted capacity building to empower MSMEs in Dadra & Nagar Haveli and Daman & Diu for export readiness.

► Preparation and Stakeholder Engagement

- **Identify District-Specific Export Strengths:** Based on the "Districts as Export Hubs" study, pinpoint high-potential products and sectors within each district, especially textiles, plastics, pharmaceuticals, and paper, which are prominent in the Union Territory. Tailor the project to maximize the export potential of these identified sectors.
- **Engage with Local Authorities and Trade Bodies:** Coordinate with local MSME associations, industrial estate representatives, and government agencies to align project goals with the Districts as Export Hubs initiative and ongoing government incentives.
- **Secure Trainers and Export Experts:** Recruit industry-specific trainers, export compliance experts, and mentors who have a deep understanding of the identified high-potential export products for hands-on guidance.

► Workshop Planning and Curriculum Development

- **Develop Curriculum with District Focus:** Build a curriculum that reflects the unique export strengths identified by the "Districts as Export Hubs" study. The curriculum will focus on enhancing the competitiveness of locally dominant products, covering export documentation, quality standards, packaging, and digital commerce.
- **Create Resource Materials Specific to High-Potential Products:** Design case studies, checklists, and export-readiness guides tailored to sectors such as textiles and plastics, enabling MSMEs to address industry-specific challenges.
- **Plan Workshop Schedule with Flexibility:** Set a calendar for in-person and online workshops to ensure broad participation, with options for additional training sessions based on district needs.

► **Execution of Knowledge Workshops**

- **Conduct Introductory Sessions on Export Basics:** Start with introductory sessions to introduce MSMEs to the basics of exporting, including opportunities specific to their products and sectors. Topics will include export documentation, compliance, and insights from the “Districts as Export Hubs” study to make sessions highly relevant.
- **Run Practical, Hands-On Training with a District-Specific Focus:** Organize workshops that use real-world scenarios relevant to identified high-potential industries. Sessions will cover international quality standards, packaging, labeling, and compliance tailored to each district’s key sectors.
- **Offer Digital Skills Training for Global Market Access:** Train MSMEs in using e-commerce and digital marketing platforms for exports, focusing on the global market potential of specific district products, like textiles and plastics, highlighted in the “Districts as Export Hubs” study.

► **Network Building and Stakeholder Integration**

- **Organize Networking Events with Key Stakeholders:** Facilitate networking events to connect MSMEs with export stakeholders, including experienced exporters, trade experts, and industry associations. The focus will be on industries that the study identified as promising for export growth in each district.
- **Arrange Mentorship and Sector-Specific Guidance:** Link MSMEs with mentors who specialize in the identified high-potential sectors to provide guidance and insights on entering the export market successfully.

► **Monitoring and Evaluation**

- **Set Key Performance Indicators (KPIs) with District Focus:** Track district-specific metrics such as the number of new exporters, growth in export volume for identified products, and improvements in product quality and compliance with international standards.
- **Collect Feedback and Continuously Adjust:** Use post-workshop surveys and feedback sessions to evaluate satisfaction and refine the curriculum based on MSME needs in specific sectors. Adjust sessions to address district-specific challenges highlighted in the study.
- **Conduct Annual Performance Reviews by District:** Annually review export performance data for each district’s high-potential sectors to assess the program’s impact and scalability within the Union Territory.

The Districts as Export Hubs (DEH) study findings serve as a strategic foundation for designing targeted workshops that effectively bridge identified gaps and enhance export capabilities in Dadra & Nagar Haveli and Daman & Diu. These workshops act as practical catalysts, transforming research insights into actionable knowledge for MSMEs through territory-specific training modules, hands-on tools, and clear implementation pathways. For instance, Dadra & Nagar Haveli focuses on manufacturing excellence, Daman emphasizes product specialization, and Diu concentrates on sector-specific requirements like marine products and engineering. This tailored approach ensures that each territory's unique strengths and challenges are addressed while building sustainable export

capabilities. Through continuous feedback integration and program refinement, these workshops create a dynamic bridge between theoretical findings and practical MSME action, leading to measurable improvements in export readiness, certification achievement, and market entry success.

Timeline for achievement of Project Deliverables

Table 38 Timeline for conducting workshops on export

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Number of Export Workshops	24	-	12	12

Project Costing

Table 39 Budget for conducting workshops on export (in INR lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Estimated budget for Export Workshops @ Rs 100000 programme	24	-	12	12
Total	24	-	12	12

A1.3 International Trade Intelligence & Export Facilitation Centre (ITIEFC)

Problem Statement

The Union Territory of Dadra & Nagar Haveli and Daman & Diu (DNH & DD), despite its strategic location and industrial diversity, struggles to achieve its full export potential. Local businesses, particularly MSMEs, face challenges such as insufficient access to international trade intelligence and limited understanding of global market dynamics.

Key barriers include:

- ▶ **Market and Product Knowledge Gaps:** The absence of a centralized system for identifying high-potential markets and aligning local products to international standards restricts the growth of exports. Entrepreneurs and manufacturers are unable to explore new markets or diversify product portfolios effectively.
- ▶ **Limited Export Facilitation:** Local industries experience procedural complexities, inadequate support for trade documentation, and limited knowledge of export regulations and standards. This results in missed opportunities and decreased competitiveness in global markets.

Addressing these challenges requires a focused initiative to equip stakeholders with the necessary intelligence, tools, and support systems to overcome these barriers and unlock the UT's export potential.

Proposed Project Design Concept

The **International Trade Intelligence & Export Facilitation Centre (ITIEFC)** is conceptualized as a knowledge-driven initiative to enable the UT of DNH & DD to become a dynamic hub for international trade. The project focuses on:

- ▶ **Trade Intelligence Services:** A centralized platform providing comprehensive insights into global market trends, high-demand products, competitor strategies, pricing intelligence, and trade policies.
- ▶ **Export Facilitation:** End-to-end guidance for local businesses on export readiness, regulatory compliance, and trade documentation, along with tailored support for navigating bureaucratic processes.
- ▶ **Sectoral Growth and Market Diversification:** Strategic identification of export-ready sectors and products to explore new market opportunities while improving the value proposition of existing exports.
- ▶ **Capacity Building and Support:** Organizing workshops, mentorship programs, and expert consultations to strengthen the capability of exporters in quality standards, packaging, branding, and international marketing.

This center aims to streamline export processes, foster innovation, and provide actionable insights to local industries, paving the way for a vibrant export ecosystem.

Feasibility and Viability

The proposed ITIEFC leverages the existing industrial and manufacturing strengths of the UT while addressing key gaps in trade facilitation and market intelligence. Its feasibility and viability are underpinned by:

- ▶ **Strategic Location:** The UT's proximity to major trade hubs and ports makes it ideal for export-oriented growth.
- ▶ **Industrial Base:** The region already hosts a variety of industries with export potential, including textiles, plastics, chemicals, and engineering goods.
- ▶ **Low Infrastructure Requirement:** The initiative focuses on digital tools, expert consultations, and process optimization, avoiding the need for significant infrastructure investments.
- ▶ **Policy Alignment:** The centre aligns with central and state-level initiatives promoting ease of doing business and export growth.
- ▶ **Economic Impact:** By addressing inefficiencies in the supply chain and providing market insights, the ITIEFC can significantly boost the export value of processed products and create a ripple effect across allied industries.

Approach and Methodology

- ▶ **Phase 1: Foundation and Stakeholder Engagement:**
 - **Stakeholder Mapping:** Identify key stakeholders, including MSMEs, industry associations, export councils, logistics providers, and financial institutions.
 - **Digital Infrastructure:** Integrate with an online portal to serve as the central repository for trade intelligence, documentation resources, and exporter services.
- ▶ **Phase 2: Knowledge Development and Capability Building**
 - **Database Creation:** Build a repository of export-ready products, potential international markets, and applicable trade agreements.
 - **Training Programs:** Design and deliver workshops and webinars on export procedures, compliance standards, and market trends.
 - **Market Research Tools:** Procure data analytics tools to monitor trade patterns, competitor strategies, and emerging opportunities.
 - **Access mechanism:** Develop a hybrid access mechanism combining physical advisory centres, on-site consultations, and a centralized digital platform for MSMEs.
- ▶ **Phase 3: Service Roll-out and Trade Intelligence Delivery**
 - **Export Advisory Services:** Provide tailored support for documentation, financial advisory, and quality compliance.
 - **Market Intelligence Reports:** Regular dissemination of insights on demand trends, pricing intelligence, and emerging trade opportunities.
 - **Partnerships:** Collaborate with export councils, research institutions, and trade bodies to enhance service delivery and knowledge sharing.
- ▶ **Phase 4: Continuous Improvement and Market Expansion**

- **Monitoring and Evaluation:** Implement KPIs such as export value growth, new markets accessed, and client satisfaction rates.
- **Advanced Services:** Introduce virtual trade fairs, B2B matchmaking, and export readiness assessments.
- **Feedback Mechanisms:** Incorporate feedback from exporters to refine services and introduce innovative solutions.

By integrating trade intelligence with practical facilitation services, the ITIEFC aims to empower the UT's industries, foster export growth, and position DNH & DD as a competitive player in global trade.

Project Costing

Table 40 Budget split for ITIEFC

Activity	Total	FY 24 -25	FY 25 -26	FY 26 -27
Publications for ITIEFC	60	-	48	12
Man Days Consultation for ITIEFC	40	-	32	8
Total	100	-	80	20

A1.4 ECGC Reimbursement

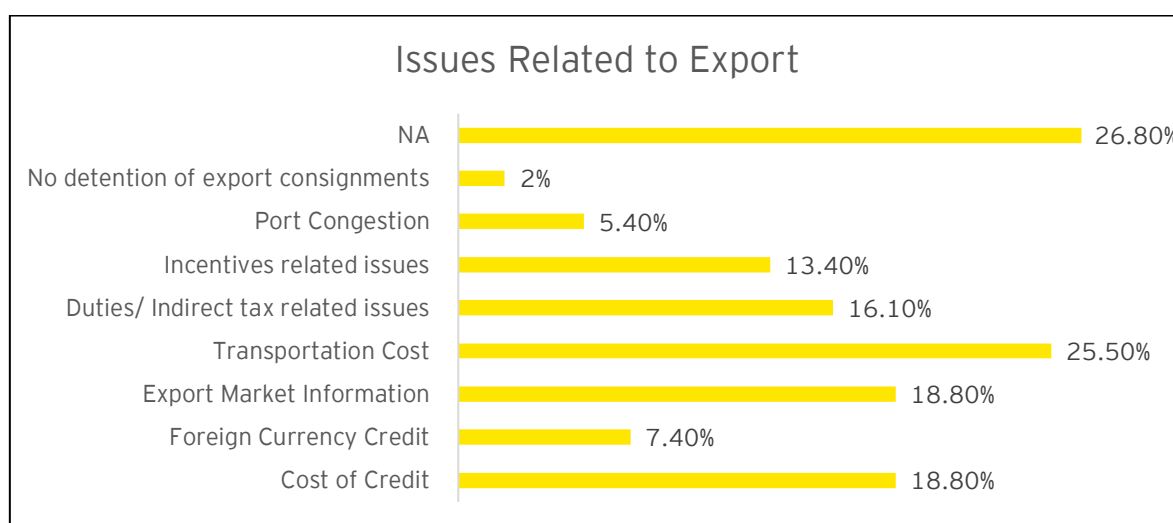
ECGC (Export Credit Guarantee Corporation of India) reimbursement schemes are essential for businesses in DNH-DD seeking to minimize the risks associated with international trade. These schemes offer export credit insurance to safeguard exporters against potential losses from buyer defaults due to commercial and political risks. As part of India's export facilitation efforts under the *Districts as Export Hubs (DEH)* and *One District One Product (ODOP)* initiatives, ECGC provides reimbursement for losses incurred from delayed or defaulted payments, covering up to 90% of the loss. This ensures that businesses in DNH-DD, especially those involved in promoting district-specific products, can confidently engage in global markets without the fear of financial instability. The government also facilitates the claims process through District Export Promotion Committees (DEPCs), which support exporters in accessing and navigating these insurance schemes. By leveraging ECGC's reimbursement support, businesses can grow their export capacities, which fosters sustainable economic growth and resilience in India's export sector.⁴⁶

In a combined stakeholder meeting was convened with participants from the DNH Industry Association, Federation of Industries Daman, HIL, Industries Department, Director of Industries, and the EY Team, the support of the Export Credit Guarantee Corporation (ECGC) was deemed crucial for businesses looking to expand their export capabilities. Although an Export Facilitation Centre is in development, clearer guidance is required for businesses to effectively utilize this platform.

Problem Statement

Dadra & Nagar Haveli and Daman & Diu (DNH & DD) demonstrates strong export capabilities in key sectors including industrial manufacturing, textiles & garments, chemicals & pharmaceuticals, and plastics & packaging, with established markets in the USA, EU, Middle East, ASEAN, and Africa. While these traditional markets provide a stable export base, the region's growth potential is constrained by market concentration risk.

Figure 67 - Issues Related to Export



⁴⁶ [ECGC - A Government of India Enterprise](#)

The survey data collected on issues related to export for MSMEs highlights several challenges that affect their ability to engage in international trade effectively.

- ▶ Transportation cost emerges as the most significant issue, cited by 25.5% of businesses. This suggests that the logistics of getting goods to international markets is a major expense, potentially impacting the competitiveness of these businesses on the global stage.
- ▶ Cost of credit and export market information are both concerns for 18.8% of businesses, indicating that financing exports is a challenge and that there is a need for better access to information about foreign markets, which is essential for making informed decisions and identifying opportunities.
- ▶ Duties and indirect tax-related issues are a challenge for 16.1% of businesses, reflecting the complexities of navigating tax systems and the impact of tariffs on the cost and ease of exporting goods.
- ▶ Incentives related issues are reported by 13.4% of businesses, suggesting that there may be difficulties in accessing or benefiting from export incentives, which could otherwise help to mitigate some of the costs and risks associated with exporting.
- ▶ Foreign currency credit is a concern for 7.4% of businesses, pointing to challenges in managing the financial aspects of international trade, such as currency fluctuations and the need for credit in foreign currencies.
- ▶ Port congestion is an issue for 5.4% of businesses that were surveyed, which can lead to delays and increased costs due to slower turnaround times at shipping ports.
- ▶ Interestingly, 26.8% of respondents indicated 'NA' (not applicable), which could mean that they are not engaged in exporting activities or that they do not face any of the listed issues in their export operations.

To effectively expand into emerging markets like Latin America, CIS countries, East Africa, and Southeast Asia, exporters from Dadra & Nagar Haveli and Daman & Diu need to address both commercial and political risks that come with new market entry.

Managing commercial risks involves safeguarding against buyer insolvency in unfamiliar markets, mitigating payment default risks across diverse banking systems, and navigating contract disputes within varied legal frameworks. Political risks require attention to issues like currency volatility in developing economies, adapting to shifting policies and trade barriers, and managing the impact of political instability on trade continuity.

Market development also poses its challenges. Exporters must identify and qualify credible buyers in these new regions, establish suitable payment and delivery terms, and develop robust market intelligence and compliance frameworks. The solution for expanding into these markets must carefully balance the potential for growth with effective risk management strategies, leveraging available support mechanisms to ensure that export growth is both sustainable and financially sound. The solution needs to balance growth opportunities with risk management, potentially leveraging ECGC support, while ensuring sustainable export expansion and maintaining financial stability.

Proposed Project Design Concept, Feasibility, and Viability of the proposal

ECGC safeguards exporters against commercial and political risks through comprehensive coverage mechanisms. Commercial risk protection includes 90% coverage against buyer insolvency, payment defaults across pre- and post-shipment stages, and contract dispute resolution with legal support. The corporation maintains updated buyer databases and credit histories while offering specific policies for various payment terms.

Political risk coverage addresses currency challenges through protection against transfer delays, exchange restrictions, and inconvertibility. ECGC insures against policy changes including import restrictions, license cancellations, and regulatory shifts. Coverage extends to political instability risks including war, civil unrest, and government actions affecting trade.

Through specialized policies (Standard, Small Exporters, Specific Shipment, Multi-Buyer), risk assessment tools, and financial support mechanisms including working capital and investment insurance, ECGC creates a complete protection ecosystem for exporters exploring new markets or expanding existing operations.

The proposal aims to reimburse MSMEs for ECGC policy premiums, helping reduce financial barriers to exploring new export markets. This initiative covers insurance premium costs for MSMEs entering new markets or establishing relationships with first-time buyers.

The framework uses existing ECGC policy guidelines to clearly define 'new buyers' and 'new destinations.' A streamlined reimbursement process through direct benefit transfer ensures transparency, backed by verification protocols for qualifying exports.

From a viability standpoint, the proposal includes a cost-benefit analysis to assess government return on investment, projected growth in MSME export volumes, expected foreign exchange earnings, and market diversification benefits. The sustainability focus is on fostering long-term export relationships, reducing export portfolio risks, enhancing MSME competitiveness, and bolstering international trade readiness.

Expected outcomes include increased MSME participation in exports, broader market reach, reduced concentration risk, and enhanced export competitiveness. This approach supports both short-term risk mitigation and sustainable export growth for the MSME sector.

Approach and Methodology for Implementation

ECGC offers diverse policies tailored to different export scenarios. The Standard Policy provides comprehensive protection covering commercial and political risks throughout pre- and post-shipment stages across multiple shipments. Small Exporter Policy simplifies coverage specifically for small exporters, featuring reduced documentation and flexible premium payments. Specific Shipment Policy caters to individual export shipments, particularly beneficial for occasional exporters or high-value transactions. Multi-Buyer Exposure Policy extends protection against various buyer risks in specific countries, while Single Buyer Exposure Policy focuses on transactions with specific foreign buyers. Manufacturing Risk Cover safeguards against losses during the manufacturing stage before shipment in cases of buyer cancellation or insolvency.

For MSMEs, the most relevant options include the Small Exporter Policy, Specific Shipment Policy, Manufacturing Risk Cover, and modified versions of the Standard Policy. These policies can be

customized to better serve MSMEs through reduced premium rates for new market exploration, simplified documentation requirements, and flexible payment terms. Enhanced features include lower thresholds for claims, higher loss coverage percentages, and special provisions for first-time exporters, along with sector-specific risk coverage modifications and integration with government support schemes.

Tailored policies can offer incorporate premium reimbursement features, enhanced coverage for new buyer risks, and special provisions for new market entry. The framework can include simplified claim settlement processes, direct banking facility integration, lower security requirements, and increased risk appetite for new ventures. This comprehensive approach can ensure MSMEs receive appropriate coverage while encouraging export market expansion.

A Suggested Approach for Reimbursement of ECGC Premium could be

► Eligibility and Definition Clarity

- **Define 'New Buyers' and 'New Destinations':** Establish clear criteria for MSMEs exploring new markets or first-time buyers. This may include market locations and buyer verification.
- **Eligibility Check:** MSMEs must demonstrate compliance with ECGC policy requirements and intent to export to these defined new markets.

► Application and Reimbursement Process

- **Application Submission:** MSMEs submit applications via a dedicated portal, detailing new markets/buyers and estimated ECGC premiums.
- **Documentation:** Include export invoices, ECGC policy documents, and buyer details for transparent assessment.
- **Direct Benefit Transfer (DBT):** Approved applications proceed to a DBT reimbursement model for fast, transparent fund transfer.

► Verification and Approval

- **Robust Verification:** Cross-verify details of new buyers, export destinations, and ECGC coverage specifics.
- **Approval Mechanism:** Once verified, initiate a streamlined, time-bound approval process to avoid delays.

► Monitoring and Reporting

- **Cost-Benefit Analysis:** Track ROI through MSME export volume growth, foreign exchange earnings, and diversification metrics.
- **Outcome Tracking:** Maintain records of new markets accessed, transaction values, and insurance claims, aiding long-term program evaluation.

► Sustainability and Risk Mitigation

- **Risk Analysis:** Regularly assess risks in export markets for MSMEs and support strategies to diversify exports.

- **Periodic Review:** Adjust policies based on evolving markets, ensuring continued MSME support in international expansion.

This framework aims support MSME to increase their exports through targeted premium reimbursements reducing export risks.

Timeline for achievement of Project Deliverables

Table 41 Timeline for ECGC reimbursement

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Support MSMEs venturing into new or high-risk export markets,	1,000	100	600	300

Project Costing

Table 42 Budget for ECG Reimbursement (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Support MSMEs venturing into new or high-risk export markets,	2,000.00	200.00	1,200.00	600.00
Total	2,000.00	200.00	1,200.00	600.00

A1.5 Dadra & Nagar Haveli and Daman & Diu Product Pavilions

Dadra & Nagar Haveli and Daman & Diu Product Pavilions are key initiatives designed to promote the region's local products in domestic and international markets. These pavilions, set up at major trade events and exhibitions, serve as platforms for showcasing the unique handicrafts, textiles, and other indigenous products from DNH-DD, enabling local artisans and businesses to gain visibility and access wider markets. These pavilions are an essential part of India's broader strategy to support regional export growth and encourage sustainable development through increased market outreach.

By participating in these pavilions, businesses in DNH-DD can showcase their products, connect with potential buyers and partners, and access valuable resources for export. The pavilions also play a critical role in the *ODOP* initiative, as they highlight specific products that have been identified as having high export potential from each district. Through this exposure, DNH-DD products can make a mark in global markets, contributing to India's goal of achieving greater export success and economic resilience, as part of the *Aatmanirbhar Bharat* mission.⁴⁷

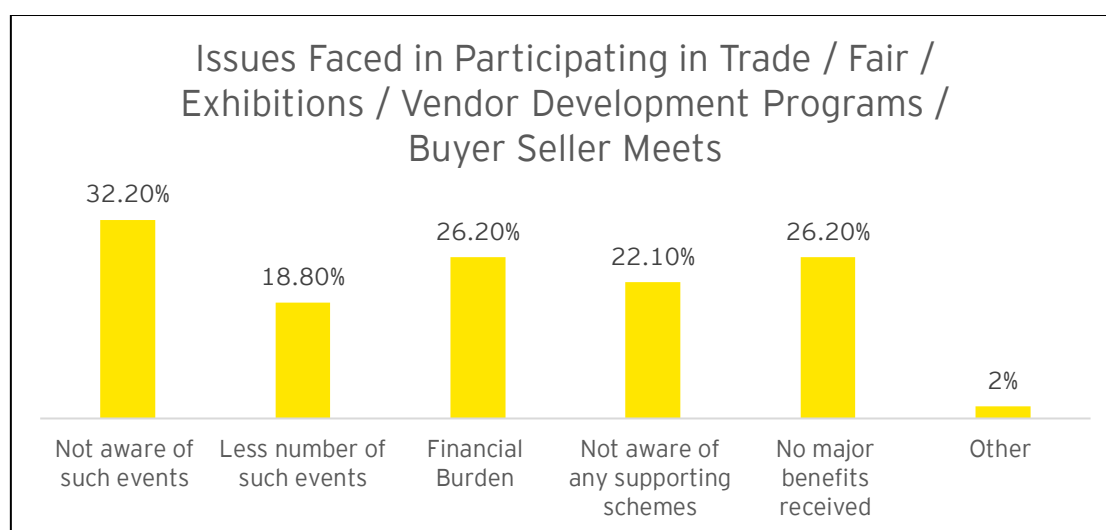
Problem Statement:

The MSMEs of DNH-DD possess robust manufacturing capabilities across various sectors including textiles, engineering, chemicals, pharmaceuticals, and marine products. Despite their strong production capabilities and quality standards, these enterprises face significant challenges in establishing their presence in international markets. Limited market exposure, resource constraints, and difficulties in professional presentation have historically restricted their global market penetration. To address these challenges comprehensively, a two-pronged approach combining dedicated pavilions at international trade fairs with strategically organized Reverse Buyer-Seller Meets (RBSM) is recommended. This integrated strategy leverages the unique advantages of both formats to maximize market access opportunities for DNH-DD's MSMEs.

DNH-DD's unique industrial landscape, characterized by diverse manufacturing clusters spread across its territories and varying scales of MSMEs, necessitates both pavilions and RBSMs. While pavilions provide the crucial international visibility needed to compete with larger industrial hubs, RBSMs are essential for showcasing DNH-DD's distinct advantages such as its strategic coastal location, established industrial infrastructure, and specialized manufacturing capabilities.

⁴⁷ [Press Release: Press Information Bureau](#)

Figure 68 - Issues Faced in Participating in Trade / Fair / Exhibitions / Vendor Development Programs / Buyer Seller Meets



- ▶ The data presents the survey results on issues faced by MSMEs in participating in trade fairs, exhibitions, vendor development programs, and buyer-seller meets reveals several challenges that limit their engagement in these activities.
- ▶ A significant 32.2% of businesses surveyed are not aware of such events, which points to a communication gap or a lack of information dissemination that prevents these businesses from taking advantage of such opportunities for growth and networking.
- ▶ Financial burden is cited by 26.2% of the respondents as a barrier to participation, indicating that the costs associated with attending or exhibiting at these events, such as registration fees, travel, and accommodation, can be prohibitive for a notable portion of MSMEs.
- ▶ An equal percentage of 26.2% report no major benefits received from participating in these events, suggesting that past experiences may not have met their expectations or that the outcomes did not justify the investment, which could discourage future participation. Less number of such events is a concern for 18.8% of businesses, which could reflect a scarcity of opportunities within the region or in their specific industry sector, limiting their ability to engage with wider markets and networks.
- ▶ Not being aware of any supporting schemes is an issue for 22.1% of the respondents, which implies that there may be existing support mechanisms or financial assistance programs that these businesses are not utilizing, possibly due to a lack of targeted outreach or complexity in accessing such schemes. Lastly, 'Other' issues are mentioned by 2% of businesses, which could encompass a variety of other barriers not specified in the data.

The region's MSMEs, particularly in sectors like marine products and pharmaceuticals, benefit from buyers directly experiencing their proximity to ports and quality control systems through RBSMs, while pavilions help them match the marketing reach of competitors from larger industrial centres.

Proposed Project Design Concept and Feasibility & Viability of the Proposal

The DNH-DD Market Access Initiative implements a dual-track approach combining strategic trade fair participation with targeted RBSMs. This framework specifically targets the region's industrial strengths in key manufacturing sectors, with clear action points and deliverables at each stage.

Phase 1: Strategic Preparation, Trade Fair Participation

▶ Market Research and Selection

- Comprehensive analysis of international and domestic trade fairs focusing on DNH-DD's key sectors through industry reports and historical data.
- Development of evaluation framework incorporating visitor demographics, industry relevance, cost factors, and location accessibility for optimal fair selection.
- Systematic evaluation of top trade fairs to identify priority events aligned with MSME capabilities and export goals.
- Detailed financial analysis examining participation costs, expected returns, and resource requirements for each shortlisted trade fair.

▶ Stakeholder Mobilization

- Formation of committee comprising industry leaders, association representatives, and government officials to oversee trade fair participation.
- Organization of industry-specific groups for textiles, plastics, and agro products to coordinate sector-specific requirements and strategies.
- Creation of clear, actionable guidelines covering participation criteria, documentation requirements, and quality standards for MSME selection.
- Development of user-friendly online platform enabling MSMEs to register, submit applications, and track participation status efficiently.

▶ Capability Development

- Structured evaluation of MSMEs' current export capabilities, documentation readiness, and market understanding through standardized assessment tools.
- Creation of customized training programs covering international business practices, product showcasing, and negotiation techniques.
- Weekly training workshops combining theoretical knowledge with practical exercises to build export management capabilities.
- Production of professional marketing collateral in multiple languages highlighting product features and manufacturing capabilities.

Phase 2: Active Implementation

▶ Trade Fair Execution

- Assignment of experienced coordinators responsible for end-to-end management of specific trade fair participation.
- Professional liaison with event organizers to secure optimal space and location for DNH-DD pavilions.
- Implementation of versatile booth designs accommodating various product displays and meeting spaces effectively.
- Establishment of efficient systems for product display, visitor management, and lead capture during events.

▶ **RBSM Organization**

- Strategic outreach to international trade offices and embassies to identify and qualify serious buyers.
- Development of comprehensive visit schedules incorporating factory tours, product demonstrations, and B2B meetings.
- Setup of dedicated office handling all buyer communications, logistics, and coordination requirements.
- Implementation of structured meeting formats with language support ensuring effective business discussions.

▶ **Marketing Campaign**

- Integration of DNH-DD industrial capabilities showcase within existing web platforms for maximum visibility.
- Regular social media updates highlighting participation highlights, product features, and success stories.
- Targeted email campaigns reaching potential buyers with sector-specific product information and event details.
- Comprehensive media kit featuring regional success stories, manufacturing capabilities, and quality certifications.

Monitoring and Optimization

▶ **Performance Tracking**

- Digital dashboard implementation providing real-time visibility of leads generated and conversion progress.
- Regular review sessions with MSMEs to discuss progress, challenges, and necessary support requirements.
- Monthly performance reports analysing participation outcomes and recommending improvement measures.

▶ **Relationship Management**

- Implementation of user-friendly CRM system enabling MSMEs to manage buyer relationships effectively.
- Standardized templates guiding systematic follow-up communications with potential buyers.
- Digital feedback system capturing buyer experiences and satisfaction levels after interactions.
- Structured protocols ensuring consistent engagement with repeat buyers and long-term business partners.

The DNH-DD Market Access Initiative includes trade fair participation and reverse buyer-seller meets to enhance MSME market access. The framework provides specific, actionable steps across preparation, execution, and monitoring phases.

The implementation plan establishes a basic plan for trade fair selection, MSME participation criteria, and support mechanisms. Key features include systematic market research, stakeholder coordination through dedicated committees, and structured capability building programs. The execution phase focuses on professional trade fair representation and organized buyer-seller interactions, supported by targeted marketing campaigns. Trade fair participation, RBSM

organization, and support services, aims to achieve measurable outcomes in export growth and market expansion.

Timeline for achievement of Project Deliverables

For the Project Duration is from the year 2024 - 25 to 2026 -27 and the Number or events and estimated MSME participation is pasted in the table below

Product Pavilion/Trade Fair Participation

Table 43 Timeline for Trade fair

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Number of Events per year	-	-	2	1
Estimated MSME Participants per Event@ 40 per Event	120	-	80	40

Reverse Buyer Seller Meets:

Table 44 Timeline for Reverse Buyer Seller Meets

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Number of Events	-	-	4	2
Estimated MSME Participants per Event@80 per Event	480	-	320	160

Project costing

Product Pavilion / Trade fair Participation

Table 45 Budget for Trade Fairs (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Number of Events	-	-	2	1
Pre-Event Activities: Research, Market analysis, trade fair, selection, Marketing, Brochures, banners, social media, Training, Workshops, pitching, lead management.	100.00	20.00	20.00	20.00
During Event Activities: Logistics, Travel, accommodation, booth setup, Engagement, Onsite support, product demos, customer interactions		-	130.00	65.00
Post-Event Activities: Follow-Up, CRM tools, lead tracking, Evaluation, Feedback, reporting, recommendations.		-	30.00	15.00
Total	300.00	20.00	180.00	100.00

Reverse Buyer Seller Meets:

Table 46 Budget for RBSM (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Number of Events	-	-	4	2
Pre-Event Activities: Research, Market analysis, trade fair, selection, Marketing, Brochures, banners, social media, Training, Workshops, pitching, lead management.	100.00	50.00	60.00	40.00
During Event Activities: Logistics, Travel, accommodation, booth setup, Engagement, Onsite support, product demos, customer interactions		-	260.00	130.00
Post-Event Activities: Follow-Up, CRM tools, lead tracking, Evaluation, Feedback, reporting, recommendations.		-	30.00	30.00
Total	600.00	50.00	350.00	200.00

A2- Comprehensive Support Systems for MSMEs

A2.1 Vendor Development Programmes

Vendor Development Programs play a crucial role in enhancing the competitiveness of MSMEs by connecting them with larger companies and government procurement channels. In Dadra and Nagar Haveli and Daman and Diu (DNH-DD), these programs focus on improving the capabilities of local vendors through training, market access, and guidance on best practices.

MSMEs in Dadra and Nagar Haveli and Daman, and Diu face unique challenges that limit their growth and ability to tap into larger markets. Despite possessing production capabilities, these enterprises struggle to connect with larger companies, especially PSUs, due to limited exposure, lack of networking opportunities, and high costs associated with attending vendor development events. This disconnect prevents MSMEs from keeping up with industry trends and exploring broader markets, restricting their operations mainly to local sales. Industries like textiles, power, plastics, yarn, and tourism are particularly affected, as these sectors rely heavily on collaborations with larger players to drive innovation, increase sales, and expand their reach beyond local markets.

Vendor development programs are crucial to bridge the gap between MSME capabilities and the requirements of PSUs and large companies. Many MSMEs lack awareness and understanding of the complex processes involved in becoming approved vendors. They face challenges in navigating e-procurement platforms, meeting pre-qualification criteria for registration, and understanding procurement policies. Additionally, these enterprises often lack the quality certifications, compliance documentation, and familiarity with technical specifications required by larger organizations.

Furthermore, PSUs and large companies often have specific vendor assessment criteria, performance monitoring systems, and delivery schedules that MSMEs need to adhere to. Without structured guidance, many capable MSMEs miss out on these lucrative business opportunities due to procedural and system-related barriers.

Vendor development programs not only empower MSMEs with the knowledge and tools to compete but also benefit PSUs and large companies by establishing a reliable local vendor base. This reduces their dependence on distant suppliers, supports regional economic growth and promotes sustainable development within Dadra, and Nagar Haveli & Daman and Diu. These programs are essential to creating a mutually beneficial ecosystem, where MSMEs thrive alongside larger industries, contributing to a robust local economy.

Proposed Project Design Concept, Feasibility and Viability of Proposal

The proposed Vendor Development Program (VDP) aims to bolster the supply chain and procurement capabilities of MSMEs in the Union Territory of Dadra and Nagar Haveli and Daman and Diu. This project is designed to bridge the gap between Small and Micro Enterprises (MSEs) and Public Sector Undertakings (PSUs) as well as large-scale industries, enabling MSMEs to thrive in a competitive environment and gain access to broader markets. By fostering market linkages and facilitating collaborations, the VDP seeks to elevate the overall competencies of local MSMEs, enabling them to meet the standards and demands of large-scale buyers.

The VDP will focus on a multi-faceted approach to strengthen MSME capabilities:

- ▶ **Targeted Orientation Sessions in Workshops:** The program will deliver sector-specialized orientation sessions targeting DNH-DD's core industries - pharmaceuticals, textiles, engineering, and marine products. These workshops provide focused training on industry-specific quality standards, production scalability, compliance requirements, and negotiation skills. By tailoring content to each sector's unique needs - from GMP certification in pharmaceuticals to HACCP in marine products - these sessions empower MSME owners and employees to effectively meet the specialized procurement standards of PSUs and large industries.
- ▶ **Guidance on Procurement Processes and Compliance:** MSMEs will receive in-depth guidance on navigating complex procurement procedures, including understanding PSU policies, e-tendering, bid submission, vendor registration requirements, and quality certifications (e.g., ISO).
- ▶ **Networking Events and Buyer-Seller Meets:** The VDP will attempt to converge with periodic networking events and buyer-seller events to facilitate direct connections between MSMEs, PSUs, and large industries. These events will serve as platforms for MSMEs to showcase their products and gain insights into industry trends, market demands, and potential business partnerships.
- ▶ **Ongoing Support for Linkages:** A support mechanism will be introduced, where need-based guidance to MSMEs will be provided on technical specifications, quality standards, statutory requirements, relevant laws, and contract management. This will help MSMEs adapt to the needs of larger buyers.

The feasibility of the VDP is underscored by the region's strong MSME base, especially in industries such as textiles, engineering, plastics, yarn, tourism etc. which have high potential for collaboration with larger players. The demand for local, reliable vendors among PSUs and large industries creates a viable market for MSMEs, while the presence of regional associations offers a solid foundation for outreach and engagement. Additionally, the high costs and logistical challenges that currently prevent MSMEs from participating in vendor development events highlight the need for a localized, government-supported initiative that reduces these barriers.

The UT's industrial landscape features prominent manufacturers like in pharmaceuticals, Engineering Textiles, etc. supported by specialized MSME clusters. With large majority of units in manufacturing and processing, DNH-DD's strategic location between Mumbai-Delhi corridors makes it ideal for vendor development programs, leveraging its established pharmaceutical, engineering, and textile expertise.

The VDP's design incorporates sustainable practices to ensure long-term viability. By enhancing the supply chain dynamics and strengthening procurement processes, the program is expected to create a self-sustaining ecosystem where MSMEs can independently engage with large buyers' post-program. The focus on capacity building and market linkages ensures that MSMEs can continue growing and competing effectively beyond the program duration.

Furthermore, this initiative supports the economic development of the UT by fostering local employment, promoting regional products, and stimulating community-based business growth. As MSMEs expand their market reach and revenue streams through established connections, the overall regional economy is expected to benefit from increased trade activities, innovation, and industrial diversity.

In conclusion, the Vendor Development Program is designed to help upscale the MSMEs in Dadra and Nagar Haveli, Daman, and Diu by addressing critical challenges in supply chain and procurement. Through targeted training, networking opportunities, and continuous mentorship, the VDP promises to bridge the gap between MSMEs and larger industries, creating a sustainable ecosystem that supports regional economic growth and enhances the long-term success of participating enterprises.

Approach and Methodology for Implementation

To successfully execute the Vendor Development Program (VDP) in Dadra and Nagar Haveli and Daman and Diu, the following structured approach and methodology will be employed:

Program Planning and Coordination

- ▶ **Define Clear Objectives and Outcomes:** Each VDP program will be launched with well-defined objectives, target sector specific initiatives for establishing vendor-buyer relationships and fostering regional economic growth.
- ▶ **Target Sector and Industries:** DNH-DD's vendor development potential spans Pharmaceuticals and Medical Devices in Daman, Marine Products and Engineering in Diu, and Textiles and Electronics in Dadra & Nagar Haveli. Large industries and PSUs drive demand for specialized components, packaging materials, and precision engineering parts, supporting a MSME supplier ecosystem."
- ▶ **Detailed Scheduling and Logistics:** Each program will have schedule with carefully selected venues equipped with necessary facilities (e.g., high-speed internet, presentation tools, and translation services if needed). A logistics team will ensure seamless setup and technical support.
- ▶ **Monitoring and Feedback Mechanism:** Assign a project coordinator to monitor event progression and gather real-time feedback from participants to adjust and improve the program in subsequent iterations.

Stakeholder Engagement

- ▶ **Identification of Key Stakeholders:** Engage a diverse group of stakeholders, including MSMEs from priority sectors like textiles, power, plastics, yarn, engineering and buyers from large corporations, PSUs, and government sectors.
- ▶ **Partnership with Local Industry Bodies:** Collaborate with local chambers of commerce, industry associations, and MSME development agencies to identify and invite potential buyers and guide MSMEs on registration and participation.
- ▶ **Regular Stakeholder Consultations:** Conduct pre-event consultations to understand the specific needs of both MSMEs and buyers. This input will help shape the event agenda and identify specific areas of focus for matchmaking.

Selection and Preparation of Participants

- ▶ **Choose the right Audience:** The selection process for the Vendor Development Programme prioritizes MSMEs from with a sectoral perspective and focusing on those with growth potential to meet industry standards and integrate into larger supply chains.
- ▶ **Provision of Resource Materials:** Equip participants with resources on industry standards, buyer expectations, and quality compliance requirements. These materials will provide guidelines on fulfilling PSU / Industries buyer criteria for future partnerships.

Marketing and Promotion

- ▶ **Comprehensive Outreach Campaign:** Develop a multi-channel marketing strategy to build awareness and drive participation. Utilize digital channels (social media, email marketing), traditional media (local newspapers), and industry publications for maximum reach.
- ▶ **Targeted Promotion to Attract Buyers:** Highlight the unique value proposition of regional MSMEs in promotional materials, emphasizing the quality, reliability, and potential cost savings of engaging with local vendors.
- ▶ **Create a Centralized Information Portal:** Establish a microsite / Integrate with the portal where potential buyers and MSMEs can access event details, register, and view profiles of participating companies, providing greater transparency and accessibility.

Facilitated Matchmaking

- ▶ **Structured Matchmaking Sessions:** Design a matchmaking process that pairs MSMEs with buyers based on specific criteria such as industry type, product demand, and buyer requirements. Allocate dedicated time slots for these sessions to ensure productive interactions.
- ▶ **Pre-Event Profiles and Requirements Matching:** Collect detailed profiles of MSMEs and their offerings, as well as buyer requirements, before the event. This information will be used to create customized match lists for effective pairing.
- ▶ **Facilitate Post-Event Follow-Ups:** Assign match coordinators to facilitate post-event follow-ups between MSMEs and buyers, supporting continued discussions, contract negotiations, and partnerships.

Capacity Building and Ongoing Support

- ▶ **Vendor Readiness Training:** Conduct training sessions that provide in-depth knowledge on vendor registration processes, e-tender platforms, and bid submission for PSUs and large industries. This will also cover areas such as quality certification (e.g., ISO), compliance documentation, and technical specifications.
- ▶ **Provide Access to Financial and Compliance Resources:** Offer MSMEs access to financial support options, such as grants or low-interest loans, for quality improvement and certification costs. Additionally, provide guidance on meeting statutory requirements and labor laws.

- ▶ **Develop a Resource Center for MSMEs:** Establish a virtual resource center or library containing documents, guidelines, and templates that MSMEs can refer to for compliance, quality control, and e-procurement processes.

Feedback and Continuous Improvement

- ▶ **Collect Participant Feedback:** Gather feedback from both MSMEs and buyers after each program to assess the effectiveness of the event and identify areas for improvement.
- ▶ **Evaluate Program Outcomes:** Track and evaluate outcomes based on metrics like the number of intents for partnerships for, participant satisfaction levels. Use this data to adjust the methodology for future programs.
- ▶ **Report Findings to Stakeholders:** Share periodic reports with stakeholders to maintain transparency, highlight successes, and encourage continued support for the program.

Sustainability and Long-Term Engagement

- ▶ **Build a Network of VDP Alumni:** Create an alumni network of past VDP participants to foster ongoing collaboration and peer support among MSMEs.
- ▶ **Establish Long-Term Relationships with Buyers:** Maintain relationships with PSUs and large companies to create a sustainable network of buyers interested in partnering with local MSMEs in the long term.

A well-coordinated and targeted implementation of the Vendor Development Program, addressing the specific needs of MSMEs and large buyers in Dadra and Nagar Haveli, Daman, and Diu. By equipping MSMEs with the skills, resources, and connections needed to navigate the supply chain and procurement landscape, the VDP will foster a sustainable, growth-oriented ecosystem that supports regional economic development.

Timeline for achievement of Project Deliverables

The Project Duration is from the FY 24 -25 to FY 26-27 and a half years the Number of events and estimated MSME participation is pasted in the table below

It is estimated that around 25 MSME participants will attend these workshops.

Table 47 Timeline for VDP

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Number of Vendor Development Programmes	36	4	25	7
Number of MSME per Vendor Development Programme @ 25 programme	900	90	630	180

Project Costing

The Budget for Each programme is Estimated to be approximately Rs. 2,50,000 per workshop

Table 48 Budget for VDP (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Pre-Programme Activities @ Rs 50000	18.00	1.80	12.60	3.60
Workshop Cost @ Rs 200000	72.00	7.20	50.40	14.40
TOTAL	90.00	9.00	63.00	18.00

The Vendor Development Program (VDP) in Dadra and Nagar Haveli, Daman, and Diu aims to strengthen the supply chain capabilities of local MSMEs, enabling them to build partnerships with Public Sector Undertakings (PSUs) and larger industries. Through focused training, matchmaking, and capacity-building, MSMEs will gain essential skills to meet procurement standards, industry quality, and compliance requirements. The program's goal is to build a sustainable ecosystem.

B. Increasing Industry Competitiveness

B1 Increasing Industry Competitiveness

B1.1 Digitization of Industry

The digitization of industry in DNH-DD is a key step towards modernizing local businesses and integrating them into the global economy. By adopting digital tools, businesses can streamline operations, improve productivity, and access new markets. Government initiatives, such as the *Digital MSME Scheme*, aim to support MSMEs in DNH-DD by providing access to technology, digital platforms, and e-commerce solutions. These programs also focus on enhancing digital literacy, ensuring that local businesses can effectively leverage the tools needed for online marketing, inventory management, and financial transactions. Furthermore, the MoMSME helps through various schemes that facilitate the digital transformation of businesses, including financial support for adopting digital technologies and improving online visibility.⁴⁸ This transition is crucial for increasing the competitiveness of DNH-DD businesses by enabling MSMEs to become more self-reliant and globally competitive.

Problem Statement

The Union Territory of DNH-DD faces substantial challenges in achieving digitization and Industry 4.0 integration across its key industrial sectors, including textiles, pharmaceuticals, plastics, metal engineering, food processing, paper, and electronics. Despite the potential benefits of digital transformation, businesses in these sectors encounter sector-specific and cross-sectoral barriers that hinder widespread adoption and integration of advanced digital technologies.

Sector-Specific Challenges

- ▶ **Textiles & Garments:** The textiles and garments sector in the Union Territory would benefit from integrating low-cost digital tools to streamline inventory and quality control processes. Simple IoT-enabled inventory management systems can help track raw materials and finished goods in real time, reducing manual inventory errors and improving efficiency. Integrating customized software for digital design and automated cutting could also enhance production without significant investment. Small-scale e-commerce platforms and digital quality control tools would further support MSMEs in expanding their online reach and maintaining consistent quality.
- ▶ **Chemical & Pharmaceutical:** For the pharmaceutical sector, digital transformation could focus on improving regulatory compliance and batch traceability through lightweight IoT-enabled tracking devices and digital monitoring software. Customized software could handle documentation, track batch production, and ensure environmental monitoring, aligning with regulatory standards without excessive costs. Low-cost sensors and digital quality testing devices would help streamline quality control, ensuring safety and compliance at each production stage.
- ▶ **Plastics & Polymers:** The plastics industry would benefit from basic IoT-driven solutions for automated moulding and real-time production tracking, which can help optimize resource use and improve quality control. Predictive maintenance tools, using simple IoT sensors and analytics

⁴⁸ [Ministry of Micro, Small & Medium Enterprises](#)

software, could prevent equipment failures, while digital waste management tools could help in tracking waste efficiently. Production scheduling software could further support timely delivery, enhancing overall productivity without heavy investments.

- ▶ **Metal & Engineering:** In metal and engineering, adopting basic CAD/CAM software and lightweight CNC tools could enhance production precision. IoT-based predictive maintenance tools can minimize downtime by detecting early signs of equipment wear and tear. Low-cost digital inventory management and customized quality control software would further streamline production, enabling real-time adjustments to meet quality standards and improve overall efficiency.
- ▶ **Food Processing:** Food processing MSMEs could integrate digital tools to monitor cold chains and product traceability, critical for maintaining product quality. IoT-enabled sensors for temperature and humidity control, paired with digital tracking software, would help ensure compliance with food safety standards. Automated packaging solutions and digital quality monitoring software can help reduce manual interventions, while low-cost compliance documentation systems would ease regulatory requirements.
- ▶ **Paper & Packaging:** For paper and packaging MSMEs, integrating IoT-based sensors for automated cutting, coupled with digital inventory software, can reduce waste and improve production accuracy. Basic digital design tools can aid in creating standardized packaging designs, and production scheduling software would ensure timely delivery. Custom waste tracking software would also help MSMEs optimize raw material usage, aligning with sustainability goals and reducing operational costs.
- ▶ **Electronics & Electrical:** In the electronics and electrical sector, simple IoT-based testing systems and component tracking tools can enhance quality control, reduce error rates, and improve traceability. Customized software solutions for compliance monitoring and IoT-enabled quality control devices can ensure that products meet safety standards. Basic IoT integration for predictive maintenance and data analytics would improve operational stability and prevent equipment failure, reducing production disruptions.

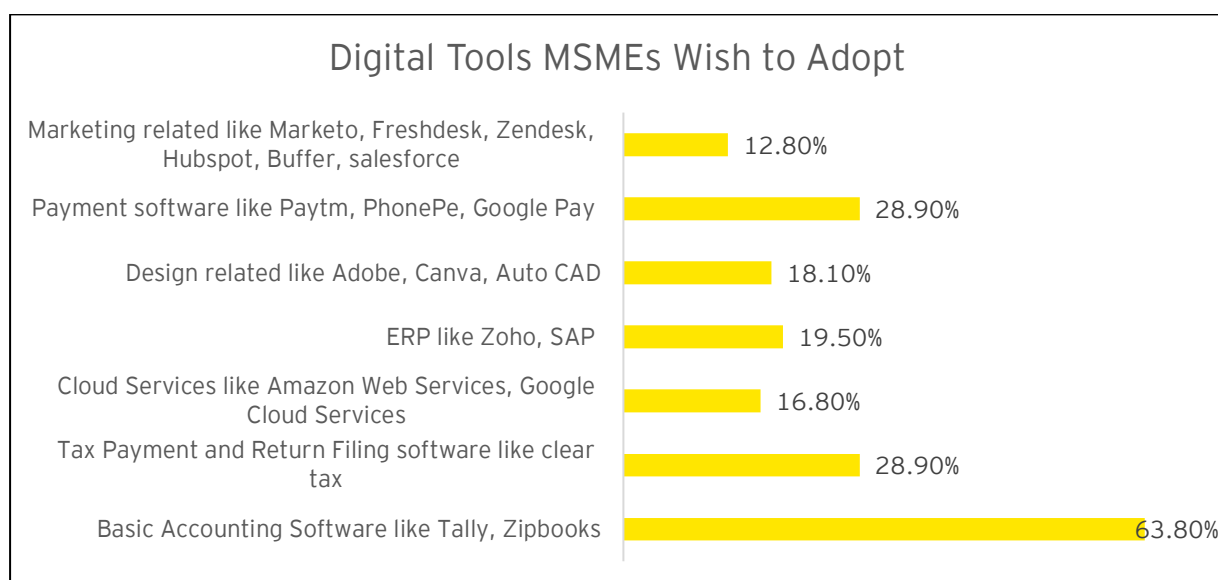
Cross-Sectoral Challenges

In addition to sector-specific issues, the region's industries share common barriers. These include:

- ▶ **Human Resource Constraints:** Limited digital skills, technical expertise, and resistance to change create workforce-related barriers. Language barriers and inadequate training infrastructure further complicate the transition to digital systems.
- ▶ **Infrastructure Issues:** Basic infrastructural challenges like unstable internet connectivity, inconsistent power supply, limited hardware, and complex system integration undermine the digital adoption efforts.
- ▶ **Awareness and ROI Clarity:** Many businesses lack a clear understanding of Industry 4.0's benefits, have security concerns, and perceive the return on investment (ROI) as uncertain, compounded by limited local success stories and demonstration models to showcase digital technology benefits.

