Addendum to Strategic Investment Plan (SIP) *For* Uttarakhand post SIPEC meeting held on 22nd February 2024

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From,

Secretary,
Department of MSME,
Govt. of Uttarakhand.

To,

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

No. 5229 **/MSME/RAMP/2023-24** **Dated:** 29 **Feb, 2024**

Subject: **Submission of addendum and budget sheet for SIP (Strategic Investment Plan) of Uttarakhand under RAMP (Raising and Accelerating MSMEs Performance) Programme.**

Dear Sir,

The Government of Uttarakhand, participated in the RAMP programme and submitted the Letter of Undertaking (LoU), dated 15th December 2022 followed by SIP submission on 1st Feb 2024. GoUK is submitting addendum and revised budget sheet following the observation raised during the presentation held on 22.02.2024

The State of Uttarakhand has taken a significant step towards boosting the growth and performance of Micro, Small, and Medium Enterprises (MSMEs) with the formulation of a comprehensive growth plan i.e., Strategic investment plan (SIP) under the Raising and Accelerating MSME Performance (RAMP) guideline.

The State has also enumerated multiple action points and interventions under Ten identified tracks:

1. Innovative projects
2. MSME Competitiveness
3. Capacity Building
4. Access to Market
5. Access to finance
6. Institutional Strengthening
7. MSME Facilitation Desk
8. DIC Strengthening
9. Digital Interventions (integrated portal)
10. Green energy

A total of 18 unique and essential interventions/ projects have been proposed based on the findings with a total budget of INR 317.99 crores for next 4 years of RAMP programme. Among these interventions, 20% of the total budget is proposed to be contributed by the State Government.

Overall, the implementation of the RAMP program in Uttarakhand holds great promise for the state's MSMEs, paving the way for a comprehensive and transformative growth strategy that will positively impact the sector for years to come. We are pleased to submit the addendum in the stipulated timeframe and be part of the Nation's

MSME transformation agenda. Looking forward to sanction of our RAMP SIP with its proposed budget of INR 317.99 crores at the earliest to start its execution. The detailed addendum is enclosed for your perusal and approval. Enclosed herewith is the addendum Document of SIP for Uttarakhand.

With Regards,

Encl.: As above.

Yours sincerely,

29/02/24

(Vinay Shankar Pandey)
Secretary

No- 5229-31 Dated: 29-02-2024

Copy for information and necessary action :-

1. Secretary, Ministry of Micro, Small and Medium Enterprises, Room No: 169, Udyog Bhawan, New Delhi - 110001
2. Director (GA&TP), Ministry' of Micro, Small and Medium Enterprises, Room No. 254, Udyog Bhawan, New Delhi - 11 0001

29/02/24

(Vinay Shankar Pandey)
Secretary

Following the comprehensive discussions during recent meeting held on 22.02.2024, along with the valuable observations presented by the Ministry of Micro, Small, and Medium Enterprises (MoMSME) during the meeting, Directorate of Industries have updated the budgetary allocations and interventions. This addendum outlines the revised financial framework and the targeted points of intervention. The adjustments reflect our commitment to addressing the identified needs and gaps, ensuring that our efforts are more aligned with the strategic goals of supporting the MSME sector under RAMP. The revisions have been made with a view to enhancing the efficacy of our initiatives, fostering innovation, and providing robust support to the MSMEs. Total MSME touchpoints through identified interventions in state of Uttarakhand under RAMP scheme is appx 1 Lakhs. Apart from the projects as proposed in the addendum, the proposed interventions of SIP submitted on February 1st 2024 shall be considered.

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
Track 1	***Innovative project***								**₹ 1,51,28,75,000**				
1	***Nivesh Mitra for supporting MSMEs***				**4,06,00,000**	**4,06,00,000**	**4,06,00,000**	**4,06,00,000**	**₹ 16,24,00,000**	**1,624.00**	**324.80**	**1,299.20**	**20% State Share 80% RAMP Share**
1.1	MSME Nivesh Mitra for Unit wise Accelerator workshop/Handholding/Certification processing (MSME Nivesh Mitra i.e. MSME Business Facilitator) 13 MSME Nivesh Mitra @ Rs 1,00,000 Per month for 48 Months - 48 * 13 : 624	624	Expert	100000	1,56,00,000	1,56,00,000	1,56,00,000	1,56,00,000	62400000	624	124.8	499.2	13 MSME Nivesh Mitra will facilitate Unit-Wise MSMEs in handholding of the government schemes going cluster to cluster and sensitising individual units 15000+ MSME sensitised, 7000 MSME's registered, 2000 ZED Bronze certification, 100 silver and 100 Gold certifications respectively Uptake in lean certification, Patenting through IPR, Hackathon participation etc. Resource pool to support MSMEs across 20 ZED Parameters, Lean Parameters and other Innovative Parameters to increase MSME facilitation for access to credit
1.2	Incentivising Nivesh Mitra for credit facilitation and disbursement	20000	MSMEs	5000	2,50,00,000	2,50,00,000	2,50,00,000	2,50,00,000	100000000	1000	200	800	20000 MSMEs
2	**Job Portal and Digitally Enabled Support System for Self Employment**				**2,34,08,250**	**2,36,72,250**	**2,12,72,250**	**1,71,22,250**	**₹ 8,54,75,000**	**854.75**			**20% State Share 80% RAMP Share**
	Job Portal												

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
2.1	Market Research & Stakeholder Consultations	25	Workshops FGDS with DICs MSME Associations Chambers of Commerce	50,000	12,50,000				1250000	12.5	2.5	10	13 DICs, 25 Industry Associations and its stakeholders, Chamber of commerce

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
2.2	Design &Validation	Creation of a Design Concept &Wireframe &UI/UX Interface and Approval	One Time Cost (Break up in remarks)	5,00,000	5,00,000				500000	5	1	4	a. Research and Define Concept: Surveys - Rs. 100000 b. Development of Wireframes: Sketch initial design concepts Create low-fidelity wireframes to outline basic structure and layout Iterate on design based on internal review and feedback - Rs. 50000 c. Creation of Interactive Prototypes:Develop high-fidelity wireframes or prototypes with added interaction Test the interactive prototype for functionality and usability - Rs. 50000 d. UI/UX Design: Creation of visual attributes and aesthetics of the interface like color palette, typography, spacing, etc. ; Development of UX strategies like navigation structure, user journey mapping, etc. ; Applying the design to the high -fidelity wireframes or prototypes Continue iterating based on internal feedback - Rs. 200000 e. Usability Testing: Conduct usability testing with a small user group and analyze feedback. Make necessary changes if required - Rs. 50000 f. Final Design Approval: Approval of final design concept and prototype from stakeholders - Rs. 50000 **Total Rs. 5,00,000**
2.3	Web Site architecture & Design	Creation of the Alpha Version	One Time Cost*	20,00,000	20,00,000				2000000	20	4	16	*Cost taken as per the expenditure for new Web Site architecture & Design (As per research)
2.4	Testing & Pilot			200000	200000				200000	2	0.4	1.6	

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
2.5	Marketing and Awareness Campaign	100	Campaign Design & Launch	10000	1000000				1000000	10	2	8	a. 4 campaigns in each 13 district (Total 52) - 50 MSMEs participants in each campaign - Total MSME Benefitted - 52 * 50 - 2600 b. 48 campaigns at block level - 25 MSMEs participants in each campaign - Total MSME Benefitted -48 * 25 - 1200 Cost Per Campaign – Rs. 10,000 Total Campaigns - 100
2.6	Launching a Digital / Media Ads Campaign	Approx 1.5 lakh a Month for 36 months	150000	36	900000	1800000	1800000	900000	5400000	54	10.8	43.2	Raise awareness among MSMEs of the state
2.7	Printing of Material Posters & Banners	Leaflets Flex Banners At DICs	Printing Cost*	1000000	300000	350000	350000		1000000	10	2	8	a. Printing of Banners (50 in each 13 district to be displayed in rural and Urban areas) - Rs. 650 Per Banner b. Cost per Banner - Rs. 1000 **Total Cost for Banners - Rs. 6,50,000** c.Material Posters and Pamphlets (20000 MSMEs and 50000 Individuals/ artisans/ workers/ weavers) - 70,000 d. Cost per Posters and Pamphlets - Rs. 5 **Total Cost for Banner - Rs. 3,50,000**
2.8	Signages	Approx 3 lakh a Mont	300000	24	1800000	3600000	1800000		7200000	72	14.4	57.6	Raise awareness among MSMEs of the state

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
		h for 24 months											
2.9	Creation of a Call Centre / Call Centre Supervisor	Call Centre Supervisior	1	2000000	200000	600000	600000	600000	2000000	20	4	16	To support MSMEs in resolving their queries and issues
2.10	Call Centre Executives	Call Centre 5 operators	5	1000000	500000	1500000	1500000	1500000	5000000	50	10	40	To support MSMEs in resolving their queries and issues
2.11	Call Centre Running Expenses	Rs 50,000 per month for 40 months	40	50000	200000	600000	600000	600000	2000000	20	4	16	To support MSMEs in resolving their queries and issues
2.12	Partnerships and Collaborations with Institutes & Training Providers	Workshops & Other Effort Expenses @ Rs 100000	20	100000	1000000	500000	500000		2000000	20	4	16	To provide job oriented training to MSMEs/Individuals

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
2.13	Workshops with Industry Association	1 Workshop every DIC annually & Industry Associations 20 per year	80	100000	2000000	2000000	2000000	2000000	8000000	80	16	64	To provide job oriented training to MSMEs/Individuals
2.14	Workshop with Training Institutes	1 Workshop every year at Colleges, ITI's, Training providers 25 Workshop every year	100	30000	1200000	1200000	600000		3000000	30	6	24	To provide job oriented training to MSMEs/Individuals
2.15	Cash Incentives for Adoption of Portal	100000 Every Month	40	100000	400000	1200000	1200000	1200000	4000000	40	8	32	To support the functioning and adoption of Job portal

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
2.16	Running Expenses	300000 Every Month for Manpower	40	300000	3000000	3000000	3000000	3000000	12000000	120	24	96	To support the functioning and adoption of Job portal
2.17	Upgrading	300000 Every Month for Manpower	40	300000	3000000	3000000	3000000	3000000	12000000	120	24	96	To support the functioning and adoption of Job portal
2.18	Miscellaneous & Contingency	10% of Overall Expenses	10%		1713750	1713750	1713750	1713750	6855000	68.55	13.71	54.84	To support the functioning and adoption of Job portal
3	**Digitally Enabled Support System for Self Employment**	**200**		**1007000**					**₹ 1,00,70,000**	**100.70**			
3.1	AI based Kiosk / Assisted Help desks / Chatbot Support Software - Maintenance	Software Cost and Maintenance	1	24,00,000	₹ 6,00,000	₹ 6,00,000	₹ 6,00,000	₹ 6,00,000	**₹ 24,00,000**	**24.00**			**10,000 MSMEs**

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
3.2	Website integration Facebook & Other Social Media Accounts Content Creation & Digital Outreach	20000	Units Integration, content website specific and Digital Outreach Cost		144000	432000	432000	432000	**₹ 14,40,000**	**14.40**			**20,000 MSMEs** Digital Outreach Cost - Rs. 4,40,000 (22*20,000) Website Specific Content Creation and User Integration - Rs. 10,00,000
3.3	You tube Channel & Content Creation & Digital Outreach Coordinator	20000	Units Integration, content website specific and Digital Outreach Cost		₹ 1,44,000	₹ 4,32,000	₹ 4,32,000	₹ 4,32,000	**₹ 14,40,000**	**14.40**			**20,000 MSMEs** Digital Outreach Cost - Rs. 4,40,000 (22*20,000) Video Cost - 250 Minutes ; Rs 2000 / Minute - Total: Rs. 5,00,000 User Integration and Website Specific Content Creation - Rs. 5,00,000
3.4	Content Creation Cost 2 session per month	50	Sessions	5000	62500	62500	62500	62500	**₹ 2,50,000**	**2.50**			Training material for MSMEs
3.5	Digital Equipment Setting up Recording Infra structure	One Time cost	1	500000	₹ 5,00,000				**₹ 5,00,000**	**5.00**			Training material for MSMEs

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
3.6	What's app or SMS messaging alerts Messaging on Schemes and status	20000	MSMEs	72	144000	432000	432000	432000	**₹ 14,40,000**	**14.40**			**20,000 MSMEs** Cost per MSME for sending multiple SMSs and Whats app messages in 4 Years - Rs. 72 Per MSMECost of Sending SMS and Whats app messages to 20000 MSMEs - 20,000 * 72 - 14.4 Lakhs
3.7	Work Shops District Level Banking Coordinators &Coordination with MFCs Especially for NANO Loans	52	Workshops	50000	650000	650000	650000	650000	**₹ 26,00,000**				**520 Bankers**
4	***Flatted factory***				**18,00,00,000**	**18,00,00,000**	**18,00,00,000**	**18,00,00,000**	**₹ 72,00,00,000**	**7,200.00**			**20% State Share 80% RAMP Share**
4.1	Subsidized Rental @ 60000 Sq. mtr flatted factory project for 300 MSMEs	60000	Sq. Mt	12,000	18,00,00,000	18,00,00,000	18,00,00,000	18,00,00,000	₹ 72,00,00,000	7,200.00			300 MSMEs
5	***Private Industrial Estate: Dovetailing state scheme***				**3,32,00,000**	**3,72,00,000**	**3,72,00,000**	**3,32,00,000**	**₹ 14,08,00,000**	**1,408.00**			**20% State Share 80% RAMP Share State Scheme - Policy for establishment of Industrial Areas / Estates**

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
5.1	MSMEs in Hilly Regions (0.25 acres per MSMEs): Interest subsidy	160	MSMEs	30,000	10,00,000	14,00,000	14,00,000	1000000	₹ 48,00,000	48.00			1. State is providing initial corpus of 100 crore for setting up external infrastructure for the state Such as land filling, link roads drainage, sewerage etc 2. Capital grant of Rs. 10 Lakh per acre on saleable area
5.2	MSMEs in Plain Regions(1 acres per MSME): Interest subsidy	300	MSMEs	1,20,000	72,00,000	1,08,00,000	1,08,00,000	72,00,000	₹ 3,60,00,000	360.00			**300 MSMEs** will be provided Interest subsidy
5.3	Working capital interest subvention (max 10 CR) in select thrust sectors (Maximum Subsidy - amount per MSME - Rs. 10,00,000)	100	Minimum MSME	10,00,000	2,50,00,000	2,50,00,000	2,50,00,000	2,50,00,000	₹ 10,00,00,000	1,000.00			Minimum **100 MSMEs**
6	***U-HUB***				**₹ 5,40,50,000**	**₹ 5,00,50,000**	**₹ 5,00,50,000**	**₹ 5,00,50,000**	**₹ 20,42,00,000**	**₹ 2,042**			**20% State Share 80% RAMP Share State Government is Putting 30 Crores for developing the physical Infrastructure of U-HUB and requesting central Government to provide support for soft interventions as follows:**

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
	Implementation of Avishkaar Programme to support grassroot level innovation in MSMEs across 13 districts of Uttarakhand in partnership with IIM Kashipur and IIT Roorkee under the aegis of U-Hub:												
6.1	Workshops of (1/district/year ; Total 13 workshop per year for 13 districts) – 52 workshops for 4 years	52	Workshop	1,00,000	13,00,000	13,00,000	13,00,000	13,00,000	₹ 52,00,000	52.00			Minimum **1000 Start Ups / Entrepreneurs / MSMEs sensitized**
6.2	Regional Corporate B2B conclaves (1 Garhwal and 1 Kumaon per year) for Himalayan Entrepreneurs with 200 MSME participation	8	Regional B2B Conclave	25,00,000	50,00,000	50,00,000	50,00,000	50,00,000	₹ 2,00,00,000	200.00			Minimum **500 Start Ups / Entrepreneurs / MSMEs**
6.3	Development of annual avishkaar self-learning curriculum content by IIM and IIT	Fixed Cost for Developing Curriculum Content		2,00,00,000	80,00,000	40,00,000	40,00,000	40,00,000	2,00,00,000	200.00			Development of curriculum

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
6.4	MSME Innovation Challenge - MSMEs showcasing innovative products to Govt Departments for procurement and use (2/district/year)	104	Innovation Challenge	2,50,000	65,00,000	65,00,000	65,00,000	65,00,000	₹ 2,60,00,000	260.00			**104 MSMEs**
6.5	Supporting 200 MSMEs selected through a problem-statement driven hackathon for participation in international MSME bridge programmes with international partners such as Germany, Japan, and Austria	200	MSMEs	100000	50,00,000	50,00,000	50,00,000	50,00,000	₹ 2,00,00,000	200.00			Minimum **200 Start Ups / Entrepreneurs / MSMEs**
6.6	Exposure visit and training for 1000 NextGen (Bhavishya Vikaas) MSMEs delivering products/services that solves future problems	1000		100000	2,50,00,000	2,50,00,000	2,50,00,000	2,50,00,000	₹ 10,00,00,000	1,000.00			Minimum **1000 NextGen (Bhavishya Vikaas) MSMEs**
6.7	2 days Bootcamp in all the districts in collaboration with IITs, IIMs and partnered institutes of	52	Bootcamp	250000	32,50,000	32,50,000	32,50,000	32,50,000	₹ 1,30,00,000	130.00			Minimum **1000 Start Ups / Entrepreneurs / MSMEs**

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
	Uttarakhand (1/district/year)												
7	***Destination Wedding***				**5,00,00,000**	**5,00,00,000**	**5,00,00,000**	**5,00,00,000**	**₹ 20,00,00,000**	2,000.00			**20% State Share 80% RAMP Share**
7.1	Reimbursement of SGST Cost upto maximum of 20 crs (Maximum Cap - 5 Lakh)	400	Minimum MSMEs	5,00,000	5,00,00,000	5,00,00,000	5,00,00,000	5,00,00,000	₹ 20,00,00,000	2,000.00			Minimum **400 MSMEs**
8	**Track 2- Quality Champions Ecosystem Development for MSMEs in Uttarakhand**				**1,70,00,000**	**1,70,00,000**			**₹ 3,40,00,000**	**₹ 340**			**20% State Share80% RAMP Share**
8.1	Capacity Building for Govt. Partners	700	Govt employee	10000	35,00,000	35,00,000			₹ 70,00,000	70.00			**7000 MSME's registered, 2000 ZED Bronze certification, 100 silver and 100 Gold certifications respectively** Uptake in lean certification, Patenting through IPR, Hackathon participation etc
8.2	Train the Trainers program (5 day) For MSME Facilitators, GMDICs and other nominated field officers	100	Trainer	₹ 20,000	₹ 10,00,000	₹ 10,00,000			₹ 20,00,000	20.00			(On champions 05 schemes - ZED, Lean, IPR, Design, Incubation)

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
8.3	Train the Trainers program (5 day) MSMEs (On champions 05 schemes - ZED, Lean, IPR, Design, Incubation)	2000	MSMEs	₹ 12,500	₹ 1,25,00,000	₹ 1,25,00,000			₹ 2,50,00,000	250.00			**2000 MSMEs**
Track 3	**Capacity Building**				**₹ 7,50,00,000**	**₹ 7,50,00,000**	**₹ 7,50,00,000**	**₹ 7,50,00,000**	**₹ 30,00,00,000**	3,000.00			**20% State Share 80% RAMP Share**
9.1	Coordination with COE's & MSME's Processing Applications , Awareness Amongst MSMEs , Awareness Amongst Students & Other Stake holders (2 Dedicated Resources @ Rs 2,00,000 & Rs 65,000) - Deployment of Team of (2 members)	40 months	265000	265000	2650000	2650000	2650000	2650000	10600000	106.00			Capacity Building Program
9.2	Stakeholder Workshop with COEs - Interaction every quarter over 4 years	12 Workshops	100000	100000	300000	300000	300000	300000	1200000	12.00			Capacity Building Program
9.3	Stakeholder Interactions - Interactions with MSMEs	12 Workshops	100000	100000	300000	300000	300000	300000	1200000	12.00			Capacity Building Program

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
9.4	Subsidizing / Reimbursing 50% of the Fees / Cost upto Rs 25000 per candidate whichever is less - Programmes upto Rs 50,000	5740 Candidates	25000	25000	35875000	35875000	35875000	35875000	143500000	1,435.00			**5740 MSMEs**
9.5	Subsidizing / Reimbursing 50% of the Fees / Cost upto Rs 50,000 per candidate whichever is less - Programmes from 1,00,000 and above	2870 Candidates	50000	50000	35875000	35875000	35875000	35875000	143500000	1,435.00			**2870 MSMEs**
Track 4	**Access to market**				**₹ 11,25,00,000**	**₹ 11,25,00,000**	**₹ 10,00,00,000**	**₹ 10,00,00,000**	**₹ 42,50,00,000**	4,250.00			**20% State Share 80% RAMP Share**
10	**Incentivising MSMEs/ women/SC/ST enterprises)**								**₹ 40,00,00,000**	4,000.00			
10.1	Transport Subsidy: Subsidizing 5% for Purchases from MSMEs / women/SC/ST enterprises) (maximum 40 cr) (Subsidy of Maximum 5 Lakhs per Year per MSME or on actual subsidy whichever is less)	200	Minimum 2000 MSMEs	20,00,000	10,00,00,000	10,00,00,000	10,00,00,000	10,00,00,000	**₹ 40,00,00,000**	4,000.00			**200 MSMEs**

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
11	**Exposure visits of select MSMEs (National and International)**								**₹ 2,50,00,000**	**250.00**			
11.1	Exposure visits of select MSMEs (200) and Government Officials (50) (National and International)	250	MSMEs/ Govt	1,00,000.00	1,25,00,000.00	1,25,00,000.00			₹ 2,50,00,000	250.00			**250 MSMEs**
Track 5	**Access to finance**				**4,22,50,000.00**	**5,72,50,000.00**	**5,72,50,000.00**	**6,22,50,000.00**	**₹ 21,90,00,000**	**2,190.00**			**20% State Share80% RAMP Share**
14	**SME Exchange**								**₹ 2,00,00,000**				
14.1	Onboarding of 20 SMEs from Uttarakhand on SME Exchange	20	SMEs	10,00,000.00	1,00,00,000.00	1,00,00,000.00			₹ 2,00,00,000	200.00			**20 SMEs**
15	**CGTMSE**								**₹ 19,90,00,000**	**1,990.00**			
15.1	Corpus to be placed with CGTMSE for increased coverage	1	One Time Corpus	15,00,00,000	2,00,00,000	3,50,00,000	4,50,00,000	5,00,00,000	₹ 15,00,00,000	1,500.00			**700 MSMEs**
15.2	Training Workshops on CGTMSE for capacity building of MSMES (focus will also be given on virtual sessions)	700	Workshops	70,000	1,22,50,000	1,22,50,000	1,22,50,000	1,22,50,000	₹ 4,90,00,000	490.00			**700 MSMEs**
16	**Institutional Strengthening**				**74,00,000**	**24,00,000**	**24,00,000**	**24,00,000**	**₹ 1,46,00,000**	**146.00**			**20% State Share 80% RAMP Share**

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
16.1	Human Resource Management (4 persons on contract basis at Directorate dedicated to RAMP) at head office	4	Directorate	24,00,000	24,00,000	24,00,000	24,00,000	24,00,000	₹ 96,00,000	96.00			4 resources at HO to support RAMP functioning
16.2	Office Automation (ERP, File Storage System, etc.) at directorate	1	One Time Cost	50,00,000	50,00,000				₹ 50,00,000	50.00			1 resource to support automation process
17	**MSME Facilitation Desk**				**42,32,300**	**29,66,300**	**29,66,300**	**29,66,300**	**₹ 1,31,31,200**	**131.31**			**20% State Share 80% RAMP Share**
17.1	Salary of Executive (at H.O only for 4 yrs)	576	Month	20,000	28,80,000	28,80,000	28,80,000	28,80,000	₹ 1,15,20,000	115.20			NA
17.2	Reckoner Document Printing (2 copies per centre to be updated every 6 months)	104	Document	500	13,000	13,000	13,000	13,000	₹ 52,000	0.52			NA
17.3	Tablet Kiosk	13	Tablet	20,000	2,60,000				₹ 2,60,000	2.60			NA
17.4	Scheme Guidelines (estimated for 20 schemes with 10 pages each)(2 copies to be updated every 6 months)	104	Document	2,000	52,000	52,000	52,000	52,000	₹ 2,08,000	2.08			NA
17.5	Case studies (10 case studies per centre per year)	52	Document	100	1,300	1,300	1,300	1,300	₹ 5,200	0.05			NA

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
17.6	Helpline Signage	13	Signage	2,000	6,500	6,500	6,500	6,500	₹ 26,000	0.26			NA
17.7	Schemes Navigator Videos	500	Minutes	2,000	2,50,000	2,50,000	2,50,000	2,50,000	₹ 10,00,000	10.00			NA
17.8	Video updation every year	30	Minutes	2,000	15,000	15,000	15,000	15,000	₹ 60,000	0.60			NA
18	**DIC Strengethening**				**1,90,15,000**	**62,40,000**	**62,40,000**	**62,40,000**	**₹ 3,77,35,000**	**377.35**			**20% State Share 80% RAMP Share**
18.1	Human Resource Management (2 additional staff at each DIC on contract basis to anchor RAMP implementation -	26	HR	9,60,000	62,40,000	62,40,000	62,40,000	62,40,000	₹ 2,49,60,000	249.60			2 Additional resource at each DIC to support RAMP functioning
18.2	Laptops	22	DIC	1,00,000	22,00,000				₹ 22,00,000	22.00			Office equipment support
18.3	Handheld device	65	DIC	15,000	9,75,000				₹ 9,75,000	9.75			Office equipment support
18.4	Printer with Scanner/ Xerox	23	DIC	2,00,000	46,00,000				₹ 46,00,000	46.00			Office equipment support
18.5	Office Automation (ERP, File Storage System, etc.) including VC set up cost	1	One Time Cost	50,00,000	50,00,000				₹ 50,00,000	50.00			Office equipment support
19	**Digital Interventions (integrated portal)**	**1**			2,72,00,000	1,72,00,000	72,00,000	72,00,000	₹ 5,88,00,000	2,72,00,000			**20% State Share 80% RAMP Share**

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
19.1	Establishment / Development of Integrated Portal (Vendor Selection via RFP route, system design, security protocols checking, Infrastructure Set Up, training and Pilot Testing, Centralized roll out, Hosting servers)	1	Overall cost	3,00,00,000					₹ 3,00,00,000				Integrated portal support
19.3	Maintenance of Portal Infrastructure (Manpower) (Rs. 3,00,000 Salary(NICSI Rate) Per person, 2 members on Site support for 4 years)	96	Manpower cost	3,00,000	72,00,000	72,00,000	72,00,000	72,00,000	₹ 2,88,00,000				Integrated portal support
20	**Green Energy: Subsidize Solar Energy in sync with GIFT scheme Interest subvention for 300 MSMEs (Interest Subvention of 2% per year upto 5 Lakh per MSME in next 4 years) 4 Lakh Centre Contribution ; 1 Lakh State**	**300**	**MSMEs**	**5,00,000**	**3,75,00,000**	**3,25,00,000**	**3,25,00,000**	**3,25,00,000**	**₹ 15,00,00,000**	**1,500.00**			**20% State Share 80% RAMP Share**

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Year 1	Year 2	Year 3	Year 4	Total Cost (INR)	Total Cost (INR Lakhs)	State Share (20%)	Ramp Share (80%)	MSMEs Impacted / Remarks
	Contribution per MSME												
21	**Total**								**₹ 2,76,51,41,200**	**27,651.41**			
22	**IEC Cost for all components @5% of the total cost**								**₹ 13,82,57,060**	**1,382.57**			
23	**Admin cost (@10%)**								**₹ 27,65,14,120.00**	**2,765.14**			
24	**Grand total**								**₹ 3,17,99,12,380.00**	**31,799.12**			

Addendum to SIP: Details of interventions where suggestions were provided by SIPEC committee to modify the interventions and budget sheet

Innovative Intervention – 2 & 3

1. Sustainable Employment Ecosystem

1.1 Creation of a Job Portal

A sustainable employment ecosystem is a catalyst for holistic development. It drives economic growth by creating diverse job opportunities and fostering entrepreneurship, contributing to innovation and economic vitality. Skill development ensures a lifelong learning approach, enhancing adaptability to changing job landscapes.

Entrepreneurial empowerment leads to local development, generating employment and contributing to community resilience. Diversification in employment secures communities against economic downturns, fostering social cohesion. A skilled workforce and innovation hub enhance competitiveness, while integrating ensures long-term prosperity for individuals, businesses, and communities.

1.2 Key issues/challenges of existing Job Portals

MSMEs in India face significant challenges in their recruitment processes exacerbated by the COVID-19 pandemic. Issues include the complexity of remote hiring, difficulty in identifying suitable candidates, low name recognition leading to fewer responses to job postings, and a lack of budget for a dedicated HR team. Financial constraints result in the owner or manager handling recruitment, often losing out on quality candidates to larger firms.

A Study undertaken by Asia Competitiveness Institute in the State of Uttarakhand. which studied 4 Environments, 12 Sub-Environments, 108 Indicators, 8 Sectors Covered as covering ,1025 firms covered ranks the 3rd most crucial finding as 'Lack of availability of skilled manpower' and 8th most crucial finding as 'Lack of digital capabilities'.

The Compilation of findings and eventual modelling have been Compiled in the form of a Publishing known as "Productivity Tracking and efficiency monitoring of Micro, Small and Enterprises" Case Studies on Singapore and State of Uttarakhand, India

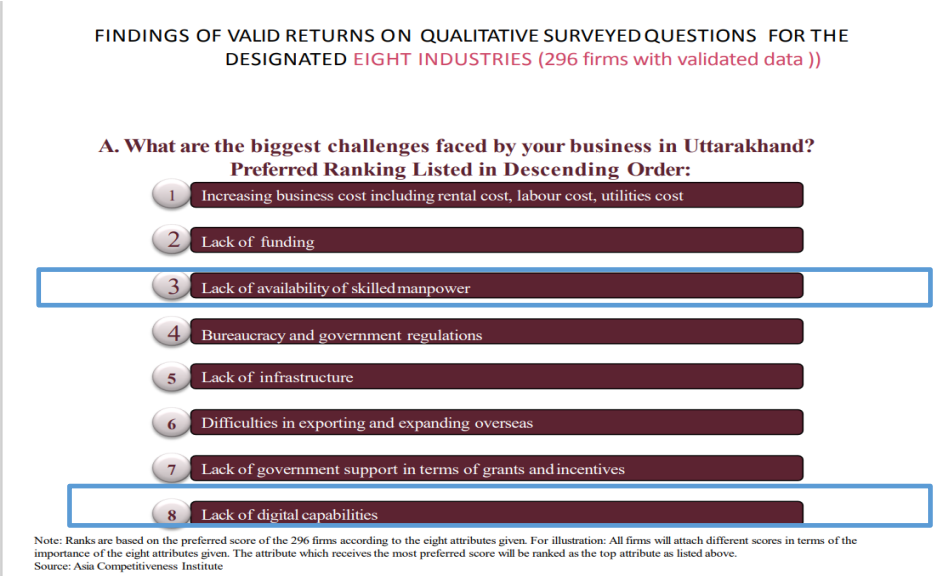


Figure 1: Findings of Valid Returns on Qualitative Surveyed Questions for the Designated 8 Industries

The survey findings critical challenge of such as a shortage of skilled manpower and limited digital enablement presents an opportunity for a dedicated job portal tailored for MSMEs. Such a portal can serve as a catalyst for addressing the skill deficit by connecting businesses with qualified talent. Additionally, it can bridge the digital gap by providing a user-friendly platform that aligns with the specific requirements and capacities of MSMEs, fostering digital integration and overall economic development in the region.

A study on the impact of online job portals on the recruitment process in HR Consultancy Industries, Bangalore, highlights a substantial shift towards online recruitment. Most the respondents acknowledge sourcing candidates through job portals and social media, indicating a growing reliance on digital platforms. E-recruitment is perceived as a crucial contributor to organizational success, credited with shortening the recruitment process and providing superior results compared to traditional methods.

The study underscores the time and cost-saving advantages of online recruitment, with respondents spending significant daily hours on job portals. Recommendations include continued emphasis on online sourcing, balanced reliance on various recruitment methods, and the establishment of a Talent Acquisition team.

Overall, the findings affirm that online job portals have positively impacted HR consultancy industries, streamlining the recruitment process and enhancing efficiency, cost-effectiveness, and candidate sourcing.

Large industries have embraced online hiring for its centralized accessibility, automating applicant tracking, and enabling transparent communication. HR consultancies contribute specialized expertise in talent identification, screening, and legal compliance, allowing large industries to prioritize core competencies, fostering agility and efficiency.

MSMEs can benefit from adopting similar practices to optimize their hiring processes. Online hiring platforms enable MSMEs to access a diverse talent pool without incurring significant costs, though MSME unlike large industries may not be able to leverage HR consultancies,

In the Covid -era MSMEs have embraced digital technology and leveraged the power of technology to enhance their business MSMEs will be able to leverage technology and eventually maintain balanced dependency on various platforms, giving equal emphasis to social media alongside job portals, and accentuating online recruitment through investments in digital tools and staff training are vital strategies. Promoting an attractive employer brand image essential for attracting quality candidates.

Adoption of technology rising amongst MSMEs

The COVID-19 pandemic has triggered a significant digital transformation in India's MSME sector, with 47% of microenterprises and 53% of SMEs adopting digital sales platforms, marking a notable shift from the pre-pandemic figure of 29%. Sectors like Gems & Jewellery and Textiles are at the forefront of this 'big digital shift.' Despite the potential for digitization to drive MSME growth and create 90 million jobs by 2030, challenges include limited access to technology and training tools. Government support in skill development and technology is crucial for sustained MSME development.

The ‘big digital shift’ saw a significant increase in tech adoption among SMEs and MSME as against the 29% pre-COVID proportion.	Gems & Jewellery sector led in tech adoption followed by the Textile Sector.	50% of MSMEs incorporated WhatsApp and Video Conferencing tools into their daily business operations.	Experts project that the MSME space will be instrumental in creating close to 90mn jobs by 2030.

The optimistic outlook for MSMEs adopting technology in hiring stems from their demonstrated embrace of technology in marketing and operations. As MSMEs increasingly leverage digital tools for marketing strategies and operational efficiency, there is a growing expectation that they will extend this tech adoption to the hiring process. Online job portals, automated applicant tracking systems, and digital recruitment platforms offer MSMEs cost-effective, efficient, and scalable solutions for talent acquisition.

The success of technology integration in other business functions suggests a natural progression towards leveraging digital tools in hiring, enhancing the overall competitiveness and sustainability of MSMEs in the evolving business landscape.

1.3 Creation of Jobs in Uttarakhand

A Study undertaken Asia Competitiveness Institute in the State of Uttarakhand. which studied 4 Environments, 12 Sub-Environments, 108 Indicators, 8 Sectors Covered as covering ,1025 firms showed that

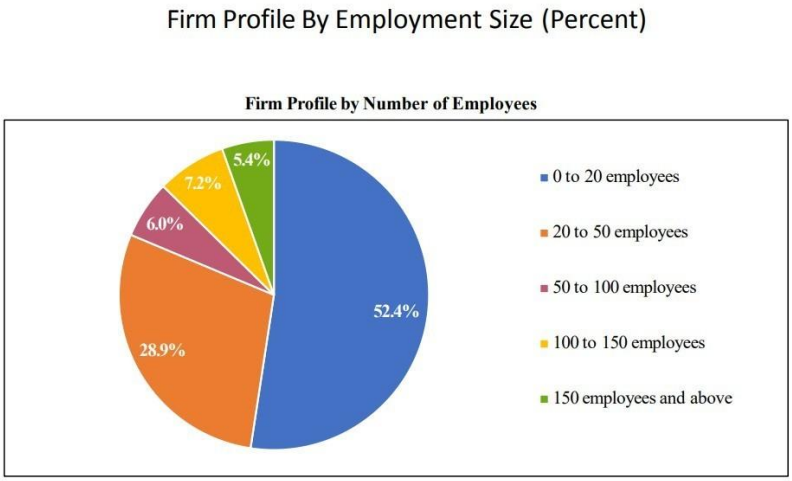


Figure 2: Firm Profile by Employment Size (in %)

The findings showed that out the MSME's Sampled,52% of the Enterprises employ up to 20 employees and 28.9% of the enterprises employ between 20 to 50 employees, this shows that 81.9 % of the enterprise employ less than 50 employees. This shows that Micro and Small Enterprises (MSEs) exhibit a streamlined and compact organizational structure due to their modest size.

In Micro and Small Enterprises (MSEs), a lean management team oversees operations, finance, and marketing, while basic functional departments handle production, sales, finance, and human resources with limited staff. The organizational structure is flat, promoting quick decision-making and informal communication. Cross-functional roles are common, fostering adaptability to market changes. MSEs embrace an entrepreneurial culture, emphasizing innovation and hands-on problem-solving. The structure's flexibility varies based on industry and management preferences, highlighting MSEs' agile response to market challenges. The founder or entrepreneur typically holds a central role, driving key strategic decisions.

MSMEs often have a higher ratio of blue and grey-collar jobs due to their operational nature, limited automation, and cost considerations. These businesses, typically in sectors like manufacturing and services, prioritize manual labour for routine tasks. The need for a flexible and adaptable workforce, coupled with a connection to the local and informal economy, further contributes to the prevalence of blue and grey-collar roles.

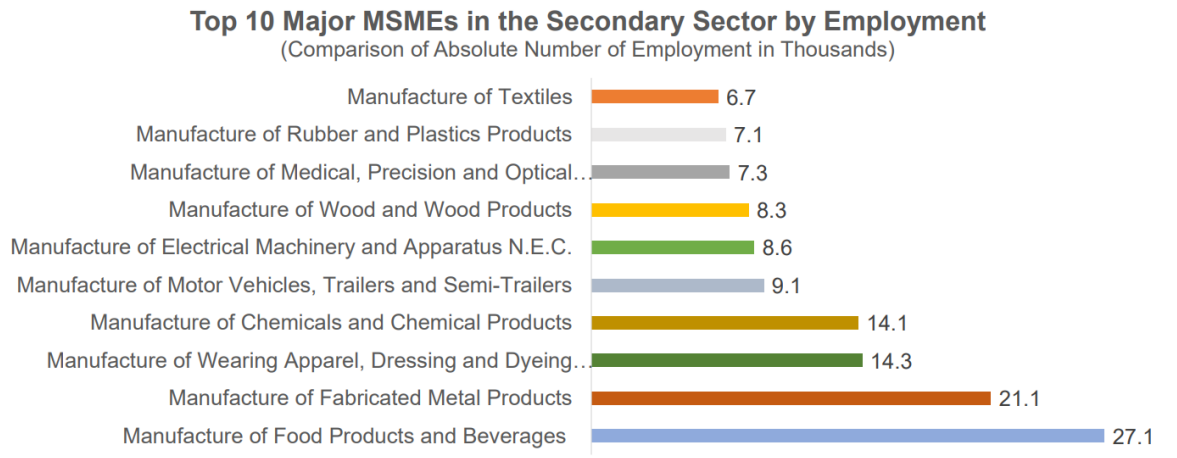


Figure 3: Top 10 major MSMEs in the Secondary sector by employment

Based on the above data Top 5 categories by employment tend to be Food Processing, Metal Fabrication, Apparel Manufacturing, Manufacturing of Chemical & Chemical Products and Manufacture of Motor Vehicles[1]. This helps us to focus on specific sectors and evolving sectoral expertise in the design and development of the job portal.

Blue and grey-collar workers in constitute a major number of MSME workforce, face unique challenges in finding employment. Traditional methods, such as informal referrals and local agencies, often lead to exploitation and underemployment. The advent of technology and online platforms has the potential to revolutionize their job-seeking experience. However, barriers like limited access to computers, language barriers, and lack of tech know-how hinder their participation in online job searches.

However, with the use of smartphones in India, offering a user-friendly platform specifically designed for blue and grey collar with chat, multilingual functionality, voice enabled interaction and geo-location job matching enhance can help the job seekers. this can eliminate middlemen, providing a transparent and direct connection between job seekers and employers.

Technology-driven start-ups are disrupting the Blue & Grey collar hiring segment in India, offering digital platforms to connect job seekers with opportunities efficiently, technology is addressing the lack of awareness and skills among this workforce. Artificial Intelligence (AI), and Machine Learning (ML) are employed to enhance the recruitment process, providing a solution to avoid middlemen and intermediaries. The gig economy growth, combined with the influx of new graduates, contributes to the evolution of this sector.

1.4 Impetus to Service Sector in Uttarakhand

The approval of the new service sector policy by the Uttarakhand government is poised to have a positive impact on the employment scenario in the state. With a target to create 20 lakh employment opportunities and skill development for 10 lakh workers, the policy encompasses diverse sectors, including health, education, hospitality, wellness, IT, data centers, sports, and the film industry.

The inclusion of these sectors signals a comprehensive approach to job creation and skill enhancement. The policy's approval reflects a commitment to fostering economic growth and development in Uttarakhand. By encouraging investments, particularly in real estate, and streamlining processes through an effective single-window system, the government aims to attract businesses and stimulate employment. The proactive measures, coupled with the focus on the local population's employment

[1] https://msme.icai.org/wp-content/uploads/2022/11/MSME-Policy-Uttarakhand-.pdf

needs, are likely to contribute significantly to Uttarakhand's overall development and employment landscape.

A dedicated job portal aligned with Uttarakhand's new service sector policy can significantly boost employment impact by providing a centralized platform for streamlined recruitment. This portal can focus on skill development, offering tailored online courses for the targeted sectors. By categorizing job listings based on identified industries, ensuring real-time updates, and prioritizing local talent, the portal aligns with the policy's goal of creating 20 lakh employment opportunities and skilling 10 lakh workers. Including a feedback mechanism aids in refining strategies, while integration with a skill database enhances precise job matching. Sections promoting investments attract businesses, contributing to overall economic growth and policy objectives. In essence, leveraging technology through a job portal enhances the policy's effectiveness in fostering employment, skill development, and economic prosperity in Uttarakhand.

1.5 Major challenges with job portal for MSMEs

1. **Limited Visibility & Competition with Large Corporations:**

- MSMEs might face challenges in gaining visibility on job portals dominated by larger corporations. This can result in their job postings being overshadowed.
- MSMEs may find it challenging to compete with larger companies that have more resources and established employer brands, making it difficult to attract top talent.

2. **Resource Constraints:**

- Limited financial resources and manpower may restrict MSMEs from utilizing premium features or investing in extensive recruitment campaigns on job portals.

3. **Skill Mismatch and Job Role Definition & Specific Requirements:**

- MSMEs might struggle with the accurate representation of job requirements, leading to a mismatch between the skills sought by the company and the skills possessed by applicants.
- MSMEs with specific talent requirements may find it challenging to locate suitable candidates on general job portals, which may cater to a broader audience
- Inaccurate matching algorithms may lead to skill mismatches, resulting in job recommendations that do not align with the candidate's qualifications.

4. **Limited Employer Branding:**

- Establishing a strong employer brand can be challenging for MSMEs, as they may not have the same brand recognition or resources for employer branding activities.

5. **Capabilities of a Recruitment Process:**

- MSMEs may lack streamlined recruitment processes, leading to delays in hiring and potentially losing qualified candidates to faster competitors.

6. **Difficulty in Attracting Passive Candidates:**

- Attracting passive candidates who are not actively job hunting can be a challenge for MSMEs, as these candidates may not be extensively browsing job portals.

7. **Limited Access to Premium Features:**

- MSMEs with budget constraints may not be able to afford premium features on job portals, limiting their ability to enhance the visibility of their job postings.

8. **Limited Network Outreach:**

- Networking opportunities on job portals may be limited for MSMEs, making it challenging to connect with potential candidates or industry professionals.

9. **Inadequate Screening Tools:**

- MSMEs may face difficulties in accessing, implementing, operating effective candidate screening tools, leading to a time-consuming manual review of applications.

10. **Mismatch in meeting Salary expectations:**

- MSMEs may face challenges in meeting the salary and benefit expectations of candidates, especially if they are competing with larger corporations.

11. **Geographical Limitations:**

- Job portals may not effectively cater to the geographical preferences of MSMEs and may not attract candidates interested in opportunities within specific locations.

12. **Limited Personalization:**

- Job portals may struggle to provide personalized recommendations, hindering users from finding the most relevant opportunities.

13. **Overwhelming Job Listings:**

- A high volume of job listings can overwhelm users, making it difficult for them to filter and find positions that match their skills and preferences.

14. **Lack of Company Information:**

- Limited information about hiring companies can make it challenging for candidates to assess the organizational culture, hindering their ability to make informed decisions.

15. **Outdated Job Postings:**

- Job portals may struggle to maintain updated listings, leading to the persistence of outdated or already filled positions.

1.6 Key Findings

1. **Insufficient User Engagement:**

- Low user engagement and interaction on the platform can result in a lack of real-time feedback, making it difficult to enhance the user experience.

2. **Ineffective Communication Channels:**

- Limited communication channels between employers and job seekers can hinder the application process and slow down the hiring cycle.

3. **Viability of Operating a Digital Recruitment Platform for MSMEs**

- Assessing the viability of a digital recruitment platform for MSMEs involves gauging market demand for hiring services, evaluating the extent of digital adoption in the MSME sector, and ensuring cost efficiency to cater to the budget constraints of small businesses.

4. **Ineffective Search Filters:**

- Inadequate or ineffective search filters can make it challenging for users to refine their job searches based on specific criteria such as location, salary, or job type.

5. **Lack of Company Information:**

- Limited information about hiring companies can make it challenging for candidates to assess the organizational culture, hindering their ability to make informed decisions.

6. **Inadequate Skill Assessment Tools:**

- The lack of effective tools for candidates to showcase their skills or for employers to assess these skills can impede the hiring process.

7. **Failure to Embrace New Technologies:**

- Reluctance to adopt new technologies, such as artificial intelligence or machine learning, may result in outdated and less efficient matching algorithms.

1.7 Problem Statement with respect to Creation of a Job Portal

Insufficient user engagement, ineffective communication channels, search filter issues, lack of company information, and inadequate skill assessment tools contribute to the challenges of a digital recruitment platform for MSMEs. The problem lies in the platform's inability to effectively facilitate user interaction, streamline communication, enhance search capabilities, provide comprehensive company details, and offer robust skill assessment tools, hindering its overall utility for both employers and job seekers within the MSME sector. The Current service providers have tried to create extension facilities for blue collar jobs but have failed to engage MSMEs. ***Service providers like NSDC or NCS do provide services but are based on job roles designated by NSDC.***

1.8 Proposed Solution in alignment with RAMP objectives

Establishing a **dedicated portal** stands as a transformative step in optimizing the recruitment procedures for Micro, Small, and Medium Enterprises (MSMEs). The manifold advantages include expanded access to a diverse talent pool, allowing MSMEs to connect with a broader range of candidates tailored to their specific requirements. Online portals emerge as a financially prudent choice for MSMEs, presenting a cost-effective alternative to traditional recruitment methods. Operating within constrained budgets, these enterprises can economize on advertising expenses while reaching a larger audience through the portal.

Efficiency will be heightened as MSMEs can swiftly post job vacancies, delineating precise skills and prerequisites. This expedites the dissemination of job listings to the most pertinent candidates. Real-time interactions facilitated by portals accelerate the recruitment process, enabling MSMEs to promptly fill vacancies and reduce the time invested in prolonged hiring procedures. Automated screening tools streamline candidate shortlisting, ensuring that only qualified individuals are considered.

Skill matching, powered by advanced algorithms, will become a distinguishing feature of many portals, aiding MSMEs in identifying candidates whose skills closely align with job requirements. Direct connectivity with potential candidates diminishes reliance on intermediaries, alleviating additional costs associated with third-party recruitment agencies. Portals accommodate flexible hiring arrangements, allowing MSMEs to secure full-time, part-time, freelance, or project-based workers, aligning with their specific operational needs.

Real-time communication tools embedded in portals facilitate seamless interactions between employers and candidates, from interview processes to feedback sessions. Enhanced visibility is achieved as MSMEs showcase job opportunities on widely used portals, attracting a larger talent pool, and augmenting the likelihood of finding the right candidate. Portals provide a centralized recruitment management platform, empowering MSMEs to track applications, schedule interviews, and make data-driven decisions from a unified interface. Additionally, feedback mechanisms incorporated into portals enable both employers and candidates to contribute insights, empowering MSMEs to refine their hiring processes and bolster employer branding. In essence, the establishment of a portal emerges as a pivotal and multifaceted solution, optimizing the recruitment landscape for MSMEs through cost-effectiveness, efficiency, and technology-driven strategies.

Bringing Innovation in Job Portal

"TalentSync AI": An AI intensive Job portal creation can be suggested as one of the interventions while integrating the GAP, besides patching Digital Intervention as well.

You may call it "TalentSync AI" It may not be approached as re-inventing the wheel but many of the plug and play modules available on www can be integrated and bundled together on a 'pay and Use" basis. Something similar to (https://myanatomy.ai/)

Proposed Architecture: "TalentSync AI" will be an AI-intensive job portal, specifically designed/customized to address the various challenges currently faced by MSMEs in the job market of UK. This future-oriented platform will leverage advanced AI technologies and data analytics to optimize the recruitment process, focusing on the unique needs of MSMEs. The platform will ensure that MSMEs gain enhanced visibility on the job market. Through AI-driven visibility algorithms, MSME job postings will not be overshadowed by larger corporations. Understanding the resource constraints of MSMEs, TalentSync AI will offer cost-effective subscription plans with essential features that are affordable. This will include AI-assisted recruitment tools designed to maximize efficiency and minimize the need for extensive manpower.

To tackle the competition with large corporations, TalentSync AI will provide employer branding assistance using AI insights to help MSMEs enhance their employer brand. Moreover, the platform will feature sophisticated AI algorithms for talent matching, ensuring the right candidates are matched with MSMEs based on skill sets and company culture. Addressing the issue of skill mismatch and job role definition, TalentSync AI will incorporate an AI-enhanced job matching system and an interactive job description builder. These features will help MSMEs accurately represent job requirements and attract suitable candidates.

For MSMEs facing challenges in establishing a strong employer brand, TalentSync AI will offer branding tools and resources. These will include storytelling features allowing MSMEs to share their values and culture, thereby attracting the right talent. In terms of recruitment process efficiency, TalentSync AI will feature an AI-powered Applicant Tracking System (ATS) to streamline the recruitment process. Automated scheduling and reminder tools will also be integrated to ensure timely organization of interviews.

Bringing Innovation in Job Portal cont….

The platform will also cater to MSMEs with specific talent requirements by featuring dedicated sections for niche talent pools and customizable search filters. This will enable MSMEs to find specialized talent easily. To attract passive candidates, TalentSync AI will employ AI algorithms to identify and engage passive candidates matching MSME job criteria. Engagement tools will be utilized to keep these candidates informed about relevant opportunities. Considering budget constraints, TalentSync AI will adopt a freemium model, offering basic functionalities for free with additional advanced features under paid plans. This approach will ensure that MSMEs can access premium features without significant financial burden. Networking opportunities will be enhanced through AI-enhanced networking features, including virtual events and webinars. This will facilitate connections between MSMEs and potential candidates or industry professionals.