- ▶ **Technical Support and System Maintenance:** The region suffers from limited availability of local expertise and service providers, making it difficult for industries to maintain and integrate digital systems. System upgrades and maintenance become challenging without adequate support.
- ▶ **Data Management and Security:** Concerns about data security, limited analytics capabilities, and inadequate data storage infrastructure restrict the effective use of digital data, while the absence of clear data-sharing protocols and backup systems adds to these difficulties.
- ▶ **Market Access and E-commerce Integration:** Market-related challenges, such as gaps in digital marketing, e-commerce capabilities, online payment systems, and digital customer service, reduce MSMEs' access to broader markets, constraining their growth potential in a digital-first world.

Figure 69 - Digital Tools MSMEs Wish to Adopt



The survey data also illustrates the preferences of businesses regarding the adoption of digital tools to enhance their operations.

- ▶ A significant majority, 63.8%, express a desire to adopt basic accounting software such as Tally and Zipbooks, which indicates a strong need for efficient financial management systems. These tools can streamline accounting processes, improve accuracy, and provide valuable financial insights, which are crucial for the day-to-day operations of any business.
- ▶ Tax payment and return filing software, like ClearTax, is sought after by 28.9% of businesses, reflecting the importance of simplifying the complex and time-consuming task of tax compliance. The use of such software can help businesses manage their tax obligations more effectively and avoid penalties for non-compliance.
- ▶ Payment software solutions like Paytm, PhonePe, and Google Pay are also preferred by 28.9% of respondents, demonstrating the growing trend towards digital transactions and the need for businesses to offer convenient payment options to their customers.

- ▶ ERP (Enterprise Resource Planning) systems, such as Zoho and SAP, are on the adoption list for 19.5% of businesses. These integrated management systems can help businesses automate and manage core activities across various departments, leading to increased efficiency and better data management.
- ▶ Design-related tools like Adobe, Canva, and AutoCAD are desired by 18.1% of businesses, indicating the value placed on high-quality design and the need for tools that can facilitate the creation of professional visual content.
- ▶ Cloud services, including Amazon Web Services and Google Cloud Services, are considered for adoption by 16.8% of businesses. The interest in cloud services suggests a recognition of the benefits of scalable, secure, and flexible computing resources that can support various aspects of digital transformation.
- ▶ Lastly, marketing-related tools such as Marketo, Freshdesk, Zendesk, Hubspot, Buffer, and Salesforce are on the wishlist for 12.8% of businesses. This indicates an awareness of the importance of targeted marketing, customer relationship management, and efficient communication in a digital marketplace.

Sector-specific digital solutions, including IoT devices and customized software, offer a path forward for each industry within the Union Territory. By focusing on targeted, non-investment-heavy digitization strategies, these recommendations address the practical challenges faced by each sector while supporting overall productivity, compliance, and market competitiveness.

These sector-specific and cross-sectoral challenges collectively limit the potential of the Union Territory's industries to realize the transformative benefits of Industry 4.0, impacting operational efficiency, market reach, and long-term competitiveness. Addressing these challenges requires a structured approach to enhance digital skills, upgrade infrastructure, simplify compliance, and foster a supportive ecosystem for Industry 4.0 integration.

Proposed Project Design Concept, Feasibility and Viability

The Digital Transformation Project for the UT of Dadra, and Nagar Haveli & Daman and Diu aims to modernize MSME clusters through tailored digital solutions that enhance productivity, quality, and market competitiveness. A Project Mentor, supported by six specialized Sectoral Experts, will lead this initiative by first identifying digital gaps across different sectors and then forming clusters of similar enterprises. Each cluster will receive a comprehensive digital needs assessment, leading to the design and implementation of two customized digital solutions per MSME unit. These digital solutions will be embedded within each unit's operations with hands-on support from experts, who will ensure smooth implementation and oversee training for five designated individuals per unit. This structured approach not only equips MSMEs with immediate digital tools but also builds internal capacity to sustain and scale digital operations long-term. The project provides a partial subsidy to lower financial barriers, enabling greater adoption of digital technologies.

The project is feasible on technical, operational, and market levels due to a focused sectoral approach and the integration of expert-driven support. Technically, the project benefits from structured handholding, clear deliverables, and targeted training, which address common challenges in technology adaptation and infrastructure readiness. Operationally, the roles of the Project Mentor and Sectoral Experts are well-defined to ensure efficient management, with the Mentor coordinating

activities and maintaining quality standards, while the Sectoral Experts focus on technical assessments, vendor engagement, and training oversight. The cluster-based structure further strengthens operational feasibility by enabling regular meetings, collaborative problem-solving, and the adoption of best practices within each group.

Market feasibility is supported by the presence of local and national technology providers, training institutes, and support services that form an ecosystem conducive to digital transformation. The assessment phase ensures that market readiness is considered, identifying the level of digital awareness and infrastructure availability in each cluster. This approach allows for alignment with local capabilities, cost considerations, and technology acceptance, enhancing the project's chances of successful adoption.

Economically, the project brings both direct and indirect benefits to the MSME sector. Direct advantages include enhanced productivity, improved quality control, and reduced operational costs. Access to digital tools also opens new market avenues and strengthens compliance management. Indirectly, the project fosters skill development, knowledge transfer, and the adoption of best practices, all of which build a culture of innovation and competitive advantage within the clusters. The partial subsidy lowers financial barriers, allowing MSMEs to adopt two digital solutions affordably, thereby enhancing economic viability for participants.

The project's sustainability is built into both its short-term and long-term structures. In the short term, it delivers clear, measurable outcomes, with expert oversight and training integration ensuring that MSMEs have the necessary support for immediate digital adoption. In the long term, sustainability is promoted through the retention of trained personnel, continuous skill development, and a roadmap for system upgrades and improvements. This approach supports the clusters' ability to independently maintain digital operations and adapt to future changes in technology and market demand.

Success will be measured using both quantitative and qualitative metrics. Quantitative indicators include the number of digitized units, solutions implemented, personnel trained, and improvements in productivity and cost reduction. Qualitatively, the project will evaluate the level of digital maturity, process improvements, skill enhancements, and competitiveness in the market. These metrics

Approach and Methodology for Implementation

This approach aims to deliver a structured, sector-specific digital transformation across MSME clusters, emphasizing targeted digital adoption, capacity-building, and sustainability. The project is divided into four key phases, each with detailed actions to ensure effective implementation, measurable outcomes, and adaptability.

Team Structure and Roles

Project Mentor

Oversee project execution, coordinate activities, monitor progress, and manage stakeholder relationships. Ensure overall quality and prepare regular project reports.

Sectoral Experts (6 Domain Specialists)

Conduct technical assessments, identify digital gaps, select appropriate solutions, coordinate with vendors, and lead training programs. Each expert will focus on specific sectors, ensuring a high level of domain knowledge and relevance.

Phase-wise Implementation Methodology

Phase 1: Assessment & Planning

- ▶ **Sectoral Gap Analysis:** Sectoral Experts will conduct a detailed analysis of digital gaps across various MSME sectors, examining the existing processes and technologies in place. This includes stakeholder interviews, on-site visits, and review of current operations.
- ▶ **Cluster Formation:** Based on sectoral analysis, MSMEs will be grouped into clusters with similar needs, fostering a collaborative environment for knowledge sharing and solution alignment.
- ▶ **Digital Needs Assessment:** Experts will identify digital needs specific to each cluster, focusing on operational challenges, productivity issues, and potential for market expansion.
- ▶ **Solution Mapping and Baseline Documentation:** Each cluster's digital needs will be matched with viable solutions, and a baseline of each unit's current state will be documented to measure future impact accurately.

Phase 2: Solution Design

- ▶ **Solution Provider Identification and Technology Matching:** Sectoral Experts will evaluate potential technology providers, focusing on compatibility, scalability, and cost-effectiveness. This includes a cost-benefit analysis for each proposed solution.
- ▶ **Implementation Roadmap Development:** A detailed roadmap for each MSME cluster will be developed, outlining the steps for deploying selected solutions. This roadmap will include timelines, technical specifications, and estimated costs.
- ▶ **Training Needs Assessment:** A training plan will be tailored for each cluster, identifying key personnel who will be trained to operate and sustain digital solutions.

Phase 3: Implementation

Digital solutions will be deployed across clusters according to the implementation roadmap. Sectoral Experts will oversee installation and ensure that each solution is operational.

- ▶ **Training Execution:** Five individuals per unit will be trained on the new technologies, with training sessions covering both technical operation and ongoing maintenance of solutions.
- ▶ **Handholding Support and Issue Resolution:** Sectoral Experts will provide hands-on support during the initial months post-deployment, helping units adapt to new processes and resolving any technical issues promptly.
- ▶ **Progress Monitoring:** Regular progress check-ins will be conducted to assess deployment success, usage rates, and user feedback, ensuring that solutions are meeting the defined objectives.

Phase 4: Evaluation & Scale-up

- ▶ **Impact Assessment:** A comprehensive evaluation of the project's impact will be conducted, comparing baseline data with current performance metrics, including productivity, cost reduction, and digital proficiency.
- ▶ **Documentation and Best Practices:** Successful practices, lessons learned, and areas for improvement will be documented. These insights will form the basis of a best practices guide for future projects.
- ▶ **Scale-up Planning:** Based on the evaluation, plans will be developed to expand successful strategies to additional clusters or units, incorporating scalability and adaptability to accommodate future digital advancements.

Feasibility and Sustainability Strategy

- ▶ **Operational Feasibility:** Clear roles and responsibilities within the project team enable streamlined operations. Regular meetings and progress reviews ensure efficient coordination, problem-solving, and adaptation to the needs of each cluster.
- ▶ **Market Feasibility:** With a focus on utilizing local and national technology providers, training institutes, and support services, the project leverages existing resources and builds a reliable ecosystem to support long-term digital adoption.
- ▶ **Economic and Long-Term Viability:** The project's design incorporates a partial subsidy to reduce initial adoption costs, making digital solutions affordable for MSMEs. Additionally, training ensures internal skill development and knowledge transfer, fostering a sustainable environment for continuous digital growth.

Identified Risks and Mitigations

- ▶ **Technical Risks:** Solution compatibility and performance will be addressed through rigorous pre-deployment testing and expert support during initial implementation.
- ▶ **Operational Risks:** Training effectiveness and expert availability will be ensured through structured training programs and careful scheduling of Sectoral Experts.
- ▶ **Market Risks:** Changes in technology and vendor stability will be managed by partnering with multiple providers and periodically assessing solution relevance to market demands.
- ▶ **Mitigation Actions**
 - Selection of high-quality vendors and technical consultants to address specific challenges.
 - Regular monitoring and evaluation to identify and address issues early.
 - Contingency planning to manage funding delays or potential cost fluctuations.

Success Metrics

- ▶ **Quantitative Metrics**
 - Number of digitized units, solutions implemented, trained personnel, productivity improvements, and cost reductions.

► **Qualitative Metrics**

- Levels of digital maturity, process improvement, skill enhancement, innovation adoption, and market competitiveness.
- By focusing on both quantitative and qualitative metrics, the project will continuously track its success and impact on MSMEs.

Project Uniqueness and Expected Outcomes

The project's uniqueness lies in its focused, sector-specific approach, expert-led implementation, and integration of hands-on training. By forming clusters and tailoring digital solutions to each cluster's needs, the project promotes knowledge sharing and collaboration, maximizing the impact of digital adoption. The partial subsidy and structured handholding support further enhance MSMEs' ability to adopt and sustain digital solutions, making the achievement of measurable outcomes highly probable.

In summary, this methodology provides a comprehensive, feasible, and adaptable framework for digital transformation in MSMEs across the UT of Dadra and Nagar Haveli and Daman and Diu, ensuring a high probability of success through structured planning, expert guidance, and continuous support.

Timeline for achievement of Project Deliverables

Table 49 Timeline for Digitization of Industry

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Recruitment of Project Mentor	27 Man Months	3	12	12
Selection of Sectoral Experts	90 Man Months	-	72	18
Training of Manpower for Digitization	4500 Training Man Days	-	4000	500
Subsidizing Cost for Digital Products	90 Industries / Enterprises	-	60	30

Project Costing

Table 50 Budget for Digitization of Industries (in INR Lakhs)

Digitization Of Industries	Total Budget	2024 25	2025-26	2026-2027
Recruitment of Project Mentor	67.50	7.50	30.00	30.00
Selection of Sectoral Experts	225.00	-	180.00	45.00
Training of Manpower for Digitization	112.50	-	112.50	-
Subsidizing Cost for Digital Products	900.00	-	360.00	540.00
Total	1,305.00	7.50	682.50	615.00

B1.2 Adoption of Software for MSMEs at large

Adoption of Cloud-Based Software Services for MSMEs

Problem Statement

MSMEs in Dadra and Nagar Haveli and Daman, Diu face barriers to digital adoption due to high software costs and limited resources for implementing technology. While sector-specific digitalization efforts are in progress, many MSMEs across various sectors lack essential tools like inventory management, accounting, and CRM systems. This gap in digital infrastructure limits productivity, market access, and growth potential. By facilitating access to cloud-based software services through arrangements with software providers for discounted pricing on a Software-as-a-Service (SaaS) model, the project aims to reduce financial barriers and support consistent digital transformation across all MSME sectors.

Proposed Project Design Concept, Feasibility and Viability

The project will enable cross-sectoral digital adoption within MSMEs in Dadra, and Nagar Haveli and Daman, Diu by partnering with software providers to offer cloud-based software services at discounted rates. This SaaS model will provide MSMEs access to essential digital tools like inventory management, accounting, and CRM systems. The initiative will focus on improving operational efficiency, enhancing market reach, and increasing competitiveness. By replacing upfront costs with a subscription-based model, the project ensures broader and sustained adoption of digital tools, benefiting diverse MSME sectors.

Project Implementation Framework

► Needs Assessment and Digital Readiness Evaluation

- Conduct baseline assessments to identify specific digital needs of MSMEs across sectors.
- Evaluate factors such as business size, current digital infrastructure, and operational challenges.

► Eligibility and Access to Discounts

- Define eligibility criteria to prioritize MSMEs with limited access to digital tools.
- Allocate access to discounted SaaS services based on identified needs, ensuring the support reaches businesses that will benefit most from cloud-based tools.

► Vendor Collaboration and Service Selection

- Partner with software providers to offer a range of discounted cloud-based services tailored to MSME needs.
- Focus on solutions for finance, inventory, customer management, and analytics. Ensure vendors provide reliable support and training to facilitate seamless integration.

► **Implementation and Training**

- Facilitate MSMEs' onboarding to selected SaaS platforms and provide training to maximize effective usage.
- Conduct workshops to enhance understanding of how these tools drive productivity and efficiency gains.

► **Monitoring and Evaluation**

- Track MSMEs' adoption and usage of cloud-based tools to evaluate their impact on operations.
- Monitor improvements in productivity, cost savings, and market access to ensure alignment with project goals.

Feasibility and Viability Evaluation

► **Technical Feasibility**

- Cloud-based software solutions are widely available, user-friendly, and scalable.
- Collaboration with vendors ensures tailored offerings for MSMEs, addressing compatibility with their operations.

► **Operational Feasibility**

- The structured framework of needs assessment, vendor collaboration, and training ensures operational viability.
- By leveraging SaaS platforms, MSMEs can avoid complex installation and maintenance challenges, enabling efficient implementation.

► **Market Feasibility**

- The SaaS model aligns with MSMEs' increasing awareness of digital benefits.
- By offering discounted subscriptions, the project provides an accessible entry point for digital transformation, addressing affordability concerns.

► **Economic Viability**

- The shift to SaaS reduces upfront capital investment, enabling MSMEs to access tools with predictable subscription costs.
- Long-term benefits include operational efficiency, cost savings, market expansion, and skill development among employees, ensuring broad economic impact.

► **Sustainability**

- Cloud-based services ensure scalability and adaptability, promoting sustained digital engagement.
- The training component builds digital literacy, enabling MSMEs to upgrade solutions as their needs evolve.

Approach and Methodology for Implementation

The project will adopt a systematic and phased approach to ensure the effective implementation of cloud-based software services for MSMEs. The methodology focuses on understanding MSME needs, collaborating with stakeholders, and providing ongoing support to drive adoption and impact.

Approach

▶ Stakeholder Engagement and Collaboration

- Engage with MSMEs, industry associations, and government bodies to identify challenges and prioritize needs.
- Partner with leading software providers to negotiate discounted pricing and subscription packages tailored to MSME requirements.
- Establish a steering committee to oversee project implementation and address barriers to adoption.

▶ Capacity Building and Awareness

- Conduct awareness campaigns to highlight the benefits of digital transformation and SaaS adoption for MSMEs.
- Develop resource materials, webinars, and hands-on workshops to familiarize MSMEs with available software tools.

▶ User-Centric Implementation

- Ensure the project is designed to align with MSMEs' business operations, considering sector-specific and cross-sectoral needs.
- Prioritize affordability, accessibility, and ease of use to encourage widespread participation.

Methodology

▶ Baseline Needs Assessment

- Conduct surveys, focus group discussions, and one-on-one consultations with MSMEs to understand their current digital adoption levels and operational challenges.
- Segment MSMEs by size, sector, and digital readiness to customize software offerings.

▶ Vendor Selection and Discount Negotiation

- Identify credible software vendors offering scalable SaaS solutions for inventory management, accounting, CRM, and analytics.
- Negotiate partnerships to secure discounted pricing for MSMEs, ensuring affordability without compromising quality.

▶ Software Matchmaking

- Match MSMEs with appropriate software solutions based on their business needs and sectoral requirements.
- Provide guidance on selecting tools that offer the best value and long-term usability.

▶ Capacity Building and Training

- Organize training sessions to help MSMEs understand and integrate cloud-based tools into their workflows.
- Offer tailored training programs, including live demonstrations, case studies, and troubleshooting support, to maximize software utilization.

▶ Pilot Implementation

- Launch a pilot phase with selected MSMEs to test the efficacy of the project framework.

- Use feedback from pilot participants to refine processes and address challenges before scaling up.

► **Scaling and Monitoring**

- Roll out the initiative across the region, focusing on continuous engagement and support.
- Establish a monitoring framework to track adoption, software usage, and operational improvements.
- Use data analytics to assess outcomes such as increased productivity, cost savings, and expanded market access.

► **Feedback and Continuous Improvement**

- Set up feedback loops with participating MSMEs to identify areas for improvement.
- Use insights from monitoring and evaluation to refine the approach, ensuring alignment with MSMEs' evolving needs.

Conclusion

This project is a feasible, viable, and sustainable solution for addressing MSMEs' digital needs across sectors. By leveraging partnerships with software providers for discounted SaaS services, it eliminates cost barriers, fosters operational efficiency, and empowers MSMEs to embrace digital transformation. This approach contributes to long-term growth, resilience, and competitiveness in the MSME sector across Dadra, and Nagar Haveli and Daman, Diu.

This structured approach and methodology ensure that the project addresses MSMEs' challenges effectively, driving widespread adoption of cloud-based software solutions for enhanced productivity, efficiency, and competitiveness.

Timeline for achievement of Project Deliverables

Table 51 Timeline for Adoption of Software for MSMEs

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Number of MSMEs	1,000	-	700	300

Project Costing

Table 52 Budget for adoption of software for MSMEs (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Subsidizing Cost for Software	1,000.00	-	700.00	300.00
Total	1,000.00	-	700.00	300.00

B2 Augmenting Capacity for Competitiveness

B2.1 Establishing Testing Facility

Problem Statement

The Union Territory of Dadra, and Nagar Haveli and Daman, Diu faces infrastructure gaps in testing and certification facilities, significantly impacting the competitiveness and growth of its MSME sector. This challenge manifests across three key industrial segments:

1. Pharmaceutical Sector Challenges

- Local pharmaceutical MSMEs are forced to rely on distant testing facilities in Mumbai and Vadodara
- High testing costs per test create financial strain
- Absence of USFDA/EURO-compliant testing facilities limits export potential
- Long turnaround times affect production schedules and market responsiveness
- Current scenario affects approximately pharmaceutical units in the region

2. Plastics Industry Gaps

- Individual MSMEs Investing lakhs each in basic internal labs, leading to redundant investments
- Limited access to advanced testing capabilities required for quality certification
- Units face challenges in meeting international quality standards
- High costs for specialized tests affecting competitiveness
- Lack of centralized testing infrastructure forcing duplicative investments

3. Packaging Sector Deficiencies

- Absence of comprehensive testing facilities for various packaging materials
- High certification costs as per Indian Institute of Packaging standards
- Complex testing requirements across multiple IS codes
- Units struggling with export compliance due to testing limitations
- Fragmented testing infrastructure increasing operational costs

Project Design Concept Feasibility & Viability

1. Project Framework and Stakeholder Collaboration

This project aims to establish a state-of-the-art testing facility in partnership with the Industry Association and the Administration Dadra, and Nagar Haveli and Daman, Diu (DNH and DD). This collaboration will provide essential support in meeting industry standards and regulatory

requirements. Costs to be covered include accreditation, certification, training, and ongoing quality management, aligning with the strategic goals of the region's industrial growth.

2. Infrastructure Layout and Key Facility Divisions

The total facility area will be strategically divided into dedicated testing wings, including Pharmaceutical, Plastics, and Packaging Testing Wings, each equipped with advanced, specialized equipment to meet industry standards and adhere to international benchmarks. These wings are designed to ensure reliable and precise results, supporting compliance with regulatory frameworks and enhancing competitiveness in both local and export markets. While these are the major sectors, the testing center may also house critical equipment for other emerging sectors, providing a composite infrastructure capable of addressing diverse industry needs and adapting to future demands.

3. Testing Capabilities and Cost Coverage

The accreditation process will cover initial and annual costs for achieving and maintaining compliance with USFDA, EURO, and other international standards across pharmaceuticals, plastics, and packaging industries. This includes certification, validation of testing methods to meet global standards, and annual surveillance to ensure ongoing compliance. Method validation studies will be conducted to guarantee reliability, accuracy, and adherence to industry benchmarks, supporting the facility's credibility and operational excellence.

Training Requirements:

International Standard Training: Preparing staff to handle equipment and testing processes to international standards.

Technical Competency Programs: Building industry-aligned technical skills to ensure accurate testing and reporting.

Quality Management Training: Providing rigorous training in quality assurance and control to maintain high operational standards.

Technical Viability

1. Equipment Availability and Market Access

All required testing equipment is available within the Indian market and is compliant with international standards. Equipment procurement will be facilitated through the industry association, leveraging local suppliers and import options if needed.

2. Standardized Testing Protocols

Protocols for pharmaceutical, plastic, and packaging testing are well-established and will be implemented according to industry standards. The project will ensure readiness by following USFDA and EURO guidelines, which govern the methods and equipment specifications necessary for compliance and quality assurance.

3. Workforce Training

The collaboration will incorporate technical competency programs and international standard training for the workforce. Local workforce training will cover all required certifications, including those related to quality management, to ensure the facility's operational effectiveness and regulatory compliance.

Feasibility Analysis

Market Feasibility and Guaranteed Demand:

The facility has a reliable customer base among MSMEs, with demand from pharmaceutical, plastics, and packaging units in DNH&DD and also from Neighbouring Gujarat & Maharashtra. Demand is expected to grow as MSMEs in the proposed testing facility and will have reliable customer base among MSMEs in the pharmaceutical, plastics, and packaging sectors in DD&DNH, with additional demand from neighbouring Gujarat and Maharashtra. Revenue streams will include testing fees, training programs, consultancy services, and assistance with compliance and quality management. The facility is expected to reduce testing costs for local MSMEs, cut turnaround times, and improve compliance through enhanced quality management and international certifications, enabling better export readiness. Regionally, the facility will boost industrial infrastructure, strengthen the MSME sector, and promote exports by making local businesses more competitive in global markets.

Approach & Methodology

Establishing a testing facility requires a well-structured approach to meet the needs of MSMEs in pharmaceuticals, plastics, and packaging industries. This methodology outlines a phased and systematic approach involving stakeholder collaboration, needs assessment, technical planning, and sustainability measures to ensure a successful and scalable testing facility. The following steps provide a comprehensive outline to guide this project.

Project Initiation and Planning

Preparatory Activities for Establishing Testing Facility

1. **Stakeholder Engagement and Needs Assessment and Evolving a PPP Model**
Conduct consultations with MSMEs, assess testing gaps, and align objectives with stakeholders to ensure compliance with international standards and industry-specific needs.
 - Surveys, workshops, and meetings with MSMEs, regulatory bodies, and industry associations.
 - Data collection and analysis for sector-specific requirements.
2. **Technical and Regulatory Readiness**
Develop equipment specifications, procure advanced tools, align testing protocols with ISO/USFDA/EURO standards, and prepare for certifications like ISO 17025 to ensure global credibility.
 - Developing equipment specifications and testing protocols aligned with international standards.
 - Initial costs for preparing accreditation applications (ISO 17025, USFDA).
 - Vendor consultations and equipment procurement planning.
3. **Facility Design and Workforce Development**
Design specialized testing spaces, train staff on equipment operations and compliance, and conduct pilot tests to validate protocols and ensure operational readiness.

- Designing layouts for specialized testing spaces.
- Initial training programs for workforce readiness and pilot testing costs.
- Recruitment and talent acquisition planning.

Stakeholder Collaboration

- A steering committee will be formed, comprising stakeholders from the administration, industry, and certification bodies, to align objectives and ensure cohesive decision-making.
- Roles and responsibilities will be clearly defined to establish accountability among committee members.
- Effective communication channels will be created to facilitate regular updates and timely resolutions.
- A comprehensive project charter will be developed, outlining the scope, objectives, and metrics for measuring success.

Needs Assessment and Baseline Analysis

- Detailed surveys will be conducted to understand the testing requirements of MSMEs across key industries.
- Testing needs and associated costs will be documented to identify areas where cost savings can be achieved.
- The export potential of different sectors and their compliance requirements will be analyzed to support strategic planning.
- Existing testing infrastructure in the region will be reviewed to pinpoint gaps and eliminate redundancies.
- Technical specifications will be customized to meet the distinct requirements of the pharmaceuticals, plastics, and packaging sectors.

Technical Planning

- Testing specifications will be established, detailing the protocols and equipment needed for each industry.
- A procurement list for the necessary equipment will be compiled, ensuring compliance with applicable technical standards.
- An efficient facility layout will be designed to enhance workflow and prioritize safety.
- Testing procedures will be developed to align with international standards, boosting the facility's credibility.
- Scalability will be incorporated into the design, enabling future upgrades or expansions to accommodate advancements in technology.

Phase-wise Development

Phase 1: Initial Setup

The project will be launched under a Public-Private Partnership (PPP) model, with funds from the Raising and Accelerating MSME Performance (RAMP) program allocated for equipment, accreditations, and personnel training to establish a modern testing laboratory. This facility will focus on critical testing services for industries such as pharmaceuticals, plastics, and packaging, ensuring compliance with international standards and supporting both local and export markets. Initial efforts will involve securing regulatory clearances, recruiting essential staff, and developing basic infrastructure to support the lab's early operations.

Phase 2: Core Operationalization

During this phase, the necessary testing equipment will be procured and installed, and staff training programs will commence to ensure proper operation of the advanced systems. Quality management systems, based on international standards such as ISO, will be implemented to guarantee accuracy and reliability in testing. Steps to obtain national and international accreditations will also be initiated to enhance the facility's credibility and effectiveness.

Phase 3: Expansion and Specialization

In the final phase, the laboratory will introduce specialized testing capabilities to meet advanced requirements in various sectors. Efforts will focus on obtaining international certifications to further strengthen its global reputation. Advanced training programs will be expanded to enhance the technical skills of the workforce, and the facility will scale operations to achieve full capacity, offering a comprehensive range of high-quality testing services.

Quality Management Framework

The quality management framework will be built around ISO 17025 standards to ensure reliable and efficient laboratory operations. Standard Operating Procedures (SOPs) will be developed to maintain consistency and accuracy in testing processes, supported by robust document control systems for managing critical records. Quality control protocols will be established to uphold accuracy and dependability, and regular internal audits will be conducted to ensure ongoing compliance with international standards.

Human Resource Development

A robust recruitment strategy will be developed to hire qualified technical and support staff essential for smooth laboratory operations. Comprehensive training modules will be designed to cover equipment usage, industry standards, and quality management practices, ensuring staff are well-prepared to meet international standards for testing and quality assurance. Additionally, partnerships with technical institutions will be established to foster talent development and streamline recruitment efforts, creating a skilled workforce aligned with global benchmarks.

Operational Framework

Service Delivery Structure

The service delivery structure will focus on creating testing protocols specific to the pharmaceutical, plastics, and packaging sectors. It will include procedures for efficient sample collection, standardized reporting formats for clear communication, and feedback systems to gather client input and refine services. An online booking system will be introduced for scheduling and tracking tests. The financial model will include a fee structure suitable for MSMEs while covering operational costs. Strategies for cost recovery will support sustainability, and revenue will be generated through testing, training, consulting, and certification services.

Financial Model

A pricing model will be developed to cover operational costs while remaining accessible to MSMEs, ensuring a balance between affordability and financial viability. Cost-recovery mechanisms will be implemented to manage expenses effectively and maintain long-term sustainability. Additionally, revenue streams will be diversified by offering services such as testing, training, consulting, and certification, creating multiple income sources to support the facility's operations.

Monitoring and Evaluation

Key performance indicators will include tracking turnaround times to ensure efficient testing processes and maintain client satisfaction, measuring cost efficiency to assess savings and affordability for MSMEs, and gauging client satisfaction by collecting and analyzing feedback to improve service quality. Additionally, the facility will monitor its impact on compliance improvements, focusing on its role in helping businesses meet export requirements and align with international standards.

Quality Control and Assurance

Regular internal audits will be conducted to evaluate operations and ensure adherence to established standards, while external quality assessments will validate testing accuracy through proficiency programs. Customer feedback will be analyzed to identify and address service gaps, providing valuable insights for improvement. Data-driven strategies will be implemented to support continuous enhancement of service quality and operational efficiency.

Sustainability Measures

To ensure financial viability, operating costs will be optimized through cost-saving measures that maintain service quality. Marketing strategies will be developed to promote the facility, expand its client base, and increase service usage. Partnership opportunities will be explored to secure additional financial and operational support. This approach ensures the testing facility is effectively established to meet current demands while accommodating future growth, providing a strong foundation for consistent quality, financial stability, and sustained relevance within the MSME ecosystem of Dadra & Nagar Haveli and Daman & Diu.

Suggested List of Equipment

Table 53 - Equipment costing for the testing facility

Sr.No	Instrument	Suggested Make	Qty (No)	Approximate Cost in Rs
1	Shimadzu HPLC with Lab solution software	Shimadzu	3	60,00,000.00
2	GC with Headspace Autosampler	Shimadzu	1	32,00,000.00
3	UV Spectrophotometer	Shimadzu	1	12,00,000.00
4	FTIR (with Solid,Liquid and PM assembly)	Shimadzu	1	17,00,000.00
5	TOC Analyzer	Shimadzu	1	14,00,000.00
6	Dissolution Tester 14 Bowl with autosampler	Sotax	1	13,00,000.00
7	Polarimeter	Jasco	1	19,50,000.00
8	pH Meter 5-point calibration with printer facility	Thermo Orion	2	3,00,000.00
9	Melting Point Apparatus	Lab India	1	3,85,000.00
10	Leak Test Apparatus	Lab India	1	1,75,000.00
11	Auto Titrator with 21 CFR	Lab India	1	36,00,000.00
12	Karl Fischer Titrator with 21 CFR	Lab India	1	
13	Digital Sieve shaker with 8 Sieve, touch screen	Lab India	1	6,00,000.00
14	Analytical Balance, Capacity 220g, 0.1 mg Readability with printer	Sartorius	1	1,66,000.00
15	Semi Micro Balance, Capacity 120g, 0.01 mg Readability with printer	Sartorius	1	2,98,000.00
16	Micro Balance, Capacity 3.1g, 0.001mg Readability	Sartorius	1	17,30,000.00
17	Certified E2 Class Standard Weights Box	Sartorius	1	2,06,000.00
18	Certified F1 Class Standard Weights Box	Sartorius	3	90,000.00
19	Conductivity Meter	Labindia	1	85,000.00
20	Centrifuge Apparatus 15 ml and 50 ml Adopter	Thermo	1	52,000.00
21	SS Digital Heating Mantle capacity 2000 ml	Glassco	1	7,100.00
22	Hot Plate with magnetic stirrer Capacity 8L	Neutution	1	28,000.00
23	SS Digital Heating Mantle capacity 2000 ml	Glassco	1	7,100.00

24	Fuming Hood Chamber MS Powder coated 3'' x 2'' x 2''	-	1	1,40,000.00
25	Muffle Furnace 1200° C SS	Meta Lab	1	76,781.00
26	Hot Air Oven 200°C with digital controller 18''x 18''x 18''	Equitron	1	97,370.00
27	Stability Chamber capacity 1000 LTR 25° C/60% RH	Thermolab	1	16,73,584.00
28	Stability Chamber capacity 1000 LTR 30° C/76% RH	Thermolab	1	
29	Stability Chamber capacity 1000 LTR Stand By	Thermolab	1	
30	Stability Chamber capacity 1000 LTR 40° C/75% RH	Thermolab	1	
31	Photostability Chamber Capacity 200 LTR	Thermolab	1	
32	Vacuum Oven for LOD 130°C Inner SS and outer MS Capacity 12-15 L	Metalab	1	1,72,000.00
33	Digital water bath with 12 Whole ring lid	Equitron	1	64,970.00
34	UV Cabinet	Shanti Scientific	1	22,000.00
35	Refrigerator (210 Liter)	Pharma Grade	2	10,00,000.00
36	Digital Viscometer Higher model with 21CFR	Brookfield	1	40,00,000.00
37	Refractometer Higher model with 21CFR	Rudolph	1	8,40,000.00
38	Vacuum Pump Oil free	High Speed	2	26,000.00
39	Digital Ultrasonic Bath with Chiller 30L	PCI	1	2,45,000.00
40	Column storage cabinet MS	PCI	2	40,000.00
41	Digital Gas Flowmeter with printer	PCI	1	1,35,000.00
42	Gas Distribution Panel and purification system for GC and TOC	PCI	1	1,52,000.00
43	SS Solvent filtration assembly with filtration flask, Oil free vacuum pump	Equitron	1	21,500.00
44	Stopwatch	-	1	1,500.00
45	Thermo Water purification system, capacity 2 L per minute Type I, feed water Purified/RO water	Thermo	1	7,77,000.00
46	ICPMS	Perkin/Shimadzu	1	1,00,00,000.00

47	DSC	Waters	1	20,00,000.00
48	Malvern 3000 Mastersizer	AIMIL	1	35,00,000.00
49	LCMS	Agilent	1	2,50,00,000.00
	Globule Size Particle analyzer	Image Provision	1	15,00,000.00
50	GCMS	Agilent	1	2,50,00,000.00
51	Digital Thermo Hygrometer	Local Make	1	2,000.00
	PM QC:			
52	Box Compression Tester (Bursting Strength)	Test Pack	1	3,38,000.00
53	Vernier Caliper	Mitutoyo	2	29,000.00
54	Micrometer (Screw Gauge) Digital 25 mm	Mitutoyo	1	4,500.00
55	Analytical Balance, Capacity 220g, 0.1 mg Readability with printer	Sartorius	1	1,66,000.00
	MICROBIOLOGY SECTION:			
56	Double Door Horizontal Autoclave for steam Sterilizer, 250 L	Equitron	1	14,00,000.00
57	Single Door Vertical Autoclave for media discard, Capacity -100L	Equitron	1	5,80,000.00
58	Laminar air flow for MLT	Allegro	1	2,65,000.00
59	BOD Incubator Capacity - 800 L 20° C-25°C, Fungus Detectio	Thermolab	1	12,50,000.00
60	BOD Incubator Capacity - 800 L 30° C-35°C, Bacteria Detection	Thermolab	1	
61	BOD Incubator Capacity - 400 L 42° C-44°C, E -coli	Thermolab	1	
62	BOD Incubator Capacity - 400 L 55° C-60°C, BI incubation hot oven	Thermolab	1	
63	SS Biosafety Cabinet	Allegro	1	4,12,000.00
64	Steam Pot for media digestion	Equitron	1	1,32,000.00
65	Refrigerator for storage of sample, culture & media	Glacier	1	5,00,000.00
66	Dry Heat Sterilizer DHS	Allegro	1	5,00,000.00
67	Microbial Air Sampler	SAS	1	3,52,000.00

68	Binocular Microscope	Equitron	1	44,750.00
69	Colony counter	Equitron	1	14,800.00
70	Fogger Machine with timer	Idealin	1	52,000.00
71	Weighing Balance, capacity Min. 1g and Max. 500g	Sartorius	2	5,00,000.00
72	Vortex Mixture	Neaution	2	28,000.00
73	Sentino Pump with filtration funnel	Sartorius	1	4,00,000.00
74	Flat bottom pH meter with 3 Point Calibration	Thermo Orion	1	85,000.00
75	Serological water bath with hood	Equitron	1	49,362.00
76	Finn Pipette (100 µl)	Hi Media	2	36,000.00
77	Finn Pipette (1000 µl)	Hi Media	2	36,000.00
78	Deep Freezer	Thermolab	1	5,00,000.00
79	Sterility test LAF Vertical	Allegro	1	3,00,000.00
	PLASTIC			
1	Heat stability test	Hexa Plast / ZwickRoell	1	2,14,500.00
2	Drop/Impact test	International Equipments/ Instron	1	1,65,000.00
3	Thickness/Dimension test	Saumya Technocrates/ Mitutoyo	1	66,000.00
4	Pendulum Impact test	Techplast Testing Machines/Tinius Olsen	1	57,750.00
5	Heat/Cold retention capability test	Polyplast Equipment & Accessories /Qualitest	1	1,20,00,000.00
6	Weight balance test	Essae-Teraoka / Mettler Toledo	1	45,705.00
7	Deep Freezer	Blue Star /Thermo Fisher Scientific	1	56,925.00
8	Torque tester	Kant Plastology/Mark-10	1	2,24,400.00
9	Coating thickness gauge	Advance Equipments/Elcometer	1	57,750.00
10	Spectrometer Machine	Techno Instruments /Agilent Technologies	1	60,00,000.00
	Contingency @ 10%			1,27,82,834.70
Total				14,06,11,181.70

Timeline for achievement of Project Deliverables

Table 54 - Timeline for achievement of Project Deliverables

Project Costing

Table 55 - Project Costing

Establishment of Testing Lab Under PPP Mode	Total Budget	2024- 25	2025-26	2026 - 27
Establishment of Testing Lab Under PPP Mode through aid RAMP	1,406.11	-	1,054.58	351.53
Stakeholder Engagement and PPP Design	20.00	20.00	-	-
Technical and Regulatory Readiness	140.00	-	140.00	-
Design of Workspace and Workforce Development	40.00	8.00	32.00	-
Total	1,606.11	28.00	1,226.58	351.53

	Total Number	2024- 25	2025-26	2026 - 27
Reimbursement of Testing Cost @ Rs 10,00,000 for 30 Units	30	-	30	-

Supporting MSMEs in Select Sector for Certification Costs	Total Budget	2024- 25	2025-26	2026 - 27
Reimbursement of Testing Cost @ Rs 10,00,000 for 30 Units	30	-	300.00	-

B3 Promoting Industry Efficiency through Certifications

B3.1 Workshops for LEAN, ZED

Workshops on LEAN (Lean Manufacturing) and ZED (Zero Defect Zero Effect) practices play a transformative role in building the efficiency, productivity, and quality of small and medium enterprises (SMEs). These practices have become especially relevant in the Union Territory of Dadra & Nagar Haveli and Daman & Diu (DNH-DD), where a robust SME sector contributes significantly to the local economy. The LEAN methodology focuses on minimizing waste, optimizing processes, and enhancing productivity, while ZED emphasizes the importance of quality control with minimal environmental impact. For businesses in DNH-DD, adopting these methods can lead to cost reduction, improve product quality, and support environmentally responsible manufacturing—all essential to remaining competitive in today's dynamic market.

Table 56 - LEAN Scheme Data for the UT of DNH-DD

LEAN Scheme Data for the UT of DNH & DD				
S.No	District	Trainings Conducted	No. of Registration	No. of MSMEs in Bronze, Silver or Gold
1	Dadra & Nagar Haveli	1	20	0
2	Daman & Diu	1	11	0
Total		2	31	0

The LEAN scheme data for the Union Territory of Dadra & Nagar Haveli and Daman & Diu reveals that, while there has been an initial interest in Lean Manufacturing principles, with two training sessions held and 31 MSME registrations, no businesses have yet progressed to the bronze, silver, or gold certification levels. This suggests that further support is needed to move beyond awareness to actual implementation. The lack of certified MSMEs may stem from various challenges, such as limited follow-through after training, resource constraints, and possibly a need for more tailored guidance. Many MSMEs may require additional assistance, including on-site mentoring, financial support, or customized training that addresses specific local industry needs. Without these measures, MSMEs may find it difficult to invest in and apply Lean practices fully. Boosting awareness of the operational and competitive advantages of Lean certification could also encourage more active participation and certification progress, ultimately helping MSMEs in DNH-DD enhance their efficiency and sustainability.

Problem Statement

Economic Context

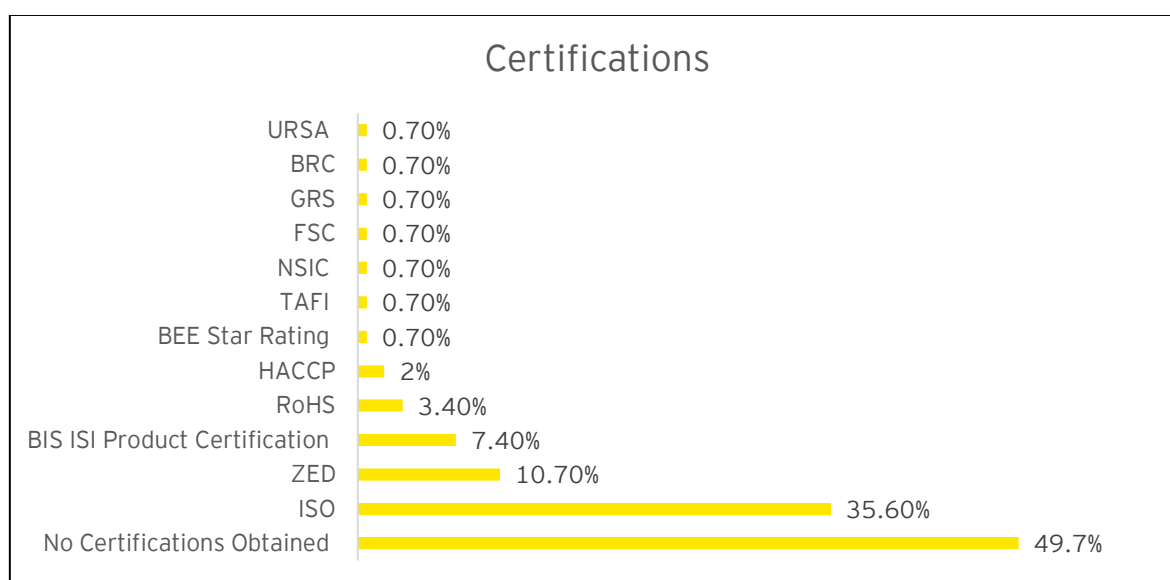
Dadra and Nagar Haveli and Daman and Diu has a significant reliance on the MSME sector, which constitutes a major part of its industrial ecosystem. The UT has a diverse industrial base, including plastics, pharmaceuticals, textiles, and food processing. However, despite this potential, many MSMEs face challenges such as limited access to technology, inadequate skill development, and insufficient awareness of available manufacturing schemes like Zero Defect Zero Effect (ZED) and LEAN manufacturing practices.

Policy Framework

The UT government has established several initiatives aimed at promoting entrepreneurship and enhancing the competitiveness of MSMEs. The Investment Promotion Scheme (IPS) provides various

incentives to new and existing MSMEs for expansion and modernization. However, there remains a gap in effectively communicating these schemes to potential beneficiaries. Awareness workshops can bridge this gap by educating entrepreneurs about available resources, fostering innovation, and encouraging participation in these schemes.

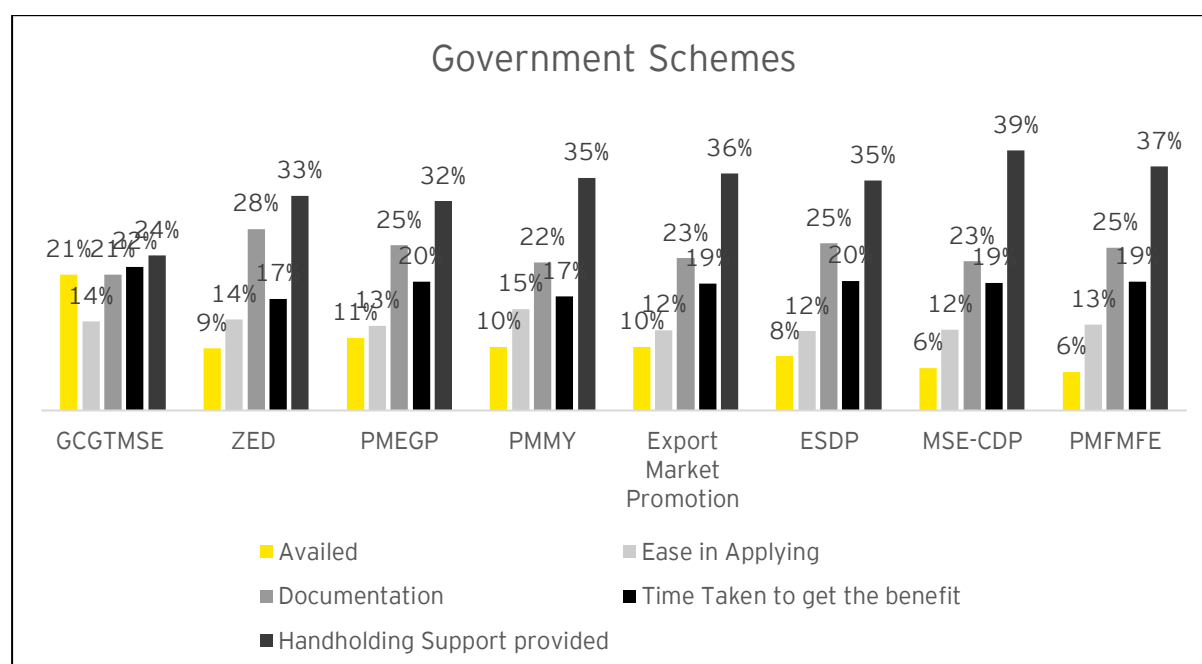
Figure 70 - Certifications



The data on certifications among MSMEs that were surveyed reveals that nearly half of the businesses, at 49.7%, have not obtained any certifications, which may suggest a potential area for improvement in terms of standardization and quality assurance.

The ZED (Zero Defect Zero Effect) certification is held by 10.7% of businesses, reflecting a commitment to quality products and environmental sustainability among a smaller segment of the MSMEs. BIS ISI Product Certification is obtained by 7.4% of businesses

Figure 71 - Government Schemes



Among the MSMEs that were surveyed, ZED has a lower availing rate of 9%, but higher percentages in documentation at 28% and handholding support at 33%, indicating that while fewer people avail of it, those who do may find better support and more stringent documentation requirements.

Despite the presence of robust policies aimed at supporting MSMEs in Dadra and Nagar Haveli and Daman and Diu, there is a significant lack of awareness among local entrepreneurs regarding available manufacturing schemes such as ZED and LEAN. This knowledge gap hinders their ability to leverage these resources effectively for business growth. The absence of targeted interventions like awareness workshops exacerbates existing challenges such as inadequate skills development, limited market access, and insufficient innovation within the sector. Therefore, there is an urgent need for structured awareness initiatives that not only inform but also empower MSMEs to utilize these schemes effectively. Such interventions are essential for fostering a vibrant industrial ecosystem that can contribute significantly to the economic development of the UT.

Proposed Project Design Concept and Feasibility & Viability of Proposal

Key Components:

- ▶ **Awareness Campaigns:** Launching a multi-channel campaign to inform MSMEs about the benefits of ZED and LEAN manufacturing schemes.
- ▶ **Workshop Series:** Organizing a series of workshops with experts on ZED and LEAN principles, tailored to the specific needs of the local industries.
- ▶ **Mentorship Programs:** Establishing a mentorship network of industry leaders and successful entrepreneurs to guide and motivate MSMEs.
- ▶ **Incentive Structures:** Developing incentive mechanisms to encourage MSMEs to adopt the practices taught in the workshops.

Feasibility and Viability

Feasibility:

- ▶ **Resource Availability:** Leveraging existing infrastructure such as industrial parks and training centers for workshop venues.
- ▶ **Expertise Access:** Collaborating with industry experts and institutions that specialize in ZED and LEAN methodologies.
- ▶ **Government Support:** Utilizing government schemes and subsidies designed to support MSME development.

Viability:

- ▶ **Economic Benefits:** Demonstrating the potential for cost savings, quality improvement, and market expansion through the adoption of advanced manufacturing schemes.
- ▶ **Sustainability:** Ensuring that the practices promoted are environmentally sustainable and socially responsible.
- ▶ **Scalability:** Designing the program to be scalable, allowing for expansion to other regions and sectors

Approach and Methodology for Implementation

- ▶ **Stakeholder Engagement:** Engage with MSMEs, local government bodies, industry associations, and experts to understand the specific needs and challenges faced by MSMEs in the region. This collaborative approach ensures that the workshops are relevant and address real-world issues.
- ▶ **Customized Content Development:** Develop workshop content tailored to the regional context, focusing on practical applications of ZED and LEAN principles. Content will be designed to be interactive and engaging, with a mix of theoretical and hands-on sessions.
- ▶ **Expert Facilitation:** Identify and onboard industry experts and consultants with a proven track record in implementing ZED and LEAN methodologies. These facilitators will lead the workshops and provide personalized guidance to MSME participants.
- ▶ **Continuous Learning and Support:** Establish a support system for MSMEs post-workshop to assist with implementation challenges. This could involve online resources, and periodic check-ins.
- ▶ **Provide Additional Incentives for MSMEs for Adoption of ZED and LEAN:** The incentive structure for MSMEs and industry associations includes reimbursement of ₹12,500 per MSME and ₹5,000 for industry associations under the ZED Silver Certification scheme. For ZED Gold Certification, the reimbursement is ₹21,000 per MSME along with ₹5,000 for industry associations. Additionally, the Lean Certification offers reimbursement of ₹36,000 per MSME, with an additional ₹5,000 incentive, making the total ₹41,000.