The platform will also address the need for effective candidate screening tools through comprehensive AI-driven screening algorithms and video interview analysis. This will allow MSMEs to evaluate candidates efficiently. To ensure that MSMEs can compete in terms of salary and benefits, TalentSync AI will include a compensation analysis tool to guide them on competitive salary ranges. The platform will also highlight non-monetary benefits that MSMEs can offer.

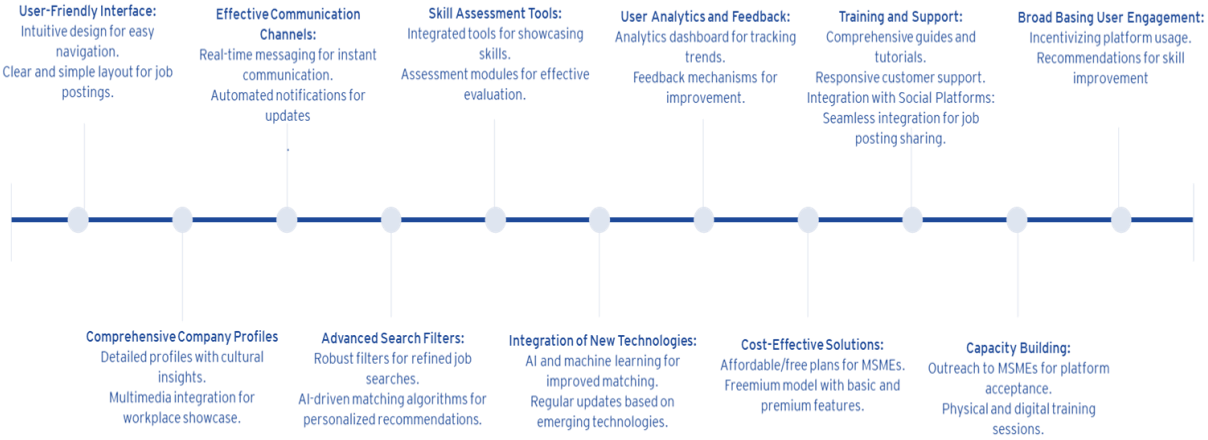
Geographical limitations will be tackled by prioritizing local or desired geographical locations in job searches and focusing on remote or flexible job listings. To enhance the personalization of job recommendations, TalentSync AI will provide tailored job recommendations based on user profiles and preferences. The AI will learn and adapt to user behaviors and preferences over time. To prevent overwhelming users with excessive job listings, the platform will feature smart filtering and curation, ensuring that job listings are relevant and manageable.

Understanding the importance of comprehensive company information for candidates, TalentSync AI will offer enhanced company profiles and AI-generated insights into the company culture and work environment.
Outdated job postings will be regularly monitored and updated by the platform, ensuring that listings are current and relevant.

To enhance user engagement, TalentSync AI will feature an analytics dashboard for both employers and job seekers. This will track application trends, success rates, and other relevant data. Additionally, AI chatbots will interact with users for assistance and engagement.

1.9 Proposed Project Design Concept

- **Market Research & Stake holder Consultation**: Identify the needs, Analyse competitors in the job portal domain, Understand the specific requirements of local businesses and job seekers and clearly define Clearly define the purpose and objectives of the job portal including key features, such as job listings, resume uploads, skill assessments, and real-time updates.
- Tailoring of the job portal for gig economies would involves features like project-based listings, flexible filters, a bid system, reviews for trust, portfolio showcases, escrow payments, contract tools, availability status, skill verification, and in-app messaging. These elements create an inclusive and dynamic space for freelancers, fostering a supportive environment for short-term opportunities.
- **Choosing a Technology Stack:** Select a suitable technology stack based on the portal's requirements (web-based, mobile app, or both). Consider factors like scalability, security, and user experience. Design User Interface (UI) and User Experience (UX), Develop an intuitive and user-friendly interface, Prioritize easy navigation and accessibility. Ensure a responsive design for various devices. Integrating a call center with a job portal by linking communication channels seamlessly. This includes synchronizing data for efficient candidate-employer interactions, ensuring that inquiries, feedback, and support are integrated into the portal, this includes voice-based support service to candidates who are unable to navigate the portal on their own.
- Development: Create a robust backend system for handling job listings, user profiles, and data storage. Implement features like search filters, notifications, and a feedback mechanism. Integrate a secure user authentication system. Including Features like



  - **Real-time Updates:** Implement features that provide real-time updates on job listings. Ensure that the portal remains dynamic and responsive to changing market needs.
  - **Testing:** Conduct thorough testing for functionality, security, and user experience. Address and fix any bugs or issues identified during testing.

- **Planning a Pilot & Final launch:** In the pilot launch of the MSME Job Portal, the aim is to collaborate with a select group of local businesses and job seekers. This phase will allow us to gather valuable feedback, fine-tune features, and assess platform performance. Following the successful pilot, the final launch will be a comprehensive rollout, offering the MSME community a user-friendly, cost-effective, and technologically advanced platform. Marketing strategies, user training sessions, and outreach programs will accompany the final launch, ensuring widespread acceptance and utilization of the portal for streamlined recruitment and job placement in the MSME sector.
- Effectively promoting the MSME Job Portal necessitates a holistic approach, combining physical and digital media channels. In the physical realm, the strategy involves creating and disseminating informative print materials like brochures, pamphlets, and posters in strategic locations. Workshops, seminars, and participation in networking events further amplify the portal's visibility. Simultaneously, the digital front leverages social media campaigns, search

engine optimization, email marketing, webinars, influencer collaborations, and targeted online advertisements. This integrated approach aims to comprehensively reach and engage MSMEs and job seekers, fostering awareness and encouraging widespread adoption of the MSME Job Portal

1.10 Feasibility & Viability of Project

- **Feasibility:**
    - **Technical Feasibility:** Developing a dedicated portal for MSME job postings aligns with the current digital trend. With the growing internet and smartphone penetration, the technical feasibility of this project is high. Designing and hosting a user-friendly site with secure, robust software to handle job listings, applications, and data management is achievable.
    - **Operational Feasibility:** Operationally, the portal would need to be staffed to manage and update job postings, monitor site activity, and handle other administrative tasks. MSMEs would need to be trained to upload job listings and manage applications. Job seekers would also need guidance to navigate the portal effectively. While this is a significant task, sufficient resources and planning make this operationally feasible.
    - **Market Feasibility:** Given the high rate of unemployment and the increasing number of MSMEs in Uttarakhand, there is indeed a demand for a centralized portal where MSMEs can find potential employees, and job seekers can find relevant job opportunities.

➢ **Viability:**

- **Economic Viability:** The portal will help MSMEs save resources they would otherwise spend on recruitment procedures and advertising job vacancies. It will also provide job seekers a one-stop platform for job opportunities in the MSME sector in Uttarakhand. Over time, this efficiency would contribute positively to the state's economy.
- **Financial Viability:** The initial expenditure will involve costs for website development, hosting, training, and administrative expenses. The portal may incur ongoing costs for site maintenance, updates, promotion, and staff salaries. However, these may be offset through reasonable subscription fees from MSMEs, advertising revenue, sponsorship, or a pay-per-application model.
- **Social Viability:** A job portal can have numerous social benefits. It will streamline the job hunt process for job seekers and contribute to lowering the unemployment rate in the state. Additionally, it will provide a much-needed platform for MSMEs in Uttarakhand to find suitable candidates conveniently.

The proposal to build a dedicated job portal for MSMEs in Uttarakhand is feasible and viable. It aligns with the digital trend, meets a market need, and stands to provide economic, monetary, and social benefits in the medium to long term. Proper execution will be key to its success.

1.11 Approach & Methodology for Implementation/Execution

Following is the Approach and Methodology for Implementation or the execution of the project proposal:

- **Frontend Development:**
    - User Interface (UI): Create an intuitive and user-friendly UI for both employers and job seekers.
    - Responsiveness: Ensure the platform is accessible across various devices, including desktops, tablets, and smartphones.

- **Backend Development:**
    - Server-side Scripting: Use a robust server-side scripting language for dynamic content generation.
    - Database Management: Implement a scalable database system for storing user profiles, job listings, and other relevant data.

- **User Authentication and Authorization:**
  - Secure Login: Employ strong authentication protocols to secure user accounts.
  - Role-Based Access Control (RBAC): Implement RBAC to manage different levels of access for employers and job seekers.

- **Search and Matching Engine:**
  - Advanced Filters: Develop powerful search filters to facilitate precise job searches.
  - Matching Algorithm: Integrate an intelligent matching algorithm to connect job seekers with suitable MSME opportunities.

- **Communication Module:**
  - Real-time Messaging: Incorporate real-time messaging features for direct communication between employers and candidates.
  - Notifications: Implement automated notifications for application updates, interview schedules, etc.

- **Company Profiles:**
  - Multimedia Integration: Allow MSMEs to showcase their culture through multimedia elements.
  - Customization: Enable customization of company profiles to provide a comprehensive overview.

- **Skill Assessment Tools:**
  - Candidate Portfolio: Create a space for candidates to showcase their skills, projects, and achievements.
  - Assessment Modules: Integrate skill assessment tools for employers to evaluate candidate competencies.

- **Mobile Application Development:**
  - Cross-Platform Compatibility: Develop a cross-platform mobile app for Android and iOS devices.
  - User Experience (UX): Ensure a seamless and optimized user experience on mobile devices.

- **Security Infrastructure:**
  - SSL Encryption: Implement SSL encryption for secure data transmission.
  - Data Privacy: Adhere to data protection regulations and prioritize user privacy.

- **Analytics and Reporting:**
  - User Behaviour Analytics: Utilize analytics tools to track user behaviour and engagement.
  - Reporting Dashboard: Create a reporting dashboard for administrators to monitor platform performance.

- **Feedback and Review System:**
  - User Feedback: Integrate a system for users to provide feedback on the platform and specific interactions.
  - Review Mechanism: Allow employers and job seekers to review each other post-interaction.

- **Admin Panel:**
  - Content Management: Enable administrators to manage and update platform content.
  - User Management: Provide tools for user account management and support.

- **Third-Party Integrations:**
  - Social Media Integration: Allow users to log in or share job listings via social media.

  - Payment Gateways: If applicable, integrate secure payment gateways for premium services.

- **Scalability and Performance Optimization:**
  - Cloud Hosting: Consider cloud-based hosting for scalability and performance optimization.
  - Load Balancing: Implement load balancing to distribute traffic efficiently.

- **Compliance and Regulation:**
  - Legal Compliance: Ensure compliance with labour laws, privacy regulations, and other relevant legal requirements.
  - Accessibility: Make the platform accessible to users with disabilities.

- **Continuous Integration and Deployment (CI/CD):**
  - Automated Testing: Implement automated testing processes for code quality assurance.
  - Regular Updates: Adopt a CI/CD pipeline for continuous updates and improvements.

1.12 Use of ICT/Innovative Technology Towards Project Implementation

The core of this proposal revolves around the use of Information and Communications Technology (ICT) and innovative technology, which is integral to the creation and maintenance of an online job portal for MSMEs in Uttarakhand. The application of advanced technology in project implementation is anticipated to deliver multiple benefits.

- **Technical Design and Development:** The website construction will deploy modern web development frameworks and coding languages for ensuring user-friendliness, mobile responsiveness, and high-speed performance. State-of-the-art web servers will host the job portal, ensuring optimal availability and uptime.

- **Security:** Strong encryption mechanisms and robust cybersecurity measures will be used to protect the website and data from potential cyber threats. User information will be securely stored and handled as per appropriate privacy regulations.

- **User Interface:** The job portal will leverage cutting-edge design principles to present a clean, intuitive, and seamless user interface for both MSMEs and job seekers. Features like efficient search engines, filters, one-click applications, and customizable profiles will be integral.

- **Automation:** Various aspects of the portal, such as posting jobs, receiving applications, sending application receipts and updates, will be automated, reducing the need for manual intervention.

- **Big Data and Analytics:** Valuable insights can be mined from the data collected from job seekers and MSMEs with big data analytics. It can enable a more effective matching of job seekers to suitable vacancies.

- **Artificial Intelligence:** AI tools will be used for smart sorting of applications, predictive analysis of job market trends, and for chatbot functionalities to answer user queries.

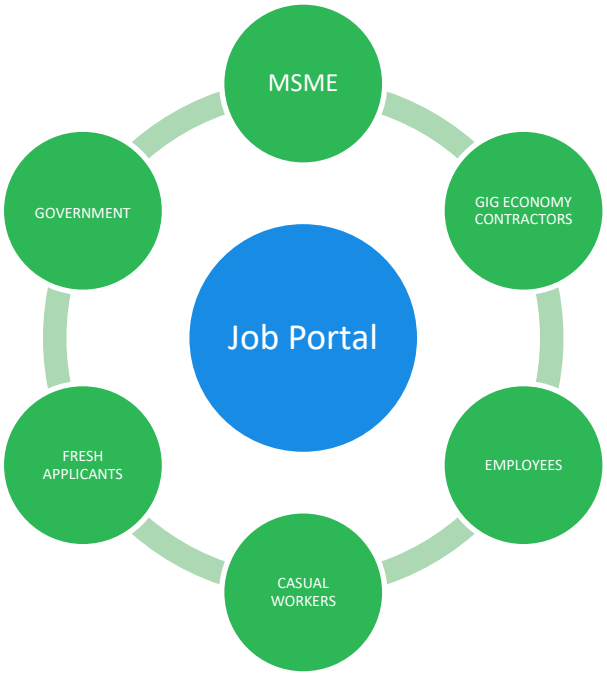
- **Cloud Technology:** Cloud technology will allow for effective storage and management of vast amounts of data, ensuring data integrity and scalability of the portal as the user base expands.

- **Mobile Application:** Considering a significant population accesses internet services via smartphones, a dedicated mobile application for the platform can be developed over time for providing easier access and usage.

- **Technology Training:** Workshops, user manuals, and webinars will be organized for both MSMEs and job seekers to understand the technology, get comfortable using the portal, and leverage its features appropriately.

The implementation of this job portal project through ICT and innovative technology is expected to revolutionize the way MSMEs in Uttarakhand recruit employees and how job seekers find employment. With the proper execution of the technological aspects of the project, the portal will bridge the gap between opportunities and seekers efficiently.

1.13 Estimated impact of the Project/Proposal/scheme



The development of a job portal for Micro, Small, and Medium Enterprises (MSMEs) holds potential for transforming the employment landscape and benefiting both employers and job seekers. The platform brings about increased efficiency in the hiring process, significantly reducing the time-to-hire and time-to-fill metrics. This efficiency is crucial for MSMEs, allowing them to swiftly identify suitable candidates and enhance overall operational effectiveness. Moreover, the cost-effective nature of the portal, with affordable subscription plans and reduced reliance on traditional hiring methods, supports MSMEs in optimizing their recruitment budgets.

The portal will also incorporate design for the gig economy. It will enhance gig workers' visibility, providing centralized access to diverse short-term projects. Advanced algorithms efficiently match skills with projects, saving time for both workers and employers. The portal accommodates flexible work arrangements, including part-time, freelance, and remote options. Transparent compensation models build trust and features for skill development contribute to long-term employability. Secure payment systems, community-building opportunities, and rating systems ensure a reliable and supportive gig ecosystem. Legal support and adaptability to market trends further enhance the portal's value. In summary, the portal fosters a dynamic environment, promoting efficient, transparent, and mutually beneficial relationships in the gig economy.

A key highlight is the emphasis on skill development programs integrated into the platform. This not only contributes to a more skilled workforce but also enhances employability for job seekers, aligning their skills with industry demands. Metrics tracking diversity ratios and inclusion initiatives further create a more equitable hiring environment. The positive impact extends to the community, as reflected in metrics related to job creation and community outreach. MSMEs become integral contributors to local economic growth, fostering a positive societal change.

User satisfaction, measured through surveys and Net Promoter Scores, ensures continual improvement and refinement of the platform, guaranteeing a positive user experience. Financially, the portal proves to be a strategic investment for MSMEs, with metrics such as cost per hire and revenue impact showcasing tangible returns on their hiring investments. The platform's role in promoting employee and employer retention further solidifies its position as a facilitator of long-term and mutually beneficial employment relationships. Lastly, by embracing evolving technologies and showcasing high adoption rates, the portal ensures its relevance in the dynamic digital landscape, positioning both MSMEs and job seekers for success.

1.14 Project costing

Table 1: Project costing

Activity	Total MSMEs/ Unit	Unit	Unit cost	Total Cost (Rs.)	In Cr
Market Research & Stakeholder Consultations	Workshops FGDS with DICs MSME Associations Chambers of Commerce	25	50,000	1250000	0.125
Design &Validation	Creation of a Design Concept &Wireframe &UI/UX Interface and Approval	1	500000	500000	0.05
Web Site architecture & Design	Creation of the Alpha Version	1	2000000	2000000	0.2
Testing & Pilot			200000	200000	0.02
Marketing and Awareness Campaign	Campaign Design & Launch	1	1000000	1000000	0.1
Launching a Digital / Media Ads Campaign	Approx 1.5 lakh a Month for 36 months	150000	36	5400000	0.54
Printing of Material Posters & Banners	Leaflets Flex Banners at DICs	1	1000000	1000000	0.1
Signages	Approx 3 lakh a Month for 24 months	300000	24	7200000	0.72
Creation of a Call Centre / Call Centre Supervisor	Call Centre Supervisor	1	2000000	2000000	0.2
Call Centre Executives	Call Centre 5 operators	5	1000000	5000000	0.5
Call Centre Running Expenses	Rs 50,000 per month for 40 months	40	50000	2000000	0.2
Partnerships and Collaborations with Institutes & Training Providers	Workshops & Other Effort Expenses @ Rs 100000	20	100000	2000000	0.2
Workshops with Industry Association	1 Workshop every DIC annually & Industry Associations 20 per year	80	100000	8000000	0.8
Workshop with Training Institutes	1 Workshop every year at Colleges, ITI's, Training providers 25 Workshop every year	100	30000	3000000	0.3

Activity	Total MSMEs/ Unit	Unit	Unit cost	Total Cost (Rs.)	In Cr
Cash Incentives for Adoption of Portal	100000 Every Month	40	100000	4000000	0.4
Running Expenses	200000 Every Month for Manpower	40	300000	12000000	1.2
Upgrading	200000 Every Month for Manpower	40	200000	8000000	1.2
Miscellaneous & Contingency	10% of Overall Expenses	10%		6855000	0.6055
TOTAL OF ALL				75405000	7.5405

Table 2: Year Wise Budget (Rs. in Lakh)

1.15 Year Wise Budget (Rs. in Lakh)

Activity	Year 1	Year 2	Year 3	Year 4
Market Research & Stakeholder Consultations	1250000			
Design &Validation	500000			
Web Site architecture & Design	2000000			
Testing & Pilot	200000			
Marketing and Awareness Campaign	1000000			
Launching a Digital / Media Ads Campaign	900000	1800000	1800000	900000
Printing of Material Posters & Banners	300000	350000	350000	
Signages	1800000	3600000	1800000	
Creation of a Call Centre / Call Centre Supervisor	200000	600000	600000	600000
Call Centre Executives	500000	1500000	1500000	1500000
Call Centre Running Expenses	200000	600000	600000	600000
Partnerships and Collaborations with Institutes & Training Providers	1000000	500000	500000	
Workshops with Industry Association	2000000	2000000	2000000	2000000
Workshop with Training Institutes	1200000	1200000	600000	
Cash Incentives for Adoption of Portal	400000	1200000	1200000	1200000
Running Expenses	3000000	3000000	3000000	3000000
Upgrading	3000000	3000000	3000000	3000000
Miscellaneous & Contingency	1713750	1713750	1713750	1713750
Total Amount	21163750	21063750	18663750	14513750
Amount in Crs	2.1164	2.1064	1.8664	1.4514

Table 3: Year Wise No of MSMEs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Digital Outreach MSME Touch Points		**20,000**	**30,000**	**30,000**	**20,000**
Physical outreach MSME		**1000**	**1000**	**1000**	**1000**
MSME Listings on Portal		**3000**	**5000**	**5000**	**2000**
Candidate Touchpoints		**60,000**	**90,000**	**90,000**	**90,000**

Candidate Listings		**10,000**	**20,000**	**20,000**	**10,000**

1.16 Plan for strengthening M&E framework pertaining to Project/Proposal/Scheme

Implementing a robust monitoring and evaluation mechanism is crucial for the success and continuous improvement of the proposed MSME Job Portal with provisions for the gig sector can be executed through the following.

- **User Analytics Dashboard:** Develop a user-friendly analytics dashboard for real-time monitoring and track user registrations, active users, and job postings to gauge overall engagement.
- **Feedback Surveys:** Conduct regular surveys for both MSMEs and job seekers to gather feedback to Include questions on user experience, satisfaction, and suggestions for improvement.
- **Success Stories and Case Studies:** Document and showcase success stories of MSMEs finding suitable candidates and vice versa. Use case studies to highlight the positive impact of the portal on employment and business growth.
- **Application and Placement Rates:** Monitor the number of applications received for each job posting. Track successful placements to assess the effectiveness of the matching algorithm.
- **Skill Development Impact:** Evaluate the participation rates in skill development programs offered through the portal. Measure the improvement in skills among job seekers over time.

Diversity and Inclusion Metrics:

- **Assess the diversity of candidates applying for MSME positions:** Track the success of inclusion-focused initiatives in connecting marginalized groups with opportunities.

Financial Impact on MSMEs:

- **Calculate the cost per hire for MSMEs using the portal.** Assess the impact of the portal on MSME revenue through improved hiring and business growth.
- **Retention Rates:** Measure employee retention rates for candidates placed through the portal.

Assess the retention of MSMEs as active users of the platform.

- **Social Impact Metrics:** Track the number of new jobs created by MSMEs through the portal.

Assess the portal's outreach and contribution to community development.

- **Efficiency Metrics:** Evaluate the efficiency of the hiring process using application-to-hire ratios.

Monitor the platform's uptime and accessibility for users.

- **Market Share and User Base Growth:** Track the growth in the number of users and MSMEs over specific periods. Assess the platform's market share in the digital job portal sector.
- **Technology Adoption:** Monitor user adoption rates for new features and technological advancements. Assess the platform's compatibility with emerging technologies.

By regularly analysing these metrics, the portal administrators can make data-driven decisions, identify areas for improvement, and ensure the continued success of the MSME Job Portal with provisions for the gig sector.

2. Creating A Self Employment Support System

Due to the global pandemic COVID-19 and lockdown, the livelihood of rural and urban small businessmen/entrepreneurs/street vendors were affected. Among the categories badly affected were small businessmen/entrepreneurs Migrants returned to Uttarakhand due to COVID-19, In addition to the above mentioned Skilled and unskilled artisans, handicraftsmen and educated urban and rural unemployed persons find it challenging to establish their own enterprise. These enterprises operated with small capital base due to restrictions of covid most of these enterprises could not run and therefore eroded their capital for sustenance activities. In addition to the above because of the challenges of Terrain there is always a challenge of migration from the Challenging terrains to other Industrial areas for Seeking employment to Assist these Individuals, the State Government has come up with

- Mukhyamantri Swarojgar Yojna (MSY) for - Loans and Assistance of up to Rs25 lakh
- Mukhyamantri Saur Swarojgar Yojna (MSSY) - Solar power plants of 20/25/50/100/200-kilowatt capacity will be allowed
- Mukhyamantri Swarojgar Yojna - Nano (MSY Collateral free loan facility up to Rs 50,000
- Veer Chandra Singh Garhwali Paryatan Loans to Promote Tourism related activities

Currently all the above activities are being supported by the DIC through in personal assistance and through helplines

The Snapshot of Low conversion ratio of applications will help us understand the major reasons of rejection.

Sr.No	PARTICULARS	No.of.proj	In %
1	Applicant not intrested	641	20.68
2	Unable to submit Documents	466	15.04
3	CIBIL Report not satisfactory	420	13.55
4	Existing unit	310	10.00
5	Not Viable	284	9.16
6	Improper application	215	6.94
7	Revised Application Submitted	171	5.52
8	Applicant requested to return application	131	4.23
9	Inadequate knowledge in proposed industry	127	4.10
10	Inadequate knowledge in proposed industry	127	4.10
11	Out of service area	96	3.10
12	Applicant willing to avail PMEGP loan from other bank	53	1.71
13	Defaulter	46	1.48
14	Spouse PMEGP/REGP Loan availed	28	0.90
15	Activity in negative list as per PMEGP Scheme	18	0.58
16	Activity in negative list as per PMEGP Scheme	18	0.58
17	Unable to deposit own contribution	13	0.42
18	Other Reasons	12	0.39
19	Already Govt. Employee	10	0.32
20	Already Govt. Employee	10	0.32
21	PMEGP Target Achieved for current year	4	0.13
	Total No of Application Rejected	3099	-

PMKY DATA; REASONS FOR REJECTION

Top Bank Rejection Reasons			
S.No.	Rejection Reason	Total	Percentage (%)
1	Document not provided	749	18.5
2	Applicant not willing to avail loan	633	15.7
3	CIBIL	546	13.5
4	Other	536	13.3
5	Out of service area	235	5.8
6	Pre-survey report is not satisfactory	213	5.3
7	Not viable	202	5.0
8	Not contacted	146	3.6
9	Defaulter	129	3.2
10	Existing unit	126	3.1
11	Applied in other scheme	119	2.9
12	Unable to provide collateral security	96	2.4
13	No space for taking up business	83	2.1
14	Already in job	66	1.6
15	Fund diversion	64	1.6

MSY DATA REASONS FOR REJECTION

The Common problems that could be understood from the reasons of rejection of loans from the above tables is.

- Documentation Issues
- CIBIL Reports
- Out of Service Area

Documentation issues, CIBIL reports, and out-of-service area concerns are relatively fewer complex challenges in loan processing. Implementing streamlined digital documentation processes, credit education programs, and localized service centers can efficiently address these issues, enhancing the overall loan application experience.

2.1 Problem Statement for Creating a Self-Employment Support System

Candidates Seeking self-employment witness a significant challenge from the low conversion of loan applications, primarily attributed to document rejection, low CIBIL scores, out-of-service area limitations,

and unsatisfactory pre-surveys. These barriers hinder the inclusive accessibility of financial services, leaving a substantial population underserved. Addressing these multifaceted issues is imperative to foster financial inclusion, ensuring that individuals, especially those in remote areas or with lower credit scores, can access the necessary funds to uplift their economic status. A comprehensive solution must encompass streamlined document processes, credit score improvement strategies, expanded service coverage, and enhanced pre-survey methodologies."

2.2 Proposed Solution

- **Digital Documentation Solutions:** Implement digital documentation processes to reduce the chances of document rejection. This includes user-friendly interfaces, document verification tools, and guidance for applicants.

- **Other Support Features Proposed:**

- **AI-based kiosks:** or assisted help desks can significantly enhance the loan application process by offering the following features:

- **Automated Document: Verification:** Implement AI algorithms for quick and accurate document verification, reducing manual errors and ensuring compliance.

- **CIBIL Score Monitoring:** Integrate CIBIL score monitoring tools to provide applicants with real-time insights into their creditworthiness. Offer guidance on improving scores.

- **Pre-Evaluation Assistance:** Utilize AI for pre-evaluations, guiding applicants on potential issues and suggesting improvements before the formal application process.

- **Chatbot Support & Real time assistance:** Implement chatbots for instant responses to applicant queries, providing information on documentation requirements, CIBIL score improvement tips, and pre-evaluation insights.

- **Localized Service Information:** Provide information about nearby service centers, addressing the out-of-service area challenge and facilitating smoother interactions for applicants.

- **Document Submission Guidance:** Offer step-by-step guidance on document submission, ensuring completeness and accuracy**.**

- **Feedback Mechanism**: Include a feedback mechanism to gather insights from users, allowing continuous improvement of the AI-based assistance.

- **Credit Score Improvement Programs:** Introduce initiatives to educate and assist applicants in improving their credit scores. Collaborate with credit bureaus for awareness campaigns and provide resources for credit health improvement.

- **Expansion of Service Reach through Digital & Physical means:** Explore partnerships with local entities and financial institutions to extend service coverage to previously underserved areas. Leverage technology for remote accessibility and outreach programs. Employ a multi-channel outreach strategy by utilizing radio, YouTube, and social media platforms. Create engaging content, Push Messaging on What's App and other Media of Mass Messaging share success stories and host interactive sessions to raise awareness and foster community engagement effectively.

- **Enhanced Pre-Survey Techniques:** Develop advanced pre-survey methodologies that ensure a comprehensive understanding of the applicant's financial situation. This may involve incorporating technology for remote surveys and employing skilled surveyors.

- **Financial Literacy Programs:** Launch financial literacy programs to educate potential applicants on the loan application process, credit scores, and the importance of documentation. Empowering individuals with financial knowledge can enhance their application readiness.

- **Community Engagement:** Establish community engagement programs to address specific challenges faced by underprivileged sections and migrants. This involves understanding their unique needs and customizing solutions accordingly.

- **Monitoring and Feedback System:** Implement a robust monitoring system to track the effectiveness of the proposed solutions. Collect feedback from applicants and continuously refine the processes based on real-time insights.

2.3 Use of ICT/Innovative Technology towards project implementation

- **AI based Kiosk / Assisted Help desks / Software:** Will help in understanding the pain points and rejection of the applications and low conversion rates.

- You tube Channel, Website integration Facebook & What's app or SMS messaging, Other Social Media Accounts Outreach will help increase the outreach of the initiatives

2.4 Project Costing

Table 4: Project costing

S. No	Activity	Total MSMEs/ Unit	Unit	Unit cost	Total Cost (Rs.)	Amt in Rs Crs
1	AI based Kiosk / Assisted Help desks / Software - Maintenance 1 Full time Support & AMC Coordinator	10000	1	50000	2400000	0.24
2	Website integration Facebook & Other Social Media Accounts Content Creation & Digital Outreach	20000	1	30000	1440000	0.144
3	You tube Channel & Content Creation & Digital Outreach Coordinator	20000	1	30000	1440000	0.144
4	Content Creation Cost 2 session per month		50	5000	250000	0.025
5	Digital Equipment Setting up Recording Infra structure		1	500000	500000	0.05
6	What's app or SMS messaging alerts Messaging on Schemes and status	20000	1	30000	1440000	0.144
TOTAL						1.007

3.2.2.1 Year Wise Break up (Amt in Rs)

Table 5: Year Wise Break up (Amt in Rs)

S. No	Activity	Total Budget	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
1	AI based Kiosk / Assisted Help desks / Software - Maintenance	2400000	600000	600000	600000	600000
2	Website integration Facebook & Other Social Media Accounts	1440000	144000	432000	432000	432000
3	You tube Channel & Content	1440000	144000	432000	432000	432000
4	Content Creation Cost	250000	75000	75000	75000	25000
5	Digital Equipment	500000	500000			
6	WhatsApp or SMS messaging alerts	1440000	144000	432000	432000	432000
7	Workshops District Level Banking Coordinators &Coordination with MFCs Especially for NANO Loans	2600000	650000	650000	650000	650000
	YEAR WISE EXPENSE IN Rs CRS		0.23	0.26	0.26	0.26

2.5 Year Wise targeted MSMEs

Table 6: Year Wise targeted MSMES

S. No	Activity	Total MSMEs/ Unit	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
1	AI based Kiosk / Assisted Help desks / Software - Maintenance	10000	3000	3000	3000	1000
2	Website integration Facebook & Other Social Media Accounts	20000	6000	6000	6000	2000
3	You tube Channel & Content	20000	6000	6000	6000	2000
6	WhatsApp or SMS messaging alerts	20000	6000	6000	6000	2000
7	Work Shops District Level Banking Coordinators &Coordination with MFCs Especially for NANO Loans	520 Bankers	130	130	130	130

2.6 Estimated Impact of the Project/Proposal

The implementation of the support system can address their specific challenges, this initiative aims to create a more inclusive and responsive support system. Community engagement fosters a sense of empowerment, ensuring that interventions are culturally sensitive and meet the diverse needs of the target populations. The monitoring and feedback system allows for continuous improvement, ensuring that the assistance provided is effective and adaptive. This approach not only addresses immediate needs but also contributes to long-term sustainable development by empowering individuals to overcome barriers and fostering a sense of community resilience. Ultimately, the expected impact is a positive and transformative change in the lives of the underprivileged and migrant populations, enhancing their well-being and socio-economic prospects.

i. Overall Budget under Sustainable Employment Ecosystem

Sno.	**Intervention**	**Total Cost in (Cr.)**
1	Creation of Job Portal	7.5405
2	Creating A Self Employment Support System	1.0070
Total		**8.5475**

3. Flatted Factory (Intervention 4)

3.1.1 Key issues/challenges of Land Availability in the state

Uttarakhand, with its unique geographic characteristics that include mountains, plains, and lush biodiversity, faces distinct challenges when it comes to land availability for establishing MSMEs. Presently, MSMEs are located in the plain districts of Dehradun and Haridwar.

Dehradun and Haridwar's favorability is driven by factors such as better transportation networks, better access to markets due to their proximity to Delhi NCR, and more developed infrastructural facilities. This concentration of industries, though, has put pressure on the available land resource in these areas, leading to significant appreciation in land prices.

District wise Land Banks of SIIDCUL		
S. No	**District**	**No. of Land Banks**
1	Dehradun	3
2	Haridwar	5
3	Pauri	3
4	Udham Singh Nagar	9
5	Tehri	1
6	Chamoli	1
7	Nainital	2

On the contrary, the hilly regions of the state face the issue of underutilization. Despite having land banks in districts like Pauri, Tehri, Chamoli, and more, the challenging terrain and constrained accessibility function as deterrents for MSMEs to establish units in these areas.

Additionally, broad economic disparities between the regions further fuel this unbalanced industrial growth. The increase in land prices can negatively impact the financial feasibility of setting up MSMEs, especially for smaller businesses or startups that might already be grappling with limited financial resources.

Hence, the divergence between the areas of land availability and areas suitable for industrial development poses a formidable challenge in creating a balanced, inclusive, and sustainable industrial growth pattern in the state.

3.1.2 Problem Statement: Flatted Factory

The development and growth of Micro, Small and Medium Enterprises (MSMEs) are critical to economic diversification, innovation, and employment generation in Uttarakhand. However, multiple obstacles impede their growth and competitiveness. One of the major challenges is the scarcity of properly developed industrial and commercial space.

Currently, many MSMEs in Uttarakhand either operate from unorganized rural, semi-urban, or urban areas or old industrial estates with inadequate infrastructure. Often, these areas fall short in providing reliable services and adherence to environmental or other regulations. Moreover, the high transaction cost linked to these underdeveloped areas and the non-availability of land for expansion restrict business growth and deter new entrepreneurs.

To effectively enhance the MSME ecosystem in Uttarakhand, it is crucial to address this issue with innovative solutions that provide reliable, regulation-compliant, and cost-effective industrial and commercial spaces to MSMEs. A sustainable and inclusive model needs to be proposed where optimal utilization of space is ensured, and infrastructural and regulatory needs are met. This is where the concept of 'Flatted Factory Complex' can play a significant role.

3.1.3 Proposed Scheme/Program/Project with respect to RAMP Objectives

The novel concept of establishing a 'Flatted Factory Complex' can address the challenges faced by MSMEs due to lack of adequately developed commercial and industrial space in Uttarakhand. The salient features of the proposed plan are as follows:

1. **Setup of Commercial/Industrial Land:** The Uttarakhand government, will facilitate the establishment of commercial/industrial land. This will initially be piloted in key locations and later expanded throughout the state, including Tier 1, Tier 2, and Tier 3 cities.

2. **Public-Private Partnership (PPP):** The idea is to invite private developers through a PPP model to construct and manage the 'Flatted Factory Complex'. This unit will comprise of multiple floors (G+4 to 5), maximizing the use of available Floor Space Index (FSI). Leases will be issued for a duration of 30 - 90 years.

3. **Space Allotment to MSMEs:** The constructed space will be segmented into units ranging from 1,000 sq. ft. to 10,000 sq. Ft and leased to the MSMEs based on their needs and demand.

4. **Subsidized Rent:** A subsidy of approximately Rs. 250 per sq. mtr. per month will be provided to MSMEs established in these buildings. Special category MSMEs, like Women-led, SC/ST, and Export-oriented MSMEs, will be eligible for higher subsidies.

5. **Limited Lease Period**: The commercial spaces will be leased to upcoming MSMEs for a maximum period of 5 years at subsidized rates, encouraging a steady influx of new MSMEs while motivating established enterprises to procuring their own premises.

6. **World-Class Infrastructure:** The Flatted Factory Complex will be equipped with modern facilities including Wi-Fi, canteens, conference rooms, crèches etc., and adhere to environmental standards with provisions for rainwater harvesting, solar panels and sewage treatment plants.

7. **Viability Gap Funding (VGF):** Any difference between the rent payable to the private party and the subsidized rent offered to the MSMEs will be borne by the state as VGF, budgeted through the RAMP program.

Conclusively, this proposal offers a promising solution to overcoming infrastructural hurdles faced by MSMEs, promoting not only the growth of individual businesses but also contributing to Uttarakhand's economic development.

3.1.4 Proposed Project Design Concept

Detailed Note on Design Concept of the Proposal:

1. Location and Infrastructure:

The design envisages setting up Flatted Factory Complexes in key locations with optimal connectivity, facilitating easy logistics and transportation. These locations will be chosen based on proximity to existing MSME hubs, road or rail connectivity, and commercial viability. The complexes will have high-speed Wi-Fi, canteen facilities, conference rooms, crèches, adequate parking, and other utilities.

2. Green Building and Sustainability:

The complexes will incorporate the principles of green building design. This includes rainwater harvesting to save water, maximizing the use of natural light to reduce electricity consumption, solar panels for harnessing renewable energy, and sewage treatment plants for better waste management.

3. Floor Wise Allocation:

The complexes will have G+4 to 5 floors. The ground floor is planned for heavy and medium industries or manufacturing units that require more space or easy access. The upper stories will be allocated to light and processing units and service sector entities that can operate comfortably in these spaces.

4. Scalable Units:

The floor space would be divisible into units ranging from 1,000 sq. ft to 10,000 sq. ft, catering to the differing requirements of MSMEs. This design can facilitate both smaller start-ups and larger MSMEs to operate in the same complex without any operational hindrances.

5. **Lease Agreement:**

The lease agreement is designed to foster the growth of new MSMEs by offering subsidized rental rates for a limited period of 5 years. This design aims at providing an initial steppingstone for the growth of the MSMEs while ensuring rotation and availability of space for new upcoming businesses.

6. **Public-Private Partnership:**

The complexes will be developed under a PPP model. This is designed to foster collaboration and shared investment by both the government and private entities, which not only reduces the state's financial burden but also brings in the professional management of private developers.

7. **Proportional Reservation:**

By reserving spaces for SC/ST/women-led MSMEs and non-polluting white-category industries, the proposal considers equitable opportunity for diverse socio-economic groups and promotes environmentally friendly practices.

In essence, the design concept of the proposal is thoughtfully planned to cater to the needs of various MSMEs, encompassing optimal use of resources from both the state and private developers, and promoting green and sustainable practices.

3.1.5 Feasibility & Viability of the Project

Feasibility:

- Technical Feasibility: Given the current architectural and infrastructural capabilities, the construction of multi-story flatted factory complexes is technically feasible. The project aligns with existing design, construction, and environmental standards.

- Operational Feasibility: The idea of a flatted factory complex is a well-recognized concept and has been successfully operated in various places. The allotment of spaces, operational guidelines, lease agreements, and other operational aspects are well within the limits of existing capabilities.

- Regulatory Feasibility: The proposal will adhere to the current regulatory laws and ensures compliance with environmental regulations, zoning laws, and building codes. The PPP model proposed is in line with the government's policy to encourage private sector participation in infrastructure development.

- Market Feasibility: Considering the growing need for equipped and affordable commercial spaces among MSMEs in Uttarakhand, there exists a substantial market for these flatted factory complexes.

Viability:

- Financial Viability: The Flatted Factory Complex model involves obtaining a long-term lease from a private player and sub-letting it to MSMEs at a subsidized rate. Despite the initial finances required, it is anticipated that the plan will be financially viable due to the lease revenues over time and the viability gap funding.

- Economic Viability: The project's economic benefits extend beyond direct financial returns. It encourages the establishment and growth of MSMEs, generating employment, fostering entrepreneurship, and contributing to Uttarakhand’s economic development.

- Social Viability: With reservations for SC/ST/women led MSMEs, the project promotes social inclusivity. The potential job creation will also contribute positively to the local communities.

In conclusion, the proposed concept of a Flatted Factory Complex through private participation in Uttarakhand is both feasible and viable. It promises to address issues related to lack of proper commercial spaces and infrastructure faced by MSMEs, thereby stimulating their growth and contributing to the state economy.

3.1.6 Approach and Methodology for Implementation/Execution

- Pre-Planning and Assessment: Initiate the project with a thorough pre-planning and assessment process. This will encompass identifying suitable locations, understanding local needs, developing design specifications, and planning utilities and additional amenities.

- Engaging a Private Partner: Invitations for the development and management of the flatted factory complex under the PPP model will be sent out based on the scrutiny of potential partners. The selection will be done through a transparent QCBS (Quality and Cost Based Selection) process.

- Legal Structuring: Execute detailed agreements covering the lease terms with the private developer. Concurrently, draft the subleasing agreements for the MSMEs clearly specifying the rent, term, penalty clauses, exit terms, and other relevant conditions.

- Construction: Upon completion of the legal processes, allow the private partner to begin construction in line with the approved designs and timelines. Periodic reviews of construction progress should be conducted to ensure adherence to plans and timelines.

- Marketing and Allotment: Simultaneously, develop a marketing program to create awareness among potential MSMEs about the availability of commercial space in the state. The spaces can be allotted based on an objective procedure which considers the applicant's business model, requirement, potential impact on local economy, among other factors.

- Support and Handholding: Once the spaces are allotted, assistance should be provided for smooth relocation and commencement of operations. This could include organising induction programs detailing the utilities, ensuring timely services, addressing initial challenges and more.

- Monitoring and Evaluation: Formally set up a monitoring and evaluation process to regularly assess the effectiveness of the facilities and performance of the MSME's. Use these evaluations to implement necessary improvements at the complex and to the allotment process.

- Management and Operations: The day-to-day administration and management of the Flatted Factory Complex will be taken care of by the private partner, including maintaining amenities, addressing tenant grievances, ensuring a safe and healthy environment and more.

- Learning and Replication: Leverage the learning from the pilot phase to implement the plan in other parts of the state. Constant learning and effective replication of the successful aspects can thus be facilitated.

The outlined approach and methodology present a structured and comprehensive plan for the implementation and execution of Flatted factory complexes in Uttarakhand to support MSMEs. The adoption of this systematic process will surely lead to the success of this initiative.

3.1.7 Timelines for achievement of Project Deliverables

- **Year One - Establishing PPP and Development Phase:**
  - The first year will be dedicated to setting up the necessary groundwork.
  - Enlisting a Private Developer: A transparent and comprehensive process will be conducted to choose a suitable private developer for the project. This will involve evaluating their past performance, financial capability, technical expertise, and alignment with the project goals.
  - Drafting and Finalizing the MoU: Next, a Memorandum of Understanding (MoU) will be drafted that outlines the terms and conditions of the partnership, the expectations from each party, the timeline for development, and the terms of dissolution, if required. Both parties will review and revise the MoU as needed until consensus is reached, and the MoU is signed.
  - Commencing Development: Once the MoU is signed, the private developer can start the development of the property as per the agreed-upon plans. Regular checks and updates will ensure the development process stays on track.

- **Year Two Onwards - Leasing and Operations Phase:**
  - With the development phase completed, the project will now move into the operational phase.
  - Preparing for Leasing: The developed units will be prepared for leasing. This includes final checks, setting up utilities, cleaning, and maintenance, and ensuring everything is in line with the MoU terms.
  - Marketing and Allotting Units: A marketing campaign will be initiated to attract MSMEs and inform them about the available units. Applications will be invited from interested MSMEs, and units will be allotted based on predefined criteria and requirements.
  - Ongoing Operations and Maintenance: Once the units are leased out, ongoing operations and maintenance work will commence. This covers administration, rent collection, managing utilities, dealing with repairs and common issues, and performing regular maintenance.

In summary, the first year will focus on setting up the Public-Private Partnership with the chosen private developer and overseeing the development of the property. From the second year onward, the focus will shift on leasing the units to MSMEs and managing the ongoing operations of the flatted factory complex.

3.1.8 Estimated Impact of the Project/Proposal

The initiative of providing a dedicated and well-equipped industrial and commercial space for MSMEs in Uttarakhand, particularly through the concept of the 'Flatted Factory Complex', is expected to have a profound influence on the sector. The project's primary objective of benefitting around 300 MSMEs every five years will likely usher in a multitude of positive outcomes:

1. **Enhanced MSME Growth:** By providing MSMEs with equipped, affordable, and well-located operational space, the project will undoubtedly bolster business growth. With more room to operate and better facilities, these enterprises can expand their capacity, enhance production, and increase output.

2. **Job Creation:** An expansion in business operations usually corresponds with more employment opportunities. As these 300 MSMEs grow, they are likely to hire more employees which will contribute to job creation in the region and help in reducing unemployment rates.

3. **Economic Boost:** MSMEs are significant contributors to the state's economy. When these 300 businesses thrive, there will be a subsequent boost in the local economy through increased production, sales, and business revenues. The project can also lead to higher tax revenues for the state from these flourishing businesses.

4. **Encouragement of Entrepreneurship:** The project creates a favourable environment for individuals to start their own small or medium-sized businesses. More people may be encouraged to embark on entrepreneurship, seeing the supportive infrastructure, thereby fostering a culture of self-employment and innovation in Uttarakhand.

In conclusion, this project aims to generate substantial and far-reaching benefits for MSMEs in Uttarakhand. The positive ripple effects will not be limited to the MSME sector but will create a conducive environment for comprehensive and inclusive growth and development in the state.

3.1.9 Subsidized Rental for Flatter Factories

The flatted factory rental subsidy, initiated by the state government, operates on a calculated basis to incentivize and financially support approximately 300 MSMEs over a period of 4 years. The subsidy is computed by determining the rent amount corresponding to the designated flatted factories, providing an incentive to MSMEs based on a monthly allocation of 250 square meters. This monthly incentive is sustained for 48 months, resulting in a comprehensive unit cost calculated as the product of the monthly allocation and the total number of months. For instance, if the monthly incentive is set at 250 square meters, then each MSME benefits from this subsidized space every month, accumulating to a substantial total unit cost of 12,000 square meters over the specified 4-year duration. This strategic subsidy aims to significantly alleviate the financial strain on MSMEs, fostering a conducive business environment within the flatted factories and promoting sustained economic growth in Uttarakhand.

Table 7: Project Proposed Budget

Subsidizing the Rental Rates for Plug & Play Flatted Factory Facility						
	Activity	Nos	Units	Per Unit Cost	Total Cost (INR)	Total Cost (Cr)
a	Subsidized Rental @ 60000 Sq. mtr flatted factory project	60000	Sq. Mt	12000	72,00,00,000	72.00

Table 8: YoY Budget Proposal

Subsidizing the Rental Rates for Plug & Play Flatted Factory Facility					
	Activity	Year 1	Year 2	Year 3	Year 4
a	Subsidized Rental @ 60000 Sq. mtr flatted factory project (Cr)	18.00	18.00	18.00	18.00
	Total	72 cr			

3.1.10 Private Industrial Estate: Dovetailing state scheme (Intervention 5)

The "Establishment of Private Industrial Estates/Areas Scheme" in Uttarakhand reflects the state's proactive approach to address the challenge of limited land availability and to promote industrial development. This initiative is designed to encourage private landowners and developers to contribute to the growth of industrial infrastructure, either within SIDCUL (State Industrial Development Corporation of Uttarakhand Limited) zones or on their privately-owned lands.

Under this scheme, private individuals or entities are incentivized to develop their land into industrial estates or areas. The scheme provides a framework for collaboration between the government and private stakeholders, offering support, guidance, and possibly financial incentives to facilitate the establishment of industrial infrastructure.

By leveraging private resources and expertise, Uttarakhand aims to boost industrialization, create job opportunities, and stimulate economic growth. This approach aligns with the broader trend in many regions, where public-private partnerships play a crucial role in fostering sustainable development.

3.1.11 Problem Statement

The persistent challenge of land scarcity in Uttarakhand has emerged as a formidable barrier to the advancement and prosperity of Micro, Small, and Medium Enterprises (MSMEs) within the region. This pressing issue underscores a critical impediment to the promotion and growth of MSMEs, hindering the state's economic development prospects. The shortage of available land within current industrial areas creates a substantial obstacle for potential investors and entrepreneurs seeking to initiate or expand their MSME ventures. This scarcity not only limits the establishment of new enterprises but also curtails the potential expansion of existing ones, thereby posing a significant threat to economic progress, and hindering the generation of much-needed employment opportunities. Addressing this land scarcity challenge is imperative for fostering a conducive environment for MSME growth, ensuring sustained economic development, and unlocking the full potential of entrepreneurial endeavors in the state.

3.1.12 Proposed Scheme/Program/Project with respect to RAMP Objectives

The state of Uttarakhand is confronted with the challenge of limited land availability, hindering the growth and establishment of Micro, Small, and Medium Enterprises (MSMEs). Recognizing the importance of supporting MSMEs and acknowledging the inherent difficulty posed by the terrain in Uttarakhand, we propose the integration of the "Establishment of Private Industrial Estates/Areas" scheme with the RAMP initiative (Raising and Accelerating MSME Performance). This strategic alignment aims to maximize the benefits for private developers, making the development of land viable for them. By

combining the incentives of both schemes, we seek to enhance the affordability of land for MSMEs, fostering economic development in the state.

3.1.13 Approach and Methodology of the Project

Currently under the "Establishment of Private Industrial Estates/Areas" scheme the state provides.

1. For Hilly Regions – The minimum area required is of 2acres and per acre INR 10Lakhs of capital grant om saleable area of infrastructure costs of each industrial park/estate promoted by any private sector investor. Business entity etc. is provided to the developer.

2. For Plain regions – The minimum area required is 30acres out of which 70% should be saleable and per acre INR 10 Lakhs of capital grant om saleable area of infrastructure costs of each industrial park/estate promoted by any private sector investor. Business entity etc. is provided to the developer.

The proposal is to provide the gap funding for MSMEs buying land in these Industrial Estates. Collaborate with banks and financial institutions to offer gap funding to MSMEs at competitive interest rates. The government can support 50% of the interest cost to reduce the financial burden on MSMEs.

- **Sample for Hilly Regions -** If funding required is around INR 20 lacs per acre, and the average land size is 2 acres, so the total gap funding required is INR 40 Lakhs. Assuming, Interest rate @ 12% the interest cost comes to INR 4.8 Lacs.
  So, through this project it is proposed to provide 50% of interest cost, i.e., INR 2.4 Lakhs for one such Industrial Park in a hilly region.

- **Sample for Plain Regions -** If funding required is around INR 20 lacs per acre, and the average land size is 15 acres, so the total gap funding required is INR 300 Lakhs. Assuming, Interest rate @ 12% the interest cost comes to INR 36 Lacs.
  So, through this project it is proposed to provide 50% of interest cost, i.e., INR 18 Lakhs for one such Industrial Park in a hilly region.

3.1.14 Timelines for achievement of Project Deliverables

The proposal is to establish 30 (20 in Hilly regions and 10 in Plain regions) such Industrial estates and help MSMEs to procure land in these Industrial estates.