- ▶ Create Short films to focus on showcasing diverse regional industries, documenting real shop floor improvements, and capturing authentic testimonials, creating both detailed case studies and brief promotional content for promoting the scheme and contextualizing the same .

Methodology:

- ▶ **Needs Assessment:** Conduct a comprehensive survey to assess gaps in knowledge and practice among MSMEs regarding ZED and LEAN methodologies.
- ▶ **Workshop Design:** Based on the needs assessment, design a series of modular workshops that cover key aspects of ZED and LEAN. Each module will have clear learning objectives and outcomes.
- ▶ **Participant Selection:** Develop criteria for MSME participation to ensure that the workshops reach the intended audience. Criteria may include company size, sector, and willingness to implement new practices.
- ▶ **Implementation Plan:** Create a detailed implementation plan outlining the schedule, location, and logistics for the workshops. The plan will also include strategies for participant engagement and retention.
- ▶ **Resource Allocation:** Allocate resources effectively, ensuring that there are adequate facilities, materials, and personnel to deliver the workshops.
- ▶ **Monitoring and Evaluation (M&E):** Develop an M&E framework to track progress and measure the impact of the workshops. This will include both qualitative and quantitative metrics, such as participant feedback, pre- and post-workshop assessments, and monitoring of MSME performance indicators.
- ▶ **Feedback Loop:** Incorporate a feedback mechanism to gather insights from participants during and after the workshops. This feedback will be used to refine the workshop content and delivery for future sessions.
- ▶ **Reporting and Documentation:** Maintain thorough documentation of all workshop activities, participant progress, and outcomes. This documentation will be used for reporting to stakeholders and for continuous improvement of the program.
- ▶ **Scalability and Replication:** Design the approach to be scalable and replicable, allowing for the program to be expanded to other regions or adapted to different sectors in the future.
- ▶ **Financial Incentives:** The comprehensive adoption strategy begins with needs assessment and workshop design, supported by financial incentives including Rs. 12,500 for ZED Silver certification and Rs. 21,000 for ZED Gold certification per MSME, plus Rs. 5,000 for Industry Associations.
- ▶ **Resource Allocation:** Implementation focuses on participant selection and resource allocation, complemented by a Rs. 36,000 reimbursements for Lean certification. Industry Associations receive an additional Rs. 5,000 incentive, totaling Rs. 41,000 to promote wider adoption.

- **Monitoring and Evaluation:** The program emphasizes monitoring, evaluation, and documentation through a structured feedback loop, ensuring scalability across regions. The tiered incentive structure (Silver/Gold/Lean) encourages progressive improvement and sustained commitment from MSMEs.

Timeline for achievement of Project Deliverables

Table 57 Timeline for conducting workshops on LEAN and ZED

Activity	Total Number	2024-25	2025-26	2025-27
Reimbursement of Expenses for ZED Silver Certification & Additional Incentive to Industry Associations	150	-	120	30
Reimbursement of Expenses for ZED Gold Certification & Additional Incentive to Industry Associations	25	-	20	5
Reimbursement of Expenses for Lean Certification & Additional Benefit to Industry Associations	100	-	80	20
Documenting the Success Stories of the Region, Short Films	4	-	2	2

Activity	Total Budget	2024-25	2025-26	2026-2027
Number of Workshops	12		8	4
Expected Participants per Workshops @ 25 Participants per workshop	300		200	100

Project Costing

Table 58 Budget for conducting workshops on LEAN and ZED

Activity	Total Number	2024-25	2025-26	2026-27
Reimbursement of Expenses for ZED Silver Certification & Additional Incentive to Industry Associations @ (17500) 12500 per MSME and 5000 to Industry Association	26.25	-	21.00	5.25
Reimbursement of Expenses for ZED Gold Certification & Additional Incentive to Industry Associations (26000) 21000 +5000 to Industry Association	6.50	-	5.20	1.30
Reimbursement of Expenses for Lean Certification @Rs 36000 and additional Incentive of Rs 5000 (41000)	41.00	-	32.80	8.20
Documenting the Success Stories of the Region, Short Films @ Rs 10,00,000 per film	40.00	-	32.00	8.00
Total	114.00	-	91.00	23.00

Activity	Total Budget	2024 25	2025-26	2026-2027
Budget for Workshops @ Rs 70000	8.40	-	5.60	2.80
Total	8.40	-	5.60	2.80

C. Skill Development and Capacity Building

These interventions are designed to foster skill development and capacity building, ensuring a future-ready workforce for the industry. Targeted training programs aim to upskill the workforce, equipping employees with the technical and professional expertise needed to excel in an evolving industrial landscape. Additionally, the enhanced National Apprenticeship Promotion Scheme (NAPS) provides top-up incentives to encourage apprenticeship opportunities, facilitating hands-on learning and sustainable employment pathways. Together, these initiatives address skill gaps, enhance workforce productivity, and build a foundation for long-term growth and competitiveness.

C1 Capacity Building and Skill Development

C1.1 Training for Industry Workforce

Training the workforce in Dadra and Nagar Haveli and Daman and Diu (DNH-DD) is crucial for enhancing the skills and capabilities of employees in the industrial sector, particularly within MSMEs. Various government initiatives focus on upgrading the skills of workers through hands-on training, technical workshops, and upskilling programs tailored to industry needs. For instance, the *Skill Development Scheme* under the Ministry of Micro, Small and Medium Enterprises (MSME) focuses on providing industry-relevant skills to both current employees and new entrants, enhancing their productivity and efficiency.

Problem Statement

The Union Territory of Dadra, and Nagar Haveli & Daman and Diu, strategically positioned between Maharashtra and Gujarat, has evolved into a prominent manufacturing hub supported by favourable tax policies, industrial incentives, and proximity to major ports. Despite these advantages, the region's manufacturing sector is hindered by pervasive skill development challenges that impact workforce capabilities across multiple levels—workmen, supervisors, managers, and entrepreneurs—thereby threatening its competitiveness, operational efficiency, and sustainable growth.

At the Workmen Level, significant skill deficiencies exist in foundational manufacturing processes, digital literacy, and adherence to quality and safety standards. Workmen often lack exposure to modern manufacturing technologies and structured career progression pathways, leading to reduced productivity and limited adaptability to new processes. The lack of motivation for formal training, compounded by language barriers and limited awareness of the benefits of skill development, further exacerbates these issues.

At the Supervisory Level, gaps in technical knowledge, quality management, and team leadership present critical challenges. Supervisors often lack training in modern production processes, workplace safety, and regulatory compliance, hindering their ability to manage teams effectively and ensure consistent quality control. This skill gap contributes to inefficiencies, low morale, and resistance to adopting emerging technologies within teams.

At the Managerial and Entrepreneurial Level, the region's leaders face limitations in strategic planning, financial management, and an understanding of global manufacturing trends. The rapid pace of technological advancements, including Industry 4.0 concepts, requires managers and entrepreneurs to develop stronger digital and risk management competencies. However, limited training opportunities in supply chain optimization, change management, and sustainability practices restrict their ability to drive innovation, growth, and operational resilience.

Industry-wide, the lack of financial resources especially for training, time constraints, and limited mechanisms for assessing training needs hinder the development of a skilled workforce. Systemic issues, such as complex regulatory requirements, fragmented training ecosystems, and limited incentives for skill development, reduce the effectiveness of skill-building initiatives

The manufacturing sector in Dadra and Nagar Haveli & Daman and Diu faces significant challenges in establishing effective apprenticeship programs, which limits its ability to build a skilled workforce essential for sustained growth. Many businesses, especially SMEs, lack awareness of the benefits of apprenticeships and hesitate to invest due to limited financial incentives, regulatory complexities, and perceived short-term costs. This reluctance is compounded by a lack of alignment between apprenticeship training and the specific skills required by local industries, particularly in specialized or technology-driven roles.

For potential apprentices, limited training infrastructure, inadequate soft skills, and low awareness of career pathways in manufacturing reduce interest in apprenticeship programs. Local youth often prefer alternative careers, leading to a small talent pool of motivated candidates.

To address these issues, a coordinated approach is needed among industry, government, and training providers to increase awareness, align training content with industry needs, streamline regulations, and improve financial incentives. This multi-faceted strategy can foster an apprenticeship ecosystem that is attractive and beneficial for both businesses and apprentices, creating a sustainable pipeline of skilled workers for the region's manufacturing sector.

This complex, multi-layered challenge necessitates a comprehensive approach to skill development, with solutions tailored to meet the specific needs at each workforce level. An integrated, well-coordinated strategy across the workmen, supervisory, and managerial levels is critical to enhancing the sector's productivity, fostering innovation, and ensuring the region's long-term sustainability as a competitive manufacturing hub.

Proposed Project Design Concept, Feasibility and Viability

- ▶ **Workmen On-the-Job Training Model:** This flexible, structured model integrates skill-building within daily work, allowing workers to learn and apply new skills in real time. Trainers identify skill gaps and deliver tailored, hands-on training focused on practical tasks. This approach minimizes operational disruptions and enhances retention without requiring off-site sessions, thereby reducing downtime and boosting productivity. Continuous on-the-job skill enhancement helps MSMEs steadily build a workforce adaptable to modern industry needs.
- ▶ **Supervisory Development Framework:** This framework addresses supervisory skill gaps by focusing on three core areas: Technical Management, People Management, and Operational Excellence. Supervisors learn advanced process control, quality management, safety protocols, and performance monitoring for operational efficiency. People Management includes team leadership, conflict resolution, and mentoring, fostering productive work environments. Operational Excellence covers productivity, cost control, and compliance, driving high standards. A blended learning approach with on-the-job training, action projects, practical skills and peer collaboration will upgrade supervisory skills
- ▶ **Entrepreneurial and Managerial Development Framework:** This framework develops competencies in based on industries need the indicative areas are Strategic Management, Operational Management, and Leadership Development for business growth. Strategic Management covers business planning, financial oversight, and innovation, aligning with industry demands. Operational Management focuses on supply chain optimization, quality assurance, and

resource management. Leadership Development builds strategic thinking and decision-making to manage change and engage stakeholders effectively. Delivered through short duration programs, simulations, and case discussion this framework equips entrepreneurs to organize and conceptualize their practical learnings

Approach and Methodology for Implementation

Integrated Manufacturing Workforce Development Framework for MSMEs:

- ▶ **Preparation and Assessment Phase:** Begin by assessing industry-specific skill gaps, workforce capabilities, and emerging technology needs for MSMEs. This includes identifying quality and safety requirements and projecting future skill demands. The findings guide the framework's design, defining content development, practical training, assessments, and scheduling.
- ▶ **Content and Delivery Structure:** Core content covers safety, basic manufacturing processes, quality systems, and machine operations. With MSMEs in mind, 80% of training is shop-floor-focused, ensuring practical application, while 20% covers theory, using visuals, demonstrations, and peer learning.
- ▶ **On-the-Job Training Implementation:** A Structured program with modular progression to address the skill gap issues as well as the capacity of the learners to imbibe all the concepts
- ▶ **Quality and Support Systems:** Ensure training quality with continuous monitoring, regular feedback, and infrastructure support, including shopfloor settings, classrooms, equipment, safety gear, and detailed learning resources.
- ▶ **Practical Application and Skill Use:** Training primarily occurs on the shop floor, allowing immediate application of skills with expert guidance, ensuring theoretical learning translates into practical competency.

This tailored framework for MSMEs enhances workforce capabilities through practical, application-focused training, supporting MSMEs in achieving operational excellence and sustainable growth.

Integrated Supervisory Workforce Development Framework for MSMEs

- ▶ **Preparation and Assessment Phase:** This phase begins with a detailed assessment of supervisory skill requirements across MSMEs. Focus areas include leadership, technical knowledge, compliance, and productivity optimization. The assessment highlights both current skills and emerging demands, creating a foundation for designing content, practical exercises, assessment tools, and scheduling for supervisors.
- ▶ **Content and Delivery Structure:** The curriculum prioritizes leadership and team management, advanced manufacturing processes, quality control, and safety protocols. With supervisors requiring a strategic mindset, the framework emphasizes 60% hands-on learning for practical application and 40% guided theoretical sessions. These include case studies, scenario-based exercises, and peer discussions to simulate decision-making and problem-solving in real-world situations.
- ▶ **Hybrid Training Implementation:** A blend of foundational competencies, including safety oversight, team dynamics, basic operational strategies, and introductory quality management.

productivity enhancement, lean methodologies, conflict resolution, and decision-making skills. The program culminates in a comprehensive evaluation and personalized development plan

- ▶ **Quality and Support Systems:** Quality assurance for supervisors includes regular performance evaluations and feedback mechanisms to ensure program standards. Supervisors are given access to dedicated supervisory learning stations equipped with advanced training tools, documentation systems, and relevant case studies that support supervisory roles.
- ▶ **Practical Application and Immediate Skill Use:** Supervisors gain hands-on experience through on-the-job training and direct team management exercises under expert supervision. Practical training is designed to ensure that new supervisory skills are immediately applicable on the shop floor, enhancing both leadership capabilities and team productivity.

This tailored supervisory framework provides MSMEs with a structured approach to developing competent, proactive supervisors capable of leading teams, enhancing productivity, and fostering a culture of excellence and innovation within the organization.

Integrated Workforce Development Framework for MSME Entrepreneurs and Middle-Level Managers

- ▶ **Preparation and Assessment Phase:** The foundation begins with a needs analysis to identify core competencies essential for entrepreneurship and middle management in MSMEs. Key areas include strategic planning, financial acumen, people management, market dynamics, and compliance with evolving industry standards. This phase informs the design of content, practical exercises, assessment tools, and scheduling, aligning the framework with MSME needs for business growth and sustainability.
- ▶ **Content and Delivery Structure:** The program architecture focuses on business strategy, financial management, operational oversight, team leadership, and digital transformation. Emphasizing practical application interactive theory sessions, including case studies, simulations, peer learning, and expert-led workshops. This balance enables entrepreneurs and managers to apply learned concepts directly to their business operations.
- ▶ **Quality and Support Systems:** Quality assurance is maintained through continuous monitoring, participant feedback, and performance reviews. Entrepreneurs and managers are supported with dedicated learning materials, digital resources, and access to simulation tools for financial planning and operational oversight. Mentorship and support from industry experts ensure that participants receive guidance tailored to their business contexts.
- ▶ **Practical Application and Immediate Skill Use:** Training involves real-world applications through hands-on business simulations, role plays, and immediate application of new skills in the workplace. This ensures that theoretical concepts are directly transferable to daily business operations, enhancing the impact on business performance.
- ▶ **Progression and Development:** The program structure allows for skill progression, beginning with core business management skills and advancing to strategic decision-making, financial growth strategies, and innovation. This layered approach ensures a thorough grounding in essential competencies before moving to advanced topics.
- ▶ **Long-Term Impact:** Beyond immediate skill-building, the framework cultivates an entrepreneurial mindset, innovation, and strategic thinking. The goal is to develop business

leaders capable of adapting to market changes, driving sustainable growth, and fostering a culture of continuous improvement within their teams and organizations.

This comprehensive framework equips MSME entrepreneurs and middle managers with the practical skills and strategic insight necessary for sustainable business success. By focusing on practical application, immediate skill utilization, and continuous learning, it supports MSMEs in achieving competitive advantage, resilience, and long-term growth.

Timeline for achievement of Project deliverables

Table 59 Timeline for Capacity Building and Skill Development

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Capacity Building for Workmen for 10 days/ workmen for 6,000 workmen	6,000	-	4,200	1,800
Capacity Building for Supervisors @ Rs 2,500 per day for 5 Days	1,200	-	840	360
Capacity Building for Managers / Entrepreneurs Rs 2,500 per day / per workmen for 2 days for 1,000 entrepreneurs	1,000	-	700	300

Project Costing

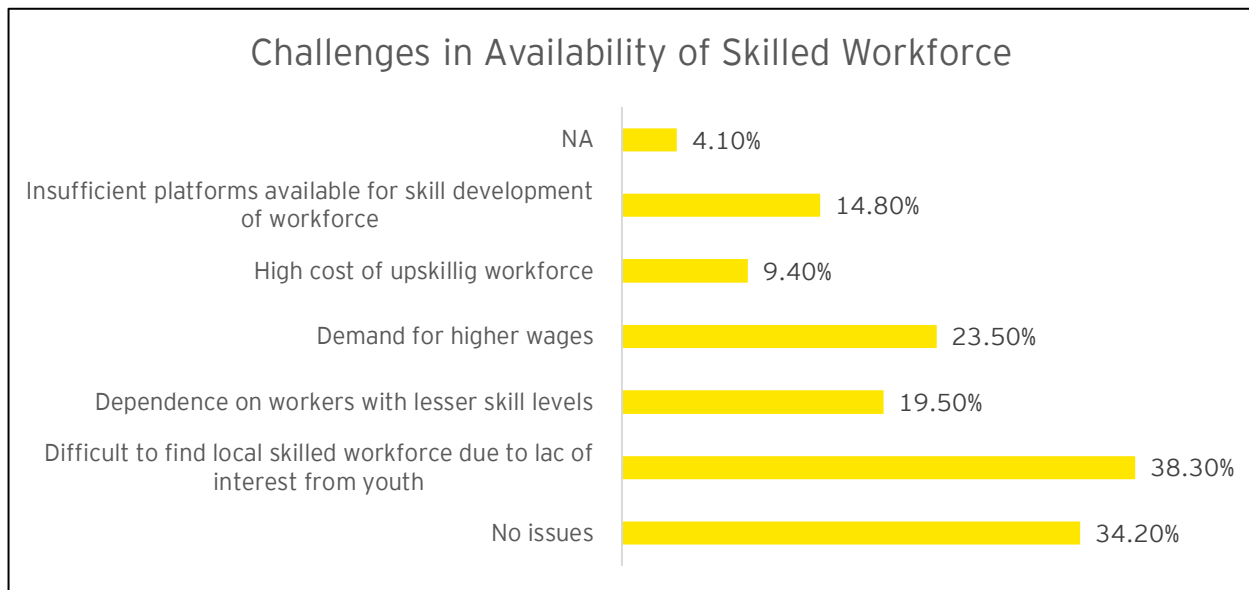
Table 60 Budget for Capacity Building and Skill Development

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Capacity Building for Workmen @ Rs 2,500 per day / per workmen for 10 days for 6,000 workmen	1500.00	-	1050.00	450.00
Capacity Building for Supervisors @ Rs 2,500 per day / per workmen for 5 days for 1,200 Supervisors	150.00	-	105.00	45.00
Capacity Building for Managers / Entrepreneurs Rs 2,500 per day / per workmen for 2 days for 1,000 entrepreneurs	50.00	-	35.00	15.00
Total	1700.00		1190.00	510.00

C2.1 NAPS top up to increase employment

Problem Statement

Figure 72 Challenges in Availability of Skilled Workforce



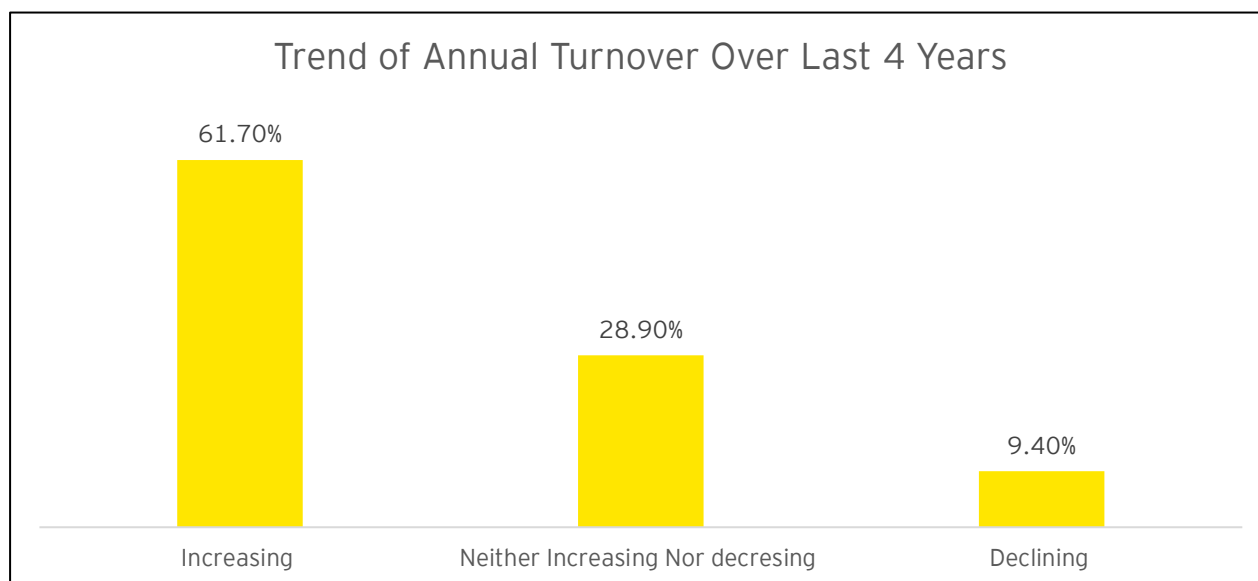
The survey data reveals a complex landscape of workforce challenges faced by businesses in relation to the availability of skilled labor. A significant challenge, reported by over 38% of businesses, is the difficulty in finding local skilled workers, with a notable lack of interest from the youth.

This issue may stem from a disconnect between the career aspirations of young people and the opportunities present in the market, or a broader cultural shift towards more digitally focused or service-oriented roles, leaving traditional sectors in a lurch.

Close to 20% of businesses are compensating for the lack of skilled labor by depending on less skilled workers, which can adversely affect productivity, necessitate additional training, and impact the quality of output. This reliance indicates a disparity in the labor market, where the need for skilled labor outstrips its availability.

The demand for higher wages, as indicated by nearly 23.5% of businesses, suggests that skilled workers are aware of their value in a competitive market, or it may reflect the rising cost of living. This demand for increased compensation can inflate operational costs and potentially squeeze profit margins.

Figure 73 Trend of Annual Turnover over Last 4 year



The surveyed MSMEs in the UT of DNH-DD demonstrates encouraging economic growth, with a majority of businesses (61.7%) showing an upward trend in annual turnover. This growth likely results from expanding markets, innovation, and strategic management within these enterprises. Meanwhile, a significant portion of businesses (28.9%) exhibit stable turnover rates, indicating market maturity or a potential plateau that may benefit from new strategies to foster further growth. However, a smaller subset (9.4%) faces declining revenue, suggesting challenges that could undermine sustainability.

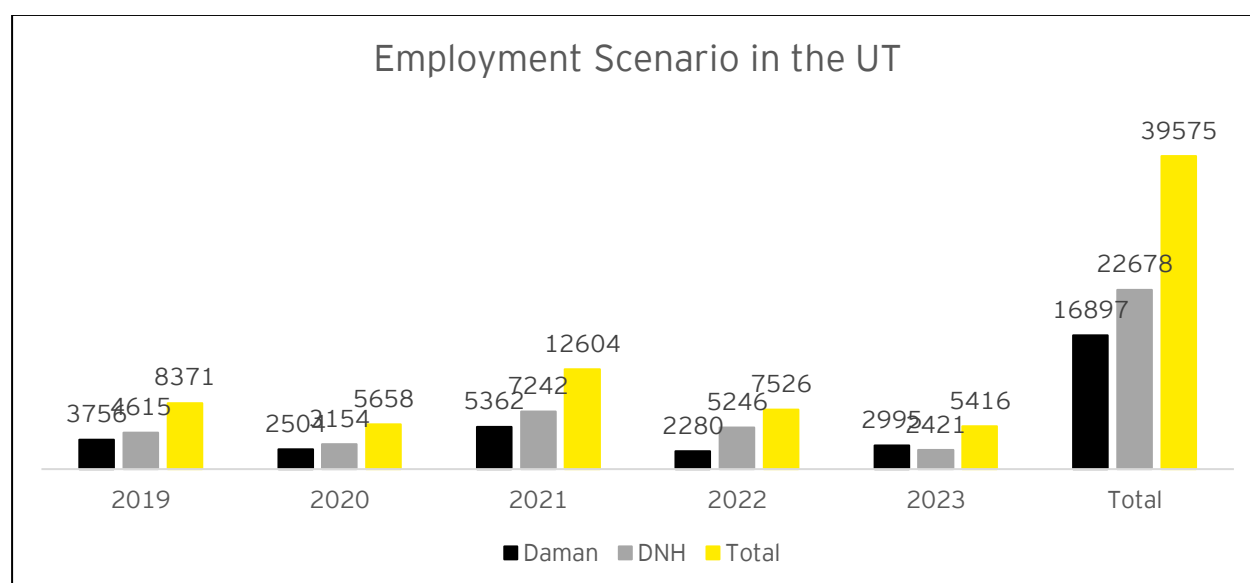
To harness the sector's potential and address these challenges, implementing a targeted National Apprenticeship Promotion Scheme (NAPS) top-up could be instrumental in increasing employment and enhancing productivity across the UT. By strategically expanding apprenticeship opportunities, particularly within MSMEs, the UT can build a skilled workforce, which is essential for sustaining the positive economic trends and supporting businesses that are struggling.

The turnover rates allow us to understand that there is an upward need for people to get skilled as the businesses are growing in the UT.

- ▶ **Low Industry Engagement:** There is a significant lack of participation from local industries in apprenticeship programs. Many MSMEs are either unaware of the benefits of apprenticeships or lack the capacity to effectively engage apprentices, leading to underutilization of available resources and support systems.
- ▶ **Skill Mismatch:** The skills imparted through existing training programs often do not align with the actual needs of local industries. This results in a gap between what candidates learn during their internships and the skills required by employers, ultimately affecting employability rates.
- ▶ **Limited Awareness and Accessibility:** Many potential candidates may not be aware of the apprenticeship opportunities available under NAPS. This lack of awareness can lead to lower enrolment rates, particularly among marginalized groups who may benefit most from such initiatives.

- ▶ **Financial Constraints for MSMEs:** Although the government provides a stipend top-up, many MSMEs still face financial constraints that deter them from hiring apprentices. The costs associated with onboarding and training can be perceived as burdensome, especially for smaller enterprises.
- ▶ **Regulatory Complexity:** The apprenticeship framework in India can be complex and bureaucratic, leading to confusion among employers regarding compliance, documentation, and eligibility criteria. This complexity may discourage MSMEs from participating in the program.
- ▶ **Perception Issues:** There is a societal perception that apprenticeships are a source of cheap labour rather than valuable training opportunities. This stigma can deter both candidates from seeking apprenticeship roles and employers from offering them.
- ▶ **Lack of Career Progression Pathways:** Currently, there is insufficient recognition of apprenticeship experience within formal education systems, which limits career progression for apprentices post-training. Without clear pathways to further education or employment opportunities, candidates may be less motivated to participate in apprenticeship programs.

Figure 74 - Employment Scenario in the UT



The table provides data for two regions, Daman and DNH, from 2019 to 2023, detailing annual counts and cumulative totals over this period. By examining the data trends, we can gain insights into the patterns and changes across these years, potentially revealing underlying factors influencing each region.

Looking at the annual trends, Daman and DNH both display notable fluctuations. Daman's counts start at 3756 in 2019, decline to 2504 in 2020, and then see a sharp rise to a peak of 5362 in 2021. However, this surge is followed by a steep drop to 2280 in 2022, and a slight increase to 2995 in 2023. Similarly, DNH's counts begin at 4615 in 2019, dip to 3154 in 2020, rise to a peak of 7242 in 2021, and then decrease to 5246 in 2022 and 2421 in 2023. These parallel trends across both regions may indicate shared external factors, such as economic shifts or health-related impacts, which affected both areas in a similar manner.

When we look at the combined totals for both regions, the highest figure is in 2021, with a total of 12,604, suggesting this year saw substantial activity or impact in both Daman and DNH. Conversely, the lowest combined total is observed in 2020, at 5658, possibly reflecting the early effects of the COVID-19 pandemic. The pattern of high totals in 2019 and 2021, followed by declines in 2022 and 2023, might point to periods of economic or social recovery and downturns influenced by external conditions.

Overall, DNH consistently records higher totals than Daman over these five years, with cumulative counts of 22,678 compared to Daman's 16,897. This suggests that DNH might have a larger population base or more active economic or social activities contributing to its higher figures. The data collectively reveals fluctuating trends, marked by significant peaks and troughs, potentially shaped by broader regional or global events impacting both regions similarly.

Therefore, In the Union Territory of Dadra and Nagar Haveli and Daman and Diu, MSMEs face a multifaceted challenge that impedes their growth and the region's economic development. A critical issue is the prevalent skill gap within the local workforce, which hinders MSMEs from operating at their full potential and curtails their capacity to innovate and expand. This skill deficit is compounded by a lack of adequate employment opportunities, contributing to persistent unemployment and underemployment among the populace. Furthermore, MSMEs often struggle with limited resources, which restricts their ability to invest in training and development programs necessary for upskilling workers and attracting skilled labor. Additionally, there is a noticeable gap in awareness among MSMEs regarding government initiatives like the National Apprenticeship Promotion Scheme (NAPS), which is designed to foster apprenticeship and vocational training. These challenges necessitate a targeted intervention to bridge the skill gap, enhance MSME productivity, and bolster employment in the region.

Proposed Project Design Concept and Feasibility & Viability of Proposal

Key Components of the Project Design Concept and Feasibility & Viability of Proposal are as follows:

- ▶ **Candidate Onboarding:**
 - Collaborate with local TPAs to identify and onboard candidates.
 - Ensure that candidates possess relevant skills that align with local industry needs.
- ▶ **Financial Support Structure:**
 - Provide financial incentives to both candidates and MSMEs to encourage participation in the apprenticeship program.
 - Implement a transparent disbursement mechanism for the ₹1,500 top-up support.
- ▶ **Skill Development Programs:**
 - Develop tailored training modules in collaboration with industry experts to address specific skill gaps.
 - Incorporate practical training components to enhance hands-on experience.
- ▶ **Monitoring and Evaluation Framework:**
 - Establish a robust M&E framework to track candidate progress, employer satisfaction, and overall program effectiveness.
- ▶ **Awareness Campaigns:**

- Launch initiatives to raise awareness about apprenticeship opportunities among potential candidates and MSMEs.
 - Utilize digital platforms and community outreach to maximize reach.
- ▶ **Resource Availability:** Identify local TPAs with experience in managing apprenticeship programs and ensure they have the capacity to handle the onboarding process.
 - ▶ **Training Infrastructure:** Evaluate existing training facilities and resources available for skill development programs.
 - ▶ **Compliance with NAPS:** Ensure that all activities align with NAPS guidelines and requirements for smooth implementation.
 - ▶ **Cost Estimates:** Calculate total costs associated with candidate onboarding, training program development, and financial support disbursement.
 - ▶ **Return on Investment (ROI):** Estimate potential economic benefits from increased employment rates and productivity gains within local industries.
 - ▶ **Funding Sources:** Identify potential funding sources, including government grants, private sector partnerships, and community contributions.
 - ▶ **Labor Laws:** Review relevant labor laws governing apprenticeships to ensure adherence to regulations.
 - ▶ **Government Policies:** Align project objectives with existing government policies aimed at promoting skill development and employment generation.
 - ▶ **Community Engagement:** Involve local communities in project planning to ensure that their needs and concerns are addressed.
 - ▶ **Perception Management:** Launch campaigns aimed at changing perceptions about apprenticeships as valuable career pathways rather than merely cheap labour options.

Approach and Methodology for Implementation

The proposed intervention to enhance employment opportunities in DNH-DD through the National Apprenticeship Promotion Scheme (NAPS) will adopt a multi-stakeholder approach involving close collaboration between the government, industry, and educational institutions. The key components of the approach and methodology are as follows:

- ▶ **Government Coordination:**
 - Work closely with the Ministry of Skill Development and Entrepreneurship (MSDE) and the Directorate General of Training (DGT) to align the intervention with NAPS guidelines and leverage existing resources.
 - Collaborate with the UT administration to facilitate financial support and policy-level interventions.
- ▶ **Industry Outreach:**

- Engage with local industry associations and individual MSMEs to raise awareness about the benefits of apprenticeship programs.
- Conduct workshops and seminars to address concerns and encourage participation in the intervention.

▶ **Educational Institution Collaboration:**

- Partner with vocational training centres, polytechnics, and engineering colleges to identify potential candidates for the apprenticeship program.
- Involve faculty members in the design and delivery of training modules to ensure relevance and quality.

▶ **Candidate Outreach:**

- Implement targeted outreach campaigns through educational institutions, job fairs, and community centres to attract suitable candidates for the apprenticeship program.
- Utilize digital platforms and social media to reach a wider audience.

▶ **Screening and Selection:**

- Develop a transparent selection process based on candidates' skills, experience, and motivation.
- Conduct aptitude tests and interviews to assess suitability for the program.

▶ **Onboarding and Orientation:**

- Organize orientation sessions for selected candidates to familiarize them with the program structure, expectations, and benefits.
- Facilitate the signing of apprenticeship contracts between candidates, employers, and the UT government.

▶ **Training Need Analysis:**

- Conduct a comprehensive training need analysis in collaboration with industry experts to identify skill gaps and training requirements.
- Develop customized training modules that address the specific needs of local industries.

▶ **Training Delivery Mechanisms:**

- Utilize a blended learning approach combining classroom sessions, hands-on training, and e-learning modules.
- Engage industry experts and experienced professionals as trainers to ensure practical relevance and knowledge transfer.

▶ **Continuous Improvement:**

- Implement regular feedback mechanisms to gather inputs from apprentices, employers, and trainers.

- Analyze feedback and assessment data to continuously improve the training program and address emerging skill requirements.

► **Key Performance Indicators (KPIs):**

- Establish a set of KPIs to track the progress and effectiveness of the intervention, such as candidate enrolment, completion rates, and employment outcomes.

► **Monitoring Mechanisms:**

- Implement regular monitoring through site visits, progress reports, and stakeholder interactions.
- Utilize digital platforms for real-time tracking of candidate performance and employer feedback.

► **Impact Evaluation:**

- Conduct a comprehensive impact evaluation at the end of the intervention to assess its effectiveness in enhancing employment opportunities and skill development.
- Engage independent third-party agencies for objective evaluation and impact assessment.

By adopting this multi-stakeholder approach and leveraging innovative methodologies, the proposed intervention aims to create a sustainable model for enhancing employment opportunities in Daman through the NAPS framework.

Timeline for achievement of Project Deliverables

The timeline for the achievement of this project would be 2024-2027.

Table 61 - Timeline for achievement of Project Deliverables

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Placement of Candidates as interns within the MSMEs	7,000	-	4,900	2,100
Incentivizing TPA for Apprenticeship Programme	7,000	-	4,900	2,100

Project costing

Table 62 - Project costing and contribution of State towards it

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Placement of Candidates as interns within the MSMEs	315.00	-	220.50	94.50
Incentivizing TPA for Apprenticeship Programme	35.00	-	24.50	10.50
Total	350.00	-	245.00	105.00

D. ESG (Environmental and Social Governance)

These interventions aim to embed Environmental and Social Governance (ESG) principles into business operations, fostering a culture of sustainability and responsibility. Through awareness workshops on green initiatives, businesses are educated on adopting eco-friendly practices, energy efficiency measures, and strategies for environmental stewardship. The reimbursement program for water and energy audits incentivizes organizations to evaluate and optimize their resource usage, helping to reduce environmental impact while improving operational efficiency. These efforts not only drive sustainable growth but also position businesses as responsible contributors to a greener and more socially conscious future.

D1 Energy and Water Audits

D1.1 Awareness Creation Workshops on Green Initiatives

Problem Statement

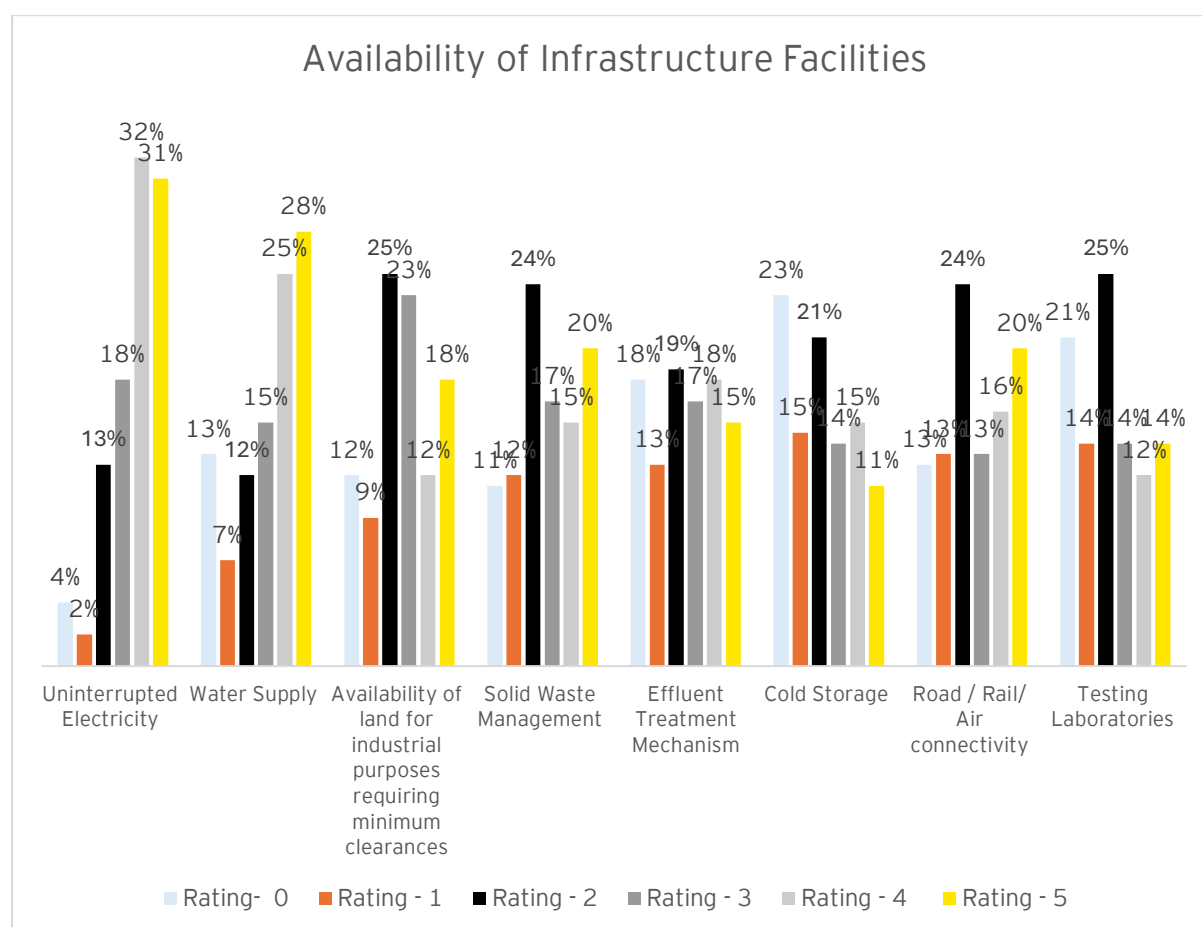
The MSME sector in Dadra, and Nagar Haveli & Daman and Diu includes a diverse range of industries, from manufacturing and Plastic, Textile, Pharma etc and various forms of small-scale production. However, these MSMEs face significant challenges in adopting sustainable practices, which are essential for both local environmental impact and market competitiveness. Despite their production potential, most MSMEs in the region struggle with issues such as high energy consumption, inefficient waste management, limited awareness of sustainable production methods, and difficulties in meeting evolving environmental regulations.

The primary challenges faced by MSMEs in adopting greener practices include:

- ▶ **Knowledge Gaps:** Many MSMEs lack awareness of the benefits of sustainable practices, including resource efficiency, cleaner production methods, and waste reduction. They often need more information on the environmental standards required for domestic and export markets, which could improve both their market competitiveness and compliance with regulations.
- ▶ **Capacity Building Needs:** While MSMEs can meet local demand, they often lack the technical capacity to implement sustainable production processes. This includes training in areas like energy conservation, water management, waste reduction, and pollution control. Given the variety of MSME industries in the UT, there is a strong need for tailored training that addresses specific challenges in each sector.
- ▶ **Need for Stakeholder Support and Networking:** MSMEs in this region often operate independently, without established networks or support systems to guide them in adopting green practices. They need better connections with environmental organizations, green certification bodies, and government resources to access practical knowledge, financial incentives, and support for greening their operations.

In a combined stakeholder meeting was convened with participants from the DNH Industry Association, Federation of Industries Daman, HIL, Industries Department, Director of Industries, and the EY Team Subsidies for energy and water audits were proposed to help industries comply with environmental standards.

Figure 75 - Availability of Infrastructure Facilities



The survey data provided reflects the ratings given to various infrastructure facilities on a scale from 0 (worst) to 5 (best). Here's an analysis of each infrastructure category based on the ratings:

Uninterrupted Electricity seems to be the most positively rated infrastructure facility, with a combined 63% of respondents giving it a high rating of 4 or 5. Only a small fraction rated it poorly (0 or 1), at 6%.

Water Supply is rated slightly lower, with 53% of respondents giving it a rating of 4 or 5. However, a notable 20% rated it as 0 or 1, indicating dissatisfaction among a significant minority.

A workshop series tailored to address these needs would focus on:

- ▶ Building understanding of sustainable production practices, environmental regulations, and potential certifications.
- ▶ Providing skills training for energy efficiency, resource management, pollution reduction, and waste management tailored to different sectors.
- ▶ Connecting MSMEs with environmental experts, government officials, and industry stakeholders to support the shift toward sustainability.

Proposed Project Design, Feasibility, and Viability

This project is designed to equip MSMEs across all industries in Dadra, and Nagar Haveli & Daman and Diu with the essential knowledge, skills, and connections needed to adopt sustainable practices. The project has three main objectives: to raise awareness about sustainable practices and regulatory requirements, to build technical skills for greener operations, and to establish strong networks with stakeholders who can support MSMEs in this transition.

The workshops will cover essential topics like energy conservation, cleaner production methods, waste management, water usage, and green certifications. These sessions will be offered both in-person and online to ensure broad participation, and will include hands-on activities, demonstrations, and real-world examples relevant to each sector. A networking component will also bring MSMEs together with environmental experts, certification bodies, and local authorities to provide ongoing support.

Feasibility and Viability

The feasibility of this project is supported by the presence of numerous industrial estates and MSMEs in the UT, which provides accessible venues for training sessions. The region's diverse industrial base creates a clear demand for sustainable practices across various sectors. Moreover, alignment with government initiatives on environmental compliance and sustainability makes this project more feasible, as MSMEs can leverage incentives for greener operations. The proximity to coastal areas also underscores the importance of reducing environmental impact, especially in managing waste and pollution. By adopting greener practices, MSMEs in the region stand to gain from reduced operational costs, enhanced regulatory compliance, and increased market appeal.

The project is also highly viable. With demand for sustainable products growing globally, greening MSMEs could lead to economic benefits such as cost savings, access to new markets, and long-term business sustainability. The project's flexible structure allows for future scalability, with potential to expand training modules and include advanced topics. In the long term, this intervention aims to create an environmentally responsible business ecosystem in Daman, Diu, and Dadra & Nagar Haveli, laying a foundation for sustainable economic growth.

Approach and Methodology for Implementation

This intervention will follow a systematic approach, informed by best practices for sustainable MSME development. Key steps include:

► Preparation and Stakeholder Engagement

- Identify key environmental challenges and sustainability opportunities across various sectors in the UT.
- Collaborate with local MSME associations, environmental agencies, and government bodies to ensure alignment with sustainability goals and available incentives.
- Recruit trainers with expertise in resource efficiency, waste management, and green certifications.

► Workshop Planning and Curriculum Development

- Develop a curriculum tailored to the specific environmental challenges and opportunities in each sector.

- Create practical resource materials, including case studies, checklists, and toolkits for sustainable practices.

► **Execution of Greening Workshops**

- Conduct introductory sessions on sustainable production basics, covering sector-specific insights.
- Organize hands-on training sessions focused on waste management, energy conservation, pollution control, and resource optimization tailored to each industry.
- Offer digital skills training, including tools for tracking sustainability metrics and managing online certifications.

► **Network Building and Stakeholder Integration**

- Facilitate networking events to connect MSMEs with environmental stakeholders, industry experts, and government representatives for support and mentorship.

► **Monitoring and Evaluation**

- Track key performance indicators such as waste reduction, energy savings, and improved environmental compliance.

► **Sustainability and Scalability**

- Develop online modules on sustainability practices that can be accessed beyond the workshop for ongoing learning.
- Expand partnerships with certification bodies and environmental agencies to provide continuous support.

By implementing this structured approach, MSMEs in Dadra, and Nagar Haveli & Daman and Diu will gain the knowledge, skills, and resources needed to operate sustainably, positioning them to thrive in an environmentally conscious economy. The project not only benefits the MSMEs by reducing costs and improving marketability but also contributes to the region's ecological health, ensuring a greener and more sustainable future for all.

Timeline for achievement of Project Deliverables

Table 63 Timeline for awareness creation workshops for greening

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Awareness Workshops for Green Initiatives	36	-	30	6
Number of MSMEs estimated @25 MSMEs per Workshop	900	-	750	150

Project Costing

Table 64 Budget for Awareness workshops for Greening (in INR Lakhs)

Estimated Budget	Total	FY 24 25	FY 25-26	FY 26-27
Awareness Workshops	45.00	-	37.50	7.50

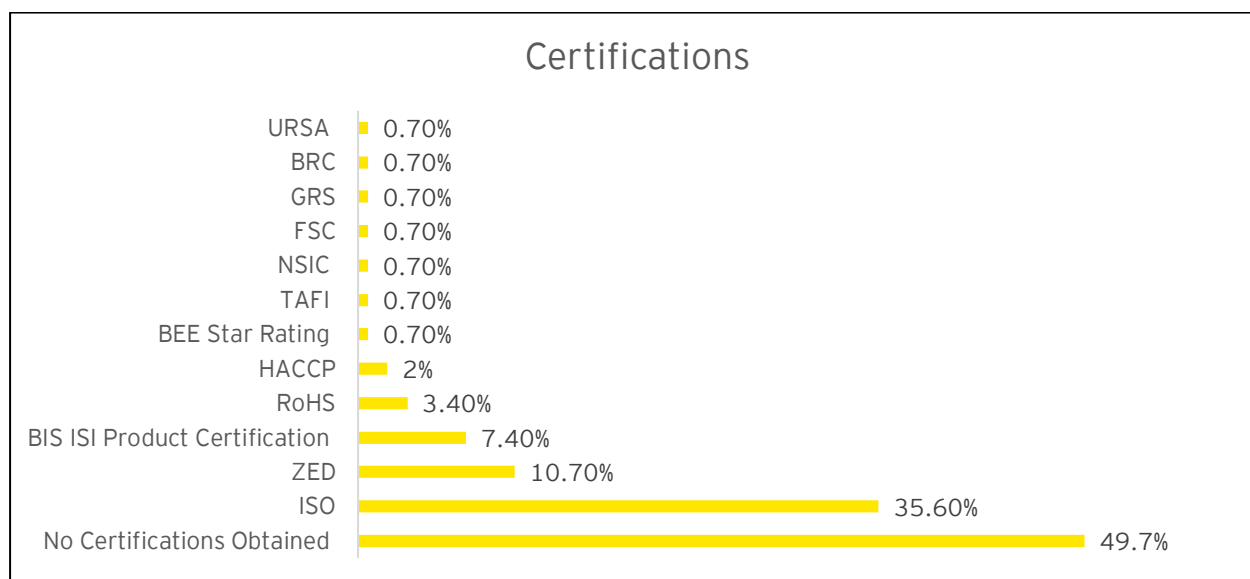
D1.2 Reimbursement for Water and Energy Audits

In the Union Territory of Dadra, and Nagar Haveli & Daman and Diu industrial units in key sectors such as plastics, textiles, and pharmaceuticals are grappling with significant barriers to adopting sustainable practices. The high energy consumption in plastic and textile manufacturing, coupled with the water-intensive processes in textiles and pharmaceuticals, makes these industries particularly resource-dependent. However, limited awareness of sustainable alternatives and the substantial costs associated with energy and water audits prevent many businesses from implementing necessary conservation measures, resulting in inefficient resource use, heightened operational costs, and adverse environmental impacts.

A major factor contributing to these challenges is the low adoption rate of renewable energy sources. For instance, only as per the diagnostic assessment and field survey only 2% of businesses have integrated renewable energy solutions, such as solar panels, despite the availability of a solar rooftop subsidy program in DNH & DD that could offset initial investment costs. Wind energy potential remains similarly underutilized, further highlighting the need for targeted support and incentives to drive adoption.

Additionally, green certifications such as BEE Star Rating (for energy efficiency) which serves as a tool to help consumers and businesses make informed decisions when purchasing appliances, equipment, and machinery by indicating the energy efficiency of products. The rating system uses a scale of 1 to 5 stars, TAFI (financial credibility), NSIC (for credibility in government tenders), FSC (sustainable forestry), GRS (global recycling standards), BRC (food safety), and URSA (recycled material standards) are each held by only 0.7% of businesses. These certifications, covering diverse aspects of sustainability and compliance, offer significant value in improving operational standards and market credibility. However, their low prevalence among MSMEs in DNH & DD suggests that they are either perceived as niche or inaccessible, perhaps due to lack of awareness, perceived complexity, or upfront costs.

Figure 76 - Certifications



These challenges collectively underscore the critical need for sustainable interventions tailored to the industrial landscape of DNH & DD. Addressing these gaps through financial support for audits, expanded awareness programs on renewable energy subsidies, and guidance on certification

processes could empower these industries to enhance efficiency, reduce their environmental impact, and increase competitiveness.

Problem Statement:

In the Union Territory of Dadra, and Nagar Haveli & Daman and Diu industrial units in sectors like plastics, textiles, and pharmaceuticals face substantial challenges in adopting sustainable practices due to limited awareness and the high costs associated with conducting energy and water audits. These financial barriers hinder these industries from implementing crucial conservation measures, resulting in inefficient resource use, increased operational costs, and negative environmental impacts. The high energy demands of plastic and textile manufacturing processes, combined with water-intensive operations in the textile and pharmaceutical sectors, underscore the need for sustainable interventions. Without support for energy and water audits and awareness on conservation techniques, these industries struggle to improve efficiency and reduce their environmental footprint.

Proposed Project Design Concept, Feasibility & Viability of Proposal:

Selected MSMEs in energy- and water-intensive industries will receive financial assistance to cover the costs associated with conducting energy and water audits. This initiative will support 500 MSMEs for energy audits at ₹200,000 each and 500 MSMEs for water audits at ₹100,000 each, totalling an investment of ₹15,00,00,000.

Project Design Concept

The proposed project aims to enhance sustainability among Micro, Small, and Medium Enterprises (MSMEs) in DNH and DD through financial support for energy and water audits and educational workshops. The project design focuses on two main components:

Financial Support for Audits: By reimbursing costs associated with energy and water audits, the project encourages MSMEs to assess their resource consumption and implement efficiency measures. This will lead to reduced operational costs and environmental impact.

The feasibility of the proposed projects is supported by several factors:

- ▶ **Market Demand:** There is a growing recognition among MSMEs of the importance of sustainability. Financial barriers have previously hindered many from conducting audits; therefore, providing financial support is likely to drive participation.
- ▶ **Stakeholder Engagement:** The initiative will involve collaboration with local government, research organizations, and industry experts, ensuring that the program is relevant and impactful.
- ▶ **Scalability:** The framework established through the pilot projects can be scaled to include more MSMEs or expanded to other regions, increasing the overall impact on sustainability.

Viability

- ▶ **Cost-Benefit Analysis:** The investment of ₹15,00,00,000 for audits and ₹4,20,000 for workshops is justified by the anticipated long-term savings in energy and water costs for participating MSMEs. Increased operational efficiency will also contribute to greater competitiveness in the market.

- ▶ **Regulatory Support:** Government support for sustainability initiatives enhances the proposal's viability, providing a conducive policy environment for successful implementation.
- ▶ **Sustainability Impact:** The projected outcomes, including reduced resource consumption and improved environmental practices, align with broader sustainability goals, making the project appealing to stakeholders and potential funders.

Approach and Methodology for Implementation

Designing an effective approach and methodology for the Raising and Accelerating MSME Performance (RAMP) scheme to conduct feasibility studies for water conservation through water audits involves several key steps. Here's a comprehensive plan for this intervention:

Approach

- ▶ **Needs Assessment:**
 - Identify and select target MSMEs for the energy and water conservation intervention. Prioritize those with significant energy and water usage or those located in water-scarce regions.
 - Conduct initial surveys or interviews to understand the specific water-related challenges and opportunities faced by these MSMEs.
- ▶ **Audit Preparation:**
 - Collaborate with specialized energy and water audit firms or experts who will assist in conducting the audits.
 - Develop a standardized checklist or questionnaire to gather data during the audit, covering areas such as water sources, consumption patterns, equipment, and processes.
- ▶ **Financial Support:**
 - Determine the financial assistance structure: up to 50% of the total cost or up to 1 Lakh for energy audits and INR 50,000 for water audits, whichever is lower.
 - Create an application process for MSMEs to apply for funding, including eligibility criteria and documentation requirements.
- ▶ **Audit Implementation:**
 - Coordinate with the selected energy and water audit experts to schedule and perform the audits at the chosen MSMEs.
 - Ensure the audits are comprehensive, covering all aspects of water use within the facility.
- ▶ **Data Collection and Analysis:**
 - Collect and analyse data from the energy and audits to identify areas of improvement and potential water-saving measures.
 - Quantify the potential energy and water savings and cost reductions.
- ▶ **Implementation Support:**

- Offer guidance and support to MSMEs in implementing the recommended energy and water conservation measures.
- Help them access any additional funding or incentives available for implementing these measures.

► **Monitoring and Evaluation:**

- Establish a monitoring framework to track the progress of energy and water conservation initiatives at each MSME.
- Regularly evaluate the impact of the interventions on water usage and cost savings.

Methodology

- **Data Collection:** During the energy and water audits, gather data on water sources, consumption patterns, infrastructure, processes, and any existing water-saving measures.
- **Data Analysis:** Analyse the collected data to identify inefficiencies, leaks, and areas where water conservation measures can be implemented.
- **Recommendation Development:** Generate a list of recommendations tailored to each MSME, outlining specific actions they can take to conserve energy and water and reduce costs.
- **Cost-Benefit Analysis:** Assess the potential cost savings and return on investment for each recommended measure.
- **Implementation Support:** Provide guidance and assistance to MSMEs in implementing the recommended measures, including technical support and access to financial resources
- **Monitoring and Evaluation:** Continuously monitor the progress of water conservation initiatives, track water usage, and assess the economic and environmental impact.

Timeline for achievement of Project Deliverables

Estimated timeline for achievement of the proposed project deliverable is from the year.

Table 65 - Timeline of the Project Deliverables

Reimbursement for Water and Energy Audits	Number of MSMEs	2024 25	2025-26	2026-2027
Estimated Budget @ Rs 1,00,000 per MSME for Water Audit	250	-	200	50
Estimated Budget @ Rs 2,00,000 per MSME for Energy Audit	750	-	600	150

Project costing

Table 66 - Project Costing

Reimbursement for Water and Energy Audits	Total Budget	2024 25	2025-26	2026-2027
Estimated Budget @ Rs 1,00,000 per MSME for Water Audit	250.00	-	200.00	50.00
Estimated Budget @ Rs 2,00,000 per MSME for Energy Audit	1500.00	-	1200.00	300.00
Total	1,750.00	-	1,400.00	350.00

E. Women Inclusion

These interventions aim to promote skill development and capacity building, with a focus on empowering women entrepreneurs. Product certification and training for members of Women Self-Help Groups (SHGs) equip them with the knowledge and skills needed to enhance product quality, meet market standards, and improve competitiveness. The incubation of women enterprises provides a supportive environment for women-led businesses, offering resources, mentorship, and guidance to foster innovation and sustainable growth. Together, these initiatives enable women to build their capacities, unlock economic opportunities, and contribute meaningfully to the entrepreneurial ecosystem.

E1.1 Product Certification and Training for Women SHGs members

Table 67 - Key Findings

S. No	Details	Unit	DNH	Daman	Diu	UT Total
1	SHG provided revolving fund (RF)	No.	28	21	5	54
2	Village organization formed	No.	5	1	1	7
3	Amount of revolving fund provided by SHGs	Rs.	₹ 4,20,000.00	₹ 3,15,000.00	₹ 75,000.00	₹ 8,10,000.00
4	Cluster level federation formed	No.	0	0	0	0
5	SHGs provided Community Investment Fund	No.	13	0	0	13
6	Amount of CIF provided to SHGs	Rs.	₹ 19,50,000.00	₹ 0.00	₹ 0.00	₹ 19,50,000.00

The current situation of Self-Help Groups (SHGs) in the Union Territory of Dadra & Nagar Haveli and Daman & Diu (DNH&DD) reflects initial progress in supporting micro-financial structures but also reveals areas for further development to strengthen SHG efficacy and community impact. Across the Union Territory, 54 SHGs have received revolving funds (RF), providing a foundational financial boost for these groups. DNH leads with 28 SHGs funded, followed by Daman with 21 and Diu with five. The total revolving fund disbursed amounts to ₹8,10,000, with ₹4,20,000 allocated to DNH, ₹3,15,000 to Daman, and ₹75,000 to Diu. These funds are instrumental in helping SHGs address immediate financial needs, sustain their operations, and create a pathway for economic resilience.

Efforts to build organizational capacity are evident in the formation of seven village organizations within the UT. DNH has five of these organizations, while Daman and Diu each have one. Village organizations play a crucial role in fostering solidarity among SHGs, promoting shared resources,

and enabling joint activities that drive community-focused initiatives. However, there are currently no Cluster Level Federations (CLFs) established across the UT. The absence of CLFs indicates a gap in higher-level organizational structures that could further strengthen SHGs by providing better access to funding, resources, and policy support. CLFs often empower SHGs to scale their operations, gain bargaining power, and engage in more sustainable development, underscoring the need to introduce these federations to enhance SHG functionality.

In terms of funding for community development projects, 13 SHGs in DNH have been supported by the Community Investment Fund (CIF), amounting to ₹19,50,000. CIFs are pivotal for SHGs, enabling them to pursue larger income-generating activities that boost both group and community development. However, Daman and Diu have not received CIF support, which limits the ability of SHGs in these regions to invest in transformative projects. Expanding CIF access to Daman and Diu would foster more equitable development across the UT and support SHGs in driving local economic progress.

- ▶ **Economic Empowerment:** SHG membership has been shown to enhance women's economic status. In the context of the UT, SHGs facilitate access to financial resources, enabling members to start small businesses. Each SHG typically supports 8 to 10 women in launching entrepreneurial ventures.
- ▶ **Reduction in Gender Disparities:** Research indicates that SHG membership contributes positively to women's empowerment by increasing their control over income and decision-making regarding credit. This has led to a reduction in the empowerment gap between men and women within households.
- ▶ **Community Engagement:** Women involved in SHGs are increasingly taking on leadership roles within their communities, participating actively in local governance and decision-making processes. This shift is crucial for promoting gender equality and enhancing women's voices in socio-economic matters.
- ▶ **Training and Capacity Building:** The effectiveness of SHGs is significantly enhanced when accompanied by training programs that improve members' skills in various areas such as production, marketing, and management. This holistic approach is essential for sustainable empowerment and economic viability

To help the Women SHGs the state has also provided financial assistance to Women SHGs under a state scheme called "Assistance for Capital Investment to Uplift the Economic Condition of Artisans/Persons." The scheme provides additional tools/equipment to SC/ST/OBC/EWS communities to generate adequate income and self-employment. The persons engaged in 27 different activities such as hawkers, vegetable vendors, carpenters, women SHGs, individuals, etc. who are 18 years and older.

Table 68 Female SHGs

S.No	Name of Trade	Approximate Cost
1	Cotton wick maker (Female SHGs member)	₹ 20,000.00
2	Paper cup and dish maker (Female SHGs)	₹ 50,000.00

It has been highlighted in our stakeholder meetings that There is significant potential for women SHGs in the UT, particularly in the Khanvel area. Post-training support is being provided, and efforts should be made to help these SHGs enter the market with a focus on marketing and product development.

Problem Statement:

Self-Help Groups (SHGs) in Dadra and Nagar Haveli and Daman and Diu (DNH-DD) face systemic and operational challenges that hinder their effectiveness and sustainability. While SHGs are pivotal in empowering women and fostering local economic development, their progress is constrained by several factors.

Limited access to financial resources remains a significant barrier, with 45.83% of SHG members reporting minimal engagement from banks, restricting their ability to secure necessary funding and support. Weak organizational structures, coupled with inadequate training and unclear operational guidelines, further reduce their efficiency. Many women rely on male counterparts for decision-making, undermining their autonomy and leadership potential.

Regional disparities also persist, as SHGs in Daman and Diu receive limited access to Community Investment Funds (CIFs) and other financial resources compared to Dadra and Nagar Haveli. This inequity stifles balanced development across the Union Territory. Additionally, a lack of focused training in financial management and group governance hampers SHG members' ability to manage activities effectively and engage in community-driven initiatives.

Addressing these challenges is essential to enhance the functionality, equity, and resilience of SHGs, ensuring their contributions to women's empowerment and local economic growth.

Proposed Project Design Concept and Feasibility & Viability of Proposal

Support for Product Certification and Capacity Building- The design is structured around a comprehensive capacity-building framework that integrates product certification support with essential training for SHG members. The project will consist of the following components:

- ▶ **Training Workshops:**
 - **Total Workshops:** 8 workshops, each lasting 5 days.
 - **Participants:** 50 participants per workshop, totalling 400 women SHG members.
 - **Content Focus:** Workshops will cover product certification processes, quality standards, marketing strategies, and business management skills.
- ▶ **Certification Support:**
 - Provide guidance through the certification process, including documentation assistance and connecting SHGs with certifying bodies.
- ▶ **Voluntary Mentorship Program:**
 - Pair participants with experienced entrepreneurs for ongoing support and advice post-training.
- ▶ **Monitoring and Evaluation:**
 - Establish a robust M&E framework to assess the effectiveness of training and the impact on product quality and market access.

- ▶ **Resource Availability:** The project is feasible given the availability of local trainers and experts in product certification and business management.
- ▶ **Community Engagement:** Strong community support from local government and NGOs enhances feasibility by providing additional resources and outreach capabilities.
- ▶ **Infrastructure:** Existing facilities within the community can be utilized for conducting workshops, minimizing additional costs.
- ▶ **Economic Potential:** The project is viable due to the growing demand for certified products in local and regional markets. Enhanced product quality is expected to lead to increased sales and income for SHG members.
- ▶ **Sustainability:** By equipping SHG members with skills and knowledge, the project fosters long-term sustainability, enabling members to maintain quality standards independently.
- ▶ **Financial Projections:** With an estimated increase in sales by at least 30% post-certification, the financial viability of SHGs will be significantly improved, ensuring continued participation in future training initiatives.

Training for Women SHG Members- focuses on delivering targeted training sessions designed to enhance specific skills among women SHG members. The project will consist of:

- ▶ **Training Sessions:**
 - **Total Participants:** 200 women SHG members.
 - **Training Format:** A combination of in-person workshops tailored to address specific skill sets such as production techniques, marketing strategies, financial literacy, and digital marketing.
- ▶ **Customized Curriculum Development:**
 - Develop tailored training modules based on the identified needs of participants, ensuring relevance to their business operations.
- ▶ **Peer Learning Groups:**
 - Establish peer learning groups to facilitate ongoing knowledge sharing and collaboration among participants.
- ▶ **Monitoring Progress:**
 - Implement a tracking system to monitor participants' application of skills learned in their businesses.
- ▶ **Accessibility of Trainers:** The feasibility of this project is supported by access to local trainers who specialize in various aspects of business management and entrepreneurship.
- ▶ **Logistical Considerations:** Training can be conducted at community centers or local venues that are easily accessible to participants.
- ▶ **Economic Impact:** The project is viable as it aims to directly enhance the income-generating potential of participants through improved skills. Participants are expected to see an increase in their business performance post-training.

- ▶ **Financial Sustainability:** With improved skills leading to increased sales and profitability, participants are likely to reinvest in further training or resources, creating a sustainable cycle of growth within the community.

Improving packaging and other product aspects of 10 products through Product Quality Certifications- The project aims to enhance the packaging and overall quality of 10 selected products produced by SHGs in the UT of DNH-DD through product quality certifications. The design includes the following components:

- ▶ **Product Selection:**
 - Identify 10 products from SHGs that have potential for market growth but require improvements in packaging and quality standards.
- ▶ **Packaging Redesign:**
 - Collaborate with design experts to create appealing and functional packaging that meets market trends and consumer preferences. This will involve:
 - Conducting focus groups with consumers to gather feedback on packaging designs.
 - Ensuring that packaging materials are sustainable and compliant with health regulations.
- ▶ **Quality Certification Process:**
 - Facilitate the certification process for each product, ensuring compliance with relevant national and international quality standards. This will include:
 - Assisting SHGs in preparing documentation required for certification.
 - Coordinating with certification bodies to conduct necessary evaluations.
- ▶ **Training Workshops:**
 - Organize training sessions for SHG members focusing on best practices in packaging, quality control, and marketing strategies to enhance product visibility.
- ▶ **Monitoring and Evaluation:**
 - Establish a robust M&E framework to track progress on packaging improvements, certification status, and market performance post-implementation.
- ▶ **Resource Availability:** The project is feasible given the availability of local design consultants and certification bodies that can provide necessary expertise and support.
- ▶ **Community Engagement:** Strong community involvement from SHGs ensures a collaborative approach, enhancing feasibility through shared ownership of the project outcomes.
- ▶ **Logistical Considerations:** Existing infrastructure within the community can be utilized for training sessions and product assessments, minimizing additional costs.
- ▶ **Sustainability:** By focusing on both packaging improvements and quality certifications, the project promotes long-term sustainability for SHGs. Enhanced product quality will likely lead to repeat purchases.

Approach and Methodology for Implementation

Support for Product Certification and Capacity Building-

▶ Needs Assessment:

- Conduct a comprehensive needs assessment to identify the specific skills gaps, challenges, and aspirations of the SHG members. This can be achieved through surveys, focus group discussions, and interviews with SHG leaders.

▶ Curriculum Development:

- Develop a tailored curriculum for the training workshops that incorporates practical exercises, case studies, and real-life examples relevant to the local context. The curriculum will cover:
 - Product certification processes.
 - Quality assurance practices.
 - Marketing strategies.
 - Business management fundamentals.

▶ Workshop Implementation:

- Organize 8 five-day workshops, ensuring a mix of theoretical knowledge and practical application. Each workshop will include:
 - Expert-led sessions on certification and quality standards.
 - Interactive group activities to foster collaboration and peer learning.
 - Field visits to successful SHGs or businesses that have achieved certification to provide inspiration and real-world insights.

▶ Ongoing Support and Voluntary Mentorship:

- Establish a mentorship program where experienced entrepreneurs provide guidance to SHG members post-training. This includes regular follow-ups, additional training sessions, and assistance in navigating the certification process.

▶ Evaluation and Feedback:

- Implement continuous evaluation methods throughout the workshops, including participant feedback forms and pre- and post-training assessments to measure skill acquisition and confidence levels.

Training for Women SHG Members-

▶ Targeted Skill Identification:

- Identify specific skills required by the 200 women SHG members through consultations with SHG leaders and members. Focus areas may include production techniques, marketing strategies, financial literacy, and digital marketing.

▶ Customized Training Modules:

- Develop customized training modules based on identified needs. Each module will be designed to be interactive, utilizing multimedia resources such as videos, presentations, and role-playing scenarios to enhance learning engagement.

▶ **Training Delivery:**

- Conduct a series of focused training sessions using a blend of methodologies:
 - In-Person Workshops: Facilitate hands-on workshops that allow participants to practice new skills in real-time.
 - Online Learning Platforms: Provide access to online resources for participants who may prefer flexible learning options or require additional support after initial training sessions.

▶ **Peer Learning Groups:**

- Create peer learning groups among participants to encourage knowledge sharing and collaboration. These groups will facilitate ongoing discussions about challenges faced in their businesses and collective problem-solving.

▶ **Monitoring Progress:**

- Implement a monitoring system that tracks participants' progress in applying learned skills in their businesses. This includes regular check-ins with trainers and facilitators as well as self-assessment tools for participants.

▶ **Post-Training Evaluation:**

- At the conclusion of the training program, conduct evaluations to assess the effectiveness of the training modules in enhancing participants' skills and confidence levels in managing their businesses.

Improving packaging and other product aspects of 10 products through Product Quality Certifications-

▶ **Project Planning and Orientation:**

- **Stakeholder Engagement:** Engage key stakeholders, including government agencies, NGOs, women's groups, and local authorities in DNH-DD to secure their support and alignment with the project's objectives.
- **Project Orientation:** Conduct an orientation workshop to inform stakeholders about the project's goals, strategies, and expected outcomes.

▶ **Product Selection and Geographic Mapping:**

- **Product Selection:** Collaborate with local communities in the UT of DNH-DD to identify and select 10 unique products that represent the cultural and geographic diversity of the region.
- **Geographic Mapping:** Identify and select 10 distinct blocks across DNH-DD to ensure a balanced representation of products and areas.

▶ **Needs Assessment and Training:**

- **Needs Assessment:** Conduct a thorough assessment to understand the skills, challenges, and aspirations of women entrepreneurs in DNH-DD.
 - **Capacity Building Workshops:** Design and deliver workshops on marketing, branding, digital literacy, pricing strategies, and negotiation skills, based on the identified needs.
 - **Local Experts and Trainers:** Collaborate with local experts and trainers in DNH-DD to ensure training programs are effective and relevant.
- ▶ **Quality Assurance and Standardization:**
- **Establish QA/QC Cell:** Set up a dedicated Quality Assurance and Quality Control (QA/QC) cell to maintain and certify product quality standards.
 - **Certification:** Ensure products meet industry standards and obtain necessary certifications to boost credibility.
- ▶ **Market Linkages and E-commerce Integration:**
- **E-commerce Platforms:** Facilitate the registration of women entrepreneurs from DNH-DD on e-commerce platforms, assisting with product listings, pricing, and online marketing.
 - **Physical Supply Chains:** Connect women entrepreneurs to local and regional supply chains, retailers, and markets.
- ▶ **Monitoring and Evaluation:**
- **Key Performance Indicators (KPIs):** Establish KPIs, such as increased sales, market reach, and brand recognition.
 - **Regular Assessment:** Conduct periodic assessments to track progress and make necessary adjustments.
- ▶ **Mentorship and Networking:**
- **Mentorship Programs:** Create mentorship programs that connect experienced business leaders with women entrepreneurs to provide guidance and support.
 - **Networking Events:** Organize networking events to foster collaboration and create a supportive community of women entrepreneurs.
- ▶ **Transition to Self-Sustainability:**
- **Empowerment:** Continuously empower women entrepreneurs through ongoing education, mentorship, and practical experience.
 - **Capacity Transfer:** Gradually transfer responsibilities, such as quality control and marketing, to the women entrepreneurs to enable them to run their businesses independently.
- ▶ **Continuous Learning and Adaptation:**
- **Feedback Mechanism:** Establish a feedback system to gather insights from women entrepreneurs, trainers, mentors, and other stakeholders for continuous improvement.
 - **Flexibility:** Remain adaptable to changing market conditions and evolving needs of women entrepreneurs.
- ▶ **Documentation and Reporting:**

- **Regular Reports:** Set up a reporting system to document the project's progress, challenges, and successes.
- **Knowledge Sharing:** Share insights and best practices with stakeholders to encourage similar initiatives in other regions.

► **Sustainability and Exit Strategy:**

- **Exit Planning:** Develop a clear exit strategy to ensure the project evolves into a self-sustaining model, continuing to support women entrepreneurs in DNH-DD in the long term.

► **Scale-Up and Replication:**

- **Scaling:** Explore the potential to scale up the project and replicate its success in other regions of DNH-DD and beyond.

Timeline for achievement of Project Deliverables

Table 69 Timeline for Product certification and trainin for women SHGs

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Awareness Workshops @ 25 participants per Workshop	16	-	12	4
Training for Product Value Chain For 4 members per SHGs	200	-	200	-
Cost of Certification for Products or SHG	10	-	7	3

Project Costing

Table 70 Budget for Product Certifications and Training for Women SHGs (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Awareness Workshops @ Rs 70,000 per Workshop	11.20		8.40	2.80
Training for Product Value Chain @ Rs 25,000 per Participant	50.00	-	50.00	-
Cost of Certification and Product Enhancement @ Rs 5,00,000 per product or SHG	50.00	-	35.00	15.00
Total	111.20	-	93.40	17.80

E1.2 Empowering Women Entrepreneurs through Seaweed Farming

Problem Statement:

The coastal regions of Dadra, and Nagar Haveli & Daman and Diu present significant untapped potential for diversifying their economic base beyond the traditional fisheries sector by promoting sustainable industries such as seaweed farming. Presently, the region's economy is predominantly reliant on fisheries, including marine fishing and the operation of mechanized trawlers. While this sector sustains the livelihoods of many, it faces limitations in terms of growth and diversification. Seaweed farming offers a promising opportunity to enhance the local economy and expand the region's industrial base, leveraging its environmental and economic benefits.

Seaweed farming is a versatile and sustainable industry that provides a valuable resource for food, livestock feed, biofertilizers, and various industrial applications, including bioplastics, pharmaceuticals, and cosmetics. In addition to its commercial value, seaweed farming plays a crucial role in environmental sustainability through carbon sequestration, ocean health improvement, and support for marine biodiversity. Moreover, as a renewable biofuel, seaweed holds the potential for contributing to sustainable energy production. Despite these numerous advantages, the development of a substantial seaweed farming industry in Dadra, and Nagar Haveli & Daman and Diu remains limited, with women in coastal communities having few opportunities to participate in emerging industries.

As of the 2011 Census, the coastal population of Daman and Diu stands at approximately 243,247 individuals, the majority of whom rely on traditional fisheries for their livelihoods. However, the involvement of women in economic activities outside of traditional sectors remains constrained. In line with our commitment to fostering inclusive economic growth, the MSME sector plays a critical role in empowering women and expanding entrepreneurial opportunities, particularly in emerging industries like seaweed farming. With the region's 603 square kilometres of territory and its location along the Arabian Sea, Daman and Diu are uniquely positioned to support seaweed cultivation due to the availability of saline waters conducive to farming.

To address these challenges, we propose a targeted intervention aimed at training women from coastal communities to become entrepreneurs in the seaweed farming sector. Through the formation of self-help groups (SHGs) and the provision of specialized training, these women will acquire the necessary skills to establish and manage their own seaweed farming enterprises. Additionally, we will assist them in registering their businesses as MSMEs, facilitating their integration into the formal economy and promoting women-led enterprises. This initiative seeks to diversify the local economy, create sustainable livelihoods, and foster the inclusion of women in the MSME sector, thereby contributing to the overall development and economic resilience of Daman, Diu, and Dadra & Nagar Haveli.

Proposed Project Design Concept, Feasibility and Viability of Proposal

Project-1: Identifying Potential Women Entrepreneurs of Seaweed Farming and Helping Them Form a Self-Help Group (SHG)

The first component of the intervention focuses on identifying and mobilizing potential women entrepreneurs from coastal communities in Daman, Diu, and Dadra & Nagar Haveli. The identification process will involve community outreach, consultations with local leaders, and collaboration with women's organizations to create awareness about the potential of seaweed farming. The women selected will be those who show interest in entrepreneurial activities, possess basic skills, and have

access to resources like land or access to coastal areas for seaweed cultivation. Once identified, these women will be organized into self-help groups (SHGs), which will serve as a foundation for collective action and collaboration in seaweed farming. SHGs will help the women pool resources, share knowledge, and create a support network, which is crucial for their long-term success in this emerging industry.

Feasibility of the Proposal

The feasibility of this component is high, given that there are existing social structures and community networks in place in these coastal areas. The formation of SHGs will ensure that women are provided with the support they need to navigate the challenges of entrepreneurship, while benefiting from the collective strength of the group. With government schemes and financial institutions supporting SHGs, accessing financial and social resources for starting businesses will be easier for the women.

Viability of the Proposal

This component is highly viable as it lays the groundwork for long-term economic empowerment and community cohesion. The formation of SHGs will foster a sustainable business model, as the groups will be able to share expertise, solve problems collectively, and create a viable entrepreneurial environment. With the right support and guidance, these SHGs can become self-sustaining entities that contribute to the growth of the local MSME sector.

Project-2: Training and Capacity Building of Potential Women Entrepreneurs of Seaweed Farming

Project Design Concept

The second component focuses on providing comprehensive training and capacity building for the identified women entrepreneurs. This training will include practical workshops on various methods of seaweed farming, including site selection, farming techniques, harvesting, and processing. Additionally, the training will cover aspects of identifying business opportunities in the seaweed sector, building forward and backward linkages, and creating sustainable business models. Market access, marketing strategies, and building brand recognition will also be critical components of the training. These sessions will be conducted by industry experts and successful entrepreneurs, offering hands-on experience and insights into the latest trends and best practices in seaweed farming.

Feasibility of the Proposal

Given the growing interest in sustainable industries and the potential of seaweed farming, there is a growing pool of experts and trainers who can be engaged to deliver high-quality, industry-relevant training. The feasibility of implementing this component is strong, as the region is geographically suited for seaweed farming and there is increasing demand for sustainable products, both domestically and internationally. Additionally, training will provide women with the necessary technical knowledge to succeed in the industry and make informed business decisions.

Viability of the Proposal

The viability of this component is solid, as it equips women entrepreneurs with the technical and business skills needed to launch and sustain a seaweed farming business. Training programs will result in well-prepared entrepreneurs who are equipped not only with practical skills but also the strategic insights to navigate the market and establish viable enterprises. The ongoing mentorship

and access to industry experts will ensure that women entrepreneurs are well-supported as they scale their businesses.

Project-3: Assisting in Establishing MSME Units and Facilitating MSME Registration

Project Design Concept

The third component of the intervention focuses on the establishment of seaweed farming units as formal MSMEs. This will involve guiding the self-help groups in setting up their businesses, from procuring the necessary licenses to fulfilling regulatory requirements. This support will include assistance with registering their business under the MSME Act, securing necessary certifications, and adhering to environmental and industry standards. Additionally, the project will offer handholding support to the women entrepreneurs through all stages of business setup, providing them with the tools, resources, and guidance necessary to ensure their businesses meet formal business standards.

Feasibility of the Proposal

The feasibility of this component is high, given the availability of government schemes and support mechanisms for MSMEs in India. Financial support, including subsidies, grants, and loans for MSME startups, will be accessible through government schemes, making the registration process and business setup more achievable. Regulatory frameworks for MSMEs are well-established, and the support of local authorities and institutions will further ease the process of business establishment.

Viability of the Proposal

The viability of this component is enhanced by the robust support systems in place for MSMEs in India. Registering as an MSME will provide women entrepreneurs with legal recognition, access to financial schemes, and market credibility. With formal business registration, these entrepreneurs will be able to access better market opportunities, attract investment, and be part of the national and international supply chains for seaweed-based products. The support for regulatory work and compliance will ensure that the businesses are sustainable in the long term.

Project-4: Facilitating MSME Units Avail Benefits Under Pradhan Mantri Matsya Sampada Yojana (PMMSY)

Project Design Concept

The final component focuses on ensuring that women-led MSMEs in seaweed farming can access benefits under the Pradhan Mantri Matsya Sampada Yojana (PMMSY). This will involve guiding the registered MSMEs through the process of applying for government subsidies, grants, and other financial support available under PMMSY. A dedicated team will provide facilitation services, assisting with the application process, documentation, and ensuring that all eligibility criteria are met.

Feasibility of the Proposal

The feasibility of this component lies in the active promotion of the PMMSY by the government, which aims to enhance the productivity and livelihoods of coastal communities. The scheme is designed to support sustainable fisheries and aquaculture practices, and seaweed farming aligns with its objectives. The intervention will leverage the existing infrastructure for implementing PMMSY, making it easier for the women entrepreneurs to access these resources.

Viability of the Proposal

By enabling MSMEs to access financial and infrastructural support from PMMSY, this component will provide women entrepreneurs with the necessary capital to expand their businesses, invest in technology, and scale their operations. This support will enhance the long-term sustainability and profitability of the seaweed farming enterprises, making it a crucial step toward ensuring the success of the initiative and fostering women's economic empowerment in the region.

Approach and Methodology for Implementation

Project-1: Identifying Potential Women Entrepreneurs of Seaweed Farming and Helping Them Form a Self-Help Group (SHG)

The approach to identifying potential women entrepreneurs and forming SHGs will be community-based and participatory. The first step will be to conduct outreach programs and awareness campaigns to educate local communities, particularly women, about the benefits and opportunities in seaweed farming. This will be done through local media, community meetings, and collaboration with women's organizations and local leaders. The identification process will be inclusive, ensuring that women from diverse socio-economic backgrounds, including those with access to coastal areas, are given equal opportunity to participate.

- ▶ **Community Outreach:** Engage with local women through community leaders, NGOs, and self-help groups already active in the region. Conduct informational sessions about seaweed farming and its potential as a business.
- ▶ **Needs Assessment & Screening:** Using surveys and focus group discussions, assess the interest, basic skills, and readiness of women to engage in seaweed farming. Screen applicants based on their access to coastal resources (e.g., land or proximity to the sea) and their entrepreneurial mindset.
- ▶ **Formation of SHGs:** Based on the selection process, form self-help groups. These groups will be encouraged to take collective decisions, pool resources, and share risks. The group formation will be facilitated through group dynamics sessions, focusing on communication, trust-building, and collaboration.
- ▶ **Training on SHG Management:** Provide initial training on SHG management, including decision-making, financial management, and group responsibilities, ensuring that the groups function autonomously and sustainably.

Project-2: Training and Capacity Building of Potential Women Entrepreneurs of Seaweed Farming

The approach to training and capacity building will focus on a combination of theoretical and hands-on practical sessions. The training will be designed to equip the women with not only the technical skills required for seaweed farming but also the entrepreneurial skills needed to establish and sustain their businesses. A holistic, multi-step approach will be used, starting with the fundamentals of seaweed cultivation and advancing to market strategies and business development.

- ▶ **Industry Expert Engagement:** Engage experienced professionals from the seaweed farming industry, including successful entrepreneurs, scientists, and experts in sustainable agriculture. These experts will lead the training modules and workshops.

- ▶ **Hands-on Demonstration & Field Visits:** Organize field visits to successful seaweed farms to allow women entrepreneurs to observe real-life operations. Hands-on demonstrations will include site selection, seaweed planting and harvesting techniques, and the preparation of value-added products such as seaweed-based fertilizers and biofuels.
- ▶ **Business Training:** Develop and deliver modules that cover entrepreneurship, identifying and exploring business opportunities, building forward and backward linkages, and accessing markets. Specialized sessions will be held on creating sustainable business models, financial management, and marketing strategies, which will include branding, product development, and market outreach.
- ▶ **Access to Resources & Support:** Provide access to a resource hub, including literature, online courses, and mentorship, ensuring continuous learning and support beyond formal training. Local partnerships with industry stakeholders will facilitate access to seeds, tools, and other materials.
- ▶ **Peer Learning:** Create platforms for women to share their experiences and learn from one another. This could include regular check-ins, peer-to-peer learning sessions, and networking events.

Project-3: Assisting in Establishing MSME Units and Facilitating MSME Registration

The approach to helping women set up their seaweed farming businesses as formal MSMEs will focus on handholding support, navigating regulatory processes, and ensuring long-term sustainability. This component will work closely with government agencies, financial institutions, and local authorities to ensure that all necessary documentation, certifications, and registration processes are handled efficiently. Emphasis will be placed on empowering women with the knowledge and tools to manage their businesses effectively.

- ▶ **Regulatory Guidance & Handholding Support:** Provide one-on-one support to women entrepreneurs to guide them through the MSME registration process. This will include assistance with the preparation of required documents, filling out forms, and understanding the legalities involved in registering their businesses. Dedicated support staff will be available to offer advice and assistance at every step.
- ▶ **Access to Government Schemes:** Assist SHGs in identifying and accessing government subsidies, grants, loans, and other financial support for MSMEs. Linkages will be established with government departments and financial institutions to ensure women entrepreneurs have access to the resources necessary for setting up their seaweed farming businesses.
- ▶ **Business Infrastructure Setup:** Provide guidance on setting up the physical infrastructure required for seaweed farming, including sourcing materials for cultivation, building small-scale processing units, and developing storage facilities. Local experts and technicians will be involved to help women set up these infrastructures in compliance with industry standards.

- ▶ **Certification & Compliance:** Help entrepreneurs comply with industry-specific regulations and obtain relevant certifications, such as organic certification, environmental compliance, and product quality standards. This is crucial for accessing formal markets and gaining credibility.
- ▶ **Sustainability Planning:** Conduct workshops on business sustainability, focusing on financial planning, risk management, and the long-term scalability of their seaweed farming operations. This will also include developing exit strategies and ensuring that the businesses can continue operating smoothly once they have become established MSMEs.

Project-4: Facilitating MSME Units Avail Benefits Under Pradhan Mantri Matsya Sampada Yojana (PMMSY)

This component aims to provide women-led MSMEs in the seaweed farming sector with access to government schemes, particularly the Pradhan Mantri Matsya Sampada Yojana (PMMSY). The approach will involve guiding the MSME units through the process of applying for financial and infrastructural support under PMMSY, ensuring that they can access the resources needed to scale and improve their operations.

- ▶ **Awareness Building:** Organize awareness sessions to educate the registered MSMEs on the benefits available under PMMSY, including subsidies, loans, and grants for infrastructure development, technology adoption, and marketing.
- ▶ **Application Support:** Provide step-by-step guidance to MSMEs in completing and submitting applications for PMMSY funding. This includes helping with the necessary documentation, eligibility verification, and submission deadlines.
- ▶ **Monitoring and Follow-up:** Establish a dedicated team to monitor the application process and ensure that the women-led MSMEs receive the necessary support at each stage. This team will also follow up with government departments to ensure timely disbursement of funds.
- ▶ **Capacity Building for Fund Utilization:** Once funding is received, ensure that the MSMEs are able to effectively utilize the funds for upgrading infrastructure, purchasing equipment, and improving business operations. This will include workshops on financial management and fund utilization best practices.

Timeline for achievement of Project Deliverables

The Project Duration is for from FY 2024-27.

Table 71 - Project Costing for the Interventions

Capacity Building of SHG Women for Seaweed Farming	Total Number of Beneficiaries	2024-25	2025-26	2025-27
Training and Capacity Building of Women SHGs for taking up Seaweed Farming	20 SHGs	20	-	-

Project costing

Year wise costing of the respective interventions (in Rs. Cr.) are as provided below:

Table 72 - Year wise costing of the respective interventions (in Rs. Cr.)

Activities under Capacity Building of SHG Women for Seaweed Farming	Total Cost	2024 - 25	2025 -26	2026 -27
Seed Cost for Seaweed Farming	100.00	-	100.00	-
Providing 10 Rafts per Member for 10 members for 20 SHGs	4.00	-	4.00	-
Number of Mandays @ 500 Rs per raft per month	18.00	-	90.00	9.00
Training days at the rate of 10 women per SHG for 20 SHGs	240.00	-	180.00	60.00
SHGs enhance seaweed market presence through cooperatives, digital platforms, value addition, direct sales, and institutional partnerships with buyer networks	100.00	-	50.00	50.00
Miscellaneous	20.00	-	-	-
Total	482.00	-	343.00	119.00

Providing training and capacity building to women in seaweed farming equips them with the technical knowledge and entrepreneurial skills needed to successfully engage in MSME activities. By gaining expertise in cultivation methods, business development, and market strategies, women are empowered to take ownership of their own enterprises, which fosters economic independence and self-sufficiency. Furthermore, assisting them in registering their businesses as MSMEs ensures formal recognition, opening doors to financial support, government schemes, and market access. This initiative not only enhances their participation in the growing seaweed farming industry but also promotes gender inclusivity within the MSME sector, contributing to the broader goal of economic diversification and empowering women to take on leadership roles in the region's economic development.

E1.3 Incubation of Women Enterprises

Problem Statement:

The incubation of women enterprises in Dadra and Nagar Haveli, Daman, and Diu (DNH-DD) seeks to address significant barriers faced by women-led businesses in the local MSME sector. Of the 21,456 MSMEs registered in this region, only 2,037 are women-led enterprises (9.5%), reflecting a small yet impactful group with the potential to diversify and boost the local economy. Compare this to the other states like Maharashtra having a very similar industrial composition to DNH-DD, the women enterprises comprise of almost 12% of the total enterprises, while Gujarat boasts the highest percentage share compared to other states at 15.90%, indicating that there is a scope for huge improvement in the UT. These enterprises struggle to scale and access broader markets due to limited access to resources, capital, mentorship, and market linkages. Industries well-suited to local resources and skills, such as textiles, tourism and handicrafts, remain underdeveloped as they lack focused support and investment in women-led enterprises.

Women entrepreneurs in DNH-DD often encounter structural challenges, including limited financial literacy, complex compliance requirements, and limited exposure to advanced business practices and technology. Additionally, without sufficient market insights or professional networks, these businesses struggle to achieve sustained growth and profitability. Overcoming these barriers requires a structured incubation program tailored to the unique needs of women-led MSMEs, enabling them to expand beyond local operations.

National initiatives for women-led enterprises can be leveraged to support this incubation effort. The Department for Promotion of Industry and Internal Trade (DPIIT) offers a Virtual Incubation Program for Women Entrepreneurs in partnership with Zone Startups, providing pro-bono acceleration for tech startups. The Women Entrepreneurship Platform (WEP) by NITI Aayog offers holistic support across six areas: community networking, funding, incubation, compliance, skilling, and marketing, creating a supportive ecosystem for women entrepreneurs. The National Small Industries Corporation (NSIC) supports these efforts by offering technical services through its NSIC Technical Services Centres (NTSCs), Technical Incubation Centres (TICs), and Livelihood Business Incubators (LBIs).

In DNH-DD, a dedicated incubation program could build on these national frameworks to provide comprehensive support for women-led enterprises, focusing on capacity building, mentorship, financial literacy, and capital access. This initiative would enable women entrepreneurs to develop resilient business models, meet industry standards, and explore new markets. It would also enhance their managerial and technical skills, fostering sustainable growth and creating local employment opportunities.

Proposed Project Design Concept, Feasibility and Viability of Proposal

Project-1: Training & Capacity Building

Project Design Concept: The initiative in Dadra and Nagar Haveli and Daman and Diu (DNH-DD) is focused towards creating a supportive and empowering space for women entrepreneurs. Through targeted training and capacity-building efforts, the program aims to help women start and grow their own businesses.

At the heart of this initiative is a commitment to building an inclusive environment where women feel truly welcomed and encouraged to pursue entrepreneurship. By fostering a space where women can comfortably enter and thrive in the entrepreneurial world, the aim of the intervention is to create a

lasting, sustainable impact. If this initial group of women entrepreneurs succeeds, the vision can be taken further to an institutional level—making this kind of empowerment a permanent part of the region's entrepreneurial ecosystem. The key components include:

- ▶ **Training Sessions and Workshops:** Specialized workshops will address essential skills such as financial management, digital marketing, production scalability, and regulatory compliance. These sessions are tailored to equip women-led startups with the competencies needed to meet industry standards and capitalize on emerging market trends.
- ▶ **Market Access and Networking Opportunities:** Networking events will connect women entrepreneurs directly with potential clients, investors, and industry peers, thereby increasing market reach, facilitating partnerships, and enhancing incubation outcomes for women-led businesses. Additionally, a Virtual Incubation Program for Women Entrepreneurs, conducted in collaboration with Zone Startups, will support women-led tech startups with pro-bono acceleration support.
- ▶ **Access to Credit and Financial Assistance:** The program will assist women entrepreneurs in navigating financing options by offering credit facilitation support and arranging introductions to financial institutions focused on empowering women entrepreneurs, aligning with government programs on inclusive credit access.

Feasibility of the Proposal

The feasibility of this initiative is strongly supported by the growing base of women entrepreneurs in DNH-DD, particularly in sectors like textiles, handicrafts, services, and digital ventures. These sectors are vital to the local economy and align with national priorities to promote inclusive entrepreneurship and enhance MSME contributions to GDP. Women-led startups often face challenges in accessing capital and networking opportunities, making this government-backed program crucial for their incubation and growth. The demand for diverse and innovative products in regional and national markets further ensures a sustainable environment for these businesses to thrive.

Viability of the Proposal

The long-term success of this program is built on a strong foundation of skill-building, mentorship, and sustainable practices, ensuring that women entrepreneurs can independently manage and grow their businesses even after the program ends. By improving market connections, facilitating access to credit, and providing ongoing mentorship, this initiative will create a self-sustaining ecosystem essential for the continuous incubation of women-led enterprises. This ecosystem will boost local economic development, create jobs, and empower women in entrepreneurship, leading to a more resilient and diverse economy in DNH-DD. By establishing a structured incubation pathway, the initiative will support the growth and scaling of women-led enterprises, aligning with the Government of India's goals for inclusive economic progress and reinforcing MSMEs as key drivers of local and national economic development.

Project 2: Mentorship & Handholding for Women Entrepreneurs

Project Design Concept

The Mentorship & Handholding project in Dadra and Nagar Haveli, Daman, and Diu (DNH-DD) aims to establish a flexible and diverse mentor pool, offering tailored support for women entrepreneurs to help them overcome specific challenges and promote business resilience. This initiative will act as an

incubation framework by providing practical insights and growth strategies essential for the sustainable expansion of women-led enterprises. Core components include:

- ▶ **Tailored Mentorship Sessions:** Women entrepreneurs will receive personalized one-on-one guidance from mentors with experience in their respective industries. These sessions will cover essential areas like business strategy, market entry, and operational scalability, addressing each entrepreneur's unique needs to foster a more targeted incubation process.
- ▶ **Solving and Growth Strategies:** Mentors will focus on practical solutions to common challenges, such as cash flow management, marketing, and customer retention. This approach will enable women entrepreneurs to address specific business obstacles effectively, equipping them with tools to drive sustainable growth.
- ▶ **Market Insights and Adaptation Support:** Regular sessions will provide current market insights, trend analysis, and competitor evaluations, helping women entrepreneurs adapt to market changes and build resilience. This component aims to strengthen market responsiveness, which is crucial for the incubation and growth of women-led businesses.

Feasibility of the Proposal

The region's skilled professionals across various sectors form a solid base for developing a strong mentor network, facilitating the establishment of an effective mentorship ecosystem for women entrepreneurs. Many women-led businesses in DNH-DD face challenges in scaling and adapting to dynamic markets, underscoring the relevance and feasibility of personalized mentorship. Additionally, the region's community and professional networks support effective mentor-mentee pairing, promoting program sustainability and the success of an incubation model tailored to women-led enterprises.

Viability of the Proposal

The project's viability is strengthened by its emphasis on adaptive and ongoing mentorship, ensuring entrepreneurs receive support that evolves with their business needs. By equipping women entrepreneurs with strategic tools for problem-solving and growth, the program fosters a cycle of resilience and expansion, creating a self-sustaining community of women-led businesses. This approach will enable women entrepreneurs to play a more significant role in the local economy, supporting DNH-DD's objectives for inclusive economic development and empowering women in entrepreneurship. Ultimately, the Mentorship & Handholding initiative is a crucial element for incubating women-led enterprises, establishing a foundation for sustainable growth and contributing to a robust growth and diversified economic landscape in DNH-DD.

Approach and Methodology for Implementation

Approach and Methodology for Implementation of the Training & Capacity Building Project for Women-Led Startups

- ▶ **Program Planning and Coordination**
 - **Define Objectives and Outcomes:** Set specific goals for skill-building in areas like financial management, digital marketing, scalability, and compliance. Outcomes will be tracked

through measurable targets such as skill enhancement, business growth, and market expansion.

- **Scheduling and Logistics:** Create a detailed schedule for training sessions, workshops, and mentoring activities, with appropriate venues equipped with high-speed internet, digital training tools, and necessary resources for effective learning.
- **Monitoring and Feedback:** Appoint a program coordinator to monitor training quality, ensure adherence to schedules, and gather real-time feedback from participants to make quick adjustments and optimize learning outcomes.

▶ Stakeholder Engagement

- **Identify Key Stakeholders:** Partner with local industry bodies, women entrepreneurs, banks, and business associations to enhance program impact and ensure relevance to market demands.
- **Partnership with Local Networks:** Collaborate with community groups, government departments, and women's organizations to recruit participants and leverage existing support structures for increased outreach.
- **Consultations with Participants:** Conduct pre-program consultations with women entrepreneurs to understand their specific needs, shaping the training focus to address practical, high-impact areas.

▶ Selection and Preparation of Participants

- **Transparent Selection Process:** Implement a fair and clear selection process that identifies high-potential women entrepreneurs ready to benefit from capacity-building initiatives.
- **Resource Material Distribution:** Provide participants with structured resource packs that include guides on business strategy, industry standards, and regulatory requirements to build a foundational understanding before training.

▶ Marketing and Promotion

- **Outreach Campaign:** Utilize a multi-channel approach with social media, community outreach, and traditional media to raise awareness and attract women-led startups to participate.
- **Develop Information Portal:** Create an online hub where participants can find program details, register, and access success stories, ensuring transparency and easy access to information.

▶ Mentorship Structure and Market Insight Support

- **Flexible Mentor Pool:** Establish a dynamic mentor pool across various fields, allowing for tailored, flexible mentorship sessions that meet the specific needs of each business, whether in finance, operations, or marketing.
- **Market Insights and Networking Events:** Organize regular sessions where participants receive insights on market trends, competitor analysis, and emerging opportunities, empowering them to adapt and remain competitive.
- **Follow-Up and Ongoing Support:** Assign coordinators to maintain contact between mentors and mentees after initial sessions, ensuring continued guidance, troubleshooting, and accountability.

► **Capacity Building and Financial Access**

- **Financial Literacy and Credit Access:** Conduct focused workshops on credit management, financial planning, and funding opportunities, with coordinators assisting participants in connecting with financial institutions.
- **Continuous Compliance Training:** Provide ongoing sessions on meeting quality standards, regulatory compliance, and necessary documentation to help enterprises meet market and legal requirements effectively.
- **Resource Centre Development:** Create a digital library with templates, legal guidelines, and best practices that participants can access anytime, ensuring they have practical tools to sustain operational and compliance practices.

► **Sustainability and Long-Term Engagement**

- **Build an Alumni Network:** Create a network of program graduates to foster peer support and collaboration, promoting a continuous exchange of knowledge and resources among women entrepreneurs.
- **Establish Long-Term Relationships with Mentors and Institutions:** Maintain ongoing relationships with mentors and financial institutions, creating a sustainable support network for women-led enterprises.
- **Organize Annual Women Entrepreneurship Summits:** Host an annual summit to celebrate program achievements, share best practices, and offer continued networking opportunities for alumni, new participants, and supporters.

This Training & Capacity Building project is designed to empower women-led startups in Dadra and Nagar Haveli, Daman, and Diu. By offering essential skills, practical guidance, and valuable

connections, it aims to drive long-term growth and facilitate market entry for these businesses. Through comprehensive and structured support, the program will lay the groundwork for sustainable business practices and economic empowerment in the region

The Incubation of Women Enterprises initiative in Dadra and Nagar Haveli, Daman, and Diu (DNH-DD) is a focused effort to empower women entrepreneurs and strengthen the local economy. By offering targeted training, mentorship, and access to critical resources, the program enables women to develop skills that meet industry requirements, access larger markets, and establish sustainable business networks.

This initiative goes beyond business development to create a supportive environment that fosters growth and resilience among women-led enterprises. By driving increased participation of women in the economic ecosystem, the program aims to generate employment, enhance community development, and contribute to long-term economic progress in DNH-DD, aligning with the region's strategic development goals.

Timeline for achievement of Project Deliverables

The Project Duration will be FY 24 -25 - FY 26 -27

Table 73 Timeline for Incubation of Women Entrepreneurs

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Mentor Mandays @2 Mandays for 40 Enterprises for a period of 2 Years	1,920	-	1,536	384
Training Mandays Training and Capacity Building of Women Entrepreneurs 10 Days per Year	800	-	560	160

Project costing

Table 74 Budget for Incubation of Women Entrepreneurs (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Mentor Mandays @ per Rs 10,000 day	192.00	-	153.60	38.40
Training Cost and Capacity Building of Women Entrepreneurs 10 Days per Year	20.00	-	14.00	4.00
TOTAL	212.00	-	167.60	42.40

F. Formalization and Inclusion

This intervention focuses on promoting **formalization and inclusion** by strengthening MSMEs engaged in traditional crafts within the Union Territory. By providing targeted support, these enterprises are encouraged to formalize their operations, adopt structured business practices, and gain access to broader markets. This not only helps preserve the rich cultural heritage of traditional crafts but also fosters economic inclusion by integrating these artisans into the mainstream economy, creating sustainable livelihoods, and enhancing their contribution to the regional and national economy.