- **Hilly Regions –**
  1. Minimum Land per estate – 2 acres
  2. Land required per MSME (approx.) – 0.25 acres
  3. Total No. of MSMEs per estate – 8 MSMEs
  4. Total MSMEs for 20 Industrial Estates – 160 MSMEs

- **Plain Regions –**
  1. Minimum Land per estate – 30 acres
  2. Land required per MSME (approx.) – 1 acre
  3. Total No. of MSMEs per estate – 30 MSMEs
  4. Total MSMEs for 10 Industrial Estates – 300 MSMEs

Helping MSMEs to procure land in Private Industrial Estates		**Nos**	**Units**	**FY 2023-24**	**FY 2024-25**	**FY 2025-26**	**FY 2026-27**	**FY 2027-28**
a	MSMEs in Hilly Regions (0.25 acres per MSMEs)	160	MSMEs		32	48	48	32

b	MSMEs in Hilly Regions (1 acres per MSME)	300	MSMEs		60	90	90	60

3.1.15 Private Industrial Estate: Policy for Establishing Industrial Estates/Areas in the Private Sector

The policy encourages the participation of the private sector by establishing special industrial zones, export zones, theme parks, biotechnical parks, integrated industrial estates/areas in the state of Uttarakhand and to promote industrial development in the hilly regions of the state, under Special Integrated Industrial Promotion Policy-2008, notified vide notification no. 488/VII-II/08/08 by the Government of Uttarakhand.

- The state is providing initial corpus of **100 crore** for setting up external infrastructure for the state such as land filling, link road drainage, sewerage, etc. and a capital grant of Rs.10 lakh per acre on saleable area.
- Providing interest subsidy to 300 MSMEs in plain regions.
- Working capital interest subvention (Max. Rs. 10 cr) in selected thrust areas.

Thrust areas are listed as follows:-

1. Automobiles
2. Aroma
3. IT/ITES
4. Pharmaceuticals
5. Nutraceuticals
6. Agriculture
7. Petrochemicals, engineering and technology
8. Tourism and hospitality
9. Food processing
10. Wellness & Ayush

Table 9: Project Costing

Helping MSMEs to procure land in Private Industrial Estates						
	Activity	**Nos**	**Units**	**Per Unit Cost**	**Total Cost (INR)**	**Total Cost (Cr)**
a	MSMEs in Hilly Regions (0.25 acres per MSMEs)	160	MSMEs	30,000	48,00,000.00	0.48
b	MSMEs in Hilly Regions (1 acres per MSME)	300	MSMEs	1,20,000	3,60,00,000.00	3.60
c	Working capital interest subvention (max 10 CR) in select thrust sectors	100	MSMEs	10,00,000	10,00,00,000	10
	Total					14.08

Table 10: YoY Project Costing

	Activity	Year 1	Year 2	Year 3	Year 4
a	MSMEs in Hilly Regions (0.25 acres per MSMEs)	0.10	0.14	0.14	0.10
b	MSMEs in Hilly Regions (1 acres per MSME)	0.72	1.08	1.08	0.72
c	Working capital interest subvention (max 10 CR) in select thrust sectors	2.50	2.50	2.50	2.50
	Total	3.32	3.72	3.72	3.32

Note:

1. State is providing initial corpus of 100 crore for setting up external infrastructure for the state Such as land filling, link roads drainage, severage etc

2. Capital grant of Rs. 10 Lakh per acre on saleable area

4. U-Hub (Intervention 6)

Innovation Technology & Entrepreneurship Promotion Centre, also known as U-Hub, stands as a pivotal initiative dedicated to nurturing the startup and entrepreneurship ecosystem in Uttarakhand. Designed to support every stage of the startup lifecycle, U-Hub provides a year-long incubation program with a comprehensive suite of support services. This includes expert mentorship aligned with Startup India's MAARG initiative, a series of workshops covering essential business topics, and networking opportunities. Moreover, the program extends assistance for prototype development, legal and accounting services, and marketing and branding support.

Positioned as a catalyst for Uttarakhand's transition to Industry 4.0, U-Hub serves as a platform for collaboration between the government and private sector entities, contributing to the development of emerging sectors in the state. Drawing inspiration from successful global incubator programs, U-Hub incorporates best practices into its framework to ensure effectiveness and relevance.

The self-reliance goal within five years is underpinned by a revenue model encompassing equity investments, sponsorships, and revenue-generating services for startups. This includes renting state-of-the-art infrastructure, user charges for high-end equipment, and organizing paid workshops and programs.

Program Highlights:

- **Mentorship**: Startups are paired with seasoned mentors from organizations like TiE and the India Angel Network for comprehensive guidance.
- **Workshops**: Expert-led sessions cover critical business areas including marketing, finance, and strategy.
- **Networking**: B2B conclave and Events with investors and mentors from associations like NASSCOM and FICCI are organized to facilitate vital industry connections.
- **Funding**: The program includes pitching events in collaboration with major investment firms to help startups secure necessary capital.
- **Support Services**: Legal and accounting services are provided, along with resources for prototype development and marketing.

Avishkaar Initiative: Based on the Hon'ble Prime Minister's vision of Jai Jawaan, Jai Kisaan, Jai Vigyaan, and Jai Anusandhan, the Dept of Industries, Govt of Uttarakhand has initiated an innovation-led growth initiative for MSMEs in the State. Given its size and geographic challenges, the growth of MSMEs in Uttarakhand will have to be innovation-led where they develop differentiated and unique products that are competitive in Indian and international markets. To do so, these MSMEs will need:

1. Access to domain expertise
2. Resources to develop minimum viable product
3. Professional product management support
4. Marketing and outreach strategy customized to the need of the MSME
5. Legal and IP related advice
6. Operations and logistics strategy.

To help MSMEs achieve innovation in their day-to-day operations, the Dept of Industries will drive a special programme called "Avishkaar" at the district level, anchored by GMDIC and led by the District Innovation Committee under the DM formulated in the State Startup Policy 2023. The programme will partner with IIT Roorkee (Garhwal), IIM Kashipur (Kumaon), and one institution of repute in each district to create decentralized ideation, incubation, and development spaces for MSMEs to grow their businesses through innovation. The initiative will include external training workshops, equipment training, market access & pitching events for MSMEs to sell their products to retail platforms, etc. Travel

and other operational expenses for the MSMEs as well as expert trainers to and from the districts. The delivery will be taking place at the districts reducing transaction costs for MSMEs and exponentially increasing their uptake.

Revenue Model:

The revenue model for INTEC/U-Hub involves renting out state-of-the-art infrastructure, charging user fees for equipment use, organizing paid workshops, and showcasing startups in the experience center. Equity investments and services provided to startups constitute key revenue streams. The state government bears the entire expenditure for physical infrastructure, amounting to approximately 30 crore.

4.1 Problem Statement

The major challenges faced by start-ups and MSMEs in Uttarakhand, including market access, finance, and team building, serve as the impetus behind the U-Hub program. Key challenges identified include:

Infrastructure and Resource Access: Start-ups often struggle with obtaining affordable office space, technical resources, and operational tools. U-Hub addresses these challenges by offering well-equipped co-working spaces, labs, and access to high-tech resources.

Mentorship and Skill Development: A gap exists in experienced mentorship and tailored training programs for entrepreneurs. U-Hub proposes a network of industry experts and customized training modules to bridge this gap.

Funding and Financial Support: Securing initial capital and financial advice is a significant hurdle. U-Hub plans to connect start-ups with potential investors and provide financial counseling.

Market Access and Networking: Many start-ups face challenges in reaching their target markets and building industry connections. U-Hub intends to facilitate networking events and partnerships to enhance market access.

Regulatory and Compliance Guidance: Navigating legal and regulatory frameworks can be daunting. The hub will offer legal and compliance assistance to start-ups.

By comprehensively addressing these challenges, U-Hub aims to create an environment conducive to the growth of start-ups and MSMEs, fostering innovation and economic development in Uttarakhand.

4.2 Proposed Scheme/Program/Project with respect to RAMP Objectives

The key factors leading to the success of a Startup Incubator Program are the following:

1. **Strong Mentorship:** Successful incubator programs provide startups with access to experienced mentors who can offer guidance and advice on a range of services from product development to fundraising.
2. **Access to funding:** Incubator programs that offer funding, either through direct investment or through connections to investors, can help startups grow and scale more quickly.
3. **Resource-rich environments:** Incubator programs that provide startups with access to office space, equipment, egal support, etc. can help them overcome early-stage challenges.
4. **Industry connections:** Programs that offer startups connections to industry experts and potential customers can help them build networks and gain traction in their respective industries.
5. **Targeted programs:** Incubator programs that are tailored to industry specific support mechanisms are effective for helping startups overcoming industry-specific challenges.
6. **Cohort-based programs:** Programs that bring together a cohort of startups at the same stage of development provides a supportive community and foster collaboration and learning.
7. **Flexibility:** Incubator programs that are flexible and adaptable to the changing needs of startups can help them overcome challenges and pivot as needed.

8. **Access to customers:** Programs that provide startups with access to potential customers and feedback can help them refine their products and accelerate growth.
9. **Global reach:** Incubator programs that have a global reach and provide startups with access to international markets, investors, and resources can help them scale their businesses more quickly.
10. **Supportive ecosystems:** Incubator programs that are a part of a larger supportive ecosystem, including academic institutions, government agencies, and industry associations, can provide startups with a wide range of resources and support to help them grow and succeed.

4.3 Approach and Methodology of the Project

Currently under the "U-HUB" scheme, the state is spending 30 Crores to create the physical infrastructure for the startups to foster and nurture their business ideas in Uttarakhand but also support their entrepreneurial growth with a 12-month long incubator program. State's vision is to transform Uttarakhand into a vibrant hub of innovation and entrepreneurship and empowering to empower MSMEs through a series of strategic programs:

1. **Spark of Innovation:** The Avishkaar Programme initiates a wave of innovation across 13 districts, inspiring creativity within local MSMEs through workshops and institutional support.
2. **Global Quest:** Advancing the narrative, MSMEs participate in a challenge-driven hackathon, preparing them for the global stage. This involves forming alliances with international partners, connecting local ingenuity with global markets.
3. **Future-Proofing Heroes:** The story takes a pivotal turn with the NextGen initiative. MSMEs are equipped with tools and training to address not just today's issues but tomorrow's challenges, creating sustainable solutions that stand the test of time.

U-HUB is envisioned as a transformative platform catalysing the entrepreneurial spirit within Uttarakhand's business community. Its purpose is to create an environment where startups and MSMEs can flourish through enhanced awareness, skill development, and comprehensive support.

Awareness: U-HUB is committed to broadening the understanding of entrepreneurial fundamentals among local businesses. Through outreach programs, digital campaigns, and community events, it aims to highlight pathways for innovation and growth, ensuring entrepreneurs stay informed about the latest market trends, technological advancements, and regulatory frameworks.

Exposure Visits: U-HUB will organize exposure visits to bridge the gap between local practices and global standards. These curated trips to leading business hubs provide entrepreneurs with first-hand experience of successful business models, cutting-edge technology, and advanced operational strategies.

Training: U-HUB's training modules are designed to address the specific needs of Uttarakhand's entrepreneurs. From specialized workshops in product development, financial acumen, to digital marketing strategies, these sessions aim to build a skill set that is both modern and relevant.

360-Degree Support: U-HUB's support framework stands as its cornerstone, encompassing mentorship from industry veterans, access to funding through investor networks, incubation services to nurture business ideas, and assistance in overcoming bureaucratic hurdles. This holistic support ensures that startups not only kickstart their journey but also sustain and grow in the competitive market.

U-HUB's purpose is to be the beacon of support for Uttarakhand's emerging business talents, equipping them with the tools, knowledge, and connections to turn their entrepreneurial visions into successful realities. This multi-layered approach aims to instill a culture of innovation, encourage economic diversification, and promote sustainable development within the state.

4.4 Proposed projects under U Hub

Workshops: Conduct yearly workshops in all 13 districts, totalling 52 workshops over four years. These workshops focus on driving active participation from local entrepreneurs, providing necessary guidance and resources, ensuring constant engagement, and offering opportunities for continuous learning and improvement.

Regional Corporate B2B Conclaves: Aim to create a platform for Himalayan Entrepreneurs to interact with around 200 MSMEs every year. This provides opportunities for networking, collaboration, and potential business partnerships, fostering a robust and collaborative entrepreneurial ecosystem.

Development of Annual Avishkaar Self-learning Curriculum: Collaborate with esteemed educational institutions like IIMs and IITs to develop a comprehensive self-learning curriculum. This innovative curriculum aims to equip entrepreneurs with the necessary skills and knowledge for tackling challenges and adapting to the dynamic business environment.

MSME Innovation Challenge: Conduct biannual innovation challenges at the district level, acting as a platform for MSMEs to showcase innovative products to government departments for potential procurement and use. This can substantially assist in bridging the gap between innovation and implementation, fostering a culture of innovation in the region.

International MSME Bridge Programmes: Involve the selection and support of 200 MSMEs through a problem-statement-driven hackathon for participation in international MSME bridge programs with partners such as Germany, Japan, and Austria. This enables selected MSMEs to gain international exposure and learn from global best practices.

Exposure Visit and Training for Bhavishya Vikaas MSMEs: Involve providing exposure visits and training for 1000 NextGen (Bhavishya Vikaas) MSMEs. These MSMEs focus on delivering products/services that address future problems, providing crucial insights into forward-thinking solutions and keeping the MSMEs updated about future trends and expectations.

Bootcamp in Collaboration with IITs, IIMs, and Partnered Institutes: Involve organizing annual boot camps in all districts in collaboration with premier educational institutions like IITs, IIMs, and other partnered institutes in Uttarakhand. These boot camps, coupled with the expertise and knowledge of these leading institutions, help instil entrepreneurial and innovative thinking in a new generation of entrepreneurs.

This multi-layered approach aims to instil a culture of innovation, encourage economic diversification, and promote sustainable development within Uttarakhand.

Table 11: Project Proposed Budget

Sno	Intervention	Total MSMEs/ Unit	Unit	Per Unit Cost	Total Cost
	Implementation of Avishkaar Programme to support grassroot level innovation in MSMEs across 13 districts of Uttarakhand in partnership with IIM Kashipur and IIT Roorkee under the aegis of U-Hub:				
1	Workshops of (1/district/year ; Total 13 workshop per year for 13 districts) – 52 workshops for 4 years	52	Workshop	1,00,000	₹ 52,00,000
2	Regional Corporate B2B conclaves (1 Garhwal and 1 Kumaon per year) for Himalayan Entrepreneurs with 200 MSME participation	8	Regional B2B Conclave	25,00,000	₹ 2,00,00,000
3	Development of annual avishkaar self-learning	Fixed Cost for Developing Curriculum Content		2,00,00,000	2,00,00,000

	curriculum content by IIM and IIT				
4	MSME Innovation Challenge - MSMEs showcasing innovative products to Govt Departments for procurement and use (2/district/year)	104	Innovation Challenge	2,50,000	₹ 2,60,00,000
5	Supporting 200 MSMEs selected through a problem-statement driven hackathon for participation in international MSME bridge programmes with international partners such as Germany, Japan, and Austria	200	MSMEs	100000	₹ 2,00,00,000
6	Exposure visit and training for 1000 NextGen (Bhavishya Vikaas) MSMEs delivering products/services that solves future problems	1000		100000	₹ 10,00,00,000
7	2 days Bootcamp in all the districts in collarboration with IITs, IIMs and partnered institutes of Uttarakhand (1/district/year)	52	Bootcamp	250000	₹ 1,30,00,000
Total					**20,42,00,000**
					20.42 Cr

Sno	Intervention	Year 1	Year 2	Year 3	Year 4
	Implementation of Avishkaar Programme to support grassroot level innovation in MSMEs across 13 districts of Uttarakhand in partnership with IIM Kashipur and IIT Roorkee under the aegis of U-Hub (In Cr.)				
1	Workshops of (1/district/year ; Total 13 workshop per year for 13 districts) – 52 workshops for 4 years	0.13	0.13	0.13	0.13
2	Regional Corporate B2B conclaves (1 Garhwal and 1 Kumaon per year) for Himalayan Entrepreneurs with 200 MSME participation	0.50	0.50	0.50	0.50
3	Development of annual avishkaar self-learning curriculum content by IIM and IIT	0.80	0.40	0.40	0.40
4	MSME Innovation Challenge - MSMEs showcasing innovative products to Govt Departments for procurement and use (2/district/year)	0.65	0.65	0.65	0.65
5	Supporting 200 MSMEs selected through a problem-statement driven hackathon for participation in international MSME bridge programmes with international partners such as Germany, Japan, and Austria	0.50	0.50	0.50	0.50
6	Exposure visit and training for 1000 NextGen (Bhavishya Vikaas) MSMEs delivering products/services that solves future problems	2.50	2.50	2.50	2.50
7	2 days Bootcamp in all the districts in collaboration with IITs, IIMs and partnered institutes of Uttarakhand (1/district/year)	0.3250	0.3250	0.3250	0.3250
	Total	**5.4050**	**5.0050**	**5.0050**	**5.0050**

5 Destination wedding (Intervention 7)

5.1 Uttarakhand: The next Junction for Destination Marriages in India

Over the past decade, destination marriages in India have undergone a significant and dynamic transformation, marking a departure from traditional wedding norms. Young, affluent, and progressive Couples are increasingly opting for unique and picturesque locations, both within the country and abroad, to celebrate their special day.

Marriage has crossed the barriers of a nuptial engagement and has started evolving into a social event and around it, an ecosystem has emerged entailing consumerism and commerciality. This evolving trend reflects a desire for personalized and experiential weddings that go beyond conventional ceremonies.

The accessibility of information through technology has played a pivotal role, enabling couples to explore diverse destination options and plan their weddings with greater precision. Social media platforms have also amplified this trend, with couples sharing their destination wedding experiences, inspiring others to seek out unconventional settings. Of late, the wedding has emerged into an industry that has adapted to this shift, offering specialized services, technological innovations, and special practices to cater to the evolving preferences in India. Destination weddings in India have become synonymous with not just cultural celebrations but also immersive experiences, reflecting the growing desire for uniqueness and individuality in matrimonial festivities.

5.2 Why Uttarakhand

Beyond the princely and Royal destinations like Udaipur and Jaipur of Rajasthan, choosing Uttarakhand for a destination wedding has its own unique charm and offerings. A few districts that can be considered for destination weddings in Uttarakhand are:

1. Dehradun the capital city offers a mix of modern amenities and natural beauty. There are numerous resorts, hotels, and banquet halls suitable for weddings. Pleasant weather and accessibility make it a convenient choice for guests.

2. Nainital, known for its picturesque lakes and hills, provides a romantic setting. The town has a range of hotels and resorts with beautiful views, Besides, Nainital's colonial architecture adds a touch of old-world charm.

3. Rishikesh and Haridwar, cities along the Ganges River are popular for their spiritual and scenic ambiance, Ideal for couples seeking a riverside or spiritual-themed wedding. A variety of venues, including riverside resorts, are available.

4. Uttarkashi, known for its spiritual significance and scenic beauty is Ideal for couples looking for a serene and spiritual atmosphere. However, it has limited infrastructure as compared to other districts, but the natural beauty is a highlight.

5. Mussoorie, known as the Queen of the Hill station offers a romantic and vintage feel. The town has numerous hotels and resorts with panoramic views. Pleasant weather and a variety of attractions make it an attractive destination.

6. Almora Offers a tranquil and serene setting amidst the Himalayan foothills, rich in cultural heritage and natural beauty, suitable for couples seeking a quiet and offbeat location.

However, before deciding, factors such as accessibility, accommodation options, local attractions, and the overall vibe required for a wedding, are considered. "The best" district for a destination wedding depends on personal tastes and requirements. A destination wedding requires careful consideration of numerous factors to ensure a memorable and successful event.

Some essentials for a place to be fit for destination marriages are, Scenic Beauty and Ambiance, Venue Options, Accessibility, Weather Considerations, Accommodation Facilities, Local Attractions, Wedding Planning Services, Legal Requirements, Catering and Culinary Options, besides Cultural Significance, Infrastructure and Facilities.

5.3 Need for Strategic Enabling atmosphere:

Facilitating destination marriages in Uttarakhand shall involve a combination of infrastructure development, policy support, and promotional efforts. Some strategies that the government can adopt to encourage and facilitate destination marriages in Uttarakhand shall include:

Infrastructure Development	Invest in the development and improvement of infrastructure, including roads, transportation, and accommodation facilities in popular destination wedding locations.
Venue Promotion	Promote existing wedding venues and encourage the establishment of new, well-equipped venues that cater to various preferences and capacities.
Legal and Regulatory Support	Streamline and simplify the process of obtaining permits and licenses required for destination weddings, ensuring a smooth and hassle-free experience for couples.
Financial Incentives	Introduce financial incentives or subsidies (GST free prepacked services etc.) for couples choosing Uttarakhand as their destination for marriage, promoting tourism and the wedding industry.
Collaboration with Wedding Industry	Collaborate with the wedding industry stakeholders, including event planners, decorators, photographers, and caterers, to provide a comprehensive and integrated experience for couples and guests.
Training and Certification Programs	Offer training and certification programs for local vendors and service providers to enhance their skills and ensure high-quality services for destination weddings.
Marketing and Promotion	Launch marketing campaigns to promote Uttarakhand as a desirable destination for weddings, targeting both domestic and international markets.
Online Platforms	Develop and maintain online platforms that provide information about destination wedding venues, services, and local attractions in Uttarakhand.
Tourism Packages	Collaborate with travel agencies to create attractive tourism packages that include destination wedding services along with sightseeing and recreational activities.
Community Engagement Programs	Engage local communities to actively participate in and benefit from destination weddings, fostering a sense of pride and ownership.
Encash and leverage Environmental Sustainability	Encourage destination weddings in Uttarakhand to ensure environmental sustainability and preserve the natural beauty of the region while adopting eco-friendly and green practices.
Customized Services	Encourage the development of specialized local services, such as traditional ceremonies, cultural performances, and local cuisine, to showcase the unique offerings of Uttarakhand.
Supportive Policies and industrial Incentives	Formulate supportive policies that encourage investment in the wedding industry, providing incentives for entrepreneurs and businesses to establish and expand their services in the state.

5.4 Incentivizing destination marriages

Incentivizing destination marriages as an industry involves creating a conducive environment for couples, businesses, and service providers to choose a specific location for weddings. Here are some strategies that can be employed to incentivize destination marriages as an industry:

1. Rebate in GST for Hospitality Services involved in Destination Marriages in UK can be an immediate spin-off.
2. Subsidized interest rates for loans to entrepreneurs and businesses in the wedding industry, from Outside UK, encouraging them to invest in the region.
3. Establish training programs for local vendors, service providers, and professionals in the wedding industry to enhance their skills and provide high-quality services.
4. Collaborate with wedding planners, decorators, photographers, and other stakeholders to develop joint marketing campaigns and promotions.
5. Create partnerships with airlines, hotels, and travel agencies to offer exclusive packages for destination weddings in UK
6. Allocate funds for marketing and promotional campaigns that highlight the unique offerings of the destination for weddings.
7. Support development of online platform or app that serves as a one-stop destination for information on wedding venues, services, and attractions in UK
8. Establish a certification or accreditation/ Star Rating system for wedding venues and service providers, giving them official recognition and increasing their appeal to couples.
9. Encourage local artisans and businesses to highlight their products and services during weddings, promoting cultural exchange.
10. Encourage eco-friendly practices in destination weddings by providing incentives for venues and service providers adopting sustainable measures while highlighting the destination's commitment to environmental conservation, appealing to couples who prioritize sustainability.
11. Host Wedding industry conferences and events in the destination, attracting professionals and businesses in the wedding industry and showcasing the region's potential.
12. Promote the destination at national and international wedding fairs and Platforms.

5.5 Initiative proposed under RAMP

To achieve the objective for Creating an enabling environment for Destination Weddings in Uttarakhand, currently a pilot project under RAMP will be initiated which is Reimbursement of SGST Cost upto maximum of 20 crs (Maximum Cap - 5 Lakh). Post the pilot success in 1st year, Government of Uttarakhand will initiate a comprehensive subsidy scheme, christened **"Uttarakhand Wedding Tourism Subsidy Scheme (UWTSS)**,"

Interventions proposed under the RAMP is the incentivization of destination weddings through a financial support mechanism. Recognizing the potential of destination weddings to boost regional air mobility and tourism, this intervention offers an attractive incentive by reimbursing the State Goods and Services Tax (SGST) incurred on such events. **The scheme caps the reimbursement at a generous maximum of 20 crore INR, with individual claims limited to a maximum of 5 lakh INR**. This strategic move not only aims to elevate the appeal of select destinations as prime wedding locales but also stimulates local economies by encouraging the use of regional air services. By easing the financial burden associated with hosting grand celebrations, the policy is poised to enhance destination competitiveness and contribute significantly to the region's tourism and hospitality sectors.

Upon the successful pilot of this SGST reimbursement intervention for destination weddings, the state is poised to develop a comprehensive scheme to further support and expand the destination wedding industry. This full-fledged scheme will aim to encompass a wider range of stakeholders integral to the success of such events. It is anticipated to include reimbursements for expenses related to guest accommodations, catering services, attire and footwear for both men and women, jewellery, transportation, music and dance entertainment, event photography, and gifts. By extending support to these sectors, the scheme will not only make destination weddings more financially viable for organizers but also stimulate growth and opportunities for local businesses in these industries, contributing to the overall economic development of the state.

Under UWTSS, concessions can be provided to stakeholders that adhere to the following:

Service Providers: Catering services, event planners, decorators, and other associated service providers that employ a certain percentage of local workforce could receive a certain subsidy in licensing and operation.