F1.1 Strengthening the MSMEs Practising the Traditional Crafts of the UT

Problem Statement:

Dadra and Nagar Haveli and Daman and Diu, known for their industrial and tourism-driven economy, often see their unique traditional crafts, such as Warli painting and bamboo crafts, overshadowed. Warli painting, a rich cultural expression of the indigenous Warli tribe, features distinct geometric patterns and natural motifs, while bamboo crafts, including baskets, mats, and household items, reflect the region's traditional use of its abundant bamboo resources.

Despite their cultural significance, these crafts receive limited attention in the region's economic landscape. Formalizing these craft-based activities can unlock access to a wide range of resources, enabling artisans to scale their operations, meet growing market demand, and capitalize on opportunities presented by the region's vibrant tourism sector. This formalization would not only preserve the cultural heritage but also promote sustainable livelihoods and entrepreneurship among local artisans.

Traditional crafts in Dadra and Nagar Haveli and Daman and Diu face challenges like lack of formalization, limited market access, and inadequate business knowledge, threatening their survival. Most artisans work informally, without structured business models, mentorship, or exposure to modern practices, hindering scalability and sustainability. To address this, an intervention is proposed to formalize and empower craft-based MSMEs by providing training, resources, and market access, ensuring these crafts' preservation and integration into a sustainable regional economy.

Proposed Project Design Concept, Feasibility and Viability

Training and Capacity Building

The Training and Capacity Building component aims to equip artisans with essential skills in finance, management, and logistics. Workshops will be designed to impart foundational business knowledge that is directly applicable to their craft-based businesses. Key topics include:

- ▶ **Financial Literacy and Credit Facilities:** Artisans will learn financial basics, budgeting, and cash flow management. Additionally, they'll be informed about government credit facilities, such as MUDRA loans, and other MSME-specific financing schemes that offer low-interest rates and easy repayment options.

- ▶ **Operational Management:** Training on efficient production techniques and workflow optimization can improve artisans' productivity, reduce wastage, and enable scale-up.
- ▶ **Logistics and Supply Chain:** Sessions will guide artisans in navigating supply chain challenges, from sourcing raw materials to timely distribution, which is essential for small-scale producers aiming to compete in larger markets.
- ▶ **Product Development:** This segment encourages artisans to innovate while maintaining the integrity of their traditional crafts. Training on market trends and consumer preferences will help artisans create products that appeal to modern buyers.
- ▶ **Linkages:** Workshops will discuss establishing forward and backward linkages. Backward linkages involve reliable sources for raw materials, while forward linkages include connections to markets, buyers, and distribution channels.

Design Support

The Design Support component incentivizes self-employed traditional crafts practitioners to innovate by developing prototypes that preserve traditional elements while catering to contemporary markets. This support will include:

- ▶ **Prototype Development:** Artisans will receive material and financial support to create new product designs. For example, a bamboo artisan might receive resources to experiment with furniture designs that blend traditional weaving with modern aesthetics.
- ▶ **Innovation Incentives:** To motivate artisans to continually evolve their designs, small grants or subsidies may be provided, reducing the cost barrier for prototyping.

Access to Market- Digital Support and Cataloguing

The digital support and cataloguing component connect artisans to the online marketplace through platforms like "The India Handmade Bazaar," part of the ODOP initiative. Government of India has set up an online platform called "The India Handmade Bazaar" through the One District, One Product (ODOP) initiative. This portal allows artisans and traditional craft practitioners to showcase and sell their products directly to a wider audience. It is part of the ODOP e-commerce initiative under the Ministry of Micro, Small, and Medium Enterprises (MSME) and is integrated with other major e-commerce portals like Amazon and Flipkart through the GeM (Government e-Marketplace) portal.

The project includes:

- ▶ **Product Cataloguing and Digital Training:** Artisans will be guided in photographing their products, writing product descriptions, and managing online profiles. Training will cover basics like handling online orders, payments, and customer service.
- ▶ **Integration with Major E-commerce Platforms:** Artisans will benefit from the Government e-Marketplace (GeM) portal's integration with Amazon and Flipkart. This enables them to reach

national and international buyers without needing to establish independent e-commerce capabilities.

- ▶ **Short Films and Digital Campaigns:** The promotion of traditional crafts through short films and digital campaigns aims to create awareness of Warli and bamboo crafts among wider audiences. Films will focus on storytelling, highlighting the cultural significance, craftsmanship, and personal stories of the artisans. Digital campaigns across social media and online platforms will raise the visibility of these crafts, attracting new customers and generating demand.

Feasibility and Viability

The proposed initiatives are designed to support artisans in enhancing their skills, accessing markets, and improving business operations through practical and sustainable measures that leverage existing programs, digital platforms, and local resources. Collaborations with MSME organizations, NGOs, and local authorities will ensure accessible training, financial assistance, and business guidance. Digital platforms like India Handmade Bazaar will provide artisans with opportunities to enter online markets with essential training and support. Financial assistance for participation in regional fairs and exhibitions will enable them to showcase their products and connect with buyers, while cost-effective digital marketing tools, such as social media campaigns and short films, will enhance product visibility. These measures are expected to improve artisans' productivity, reduce costs, and increase profitability through skill development, ensure consistent market access for long-term revenue growth via digital integration, and help artisans build customer networks, adapt products to market needs, and achieve better pricing through trade fairs and marketing strategies. Together, these initiatives aim to formalize artisan businesses, broaden market opportunities, and foster sustainable growth.

In summary, the initiatives use available resources and infrastructure to help artisans formalize their businesses, access broader markets, and achieve sustainable growth.

Approach and Methodology for Implementation

Training and Capacity Building

To equip artisans with practical skills that enhance their business acumen, the training component will be implemented through a structured curriculum, adapted to the specific needs of craft-based MSMEs. Partnerships with relevant institutions,

- ▶ **Curriculum Development:** Subject matter experts will design a curriculum focused on finance, operations, supply chain management, product development, and market linkages. Modules will include interactive sessions, case studies, and examples relevant to the artisans' crafts.
- ▶ **Workshops and Seminars:** These will be conducted in collaboration with local partners and MSME training centers, allowing artisans to participate in hands-on workshops that apply business concepts directly to their craft. Sessions will be bilingual (local language and Hindi) for broader accessibility.
- ▶ **Follow-up Support:** Artisans will receive mentorship post-training to ensure the practical application of learned skills. Experienced mentors from the industry will provide guidance and troubleshooting support as artisans begin applying new methods in their enterprises.

Design Support

This component will encourage artisans to innovate within their crafts by experimenting with new designs that appeal to both traditional and contemporary markets. Incentives will be structured to remove financial barriers for prototype creation, encouraging artisans to focus on both cultural preservation and marketability.

- ▶ **Resource Allocation:** A selection process will be implemented where artisans submit project proposals outlining their design ideas. Selected participants will receive financial or material support, such as subsidies on bamboo or other raw materials.
- ▶ **Collaborations with Design Institutions:** Partnerships with institutions like the National Institute of Design (NID), National Institute of Fashion technology (NIFT), and craft-focused organisations will provide artisans access to resources like workshops, design labs, and mentorship.
- ▶ **Prototype Evaluation:** After developing prototypes, artisans will present them to focus groups or design experts to receive constructive feedback on appeal, functionality, and feasibility. This feedback loop will help artisans refine their products before mass production.

Access to Market- Digital Support and Cataloguing

This component will build artisans' digital literacy, enabling them to utilize the "India Handmade Bazaar" and similar e-commerce platforms. The goal is to empower artisans to effectively catalogue, display, and sell their products online, expanding their reach to national and international buyers.

- ▶ **Digital Training Workshops:** In collaboration with Digital India and the Pradhan Mantri Gramin Digital Saksharta Abhiyan (PMGDISHA), artisans will receive training on product photography, catalogue creation, and online profile management. Training will include practical exercises on creating product listings and handling digital orders.
- ▶ **Support for Cataloguing on ODOP Platforms:** Trained digital support staff will assist artisans in listing their products on the "India Handmade Bazaar." Integration with Amazon, Flipkart, and GeM portals will be facilitated, giving artisans access to a wider online marketplace.
- ▶ **Monitoring and Analytics:** Artisans will be taught basic digital marketing concepts, including tracking online sales, managing customer feedback, and optimizing product listings based on analytics. This data-driven approach helps artisans adapt to consumer preferences and trends.

Short Films and Digital Campaigns

This promotional component aims to increase the visibility of Warli and bamboo crafts through storytelling. By creating compelling short films and digital campaigns, the program will showcase the artisans' craftsmanship and the cultural significance of their work, reaching potential customers and promoting regional tourism.

- ▶ **Content Development:** A media agency or digital storytelling team will work closely with artisans to create short films that highlight the stories behind their crafts. Artisans will be encouraged to narrate their cultural and creative processes, making each film an authentic promotional tool.

- ▶ **Social media and Digital Advertising Campaigns:** Short films and promotional content will be shared on platforms like YouTube, Instagram, and Facebook. Targeted digital ad campaigns will focus on craft enthusiasts, cultural tourists, and potential buyers both in India and abroad.
- ▶ **Analytics-Driven Campaigns:** By monitoring engagement metrics, the digital team will assess the reach and effectiveness of each campaign. This data will guide future marketing strategies, ensuring maximum visibility for the artisans' crafts.

Participation in Fairs

Providing artisans with direct market exposure through trade fairs and exhibitions will allow them to showcase their products to buyers, establish connections, and gain valuable market insights. Support for participation will lower financial barriers, making it feasible for artisans to take advantage of these networking opportunities.

- ▶ **Financial Support Packages:** Subsidies will be offered to cover travel, accommodation, and stall setup fees for regional, national, and international fairs. Artisans can apply for these packages, prioritizing those with innovative or high-demand products.
- ▶ **On-Site Support and Orientation:** A team of support staff will assist artisans with setup, display arrangements, and other logistical needs during fairs. Orientation sessions before events will familiarize artisans with best practices for customer interaction and product presentation.
- ▶ **Feedback Collection and Analysis:** Artisans will be encouraged to engage with customers and gather feedback on product appeal, pricing, and preferences. Post-event analysis sessions will help artisans assess their experience, refine their offerings, and prepare for future market opportunities.

Timeline for achievement of Project Deliverables

The Project Duration is FY 24 -27

Table 75 Timeline for Strengthening the MSME Practicing the Traditional Crafts

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Number of Visits or Participation in Trade fairs Out Side the UT@ 1 Fair Every year Outside the UT for 20 MSMEs	40	-	20	20
Number of Training Days Training & Capacity Building 10 Days in a Year for 20 MSMEs	400	-	320	80
Design Support for seeking assistance develop prototype / promotional for 20 MSME's	20	-	20	-
Cataloguing and providing digital Marketing Support	20	-	20	-
Short Films on Crafts	2	-	2	-

Project Costing

Table 76 Budget for Strengthening the MSME Practicing the Traditional Crafts (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Number of Visits or Participation in Trade fairs Outside the UT@ 1 Fair Every year Outside the UT for 20 MSMEs	40.00	-	20.00	20.00
Number of Training Days Training & Capacity Building 10 Days in a Year for 20 MSMEs	10.00	-	8.00	2.00
Design Support for seeking assistance develop prototype / promotional for 20 MSME's	100.00	-	100.00	-
Cataloguing and providing digital Marketing Support	30.00	-	30.00	-
Short Films on Crafts	30.00	-	30.00	-
TOTAL	210.00		188.00	22.00

The proposed intervention aims to formalize and support self-employed Warli, bamboo and other craft practitioners by providing essential skills, resources, and market access. Training in financial literacy, operational management, and product development will help artisans shift to relatively structured approach, improving access to resources and awareness about government schemes and financial services. Digital cataloguing and marketing through wider platforms like will expand their market reach beyond physical limitations. Participation in trade fairs will further connect artisans to the formal economy, offering networking opportunities and exposure to domestic and international markets.

Buyers. Through these efforts, artisans will receive the mentorship and guidance necessary to build sustainable, formalized businesses, contributing to the overall growth of the MSME sector in the region. The intervention, therefore, addresses both the immediate needs of the artisans and the long-term goal of integrating them into the formal economy, preserving their crafts, and creating sustainable livelihood.

G. Increasing MSME Participation in the Services Sector

These interventions paint a picture of transformation, where the pristine landscapes of Dadra and Nagar Haveli and Daman and Diu come thriving hubs for tourism, powered by the vibrant participation of MSMEs. A bustling coastline is brought to life through a Comprehensive Plan for Beach and Eco Tourism, where local businesses offer unique services and experiences, creating a seamless blend of natural beauty and community-driven hospitality. The excitement of Beach Games and the Monsoon Festival, not just as lively events, but as dynamic stages for MSMEs to shine—crafting experiences, showcasing local products, and fostering connections with visitors.

Beyond the beaches, these interventions envision the UT as a destination for all kinds of travellers—adventurers scaling new heights, couples seeking destination weddings, corporates organizing world-class MICE events, and eco-conscious tourists enjoying homestays that reflect the region's charm. Workshops guide stakeholders on how to tap into these opportunities, while every initiative—from Adventure Tourism to Homestays—is designed to empower MSMEs to play a central role. Together, these efforts create a narrative of growth, innovation, and community pride, transforming the UT into a beacon for tourism and local entrepreneurship.

G1 Comprehensive Plan for Developing Beach Tourism & Eco Tourism for Greater MSME Participation

G1.1 Comprehensive Plan for Developing Beach Tourism & Eco Tourism

Problem Statement

Dadra and Nagar Haveli, along with Daman and Diu, are endowed with rich ecological assets, cultural heritage, and a diversity of flora and fauna, with a potential of making them prime locations for eco-tourism and beach tourism. Despite the steady footfall of visitors in recent years – with Dadra and Nagar Haveli seeing 618,330 domestic tourists in 2019, an increase of 1.46% from the previous year, and Daman and Diu recording 897,804 domestic tourists in 2019 – the region's potential remains largely untapped. While both areas boast robust connectivity and adequate infrastructure, the service sector MSMEs have struggled to fully harness the tourism potential and convert the influx of visitors into sustainable business opportunities.

The MSMEs in the service sector in these regions face several persistent challenges, preventing them from scaling their participation in the tourism industry. Key issues include a lack of expertise in tourism-related services, limited access to broader markets, inadequate exposure to successful MSME models in the service sector, and insufficient familiarity with best practices in eco-tourism-focused MSME operations. These barriers limit their ability to attract and retain a growing tourist base, despite a clear demand for quality service offerings, such as accommodations and cultural experiences.

In response to these challenges, we propose the development of a comprehensive plan focused on eco-tourism and beach tourism in Dadra and Nagar Haveli, Daman, and Diu. This initiative aims to increase work opportunities for service sector MSMEs by addressing existing gaps in expertise and

market access, and by facilitating exposure to best practices. Ultimately, this plan would enable greater participation and growth of MSMEs within the region's service sector, leveraging the unique ecological and cultural assets of these regions.

Proposed Project Design Concept, Feasibility and Viability

Deployment of Project Mentor for Comprehensive Tourism - Eco Tourism and Beach Tourism

This component involves the engagement a mentor expert specializing in tourism specifically on eco-tourism and beach tourism, respectively. These mentors will work closely with local MSMEs, government agencies, and other stakeholders to provide guidance on sustainable tourism practices, capacity building, and strategies for enhancing MSME involvement. The mentors will play a pivotal role in crafting the overall comprehensive eco-tourism and beach tourism plan by identifying challenges and recommending tailored solutions based on local needs.

Feasibility of the Proposal

The availability of experienced professionals in eco-tourism and beach tourism, both domestically and internationally, makes this component feasible. Given the current interest in sustainable tourism models, engaging such experts is both achievable and timely. Their knowledge will be highly relevant to the region's unique ecological landscape, and they will have the capacity to translate theoretical concepts into practical, applicable advice for local MSMEs.

Viability of the Proposal

Mentor engagement is viable as it provides an immediate value-add for MSMEs, helping them to capitalize on their existing resources and address knowledge gaps. Additionally, mentoring creates a sustainable foundation by building local expertise, which will continue to benefit the sector long-term, even after the project concludes.

Engagement of National and International Consultants

National and international consultants will be engaged to bring global best practices and proven tourism models into the local MSME context. These consultants will work closely with stakeholders to develop a region-specific roadmap that addresses the key components needed for MSME growth in eco and beach tourism. Their expertise will focus on areas such as:

- ▶ Identifying business opportunities for MSMEs in eco-tourism and beach tourism
- ▶ Creating sustainable tourism models that cater to the unique flora, fauna, and cultural heritage of the region
- ▶ Assessing market needs and devising marketing strategies that effectively position the region as an eco-tourism destination
- ▶ Developing a regulatory compliance framework that simplifies MSME participation while safeguarding ecological and cultural assets
- ▶ Conducting a needs assessment for infrastructure, such as eco-friendly accommodations, tourist facilities, and waste management systems

Consultants will develop customized tools, templates, and models that MSMEs can use to streamline their operations, improve customer experiences, and manage resources sustainably.

Feasibility of the Proposal

The engagement of experienced national and international consultants is feasible, as many consulting firms and tourism development organizations are looking to expand their portfolios in

emerging markets. Additionally, collaborations with tourism industry bodies that focus on MSME growth will support the project's objectives.

Viability of the Proposal

The roadmaps and insights provided by consultants will offer a clear direction for MSMEs to operate profitably and sustainably. By aligning with global best practices and incorporating tailored strategies, MSMEs will be better positioned to compete in the market. This component has high viability, as the roadmap will create lasting benefits for MSMEs, improving their operations and enabling sustained growth in the eco-tourism sector.

Benchmarking Visits to National and International Tourism Models

Project Design Concept

This component will organize benchmarking visits for local MSMEs and stakeholders to both national and international tourism models that have successfully integrated eco and beach tourism. Participants will visit destinations with well-established sustainable tourism practices and engage in knowledge exchange programs. These visits will focus on:

- ▶ Observing eco-friendly infrastructure, such as low-impact accommodations and waste management systems
- ▶ Learning from established MSMEs about creating unique eco-tourism products and experiences
- ▶ Understanding sustainable business models, revenue streams, and strategies for customer engagement
- ▶ Participating in knowledge exchange sessions with other tourism operators to learn about financing, regulation, and incentives
- ▶ Networking with industry experts to build long-term professional relationships and partnerships

These benchmarking trips will expose local MSMEs to scalable and successful eco-tourism models, equipping them with ideas and actionable insights for their own businesses.

Feasibility of the Proposal

The feasibility of benchmarking visits is high, as there are numerous examples of eco-tourism and sustainable beach tourism models across the globe, such as in Costa Rica, New Zealand, and certain parts of India. With funding and logistical support, the program can be structured as a series of subsidized or grant-based visits, making it accessible to local MSMEs.

Viability of the Proposal

Benchmarking visits have high viability due to their impact on experiential learning. By observing successful models firsthand, MSMEs can adopt and adapt best practices suited to the local environment. This exposure will enable them to understand and apply sustainable tourism methods, improving their competitive edge and encouraging a sustainable business environment.

Development of Recommendations

Project Design Concept

The final component will involve developing specific policy recommendations and interventions to foster a supportive ecosystem for MSMEs in eco-tourism and beach tourism. This will involve:

- ▶ Drafting service sector MSME-friendly regulations that simplify entry and compliance for MSMEs
- ▶ Designing financial incentives, such as tax relief or grants, for MSMEs investing in eco-friendly infrastructure and practices
- ▶ Developing an incentive structure that rewards MSMEs for implementing eco-friendly and sustainable business models
- ▶ Proposing streamlined processes for regulatory compliance and licensing to encourage MSME participation
- ▶ Creating a framework for environmental impact assessment specific to MSME tourism businesses

These policy interventions aim to create a supportive environment that encourages MSMEs to engage in eco-tourism while minimizing environmental impact and enhancing the quality of the tourist experience.

Feasibility of the Proposal

The development of policy interventions is feasible due to government interest in promoting sustainable tourism. Collaborations with relevant ministries, environmental agencies, and tourism boards will allow for the alignment of these recommendations with national and local priorities. Additionally, engaging industry stakeholders during the policy drafting process will ensure that the recommendations address MSME-specific challenges.

Viability of the Proposal

The proposed policies and incentives are highly viable as they aim to reduce operational barriers and provide financial support for MSMEs. By creating a conducive regulatory environment, MSMEs will be better positioned to grow and participate in eco-tourism sustainably. The incentivization of eco-friendly practices will lead to long-term gains, ensuring that the region's tourism growth is both inclusive and sustainable.

Approach and Methodology for Implementation

Deployment of Mentor Experts for Eco Tourism and Beach Tourism

This component will involve selecting and engaging mentor experts with significant experience in eco-tourism and beach tourism. The selection process will emphasize experts with a background in sustainable tourism, business development, and environmental management. Mentors will be chosen through a competitive process to ensure quality and relevance to the local context. The mentor program will focus on sustainable business practices, marketing strategy, and eco-friendly operations, offering knowledge-sharing sessions that are accessible and practical for MSME owners and employees.

- ▶ **Needs Assessment:** Conduct a baseline study to understand the specific needs, challenges, and skill gaps of local MSMEs in eco-tourism and beach tourism.
- ▶ **Identification of Experts:** Identify and engage experts through partnerships with tourism associations, eco-tourism networks, and academic institutions specializing in sustainable tourism.

- ▶ **Designing a Training Curriculum:** Develop a modular training program focused on areas such as sustainable resource management, responsible marketing, and eco-friendly operations. The curriculum will be tailored to address identified needs.
- ▶ **Training and Mentoring Sessions:** Implement a mix of group workshops, one-on-one mentoring sessions, and practical demonstrations to help MSMEs implement learned concepts.
- ▶ **Follow-Up Support:** Ensure continuity by organizing follow-up sessions where mentors will monitor MSME progress, address challenges, and provide additional guidance.

Engagement of National and International Consultants

National and international consultants will be engaged to bring global best practices and adapt them to the local context of eco-tourism and beach tourism in the region. Consultants will focus on developing a strategic roadmap that includes market opportunities, regulatory compliance, and infrastructure needs assessments for MSMEs. This process will involve active collaboration with local stakeholders to ensure that the roadmap aligns with regional characteristics and needs.

- ▶ **Selection of Consultants:** Identify national and international consultants with proven expertise in eco-tourism, sustainable development, and MSME growth strategies. Establish criteria for selection based on experience in similar contexts and ability to provide actionable insights.
- ▶ **Contextual Analysis and Stakeholder Consultation:** Conduct initial consultations with local stakeholders, including MSMEs, tourism boards, and regulatory bodies, to understand the regional context and unique challenges.
- ▶ **Developing the Roadmap:** Based on consultations, consultants will design a comprehensive roadmap covering market opportunities, required infrastructure, regulatory compliance, and marketing strategies. The roadmap will be tailored to fit the operational capacities of MSMEs in eco-tourism.
- ▶ **Workshops and Knowledge Transfer:** Conduct interactive workshops where consultants will present findings, provide strategic recommendations, and train MSMEs on using the roadmap effectively.
- ▶ **Monitoring and Evaluation (M&E):** Establish an M&E framework to assess the effectiveness of the roadmap and allow for continuous improvement based on MSME feedback and evolving market conditions.

Benchmarking Visits to National and International Tourism Models

Benchmarking visits will enable local MSMEs and stakeholders to observe successful eco and beach tourism models in action. These visits will focus on exposure to sustainable practices, operational efficiencies, and successful MSME integration into tourism models. The approach will involve coordinating visits to exemplary eco-tourism destinations, both within India and internationally, and structuring the visits to include knowledge exchange sessions with host organizations.

- ▶ **Destination Selection:** Identify and shortlist destinations that are recognized for successful eco-tourism and beach tourism models, both domestically and internationally. Partner with tourism boards and industry associations to facilitate access to these destinations.
- ▶ **Participant Selection:** Select MSME representatives, local government officials, and other key stakeholders to participate in the visits. Ensure diversity in representation to capture a wide range of insights.
- ▶ **Structured Itinerary Development:** Develop a detailed itinerary that includes site visits, presentations by host organizations, and interactive Q&A sessions. Focus on showcasing operational best practices, eco-friendly infrastructure, and MSME success stories.
- ▶ **Knowledge Exchange Programs:** Organize knowledge exchange programs where participants can engage with local operators, government officials, and consultants in the host country. Key topics will include sustainable business models, regulatory frameworks, and tourist engagement strategies.
- ▶ **Post-Visit Debriefing and Reporting:** Conduct post-visit debriefing sessions to gather insights from participants and discuss potential applications in the local context. Create a comprehensive report summarizing key takeaways and action points for implementation.

Development of Recommendations and Policy Interventions

This component will focus on creating a supportive regulatory and policy framework that encourages MSME participation in eco-tourism and beach tourism. The approach will involve stakeholder engagement to understand regulatory challenges and developing evidence-based policy recommendations. These recommendations will focus on simplifying regulatory processes, offering financial incentives, and establishing eco-friendly guidelines.

- ▶ **Regulatory Review and Stakeholder Consultation:** Conduct a detailed review of existing regulations affecting MSMEs in eco-tourism and beach tourism. Engage with MSMEs, regulatory bodies, and industry experts to identify key pain points and opportunities for improvement.
- ▶ **Data Collection and Analysis:** Collect data on best practices in eco-tourism regulations from other regions and countries, focusing on regulatory frameworks that facilitate MSME growth while maintaining environmental integrity.

- ▶ **Drafting of Recommendations:** Based on findings, draft clear, actionable recommendations that address the needs of MSMEs, such as simplified licensing processes, eco-certifications, and tax incentives for sustainable practices.
- ▶ **Policy Validation Workshop:** Organize a validation workshop with stakeholders to present the draft recommendations, gather feedback, and refine the proposals. This will ensure that the recommendations are practical, inclusive, and aligned with local needs.
- ▶ **Implementation Plan and Monitoring:** Develop an implementation plan that includes timelines, responsible agencies, and success indicators. Propose a monitoring mechanism to track the impact of policy interventions and adjust as needed based on MSME feedback and market developments.

Timeline for achievement of Project Deliverables

The Project Duration will be from 2024-2027.

Table 77 Timeline for Comprehensive Beach Planning

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Project Mentor: Sector Expert,24 Man months	24	-	12	12
Enagaing National / International Consultants for 12-man months	12	-	12	-
Travel to Observe Various International Models 20 Tours	20	-	20	-
Travel within the Country to study National Models 20 Travels	20	-	20	
Stakeholder Consultation	6		6	
Formulation of Standards	6		6	

Project Costing

Year wise costing of the respective interventions (in Rs. Cr.) are as provided below:

Table 78 Budget for Comprehensive beach Planning (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Project Mentor: Sector Expert, 24 Man months @ Rs 200000 per month	48.00	-	24.00	24.00
Engaging National / International Consultants for 12-man months @ Rs 300000 per month	36.00	-	36.00	-
Travel to Observe Various Models 20 Tours per International Trip @500000	100.00	-	100.00	-
Travel within the Country to study National Models 20 Travels per Trip	60.00	-	60.00	-
Stakeholder Consultation	06.00	-	06.00	-
Formulation of Standards	18.00	-	-	18.00
Total	268.00		226.00	42.00

The proposed intervention will significantly boost MSME participation in eco-tourism and beach tourism by providing tailored support and creating enabling conditions in Dadra and Nagar Haveli, and Daman and Diu. With the engagement of mentor experts and consultants, MSMEs will gain vital knowledge on sustainable practices, marketing strategies, and eco-friendly operations, aligning their businesses with the rising demand for responsible tourism. Benchmarking visits to successful tourism models will give MSMEs practical insights into effective strategies, motivating them to invest and adapt proven models in the local context. Additionally, policy recommendations will address regulatory challenges and introduce incentives that simplify compliance and provide financial support, making it easier for MSMEs to enter and grow within this sector. By building capacity and easing operational barriers, the intervention creates new revenue opportunities for MSMEs, fostering job creation, community benefits, and economic resilience. This holistic approach will enable MSMEs to harness the region's natural and cultural assets, positioning them as key contributors to sustainable tourism and regional economic growth.

G 2 Leveraging Events like Beach Games & Monsoon Festival to Create opportunities for MSMEs

G2.1 Leveraging Beach Games to foster participation of MSME

Problem Statement

Situated off the coast of Gujarat, Diu Island epitomizes a serene sanctuary, offering an ideal respite from the frenetic pace of daily life and providing a gateway to the wonders of the natural world. Spanning an area of 40 square kilometres, the pristine beaches of Diu are not only a haven for enthusiasts of beach sports and cultural festivities but also serve as a magnet for an increasing influx of tourists.

The Diu Games of 2024 stand as a landmark event, representing the first of its kind in India—a multi-sport competition hosted on a beachfront. This inaugural event witnessed the participation of 1,127 athletes, 227 members of support staff, and 8 competition managers across 8 diverse sports. The revelation of the games' mascot captivated a substantial audience of 5,000 onlookers, while the opening ceremony was graced by the presence of over 12,000 attendees from Diu and neighbouring regions. The Diu Beach Games are poised to become an annual event, consistently drawing a similar magnitude of visitors to the island each year.

The anticipated annual increase in tourist footfall due to the beach games presents Diu with a strategic opportunity to exhibit the cultural richness of the region to a broad audience. However, the promotion of safe and sustainable beach events within the Union Territory of Dadra and Nagar Haveli and Daman and Diu (DNH-DD) encounters formidable challenges, primarily stemming from the absence of systematically organized events and the requisite funding to effectively allure tourists and catalyze local economic advancement.

While endeavours such as the Diu Beach Games have unveiled the potential for a dynamic, activity-centric tourism model, a multitude of local Micro, Small, and Medium Enterprises (MSMEs) remain ill-equipped to leverage these burgeoning opportunities, hindered by inadequate infrastructure, restricted financial resources, and a lack of collaborative synergy among key players.

Furthermore, there is an urgent demand for the creation of temporary infrastructures and amenities to facilitate such events, which could be undertaken by local MSMEs, albeit necessitating thoughtful strategic planning and investment. In the absence of a deliberate initiative to nurture this ecosystem through organized events and targeted funding, the region stands at risk of forgoing the economic advantages that accompany heightened tourist activities and the cultivation of a thriving tourism sector that bolsters local enterprises, including homestays and adventure sports ventures.

Proposed Project Design Concept, Feasibility and Viability

The Diu Cultural and Commercial Expo is an ambitious project designed to run concurrently with the following edition of the Diu Beach Games. This initiative seeks to provide a comprehensive platform for local MSMEs to exhibit the unique cultural heritage and products of the region. The project will encompass a Culinary Pavilion, Artisan Market Promotional Zones, and a Flea Market, each dedicated to celebrating the diversity and richness of Diu's cultural landscape while fostering economic growth and community engagement.

Project Objectives:

- ▶ To create a vibrant, culturally rich environment that complements the Diu Beach Games.
- ▶ To provide approximately 400 MSMEs with opportunities to showcase their products and services to a wider audience.
- ▶ To promote local culture, cuisine, and crafts to enhance the tourist experience.
- ▶ To stimulate economic development by increasing sales and visibility for local businesses.
- ▶ To facilitate networking and partnerships among local businesses, stakeholders, and visitors.

Project Components:

Culinary Pavilion:

- ▶ A dedicated area where local chefs and food entrepreneurs can present traditional and contemporary Diu cuisine.
- ▶ Food stalls and pop-up restaurants offering a taste of local flavors to visitors.
- ▶ Cooking demonstrations and workshops conducted by renowned chefs.
- ▶ Opportunities for visitors to engage in interactive culinary experiences.

Artisan Market Promotional Zones:

- ▶ Stalls and exhibition spaces for local artisans to display and sell their crafts, including textiles, pottery, jewelry, and more.
- ▶ Live demonstrations of traditional crafting techniques.
- ▶ Workshops for visitors to learn about and participate in the creation of local crafts.
- ▶ Promotion of sustainable and ethical sourcing of materials.

Flea Market:

- ▶ A marketplace for a wide array of products ranging from clothing and accessories to home decor and souvenirs.
- ▶ Spaces for emerging designers and entrepreneurs to introduce their products to a new audience.
- ▶ Entertainment zones with live music, street performances, and cultural shows to enhance the shopping experience.
- ▶ Kid-friendly activities and play areas to ensure a family-friendly environment.

Approach and Methodology for Implementation

Research and Engagement

- ▶ Float an RFP to hire an event management agency and outsource the planning and implementation of the event
- ▶ Stakeholder Engagement: Collaborate with local authorities, MSMEs, cultural organizations, and tourism boards to align goals and resources.
 - **Planning and Coordination:** Collaborate with stakeholders, design the event layout, manage MSME registrations, and coordinate cultural performances, workshops, and vendor participation.

- **Infrastructure and Logistics:** Oversee the setup of temporary structures, arrange utilities and amenities, and ensure safety and security measures, including crowd control and medical services.
 - **Marketing and Promotion:** Develop and execute marketing campaigns across digital and traditional platforms, create promotional materials, and engage with influencers to attract local, national, and international audiences.
 - **Execution and Reporting:** Manage on-site operations, monitor event progress, collect feedback, and prepare a comprehensive post-event report with recommendations for future editions.
- ▶ Host focus groups with local businesses to understand their capabilities and needs.
 - ▶ Engage with cultural experts to curate a list of traditional and contemporary cultural elements to showcase.

Planning and Design

- ▶ Develop a detailed project plan outlining the scope, objectives, and key deliverables.
- ▶ Design the layout of the event, including the Culinary Pavilion, Artisan Market, and Flea Market, ensuring optimal flow and visitor engagement.
- ▶ Select and secure event venues, considering factors such as accessibility, capacity, and proximity to the Diu Beach Games.

Infrastructure and Logistics

- ▶ Coordinate with vendors for the construction of temporary structures, such as tents, stages, and stalls.
- ▶ Arrange for utilities and amenities, including power, water, waste management, and sanitation facilities.
- ▶ Plan for security, medical services, and emergency response measures.

Vendor and Participant Coordination

- ▶ Open registration for MSMEs and artisans, ensuring a transparent and fair selection process.
- ▶ Provide participants with guidelines and support for setting up their spaces and promoting their offerings.
- ▶ Schedule cultural performances and workshops, coordinating with artists and facilitators.

Marketing and Promotion

- ▶ Develop a marketing strategy targeting local, national, and international audiences.
- ▶ Utilize digital platforms, social media, and traditional media outlets to generate buzz and attract attendees.
- ▶ Create promotional materials, including brochures, banners, and signage, to guide visitors during the event.

Execution and Management

- ▶ Oversee the setup of the event, ensuring all components are in place and functional. Set up temporary structures, utilities, and amenities to accommodate vendors and visitors.
- ▶ Manage the event's operations, including vendor support, visitor services, and coordination of cultural activities.
- ▶ Monitor the event to address any issues promptly and ensure a high-quality experience for all.

Monitoring and Feedback

- ▶ Implement a system for collecting feedback from visitors and participants during and after the event.
- ▶ Monitor sales and engagement metrics to evaluate the economic impact on local MSMEs.
- ▶ Conduct a post-event review to assess the success of the event against its objectives.

Reporting and Follow-up

- ▶ Compile a comprehensive report detailing the outcomes, lessons learned, and recommendations for future events.
- ▶ Share the report with stakeholders and use the findings to inform planning for the next edition of the Diu Beach Games Cultural and Commercial Expo.
- ▶ Maintain engagement with participants and stakeholders to build lasting relationships and ensure continued collaboration.

Timeline for achievement of Project Deliverables

Two events of mega scale shall be organised from 2024-2027 years.

Table 79 Timeline for leveraging beach games

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
MSME Participants per Annum	400	-	200	200

Project Costing

Year wise costing of the respective interventions (in INR lakhs) is as provided below:

Table 80 Budget for leveraging Beach games (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Event Infrastructure & Setup	400.00	-	60.00	60.00
Logistics & Operations		-	20.00	20.00
Promotional & Marketing Costs		-	20.00	20.00
Culinary Pavilion & Artisan Market Expenses		-	40.00	40.00
Entertainment & Engagement Activities		-	10.00	10.00
Participant Support & Facilities		-	10.00	10.00
Security and Crowd Management		-	10.00	10.00
Staffing and Administrative Costs		-	10.00	10.00
Contingency Fund		-	20.00	20.00
Total	400.00	-	200.00	200.00

G2.2 Monsoon Festival

Problem Statement

The Monsoon Festival in Daman, despite its potential to showcase the region's rich cultural heritage and natural beauty during the monsoon season, has not yet reached its full potential in terms of attracting tourists and local engagement and providing the various MSMEs in the region to showcase their crafts and culture.

By offering these businesses discounted or subsidized stall rates, the festival can mitigate the economic slowdown typically associated with the monsoon season, providing an alternative and alternative revenue stream. Local artisans, food vendors, and handicraft businesses enhances the event's appeal to tourists seeking authentic experiences.

Furthermore, the visibility and networking opportunities afforded to MSMEs at such a festival are invaluable, often leading to future business growth and collaborations. It also encourages budding entrepreneurs by demonstrating that there is tangible support for their ventures. For many local artisans and vendors, festivals like this are a significant source of income, supporting their livelihoods and families. In essence, offering discounted or subsidized stall rates to MSMEs at the Monsoon Festival in Daman is a strategic investment in the community's economic resilience, cultural preservation, and overall vibrancy.

Proposed Project Design, Feasibility and Viability

The Daman Monsoon Festival is a cultural extravaganza that celebrates the season's rains and showcases the region's heritage. The DNH & DD Monsoon Festival features cultural parades, music, dance, sports and adventure activities over a 8 day period. Daily events include handicraft stalls, food zones, and entertainment at Daman's Ramsetu Seafront & other locations. The Monsoon Festival is a testament to the region's enduring charm and a celebration of its seasonal transformation. It is an invitation to tourists and locals alike to come together and revel in the communal festivities, making it a much-anticipated event in Daman's annual calendar.

To capitalize on its potential and enhance the economic viability and cultural visibility of local MSMEs, particularly artisans, food vendors, and handicraft businesses, discounted or subsidized stall rates shall be offered at the Daman Monsoon Festival. The Monsoon festival is set to support 200 MSMEs.

Approach and Methodology for Implementation

► Stakeholder Engagement:

- Collaborate with local government, festival organizers, and business associations to align objectives and secure support.
- Conduct surveys and focus groups with MSMEs to understand their needs and barriers to participation.

► Subsidy Model Development:

- Determine the criteria for subsidy eligibility based on business size, type, and local relevance.
- Develop a tiered subsidy model to offer varying levels of support, ensuring inclusivity and efficient use of funds.

- ▶ **Application and Selection Process:**
 - Create an application process that is simple and accessible, with clear guidelines and deadlines.
 - Form a selection committee to review applications and allocate stall spaces fairly.
- ▶ **Subsidy Allocation:**
 - Offer subsidy on stall rates for eligible MSMEs
- ▶ **Feedback Mechanism:**
 - Establish a feedback booth at the festival for MSMEs to share their experiences and suggestions for future events.
- ▶ **Expected Outcomes:**
 - Increased MSME participation in the Diu Monsoon Festival.
 - Enhanced economic opportunities for local businesses during the monsoon season.
 - Greater exposure to local and tourist markets for Diu's cultural products.
 - Positive feedback from MSMEs on the support received and sales achieved.
 - A more inclusive and culturally rich festival experience for attendees.

Timeline for achievement of Project Deliverables

Two events of mega scale shall be organised from the FY 24 -25 to FY 26 -27.

Table 81 Timeline for Monsoon Festival

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
MSME Participants per Annum	200	-	100	100

Project Costing

Table 82 Budget for Monsoon Festival (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Event Infrastructure & Setup	100.00		15.00	15.00
Logistics & Operations			5.00	5.00
Promotional & Marketing Costs			5.00	5.00
Culinary Pavilion & Artisan Market Expenses			10.00	10.00
Entertainment & Engagement Activities			2.50	2.50
Participant Support & Facilities			2.50	2.50
Security and Crowd Management			2.50	2.50
Staffing and Administrative Costs			2.50	2.50
Contingency Fund			5.00	5.00
TOTAL	100.00		50	50

G3 MSME Participation in Adventure Tourism, Destination Weddings, MICE Tourism, Eco Tourism & Homestays

G3.1 Workshops for Introducing Tourism Initiatives in Dadra and Nagar Haveli and Daman and Diu (DNH-DD)

Problem Statement

The Union Territory of Dadra, and Nagar Haveli & Daman and Diu has immense potential to become a thriving tourism destination, leveraging its natural beauty, strategic location, and proximity to major urban centres. However, the lack of structured awareness and orientation programs limits stakeholder understanding of key tourism initiatives such as MICE Tourism, Homestay Development, Adventure Tourism, Destination Weddings, and Ecotourism. Introducing these initiatives through tailored workshops is essential to build awareness, foster collaboration, and equip stakeholders to actively participate in and benefit from the proposed projects.

Proposed Project Design, Feasibility and Viability

The workshops aim to serve as a platform for introducing the region's tourism development initiatives, providing participants with a clear understanding of their objectives, features, and implementation strategies.

MICE Tourism Development Initiative

Workshop Focus:

- ▶ Introduce the MICE-specific portal and its features, including venue listings, virtual tours, and service directories.
- ▶ Explain the benefits of building DDDNH as a competitive corporate event destination.
- ▶ Highlight the role of local MSMEs in providing event management, logistics, and hospitality services.

Outcome: Increased awareness among stakeholders about the opportunities in MICE tourism and the steps to align their businesses with this initiative.

Homestay Development Initiative

Workshop Focus:

- ▶ Introduce the digital platform for listing homestays, complete with host profiles and booking features.
- ▶ Explain the concept of transforming unused residential spaces into tourism-friendly accommodations.
- ▶ Highlight training and support programs for local hosts in hospitality, guest interaction, and financial management.

Outcome: Participants understand the benefits of homestay development and the support available to establish and market their accommodations.

Adventure Tourism Development Initiative

Workshop Focus:

- ▶ Showcase the region's potential for adventure activities such as water sports, trekking, and nature expeditions.
- ▶ Introduce the digital booking platform for adventure tourism activities.
- ▶ Highlight the importance of certifications and safety standards for guides and operators.

Outcome: Stakeholders are equipped with knowledge on how to develop and promote adventure tourism while ensuring safety and sustainability.

Destination Wedding Initiative

Workshop Focus:

- ▶ Present the digital wedding portal featuring venues, vendor listings, and client testimonials.
- ▶ Explain the role of local vendors in creating a comprehensive destination wedding experience.
- ▶ Highlight training programs for wedding service providers, including decorators, caterers, and photographers.

Outcome: Local vendors and service providers understand the potential of the wedding market and how to position their offerings effectively.

Ecotourism Development Initiative

Workshop Focus:

- ▶ Introduce the digital platform for promoting ecotourism through conservation stories and sustainable travel practices.
- ▶ Explain the role of local guides, eco-lodges, and traditional craft producers in building a responsible tourism model.
- ▶ Highlight training programs on environmental conservation and sustainable practices.

Outcome: Participants are inspired to contribute to ecotourism efforts and align their services with sustainable tourism principles.

Feasibility:

Existing Infrastructure: Workshops can utilize local venues or online platforms for cost-effective delivery.

Stakeholder Engagement: High interest from MSMEs, local entrepreneurs, and community members ensures active participation.

Viability:

Awareness Creation: The workshops create a foundation for stakeholder involvement in the initiatives, driving long-term engagement.

Sustainable Impact: By introducing practical tools, platforms, and training opportunities, the workshops empower participants to implement the initiatives effectively.

Approach and Methodology for Implementation

Needs Assessment:

- ▶ Conduct pre-workshop surveys to identify stakeholder knowledge gaps and customize workshop content accordingly.

Interactive Delivery:

- ▶ Use presentations, hands-on demonstrations, and real-life examples to introduce the initiatives.
- ▶ Incorporate group discussions and Q&A sessions to address participant queries.

Collaboration Opportunities:

- ▶ Facilitate networking sessions to connect MSMEs, local entrepreneurs, and industry experts for collaborative implementation of initiatives.

Feedback and Follow-Up:

- ▶ Gather participant feedback to refine future workshops.
- ▶ Provide follow-up materials, including brochures, digital guides, and access to online resources.

By introducing these initiatives through targeted workshops, the Union Territory can foster a deeper understanding among stakeholders, enabling them to take active roles in transforming the region into a dynamic tourism destination. These workshops will serve as a catalyst for collaboration, skill development, and sustainable economic growth.

Timeline for achievement of Project Deliverables

The workshops will be organised from 2024- 2027. Interventions wise Total

Table 83 Timeline for Workshops for Tourism

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Quarterly Workshops for Awareness	24	-	18	6
Number of Beneficiaries Targeted	600	-	450	150

Project Costing

Table 84 Budget for Workshops for Tourism

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Workshops for Awareness	24.00	-	18.00	6.00
TOTAL	24.00	-	18.00	6.00

G3.2 Promotion of Adventure Tourism through MSMEs, MICE tourism, Eco tourism & Homestays

Problem Statement

Despite the Union Territory of Dadra, and Nagar Haveli & Daman and Diu's strategic location and significant tourist footfall, the potential for MSME participation in the service sector remains underutilized, especially in key areas such as Adventure Tourism, Destination Weddings, MICE ({} Tourism, Eco-Tourism, and Homestays. The region is accessible from major economic hubs like Mumbai and Surat, presenting a unique opportunity to enhance MSME contributions by leveraging existing infrastructure, natural assets, and connectivity.

However, the lack of targeted initiatives and support mechanisms restricts the involvement of local MSMEs in this sector, limiting the overall economic benefits that could be derived from tourism. The absence of MSME-driven support services in event management, homestay accommodations, adventure and eco-tourism activities, and local transportation systems further contributes to the underutilization of tourism infrastructure.

To address this, interventions focused on MSME involvement in service-oriented segments are essential to unlock the region's tourism potential, capitalize on high footfall, and distribute economic benefits more widely. Enhancing MSME participation through targeted strategies will enable a dynamic tourism ecosystem that can offer unique, localized experiences to visitors, increase year-round occupancy rates, and contribute to sustainable economic growth.

By implementing a comprehensive framework that supports MSMEs through capacity-building, financial linkages, and marketing assistance, this initiative aims to create a resilient tourism model that maximizes local resources, encourages community involvement, and aligns with sustainability principles. This will, in turn, lead to greater economic impact through increased tourist footfall, longer stays, and improved resource utilization, positioning the region as a key tourism destination driven by empowered local enterprises.

Proposed Project Design Concept, Feasibility and Viability

1. MICE Tourism Development Project Design Concept

The MICE tourism strategy in Dadra, and Nagar Haveli & Daman and Diu aims to develop a vibrant ecosystem of corporate events and business tourism by enhancing infrastructure, digital visibility, and professional standards. This strategy includes creating a centralized MICE tourism portal showcasing available venues, services, and past successes through virtual tours, testimonials, and event portfolios. The portal will function as a one-stop platform where businesses can view event facilities, explore logistical support options, and book services provided by local MSMEs specializing in event management, logistics, and corporate hospitality. Capacity-building efforts will train local professionals in skills critical to the MICE sector, such as event management, corporate client relations, hybrid event technology, and digital marketing specific to business tourism.

To support venue managers, event coordinators, and support staff, training programs will be organized in collaboration with industry experts. These sessions will emphasize quality assurance,

risk management, and technology integration for virtual and hybrid events. Social media campaigns targeting corporate clients in nearby cities like Mumbai and Surat will promote the region's cost-effective event venues and highlight unique local experiences. Regular workshops with corporate event planners will create opportunities for direct feedback, helping the local MSMEs tailor their services to meet market expectations. The strategy also includes a certification program for service providers to maintain high standards, ensuring that Dadra and Nagar Haveli and Daman and Diu merge as a trusted, attractive destination for corporate events.

Feasibility of the Proposal

Given the proximity to economic centers like Mumbai and Surat, there is significant potential for attracting corporate clients looking for cost-effective, nearby options. The ease of access and availability of existing infrastructure provide a solid foundation for developing MICE services. Additionally, the demand for off-peak venues for corporate events aligns well with the seasonal tourism patterns of the region.

Viability of the Proposal

This component is viable as it leverages existing MSMEs to deliver event services, with relatively low initial investment for digital infrastructure and training. With targeted social media campaigns and partnerships with corporate event planners, the strategy could yield sustainable demand from nearby metropolitan areas, resulting in increased MSME revenue.

11. Homestay Development

Project Design Concept

The homestay development program focuses on transforming unused residential spaces into tourism-friendly accommodations by providing training and digital resources to local hosts. A dedicated digital platform will be created to list homestay properties, featuring detailed host profiles, photographs, and local experience options. The platform will also serve as a booking engine, enabling seamless reservations and direct communication with hosts. To elevate service quality, capacity-building efforts will focus on key areas such as hospitality training, guest interaction, online booking management, and experience curation to meet visitor expectations. Hosts will receive guidance on local housekeeping standards, guest relations, and crafting authentic local experiences, from cultural tours to culinary demonstrations.

Social media marketing training will empower hosts to attract travelers independently, while a digital feedback and rating system will encourage quality improvements and trust-building. Financial literacy workshops will train hosts in managing finances, budgeting, and using digital payment methods, helping them to run sustainable, profitable businesses. Community-building initiatives, including online and in-person meet-ups, will enable hosts to share best practices, support one another, and discuss emerging trends in the homestay market.

Feasibility of the Proposal

The region's proximity to major cities makes it an attractive destination for weekend travelers, and the concept of homestays appeals to tourists seeking personalized, local experiences. Given the rise of digital booking platforms, a centralized homestay portal will increase visibility and ease of booking, making homestays a feasible accommodation option.

Viability of the Proposal

This project is highly viable due to its low setup costs and high returns, as it utilizes existing residential spaces and requires minimal structural investments. The introduction of a digital presence and a rating system will ensure consistent service quality, and regular community meetings will help hosts adopt best practices. Revenue can be consistently generated by targeting weekend travellers and leveraging digital platforms.

12. Adventure Tourism Development

Project Design Concept

Adventure tourism in Dadra and Nagar Haveli and Daman and Diu focuses on utilizing the region's natural assets, including beaches, forests, and water bodies, to create year-round opportunities for adventure seekers. The project will develop a digital platform to promote various adventure activities, from beach sports and water sports to nature treks and forest expeditions. Virtual tours and interactive previews of activities will be provided on this platform to showcase safety protocols and activity highlights, appealing to thrill-seekers and nature enthusiasts. Capacity-building programs will be established to train local guides and operators in critical skills like adventure sport certifications, safety protocols, first aid, and emergency rescue operations.

To support operators in marketing their services effectively, digital marketing workshops will be organized, focusing on adventure tourism promotions across social media channels. Safety standards will be a cornerstone of this initiative, with regular training updates and certifications to ensure high standards of service delivery. Environmental sustainability training, focusing on eco-friendly practices and resource conservation, will ensure that these activities do not compromise the region's natural assets. By incorporating sustainable practices, the adventure tourism sector can both attract and retain a dedicated customer base that values responsible travel.

Feasibility of the Proposal

With a rich natural landscape and easy accessibility, Dadra and Nagar Haveli and Daman and Diu are well-suited for adventure tourism. The growing demand for nature-based and adventure experiences among domestic tourists, particularly from nearby urban centres, provides a sustainable customer base.

Viability of the Proposal

The adventure tourism sector is viable as it requires moderate investment in training, safety equipment, and marketing, all of which can be offset by MSME-operated activities and rental services. Regular safety audits and a central booking platform will help maintain standards and attract tourists seeking adventure while ensuring sustainable management of natural resources.

13. Destination Wedding Development

Project Design Concept

The destination wedding initiative focuses on positioning Dadra and Nagar Haveli and Daman and Diu as an alternative to traditional wedding destinations, catering to high-income clients from nearby

cities. A comprehensive digital wedding portal will be developed, showcasing available venues, vendor listings, and virtual tours, alongside visually appealing social media campaigns. Capacity-building programs for local MSMEs will cover areas such as wedding planning, vendor coordination, photography, videography, and social media marketing tailored to the wedding industry.

Local vendors will receive specific training in decoration, catering, and event management, ensuring they can meet the standards and preferences of high-end clients. The digital platform will feature a vendor marketplace, connecting wedding planners directly with local vendors, allowing them to easily coordinate and customize services. Trend analysis workshops will help local businesses stay informed on industry trends and align their offerings with the latest wedding styles. Training in client relationship management will empower local vendors to deliver a professional and enjoyable experience for clients, fostering positive word-of-mouth and repeat business.

Feasibility of the Proposal

Daman and Diu are increasingly popular for destination weddings due to their scenic coastal locations and proximity to high-income markets. The cost-effectiveness and accessibility make it an attractive alternative to traditional destinations like Goa, ensuring a steady demand from nearby urban areas.

Viability of the Proposal

This project is viable with moderate initial investments in digital infrastructure and training programs. The region's attractive locales, combined with a professional network of MSME vendors, can position it competitively in the destination wedding market. Social media marketing and partnerships with wedding planners will ensure sustained demand, providing year-round opportunities to local vendors.

14. Ecotourism Development

Project Design Concept

The ecotourism development program in Dadra and Nagar Haveli and Daman and Diu aims to attract environmentally conscious travellers by focusing on conservation, sustainable practices, and local biodiversity. A digital platform will promote ecotourism through stories on local conservation efforts, showcasing the region's natural diversity and the community's commitment to sustainable tourism. Training for local guides will focus on nature interpretation, wildlife identification, and sustainable tourism practices. Local MSMEs involved in eco-lodging, nature guiding, and traditional craft production will receive support to align their services with ecotourism standards.

Digital marketing initiatives will use storytelling to highlight the region's biodiversity and conservation efforts, aiming to build a strong brand around responsible tourism. Training programs in waste management, renewable energy use, and sustainable construction techniques will enable the local community to maintain the integrity of natural resources. Workshops focused on traditional ecological knowledge will ensure that tourism respects local customs and practices, adding depth to visitor experiences and preserving cultural heritage.

Feasibility of the Proposal

The natural assets and biodiversity of Dadra, and Nagar Haveli & Daman and Diu make it highly suitable for ecotourism, particularly given the growing preference among tourists for sustainable

travel. The local community's traditional ecological knowledge presents an opportunity to offer unique, authentic experiences.

Viability of the Proposal

Ecotourism is highly viable due to low environmental impact and alignment with global sustainability trends. Capacity-building programs and partnerships with environmental organizations can ensure a steady stream of visitors while maintaining conservation standards. The project can provide long-term benefits, with ecotourism becoming a model for sustainable tourism that supports both local communities and environmental protection.

Approach and Methodology for Implementation

Project 1: MICE Tourism Development

▶ Digital Platform Development:

- Enhance the existing portal by integrating MICE-specific features, including a comprehensive listing of venues, facilities, and services, complete with virtual tours of locations. This effort will align with ongoing portal upgradation initiatives, leveraging collaboration with web developers, local photographers, and videographers to ensure seamless functionality and enriched user experience.
- Online Event Management: Integrate a booking and management system to handle inquiries, reservations, and payment processing. Include features like customer reviews and case studies to enhance credibility.

▶ Capacity Building:

- Training Programs: Partner with industry experts and training institutes to create tailored programs on event management, digital marketing for MICE, corporate client handling, and hybrid events.
- Skill Certification: Develop certification standards in collaboration with industry bodies to ensure quality service. Offer these as part of training programs.

▶ Marketing and Outreach:

- Targeted Campaigns: Use social media platforms and digital ads targeting corporate clients in Mumbai, Surat, and nearby business hubs. Focus on cost advantages, unique experiences, and easy accessibility.
- Workshops with Event Planners: Conduct regular feedback sessions with corporate event planners to align services with their needs. This will also serve as a platform to showcase the region's offerings and network with potential clients.

▶ Quality Assurance and Continuous Improvement:

- **Service Standardization:** Establish quality benchmarks and regular audits to maintain high service standards.
- **Feedback Mechanisms:** Implement a feedback system to collect client reviews and make continuous improvements based on client needs.

Project 2: Homestay Development

▶ **Digital Platform Development:**

- **Portal and App for Homestays:** Build a dedicated digital platform featuring detailed listings of homestay properties with photos, host profiles, and guest reviews. Include a booking system to streamline the process.
- **User Experience:** Design the platform with user-friendly navigation, search filters, and interactive elements, like local experience options and itineraries.

▶ **Capacity Building for Hosts:**

- **Training in Hospitality:** Organize workshops covering guest interaction, housekeeping standards, and hospitality basics. Experienced trainers from hospitality institutions should be brought in to lead these sessions.
- **Digital Marketing and Booking Management:** Conduct workshops on social media marketing, online booking management, and experience curation. Hosts will learn to market their properties through social media and manage bookings.
- **Financial Literacy:** Offer sessions on budgeting, basic accounting, and using digital payment systems to help hosts manage their finances effectively.

▶ **Community Engagement:**

- **Peer Networking and Support:** Establish a community group for hosts to share best practices and tips, both online and through periodic in-person meetings.
- **Quality Standards and Feedback:** Implement a rating system to encourage high-quality service and build guest trust. Regular feedback from guests will guide improvement.

▶ **Marketing Strategy:**

- **Social Media and Influencer Marketing:** Partner with travel influencers and bloggers to promote homestays and attract a wider audience. Social media training will be provided to help hosts create their own content and connect directly with travellers.

Project 3: Adventure Tourism Development

▶ **Digital Promotion and Booking Platform:**

- **Engaging Content Creation:** Develop a platform that includes virtual tours, video previews of activities, and safety instructions to attract adventure tourists. The platform will also support real-time booking.
- **Centralized Safety and Booking System:** A central booking platform with a focus on safety standards, reservation tracking, and emergency contact information to streamline operations and promote safety.
- ▶ **Capacity Building for Guides and Operators:**
 - **Certification and Safety Training:** Partner with adventure sports certification bodies to offer courses in first aid, rescue operations, and equipment handling. Regular training updates will ensure guides maintain their certification.
 - **Environmental Awareness:** Include training in sustainable tourism practices, with a focus on environmental conservation and waste management to protect natural resources.
- ▶ **Marketing and Outreach:**
 - **Adventure Tourism Campaigns:** Launch targeted digital campaigns to attract adventure enthusiasts, highlighting Daman, Diu, and Dadra and Nagar Haveli's natural assets and safety protocols.
 - **Social Media and Influencer Engagement:** Partner with adventure influencers to promote the region's offerings, showcasing activities such as beach sports, water sports, and forest trekking.
- ▶ **Safety and Quality Assurance:**
 - **Regular Safety Audits:** Establish a system of regular audits to maintain high safety standards.
 - **Feedback Mechanism:** Gather feedback from participants to continuously improve service quality and safety.

Project 4: Destination Wedding Development

- ▶ **Digital Wedding Portal:**
 - **Portal Design:** Develop a dedicated wedding portal featuring venue listings, vendor profiles, and virtual tours. The platform will also showcase real wedding stories to attract potential clients.
 - **Vendor Marketplace:** The platform will allow vendors (e.g., decorators, caterers, photographers) to list their services, making it easier for wedding planners and clients to find local vendors.
- ▶ **Capacity Building for Wedding Service Providers:**

- **Training in Wedding Planning:** Partner with wedding planning institutions to provide certification in areas like vendor management, client handling, and event planning.
- **Vendor Skill Development:** Conduct workshops for decorators, caterers, photographers, and other local vendors to ensure high service quality and help them understand market expectations.
- **Trends and Client Management:** Organize trend analysis sessions to keep vendors updated on wedding industry trends. Training in client relationship management will ensure high levels of customer satisfaction.

▶ **Marketing and Social Media Strategy:**

- **Targeted Social Media Campaigns:** Focus on visually appealing content and influencer partnerships to promote Dadra and Nagar Haveli and Daman and Diu as wedding destination for clients in Mumbai, Gujarat, and beyond.
- **Outreach to Wedding Planners:** Host workshops and familiarization trips for prominent wedding planners, showcasing local vendors and venues to increase interest.

▶ **Quality Standards and Feedback System:**

- **Certification and Standards:** Develop a local certification process for wedding service providers to ensure consistent quality across vendors.
- **Feedback Collection:** Implement a feedback system for clients to provide insights on service quality, allowing for continuous improvement.

Project 5: Ecotourism Development

▶ **Digital Platform for Ecotourism Promotion:**

- **Storytelling and Conservation Content:** Create a platform focusing on conservation success stories, biodiversity, and eco-friendly practices, targeting environmentally conscious travellers. Include itineraries and booking options for eco-lodges and guided nature tours.
- **Educational Content:** Share educational content about local flora, fauna, and sustainable tourism practices to attract a niche market of eco-conscious travellers.

▶ **Capacity Building for Ecotourism Guides and Operators:**

- **Environmental Education and Nature Interpretation:** Provide guides with specialized training in local biodiversity, nature interpretation, and environmental conservation to enhance the quality of ecotourism experiences.
- **Sustainable Practices Training:** Train local operators in waste management, renewable energy usage, and sustainable construction techniques. Workshops on traditional ecological knowledge will help them preserve and communicate local cultural practices.

▶ **Marketing Strategy for Responsible Tourism:**

- Digital Campaigns: Target environmentally conscious travellers through social media campaigns focused on the region's natural beauty, conservation efforts, and sustainable tourism practices.
- Influencer Partnerships and Ecotourism Networks: Partner with influencers focused on ecotourism and responsible travel, and network with eco-conscious travel agencies to drive interest in the region.

► **Quality Assurance and Feedback:**

- Regular Training and Updates: Schedule regular training updates and reviews to ensure guides and operators maintain high standards in conservation and sustainability practices.
- Feedback System for Continuous Improvement: Implement a digital feedback mechanism to gather tourist insights, helping the local community refine and adapt their ecotourism offerings while maintaining eco-friendly standards.

Timelines for Project Implementation

Table 85 Timeline for workshops for spreading awareness about various initiatives in tourism/service sector

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Workshops for Spreading Awareness Related to Tourism MSMEs related to RAMP	24	-	18	6
Anticipated Participation of 25 MSME per workshop	600	-	450	150

Table 86 Timeline for reimbursement for all activities related to tourism sector

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Reimbursement of SGST Component for Destination Wedding	50	-	35	15
Digital Promotion Support for Home Stays	50	-	35	15
Digitization Support for Adventure Tourism	50	-	35	15
Digitization Support for MICE Tourism	50	-	35	15
Digitization Support for Eco Tourism	50	-	35	15

Table 87 Timeline for capacity building Activities related to Participation of MSMEs in the tourism sector

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Training for Home Stays 10 days training followed by 5-day Refresher Training	100	-	70	30
Training for Destination Weddings 10 days training per year for 2 years	100	-	70	30
Training for Adventure Tourism 10 days training followed by 5-day Refresher Training	100	-	70	30
Training for MICE Tourism 10 days training followed by 5-day Refresher Training	100	-	70	30
Training for Eco Tourism 10 days training followed by 5-day Refresher Training	100	-	70	30

Table 88 Timeline for workshops

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Number of Workshops	12		8	4
Expected Participants per Workshops @ 25 Participants per workshop	300		200	100

Project Costing

Table 89 Budget (in INR Lakhs) related to various capacity building initiatives in the tourism/service sector

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Training for Home Stays 10 days training followed by 5-day Refresher Training @ Rs 2500 for 15 days	37.50	-	26.25	11.25
Training for Destination Weddings 10 days training per year for 2 years	100.00	-	70.00	30.00
Training for Adventure Tourism 10 days training followed by 5-	37.50	-	26.25	11.25

day Refresher Training @ Rs 2500 for 15 days				
Training for MICE Tourism 10 days training followed by 5-day Refresher Training @ Rs 2500 for 15 days	37.50	-	26.25	11.25
Training for Eco Tourism 10 days training followed by 5-day Refresher Training @ Rs 2500 for 15 days	37.50	-	26.25	11.25
Total	250.00	-	175.00	75.00

Table 90 Budget for digital support and promotional efforts in tourism (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Reimbursement of SGST Component for Destination Wedding @ Rs 5,00,000	250.00	-	175.00	75.00
Digital Promotion Support for Homestays	100.00	-	70.00	30.00
Digitization Support for Adventure Tourism	100.00	-	70.00	30.00
Digitization Support for MICE Tourism	100.00	-	70.00	30.00
Digitization Support for Eco Tourism	100.00	-	70.00	30.00
Total	650.00	-	455.00	195.00

H. Strengthening Institutional Capacity

These interventions seem to weave a story of transformation for the UT of DNH-DD, focusing on strengthening institutional capacity and empowering industries. At the heart of this effort lies the establishment of a comprehensive Database of Industries, laying the foundation for data-driven strategies and policies tailored to the unique needs of the region. Alongside, the Facilitation of Industries to Promote Common Infrastructure envisions shared resources that reduce costs and enhance productivity, fostering collaboration and innovation. Capacity-building initiatives bring this vision to life, equipping Industry Associations, Industries, Allied Departments, and DIC functionaries with the tools to lead sustainable growth. Recognizing the pivotal role of technology, efforts to Strengthen Digital Infrastructure within MSMEs and the creation of a dedicated MSME Facilitation Centre ensure seamless access to resources, guidance, and support. Together, these interventions form the cornerstone of a dynamic industrial ecosystem, paving the way for a more inclusive and prosperous future for the UT.

H1 Creating a Database of Industries in the Union Territory

H1.1 Creating a Database of Industries in the Union Territory

Creating a comprehensive database of industries in Dadra and Nagar Haveli and Daman and Diu (DNH-DD) is essential for supporting economic growth and targeted development in the region. The database would provide detailed insights into the types of businesses operating in the UT, allowing for more informed policymaking, resource allocation, and industry-specific support. It would also facilitate better coordination with programs various district level government programmes of the Government of India.

Problem Statement

The Union Territory of Dadra and Nagar Haveli and Daman and Diu have witnessed significant organic growth in its industrial sector. However, the absence of an organized and comprehensive database of industries presents challenges in policy formulation, targeted support, and infrastructure planning. Current registrations, such as Udhyam, only partially capture the industrial landscape, leaving critical data gaps. This lack of structured information hampers the government's ability to allocate resources effectively, provide tailored financial assistance, enforce regulatory compliance, and implement skill development programs that align with industry needs.

Conducting an industrial census would address these challenges by creating an organized, reliable database of industries, enabling data-driven decision-making and efficient resource allocation. This initiative would enhance policy effectiveness, improve infrastructure planning, support environmental compliance, boost local employment, and make the region more attractive to investors. By establishing a formal and structured understanding of the industrial sector, the UT can foster a sustainable and well-supported environment for continued industrial growth.

Proposed Project Design Concept, Feasibility and Viability

Project Title: Industrial Census for Dadra and Nagar Haveli and Daman and Diu

Objective:

To create a structured, accessible database of industries in the UT to enhance policy formulation, improve infrastructure planning, support regulatory compliance, and streamline access to financing and government schemes for local industries. The census will immediately provide a clear snapshot of industry types, size, workforce, and infrastructure needs.

Key Components:

- ▶ **Data Collection and Profiling:** Conduct door-to-door or digital surveys across the UT to gather essential information on industry size, sector, workforce, and basic compliance.
- ▶ **Centralized Digital Database:** Develop a user-friendly digital platform for storing, accessing, and updating industry data, enabling real-time analysis and data sharing with government and financial institutions.
- ▶ **Collaboration with Local Business Associations:** Partner with MSME associations and chambers of commerce to promote census participation, especially among small and unregistered businesses.
- ▶ **Awareness of Financial and Government Support:** During data collection, distribute concise information about available government schemes, financial products, and the benefits of formal registration.

Feasibility

Stakeholder Engagement:

- ▶ **Local Industries:** Industries benefit directly through streamlined access to financing and targeted support, likely securing strong participation.
- ▶ **Financial Institutions:** Banks and NBFIs will gain valuable data on creditworthiness, allowing them to offer tailored products to businesses, which strengthens financial feasibility.
- ▶ **Government Support:** The UT administration's focus on organized economic growth aligns with the project, ensuring practical support.

Resource Allocation:

- ▶ **Data Collection Team:** A field team can handle data collection efficiently over a few months with logistical support from local associations.
- ▶ **Digital Platform:** A simple database system with built-in analytics, requiring modest setup and manageable ongoing maintenance.
- ▶ **Marketing and Outreach:** Local media and MSME networks can help spread awareness, encouraging participation without high outreach costs.

Accessibility:

- ▶ **Digital and In-Person Data Collection:** Using both methods ensures inclusivity for businesses with limited internet access or digital familiarity.
- ▶ **Localized Awareness Efforts:** With support from local associations, outreach and data collection are practical and accessible across regions.

Immediate Outcomes

- ▶ **Organized Database of Industries:** The project will deliver a comprehensive database within months, allowing quick access to industry profiles and data-driven planning.
- ▶ **Improved Financial Access:** With structured data, financial institutions can better assess businesses, increasing loan approvals and providing targeted financial products for MSMEs.
- ▶ **Enhanced Government Support:** Government bodies will be able to identify high-need areas quickly, implement schemes effectively, and allocate resources precisely.
- ▶ **Clear Infrastructure Needs Assessment:** The census will reveal infrastructure gaps and inform immediate planning for industrial zones, transportation, power, and water supply improvements.
- ▶ **Boosted Awareness of Government Schemes:** Through census interactions, industries will gain immediate awareness of schemes, formal registration benefits, and compliance requirements, helping them access support they may have missed.

Viability

- ▶ **Financial Viability:** The data enables more accurate credit risk assessments, improving financial support for MSMEs and attracting potential private sector investment.
- ▶ **Sustainability:** Periodic updates every 1-2 years, in partnership with local associations, will keep the database relevant without significant recurring costs.
- ▶ **Scalability:** If successful, this approach can be replicated in other regions, with the digital platform and data methods adaptable to different locations.

By focusing on immediate and practical outcomes, this project supports MSMEs in accessing financial and government resources while giving the UT administration a reliable tool for policy and infrastructure planning.

Approach and Methodology for Implementation

Objective:

- ▶ To conduct a structured data collection exercise through a survey agency using survey correspondents, who will collect data from industries in Dadra and Nagar Haveli and Daman and Diu. The collected data will be organized into a simple Excel database to provide a clear overview of the local industrial landscape.

Step 1: Coordination with Industry Associations and Survey Agency

Engage Industry Associations:

- ▶ Collaborate with industry associations to introduce the survey project and emphasize the benefits of building a structured database for policy support, resource allocation, and easier access to finance for local MSMEs.
- ▶ Obtain associations' assistance in promoting the survey and encouraging businesses to participate.

Onboard and Brief the Survey Agency:

- ▶ Engage a survey agency and provide a clear brief on the data collection goals, key data points, and the expected format of the information.
- ▶ Train survey correspondents on essential data points, such as business name, industry type, location, employee count, infrastructure needs, and contact information, and clarify how to ensure data accuracy and completeness during collection.

Step 2: Data Collection by Survey Correspondents

Design and Distribute Data Collection Forms:

- ▶ Create a simple, standardized data collection form, with fields clearly marked for information such as business type, scale, workforce, contact information, and compliance status.
- ▶ Provide survey correspondents with printed or digital forms, depending on the context, ensuring they have clear instructions on how to fill out each section.

Field Data Collection:

- ▶ Survey correspondents visit businesses in person to complete the forms, gathering accurate data on-site.
- ▶ To ensure high participation, survey correspondents should communicate the benefits of registration, including access to potential financial support and eligibility for government schemes.

Data Submission and Preliminary Review:

- ▶ Survey correspondents submit completed forms daily or weekly to the survey agency, which compiles them into an Excel file for initial validation and review.
- ▶ The agency performs a preliminary check to ensure forms are complete and consistent before final submission.

Step 3: Data Consolidation and Validation

Master Excel Database Creation:

- ▶ Consolidate the collected data into a single Excel database, organizing entries by industry type, location, and key attributes for easy analysis and reporting.

Validation through Sample Verification:

- ▶ Conduct sample verification by calling a subset of surveyed businesses to confirm the accuracy of the collected data. Address any discrepancies or errors identified, updating the master Excel file as needed to maintain data quality.

Step 4: Database Management and Updates

Hand Over Database to Designated Data Manager:

- ▶ Once the initial data collection is complete, hand over the master Excel database to a designated data manager within the UT administration or a relevant department for ongoing maintenance.

Scheduled Updates with Survey Agency:

- ▶ Set up a periodic update schedule with the survey agency, ideally biannually, to revisit businesses, verify existing data, and add new entrants to the database.

Annual Data Clean-Up:

- ▶ Conduct an annual review to remove outdated information, correct duplicate entries, and verify that business details remain up to date, ensuring the database's long-term accuracy and relevance.

Expected Immediate Outcomes

- ▶ **Comprehensive Industry Database:** A structured Excel database that provides a clear snapshot of the industrial sector within the UT, supporting targeted policy-making and resource allocation.
- ▶ **Improved Support and Compliance:** Accurate data will allow the government to deliver more effective support and ensure regulatory compliance, benefitting both local businesses and the administration.
- ▶ **Efficient Database Maintenance:** A simple update mechanism ensures that the Excel database remains current and useful, supporting ongoing economic planning and development initiatives.

This approach keeps the data collection exercise organized, ensuring reliable data through in-person collection by trained survey correspondents and maintaining an accessible, manageable Excel database for practical use.

Timeline for achievement of Project Deliverables

Table 91 Timeline for Creating Database of Industries

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Workshops or Interaction to boost participation in Surveys	24	4	20	-
Administering Surveys with Individual Units	25,000	5,000	20,000	-
Validation of Survey & Digitization Effort	25,000	5,000	20,000	-

Project Costing

Table 92 Budget for Creating Database of Industries (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Workshops or Interaction to boost participation in Surveys	16.80	2.80	14.00	-
Administering Surveys with Individual Units	125.00	25.00	100.00	-
Validation of Survey & Digitization Effort	25.00	5.00	20.00	-
Total	166.80	32.80	134.0	-

H2 Capacity Augmentation and Building for Industry Associations, Industries, and Allied Departments to enhance Outreach, Facilitation, and Handholding for MSMEs

H2.1 Capacity Building and Training of Industry Associations, Industries and Allied Departments

Problem Statement

Industry associations in Dadra, and Nagar Haveli & Daman and Diu(DNH-DD) are pivotal in supporting MSMEs across a wide spectrum of industries. These associations are expected to facilitate access to schemes, advocate for member interests, and foster sectoral growth. However, their functionaries often face challenges in navigating the complex regulatory, financial, and technological landscape of MSME development. A lack of sector-specific expertise, digital proficiency, and stakeholder engagement skills hampers their ability to deliver effective, customized support. Addressing these gaps is critical to empowering industry associations to function as dynamic facilitators of MSME growth.

Proposed Project Design Concept

To enhance the capacity of industry association functionaries, a structured capacity-building intervention is proposed. The key components include:

Sector-Specific Knowledge Enhancement:

- ▶ Equip functionaries with expertise in business planning, financial projections, quality certifications, export documentation, and regulatory compliance.
- ▶ Enable targeted support for MSMEs by addressing the specific needs of different sectors, including manufacturing, services, and export-oriented businesses.

Digital Proficiency Development:

- ▶ Provide training in digital tools, data analytics, and online platforms to enhance the association's ability to manage member data, monitor scheme usage, and disseminate critical information efficiently.
- ▶ Promote digital transformation to align with the evolving technological landscape.

Advisory and Advocacy Skills:

- ▶ Build expertise in advising MSMEs on navigating government schemes, funding mechanisms, and market opportunities.
- ▶ Strengthen advocacy capabilities to effectively represent member interests in policy discussions and negotiations.

Stakeholder Management and Collaboration:

- ▶ Develop skills for engaging with diverse stakeholders, including MSMEs, financial institutions, government agencies, and international trade bodies.
- ▶ Facilitate collaboration to foster innovation, resolve challenges, and align initiatives with industry needs.

Knowledge of Local and Global Markets

- ▶ Enhance understanding of the local industrial ecosystem and global market trends.
- ▶ Equip functionaries to provide strategic insights and support members in tapping into export markets and emerging opportunities.

Project Design, Concept Viability and Feasibility

▶ Alignment with Strategic Goals

This intervention supports government priorities for MSME development, aligning with initiatives such as RAMP and other industry-centric programs. By empowering functionaries with critical skills, the program ensures more effective advocacy, scheme implementation, and sectoral growth.

▶ Relevance to Stakeholder Needs

The program addresses clear skill gaps among industry association functionaries, ensuring they can provide tailored support to MSMEs. Enhanced digital skills, sector-specific knowledge, and advisory capabilities make the intervention highly relevant for fostering sustainable growth.

▶ Sustainability and Scalability

The structured training modules ensure sustained capacity building within associations. Sector-specific expertise, combined with digital and advisory skills, ensures functionaries remain effective even as policies and business environments evolve.

▶ Practical and Flexible Delivery

The intervention uses modular training, delivered through workshops, classroom sessions, and online platforms. This flexible approach ensures accessibility and accommodates the operational schedules of industry associations.

Approach and Methodology for Implementation

Approach:

- ▶ Adopting a phased, modular approach, the intervention systematically strengthens functionaries' skills, focusing on knowledge enhancement, digital fluency, and stakeholder collaboration to address the dynamic needs of MSMEs.

Methodology:

- ▶ Needs Assessment: Identify specific skill gaps and tailor training content to the unique needs of industry association functionaries.
- ▶ Training Module Development/ Curation: Develop practical modules covering sectoral expertise, digital tools, advocacy, and stakeholder management.

Capacity-Building Delivery:

- ▶ Workshops and Classroom Sessions: Deliver foundational training on scheme navigation, financial guidance, and compliance.
- ▶ Digital Proficiency Training: Hands-on sessions on managing online platforms, member databases, and analytics.
- ▶ Online Self-Paced Learning: Provide flexible learning options for long-term knowledge retention.
- ▶ Stakeholder Engagement: Facilitate regular collaboration between associations, MSMEs, and government bodies to align efforts and share best practices.

- **Monitoring and Evaluation (M&E):** Implement an M&E framework to evaluate training outcomes, collect feedback, and refine modules for continuous improvement.

This capacity-building program empowers industry associations to better serve their members, catalysing MSME growth and fostering a competitive industrial ecosystem in DDDNH.

Timeline for achievement of Project Deliverables

Table 93 Timeline for Trainings of Industry Associations

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Training for functionaries of Industry Associations	1000		700	300

Project Costing

Table 94 Budget for Trainings of Industry Associations (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Training Mondays @ Rs 8000 per day per person	80.00	-	56.00	24.00
Total	80.00		56.00	24.00

H2.2 Capacity Building of DIC and other associated functionaries

The capacity building of District Industries Centres (DICs) and other associated functionaries in Dadra and Nagar Haveli and Daman and Diu (DNH-DD) plays a pivotal role in the economic development of the region. By strengthening the capabilities of these entities, the government aims to improve the delivery of services to local industries, enhance administrative efficiency, and promote effective implementation of policies and schemes. This intervention ensures that the DICs are better equipped to guide and support MSMEs in overcoming challenges related to industrial growth, access to markets, and financial resources. Additionally, it facilitates improved coordination among various stakeholders, ensuring that entrepreneurs and businesses can benefit from relevant government initiatives and support mechanisms. This approach will be key in accelerating industrial growth and attracting investments, thereby boosting the local economy of DNH-DD.

Problem Statement:

DICs in DDDNH are tasked with supporting a variety of MSMEs, each operating in sectors with different regulatory, financial, and technological needs. This diversity demands a nuanced understanding of sector-specific schemes, from digital transformation initiatives to export-oriented programs. However, the current setup faces challenges in navigating the complexity and range of schemes available. Furthermore, the geographic spread of Dadra and Nagar Haveli and Daman and Diu adds a layer of administrative intricacy, necessitating customized yet standardized support approaches.

Proposed Project Design Concept

To effectively manage this diverse array of schemes and provide MSMEs with sector-relevant guidance, a targeted capacity-building intervention is essential. Key components include:

- ▶ **Enhanced Technical and Operational Expertise:** Training in scheme documentation, application processing, and utilization tracking will enable DIC staff to streamline operations across varied programs. This equips them to handle complex administrative needs while ensuring compliance and efficiency.
- ▶ **Sector-Specific Knowledge and Advisory Skills:** Developing sector-specific expertise allows DICs to tailor support based on each industry's unique requirements. By understanding business plan essentials, financial projections, quality certifications, and export documentation, staff can offer more specialized guidance to MSMEs, fostering sectoral growth.
- ▶ **Digital Skill Development:** Training in digital tools, data management, and online platforms will allow staff to handle multi-scheme data, enabling efficient information flow and reporting. This also supports a move towards a digitally enabled ecosystem, empowering DICs to serve MSMEs in a technologically evolving landscape.
- ▶ **Stakeholder Management and Communication:** Effective stakeholder engagement is key to navigating the diversity of schemes and sectors. Building skills in stakeholder management will strengthen relationships with MSMEs, financial institutions, and Industry Associations, allowing for collaborative solutions that address sector-specific needs.
- ▶ **Local Industry Knowledge and Sectoral Nuance:** Staff who understand the local industrial ecosystem can better address the specific challenges faced by MSMEs in diverse sectors. This tailored approach helps ensure compliance with local regulations, supports sustainable practices, and aligns with environmental standards.

Viability and Feasibility

The proposed project design focuses on a comprehensive capacity-building intervention for District Industries Centres (DICs) to strengthen their ability to serve the unique needs of MSMEs across diverse sectors.

Alignment with Strategic Goals

The project aligns with the government's broader strategic goals for MSME growth and development, especially within the RAMP initiative. By equipping DIC staff with essential skills, the intervention supports the efficient implementation of various schemes, aligning with policy objectives to boost MSME performance and sectoral competitiveness.

Relevance to Stakeholder Needs

This proposal directly addresses identified capacity gaps within DICs, including knowledge of sector-specific schemes, technical and operational skills, and digital fluency. With a strong demand for specialized MSME support, the program meets a clear and immediate need, making it highly relevant to DIC staff, MSMEs, and associated Industry Associations.

By enhancing the skills of DIC staff, the project builds long-term capacity within the region's institutional framework. Sector-specific expertise, digital skill development, and local industry knowledge ensure DICs can continue supporting MSMEs effectively over time, creating sustained growth and adaptability to future schemes and initiatives.

The program's design includes clear, actionable components such as targeted training in scheme documentation, digital tools, and stakeholder management. Each training module can be delivered through a mix of classroom sessions, workshops, and online trainings, which are feasible within the existing operational capacities of DICs. The modular approach also allows flexibility in scheduling and adjusting based on availability and needs.

Approach and Methodology for Implementation

Approach:

The capacity-building intervention will adopt a modular, phased approach to systematically enhance DIC staff capabilities in managing complex MSME schemes. This will focus on developing technical, operational, and sector-specific skills, while promoting digital proficiency and strengthening stakeholder relationships to address the diverse needs of MSMEs in the UT.

Methodology:

- ▶ **Needs Assessment:** Conduct initial assessments to identify specific skill gaps and sector-specific requirements within DICs, tailoring training modules accordingly.
- ▶ **Training Module Development/ Curation:** Design/Curate training modules across key areas—technical skills, sectoral knowledge, digital proficiency, stakeholder management, and local industry insights—using practical and contextual examples.

Capacity-Building Delivery:

- ▶ **Classroom and Workshop Sessions:** For foundational knowledge and interactive learning on scheme documentation, application processing, and compliance.
- ▶ **Hands-On Digital Training:** Practical sessions on digital tools and data management to enhance technical capabilities.

- ▶ Relevant online modules will provide DIC staff with flexible, self-paced learning on scheme documentation, sector-specific knowledge, digital tools, stakeholder engagement, and monitoring, enhancing accessibility and long-term knowledge retention.
- ▶ **Stakeholder Engagement:** Facilitate collaboration between DICs, MSMEs, financial institutions, and Industry Associations through regular communication and feedback sessions to align support efforts.
- ▶ **Monitoring and Evaluation (M&E):** Implement an M&E framework to track progress, gather feedback, and adapt the training based on performance outcomes, ensuring continuous improvement and relevance.

Timeline for achievement of Project Deliverables

Table 95 Timeline for Capacity Building of DIC

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Training for Government Functionaries in terms of training Man-days	500	-	350	150

Project Costing

Table 96 Budget for Capacity Building of DIC (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Training for govt. functionaries Man-days @ Rs 8000 per day per person	40.00	-	28.00	12.00
Total	40.00	-	28.00	12.00

H2.3 Strengthening of Digital Infrastructure within MSMEs

Micro, Small, and Medium Enterprises (MSMEs) are vital to the economic fabric of Dadra and Nagar Haveli and Daman and Diu (DNH-DD), yet many lack the basic digital hardware needed to modernize their operations and stay competitive. Strengthening the digital infrastructure of MSMEs by providing essential hardware such as tablets, laptops, kiosks, portable projectors, and sound systems can enable these enterprises to adopt technology, enhance operational efficiency, and improve market access. As a government-led initiative, the project emphasizes the procurement of equipment through transparent and compliant processes aligned with public procurement guidelines.

Problem Statement

MSMEs in DNH-DD face significant barriers to adopting digital technology, largely due to a lack of access to necessary hardware. This digital divide limits their ability to automate processes, access online markets, and leverage technology for business operations. Additionally, inadequate hardware infrastructure restricts their participation in training programs, digital marketing, and modernized business practices. Addressing this gap requires equipping MSMEs with the right tools to support their transition into the digital economy while ensuring procurement processes adhere to government standards.

Proposed Project Concept, Design, Feasibility and Viability

The project focuses on equipping MSMEs in DNH-DD with essential digital hardware to enhance their operational capabilities and competitiveness:

- ▶ **Hardware Distribution:** Provide MSMEs with tablets, laptops, kiosks, portable projectors, and sound systems tailored to their needs for operations, training, and outreach.
- ▶ **Capacity Building:** Train MSMEs in the effective use of this hardware for business applications, such as online marketing, digital recordkeeping, and remote collaboration.
- ▶ **Access to Digital Services:** Facilitate connectivity with e-commerce platforms, financial institutions, and government schemes via the distributed hardware.
- ▶ **Sustainable Support:** Establish a maintenance and support framework to ensure the longevity of the provided equipment.
- ▶ **Transparent Procurement:** Ensure the procurement of hardware follows government procurement processes, including tendering, vendor evaluation, and compliance with financial rules and standards.

Feasibility and Viability

- ▶ **Technical Feasibility:** The proposed hardware solutions are readily available in the market and adaptable to MSMEs' operational needs. Maintenance support can be integrated into vendor contracts.
- ▶ **Operational Feasibility:** Structured training and user-friendly equipment will ensure ease of adoption. A phased rollout will help MSMEs transition smoothly.
- ▶ **Economic Viability:** The investment in hardware will deliver long-term benefits, such as increased productivity, reduced operational costs, and expanded market opportunities for MSMEs.
- ▶ **Sustainability:** By integrating maintenance services and providing training, MSMEs will be able to utilize the equipment sustainably and independently over time.

Approach and Methodology for Implementation

- ▶ **Needs Assessment:** Conduct a comprehensive survey to identify the hardware requirements of MSMEs across sectors.
- ▶ **Procurement Planning:** Develop a detailed procurement plan in compliance with government guidelines, including tender processes, vendor evaluations, and competitive pricing mechanisms.
- ▶ **Hardware Deployment:** Distribute the hardware to eligible MSMEs through a transparent and accountable mechanism, ensuring alignment with identified needs.
- ▶ **Training and Support:** Organize hands-on workshops and online tutorials to help MSMEs use the equipment effectively for business purposes.
- ▶ **Monitoring and Maintenance:** Set up a system to monitor the usage of the distributed equipment and provide regular maintenance services to maximize its lifespan.
- ▶ **Collaborations:** Partner with hardware vendors, technical experts, and local authorities to ensure seamless implementation and long-term support.

Conclusion

The provision of digital hardware infrastructure, coupled with training and sustainable support, will empower MSMEs in DNH-DD to embrace technology and modernize their operations. This initiative will be implemented with strict adherence to government procurement protocols, ensuring transparency and accountability in resource allocation. Strengthening MSMEs' digital capabilities will not only enhance their productivity and market reach but also contribute to the broader goal of economic modernization and resilience in the region.

Timeline for achievement of Project Deliverables

Table 97 Items Required

Activity	Total Units	Unit rate (in INR Lakhs)	Total (in INR Lakhs)
Tabs	10	0.25	2.50
Laptops	10	0.70	7.00
Kiosks	10	1.00	10.00
LCD projectors & Screen	3	0.60	1.80
Portable Audio System	3	0.50	1.50
Printers	2	0.50	1.00
Short Films on schemes	10	15.00	150.00

Project Costing

Table 98 Budget for items required (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Tabs, Laptops, Kiosks, LCD projectors & Screen, Portable Audio System, Printers	173.80	-	173.80	
Total	173.80		173.80	

H2.4 MSME Facilitation Centre

Problem Statement:

The Union Territory of Dadra & Nagar Haveli, Daman, and Diu boasts a diverse and vibrant MSME sector, with industries such as textiles, plastics, pharmaceuticals, and paper thriving in naturally clustered industrial estates. These clusters create a fertile environment for collective growth, innovation, and economic expansion. The region enjoys strategic advantages, including its geographic location and established industrial infrastructure, making it well-positioned to become a hub for export-oriented and sustainable industrial development.

However, to fully realize this potential, MSMEs require enhanced support in key areas. Greater export readiness improved digital adoption, and better access to financial resources are essential to enable businesses to scale operations and tap into broader markets. Awareness of government schemes like GIFT, SPICE, LEAN, and ZED is currently limited, which restricts the utilization of these empowering initiatives. Addressing workforce skill gaps and overcoming regional disparities, particularly in Diu, will further enhance competitiveness and productivity. Additionally, global trends toward sustainable ESG practices present an opportunity for MSMEs to modernize and align with evolving international standards.

Survey data underscores these opportunities, revealing that while **34.2%** of MSMEs face challenges in operational and procedural aspects, and **54.4%** encounter moderate barriers, there is significant room for improvement. Only **11.4%** report ease in their business processes, highlighting a need for comprehensive, extended services to unlock this untapped potential.

Through targeted and sustained interventions, MSMEs in the region can overcome these barriers and thrive in a competitive landscape, transforming the UT into a model of industrial growth, innovation, and sustainability. The time is ripe for leveraging the region's strengths, building capacity, and enabling MSMEs to achieve their full potential.

Proposed Project Design Concept

To address these challenges, the MSME Facilitation Desk will act as an extended support mechanism to complement existing PMU efforts, focusing on outreach, accelerated project implementation, and sustainable institutionalization of activities. By creating a structured framework for addressing critical issues, the desk will enable MSMEs to overcome barriers, foster growth, and achieve long-term resilience.

- ▶ **Export Facilitation:** To prepare MSMEs for global markets, the Export Facilitation initiative focuses on enhancing export readiness and addressing international trade challenges. Through detailed market research, businesses can identify global opportunities and assess their preparedness for exports. Comprehensive support is provided for documentation and certifications such as CE and UL, along with guidance on accessing export financing options. Assistance in trade fair participation and navigating complex international regulations ensures MSMEs can effectively position themselves in global markets, unlocking their export potential.
- ▶ **E-Commerce Support:** The E-Commerce Support initiative enables MSMEs to embrace digital transformation, expand their market reach, and diversify revenue streams. It provides step-by-step

guidance for establishing a robust online presence, including integrating with digital platforms, implementing secure payment systems, and optimizing digital marketing strategies. By ensuring regulatory compliance and offering tailored solutions for industry-specific needs, this support helps MSMEs leverage e-commerce to tap into broader markets and achieve sustainable growth.

- ▶ **Financial Services:** The Financial Services initiative strengthens MSMEs' financial stability by improving access to funding and fostering sound financial management practices. It provides hands-on assistance for loan applications and working capital management, ensuring businesses can navigate funding options effectively. Through connections with schemes like CGTMSE and financial literacy programs, MSMEs are empowered to make informed decisions, manage resources efficiently, and build a solid foundation for growth and resilience.
- ▶ **MSME Scheme Facilitation:** To maximize the adoption of government initiatives, the MSME Scheme Facilitation initiative streamlines access to programs like GIFT, SPICE, LEAN, and ZED. By simplifying application processes and offering compliance support, this initiative ensures that MSMEs can fully leverage these schemes. In addition, it facilitates market linkages, organizes training sessions, and provides businesses with the tools needed to meet scheme requirements, thereby unlocking new opportunities for growth and development.
- ▶ **Thrust Sector Development:** Focusing on high-potential industries, the Thrust Sector Development initiative supports the growth of strategically important sectors such as textiles, pharmaceuticals, and marine products. Through sector-specific strategies, it addresses infrastructure gaps, promotes cluster-based solutions, and fosters innovation to enhance productivity and competitiveness. By tackling challenges unique to these industries, the initiative aims to position MSMEs as leaders in their respective markets and drive economic growth across the region.
- ▶ **Skill Development:** The Skill Development initiative bridges workforce gaps by equipping employees with industry-relevant skills and preparing them for evolving market demands. Customized training programs, apprenticeship opportunities, and certifications aligned with industry needs form the core of this initiative. Collaboration with training institutions ensures the delivery of high-quality skill-building programs, empowering the workforce to contribute effectively to MSME growth and innovation.
- ▶ **Regional Coordination:** To reduce regional disparities and ensure inclusive growth, the Regional Coordination initiative provides targeted support for areas like Diu that face unique challenges. By deploying dedicated resources, it addresses local infrastructure needs, fosters capacity building, and ensures equitable access to opportunities. This initiative integrates Diu-based MSMEs into the broader ecosystem, driving balanced development across the Union Territory.
- ▶ **Inclusion Initiatives:** Promoting equitable growth and diversity, the Inclusion Initiatives focus on empowering underrepresented groups, particularly women entrepreneurs and marginalized communities. These initiatives provide targeted mentorship, funding programs, and skill-building support to create a more inclusive business environment. By fostering diversity within the MSME sector, this initiative enhances the resilience and sustainability of businesses while promoting social equity.
- ▶ **Common Infrastructure Development:** The Common Infrastructure Development initiative improves operational efficiency by providing shared facilities and resources. Establishing common testing labs,

coworking spaces, and cold storage under programs like various central and state Government Initiatives reduces operational costs for MSMEs while enhancing their capabilities. By fostering collaboration and streamlining resource utilization, this initiative strengthens the competitiveness of MSMEs and supports sustainable growth.

Feasibility and Viability of the MSME Facilitation Desk

The proposed MSME Facilitation Desk is a highly feasible and viable initiative aimed at addressing the structural and operational challenges faced by MSMEs in the Union Territory of Dadra & Nagar Haveli, Daman, and Diu. The region's strategic geographic location, natural industrial clustering, and diverse industrial sectors provide a strong foundation for the implementation of this project. A detailed assessment of the feasibility and viability is outlined below:

- ▶ **Alignment with MSME Demand:** The region's MSME sector has shown a clear need for structured support to address challenges such as low export readiness, limited digital adoption, and restricted access to financial resources. Survey data indicates significant gaps in operational ease, with **34.2%** of MSMEs facing critical difficulties and **54.4%** encountering moderate challenges. The desk is designed to cater to these pressing demands through focused interventions, making it a timely and necessary solution.
- ▶ **Integration with Existing Frameworks:** The facilitation desk complements ongoing PMU efforts and existing government schemes such as GIFT, SPICE, LEAN, and ZED. By providing targeted guidance and simplifying access to these initiatives, the desk bridges critical gaps in awareness and implementation, ensuring greater utilization of these schemes.
- ▶ **Geographic and Industrial Suitability:** The Union Territory's naturally clustered industrial estates are ideal for the collective benefits offered by initiatives like the Micro and Small Enterprises
- ▶ **Operational Readiness:** A centralized hub in Silvassa, supported by satellite offices in Daman and Diu, ensures accessibility across the UT. An integrated digital platform will enable real-time tracking of applications and services, enhancing transparency and efficiency. This operational structure ensures that the desk is equipped to handle regional disparities and sector-specific needs effectively.

Viability

- ▶ **Economic Viability:**
 - **Increased Productivity and Revenues:** The desk's initiatives, such as export facilitation, e-commerce support, and skill development, will directly enhance MSME productivity and competitiveness, leading to higher revenues and greater market access.
 - **Export Growth:** By improving export readiness through market research, documentation assistance, and trade fair participation
 - **Financial Impact:** Enhanced access to loans and schemes like CGTMSE will improve financial stability across the MSME sector, in loans.

► **Social Viability**

- **Inclusive Development:** Dedicated resources for regions like Diu and targeted inclusion initiatives for women entrepreneurs and marginalized groups will promote equitable growth. This will integrate underrepresented MSMEs into the broader ecosystem, driving balanced regional development.
- **Skill Enhancement:** Tailored training programs and certifications will equip the workforce with industry-relevant skills, addressing current gaps

► **Institutional Viability**

- **Sustainability of Services:** The facilitation desk's activities are designed to be institutionalized, ensuring continuity post-project period. By partnering with industry associations and local chambers of commerce, the desk will create a self-sustaining framework.
- **Governance and Monitoring:** The integration of robust monitoring systems and performance metrics will ensure accountability and provide actionable insights for continuous improvement. Regular impact assessments will guide adjustments and ensure alignment with MSME needs.

► **Environmental and Strategic Viability**

- **ESG Integration:** Support for sustainable practices and environmental compliance will enable MSMEs to align with global standards, unlocking opportunities in international markets that prioritize ESG adherence.
- **Sector Based / Cluster-Based Development:** Sector-specific strategies for high-potential industries such as textiles, pharmaceuticals, and marine products will ensure targeted resource allocation and maximize economic returns.

Challenges and Mitigation

While the project is highly feasible and viable, certain challenges may arise, such as:

- **Stakeholder Resistance:** Limited trust and cooperation among MSMEs can hinder cluster-based initiatives. This will be mitigated through trust-building workshops and community engagement activities.
- **Administrative Delays:** Procedural bottlenecks in accessing schemes may slow progress. A dedicated Scheme Navigator in the facilitation desk will ensure streamlined processes and faster approvals.
- **Regional Disparities:** Geographic challenges in Diu could limit participation. The deployment of localized resources and satellite offices will address this issue effectively.

Approach and Methodology

The operational framework for the MSME Facilitation Desk will center on a strategically located Central Hub in Silvassa. This hub will serve as the primary coordination point, overseeing resource allocation, strategic planning, and collaboration with the PMU and government agencies. To ensure accessibility across the Union Territory, satellite offices will be established in Daman and Diu. These offices will cater to region-specific challenges, ensuring that localized support is available to MSMEs in all parts of the UT. Additionally, an integrated digital platform will be developed to streamline operations. This platform will track service requests, manage applications, and provide real-time updates, ensuring transparency and efficiency in service delivery.

The implementation strategy begins with stakeholder engagement to foster awareness and build trust. Workshops and awareness programs will be conducted in collaboration with industry associations at industrial estates, improving scheme uptake and participation. These engagements will also facilitate communication between MSMEs, industry bodies, and government authorities, aligning goals and expectations effectively.

A strong emphasis will be placed on cluster-based development, targeting specific industries to address shared challenges. Sector-specific interventions, such as technology upgrades and infrastructure improvements, will leverage the natural industrial clustering in the region. By focusing on collective needs, the desk will enhance productivity and competitiveness across targeted sectors.

Capacity building will be another key component, designed to equip the workforce with essential skills and knowledge. Tailored training programs will focus on financial management, technical expertise, and ESG compliance, ensuring that MSMEs are future-ready and aligned with global standards. These initiatives will be delivered in partnership with training institutions and industry experts to ensure relevance and impact.

To streamline access to resources, the desk will prioritize administrative simplification. Processes for availing schemes and accessing loans will be optimized through coordination with government agencies and financial institutions. Simplifying documentation and approval workflows will reduce barriers and encourage greater participation in beneficial programs.

The desk will implement robust systems for monitoring and feedback, ensuring continuous improvement. Key performance metrics will be used to evaluate progress in areas such as scheme adoption, export participation, and skill development. Regular feedback from MSMEs and stakeholders will inform adjustments, ensuring that the desk remains responsive to evolving needs.

The MSME Facilitation Desk is envisioned as a support mechanism designed to address the multifaceted challenges faced by MSMEs in the Union Territory of Dadra & Nagar Haveli, Daman, and Diu. By leveraging the region's inherent strengths—its industrial clustering, strategic geographic location, and diverse sectoral potential—this initiative will unlock untapped opportunities for growth and innovation. Through targeted interventions such as export facilitation, digital transformation, financial empowerment, and capacity building, the desk will equip MSMEs to compete effectively in domestic and international markets.