Infrastructure Developers: Hotel chains, resorts, or guest house owners willing to develop infrastructural facilities specifically for destination weddings could be provided with subsidies in land acquisition or taxes.

Couples and Families: Subsidies or cash-back offers can be provided to families choosing Uttarakhand as their wedding destination. The subsidy amount could depend on the number of guests or the total expense incurred.

Local Artisans and Performers: Encourage the inclusion of local traditions, cuisine, dance, music, and more in the weddings. Provide subsidies to artisans and performers who showcase Uttarakhand's cultural heritage at these events.

Upon the successful implementation of the pilot program, as we progress towards developing the scheme for Uttarakhand, various technology initiatives can be integrated into the scheme, based on the specific needs of the market. These initiatives include:

Blockchain-Enabled Wedding Planning Platform:

Create a secure and transparent platform using blockchain technology to record and manage all wedding-related transactions, contracts, and agreements.

Implement smart contracts on the blockchain to automate payment releases based on predefined conditions, enhancing transparency and security in financial transactions.

AI-Powered Wedding Planning Assistant:

Develop an AI-driven wedding planning assistant capable of interacting with couples.

Provide personalized recommendations for venues, decor, catering, and other services based on the unique preferences of each couple.

Augmented Reality Wedding Decor Preview:

Design an Augmented Reality (AR) application allowing couples to preview and customize wedding decor in real-time.

Utilize AR technology to enable couples to visualize different themes, color schemes, and decor elements overlaid onto their chosen venue through a user-friendly mobile app, facilitating informed decision-making.

These technology initiatives aim to enhance the overall wedding planning experience by incorporating advanced and user-friendly tools. Whether it's ensuring secure transactions through blockchain, personalized recommendations via AI, or real-time decor previews using AR, these technologies can bring innovation and efficiency to the wedding planning process. The technology initiatives can be flexibly involved in the scheme as per the need.

5.6 Budget: Rs 20 Crores under the span of 4 years

For Year 1 (2024-25)

Districts: Nainital, Dehradun, Rishikesh, Mussoorie, Uttarkashi, Almora

Note: Maximum discount limit is 5% and maximum cap at less than 5 Lakhs in each marriage

Marriages	Budget (Lakhs)	Total amount (Lakhs)
400* in 4 year	If an average marriage budget is ~1.2 crore	100.00
	Tax amount @18%	18.00
	Amount with Tax	118.00
	5% Discount	5.00

*Assumption basis

Each Marriage Rebate = 5.00 Lakhs

Total marriages in Uttarakhand in one year = 100

The above table explains that the scenario provided involves 400 marriages over 4 years, with an average budget of approximately 1.2 crore per marriage. When considering the tax implications, a tax amount of 18% is applied, resulting in an amount of 118. To incentivize buyers, a 5% discount is then applied, reducing the final cost to 113.

In practical terms, for the scenario of marriages:

If individuals planning weddings engage with these entrepreneurial opportunities or benefit from the state's subsidy schemes, they could potentially save costs or find new business opportunities.

By leveraging these incentives and subsidies, individuals organizing weddings could explore cost-effective options or support local businesses, contributing to economic growth and empowerment within Uttarakhand.

Across Uttarakhand, a total of 180 weddings are expected to be held in one year, Similarly, if the plan is covered for the upcoming four years, the total discount of 20 Crores will be utilized

Total budget

Sno.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Total Cost
1	Reimbursement of SGST Cost upto maximum of 20 crs (Maximum Cap - 5 Lakh)	400	Minimum MSMEs	5,00,000	₹ 20,00,00,000
Total Cost (in Cr)					20.00

YoY Budget

Sno.	Intervention	Year 1	Year 2	Year 3	Year 4
1	Reimbursement of SGST Cost upto maximum of 20 crs (Maximum Cap - 5 Lakh)	5.00	5.00	5.00	5.00
Total Cost (In Cr.)					20.00

6 Capacity Building

Bridging Skill Gaps by Collaborating with Centres of Excellence

6.1 Major issues/challenges of Industries with regards to manpower for emerging technologies and automation

The consequences of skill gaps in automation and emerging technologies are manifold, encompassing reduced operational efficiency, increased downtime, and challenges in maintaining quality and accuracy, Impaired decision-making, heightened safety risks, competitiveness challenges, and innovation constraints. There is a critical need for addressing these gaps.

Organizations grappling with skill shortages may find it difficult to adopt and adapt to new technologies, hindering their ability to stay competitive and innovative. Addressing these gaps through strategic initiatives such as targeted training programs and collaborations is essential for fostering a skilled and adaptive workforce, ensuring operational excellence and sustained competitiveness in the evolving landscape of automation and emerging technologies. Automation and Technologies are cross cutting across industries and domains.

Some of the causes to which this issue can be attributed to are,

Skill Shortages: Rapid advancements in emerging technologies often outpace traditional education systems, resulting in a shortage of professionals with the requisite skills.

High Demand: The increasing adoption of emerging technologies creates a high demand for skilled professionals, intensifying competition among employers to secure talent.

Dynamic Nature: Emerging technologies evolve swiftly, making it challenging for educational institutions and professionals to keep pace with the latest developments.

Cost of Training: Providing training for emerging technologies can be expensive, both in terms of financial resources and time, making it a barrier for some individuals and organizations.

Lack of Standardization: The absence of standardized qualifications for emerging technologies can lead to ambiguity in assessing an individual's proficiency, complicating the hiring process.

Talent Shortage: The global nature of technology demands can contribute to a scarcity of skilled professionals worldwide, exacerbating the challenge of finding suitable manpower.

Retention Issues: High demand often results in increased job opportunities for skilled professionals, leading to potential retention issues for employers.

6.2 Key Findings

Key findings regarding skill gaps in emerging technologies and automation, concerning the manpower needs of MSMEs for both fresh graduates and existing employees, reveal several critical points:

Inadequate Technical Proficiency: A significant gap exists in the technical proficiency of fresh graduates, with many lacking hands-on experience and practical skills in emerging technologies such as AI, IoT, and blockchain.

Limited Exposure to Industry Tools: Fresh graduates often lack exposure to industry-specific tools and software, making their transition to the workplace challenging, as MSMEs typically require employees to be adept in using the latest technologies.

Need for Continuous Learning: The rapidly evolving nature of emerging technologies demands a culture of continuous learning. Existing employees often face challenges in keeping up with the latest advancements, leading to skill obsolescence.

Soft Skills and Adaptability: While technical skills are crucial, there is a growing demand for soft skills and adaptability, as MSMEs seek employees who can communicate effectively, collaborate in interdisciplinary teams, and quickly adapt to changing technological landscapes.

Integration of Automation: MSMEs struggle with the integration of automation technologies into their existing processes due to a lack of expertise. Existing employees may need upskilling to effectively implement and manage automated systems.

Industry-Academia Divide: There is a noticeable gap between the skills imparted by academic institutions and the practical requirements of MSMEs. Graduates often find a mismatch between their academic knowledge and the specific needs of the industry.

Access to Training Programs: Both fresh graduates and existing employees face challenges in accessing specialized training programs in emerging technologies. MSMEs often lack the resources to provide extensive training, making external initiatives crucial**.**

In the Context of Uttarakhand, we could further evaluate the same with reference to specific thrust sectors

Indicative Areas of Thrust and skill gaps with respect to upgradation of processes and emerging technologies.

- **Automobiles:** Uttarakhand is witnessing growth in the automobile sector, particularly in electric vehicles and component manufacturing. Skill gaps may include expertise in electric vehicle technology, battery manufacturing, and advanced manufacturing processes.
- **Aroma:** The state's rich biodiversitysupports the aroma industry, focusing on essential oils and fragrances. Skill gaps may involve expertise in organic farming practices, distillation techniques, quality control, and marketing strategies for aroma products.
- **IT/ITES:** Uttarakhand is emerging as an IT hub, with a growing focus on software development, IT services, and digital marketing. Skill gaps may include proficiency in programming languages, cybersecurity, data analytics, and project management.
- **Pharmaceuticals:** The pharmaceutical sector in Uttarakhand is expanding, with a focus on generic drug manufacturing and research. Skill gaps may involve expertise in pharmaceutical formulation, quality assurance, regulatory compliance, and pharmacovigilance.
- **Nutraceuticals:** Uttarakhand is tapping into the nutraceutical industry, producing health supplements and functional foods. Skill gaps may include knowledge of nutraceutical formulation, bioavailability, clinical research, and regulatory requirements.
- **Agriculture & Post Harvest:** Uttarakhand's agriculture sector is diversifying into organic farming, horticulture, and floriculture. Skill gaps may involve expertise in sustainable farming practices, precision agriculture technologies, post-harvest management, and value addition.
- **Petrochemicals, Engineering, and Technology (CIPET):** Uttarakhand is promoting petrochemicals and engineering industries, supported by institutions like CIPET. Skill gaps may include knowledge of polymer processing, tool design, material testing, and industrial automation.
- **Tourism and Hospitality:** Uttarakhand's picturesque landscapes attract tourists, driving growth in the tourism and hospitality sector. Skill gaps may involve customer service excellence, hospitality management, digital marketing, and sustainable tourism practices.
- **Food Processing:** Uttarakhand is focusing on food processing, particularly in areas like fruit processing, dairy products, and herbal foods. Skill gaps may include food safety and hygiene practices, food packaging technology, supply chain management, and product innovation.

- **Wellness & Ayush:** Uttarakhand promotes wellness tourism and traditional Ayurvedic practices. Skill gaps may involve expertise in Ayurvedic therapies, wellness counseling, yoga instruction, herbal medicine preparation, and spa management.

Addressing these findings necessitates a collaborative effort between academic institutions, MSMEs, and relevant authorities to design comprehensive and industry-aligned training programs. Additionally, fostering a culture of continuous learning and providing accessible training resources can contribute to bridging the existing skill gaps.

Underutilization of capacity and efficiency loss in MSMEs result from skill gaps in automation and emerging technologies. The reluctance to adopt high-tech solutions stems from a lack of skilled personnel, hindering operational efficiency. This resistance reduces competitiveness, impairs resource utilization, and hampers innovation. MSMEs, facing challenges in meeting market demands and adapting to technological shifts, struggle with a skill-technology mismatch. To overcome these issues, targeted interventions, including workforce training, educational alignment with industry needs, and a culture of continuous learning, are essential to enhance MSMEs' technological capabilities and competitiveness in a dynamic market.

Uttarakhand's burgeoning sectors, will require specialized training to bridge skill gaps. Establishing Centers of Excellence can address these needs by providing tailored programs in cutting-edge technologies, agricultural practices, hospitality management, and traditional wellness therapies.
Centre of Excellence (CoE) will provide avenues for upskilling in advanced technology for MSMEs can be a transformative initiative to enhance the competitiveness and capabilities of small and medium enterprises. The CoE will serve as a specialized hub dedicated to providing comprehensive training, resources, and support in cutting-edge technologies relevant to the needs of MSMEs.
It will offer specialized courses, workshops, and hands-on training programs tailored to address the specific skill gaps and technological requirements of MSMEs. The CoE will collaborate with industry experts, academic institutions, and technology partners to ensure the delivery of high-quality training and access to the latest advancements by equipping MSMEs with the necessary knowledge and expertise in advanced technologies, the CoE will empower them to innovate, optimize operations, and stay relevant in rapidly evolving business landscape.

6.3 Problem Statement with regards to skill gaps in emerging technologies and automation

The MSME sector grapples with significant skill gaps in emerging technologies, hindering its capacity utilization and efficiency. The underutilization of advanced technologies due to a shortage of skilled personnel leads to efficiency losses, affecting competitiveness and innovation. Addressing these skill gaps is critical for MSMEs to stay competitive in a rapidly evolving technological landscape. However, challenges arise in terms of the cost and accessibility of training programs. The high cost of training, both in financial resources and time, poses a barrier for MSMEs, limiting their ability to upskill the workforce. Additionally, accessibility issues hinder the sector's capacity to provide comprehensive training. Thus, there is an urgent need for cost-effective and accessible training solutions to bridge skill gaps and empower MSMEs in adopting emerging technologies effectively.

Roadmap for Encouraging MSMEs to Embrace Skill Development:

- **Awareness Campaigns:** Launch awareness campaigns to educate MSMEs about the benefits of skill development. Highlight success stories of MSMEs that have thrived by integrating skilled personnel.
- **Government Initiatives:** Leverage and promote government-backed skill development initiatives and subsidies. Facilitate MSMEs' access to funding or incentives tied to skill development programs.
- **Collaboration with Training Providers:** Establish partnerships with skill development and training providers. Negotiate tailored training programs that align with the specific needs of MSMEs.

- **Customized Training Modules:** Encourage MSMES to codevelop customizable training modules that cater to the unique requirements of MSMEs that ensure flexibility in training schedules to accommodate operational needs.
- **Financial Support:** Support in dovetailing funding options to subsidize training costs for MSMEs to facilitate access to grants dedicated for skill development.
- **Industry-Academia Partnerships:** Foster collaborations between MSMEs and educational institutions. Encourage the co-creation of curriculum and training programs relevant to industry needs.
- **Skill Certification Recognition:** Promote the recognition and value of skill certifications. Emphasize the positive impact on productivity, product quality, and overall business growth.
- **Networking Platforms and sharing success stories:** Establish platforms for MSMEs to network and share insights on successful skill development strategies.
- **Incentives for Hiring Certified Candidates:** Introduce incentives for MSMEs that hire skill-certified candidates. Showcase the advantages of having a skilled workforce in attracting business opportunities.
- **Monitoring and Evaluation:** Implement a robust monitoring and evaluation system to assess the effectiveness of skill development initiatives. Gather feedback from MSMEs and continuously refine the roadmap based on insights.
- **Recognition and Awards:** Institute awards or recognition programs for MSMEs showcasing exemplary commitment to skill development. Publicize success stories to inspire others.
- Establish a helpline or support system for queries and troubleshooting.

6.4 Proposed Project with respect to bridging skill gaps with respect to automation & emerging technologies.

The application of emerging technologies in both the service and manufacturing sectors of MSMEs is transformative. In manufacturing, the Internet of Things (IoT) enhances process efficiency, AI and ML optimize production, and 3D printing facilitates cost-effective prototyping. Blockchain ensures transparent transactions in both financial dealings and supply chain management. Cloud computing provides scalable computing power, while AR and VR elevate training and product visualization. Cybersecurity solutions safeguard digital assets, and RPA, automates repetitive tasks. Advanced analytics aids in market analysis and customer behavior prediction. In the service sector, these technologies streamline operations, personalize customer experiences, and drive innovation, collectively enhancing competitiveness and fostering growth.

The advent of emerging technologies and automation in manufacturing underscores the imperative for a Center of Excellence dedicated to skilling and upgrading the workforce. Automation, driven by technologies like robotics, Artificial Intelligence (AI), and the Internet of Things (IoT), is reshaping manufacturing processes, demanding a skilled workforce capable of operating and maintaining advanced systems. A Center of Excellence becomes essential to provide targeted training programs, equipping workers with the technical expertise needed in this evolving landscape. It acts as a hub for research, innovation, and continuous learning, ensuring that the manufacturing workforce remains abreast of the latest technological advancements, fostering efficiency, and sustaining competitiveness in the rapidly evolving industrial landscape.

The imperative for a Center of Excellence (CoE) is underscored by the transformative landscape shaped by digitalization and exponential technologies in Industry 4.0. As industries undergo substantial changes, there is a critical need for a competency-based learning forum to empower education and drive innovation. The CoE becomes a nexus for bridging the gap between industry and academia by providing research experience, service solutions, and cultivating skills, talent, and abilities aligned with the requirements of the future job market and R&D endeavors. Through technology-driven learning, the CoE unlocks innovation, ensuring that education evolves in tandem with the dynamic needs of the industrial landscape, preparing individuals for the challenges and opportunities of Industry 4.0.

One of the Successful Example is 'Siemens Centre of Excellence NIT Kurukshetra'
Siemens Centre of Excellence (SCoE) at the National Institute of Technology, Kurukshetra, is a hub for skill development, training, and translational research in design and manufacturing technologies. The center offers courses, research experiences, and services, emphasizing technology-driven learning and innovation. With state-of-the-art labs covering areas like design, automation, robotics, and more, SCoE aims to empower the youth & Industry professionals with industry-relevant skills and contribute to manufacturing growth.
https://nitkkr.ac.in/wp-content/uploads/2021/09/Brochure_SCOE_NIT_KKR-19012021.pdf
https://nitkkr.ac.in/?page_id=336
Similar Institutions exists within and outside the state to bridge the skill gap in adopting the emerging technologies.

6.5 Proposed Project Design Concept

The purpose of linking the Department of MSME with Centers of Excellence is to enhance skill development and workforce capabilities. By engaging students from these institutes for internships and placements, and providing tailored competency-based training programs, to the existing workforce within the MSMEs

Track 1: Existing Manpower of MSME

Upskilling existing MSME employees in emerging technologies, professional training and industry's best practices enhances their proficiency, boosts productivity, fosters innovation, and ensures competitiveness in a rapidly evolving market. It enables MSMEs to adapt to technological advancements, improve operational efficiency, offer improved products and services and seize new growth opportunities.

A brief Approach and methodology for Upskilling existing workforce can be proposed as under

Needs Assessment: Conduct a comprehensive needs assessment to identify the skills and training requirements of the MSMEs. Align the assessment with the goals of the CoE.

Identify Objectives and Scope: Clearly define the objectives and scope of collaboration with the Centre of Excellence (CoE). Determine the specific areas or sectors for training and development in keeping with the thrust areas for MSMEs in Uttarakhand.

Selection of CoEs : Identify a suitable Centre of Excellence based on its expertise, facilities, and track record. Evaluate the CoE's capabilities to meet the identified training needs.

Memorandum of Understanding (MoU): Draft and finalize a Memorandum of Understanding (MoU) outlining the terms, responsibilities, and expectations of both the Nodal Agency and the CoE. Include details such as the duration of collaboration, financial arrangements, and reporting mechanisms.

Resource Allocation: Allocate the necessary resources, including budget, personnel, and infrastructure, to support the collaboration. Ensure that both the Nodal Agency and the CoE have the required resources for seamless execution.

Coordination Mechanism: Establish a clear coordination mechanism to facilitate communication between the Nodal Agency and the CoE. Designate focal points or coordinators from both entities for regular updates and feedback.

Training Program Design: Collaboratively design the training programs based on the identified needs. Ensure that the content, duration, and methodologies align with industry requirements and best practices.

Customization for Target Audience: Customize training programs to suit the specific needs and characteristics of the target audience. Consider the background, skill levels, and learning preferences of the participants**.**

Monitoring and Evaluation: Establish a monitoring and evaluation framework to track the progress and impact of training programs. Regularly assess the effectiveness of the collaboration and make necessary adjustments.

Feedback Mechanism: Implement a feedback mechanism for participants to provide insights on the quality and relevance of training. Use feedback to continuously improve the training programs.

Promotion and Awareness: Promote the collaboration through various channels to create awareness among the target audience. Highlight the benefits and outcomes of the training programs.

Documentation and Reporting: Ensure proper documentation of the collaboration process, including agreements, training materials, and participant feedback. Generate regular reports on the progress and impact for internal and external stakeholders**.**

Continuous Improvement: Foster a culture of continuous improvement by analyzing feedback, assessing outcomes, and refining training programs. Explore opportunities for expanding or diversifying the collaboration.

Track 2

Offering internships cum placements to students trained in Centers of Excellence (COEs) in emerging technologies and professional practices benefits both the students and organizations. It provides students with real-world experience and exposure, while organizations gain access to skilled talent, fresh perspectives, and potential long-term recruits, fostering innovation and growth**.**

A well-structured sponsorship process ensures effective collaboration with Centre of Excellences, fostering skill development by collaborating with CoEs, engaging stakeholders, facilitating applications, and ensuring financial support for candidates

Identification of Skill Needs: MSMEs identify specific skill requirements for supervisor or manager positions within their organizations, focusing on advanced technology expertise provided by Centers of Excellence**.**

Collaborative Partnerships: Establish partnerships between Centers of Excellence, MSMEs, and the Department of Industries to facilitate seamless integration of trained students into MSMEs' workforce**.**

Customized Training Programs: Centres of Excellence tailor their training programs to include modules on leadership, management, and practical application of advanced technologies relevant to MSME operations**.**

Talent Pipeline Development: Implement a structured talent pipeline that connects graduating students from Centres of Excellence with job opportunities in MSMEs seeking skilled supervisors or managers.

Recruitment and Placement Support: Provide recruitment and placement support to MSMEs, including job fairs, internships, and networking events, to facilitate the hiring of trained students.

Financial Incentives: MSMEs may offer additional financial incentives such as signing bonuses to attract and retain students interns trained in Centers of Excellence.

Mentorship and Onboarding: Establish mentorship programs within MSMEs to facilitate the smooth transition of trained students into supervisor or manager roles, providing ongoing support and guidance.

Performance Monitoring and Evaluation: Implement mechanisms to monitor the performance of students-turned-employees within MSMEs, tracking their impact on operational efficiency, innovation, and overall business growth.

Feedback and Continuous Improvement: Gather feedback from both MSMEs and students to continuously refine and improve the integration process, ensuring alignment with evolving industry needs and student aspirations.

6.6 Approach & Methodology for Implementation/Execution

Upgrading Existing Employees:

A Streamlined onboarding, financial support, and certification for professionals in MSMEs are ensured, with strategic alignment to Centers of Excellence (COEs) and industry needs can be briefly described as undermentioned.

Step 1: Strategic Tie ups with COEs :

- Consider factors such as expertise, course offerings, and geographical proximity. Offered by the COE with regards to the Need of the Industry

Step 2: Stakeholder Meetings with Colleges & Industries:

- Conduct stakeholder meetings involving representatives from educational institutions, industries, and potential candidates.
- Discuss skill requirements, industry trends, and the role of CoEs in bridging skill gaps.

Step 3: Onboarding of COEs / Recognizing programmes.

- Compilation of a List of Programmes which would be relevant to the thrust Industry Sectors
- Design a process for evaluation and on boarding of COEs / Recognizing programmes which would be of relevance of the Industries.

Step 4: Help Desk for Application:

- Set up a dedicated help desk to assist candidates in understanding the application process.
- Provide information on available courses, eligibility criteria, and application deadlines.

Step 5: Design an application Submission process:

- Facilitate the submission of applications from interested candidates.
- Ensure that the application process is user-friendly and includes necessary documentation.

Step 6: Review and Approval of received applications.

- Establish a review committee to assess the applications based on predefined criteria.
- Ensure transparency in the selection process, considering factors such as motivation, academic background, and potential impact.

Step7: Financial Support Arrangements /Partial Reimbursement of Training Costs

- Determine the financial support structure for sponsoring candidates, covering type of expenses.
- Set up a mechanism for disbursing funds or directly liaise with the CoE for payment.

Step 8: Facilitate Pre-Orientation Session

- Facilitate the enrolment process for selected candidates into the CoE's skill development programs.
- Conduct an orientation session to familiarize candidates with the program structure, expectations, and available resources.

Step 9: Certification Process:

- Collaborate with the CoE to ensure a structured and credible certification process upon successful completion of the skill development program.
- Define criteria for successful completion and certification standards.

Internship and Placement of Trained Students

The establishment of a structured process for internship placement and reimbursement of training fees is imperative to bridge the gap between Centers of Excellence graduates and industry needs. Collaboration between the Department of Industries, MSMEs, and COEs ensures skillful candidates receive practical exposure, fostering industry relevance and growth.

Step 1: Industry Internship & Placement Collaboration:

- Establish collaborations between CoEs and industries for potential internships and placements.
- Define frameworks for industry engagement to ensure practical exposure and application of acquired skills.
- Collaborate with industries to facilitate internship opportunities for candidates during or after the skill development program.
- Establish a mechanism for coordinating placements based on the skills acquired.

Step2: Identification of Eligible Candidates:

- MSMEs and the Department of Industries collaborate to identify students who have undergone training in relevant thrust areas at Centers of Excellence and show potential as supervisors or middle managers.

Step 3: Verification of Training:

- The Department of Industries verifies the training credentials of the identified candidates to ensure they have completed relevant courses at the Centers of Excellence.

Step 4 Agreement with MSMEs:

- MSMEs interested in hiring these candidates enter into agreements with the Department of Industries outlining their commitment to provide the requisite stipend, the partial reimbursement of students' training fees upon completion of their tenure of training or internship will be done by the Department of Industries.

Step 5 Offer and Acceptance:

- MSMEs extend job offers to the eligible candidates, specifying the terms of employment, including the reimbursement of training fees upon successful completion of probation or a specified period.

Step 6 Partial Fee Reimbursement:

- Upon joining the MSMEs and fulfilling the agreed-upon conditions, the Department of Industries disburses the reimbursement for the candidates' training fees directly to the respective Centers of Excellence.

Step 7 Documentation and Reporting:

- Both the MSMEs and the Department of Industries maintain comprehensive documentation of the reimbursement process, including employment contracts, fee invoices, and reimbursement transactions. Periodic reports are generated to track the progress and effectiveness of the initiative.

Step 8 Continuous Improvement:

- Feedback mechanisms are established to gather insights from both the students and the participating MSMEs to continually refine and improve the reimbursement process and ensure its alignment with the evolving needs of the industry and the students.

6.7 Use of ICT/Innovative Technology Towards Project Implementation

Skill training at CoEs can effectively prepare candidates for the demands of high technology and ICT innovation, ensuring they are well-equipped for the evolving landscape of the digital era.

Implementing skill training at Centres of Excellence (CoEs) can be enriched by embracing high technology and ICT innovation. Incorporate virtual labs, simulations, and immersive experiences using augmented reality (AR) and virtual reality (VR). Develop interactive e-learning modules with gamification for dynamic learning. Utilize IoT devices, sensors, and cloud-based platforms to provide real-world experiences. Introduce industry-specific projects, host guest lectures, and conduct webinars by industry experts. Offer certification programs in emerging technologies and organize hackathons and

competitions. Facilitate internships with technology companies, promoting real-world exposure. Foster a continuous learning culture, encouraging candidates to stay updated on the latest technological advancements. This holistic approach prepares candidates for the demands of the digital era and enhances their readiness for high-tech industries and adopting technology in Industries.