This initiative's tangible impact will be reflected in increased export participation, higher adoption of government schemes, enhanced workforce skills, and strengthened regional inclusivity. By fostering collaboration, streamlining processes, and institutionalizing sustainable practices, the MSME Facilitation Desk will not only resolve current bottlenecks but also lay a robust foundation for long-term resilience and competitiveness. The desk is not merely a project intervention but a scalable and sustainable model for industrial advancement, making the Union Territory a leader in MSME excellence and a hub for dynamic economic development.

Timeline for achievement of Project Deliverables

This project will go on from 2024-2027

Project costing and contribution of State towards it

Table 99 Budget for MSME Facilitation Centre

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
4 senior resources @2,50,000 per month 5 mid level resources @1,60,000 per month	648.00	216.00	216.00	216.00

H2.5 BDS for Thrust Sectors of UT

Problem Statement

The Union Territories of Dadra and Nagar Haveli and Daman and Diu, face significant challenges that hinder the growth and competitiveness of their Micro, Small, and Medium Enterprises (MSMEs) in key thrust sectors, including furniture manufacturing, technical textiles, medical equipment/AYUSH, food processing, and marine products. One of the primary issues is the limited access to comprehensive Business Development Services (BDS), which deprives MSMEs of essential management and marketing support. Many enterprises struggle to obtain vital information, training, and resources necessary for strategic growth, often lacking awareness of government schemes, market trends, and industry best practices. This gap is exacerbated by the absence of a structured BDS framework that could facilitate the dissemination of knowledge, and resources tailored to the unique needs of local businesses.

Furthermore, MSMEs in these Union Territories face significant barriers to accessing finance. The lack of awareness regarding government schemes designed to assist in obtaining financial support, coupled with insufficient resources to engage private BDS providers, particularly impacts micro units. This financial inaccessibility stifles their ability to invest in necessary improvements and innovations, ultimately limiting their growth potential.

In addition, the rapid pace of technological advancements presents a considerable challenge for MSMEs that must continuously upgrade their skills and adapt to new tools and platforms. The current lack of BDS services in the region leads to a widening skills gap, making it increasingly difficult for these enterprises to adopt digital technologies and remain competitive in an evolving business landscape.

Moreover, navigating the complex regulatory compliance requirements poses another significant hurdle for MSMEs. Without adequate guidance, many enterprises face inefficiencies and legal troubles, further hampering their operational effectiveness. Considering these challenges, there is a pressing need for a comprehensive intervention focused on establishing a robust Business Development Services framework that provides coordinated support to MSMEs in these thrust sectors. This intervention is essential to empower local businesses, enhance their capabilities, and foster a more resilient and competitive MSME ecosystem within the Union Territories.

Proposed Project Design, Feasibility and Viability

MSME Facilitation Cell with Domain Specialist Support

The MSME Facilitation Cell in the Union Territories of Dadra and Nagar Haveli and Daman and Diu, will serve as a comprehensive support system for MSMEs in key thrust sectors. The cell will simplify business registration and compliance processes, including Udyam registration and licensing, while ensuring adherence to regulatory requirements. By reducing administrative burdens, the cell will allow MSMEs to focus on core business activities.

The facilitation cell will also guide MSMEs in developing strategic business plans, identifying market opportunities, and crafting growth strategies to adapt to evolving market trends. It will enhance financial literacy, assist with loan applications, and connect MSMEs with funding sources.

Additionally, it will support technological advancements by promoting digital transformation and fostering skill development through training programs for business owners and employees.

To address specific challenges, the cell will provide access to Domain Specialists on a need-based basis. These experts will deliver targeted guidance in areas such as technical advancement, financial management, regulatory compliance, and market development. They will assist with documentation, government scheme applications, and strategic interventions, ensuring effective resource utilization.

By integrating the facilitation cell with expert consultations, MSMEs will benefit from a responsive and efficient framework that empowers them to enhance competitiveness, achieve sustainable growth, and contribute to the region's economic development.

Approach and Methodology for Implementation

Need Assessment and Role Definition:

- ▶ Conduct a comprehensive needs assessment to understand the specific requirements of MSMEs in the thrust sectors
- ▶ Clearly define the roles, responsibilities, and qualifications for the dedicated manager and domain specialists to ensure alignment with sectoral needs.

Support From MSME Facilitation Cell

- ▶ **Role Framework for MSME Facilitation Cell**
 - Define responsibilities in project management, regulatory guidance, and financial advisory.
 - Focus on compliance, government schemes, and market support.
- ▶ **RFP for Domain Specialists**
 - Outline need-based roles, engagement duration, and performance metrics.
 - Highlight expertise in project management, finance, and regulatory processes.
- ▶ **Selection of Domain Specialists**
 - Screen candidates for qualifications and experience.
 - Conduct interviews and problem-solving assessments to ensure fit.
- ▶ **Onboarding and Training**
 - Induct specialists into the MSME landscape and key government schemes.
 - Equip teams with tools to provide targeted MSME support.

This streamlined approach ensures efficient MSME support without needing a dedicated manager.

Empanelment of Domain Specialist Consultants:

- ▶ Identify key areas where specialized expertise is needed, such as technology adoption, market development, financial planning, and compliance.
- ▶ Draft and publish RFE for Empanelment of Domain Specialist Consultants outlining the scope of work, duration of engagement, and performance metrics for domain specialists
- ▶ Empanel a pool of domain experts with proven industry experience and a track record of successful MSME consultation
- ▶ Evaluate candidates through a robust selection process, including reviews of their professional background, case studies of past projects, and interviews
- ▶ Establish contractual agreements for empanelment of Domain Specialist Consultants

Engagement and Coordination:

- ▶ The dedicated manager will coordinate the deployment of domain specialists based on the specific needs of MSMEs, ensuring a timely and effective response
- ▶ Develop an engagement plan that includes regular check-ins, reporting structures, and mechanisms for feedback and continuous improvement

Monitoring and Evaluation:

- ▶ Implement a monitoring framework to track the performance of the manager and domain specialists, with periodic assessments and feedback sessions
- ▶ Use performance data to optimize service delivery and ensure that MSMEs are receiving impactful and relevant support
- ▶ Continuously refine the BDS framework based on the evolving needs of MSMEs and the outcomes achieved through the intervention

Timelines for achieving the project deliverables

The Project Duration is for two and a half years. The number of training and capacity building programmes and estimated MSME participation, and the number of MSMEs receiving reimbursement for digital initiatives for Projects 1 and 2 respectively is pasted in the table below.

Project Cost

Year wise costing of the respective interventions (in INR Lakhs) are as provided below:

Table 100 - Interventions wise Total Cost for 2.5 years (Amount in Rs. Lakhs.)

Activity	Number of Man-days	FY 24 -25	FY 25 -26	FY 26 -27
Domain Specialist Sessions 2 Man-days a week for 4 weeks for 6 Enterprises over 24 Months	1,152		920	232

Table 101 - Budget table for SIP interventions (in Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Domain Specialist Sessions 2 Mandays a week for 4 weeks for 6 Enterprises over 24 Months@ Rs 20,000 per Manday	230.40	-	184.00	46.40
TOTAL	230.40	-	184.00	46.40

I. Access to Finance

These interventions seem to focus on strengthening access to finance and promoting sustainable growth in the fisheries and MSME sectors of the Union Territory of Dadra and Nagar Haveli and Daman and Diu. The Top-Up Subsidy for Cold Chain Fishing aims to enhance the fisheries value chain by supporting infrastructure development, improving storage, and reducing post-harvest losses, ultimately increasing profitability for local fishermen. The SME Exchange facilitates access to capital markets for small and medium enterprises, enabling them to raise funds for growth and innovation while enhancing their market presence. Complementing these efforts, Bankers Workshops are designed to bridge the gap between financial institutions and MSMEs, equipping bankers with the tools and knowledge to provide tailored credit solutions and support schemes. Together, these initiatives aim to create a robust financial ecosystem that empowers stakeholders and drives economic development in the UT.

I 1.1 Top Up Subsidy to Cold Chain Fishing - promote value chain of fisheries industry

In DNH and DD, the fisheries industry is crucial to the local economy, offering direct and indirect employment to thousands. However, it faces challenges such as outdated infrastructure. To address these issues, the government has initiated programs to modernize fishing harbors and fish markets, as well as provide subsidies for fishing gear. Additionally, the region is implementing marine fisheries co-management, along with improving capacity building and knowledge management to strengthen fisheries livelihoods and overall management.

Approximately 3,000 families are involved, either directly or indirectly, in this sector. The UTs are renowned for producing a variety of economically significant fish species, such as pomfrets, Bombay duck, prawns, and jewfish, which fetch premium prices in both national and international markets. Most of the catch is sold onshore to wholesalers from Mumbai, intended for domestic sales and export.

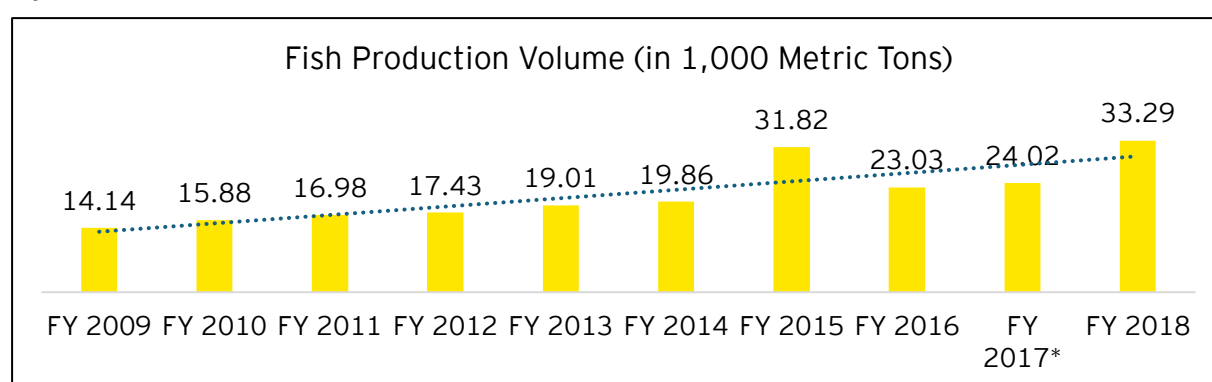
Some key findings about the fishing industry are: -

Table 102 Key Findings About the Fishing Industry in the UT

Fishing Type	Daman (No. of active boats - NOC given)	Daman Quantity ('000 tonnes)	Daman Value (crores)	Diu (No. of active boats - NOC given)	Diu Quantity ('000 tonnes)	Diu Value (crores)	Total (No. of active boats - NOC given)	Total Quantity ('000 tonnes)	Total Value (crores)
Daily Fishing	77	161.92	2.61	170	3810.98	33.15	247	3972.9	35.76
Multiday Fishing	92	253.83	4.53	1486	27947.21	243.12	1578	28201.04	247.65

The significant outputs from daily and multiday fishing operations in Daman and Diu—specifically, 3972.9 tonnes valued at 35.76 crores for daily fishing and an impressive 28,201.04 tonnes valued at 247.65 crores for multiday fishing—underscore the urgent need for comprehensive cold chain infrastructure. This infrastructure is essential to ensure the preservation of fish quality during transportation and storage, thereby enhancing marketability and profitability. Implementing robust refrigeration and freezing solutions, as well as investing in refrigerated transport and cold storage facilities, will help mitigate spoilage and waste. Additionally, training fishermen and distributors on best handling practices, along with the use of temperature monitoring technology, can significantly improve product quality and consumer confidence. Overall, these improvements are vital for promoting the sustainability and economic viability of the fishing industry in the region.

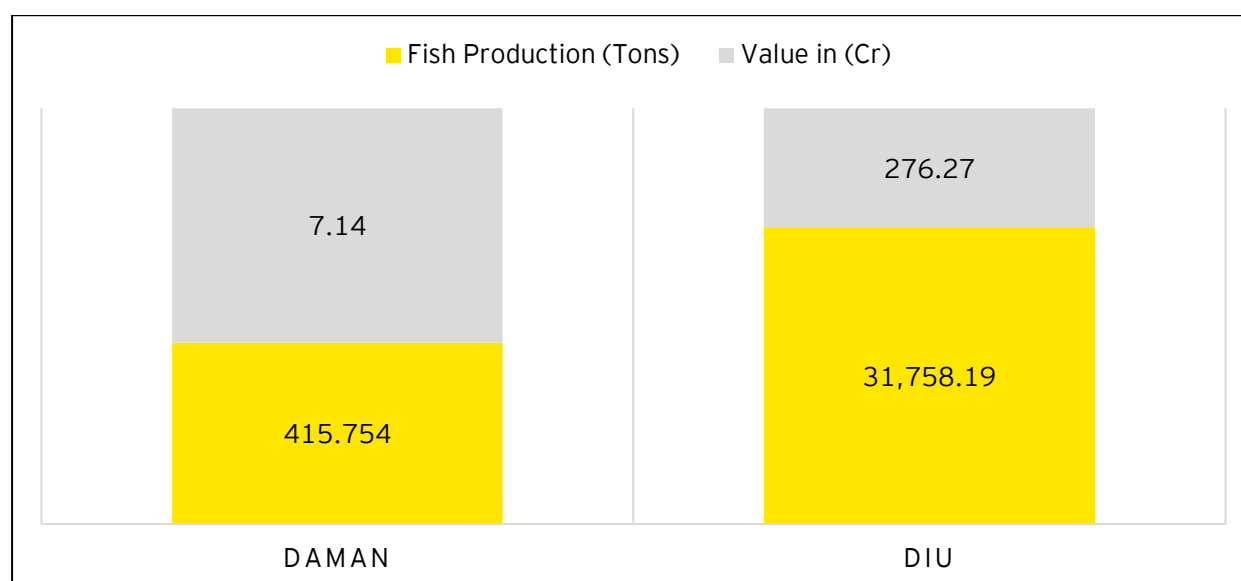
Figure 77 - Fish Production Volume (in 1,000 Metric Tons)



The analysis of fish production volumes from FY 2009 to FY 2018 reveals a significant overall growth of approximately 135%, increasing from 14.14 thousand metric tons in FY 2009 to 33.29 thousand metric tons in FY 2018. This upward trend reflects advancements in fishing practices and rising demand.

However, notable fluctuations are present; after a steady rise until FY 2013, a sharp increase occurred in FY 2015, with production reaching 31.82 thousand metric tons, likely due to favourable conditions or improved management. This was followed by a decline in FY 2016 and a slight increase in FY 2017, indicating potential challenges such as overfishing or environmental factors. The recovery in FY 2018 underscores the importance of adaptive management and sustainable practices. Overall, while growth is evident, effective fishery management is crucial for long-term sustainability and resilience.

Figure 78 - Fish Productions



In FY 2021-22, the fish production data for Daman and Diu shows a total of **32,173.94 tons**, valued at **283.41 crores**. Daman contributed **415.754 tons** (7.14 crores), while Diu dominated with **31,758.19 tons** (276.27 crores), highlighting its significance as a key fishing hub. This aligns with the overall growth trends observed from FY 2009 to FY 2018, indicating a continued upward trajectory in the region's fishing sector. Given Diu's substantial production, implementing sustainable fishing practices is crucial to maintain these levels and protect the ecosystem. Overall, the data underscores the economic importance of the fishing industry in the Union Territory and the need for effective management to ensure long-term viability.

Table 103 Total Fishermen Population in DNH and DD

Total Fishermen Population	
Region	Total No Registered Fisherman
Daman	1393
Diu	6983
Total	8376

The total fishermen population in the Union Territory of Daman and Diu is approximately **8,376**, with **1,393** actively engaged in fishing in Daman and **6,983** in Diu. This population is distributed across several coastal villages, reflecting a robust fishing community that thrives in these regions. Diu, in particular, serves as a key fishing hub, benefitting from its rich marine resources and favorable fishing conditions. The coastal areas of Daman and Diu boast abundant fisheries potential, providing significant economic opportunities for local fishermen and contributing to the sustainability of the fishing industry in the region.

Table 104 Cold Chain Infrastructure

Cold Chain Infrastructure	Number of Units
Ice & Ice Blocks Making	19

Ice and Cold Storage	4
Frozen Fish Activities Unit	4

The fisheries sector in Dadra & Nagar Haveli and Daman & Diu struggles due to a lack of integrated cold chain infrastructure, which is essential for preserving the quality of fish after harvest. Currently, there are limited facilities for ice production and cold storage, leading to high spoilage rates and significant economic losses. Establishing modern cold storage near ports would enhance the region's ability to store, process, and transport fish, meeting both domestic and international market demands. Improved cold chain systems would also facilitate value addition, allowing the region to capitalize on the growing global market for high-value seafood products.

Problem Statement:

The key challenge in Dadra & Nagar Haveli and Daman & Diu's fisheries sector is the absence of integrated cold chain infrastructure, which is crucial for maintaining the quality of fish and marine products after harvest. Without efficient cold storage and transportation systems, spoilage rates are high, resulting in significant economic losses and a reduction in export potential. Establishing modern cold storage facilities near ports and fishing harbors would allow freshly caught fish to be stored, processed, and transported without compromising their quality, helping the region meet both domestic and international market demands more effectively. Furthermore, the lack of this infrastructure limits opportunities for value addition, such as producing processed and frozen seafood, restricting the region's ability to tap into the growing global demand for high-value products like pomfrets, Bombay duck, prawns, and jewfish.

The fisheries sector in Dadra & Nagar Haveli and Daman & Diu faces a critical challenge due to the absence of integrated cold chain infrastructure, which is essential for preserving the quality of fish and marine products post-harvest. Currently, the region has 19 units for ice and ice block making, 4 units for ice and cold storage, and 4 frozen fish activity units. However, these facilities are insufficient to support an efficient cold storage and transportation system, leading to high spoilage rates. This results in significant economic losses and diminished export potential for the region's fisheries.

The lack of modern cold storage facilities near ports and fishing harbors compromises the ability to store, process, and transport freshly caught fish without quality degradation. Moreover, this infrastructure gap limits opportunities for value addition, restricting the region's capacity to produce processed and frozen seafood. Consequently, the region struggles to tap into the growing global demand for high-value products such as pomfrets, Bombay duck, prawns, and jewfish. Establishing an integrated cold chain infrastructure is crucial for enhancing the efficiency and profitability of the fisheries sector, ultimately allowing it to meet both domestic and international market demands effectively.

Proposed Project Design, Concept, Feasibility and Viability

The proposed project is aimed at scaling up **the fishing and allied industries** by focusing on developing a robust **cold chain infrastructure**. The initiative will cover all stages, from catch to market, ensuring the quality and safety of fishery products, promoting economic growth, and reducing post-harvest losses. The project will encourage value addition in the fisheries sector by providing a seamless **cold storage supply chain** solution, especially for fishery products in the Union Territory (UT).

Feasibility Analysis

- ▶ **Current Market Need:** The demand for a cold chain in fisheries is driven by the perishability of fish and seafood. Without proper storage, significant losses occur, diminishing revenue potential for fisheries and the allied industries.
- ▶ **Local Value Chain Expansion:** Establishing cold chain facilities enhances the quality and safety of products, increasing their shelf life and enabling further value-added processing such as packaging and export.

Viability and Feasibility of the Proposal

- ▶ The cold chain fishing project demonstrates strong viability and feasibility, supported by financial projections, operational efficiencies, and market dynamics:
- ▶ **Financial Viability:** The project involves a significant initial investment, which is mitigated by available subsidies, reducing the financial burden on stakeholders. The anticipated reduction in post-harvest losses translates into improved profitability, ensuring sustainable financial returns. This makes the project attractive for both investors and beneficiaries.
- ▶ **Operational Feasibility:** Cold chain infrastructure ensures better preservation of fish quality, minimizing spoilage and wastage. Enhanced logistics and reduced time-to-market lead to greater operational efficiency, addressing key challenges in the fishery supply chain.
- ▶ **Scalability and Market Potential:** The region's market dynamics support the establishment of additional facilities to meet growing demands. The infrastructure not only strengthens the local supply chain but also creates a robust foundation for tapping into export markets, ensuring long-term growth.
- ▶ This proposal aligns with regional market needs, offering a practical and scalable solution that is both financially sustainable and operationally efficient and is amenable to setting small to medium enterprise

Approach and Methodology for Implementation

Approach to Implementation

- ▶ The implementation of the **Cold Chain Fishing Infrastructure Project** under the scheme will prioritize **phased infrastructure development, financial assistance, and stakeholder collaboration**, with a clear focus on expanding cold storage facilities across the Union Territory (UT). The project aims to modernize and strengthen the value chain in the fisheries industry.

Phased Implementation

The project will be executed in three key phases to ensure efficient rollout and scalability.

Phase 1: Pilot Cold Storage Facilities

Objective: Set up **50 cold storage facilities** in high-priority fishing zones to establish proof of concept and identify operational needs.

Activities:

- ▶ Conduct **site assessments** based on fishing volumes, market access, and proximity to processing centers.
- ▶ Provide financial assistance through **PMFME subsidies and an additional 15% subsidy capped at ₹5 lakhs**, covering up to **50% of the project cost** for cold storage and allied or similar facilities.

Phase 2: Expansion

Objective: Establish **20 additional facilities** to meet growing demand for cold storage across the UT.

Activities:

- ▶ Evaluate the success and challenges of the pilot facilities and adjust operational plans accordingly.
- ▶ Continue to provide **PMFME financial support**, with a maximum subsidy of **₹10 lakhs** (35% of the project cost) for micro-enterprises, to expand their participation.
- ▶ Incorporate cold storage facilities in underserved areas, focusing on improving fish transport and storage infrastructure.

Phase 3: Full Deployment

Objective: Complete the setup of a total of **50 cold storage facilities**.

Activities:

Full-scale deployment of cold storage infrastructure, extending support to fishing communities across the UT.

Stakeholder Collaboration

- ▶ **Partnerships:** Collaboration between local fishery cooperatives, private cold storage operators, and logistics providers to ensure optimal utilization and maintenance of the infrastructure.
- ▶ **Public-Private Partnerships (PPP):** Explore partnerships with private entities for setting up and managing cold storage facilities, providing operational expertise, and ensuring cost-efficiency.

Methodology for Implementation

- ▶ **Fishery Output and Market Analysis:** Identify key locations based on fish production, processing centers, and access to transport infrastructure.
- ▶ **Feasibility Studies:** Conduct feasibility studies to evaluate site conditions, including proximity to ports and markets, to ensure that each cold storage facility serves the needs of the industry effectively.
- ▶ **Cold Storage Technology:** Each facility will be equipped with modern freezing, chilling, and temperature-controlled storage systems. This technology will ensure that fish and seafood products remain fresh and maintain quality from catch to market.

Monitoring and Reporting

- ▶ **Regular Audits:** Conduct regular operational audits and reviews to ensure that the facilities meet the required standards for cold chain storage and transportation.

Timeline for Achievement of Project deliverables

Table 105 Timeline for Cold Chain Subsidy

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Number of Beneficiaries Targeted	50	10	20	20

Project Costing

Table 106 Budget for Cold Chain Subsidy (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Budgetary Provision for Subsidizing	250.00	50.00	100.00	100.00
Total	250.00	50.00	100.00	100.00

I1.2 SME Exchange

Problem Statement:

- ▶ **Low SME Participation:** The participation of SMEs from DNH-DD in the SME Exchange remains relatively low, with fewer than 10 local enterprises listed as of 2023. This reflects a significant underutilization of the SME Exchange platform, which has the potential to boost SME growth.
- ▶ **Limited Access to Capital:** Despite the availability of alternative financial resources, SMEs in DNH-DD predominantly rely on traditional bank loans. According to recent reports, over 70% of SMEs in the region still depend on bank financing, with only a small percentage exploring other options such as the SME Exchange or venture capital.
- ▶ **Awareness Gap:** A survey conducted among SMEs in the region revealed that over 60% of business owners were unaware of the SME Exchange and its benefits. This knowledge gap has resulted in limited participation and missed opportunities for raising capital, improving visibility, and enhancing corporate governance.
- ▶ **High Growth Potential:** SMEs in DNH-DD, particularly in sectors like textiles, chemicals, and plastics, have shown strong growth potential. However, their limited access to capital is a major bottleneck. The SME Exchange could play a crucial role in unlocking their expansion capabilities if better promoted.
- ▶ **Inadequate Infrastructure for Listing:** A significant barrier for SMEs in DNH-DD to list on the SME Exchange is the perceived complexity and cost of meeting regulatory requirements. Around 55% of surveyed SMEs indicated that the compliance process for listing was too cumbersome and financially burdensome.
- ▶ **Investor Confidence:** While there is strong investor interest in SMEs from high-growth sectors in the region, the lack of formal structures like mentorship or handholding support teams has dampened investor confidence. Establishing such frameworks could drive more SMEs towards the SME Exchange, creating a healthier investment ecosystem in DNH-DD.
- ▶ **Untapped Global Market:** SMEs in DNH-DD remain largely domestic-oriented, with fewer than 15% engaging in international trade or collaborations. Listing on the SME Exchange could help increase their visibility on the global stage, attract international partnerships, and diversify revenue streams.

Although there are various financing options available beyond traditional loans, SMEs often fail to make use of these alternative financial mechanisms due to insufficient awareness and understanding. To fully harness the potential of these opportunities and support SME growth, it is crucial to bridge this knowledge gap and create an environment where SMEs feel confident in exploring and utilizing a broader array of financial resources.

Proposed Project Design Concept and Feasibility & Viability

Project 1: Provide Financial assistance upto INR 15 Lakhs to MSME to cover the cost associated with getting listed on SME Exchange

▶ **Handholding Support:**

- Establish a dedicated team to provide personalized assistance to SMEs interested in listing on the SME Exchange.
- This support team will guide SMEs through the listing process, from initial application to post-listing compliance.
- Offer training and workshops on compliance, investor relations, and financial reporting.

▶ **Cost Subsidization:**

- Subsidize the costs associated with listing on the SME Exchange for eligible SMEs.
- This subsidy can cover application fees, advisory fees, and other expenses related to the listing process.
- The subsidy will make it more financially viable for SMEs to explore this financing avenue.

▶ **Technical Feasibility:** The successful establishment and operation of an SME exchange in other regions demonstrate that it is technically possible. Supporting SMEs in the listing process involves educating them about compliance, financial reporting, and investor relations, which can be facilitated with the right expertise.

▶ **Operational Feasibility:** Creating a dedicated support team to handhold SMEs would be operationally feasible given the right recruitment and training. Conducting workshops and training to guide SMEs through the listing process can be accomplished with proper planning and execution.

▶ **Legal and Regulatory Feasibility:** Listing on an exchange involves complying with several regulatory requirements. However, since such a framework already exists, helping SMEs to navigate it and ensuring their adherence should be feasible.

▶ **Economic Viability:** The proposal may initially require significant funding for the setup process, cost subsidization, and running expenses of the support team. However, these are expected to be offset by the projected increase in the SMEs' productivity, growth, and contribution to the state's economy in the long run.

▶ **Financial Viability:** Cost subsidization would make listing a financially viable option for SMEs, incentivizing more SMEs to go for the listing. This could attract more investors to the state and could potentially encourage the growth of a robust SME sector with improved credit profiles.

▶ **Social Viability:** By boosting the SME sector, the project can lead to increased employment opportunities, benefiting the overall society. It also sets a platform for more people to explore entrepreneurship, fostering a culture of self-reliance, and innovation.

Project 2: Workshops related to SME Exchange

- ▶ Build knowledge and skills among SMEs regarding the listing process.
- ▶ Foster a better understanding of compliance requirements and investor relations.
- ▶ Create networking opportunities with financial experts and potential investors.

▶ **Educational Content on SME Exchanges**

- **Overview of SME Exchanges:** Workshops will cover the fundamental concepts of SME exchanges, including their purpose, structure, and operational mechanisms. This foundational knowledge will help MSMEs understand how these platforms facilitate capital raising and improve visibility.
- **Listing Process:** Detailed sessions on the steps involved in listing on the SME Exchange will demystify the process. This includes understanding regulatory requirements, documentation needed, and timelines involved in the listing journey.

▶ **Financial Literacy and Compliance Training**

- **Financial Reporting Standards:** Participants will learn about the financial reporting standards required for listing, which is crucial for maintaining transparency and building investor confidence. This knowledge is essential for preparing financial statements that comply with regulatory expectations.
- **Compliance Requirements:** Workshops will provide insights into ongoing compliance obligations post-listing, which is vital for sustaining a public company status.

▶ **Market Dynamics and Investor Relations**

- **Understanding Market Trends:** Training sessions will focus on market dynamics, helping MSMEs grasp how market conditions can affect their valuation and investor interest. This understanding is critical for strategic planning and decision-making.
- **Building Investor Relations:** Workshops will teach effective strategies for engaging with potential investors, including communication techniques and presentation skills that can enhance their appeal during fundraising efforts.

▶ **Networking Opportunities**

- **Connecting with Experts:** The workshops will facilitate interactions between MSME participants and industry experts, including financial advisors and successful entrepreneurs who have previously listed on the SME Exchange. These connections can provide valuable mentorship and guidance.
- **Peer Learning:** By bringing together multiple MSMEs, participants can share experiences, challenges, and best practices related to accessing equity markets, fostering a collaborative learning environment.

▶ **Case Studies and Practical Insights**

- **Real-World Examples:** The inclusion of case studies from SMEs that have successfully listed on the SME Exchange will provide practical insights into what works and what doesn't. Analyzing these cases helps participants learn from others' experiences.
- **Workshops on Business Planning:** Sessions focused on developing robust business plans tailored for investors will equip MSMEs with tools to articulate their growth strategies effectively.

▶ **Access to Resources**

- **Resource Materials:** Participants will receive comprehensive resource materials that summarize key points discussed during the workshops. These materials serve as reference guides for future use as they prepare for listing.
- **Follow-Up Support:** Post-workshop support may include access to online forums or additional training sessions to reinforce learning and address any ongoing queries.

Approach and Methodology for Implementation

Project 1: Provide Financial assistance up to INR 15 Lakhs to MSME to cover the cost associated with getting listed on SME Exchange

- ▶ **SME Identification and Eligibility:**
 - Identify SMEs with growth potential interested in listing on the SME Exchange.
 - Establish eligibility criteria, including financial health, compliance record, and readiness for listing.
- ▶ **Handholding Support Team Setup:**
 - Assemble a team of experts in finance, compliance, and capital markets to provide guidance to SMEs.
 - Develop a comprehensive training program for the support team to ensure consistency in assistance.
- ▶ **Cost Subsidization Mechanism:**
 - Define the parameters for cost subsidization, including the types of expenses covered and the extent of subsidy.
 - Establishment of a clear application process for SMEs to access these subsidies.
- ▶ **Post-Listing Support:**
 - Provide ongoing support to assisted MSMEs in meeting their post-listing obligations, such as compliance with disclosure requirements and investor relations.
 - Organize networking events and mentorship programs to help listed MSMEs leverage their new status for growth opportunities.

Project 2: Workshops related to SME Exchange

- ▶ **Curriculum Development:**
 - Engage subject matter experts to develop comprehensive workshop modules covering topics such as:
 - Overview of the SME Exchange and its benefits
 - Listing process and regulatory requirements
 - Financial reporting and compliance
 - Investor relations and marketing
 - Ensure that the curriculum is practical, interactive, and tailored to the needs of MSMEs.
- ▶ **Trainer Selection and Training:**
 - Identify and train a pool of qualified trainers who have expertise in equity markets, financial reporting, and MSME development.

- Provide the trainers with a comprehensive understanding of the workshop content and delivery methods.
- Conduct periodic refresher sessions to keep the trainers updated on changes in regulations and best practices.

► **Workshop Scheduling and Delivery:**

- Develop a schedule for conducting workshops in various locations across the Union Territory, ensuring accessibility for MSMEs.
- Utilize a combination of classroom sessions, case studies, and interactive exercises to enhance the learning experience.
- Provide participants with comprehensive resource materials and post-workshop support.

► **Participant Engagement and Feedback:**

- Encourage active participation from MSMEs during the workshops through group discussions, Q&A sessions, and networking activities.
- Collect feedback from participants to assess the effectiveness of the workshops and identify areas for improvement.
- Maintain regular communication with workshop attendees to provide ongoing support and updates on SME Exchange-related developments.

► **Monitoring and Evaluation:**

- Establish a monitoring system to track the progress of MSMEs who have attended the workshops, including their participation in the listing process.
- Conduct periodic evaluations to assess the impact of the workshops on MSME awareness, knowledge, and confidence in accessing the SME Exchange.
- Use the findings from monitoring and evaluation to refine the workshop content and delivery methods for future iterations.

Timeline for achievement of Project Deliverables

Table 107 Timeline for SME Exchange

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Quarterly Workshops for Awareness	8	-	6	2
Number of Beneficiaries Targeted	6	-	4	2

Project Costing

Table 108 Budget for SME Exchange (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Quarterly Workshops for Awareness	8.00	-	6.00	2.00
Number of Beneficiaries Targeted	90.00	-	60.0	30.00
Total	98.00	-	66.00	32.00

11.3 Bankers Workshops

The Bankers Workshops for MSMEs in the Union Territory of Dadra and Nagar Haveli and Daman and Diu aim to bridge the gap between financial institutions and MSMEs by fostering a deeper understanding of their unique challenges and needs. These workshops will focus on capacity building for bankers to tailor financial solutions, such as credit facilities and support schemes, specifically suited to the MSME ecosystem in the region. By addressing critical areas like energy efficiency financing, access to capital, and simplified loan processes, the workshops will empower MSMEs to overcome operational barriers, contributing to their growth and the region's economic development.

Problem Statement

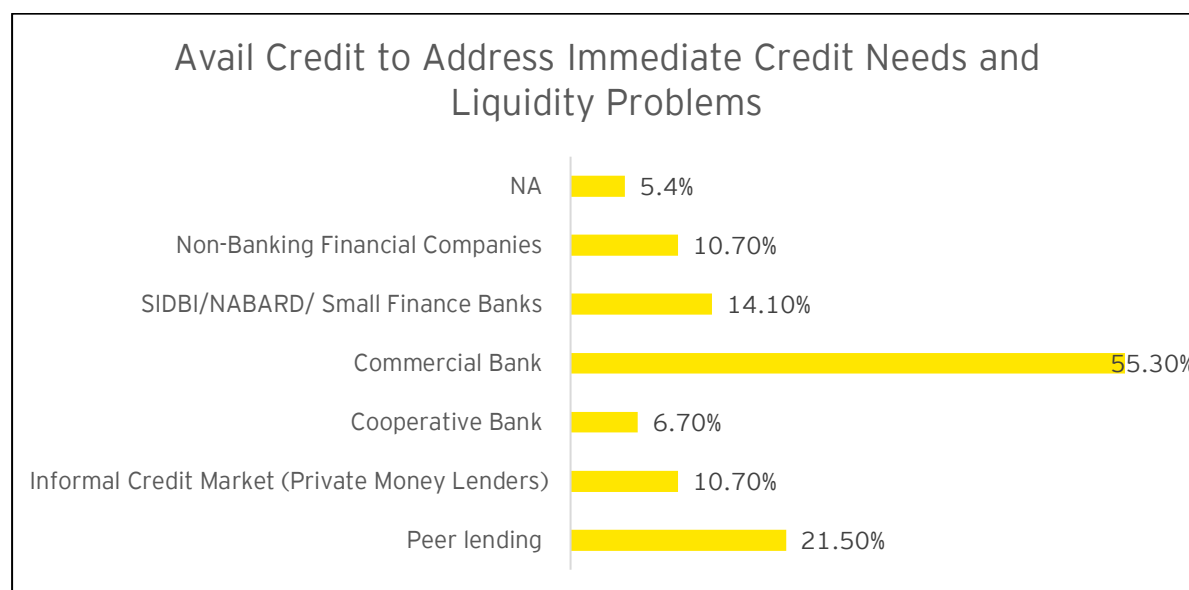
MSMEs in the Union Territory of Dadra and Nagar Haveli and Daman and Diu face practical challenges in accessing finance. MSMEs need better understanding about collateral and documentation requirements, and enhance their financial literacy, and improve their awareness of financing options and government schemes. Banks and financial institutions often promote products that may not suit MSME needs, and there is limited engagement from private banks and NBFI. MSMEs find it difficult to secure loans for working capital.

Regular meetings between MSMEs, banks, and NBFIs are needed to address these issues. These meetings can simplify the loan process, clarify documentation needs, and introduce MSMEs to a broader range of financing options, including those from private banks and NBFIs. By better understanding local MSMEs' needs, financial institutions can offer more relevant solutions, helping businesses to understand financial options better.

Survey Insights on Credit Sources for MSMEs:

A survey on MSMEs' credit sources for addressing liquidity challenges reveals a diverse reliance on both formal and informal avenues:

Figure 79 - Avail Credit to Address Immediate Credit Needs and Liquidity Problems



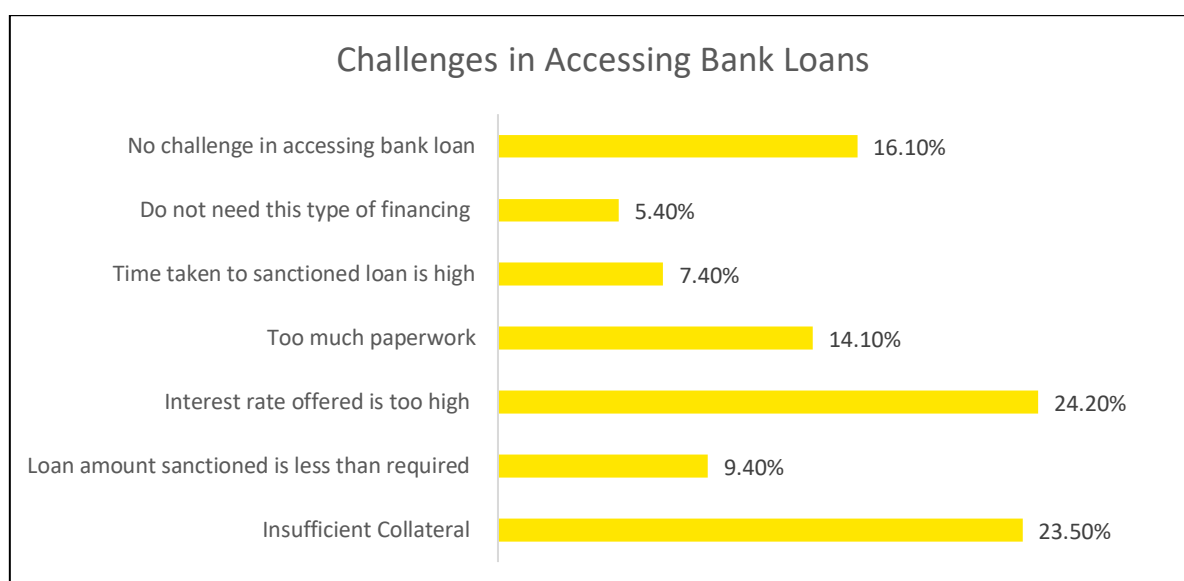
- ▶ Commercial Banks (55.3%) are the primary source of credit, underscoring their reliability and accessibility for MSMEs, likely due to their broad range of credit products.
- ▶ Peer Lending (21.5%) ranks second, highlighting significant engagement in community-based or alternative lending platforms, which offer flexibility and swift access to funds.
- ▶ Government-Backed Institutions (14.1%), including SIDBI, NABARD, and small finance banks, play a vital role, reflecting their importance in supporting MSMEs through tailored credit solutions.
- ▶ NBFCs (10.7%) serve as a key option for businesses unable to meet traditional banking criteria, offering specialized lending services.
- ▶ Informal Credit Markets (10.7%), while quick, come with high interest rates and less favorable terms, signaling a gap in accessible formal credit options.
- ▶ Cooperative Banks (6.7%) have the lowest utilization, potentially due to limited reach or awareness among MSMEs.
- ▶ NA Responses (5.4%) suggest that some businesses either lack immediate credit needs or rely on unrecognized methods to manage liquidity.

This data reflects the diverse credit needs of MSMEs and the barriers they face in accessing formal channels. To bridge these gaps and enhance financial literacy, workshops and consultations are essential. These initiatives can help MSMEs better understand and utilize formal credit options, thereby reducing dependence on costlier informal sources and fostering sustainable financial practices.

Challenges in Access Bank Loans:

Survey data reveals some barriers MSMEs face when securing bank loans, underscoring the need for targeted interventions:

Figure 80 - Challenges in Accessing Bank Loans



- ▶ **High Interest Rates (24.2%):** The most reported challenge, indicating that the cost of borrowing often renders loans unattractive or unaffordable for many MSMEs.
- ▶ **Insufficient Collateral (23.5%):** A close second, highlighting that a lack of adequate assets limits access to credit for numerous businesses.
- ▶ **Administrative Burden (14.1%):** Excessive paperwork and complex procedures deter businesses, making the loan application process cumbersome and time-consuming.
- ▶ **Inadequate Loan Amounts (9.4%):** Even approved loans often fail to meet businesses' full financial needs, reducing their effectiveness in addressing liquidity challenges.
- ▶ **Delays in Loan Sanction (7.4%):** Slow processing times impact timely business operations and financial planning, creating additional stress for MSMEs.
- ▶ **Alternative Funding or No Need (5.4%):** A small percentage report not needing loans, possibly due to sufficient capital, alternative sources, or business models not reliant on bank financing.
- ▶ **No Challenges (16.1%):** A subset of businesses find the process manageable, suggesting that with proper support, more MSMEs could overcome these barriers.
- ▶ Workshops and interactive sessions with MSMEs can demystify loan processes, improve financial literacy, and facilitate dialogue between businesses and banks to address concerns around affordability, collateral, and efficiency, enabling broader and more equitable access to credit.

Proposed Project Design Concept, Feasibility, and Viability

The Objective is to improve financial access for MSMEs in Dadra and Nagar Haveli and Daman and Diu by addressing key challenges such as collateral requirements, financial literacy, and limited awareness of financing options. The project aims to establish a regular platform for MSMEs, banks, NBFIs, and government representatives to collaborate, educate, and introduce tailored financing solutions to support MSME growth.

Key Components:

- ▶ **Banker-MSME-NBFI Meetings:** Facilitate regular, structured interactions between MSMEs, banks, NBFIs, and government officials to discuss and address specific financial challenges faced by local MSMEs which may include Financial Literacy and Documentation Workshops. Conduct workshops for MSME owners to improve financial literacy, simplify documentation processes, and raise awareness about different financing products.
- ▶ **Awareness Campaigns on Financing Options and Government Schemes:** Implement campaigns to educate MSMEs on government schemes, alternative financing options, and specific products offered by private banks and NBFIs that are suited to their needs.
- ▶ **Customized Financial Solutions:** Encourage banks, private lenders, and NBFIs to design and offer products better suited to the unique needs of MSMEs in the UT, including collateral-free loans and flexible repayment options.
- ▶ **Digital Financial Tools and Resources:** Promote access to simple digital tools that support MSMEs in record-keeping, cash flow management, and loan application tracking, enabling better financial management and creditworthiness.

The proposed project is aimed at addressing the practical financing challenges faced by MSMEs in Dadra and Nagar Haveli and Daman and Diu by fostering regular interaction between MSMEs, banks, NBFIs, and government representatives. The project focuses on simplifying loan processes, clarifying documentation needs, and offering financial literacy workshops to help MSMEs better manage finances and understand available financing options. Awareness campaigns will improve MSMEs' knowledge of government schemes and alternative financing, while digital tools will aid in record-keeping and financial management. These initiatives are designed to be cost-effective, with workshops conducted in collaboration with local financial experts and marketing efforts using accessible channels like local media and MSME associations.

In terms of viability, this project is expected to increase loan approvals for MSMEs, enhancing their financial stability and growth, which will positively impact the local economy. By establishing an ongoing support network, banks and financial institutions can gain valuable insights into local business needs and, in turn, create tailored financial products for the MSME sector. The model is sustainable and scalable, allowing for potential expansion to other regions with similar financing challenges, while digital resources and training materials can be adapted to different locations. Overall, this approach provides a practical solution to improving financial access for MSMEs in the UT.

Approach and Methodology for Implementation

Stakeholder Engagement and Collaboration:

- ▶ **Establish Partnerships:** Build partnerships with key stakeholders, including local banks, NBFIs, private banks, MSME associations, and government departments. Engage these stakeholders in an initial workshop to align on project objectives, roles, and expected outcomes.
- ▶ **Coordination with SLBC and other Key Apex Bodies:** Establish a coordination committee comprising representatives from financial institutions, MSME bodies, and government agencies to oversee project implementation, monitor progress, and facilitate coordination.

Regular MSME-Banker Meetings:

- ▶ **Monthly Roundtables:** Organize monthly meetings in accessible locations across the UT, with options for virtual attendance to maximize participation. These sessions will focus on identifying MSMEs' financing challenges, clarifying documentation and collateral requirements, and discussing available financing options.
- ▶ **Feedback Loops:** Use these sessions to gather MSME feedback on current banking practices and financial products, enabling banks and NBFIs to better tailor their offerings.

Financial Literacy and Documentation Workshops:

- ▶ **Develop Workshop Content:** Design content that addresses common challenges, including understanding loan products, managing cash flows, and maintaining records. The material should be simple, practical, and geared toward MSME owners with minimal financial background.
- ▶ **Conduct Training:** Host regular financial literacy workshops across the UT in collaboration with local banks, financial experts, and MSME associations. Online workshops will also be available for wider reach.

Awareness Campaigns on Financing Options and Government Schemes

- ▶ **Outreach Plan:** Develop a targeted outreach plan using local media, social media, and MSME networks to inform businesses about government schemes, loan products, and alternative financing options.
- ▶ **Information Materials:** Create easy-to-understand brochures, guides, and digital content summarizing financing options and government schemes, distributed at meetings, workshops, and online.

Digital Financial Tools and Support

- ▶ **Digital Tool Development:** Collaborate with tech partners to create or adapt basic digital tools that aid MSMEs in financial record-keeping, cash flow management, and loan application tracking.
- ▶ **Training on Tool Usage:** Incorporate training on using these tools within the financial literacy workshops, ensuring MSMEs can effectively leverage digital resources for better financial management.

Monitoring, Evaluation, and Continuous Improvement

- ▶ **Regular Assessment:** Monitor key metrics, such as the number of MSMEs participating in workshops, loan approval rates, and feedback on financial products, to gauge the project's impact.
- ▶ **Feedback and Adaptation:** Collect ongoing feedback from MSMEs and stakeholders to identify areas for improvement, adapt methodologies, and introduce new solutions as needed.

This structured approach ensures that MSMEs receive the support, resources, and information needed to overcome financing barriers, while banks and financial institutions can align their services to better meet local needs. The methodology is designed to be practical, flexible, and scalable, allowing for continuous improvements and potential application in other regions.

Timeline for achievement of Project Deliverables

Table 109 Timeline for Bankers Workshops

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Number of Workshops	24	-	12	12
Expected Participants per Workshops @ 25 Participants per workshop	600	-	300	300

Project Costing

Table 110 Budget for Bankers workshops (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Budget for Workshops @ Rs 100000	24.00	-	12.00	12.00
Total	24.00	-	12.00	12.00

J. Awareness campaigns

Interventions such as digital awareness campaigns are proving to be highly effective in enhancing communication and engagement across the Union Territory of Dadra and Nagar Haveli and Daman and Diu. The WhatsApp Push Messaging System is a key initiative, designed to deliver timely and tailored information directly to stakeholders, including MSMEs, industrial units, and local communities. By leveraging WhatsApp's widespread accessibility, it ensures seamless dissemination of updates, resources, and awareness about government schemes and sustainable practices. Focused on bridging communication gaps and fostering inclusivity, this intervention empowers stakeholders with the knowledge and tools needed to actively participate in the region's development initiatives.

J 1.1 Digital Awareness Campaigns

WhatsApp Push Messaging System & YouTube Videos

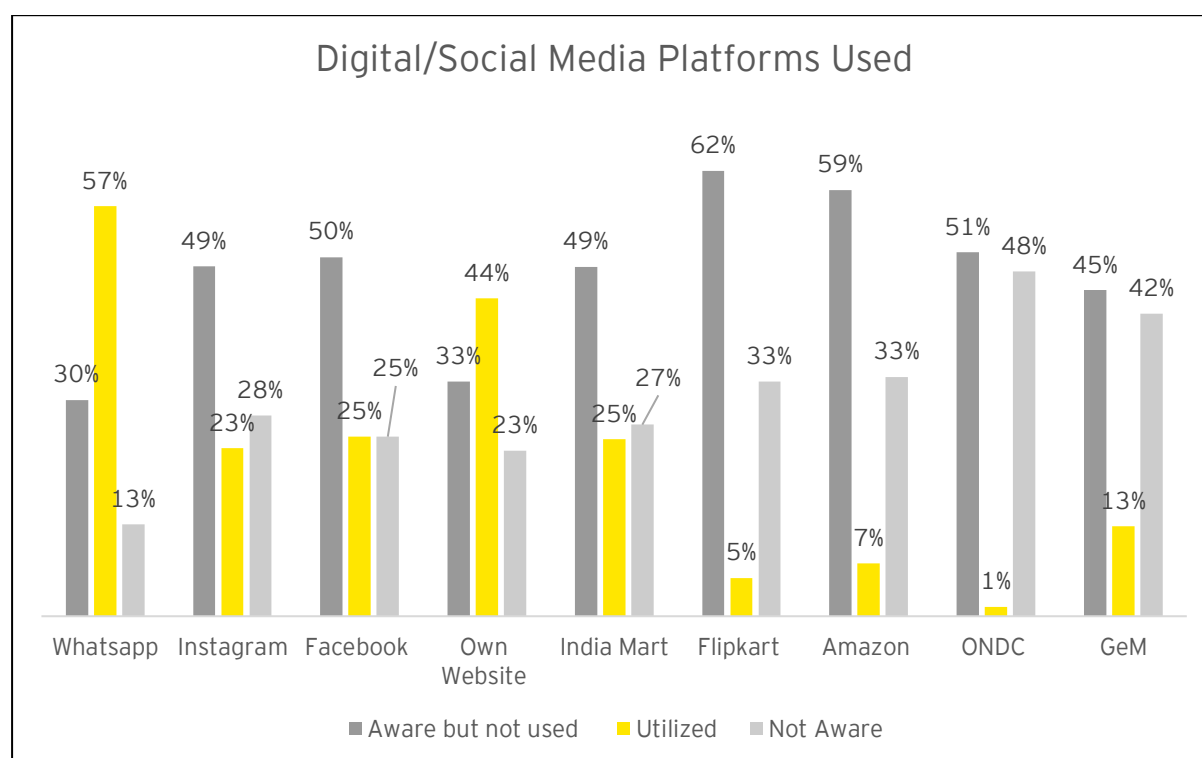
Awareness about available support services, resources, and opportunities for MSMEs in DNH & DD can be enhanced to help them access key benefits. Many MSMEs may not be fully informed about networking events, market trends, procurement opportunities, and regulatory updates that could support their growth and competitiveness. Better access to this information can enable businesses to adapt to market changes, explore new opportunities, and grow within their sectors.