6.8 Estimated impact of the Project/Proposal/scheme

Skill training at Centres of Excellence (CoEs) is poised to have a profound and positive impact on Medium and Small Scale Industries (MSMEs). By equipping individuals with advanced skills through specialized training programs, MSMEs stand to benefit in several ways:

- Enhanced Workforce Productivity: Skilled professionals from CoEs bring updated knowledge and hands-on expertise, leading to increased efficiency and productivity within MSMEs.
- Adoption of Advanced Technologies: Trained individuals can facilitate the seamless integration of advanced technologies and automation into MSME operations, promoting innovation and competitiveness.
- Improved Operational Efficiency: A skilled workforce is better equipped to optimize processes, reduce errors, and enhance overall operational efficiency, contributing to cost-effectiveness.
- Market Competitiveness: MSMEs with a skilled workforce are better positioned to meet market demands, respond to industry changes, and stay competitive in a dynamic business landscape.
- Entrepreneurial Growth: CoEs can empower individuals with the skills needed to start their ventures, fostering entrepreneurship and potentially leading to the establishment of new MSMEs.
- Industry Alignment: Training programs designed in collaboration with industry needs ensure that individuals are aligned with the specific requirements of MSMEs, reducing the industry-academia gap.
- Adaptability to Technological Shifts: A skilled workforce is more adaptable to technological shifts, allowing MSMEs to stay current with industry trends and evolving customer expectations.
- Job Creation: As MSMEs expand their operations due to increased efficiency and competitiveness, there is potential for job creation, addressing employment challenges in the sector.

In summary, skill training at CoEs not only enhances individual capabilities but also contributes significantly to the growth, innovation, and sustainability of Medium and Small-Scale Industries, fostering a positive ripple effect on the broader economy.

6.9 Project costing

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Total Cost (INR)	Total Cost (INR Lakhs)
1	Deployment of Team of (2 members)	Coordination with COE's & MSME's Processing Applications, Awareness Amongst MSMEs , Awareness Amongst Students & Other Stake holders (2 Dedicated Resources 1 @ Rs 2,00,000 & Rs 65,000)	40 months	**265000**	**10600000**	106
2	Stakeholder Workshop with COEs	Interaction every quarter over 4 years	12 Workshops	100000	1200000	12

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Total Cost (INR)	Total Cost (INR Lakhs)
3	Stakeholder Interactions	Interactions with MSMEs	12 Workshops	100000	1200000	12
4	Programmes upto Rs 50,000	Subsidizing 50% of the Fees / Cost upto Rs 25000 per candidate whichever is less	5740 Candidates	25000	143500000	1435
5	Programmes from 1,00,000 and above	Subsidizing 50% of the Fees / Cost upto Rs 50,000 per candidate whichever is less	2870 Candidates	50000	143500000	1435
TOTAL					300000000	3000

ACTIVITY	TOTAL	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Project Coordination activities	106	21.2	31.8	31.8	21.2
Stakeholder Workshop with COEs	12	3	3	3	3
Stakeholder Interactions	12	3	3	3	3
Programmes upto Rs 50,000	1435	287	430.5	430.5	287
Programmes from 1,00,000 and above	1435	287	430.5	430.5	287
	3000	601.2	898.8	898.8	601.2

Table 12: Year Wise Budget (Rs. in Lakh)

6.10 Timeliness for achievement of Project Deliverables

Reimbursement of Training Cost	Year 1	Year 2	Year 3	Year 4
Programmes upto Rs 50,000 for Candidates of MSME / Students Trained in COE's	1148	1722	1722	1148
Programmes from 1,00,000 and above Candidates of MSME / Students Trained in COE's	574	861	861	574

Table 13: YoY Growth

7. Access to Market

7.1 Problem statement

The access to markets in Uttarakhand poses a significant challenge, hindering the economic development of the region. Limited infrastructure, inadequate transportation facilities, and geographical constraints contribute to the difficulties faced by businesses and MSMEs in reaching and connecting with markets efficiently. Moreover, upon researching it was further understood that there is better connectivity and a much concentration of industries which reduces the transport cost and other costs associated as compared to hilly regions in Uttarakhand. This impediment not only hampers the growth of local industries but also restricts the flow of goods and services, affecting the overall economic vitality of Uttarakhand. Addressing these challenges is crucial for fostering a more robust and inclusive market environment in the state, promoting economic prosperity and sustainable development.

Pauri Garhwal, a district in Uttarakhand falls partly in the Gangetic plains and a major part in the Himalayan North. It encompasses. An area of 5230 sq.kms. The district is administratively divided into 9 tehsils – Pauri, Lansdowne, Kotdwar, Thalisain, Dhumakot, Srinagar, Satpuli, Dhumakotand Tamkeshwar. The main occupation of the population is agriculture. Some micro enterprises mainly involved in agro processing, cotton textile, jute, wooden furniture, paper and rubber products, light weight concrete blocks, concrete tiles etc. have also sprung up across the district. The district offers enormous potential for sectors like food processing, floriculture, honey processing, ayurvedic medicines, cold storage etc.

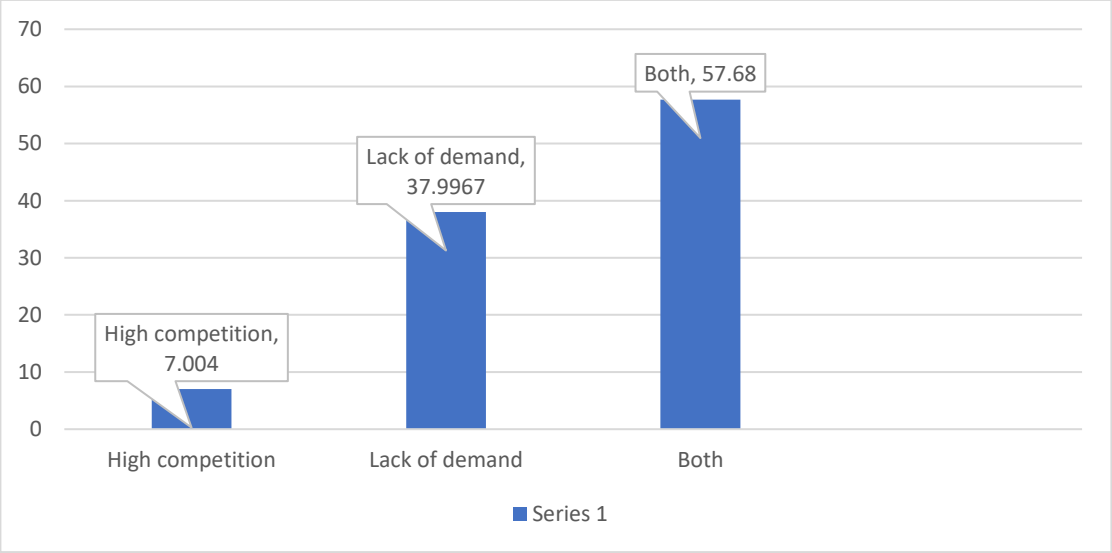


Figure 4: Marketing challenges faced by MSMEs in Pauri Garhwal district

One of the perennial issues faced by the MSMEs is their inability to have access to wide markets. According to the above table, a large share of the MSMEs faced both lack of demand and stiff competition (57.68%), this was followed by 37.99% facing lack of demand of their products while just 7% MSMEs observed stiff competition as the major issue faced by them. Thus, it can be concluded that migration from hills created the loss of demand and to top it competition by similar products manufactured by other state MSMEs aggravated the problem.

7.2 Major issues / challenges of access to market in the State

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in driving economic growth in Uttarakhand, particularly in light of the limitations imposed by the hilly and remote nature of the state. Despite witnessing a surge in the growth of MSMEs, several challenges impede their progress, stemming from factors such as inadequate capital, a scarcity of skilled labour, infrastructure gaps, and limited access to essential resources like raw materials. Notably, one of the critical hurdles faced by

MSMEs in Uttarakhand is the constrained access to markets, which is crucial for their sustainability and expansion.

Limited Infrastructure: The state grapples with a significant infrastructure gap, with only 30% of rural households having access to all-weather roads. This limitation hampers the transportation of goods from MSMEs to markets, posing a considerable obstacle to their seamless integration into broader economic networks.

7.3 Proposed interventions

- **Access to raw material:** A SME focused business financial platform will be launched to bridge the information and last mile delivery gaps in state and central government schemes for women led micro and small enterprises. This web platform, shall aim to reach all women led MSMEs across the state of Uttarakhand and enhance ease of doing business by improving access to information related to sources of raw materials required, analyze costs quoted by various suppliers and make the best choice of procurement. The platform will work with the cohort at the grassroots level to help the women MSMEs navigate through the application process, eligibility criteria and important aspects related to processes to be followed regarding online sales of finished goods manufactured by such MSMEs.

- **Resolving the transport issue:** Uttarakhand being a land-locked state, the cost of transportation is very high when this is factored in the products carried. As the road transportation is the only cheapest route, minor price fluctuations in the cost of fuel also adds uncertainty given the fact that women entrepreneurs deal with relatively small quantities in production and trade. To overcome the common challenges related to trade related barriers e.g., regulatory issues, customs and taxation, issuance of export certification, excessive costs of transportation due to mountainous terrain, a transport subsidy will be introduced.

Proposed subsidy

The proposed subsidy policy aims to bolster the economic prospects of Micro, Small, and Medium Enterprises (MSMEs), particularly those owned by women or belonging to the Scheduled Castes (SC) and Scheduled Tribes (ST). Under this intervention, a strategic subsidy of 5% will be applied to the total turnover of eligible MSMEs, women entrepreneurs, and enterprises owned by SC/ST communities, with a maximum limit set at Rs. 5 lakhs per MSME per year. This targeted financial support is designed to alleviate some of the economic challenges faced by these businesses.

We have chosen the figure of 200 MSMEs based on an analysis of historical data from the state government. This historical data indicates that in previous years, a range of 150 to 200 MSMEs have actively utilized similar subsidy programs. Considering a unit cost of Rs. 20 lakh per MSME and a proposed intervention duration of 4 years, the projected annual financial requirement for this subsidy initiative is 10 crore. Thus, the total financial outlay over the 4-year period is estimated to be Rs.40 crore.

Should the pilot program prove successful in achieving its intended objectives and generating positive outcomes for the targeted MSMEs, there are plans to incorporate the subsidy scheme into the broader MSME policy framework. This integration into the policy would bring forth additional benefits, such as administrative cost coverage and potential expansion of direct subsidy offerings. By formalizing the scheme within the MSME policy, the government aims to create a sustainable and comprehensive support system for the growth and development of MSMEs, fostering a conducive environment for entrepreneurial success.

By subsidizing a percentage of the turnover, the policy seeks to inject much-needed capital into the operations of MSMEs, empowering them to overcome financial barriers such as limited access to capital. This financial boost can be a catalyst for growth, enabling businesses to expand operations,

invest in technology, and enhance overall productivity. Furthermore, the policy is structured to create a more inclusive economic landscape by specifically targeting women entrepreneurs and enterprises owned by SC/ST communities, fostering diversity and equitable economic development.

Ultimately, the subsidy policy is poised to generate a ripple effect, with the beneficiaries experiencing improved financial stability and enhanced competitiveness. The infusion of capital into MSMEs, particularly those led by women or from marginalized communities, is anticipated to stimulate local economies, foster job creation, and contribute to the overall socio-economic development of the region.

7.4 Proposed Budget

Sl. No.	Intervention	Total MSMEs/ Unit	Unit	Unit cost	Total Cost (INR Lakhs)
1	Transport Subsidy: Subsidizing 5% for Purchases from MSMEs / women/SC/ST enterprises) (maximum 40 cr) (Subsidy of Maximum 5 Lakhs per Year per MSME on the turnover of MSME or on actual subsidy whichever is less)	200	Minimum 200 MSMEs	20,00,000	1000.00
2	Exposure visits of select MSMEs (200) and Government Officials (50) (National and International)	250	MSMEs/ Govt	1,00,000.00	250

8. Access to Finance: CGTMSE

8.1 Key Findings

The Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) is a pivotal scheme of the Indian government offering credit guarantee support to financial institutions for lending to MSMEs. It plays a significant role in facilitating credit flow to the MSME sector, especially for those units that typically struggle to provide adequate collateral.

S. No.	State/UT Name	CGTMSE Guarantees				No. of CGTMSE Guarantees against the Total UDYAM Registration		
		2023	2022	2021		2023	2022	2021
1	ANDHRA PRADESH	132123	49193	47070		18%	7%	7%
2	UTTAR PRADESH	56512	85805	62139		8%	12%	9%
3	RAJASTHAN	32178	38195	28648		4%	5%	4%
4	MAHARASHTRA	28103	55716	63479		4%	8%	9%
5	JAMMU AND KASHMIR	26727	38196	17918		4%	5%	2%
6	TAMIL NADU	25912	44552	55145		4%	6%	8%
7	MADHYA PRADESH	25442	63511	46418		4%	9%	6%
8	PUNJAB	24120	22626	16620		3%	3%	2%
9	KARNATAKA	22964	40662	46337		3%	6%	6%
10	WEST BENGAL	22682	36904	26281		3%	5%	4%
11	UTTARAKHAND	16296	10048	9671		1%	1%	1%

Table 14: CGTMSE Guarantees State Wise Analysis

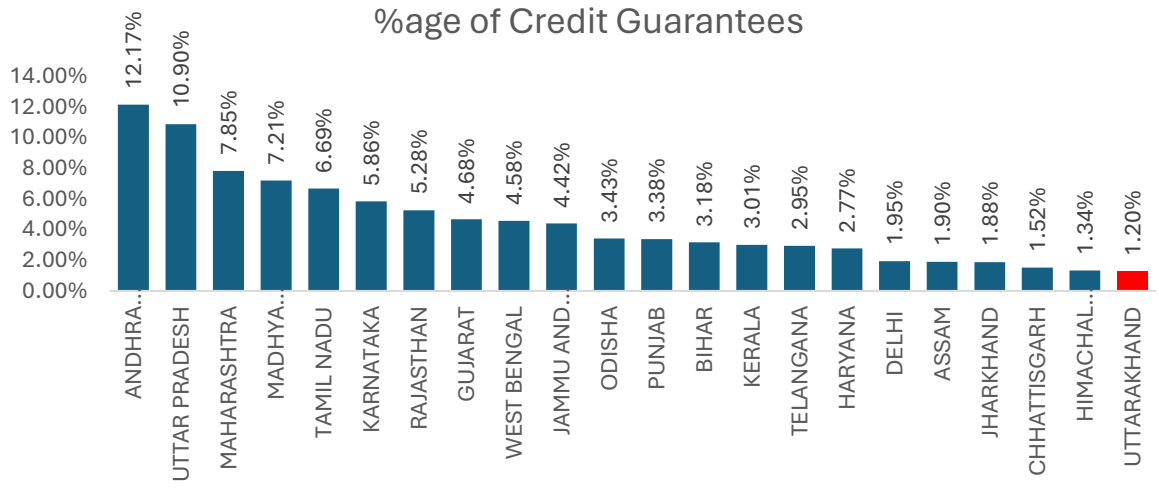


Figure 5: %age of Credit Guarantees

However, a review of the CGTMSE guarantee data across different states presents a concerning picture for Uttarakhand. Despite being home to a considerable number of MSMEs, less than 1% of these enterprises in the state have been able to avail the benefits offered under CGTMSE in the years 2021, 2022, and projected in 2023. Uttarakhand stands at 22nd position with only 1.20% of total guarantees amongst all the states and Union Territories with respect to the percentage of CG Guarantees provided in the state.

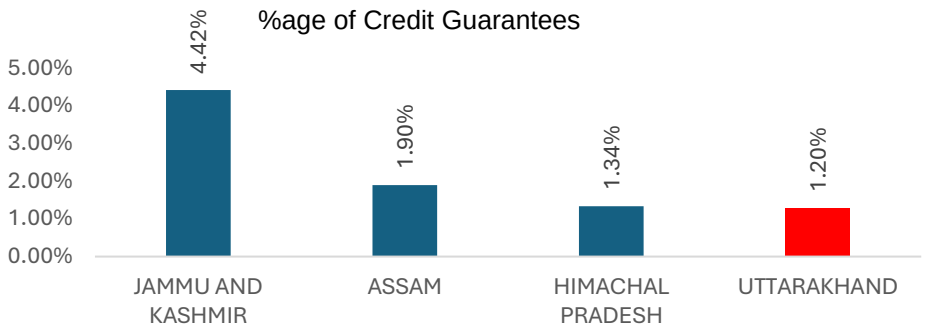


Figure 6: %age of CG Guarantees amongst Hill States

Even amongst hill states, Uttarakhand stands at 4th position behind Jammu & Kashmir, Assam, and Himachal Pradesh.

This is quite contrasting when compared to states such as Andhra Pradesh, Uttar Pradesh, Maharashtra, and Tamil Nadu, which have a high number of MSMEs availing CGTMSE guarantees.

Since CGTMSE guarantees boost credit accessibility by mitigating the risk for lending institutions, the low utilization rates imply that a large number of MSMEs in Uttarakhand are potentially missing out on these credit facilities. This scenario could be attributed to various factors such as a lack of awareness about the scheme among local MSMEs, lack of outreach by financial institutions, the relative difficulty in the lending process, or underserved banking facilities throughout the state.

8.2 Problem Statement: CGTMSE

The glaringly low utilization of CGTMSE guarantees by MSMEs in Uttarakhand represents a significant impediment to their growth and sustainability. Despite a variety of state and central schemes available to aid MSMEs, the practical reach and effectiveness of these benefits do not correspond to their theoretical potential.

Thus, the critical problem lies in identifying the inherent barriers preventing Uttarakhand's MSMEs from accessing these guarantees, enhancing awareness about such schemes, and streamlining the processes for easier access and approval. There needs to be a focused strategy to leverage CGTMSE and similar schemes effectively to boost the growth, productivity, and potential of MSMEs in Uttarakhand significantly.

8.3 Proposed Scheme/Program/Project with respect to RAMP Objectives

In the spirit of supporting the growth and sustainability of Micro, Small, and Medium Enterprises (MSMEs) in Uttarakhand, it is imperative to continually explore and adopt effective strategies. It has been observed that a sizable proportion of MSMEs in our region have trouble in gaining access to loans due to the collateral requirements under the Credit Guarantee Funds Trust for Micro and Small Enterprises (CGTMSE). Consequently, this situation undermines the accomplishment of objectives earmarked by our Raising and Accelerating MSME performance (RAMP) Programme.

Proposal: In light of the above, a strategic initiative is being proposed aimed at increasing the uptake of CGTMSE loans among MSMEs in Uttarakhand. Central to this innovative strategy is the increase of the current guarantee from the existing 75%-85% to a new rate of 95% of the total loan amount.

Objective: The aim of this proposal is to significantly reduce the collateral burden for MSMEs under the CGTMSE loan scheme. By boosting the guarantee to 95%, we envisage a climate that encourages MSMEs to utilize the CGTMSE loans, thus, enhancing their business capacities and, in turn, contributing to the regional economy.

8.4 Proposed Project Design Concept

The proposal aims to boost financial support for Micro, Small, and Medium Enterprises (MSMEs) in Uttarakhand through a strategic Memorandum of Understanding (MoU) between the Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) and the Department of Industries, Government

of Uttarakhand. This collaboration will result in an increased guaranteed coverage for MSME loans, providing additional support for eligible lending institutions.

1. **Guarantee Enhancement:**
    - The existing CGTMSE framework guarantees 75% to 85% of the loan amount for MSMEs. The proposed MoU with the Government of Uttarakhand will add an extra 10% to 20%, raising the overall guaranteed coverage to a maximum of 95%.
    - This enhancement aims to encourage lending institutions to extend financial assistance to MSMEs with greater confidence, mitigating the perceived risks associated with such loans.

2. **Eligible Lending Members:**
    - All lending members under CGTMSE, including scheduled commercial banks, regional rural banks, small finance banks, and co-operative banks, will be eligible to participate in this collaborative program.
    - This inclusivity ensures that a diverse range of financial institutions, catering to different segments of the economy, can actively contribute to MSME development in Uttarakhand.

3. **Loan Coverage and Limit:**
    - The loans covered under this proposal will be limited to a maximum amount of INR 1 Crore. This restriction is set to focus on supporting small and medium-sized enterprises, aligning with the MSME definition and encouraging inclusive growth.

4. **MoU Implementation Framework:**
    - The MoU will outline the specific terms, conditions, and operational guidelines for the collaboration. It will clearly define the roles and responsibilities of both CGTMSE and the Department of Industries, ensuring a smooth and transparent implementation process.
    - Regular monitoring mechanisms will be established to evaluate the program's effectiveness and address any challenges that may arise during its execution.

8.5 Feasibility & Viability of the Project

Feasibility:

- **Technical Feasibility:** The proposal is technically feasible. Implementing the proposal will not require significant changes in the current working mechanisms of lending institutions or CGTMSE. The existing structure and processes are well-poised to incorporate the suggested enhancements.

- **Operational Feasibility:** The operational feasibility of the proposal is high. The existing lending members under CGTMSE are equipped to handle the proposed changes. They are already familiar with the processes, which will ensure the smooth implementation of the enhanced guaranteed coverage.

- **Market Feasibility:** Given that there is a continuous demand for financial assistance from MSMEs, there is a clear market for such a proposal. Additionally, the boosted guaranteed coverage will encourage more lending institutions to approve MSME loans, increasing their participation in the market.

Viability:

- **Economic Viability:** The economic viability of the proposal is clear. The extra coverage will prompt lending institutions to offer more loans to MSMEs, leading to an increase in production, employment, and contributions to the state's GDP. Although there is a potential risk, it is mitigated by the increased guaranteed coverage.

- **Financial Viability:** The concept of sharing risk between CGTMSE and the Department of Industries, Government of Uttarakhand is financially viable. The increased coverage scope would reduce the financial risk for lending institutions, facilitating the loan approval process.

The credit risk of the increased guarantee will be shared between the two entities in a sustainable manner.

- **Legal Viability:** Since the proposal is an extension of the existing operations of CGTMSE, it is assumed to be legally viable. The MOU between CGTMSE and the state government will outline all legal provisions and obligations of both parties, ensuring compliance with all relevant laws and regulations.

From the above, it is evident that the proposal to boost financial support for MSMEs in Uttarakhand through an MoU between CGTMSE and the Department of Industries is both feasible and viable. It strengthens the MSME sector, ensuring inclusive growth and contributing significantly to Uttarakhand's socioeconomic development.

8.6 Approach and Methodology for Implementation/Execution

Approach and Methodology Note for Project Implementation

- Initial Assessment and Baseline Study: Before implementing any steps mentioned in the proposal, conduct an initial assessment. Understand the current lending conditions, behaviour of lending institutions, and needs of the MSMEs in Uttarakhand. This will form the baseline for the project.

- Drafting and Approval of the MoU: Both the CGTMSE and Department of Industries need to clearly define the terms and conditions of the MoU, outlining the roles, responsibilities and obligations of each party. Once drafted, it needs to be mutually approved and signed.

- Communication to Lending Institutions: Once the MoU is signed, it should be communicated to all eligible lending institutions. This includes informing them about the increase in guarantee, changes in risk-bearing, and any other relevant adjustments that need to be made in their loan approval process.

- Training and Capacity Building: To ensure smooth implementation, training and capacity building sessions can be organized for the personnel of lending institutions, if required. This will help them understand the changes made in the lending framework, and the process of accessing and utilizing the enhanced guaranteed cover.

- Loan Disbursement: Lending institutions can now start disbursing loans to MSMEs under the new guaranteed framework. Lenders should be aware of the maximum guaranteed cover, and the maximum loan amount to be disbursed under this cover.

- Monitoring and Evaluation: A strong monitoring and evaluation framework will be key in successfully implementing this project. Regular audits and reviews should be conducted to ensure that all lending institutions are following the rules stated in the MoU. Furthermore, the impact on MSMEs - whether they're able to access funds easily and if it has led to growth in their businesses - should also be evaluated.

In conclusion, the right approach and methodology, featuring strong communication, systematic implementation, continuous monitoring, and regular feedback, will be crucial to the success of this project.

8.7 Timelines for achievement of Project Deliverables

The project will commence as soon as the SIP (Strategic Investment Plan) is approved. This approval is essential to ensuring a risk-free and secure environment for the increased guaranteed coverage.

- **Funds Corpus with CGTMSE:** The approved funds or corpus as per the RAMP SIP will be transferred to CGTMSE. These funds will be designated for the specific purpose of extending the guarantees from the current 75%-85% to a higher range of 85%-95%. This move will actively lessen the financial risk taken on by the lending institutions, thus encouraging them to provide more loans to MSMEs.

- **Guarantee Extension:** Once the corpus is in place, the guaranteed extension will be activated. With the enhanced coverage, lending institutions can now start approving loans with the higher guarantee. The new conditions will apply to all eligible loans approved post this amendment.

- **Doubling the Guarantees:** The main strategic objective of this project is to double the number of guarantees under CGTMSE in the state of Uttarakhand in the next four years. This target will be achieved through a concentrated focus on promoting this enhanced guaranteed coverage among lending institutions and working closely with MSMEs to guide them through the application process to avail these guarantees.

- **Awareness & Training:** To achieve the target, increased awareness among MSMEs and training for lending institutions will be necessary. For MSMEs, the emphasis will be on making them aware of the higher coverage and the benefits that it offers. For lending institutions, regular training sessions will be conducted to ensure they are familiar with the procedural changes due to the guarantee increase.