As digital engagement grows, platforms like YouTube shorts, and short-form videos provide a practical way to share information. These formats are concise, engaging, and accessible, making them ideal for delivering relevant updates and insights to MSMEs. By using these channels, businesses in DNH & DD can stay informed about valuable opportunities and resources in a way that fits easily into their routines, fostering a connected and well-informed MSME ecosystem.

Problem Statement:

MSMEs in Dadra, and Nagar Haveli & Daman and Diu face limited awareness about government schemes, market opportunities, and support platforms crucial for their growth and competitiveness. This challenge is compounded by the lack of time for traditional forms of engagement, making it difficult for MSMEs to stay updated. Although digital media platforms like YouTube and WhatsApp are widely used, focused and accessible information tailored to MSMEs' needs is not readily available. This gap in targeted digital communication restricts their ability to access timely insights, explore growth opportunities, and fully leverage available support mechanisms for business success.

Figure 81 - Digital/Social Media Platforms Used



The data on the use of digital and social media platforms by the surveyed MSMEs in DNH-DD shows varying levels of awareness and utilization. WhatsApp messaging remains to be the most popularly used digital medium.

Proposed Project Design, Feasibility and Viability

The proposed project will focus on enhancing the capabilities of MSMEs through a multi-faceted approach that includes:

- ▶ **WhatsApp Compatibility:** Given that WhatsApp is widely used in India, the push notification system can be implemented with minimal technical complexity.
- ▶ **YouTube and Podcast Accessibility:** Most MSMEs have internet-enabled devices, making YouTube a feasible platform for video content distribution and various updates can be featured.
- ▶ With the rise of mobile internet access, podcasts are becoming increasingly popular among MSMEs for on-the-go learning relevant topics could include various topics such as industry news, regulatory changes, business advice, and success stories of other entrepreneurs etc.
- ▶ Regular podcasts provide a steady stream of insights, fitting seamlessly into the schedules of MSME owners, helping them stay aware and competitive in a dynamic marketplace.

- ▶ **Content Management and Coordination:** The project will require a dedicated team to curate content, moderate groups, and manage the YouTube channel to ensure consistent, high-quality, and relevant updates.
- ▶ **Application Development for MSMEs:**
 - To create a user-friendly application that provides resources, training modules, and market access tools for MSMEs.
 - Access to training resources on digital marketing, finance management, and product development.
 - A marketplace feature connecting local MSMEs with potential customers.
- ▶ **YouTube Channel - Ministry of MSME:**
 - The official YouTube handle of the Ministry of MSME has around 20 thousand subscribers and good digital reach.
 - Vlogs and Weekly podcase can be made for DD and DNH channel in collaboration with the Ministry channel to feature and capture a large audience.
 - **Success Stories:** Sharing success stories from local MSMEs on digital platform can inspire others.
- ▶ **Leveraging technology platforms that broadcast messages:**
 - Integrate messaging platform that have experience of working with government departments to disseminate critical updates and relevant information, ensuring that MSMEs are promptly informed about schemes, policy changes, and opportunities.

The aim of this proposal is to address the critical issue of low awareness among MSMEs in Dadra and Nagar Haveli and Daman and Diu regarding key government schemes designed for their growth and development. To bridge this awareness gap and empower MSMEs, we propose a comprehensive digital awareness campaign supported by innovative strategies and tools.

Campaign Elements:

- ▶ **Digital Marketing Agency Partnership:**
 - We will collaborate with a reputable digital marketing agency to design and execute the awareness campaign.
 - The agency will employ a mix of traditional and cutting-edge marketing solutions to reach a wide audience.
- ▶ **Multi-Channel Approach:**
 - The campaign will encompass various channels, including billboards at strategic locations, Facebook and online campaigns, and push messages.
 - By leveraging both traditional and new-age marketing, we ensure maximum outreach.
- ▶ **Push Message System for UDYAM Registered MSMEs:**

- We will establish a push message system to regularly update and inform UDYAM registered MSMEs.
- Messages will be sent via WhatsApp and regular messaging platforms to reach MSMEs directly.

▶ **YouTube Channel for regular live content:**

- A YouTube channel tailored to MSMEs will be established.
- The channel will feature periodic live sessions where MSMEs can interact with industry experts and government officials.
- Topics will cover scheme details, business strategies, and problem-solving.

Approach and Methodology for Implementation

The following section explains the approach and methodology for implementation of the intervention proposed.

▶ **Digital Marketing Agency Partnership:**

- A reputable digital marketing agency known for its expertise in reaching and engaging target audiences will be engaged.
- The agency will work closely with the SPIU team to tailor marketing strategies that blend traditional and digital methods for maximum impact.

▶ **Multi-Channel Deployment:**

- Billboards at strategic locations, online campaigns, social media, and push messages will be synchronized to create a unified and compelling message.
- This multi-channel approach will ensure that our message reaches MSMEs across various touchpoints.

▶ **Push Message System:**

- A robust push message system will be set up, targeting UDYAM registered MSMEs.
- Regular updates and important information will be disseminated via WhatsApp and text messages to keep MSMEs informed.

▶ **YouTube Channel Creation:**

- The YouTube channel dedicated to MSMEs will be created with a well-defined content strategy.
- Industry experts and government officials will be onboarded to participate in live sessions.

▶ **Coordination and Collaboration:**

- Close collaboration with government agencies, industry associations, and stakeholders will be maintained throughout the implementation process.
- Alignment and synergy will be ensured through regular coordination meetings.

▶ **Continuous Feedback Loop:**

- Feedback mechanism will be established to collect input and insights from MSMEs.
- Our strategies will be fine-tuned based on real-time feedback through this iterative approach.

▶ **Scalability and Sustainability:**

- The methodology will be designed with scalability in mind, allowing for the expansion of the campaign's reach and impact over time. Long-term benefits for MSMEs will be maintained through a core consideration of sustainability.

The approach and methodology for implementing this awareness campaign will be grounded in careful planning, strategic partnerships, and a commitment to empowering MSMEs in DNH-DD. Through this concerted effort, we anticipate making a significant difference in increasing awareness and participation in government schemes, ultimately driving economic growth and prosperity for the state.

Timeline for achievement of Project Deliverables

Table 111 Timeline for digital awareness campaign

Activity	FY 24 -25	FY 25 -26	FY 26 -27
Engage Digital Marketing Agency Partner with agency, develop campaign roadmap, and finalize objectives.			
Develop Push Messaging System Partner with agency, develop campaign roadmap, and finalize objectives.			
Create YouTube Channel for MSMEs. Create a dedicated YouTube channel with initial content strategy			
Content Development and Strategy Curate podcasts, video content, and industry expert sessions.			
Pilot Phase Deployment. Implement pilot campaign in select districts; gather initial feedback.			
Full-Scale Rollout Expand campaign to all MSMEs in DNH-DD with full channels.			
Feedback and Iteration Incorporate feedback into campaign strategy and improve reach.			
Scale Up Multi-Channel Campaign Leverage multi-channel approaches to maximize campaign impact.			
Evaluation and Reporting Evaluate the success of campaign outcomes and document insights.			
Sustainability Planning. Develop plans for long-term maintenance and scalability.			

Project Costing

Table 112 Budget for Digital Awareness Campaign (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Engage Digital Marketing Agency Partner with agency, develop campaign roadmap, and finalize objectives.	18.75	18.75	-	-
Develop Push Messaging System Partner with agency, develop campaign roadmap, and finalize objectives.	7.50	7.50	-	-
Create YouTube Channel for MSMEs. Create a dedicated YouTube channel with initial content strategy	15.00	-	15.00	-
Content Development and Strategy Curate podcasts, video content, and industry expert sessions.	15.00	-	15.00	-
Pilot Phase Deployment Implement pilot campaign in select districts; gather initial feedback.	18.75	-	18.75	-
Full-Scale Rollout Expand campaign to all MSMEs in DNH-DD with full channels.	33.75	-	33.75	-
Feedback and Iteration Incorporate feedback into campaign strategy and improve reach.	18.75	-	3.75	15.00
Scale Up Multi-Channel Campaign Leverage multi-channel approaches to maximize campaign impact.	41.25	-	41.25	-
Evaluation and Reporting Evaluate the success of campaign outcomes and document insights.	9.375	-	-	9.375
Sustainability Planning Develop plans for long-term maintenance and scalability.	9.375	-	-	9.375
Total	187.50	26.25	127.50	33.75

K. Portal Development- Monitoring and Evaluation

These interventions enhancing monitoring and evaluation systems is crucial to fostering transparency and accountability for developmental projects. The Portal Enhancement and Monitoring Dashboard is designed to streamline data collection, analysis, and reporting, offering real-time insights into project progress and impact. By integrating feedback mechanisms and user-friendly interfaces, these tools aim to empower stakeholders with actionable information. Coupled with focused stakeholder workshops, this initiative will ensure effective collaboration, strengthen decision-making processes, and drive targeted interventions to address the unique challenges of this UT's diverse industrial and socio-economic landscape.

K1.1 Portal Enhancement & Monitoring Dashboard for the Project

Monitoring and evaluation (M&E) are critical for the effective implementation of the RAMP program in the Union Territory of Dadra, and Nagar Haveli & Daman and Diu. With diverse initiatives like export facilitation, skill development, and ESG compliance, M&E ensures alignment with program objectives and local requirements. A robust framework enables real-time tracking of interventions, identifies gaps in implementation, and provides actionable insights for data-driven decision-making. By integrating a centralized dashboard and feedback mechanisms, the M&E system will enhance accountability, optimize resource utilization, and adapt to the unique regional and sectoral needs of MSMEs, ensuring sustainable growth and impact.

Problem Statement

The implementation of multiple interventions under the RAMP program in Dadra, and Nagar Haveli & Daman and Diu creates a strong need for enhanced monitoring and evaluation features. With diverse initiatives ranging from export facilitation and vendor development to skill-building and ESG compliance, a centralized system is essential to track progress effectively. A monitoring dashboard can streamline data management, provide real-time insights into key metrics to support data-driven decision-making for stakeholders.

The dynamic nature of these programs highlights the need for an upgraded portal to meet the evolving demands of MSMEs. Features such as user-friendly interfaces, regional customization, and accessible training modules will empower MSMEs to better utilize resources and address unique challenges like those in Diu and specific sectors. Additionally, virtual platforms for networking, buyer-seller meets, and trade fairs will create new opportunities for market access and collaboration, amplifying the impact of these initiatives.

As these programs scale, ensuring data security and transparency becomes critical to building MSME trust and fostering accountability. By integrating a centralized dashboard and enhancing the portal's capabilities, the RAMP program can manage the interventions more efficiently and enable greater participation of MSMEs. The features will align with the program's objectives

Proposed Project Design Concept and Feasibility and Viability

The focus is on creating a centralized data monitoring system and an upgraded portal to enhance the execution and management of the RAMP program in Dadra, and Nagar Haveli & Daman and Diu. This

initiative addresses the need for efficient oversight and improved MSME engagement, ensuring seamless implementation and better resource utilization.

Integrated Monitoring System

A unified platform will be developed to centralize data from various program components, such as export readiness, vendor partnerships, skills development, and ESG practices. The system will offer real-time updates, interactive data visualization, and comprehensive reporting capabilities to guide informed decisions and optimize program outcomes.

Enhanced Digital Portal

- ▶ The portal will be redesigned to improve accessibility, adaptability, and usability for all stakeholders. Key upgrades include:
- ▶ Simplified User Interfaces Multilingual and intuitive design to cater to MSMEs with varying tech proficiency.
- ▶ Regional and Industry-Specific Solutions: Tailored tools for addressing unique regional needs and sectoral priorities.

Training and Educational Tools:

- ▶ Easily accessible modules covering compliance, documentation, and digital marketing.

Collaboration Platforms:

- ▶ Virtual spaces for trade fairs, buyer-seller meets, and stakeholder discussions to expand market connections.

Enhanced Security Features:

- ▶ Advanced protocols to safeguard sensitive information and ensure transparency.

Continuous Feedback Loop:

- ▶ A feedback system will be integrated into the platform, utilizing district-level / industry level data points to gather real-time insights from MSMEs.

Practical Feasibility:

- ▶ The system will be designed to utilize existing infrastructure and integrate seamlessly with current state and national platforms. A stepwise deployment will facilitate smooth adaptation, and training sessions for MSMEs and stakeholders will ensure effective usage.

Alignment with Stakeholders:

- ▶ The design will align with requirement of government agencies, industry associations, and financial institutions. Regular engagement through conferences and consultations will ensure the system meets diverse needs.

Sustainability and Scalability

- ▶ A modular architecture ensures the system can evolve to incorporate additional features or address emerging needs over time. Continuous monitoring and feedback will keep the tools relevant, while adaptive resource allocation will ensure long-term viability.

Approach and Methodology for Implementation

Assessment and Planning

Needs Analysis:

- ▶ Conduct detailed consultations with stakeholders (government agencies, MSMEs, financial institutions) to identify specific data and functionality requirements for the dashboard and portal.

Current System Review:

- ▶ Evaluate existing state and national platforms for integration potential and identify gaps in data management and service delivery.

Objective Setting:

- ▶ Define clear goals for the portal and dashboard, focusing on real-time data monitoring, user accessibility, and sector-specific customization.

Development and Design

Centralized Dashboard:

- ▶ Build a unified platform that consolidates data from various interventions, such as export facilitation, vendor development, and training programs.
- ▶ Include real-time data visualization, reporting tools, and performance metrics for easy tracking by stakeholders.

Proposed Enhanced Portal Features:

- ▶ An intuitive, multilingual interface to ensure usability for all MSMEs.
- ▶ Develop customized modules for training, documentation, and compliance based on regional and sectoral needs.
- ▶ Integrate virtual networking tools like buyer-seller meet platforms and trade fair portals.

Integration and Deployment

Data Integration:

- ▶ Link the dashboard to existing state and central-level systems (e.g., CGTMSE, TReDS, ZED) for seamless data exchange.

Pilot Testing

- ▶ Launch a pilot version in select regions or sectors to gather initial feedback and identify technical or operational challenges.

Stepwise Rollout:

- ▶ Gradually expand implementation across all regions and sectors, ensuring smooth adaptation by stakeholders.

Training and Capacity Building

Stakeholder Training:

- ▶ Organize workshops for government officials, MSME representatives, and other stakeholders to familiarize them with the system.

MSME Support:

- ▶ Provide training sessions for MSMEs on how to use the portal effectively, including accessing resources, applying for schemes, and participating in virtual events.

Feedback and Continuous Improvement

Feedback Mechanism:

- ▶ Integrate feedback tools within the portal for users to report issues and suggest improvements directly.

Data Analysis:

- ▶ Regularly analyze feedback and usage metrics to identify areas for refinement and optimization.

Monitoring and Evaluation

Performance Tracking:

- ▶ Use the dashboard to track progress on key metrics like subsidy disbursement, participation in interventions, and market access improvements.

Regular Reviews:

- ▶ Conduct quarterly reviews with stakeholders to assess the effectiveness of the portal and dashboard.

Adaptive Updates

- ▶ Continuously upgrade the system to incorporate additional features, address emerging needs, and ensure long-term relevance.

Sustainability and Scalability

Modular Design

- Ensure the system is built to support future enhancements, such as new training modules, data sources, or regional customizations.

Resource Allocation:

- Use adaptive budgeting and resource management to sustain operations and maintain system performance over time.

Timeline for achievement of Project Deliverables

Table 113 Timeline for Portal Enhancement and Monitoring Dashboard

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Planning: Identify objectives, features, and stakeholders; assess technical feasibility.	Months 1-3			
Design and Development Create user-friendly interface, integrate databases, ensure security features	Months 4-10			
Deployment: Conduct pilot testing, gather feedback, and implement phased rollout.	Months 11-15			
Maintenance Update features, provide support, and collect continuous feedback.	Months 16-27			
Monitoring and Evaluation: Track performance, generate reports, and conduct regular reviews.	Months 12-27			
Sustainability: Train users, allocate funds, and plan for future upgrades.	Months 18-27			

Project Costing

Table 114 Budget for Portal Enhancement and Monitoring Dashboard (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Planning : Identify objectives, features, and stakeholders; assess technical feasibility.	100.00	100.00	-	-
Design and Development Create user-friendly interface, integrate databases, ensure security features	300.00	-	300.00	-
Deployment: Conduct pilot testing, gather feedback, and implement phased rollout.	200.00	-	200.00	-
Maintenance Update features, provide support, and collect continuous feedback.	200.00	-	140.00	60.00
Monitoring and Evaluation: Track performance, generate reports, and conduct regular reviews.	100.00	-	60.00	40.00
Sustainability: Train users, allocate funds, and plan for future upgrades.	100.00	-	70.00	30.00
Total	1,000.00	100.00	770.00	130.00

K1.2 Stakeholder Workshops for Improving the Effectiveness of Monitoring

Problem Statement

The implementation of the RAMP program in the Union Territory of Dadra, and Nagar Haveli & Daman and Diu involves multiple complex initiatives requiring effective monitoring and evaluation. However, gaps in stakeholder alignment, limited understanding of monitoring frameworks, and inconsistent feedback mechanisms hinder the program's ability to track progress, measure outcomes, and address challenges efficiently. Without active stakeholder engagement, the M&E framework risks being incomplete or misaligned with the unique needs of MSMEs and the region's developmental goals.

Proposed Project Design Concept, Feasibility and Viability

The proposed project focuses on organizing stakeholder Workshops to strengthen the effectiveness of the Monitoring and Evaluation (M&E) framework. These workshops will engage government agencies, MSME representatives, financial institutions, and industry experts to collaboratively design, refine, and evaluate the M&E system. The workshops aim to ensure that the framework:

- ▶ Aligns with RAMP's objectives and the region's specific needs.
- ▶ Integrates actionable and measurable key performance indicators (KPIs).
- ▶ Incorporates stakeholder feedback for continuous improvement.
- ▶ Promotes transparency, accountability, and efficient resource utilization.

Key Features

- ▶ Collaborative Discussions: Stakeholders will identify gaps, set priorities, and propose solutions.
- ▶ Capacity Building: Workshops will train participants on M&E tools, processes, and reporting mechanisms.
- ▶ Feedback Integration: Real-time inputs from participants will be used to refine the monitoring framework.
- ▶ Action Planning: Each workshop will conclude with a roadmap for implementing and improving M&E practices.

Feasibility:

- ▶ Technical Feasibility: The workshops can leverage existing platforms and frameworks to ensure cost-effective implementation.
- ▶ Operational Feasibility: Engaging local authorities and industry experts ensures the workshops address real-world challenges and actionable solutions.

Viability:

- ▶ Economic Viability: The workshops are a low-cost, high-impact intervention that ensures effective resource allocation.
- ▶ Scalability: This model can be replicated across different districts and program components.

- ▶ Sustainability: Regular stakeholder engagement ensures long-term commitment to improving M&E practices.

Approach and Methodology for Implementation

Planning and Preparation:

- ▶ Identify key stakeholders, including government officials, MSMEs, financial institutions, Industry Associations.
- ▶ Develop workshop agendas focused on RAMP objectives, M&E processes, and local challenges.
- ▶ Prepare training materials on M&E tools, dashboard functionalities, and feedback mechanisms.

Workshop Implementation

Suggested Themes :

Understanding the Framework:

- ▶ Introduce the current M&E framework and its objectives.
- ▶ Highlight key gaps and challenges identified in the program.
- ▶ Define KPIs and set measurable goals.
- ▶ Real-time reporting tools and data visualization features.
- ▶ Hands-on training on using the portal and monitoring dashboard.
- ▶ Guidance to stakeholders on interpreting data, generating reports, and resolving issues.
- ▶ Developing an action plan with roles, timelines, and responsibilities for M&E improvements.

Post-Workshop Activities:

- ▶ Compile workshop outcomes and share a comprehensive report with participants.
- ▶ Incorporate stakeholder recommendations into the portal and dashboard features.
- ▶ Set up follow-up sessions to evaluate progress and address emerging challenges.

Continuous Monitoring:

- ▶ Use the workshops' outputs to enhance real-time monitoring tools.
- ▶ Regularly engage stakeholders for feedback and framework refinements.

Timeline for achievement of Project Deliverables

Table 115 Timeline for Stakeholder Workshops

Activity	Total Units	FY 24 -25	FY 25 -26	FY 26 -27
Stakeholder Workshops for Improving the Effectiveness of Monitoring	8	-	6	2

Project Costing

Table 116 Budget for Stakeholder workshops (in INR Lakhs)

Budget	Total	FY 24 -25	FY 25 -26	FY 26 -27
Stakeholder Workshops for Improving the Effectiveness of Monitoring	10.00	-	7.50	2.50
Total	10.00	-	7.50	2.50

6. Budget

6.1 Summary of the Budget

S.No	Themes/Activities	Total Cost (INR)	Total Cost (In INR Lakhs)	Number of MSME Touchpoint / Impacted
A	Access to Market	32,64,00,000	3,264	3,100
A1	Strengthening the Export ecosystem	31,74,00,000	3,174	
A2	Comprehensive Support Systems for MSMEs (Vendor Development)	90,00,000	90	
B	Increasing Industry Competitiveness	43,33,26,182	4,333	1,965+
B1	Digitization of Industry	23,05,00,000	2,305	
B2	Augmenting Capacity for Competitiveness (Testing Lab)	19,06,11,182	1,906	
B3	Promoting Industry Efficiency through Certifications (ZED, LEAN)	1,22,15,000	122	
C	Industry Led Skill Development	20,50,00,000	2,050	7,200
C1	Skill Development and Capacity Building	17,00,00,000	1,700	
C2	NAPS top up to Increase Employment	3,50,00,000	350	
D	ESG (Environmental and Social Governance)	17,95,00,000	1,795	2,800
D1	Greening and Sustainability	17,95,00,000	1,795	

S.No	Themes/Activities	Total Cost (INR)	Total Cost (In INR Lakhs)	Number of MSMEs impacted
E	Women Inclusion	8,05,20,000	805	160+
E1	Formalization of SHGs	1,11,20,000	111	
E2	Capacity Building of Women SHGs in Seaweed Farming	4,82,00,000	482	
E3	Incubation of Women Entrepreneurs	2,12,00,000	212	
F	Formalization and Inclusion	2,10,00,000	210	20+
F1	Strengthening the MSMEs Practising the Traditional Crafts of the UT	2,10,00,000	210	
G	Increasing MSME Participation in the Service Sector	16,92,00,000	1,692	650+
G1	Comprehensive Plan for Developing Beach Tourism, & Eco Tourism, the proposed scoping study aims to assess UT's potential as a premier beach and Eco tourism, destination weddings	2,68,00,000	268	
G2	Leveraging Events like Beach Games & Monsoon Festival to Create opportunities for MSMEs	5,00,00,000	500	
G3	MSME Participation in beach tourism, MICE Tourism, eco-tourism, homestays, destination weddings, awareness for tourism	9,24,00,000	924	

S.No	Themes/Activities	Total Cost (INR)	Total Cost (In INR Lakhs)	Number of MSMEs impacted
H	Strengthening Institutional Capacity	13,39,00,000	1,339	25,106
H1	Creating a Database of Industries in the Union Territory	1,66,80,000	167	
H2	Capacity Building and Training Initiatives	1,20,00,000	120	
H3	Comprehensive support systems for MSMEs	8,78,40,000	878	
H4	Strengthening of DIC Digital Infrastructure	1,73,80,000	174	
I	Access to Finance	3,72,00,000	372	656
I1	Access to Finance	3,72,00,000	372	
J	Awareness Campaigns	1,87,50,000	188	25,000
J1	Digital Awareness Campaigns	1,87,50,000	188	
K	Monitoring and Evaluation	10,10,00,000	1,010	-
K1	Monitoring and Evaluation	10,10,00,000	1,010	
Total		1,70,57,96,182	17,057	

6.2 Detailed Budget

Access to Market

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
A		Access to Market				32,64,00,000			
A1		Strengthening the Export Ecosystem				31,74,00,000	3,174		
1.1	DGFT -Districts as Export Hubs	Leverage the DGFT's Districts as Export Hubs initiative to Promote MSME exports via district-specific strategies and capacity-building support.	3	Export Project reports	50,00,000	1,50,00,000	150.00	Overall Impact to MSMEs	
1.2	Awareness workshops on Export Procedure	Conduct workshops to educate MSMEs on export procedures, documentation, regulations, boosting export potential.	24	workshops	1,00,000	24,00,000	24.00	12 workshops every year It is expected that 25 MSMEs will participate in Each Workshop	600
1.3 (a)	Export Information on Markets and Sectors	International Trade Intelligence & Export Facilitation Centre (ITIEFC) for UT of DNH & DD	1	Publication and Intelligence Report	60,00,000	60,00,000	60.00	Trade Publications and Market Reports	
1.3 (b)	Export Information and on Markets and Sectors	International Trade Intelligence & Export Facilitation Centre (ITIEFC) for UT of DNH & DD	1	Consultations with Experts	40,00,000	40,00,000	40.00	Experts Consultation Sessions	
1.4	ECGC Reimbursement	Reimburse ECGC premiums to support MSMEs entering high-risk export markets, mitigating uncertainties	1,000	MSMEs	2,00,000	20,00,00,000	2,000.00	Reimbursement to 1000 SMEs for taking ECGC Cover	1000
1.5 (a)	Diu, Daman, Dadra & Nagar Haveli Product Pavilions	Trade fair participation to boost UT products' targeted B2B exposure.	3	Pavilions	1,00,00,000	3,00,00,000	300.00	3 events per year - domestic or international. Can be thematic sector based	120
1.5 (b)	Diu, Daman, Dadra & Nagar Haveli Product Pavilions	Facilitate trade fair participation for UT products' targeted B2B exposure.	6	Reverse Buyer Seller Meets	1,00,00,000	6,00,00,000	600.00	6 Events per year - Domestic or International	480

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS)	OUTCOME	NUMBER OF MSME
A2		Comprehensive Support Systems for MSMEs				90,00,000	90		
2.1	Vendor Development Programs	Implement Vendor Development Program to link MSMEs with PSUs and industries, strengthening supply chains	36	VDP	2,50,000	90,00,000	90.00	MSMEs 36 VDP @ unit cost of 2,50,000 benefitting around 900 MSMEs	900

Increasing Industry Competitiveness

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
B		Increasing Industry Competitiveness				43,33,26,182	4,333.26		
B1		Digitization of Industry				23,05,00,000	2,305		
1.1	Project Conceptualization, Deciding Milestones KPIs and Mentoring of Sector Experts	Project Mentor will Guide planning, set KPIs, mentor experts, monitor progress, ensure alignment.	1	Retainership Man Month	67,50,000	67,50,000	67.50	Project Mentor @ 2,50,000 Retainership Cost for 15 days a month	
1.2 (a)	Handholding and mentoring support for adopting digitization	Sectoral Digital Consultant, study gaps, guide adoption, create resources @ ₹2,50,000.	6	Resources, monthly Retainership	37,50,000	2,25,00,000	225.00	6 senior resources @ 2,50,000 per month for 15 months	90
1.2 (b)	Training of manpower	Cost for training of manpower in adoption of digital products	450	Pilot industries per sector	25,000	1,12,50,000	112.50	15 industries per sector and 5 people per industry @ Rs 2500 per day per participant	
1.3 (a)	Subsidizing cost of recommended digital products	Providing subsidy upto 2 software/ IoT solutions @INR 5 Lakh per solution (50% or less of the total cost of the software solution)	90	MSMEs	10,00,000	9,00,00,000	900.00	Providing subsidy upto 2 software solution @INR 5 Lakh per solution (50% or less of the total cost of the software solution)	
1.3 (b)	Supporting MSMEs with digital technologies (High end software, ERP	Support MSMEs in six sectors with ERP and digital technologies.	1		10,00,00,000	10,00,00,000	1,000.00	Procurement of high-end software, erp to be provided on sharing basis to MSMEs	1000+

S.No	ACTIVITY	ACTIVITY / SUB ACTIVITY DESCRIPTION	TOTAL MSMEs OR UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS)	OUTCOME	NUMBER OF MSME
B2		Augmenting Capacity for Competitiveness				19,06,11,182	1,906.11		
2.1 (a)	Establish testing facilities Preparatory process for Establish testing facilities	Equipment Cost to Establish advanced testing facilities for plastics, textiles, chemicals, and packaging, aiding MSMEs in quality standards, certification, and exports.	1	As per Estimated Costs	14,06,11,182	14,06,11,182	1,406.11	Establishing testing facilities for Multi Sectors	
2.1 (b)	Preparatory process for Establish testing facilities	Stakeholder Engagement and PPP Design	1	Lumpsum	20,00,000	20,00,000	20.00	Establishing testing facilities for Multi Sectors	
2.1 (c)	Preparatory process for Establish testing facilities	Technical and Regulatory Readiness	1	Lumpsum	1,40,00,000	1,40,00,000	140.00	Establishing testing facilities for Multi Sectors	
2.1 (d)	Preparatory process for Establish testing facilities	Design of Workspace and Workforce Development	1	Lumpsum	40,00,00	40,00,000	40.00	Establishing testing facilities for Multi Sectors	
2.1 (e)	Reimbursement of Testing Costs	Reimbursement of Certification Costs for certain sectors	30	MSME Units in Select Sectors	10,00,000	3,00,00,000	300.00	Reimbursement of Certification Costs for certain sectors	

S.No	ACTIVITY	ACTIVITY / SUB ACTIVITY DESCRIPTION	TOTAL MSMES OR UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS)	OUTCOME	NUMBER OF MSME
B3		Promoting Industry Efficiency through Certifications				1,22,15,000	122.15		
3.1 (a)	Promoting manufacturing schemes like ZED, LEAN etc	Workshops for Promoting Awareness on ZED & Lean	12	Workshops	70,000	8,40,000	8.40	6 workshops per year to be conducted for raising awareness about various manufacturing schemes and techniques.	600
3.1 (b)	Promoting manufacturing schemes like ZED, LEAN etc	Reimbursement of Expenses for ZED Silver Certification & Additional Incentive to Industry Associations	150	Reimbursement of Expenses	17,500	26,25,000	26.25	Top up over and above UT contribution	150
3.1 (c)	Promoting manufacturing schemes like ZED, LEAN etc	Reimbursement of Expenses for ZED Silver Certification & Additional Incentive to Industry Associations	25	Reimbursement of Expenses	26,000	6,50,000	6.50	Top up over and above UT contribution	25
3.1 (d)	Promoting manufacturing schemes like ZED, LEAN etc	Reimbursement of Expenses for Lean Certification & Additional Benefit to Industry Associations	100	Reimbursement of Expenses	41,000	41,00,000	41.00	Top up over and above UT contribution	100
3.1 (e)	Promoting manufacturing schemes like ZED, LEAN etc	Documenting the Success Stories of the Region, Short Films	4	Success Stories of ZED & LEAN Sectorise from the Local Industry	10,00,000	40,00,000	40.00	Top up over and above UT Contribution	

Industry Led Skill Development

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
C		Industry Led Skill Development				20,50,00,000	2,050		
C1		Skill Development and Capacity Building				17,00,00,000	1,700		
1.1	Training for industry workforce - including on the job training	Sector Specific Skill Upgradation Programmes	6,000	workmen	25,000	15,00,00,000	1,500.00	6000 workmen @ 10 days 1000 junior staff to be trained per year@ 10 days @Rs 2500 per day per MSME	1500
1.2	Training for industry workforce - including on the job training	Training of workmen and supervisors from various industry sectors	1,200	supervisors/middle management	12,500	1,50,00,000	150	200 Supervisors from Various Sectors @ Rs 2500 per day 5 days Programme	1200
1.3	Skill upgradation for middle and senior management / entrepreneurs	Promote leadership through training for manufacturing management, enhancing mentoring, decision-making, and operational efficiency.	1,000	MSME Members	5,000	50,00,000	50	1000 SME per year @ Rs 5000 per MSME for a 2-day programme	1000

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
C2		NAPS top up to increase employment				3,50,00,000	350		
2.1 (a)	NAPS top up to increase employment	Enhance Daman employment via NAPS by onboarding 7,000 candidates through TPA, with ₹1,500 top-up support for 3 months.	7,000	Resource and Candidates	4,500	3,15,00,000	315	Onboarding 7,000 candidates through the local Third-Party Agency (TPA) for internships. Under this initiative, the UT government will provide ₹1,500 per candidate as a top-up support for 3 months, aligned with the NAPS framework, facilitated by RAMP.	3500
2.1 (b)	NAPS top up to increase employment	Incentive to TPA for Onboarding	7,000	-	500	35,00,000	35.00		

ESG (Environmental & Social Governance)

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
D		ESG (Environmental & Social Governance)				17,95,00,000	1,795		
D1		Greening & Sustainability				17,95,00,000	1,795		
1.1	Awareness workshops on green initiatives	Awareness creation workshops for MSME units on adoption and benefits of using green initiatives	36	Workshops	1,25,000	45,00,000	45	1 workshop every month	1,800
1.2	Reimbursements for energy and water audits	1.Reimbursement of Energy Audit Cost for 750 Units @ Rs 2,00,000 per MSME 2. Reimbursement of Water Audit Cost for 250 Units @ Rs 1,00,000 per MSME	750 and 250	MSMEs	2,00,000 and 1,00,000	17,50,00,000	1,750	Reimbursement of 750 MSME's for energy audit and 250 MSME's for Water Audit	1,000

Women Inclusion

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
E		Women Inclusion				8,05,20,000	805.20		
E1		Formalization of SHGs				1,11,20,000	111.20		
1.3 (a)	Awareness about Product certification for women SHG members/Formalization and Capacity building	Support SHG women with certification, capacity-building, and skills for product marketability, compliance, and sustainable growth.	16	Awareness Workshops	70,000	11,20,000	11.20	100 SHGs 400 Participants @ 25 participants per workshop	400
1.3 (b)	Training for women SHG members on specific elements of product value chain	Support SHG women with certification, capacity-building, and skills for product marketability, compliance, and sustainable growth	200	trainings	25,000	50,00,000	50.00	Improving Product Quality and Market Access	10
1.3 (c)	Supporting certification related to product quality, Product Certification and Training for Women SHGs members	Improving packaging and other product aspects of 10 products through Product Quality Certifications	10	Women SHG products	5,00,000	50,00,000	50.00	10 products can be included for product certifications for 100 Women SHGs up to a cap of INR 30,000 per certification	10

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
E2		Capacity Building of Women SHGs in Seaweed Farming				4,82,00,000	482		
2.1 (a)	Supporting The SHGs with basic infrastructure	Providing 10 Rafts per Member for 10 members for 20 SHGs	2,000	rafts	5,000	1,00,00,000	100.00	2000 rafts will be provided for 20 SHGs	20
2.1 (b)	Estimated cost for Seed	Seed Cost for Seaweed Farming	2,000	seed per bamboo (considering 10 bamboos in 1 raft)	200	4,00,000	4.00	Seeds provided to 2000 MSMEs at unit rate of 200	2,000
2.1(c)	Estimated rental per trip	Number of Trips for Maintenance 10 trips per 45-day cycle considering 9 cycles over 2 years	3,600	Boat Trips for Maintaining Seaweed Cultivation	500	18,00,000	18.00	Effort cost for Skilled seaweed farm workers earn between supporting crucial cultivation and harvesting operations	-
2.1 (d)	Estimated Manpower Cost	Number of man-days @ 1000 Rs per raft per month	48,000	Effort Cost for Maintaining Seaweed Cultivation	500	2,40,00,000	240.00	operational costs average ₹653 per raft, covering labor, vessel operations and maintenance activities.	
2.1 (e)	Training of SHG Women for Cultivation of Seaweed	Training days at the rate of 10 women per SHG for 20 SHGs	4,000	Training of SHG Women on Various aspects of Seaweed Training	2,500	1,00,00,000	100.00	Training days at the rate of 10 women per SHG for 20 SHGs	
2.1 (f)	Marketing and Outreach efforts	SHGs enhance seaweed market presence through cooperatives, digital platforms, value addition, direct sales, and institutional partnerships with buyer network	20	Support cost per SHG	1,00,000	20,00,000	20		

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
E3		Incubation of Women SHGs				2,12,00,000	212		
3.1	Mentorship & Handholding	Flexible mentors offer tailored support for women entrepreneurs' growth and resilience.	1920	2 Sessions per Month for 2 Years	10,000	1,92,00,000	192	2 Sessions per Month for 40 MSMEs for 2 Years	40
3.2	Training & Capacity Building	Train women entrepreneurs in finance, digital skills, marketing, and networking.	40	Training programme for women entrepreneurs spanning 20 days @ Rs 2500 over 2 years	50,000	20,00,000	20	Training programme for women entrepreneurs spanning 20 days @ Rs 2500 over 2 years will be conducted	

Formalization & Inclusion

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
F		Formalization & Inclusion				2,10,00,000	210		
F1		Strengthening the MSMEs Practising the Traditional Crafts of the UT				2,10,00,000	210		
1.1 (a)	Strengthening the MSMEs Practising the Traditional Crafts of the	Participation in Fairs	20	Travel	2,00,000	40,00,000	40	20 MSMEs will be provided with travel reimbursement for participation in fairs	20
1.1 (b)	Strengthening the MSMEs Practising the Traditional Crafts of the	Short Films and Digital Campaigns	2		15,00,000	30,00,000	30	2 Short films, costing 15,00,000 each will be made	
1.1 (c)	Strengthening the MSMEs Practising the Traditional Crafts of the	Access to Market Digital Support & Cataloguing	20	Digital Cataloguing	1,50,000	30,00,000	30	20 digital catalogues will be created at 1,50,000	
1.1 (d)	Strengthening the MSMEs Practising the Traditional Crafts of the	Design Support	20	Linkages with Institutions for Product Improvement and Improvisations	5,00,000	1,00,00,000	100	20 MSMEs will be provided with design support at 5,00,000 per MSME	
1.1 (e)	Strengthening the MSMEs Practising the Traditional Crafts of the	Training & Capacity Building	20	Various Trainings spanning over 20 days in 2 years	50,000	10,00,000	10	Trainings spanning over 20 days will be provided at 50,000 per training	

Increasing MSME Participation in the Service Sector

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
G		Increasing MSME Participation in the Services sector				16,92,00,000	1,620		
G1		Comprehensive Plan for Developing Beach Tourism & Eco Tourism				2,68,00,000	268		
1.1 (a)	Comprehensive Plan for Developing Beach & Eco Tourism	Project Mentor: Sector Expert	1	Mid Management Resource	2,00,000	48,00,000	48	Manages study activities, oversees coordination, and ensures project goals are met	
1.1 (b)	Comprehensive Plan for Developing Beach Tourism	Engaging National / International Consultants	12	Man Months	3,00,000	36,00,000	36	Brings expertise to identify gaps and recommend sustainable solutions	
1.1 (c)	Comprehensive Plan for Developing Beach Tourism	Travel to Observe International Models	20	Travel	5,00,000	1,00,00,000	100	Study global beach tourism practices to apply best strategies in Diu.	
1.1 (d)	Comprehensive Plan for Developing Beach Tourism	Travel within the Country to study National Models	20	Travel	3,00,000	60,00,000	60	Observes successful tourism models across India for relevant insights	
1.1 (e)	Stakeholder Consultations	Discussion for Finalizing the Recommendations of the report	6		1,00,000	6,00,000	6	Creation of 6 reports @1,00,000 per report	
1.1 (f)	Formulation of Standards for Service Sector Segments	Formulation of acceptable standards for the Service offered	6		3,00,000	18,00,000	18	Formulation of Standards for Service Sector Segments	

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
G2		Leveraging Events like Beach Games & Monsoon Festival to Create opportunities for MSMEs				5,00,00,000	500		
2.1	Leveraging Beach Games to foster participation of MSME	Parallel event with Diu Games showcases culture, products, involving 400 MSMEs.	2	Events	2,00,00,000	4,00,00,000	400	1 event per year 2 crore per event	400
2.2	Monsoon Festival	Provide MSMEs with discounted or subsidized stall rates to boost participation, focusing on local artisans, food vendors, and handicraft businesses.in parallel event to the Monsoon Festival	200	MSMEs	50,000	1,00,00,000	100	Create specific Vendor spaces for MSMEs @ 100 Spaces every year	200
G3		MSME Participation in beach tourism, MICE Tourism, eco-tourism, homestays, destination weddings, awareness for tourism				9,24,00,000	924		
3.1 (a)	Awareness Creation	Awareness for Promotion of MSMEs in the Tourism Sector	24	workshops	1,00,000	24,00,000	24	24 workshops will be conducted for promotion of the tourism sector in the region	600
3.1 (b)	Homestay Digital Promotion	Homestays	50	MSME	2,00,000	1,00,00,000	100	branding and promotion expenses for 50 MSMEs for visibility of their services on social media and other platforms	50
3.1 (c)	Homestay Training	Training for Development of Homestays at various Locations	100	MSME	37,500	37,50,000	37.5		
3.1 (d)	Promotion of Adventure Tourism through MSMEs	Promote MSMEs in adventure tourism by introducing trekking and water sports, creating jobs, boosting	50	MSME	2,00,000	1,00,00,000	100	branding and promotion expenses for 100 MSMEs for	50

		tourism, and benefiting the economy						visibility of their services on social media and other platforms	
3.1 (e)	Promotion of Adventure Tourism through MSMEs	Training of MSME Personnel On Adventure Tourism Related Activities	100	MSME Personnel	37,500	37,50,000	37.5	Training costing 37,500 each for 100 MSME personnel in the Adventure tourism sector will be conducted	
3.1 (f)	Financial Support for Promoting Destination Weddings	Incentives for promoting destination weddings, including tax reimbursements (up to ₹5 lakhs),	50	MSME- Once per Year	5,00,000	2,50,00,000	250	Supporting 50 MSMEs with reimbursement of SGST @ Rs 5,00,000 per year	50
3.1 (g)	Training and Capacity building for Destination Weddings	Event Management Trainings for Destination Weddings	200	MSME Nominees	50,000	1,00,00,000	100	Provide Trainings for Promoting Destination Weddings every year	
3.1 (h)	Digital Promotion of MICE Tourism	Provide reimbursement for digital initiatives to enhance MICE tourism promotion and professional capabilities.	50	MSMEs	2,00,000	1,00,00,000	100	Reimbursement to MSMEs for Digital Initiatives	50
3.1 (i)	Training and Capacity Building on MICE Tourism	Offer training in event management, MICE technology, hospitality excellence, and management development programs.	100	MSME Members	37,500	37,50,000	37.5	10 Days of Training to 2 Representatives per MSME	
3.1 (j)	ECO Tourism	Subsidizing Cost for Digital Promotion of Eco Tourism based Services	50	MSMEs	2,00,000	1,00,00,000	100.00	Reimbursement to MSMEs for Digital Initiatives	50
3.1 (k)	ECO Tourism	Structured modules on Eco Tourism will cover training and capacity building to build capacity of MSMEs in Service Industry	100	MSMEs	37,500	37,50,000	37.50	Trainings and Capacity building of 100 MSMEs in the service industry will be conducted	

Strengthening Institutional Capacity

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
H		Strengthening Institutional Capacity				13,39,00,000	1,339		
H1		Creating a Database of Industries in the Union Territory				1,66,80,000	166.80		
1.1 (a)	Creating a Database of Industries in the Union Territory	Interactions with Industry associations & Design of Survey and Campaigns	24	Workshops or Interaction to boost participation in Surveys	70,000	16,80,000	16.80	Workshops & Meetings	
1.1 (b)	Creating a Database of Industries in the Union Territory	Administering Surveys with Individual Units	25,000	Physical Surveys	500	1,25,00,000	125	Rs 500 per Survey Form	25,000
1.1 (c)	Creating a Database of Industries in the Union Territory	Validation of Survey & Digitization Effort	25,000	Validating Information	100	25,00,000	25	Rs 100 per Survey Form	
H2		Capacity Building and Training Initiatives				1,20,00,000	120		
2.1 (a)	Capacity Building and Training of Industry Associations	Training Sessions on the Various aspects related to Industry association strengthening	1000	man days	8,000	80,00,000	80	Training for 40 Associations and their Chapters per year 5 days of Training / per year 5 members / Association or Chapter	200
2.1 (b)	Building capacity of UT DIC and other associated functionaries	Training Sessions on the Various Initiatives in the UT as well as functional and behavioural training	500	man days	8,000	40,00,000	40	calculated at 125 functionaries to be trained 2 days in a year for 2 years	25

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
H3		Comprehensive support systems for MSMEs				8,78,40,000	878.40		
3.1	Focus on Thrust Sectors through Developing Dedicated BDS	Domain Specialists on need based consultation for industries and thrust sectors	1,152	Expert Consultation Man days	20,000	2,30,40,000	230.4	Setting up of at least 6 new Greenfield Projects 2 per Thrust Sector	6
3.2	MSME Facilitation Desk	1. export facilitation helpdesk- market research, export readiness assessments, compliance assistance, access to export financing 2. e-commerce helpdesk- handholding services on marketing, operations, and compliance 3. Financial services helpdesk- handholding services on aspects like finance, access to financing options 4. MSME facilitation helpdesk (help with GIFT, SPICE, LEAN, ZED etc) - handholding services on government schemes, market linkages, and skill development programs, GIFT & SPICE 5. Development of Thrust Sectors for the UT 6. Promoting Skill Development & Apprenticeship 7. Dedicated Resource for Coordination at Diu 8. Inclusion Initiatives 9. Building and Leveraging Common Infrastructure and Facilities for MSMEs	9	Resources	18,00,000	6,48,00,000	648.00	4 senior resources @2,25,000 per month for MSME Facilitation Helpdesk & 5 mid-level resources @1,60,000 per month.	

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
H4		Strengthening of DIC Digital Infrastructure				1,73,80,000	173.80		
4.1 (a)	Augment Physical Infrastructure to Service MSMEs	Tabs	10	Numbers	25,000	2,50,000	2.50	10 Tabs 10 Laptops 10 Kiosks 3 LCD Projectors 3 Portable Audio Systems 2 Printers 10 short films will be provided to DIC	
4.1 (b)	Augment Physical Infrastructure to Service MSMEs	Laptops	10	Numbers	70,000	7,00,000	7.00		
4.1 (c)	Augment Physical Infrastructure to Service MSMEs	Kiosks	10	Numbers	1,00,000	10,00,000	10.00		
4.1 (d)	Augment Physical Infrastructure to Service MSMEs	LCD projectors & Screen	3	Numbers	60,000	1,80,000	1.80		
4.1 (e)	Augment Physical Infrastructure to Service MSMEs	Portable Audio System	3	Numbers	50,000	1,50,000	1.50		
4.1 (f)	Augment Physical Infrastructure to Service MSMEs	Printers	2	Numbers	50,000	1,00,000	1.00		
4.1 (g)	Short film on Schemes	Scheme Related Information	10	Films	15,00,000	1,50,00,000	150.00		

Access to Finance

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
I		Access to Finance				3,72,00,000	372.00		
		Consolidating Marine products value Chain				2,50,00,000	250		
1.1	Top Up Subsidy to Cold Chain Fishing - promote value chain of fisheries industry	Promote fishing and allied industries in the UT by expanding cold storage and offering a 15% subsidy (up to ₹5 lakhs) under PMFME to modernize and boost value chains.	50	Cold Storage Facility	5,00,000	2,50,00,000	250	PMFME we are giving subsidy - 10 lakhs max 35% subsidy to micro - there could be requirement for 50 cold storage facilities in the UT	50
		SME Exchange				98,00,000	98		
1.2 (a)	Financial Assistance to MSMEs Desirous of Exploring the SME Exchange Mechanism	Subsidize MSMEs ₹15 lakhs for SME Exchange listing to boost growth.	6	MSMEs	15,00,000	90,00,000	90	A total of 6 SMEs will be given a benefit of INR 15 lakhs to cover costs associated with listing on SME exchange	6
1.2 (b)	Creating Awareness Amongst MSMEs regarding Bankers workshops	Workshops for SME exchange	8	Workshops	1,00,000	8,00,000	8	A total of 8 workshops each costing 100000 will be conducted	80

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
		Banker Workshops				24,00,000	24		
1.3	Creating Awareness Amongst MSMEs regarding Financial assistance	Industry & Bankers Workshops	24	Workshops	1,00,000	24,00,000	24	A total of 24 workshops costing 1,00,000 each will be conducted	600

Awareness Campaigns

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
J		Awareness Campaigns				1,87,50,000	187.5		
		Digital Awareness Campaigns				1,87,50,000	187.5		
1.1 (a)	Whats App Push Messaging System	Hiring of a Digital Agency for designing and implementing the campaign	30	Monthly Maintenance and Operational Expenses	1,25,000	37,50,000	37.5	Push Messages to Udyam Registered Units	25000
1.1 (b)	You Tube Video & Podcast	Launching a YouTube Channel with Periodic Podcast	30	Monthly Maintenance and Operational Expenses	5,00,000	1,50,00,000	150	Youtube with Daily Podcast	

Monitoring and Evaluation

S.No	ACTIVITY	ACTIVITY/ SUB ACTIVITY DESCRIPTION	TOTAL MSMEs or UNITS	UNIT	UNIT COST	TOTAL COST (INR)	TOTAL COST (INR LAKHS.)	OUTCOME	NUMBER OF MSME
K		Monitoring and Evaluation				10,10,00,000	1,010		
K1		Monitoring and Evaluation				10,10,00,000	1,010		
1.1	Portal Development & Dashboard	Develop an integrated portal and dashboard to provide MSMEs and stakeholders with real-time access to relevant data, services, and resources. This digital platform will facilitate better decision-making, streamline processes, and enhance transparency in accessing government schemes, market information, and financial services. Including Upgradations for Services Sector	1	Portal	10,00,00,000	10,00,00,000	1,000	Creation of integrated portal	
1.2	Stakeholder Workshops	Stakeholder Workshops for Improving the Effectiveness of Monitoring	8		1,25,000	10,00,000	10	8 workshops @1,25,000 per workshop for improving monitoring of portal	
Total						1,70,57,96,182	17,057.96		

It is estimated that a total of 25,000+ MSMEs will be touched. 7000+ MSMEs are expected to be directly impacted.