15% Increase in base year 16296 and 15% YOY. Total Increase in MSMEs are 12,206 from the base year No. of 16,296

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Increase in number of CGTMSE Guarantees	0	2445	2811	3232	3718

8.8 Estimated Impact of the Project/Proposal

- **Enhanced Credit Access to MSMEs:** The proposed boost in guaranteed coverage will make it more favourable for lending institutions to extend loans to Micro, Small, and Medium Enterprises (MSMEs) in Uttarakhand. This will result in increased accessibility to credit for MSMEs.

- **Boost to MSMEs Growth:** The additional financial support will assist MSMEs in expanding their operations and exploring new business opportunities. With more funds, they can invest in latest technologies, new talent, and more resources, thereby improving their competitive capacity.

- **Mitigated Risk for Lenders:** For lending institutions, the increase in the credit guarantee coverage will alleviate the risks associated with lending to MSMEs. This will potentially result in a rise in the number of loans that these financial institutions are willing to distribute.

- **Encouraging Entrepreneurship:** The proposal's extended credit guarantees could inspire more individuals to establish their own small and medium-sized businesses, knowing that financial assistance is more readily available.

- **Economic Growth:** As the MSME sector grows due to increased access to credit, they will contribute more substantially to the local economy of Uttarakhand. This could lead to job creation, increased income for involved parties, and overall sustainable economic development.

- **Achievement of Doubling Target:** If realized as intended, this proposal could effectively double the number of guarantees under CGTMSE in Uttarakhand over the next four years.

In essence, this proposal could generate significant positive impacts – ranging from financial and business growth for MSMEs, reduced risk for lending institutions, to broader, macro-level economic benefits.

8.9 Project costing

DLI 5.1 Increasing the coverage under CGTMSE						
	Activity	Nos	Units	Per Unit Cost	Total Cost (INR)	Total Cost (Cr)

a	Corpus to be placed with CGTMSE for increased coverage	1	One Time Corpus	15,00,00,000	15,00,00,000.00	15.00
b	Awareness & Training Workshops	700	Workshops	70,000	4,90,00,000.00	4.90

Table 15: Proposed Budget

DLI 5.1 Increasing the coverage under CGTMSE						
	Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
a	Corpus to be placed with CGTMSE for increased coverage	-	2.00	3.50	4.50	5.00
b	Awareness & Training Workshops	-	1.23	1.23	1.23	1.23

Table 16: YoY Budget Requirement

9. Green Energy

9.1 Overview

The state is a great spot for making energy from natural resources. It has different weather in its hills, like some places are cold and sunny, and some are cold and cloudy. Other places, like Dehradun, have kind of moderate weather. Uttarakhand also has flat areas, and places like Haridwar, Roorkee, Kashipur, and Rudrapur have a mix of weather. The state has lots of rivers and canals, which can be used to make hydroelectric power. So, in simple terms, Uttarakhand has different weather and water resources that make it a perfect place for using renewable energy.[2]

Uttarakhand ranks 5th in the State Energy and Climate Index, while the score is 46.5.

- This index has been prepared by NITI Aayog based on 2019-20 data.
- Significantly, this index tracks the efforts made by states and union territories in the climate and energy sector based on 6 parameters - performance of discoms, energy efficiency, environmental sustainability, clean energy initiatives, new initiatives and access, affordability, and reliability.

9.2 Green energy status:

- Green light has been given to set up five solar power projects, producing a total of 5265 kilowatts of electricity, as part of the Chief Minister Solar Self-Employment Scheme. This initiative aims to boost the use of clean energy in Uttarakhand. These projects will bring in an investment of around Rs 24 crore in the state's solar energy sector and will encourage the adoption of environmentally friendly energy sources.[3]
- Additionally, to support green energy in Uttarakhand, rooftop solar power systems are being set up for local households by the Uttarakhand Power Corporation Limited. The Central and State Governments are providing extra subsidies to make these solar installations more accessible to the people.
- Uttarakhand has a lot of pine leaves, especially from Chir Pine forests, which cover about 16.36 percent of the total forest area in the state. Every year, more than 15 Lakh MT (1.5 million metric tons) of pine leaves are produced in Reserve and Van Panchayat forests.[4] Even if we consider 40 percent of that as usable after keeping enough for traditional purposes, there's still about 6 Lakh MT available for industries. Apart from Pine Leaves, there's also around 8 Lakh MT of other biomass, like crop residues and Lantana, available for industrial use.
- Now, with all this biomass, the state could generate more than 150 MW of power every year. This untapped potential could not only meet the local power needs but also create jobs and income. To make the most of this opportunity, there's a need for a clear plan or policy that supports the growth of biomass-based power projects in Uttarakhand, creating a favourable environment for everyone involved.

9.3 Problem Statement:

Uttarakhand, blessed with abundant natural beauty and diverse ecosystems, grapples with a pressing challenge in the effective adoption of green energy. Despite its immense potential for renewable energy sources, the state encounters obstacles that impede the seamless integration of sustainable solutions. The absence of a comprehensive policy framework and strategic planning hampers the effective integration of green energy solutions. It is essential to delve into the specific challenges that hinder the state's progress in embracing green energy and propose strategic interventions for a sustainable energy future.

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[2] *Uttarakhand Renewable Energy Development Agency (UREDA)*
[3] *(www.ETEnergyworld.com Uttarakhand Govt approves 5 solar power plants to promote green energy - ET energyworld)*
[4] *(Renewable energy incentives in Uttarakhand: Invest India)*

9.4 Key challenges:

- **Low investment in solar based business models and lack of public awareness:**
  - The lack of investment in solar and green energy business models is a critical concern in Uttarakhand's green energy sector. This financial barrier hampers the development and spread of environmentally friendly activities, hampering the region's progress towards sustainable energy adoption. Entrepreneurs and corporations encounter challenges in obtaining sufficient finance, limiting their capacity to develop significant solar projects. Investor concern, caused by projected high risks and extended return on investment durations, contributes to the difficulty. Without significant financial incentives, Uttarakhand faces the difficult job of developing a vibrant green energy sector and attaining a more sustainable and resilient energy future.
  - Using renewable energy is a major challenge in Uttarakhand's hills. The remarkable advantages of renewable technology, such as solar and wind power, are not widely known. It is considerably more difficult to spread the news because of the hills and mountains. It's difficult for everyone to collaborate toward a future with sustainable and clean energy because of this information gap, which acts as a major obstacle.

- **Persistent electricity inaccessibility in remote Uttarakhand:**
  - One major issue in the remote villages of Uttarakhand is that a large number of people there lack access to a reliable source of power. People's reluctance to use solar panels and batteries to remedy this problem presents a hurdle that must overcome. It's difficult to guarantee that everyone has access to the dependable power they require because of this uncertainty. This reluctance hinders the region's efforts to establish a more resilient and environmentally friendly energy system by acting as a barrier to ensuring a consistent and reliable electricity supply.

- **Lack of solar based employment opportunities hinders the development of the state's entrepreneurial ecosystem:**
  - The issue of lack of solar-based employment prospects undermines Uttarakhand's envisioned entrepreneurial ecosystem. Inadequate job vacancies in the solar business not only limit individual livelihoods, but also inhibit the overall development of a dynamic entrepreneurial landscape. This shortcoming hampers the state's capacity to fully realize its green energy potential, limiting the formation of creative firms and projects that may greatly contribute to both local and regional economic growth. Addressing this challenge is critical to developing a thriving entrepreneurial environment that is deeply embedded in Uttarakhand's sustainable and green energy projects.
  - Simultaneously, the emphasis is on creating varied employment opportunities in the developing green energy sector. This includes skill development initiatives, job creation in solar-related industries, and the formation of a strong employment framework that not only meets urgent economic demands but also promotes long-term sustainability. The desired consequence is a workforce that is well-versed in solar technology, creating an environment of creativity and knowledge.

9.5 Key Findings:

Key findings of the project on green energy interventions in Uttarakhand include the state's favourable conditions for renewable energy, ranking 5th in the State Energy and Climate Index. Policies and initiatives, such as the Uttarakhand Solar Power Policy and micro-hydro projects policy, support the goal of reaching 15.1% renewable energy by 2030. Challenges include the need for capacity building, risk analysis for ongoing hydro projects, and addressing ecological concerns. The focus is on grid integration, forecasting, and the draft policy on mini and micro-grids for decentralized energy systems. Interim goals aim for 10.5% in 2019-20 and 11.8% in 2023-24.[5] Efficiency measures involve replacing

[5] *Uttarakhand Vision 2030*

traditional lamps with LEDs and achieving a 25% reduction in energy consumption by 2030. Community involvement, particularly in electrification initiatives, is emphasized for sustainable energy development.

However, a significant gap in public awareness regarding the advantages of green energy poses a hurdle to widespread adoption, highlighting the necessity for targeted education and community engagement initiatives. Moreover, the sector grapples with regulatory complexities, hindering private investments. Simplifying and streamlining regulatory frameworks emerges as a critical step to attract investments, foster innovation, and propel the state towards a more sustainable and resilient energy future.

9.6 Proposed Project Design Concept: Solar Intervention

"Prioritizing Women-Led and Underprivileged Enterprises in Solar Energy Production for Priority Sectors" through interest subventions on all commercial borrowings for project set-up

The MSME Green Investment Financing for Transformation (MSME GIFT) Scheme, a sub-scheme under the RAMP Programme, has been introduced by the Ministry of MSME to address challenges faced by MSMEs and align with sustainability goals.

The key objective of the MSME GIFT Scheme is to provide crucial support to MSMEs by facilitating their access to institutional finance at a concessional rate. This financial assistance is specifically geared towards enabling MSMEs to embrace clean and green technologies, thereby guiding them in transitioning towards more environmentally sustainable business operations.

As part of the scheme's implementation strategy, it incorporates MSMEs located in flatted factories. This inclusion ensures that the benefits of the MSME GIFT Scheme are extended to approximately 300 MSMEs within this category.

Under the scheme, these MSMEs stand to benefit from an interest subvention. This translates to a 2% subsidy, with a maximum cap of 5 lakhs, for MSMEs in flatted factories that take the initiative to install solar panels on their rooftops. This step not only promotes sustainability but also positions these businesses to harness clean energy. The interest subvention is not only limited to the MSMEs involved in flatted factories but others as well that want to take the initiative of installing solar panels and get involved in a sustainable futuristic approach.

In terms of funding, the financial structure involves a collaborative effort between the state and central governments. The state government contributes up to 20%, while the central government contributes up to 80% of the total funding, amounting to 5 lakhs per year. This financial backing is distributed as a 4 lakh contribution from the central government and a 1 lakh contribution from the state government for each MSME participating in the scheme.

In essence, the MSME GIFT Scheme emerges as a comprehensive initiative that not only addresses financial challenges faced by MSMEs but also propels them towards adopting sustainable and environmentally friendly practices, aligning with broader national and global sustainability goals.

9.7 Project costing

	Activity	Nos	Units	Per Unit Cost	Total Cost (INR)	Total Cost (Cr)
a	Green Energy: Subsidize Solar Energy in sync with GIFT scheme Interest subvention for 300 MSMEs (Interest Subvention of 2% per year upto 5 Lakh per MSME in next 4 years) 4 Lakh Centre Contribution ; 1 Lakh State Contribution per MSME	300	MSMEs	5,00,000	15,00,00,000.00	15.00

Table 17: Proposed Budget

	Activity	FY 202	FY 202	FY 202	FY 202	FY 202

		3-24	4-25	5-26	6-27	7-28
a	Green Energy: Subsidize Solar Energy in sync with GIFT scheme Interest subvention for 300 MSMEs (Interest Subvention of 2% per year upto 5 Lakh per MSME in next 4 years) 4 Lakh Centre Contribution ; 1 Lakh State Contribution per MSME	-	3.75	3.75	3.75	3.75

Table 18: YoY Budget Requirement

10 Digital Intervention

10.1.1 Strengthening State Department MSME website

Advancing Digital Interventions for MSMEs in Uttarakhand through RAMP Scheme

The digital interventions proposed under the RAMP scheme in Uttarakhand herald a transformative era for Micro, Small, and Medium Enterprises (MSMEs). With a nuanced approach, these interventions aim to fortify the state's economic landscape by leveraging cutting-edge technology, fostering innovation, and facilitating streamlined operations across the MSME sector.

A journey where technology meets enterprise, transforming challenges into opportunities for Uttarakhand's MSMEs

Catalyzing Transformation
Features embedded in the platform are strategically aligned to catalyze the digital transformation journey for MSMEs.

Comprehensive Integration:
Integrating advanced tools comprehensively, creating a dynamic digital landscape within the MSME ecosystem.

Strengthening MSME Website:
Focus ion fortifying the UK State Department MSME website, setting the stage for a powerful and user-centric digital experience.
.

Digital Nexus:

The platform serves as a digital nexus, connecting MSMEs to a world of opportunities and technological advancements.

A pivotal component of the scope is the establishment of a Digital Repository, a reservoir of digital tools encompassing ERP, finance, automated accounting, tax reconciliation, and cloud services. Collaborative partnerships with corporate entities, government bodies, and start-ups will enrich the repository, providing MSMEs with a diverse toolkit to digitize their operations

The Digital Learning Library, another dimension of the scope, extends invaluable support to MSMEs by providing digital access to knowledge. Covering areas such as availing benefits of the Champion scheme, Government e-Marketplace (GeM), One Nation One Digital Code (ONDC), Trade Receivables Discounting System (TReDS), and Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE), this library becomes a beacon for informed decision-making and strategic planning.

A tapestry of innovation, efficiency, and empowerment for MSMEs in Uttarakhand.

- The upgrade intends to enhance the overall functionality, accessibility, and user experience for enterprises navigating the digital landscape.
- Facilitate a seamless experience for MSMEs through a user-friendly interface, ensuring easy navigation and utilization of the Digital Repository. The integration of various digital tools aims to catalyze the digitization process, empowering MSMEs with technological solutions tailored to their diverse needs.
- Manifests the objective of fostering collaboration and knowledge-sharing among MSMEs by creating a platform for experience-sharing, and query resolution, the MSME ecosystem is poised to become more interconnected and resilient.

Incorporation of Artificial Intelligence (AI) and Machine Learning (ML)

- For providing real-time information on skill enhancement and career opportunities.
- Intelligent integration to bridge the gap between demand and supply in the job market
- Aligning the workforce with emerging industry requirements.

District Level Digital Dashboards

Designed to integrate technology platforms, serve the purpose of providing real-time insights into the performance of each district. The dynamic analytical dashboard aims to enhance decision-making, facilitate proactive interventions, and foster healthy competition among District Industry Centers (DICs).

State of Uttarakhand, in its endeavour to support MSMEs of state through RAMP scheme will have strengthen its existing platform: the platform will be made a robust one by gaining insights from global best practices. The platform will have following features:

- **Digital Repository**: The digital repository comprising of various digital tools will be provided to the MSMEs for digitizing the overall operations of an enterprise. The repository will provide access to several software's such as ERP, finance & automated accounting, tax reconciliation, cloud services etc., Partnerships will be developed with various corporate, Government, and start-up organizations to list these tools on the portal.

- **Digital learning library**

The digital learning library will provide MSME with digital access and support on various areas as defined below: -

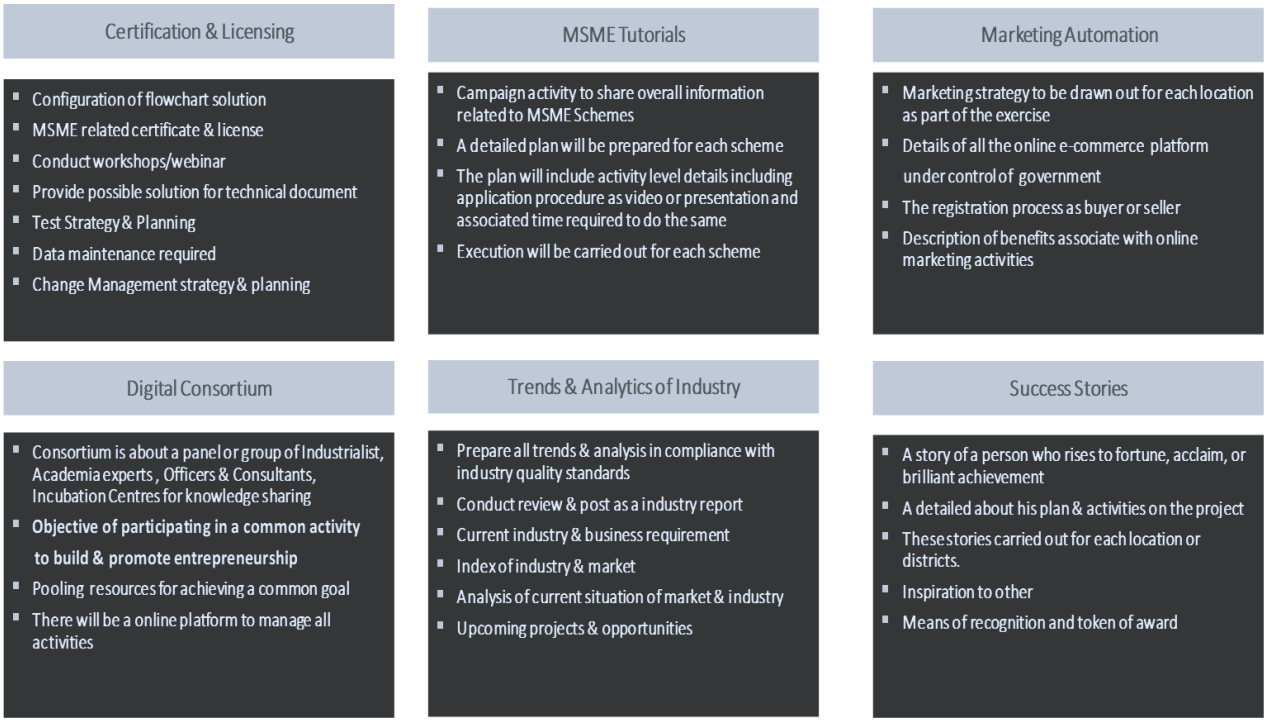

Figure 7: Digital Learning Library

- **Knowledge bank**: The knowledge bank will disseminate information and will have SOPs on availing benefits of Champion scheme, GeM, ONDC, TReDS, CGTMSE, how to export, etc.

- State MSME portal will have section on **MSME Community Forum** which will be a question-answer platform for and by the MSMEs where questions can be asked, answered and promoted. This platform can be utilized by MSMEs to share their experience and answer queries of other MSMEs.

- Portal will also integrate all the skill building and skill enhancement initiatives undertaken with various beneficiary groups to enhance efficiency, productivity, and competitiveness on its portal which will be integrated with the skill development portal of state department. The portal will be an artificial intelligence and machine learning enabled platform to help the youth with information regarding skill enhancement and career opportunities. Further, the government department will have real-time access to the number of candidates enrolled, trained, upskilled.

10.1.2 Robust M&E System

Traditional approach for monitoring any interventions in all the government projects has been an excel or Power Point Presentation to track project status and validate reporting. Under RAMP scheme, GoUK will undertake various digital solutions initiative which will help in improving the efficiency and effectiveness of the department as whole. Some of our identified solutions area: -

1. **Robust M&E System for Nodal Agency for RAMP**

In order to monitor and ensure successful project delivery, a strong monitoring mechanism shall be ensured through KPI framework. To ascertain project level outcomes, dashboard shall be prepared and published on weekly basis to all relevant stakeholders. The dashboard shall provide different views for stakeholders for analysis viz. consolidated outcome at centre level, state wise filtered results, branch wise results and other drill downs to minute levels. We have identified KPIs across the key intervention pillars which will be leveraged for tracking the performance of RAMP implementation in state of Uttarakhand: -

Intervention Area	KPIs	Impact evaluation indicators
Skilled Labour	• Number of trainings conducted	• Impact of skill and capacity gaps on the productivity and profitability • Performance improvement in employee • Productivity enhancement post training employee
Firm Competitiveness		
Champion Scheme	• No of Trainings attended on champion schemes	• ZED: MSMEs from entry level to Bronze • ZED: MSMEs from Bronze to Silver • ZED: MSMEs from Silver to Gold • LEAN certified MSMEs/ Clusters • MSMEs availing innovate scheme
TRedS	• TReDS	• Registration on TreDS • Transaction through TReDS
CGTMSE	• Accessing women guarantee from CGTMSE	• No of cases
Delayed Payments	• Information gathered from ODR platform and added to • Samadhan portal data base.	• No of cases
Access to Market		

Intervention Area	KPIs	Impact evaluation indicators
Incentivizing MSMEs and Customers	• Number of small businesses and entrepreneurs incentivized through state government • Increase in the number of small businesses and entrepreneurs	• Increase in revenue generated • Increase in the number of jobs created in the state
Collaboration with Industry Association	• Number of joint trade delegations organized • Number of international trade fairs participated in • Number of business-to-business matchmaking events held	• Increase in the number of small businesses and entrepreneurs exporting their products • Increase in revenue generated from exports • Improvement in the reputation of the state as an exporter

Table 19: KPIs across the key intervention pillars for RAMP Implementation

2. District Level Digital Dashboard: Building and Integrating Technology Platforms

In the time of new-age technology, a dynamic analytical dashboard for monitoring and tracking the performance of each district will be created under RAMP Scheme. This dashboard will visually tracks, analyses and displays key performance indicators (KPIs), metrics and key data points. The dashboard reporting can be updated once every month to rank the performance of the DICs. It will also help monitor the progress of the districts. State will do quarterly monitoring of RAMP program where all nodal officers will be asked to present their progress and corrective measures will be undertaken for low performing districts.

- **Establishment/Development of the Integrated portal**
  The integrated portal will cater to the overall development of the technology platform through a systematic approach. The establishment and development of an integrated portal involve a comprehensive process, encompassing various stages and considerations. Here's an expanded explanation of each point:

  Vendor Selection via RFP Route:
  The process begins with the identification of potential vendors through a Request for Proposal (RFP) route. An RFP is a formal document that outlines the project requirements, expectations, and evaluation criteria.
  Interested vendors submit proposals that detail their capabilities, approach, and cost estimates. The selection committee reviews these proposals to shortlist vendors.

  System Design:
  Once a vendor is selected, the next step involves system design. This phase focuses on creating a blueprint for the integrated portal, defining its architecture, features, and functionalities.
  System design involves collaboration between the project team and the vendor to ensure that the portal aligns with the organization's objectives and user requirements.

  Security Protocols Checking:
  Security is a critical aspect of any integrated portal, especially when dealing with sensitive information. Security protocols checking involves implementing robust measures to safeguard data integrity, confidentiality, and availability.

This step includes the implementation of encryption, secure login procedures, data backups, and other security best practices.

Infrastructure Set Up:
The portal requires a reliable and scalable infrastructure to handle user traffic and data storage. Infrastructure setup involves configuring servers, databases, networking components, and other technical aspects.
Cloud-based solutions or on-premises infrastructure may be considered based on the organization's preferences and requirements.

Training and Pilot Testing:
Training programs are conducted to familiarize relevant personnel with the portal's features and functionalities. This includes administrators, end-users, and support staff.
Pilot testing involves deploying the portal in a controlled environment to identify and address any issues before a full-scale rollout. Feedback from pilot testing is used to refine and enhance the portal.

Centralized Rollout:
Once the portal has undergone successful pilot testing and necessary adjustments, a centralized rollout is initiated. This involves deploying the portal across the entire organization or intended user base.
A phased rollout approach may be considered to manage the transition smoothly and address any unexpected challenges that may arise.

Hosting Servers:
The portal requires reliable hosting services to ensure continuous availability. Hosting servers can be managed internally or outsourced to third-party hosting providers.
Considerations include server scalability, uptime guarantees, and adherence to performance requirements.

- **Maintenance of portal infrastructure**

Manpower:
For the effective maintenance of the portal infrastructure, a dedicated team of personnel is required. The team typically consists of skilled professionals with expertise in system administration, database management, security, and technical support.
The mentioned budget allocation of Rs. 3,00,000 per person is intended to cover the annual salary for each team member. It's important to align these salaries with the prevailing rates specified by the National Informatics Centre Services Incorporated (NICSI) to ensure competitiveness and fairness.

Number of Personnel:
The manpower requirement specifies having 2 members on site support. On-site support is crucial for addressing immediate issues, performing routine checks, and coordinating with other stakeholders.
The choice of having two on-site support members reflects redundancy and ensures continuous coverage, minimizing the risk of service disruptions.

Duration:
The maintenance activities are budgeted for a duration of 4 years. This time frame aligns with the anticipated lifespan of the portal infrastructure, and budgeting for this period ensures the availability of funds for ongoing support and improvement.

3. **Budget:** Total Budget allocated for digital Platform is 5.88 Cr

Project costing

	Activity	Nos	Units	Per Unit Cost	Total Cost (INR)	Total Cost (Cr)
a	Establishment / Development of Integrated Portal for monitoring the performance of each district (Vendor Selection via RFP route, system design, security protocols checking, Infrastructure Set Up, training and Pilot Testing, Centralized roll out, Hosting servers)	1	Overall Cost	3,00,00,000	3,00,00,000.00	3.00
b	Maintenance of Portal Infrastructure (Manpower) (Rs. 3,00,000 Salary(NICSI Rate) Per person, 2 members on Site support for 4 years)	96	Manpower Cost	3,00,000	2,88,00,000	2.88

Table 20: Proposed Budget

	Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
a	Establishment / Development of Integrated Portal for monitoring the performance of each district (Vendor Selection via RFP route, system design, security protocols checking, Infrastructure Set Up, training and Pilot Testing, Centralized roll out, Hosting servers)	-	2.00	1.00		
b	Maintenance of Portal Infrastructure (Manpower) (Rs. 3,00,000 Salary(NICSI Rate) Per person, 2 members on Site support for 4 years)		.72	.72	.72	.72

Table 21: YoY Budget Requirement