



STRATEGIC INVESTMENT PLAN

UNION TERRITORY OF CHANDIGARH

Prepared by the Industries Department, Chandigarh Administration
Submitted to the Ministry of Micro, Small & Medium Enterprises
(MoMSME), Government of India





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Foreword

The Chandigarh Strategic Investment Plan (SIP) is the way-finder document for the implementation of the Raising & Accelerating MSME Performance (RAMP) Programme in the Union Territory of Chandigarh. The document has been meticulously prepared by the Industries Department, Chandigarh Administration, with the assistance of M/s EY LLP. Extensive primary and secondary research have been conducted for the development of this document and for shaping comprehensive interventions proposed therein.

This document reflects the Department's commitment towards fostering growth, innovation, and sustainable development across the MSME Ecosystem of Chandigarh. The Department has leveraged its significant expertise in policy formulation and strategic planning, with insights and knowledge from EY such as providing national and global insights on policy and management best practices to ensure a robust and forward-thinking approach.

This SIP shall be the Department's dedication and commitment to deliver impactful interventions for the betterment of the UT's MSMEs and it will strive for successful implementation of the proposed strategies once approved. We look forward to realizing the full potential of Chandigarh's MSME sector and creating a conducive environment for sustainable economic growth in the coming years.



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EXECUTIVE SUMMARY

1 Executive Summary

1.1 Overview of Raising and Accelerating MSME Performance (RAMP) Programme

Amidst robust economic growth fueled by structural reforms and a favorable demographic dividend, the Indian economy is projected to expand at an average annual rate of 6.7 percent from fiscal year 2023-24 to 2030-31¹. This growth trajectory positions India to emerge as a major global economy, with an anticipated GDP of USD 6.7 trillion by 2030-31, up from USD 3.4 trillion in 2022-23.

The Micro, Small, and Medium Enterprises (MSMEs) sector, which continues to gain momentum, will play a pivotal role in India's growth journey. The Government of India has implemented several key initiatives to boost MSMEs and entrepreneurship, including Udyam registration, the MSME RAMP program, the MSME Champion scheme, the SAMADHAAN Portal and ODR, TReDS, MSE-CDP and newer initiatives like MSE-GIFT, MSE-SPICE etc. These efforts lay the groundwork for achieving India's long-term vision of self-reliance by 2047.

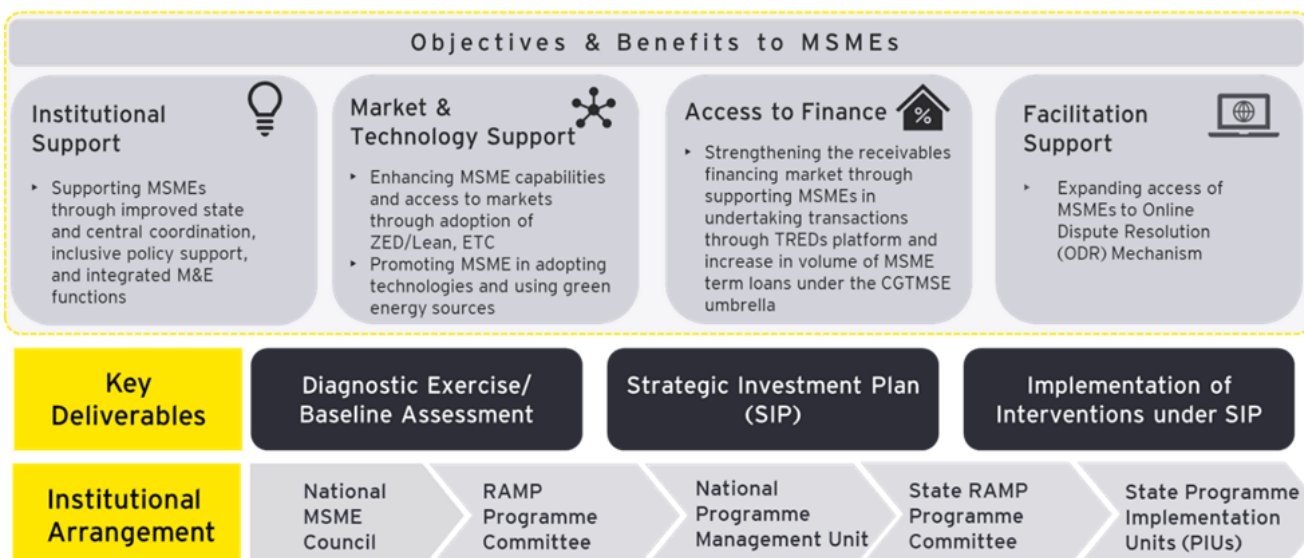
The MSME sector is one of the most challenging sectors in terms of business growth and policy delivery, more so after the Covid-19 pandemic adversely affecting Indian MSMEs' survival and growth opportunities. This is evident from their declined share of Gross Value Added (GVA) in All India Gross Domestic Product (GDP) during the pandemic years. The sector's contribution to GDP fell to around 27% in FY21 and is on a path of slow recovery with a rate of contribution of 28% in FY22.²

To aid the sector's recovery from the pandemic, the Ministry of MSME has launched a new World Bank supported Central Sector Scheme; Raising and Accelerating MSME Performance (RAMP) which will support the overall COVID resilience and growth of MSMEs in India. The RAMP programme is a 5-year programme which aims at strengthening institutions and governance at the center and state levels, improving center-state linkages and partnerships, improving MSMEs' access to market and credit, addressing MSMEs issues of delayed payments and greening of MSMEs in India. The RAMP programme being a part of the Program-for-Results of the World Bank seeks to address COVID related and other challenges faced by the MSME sector, through enhancing results of existing MSME schemes with a focus on their competitiveness.

As part of the RAMP programme all participating states have to submit a long-term roadmap; the "Strategic Investment Plan (SIP)" which will lay out a holistic MSME support programme for the State with the vision of overcoming current challenges and boosting the growth of the sector. The SIP is the instrument based on which selection of projects for implementation in respective states and allocation of funds for states would be performed.

¹ [Financial Express](#)

² Press Information Bureau - MSME Contribution (2020-21)



1.2 Summary of Chandigarh's Strategic Investment Plan Recommendations

As part of the RAMP Programme in the Union Territory of Chandigarh, Industries Department, Chandigarh Administration has prepared this Strategic Investment Plan (SIP) which outlines the vision and layout of interventions for the development of the MSME ecosystem in the UT for the next four years. The key recommendations proposed in the plan are summarised below.

1.2.1 Key Recommendations Proposed

Intervention 1: Chandigarh MSME Facilitation Helpdesk

The Chandigarh MSME Facilitation Helpdesk initiative addresses critical challenges faced by Micro, Small, and Medium Enterprises (MSMEs) in Chandigarh due to the absence of comprehensive Business Development Services (BDS) and MSME facilitation. The project aims to deploy Business Facilitators within the Industries Department, Chandigarh Administration, who will directly support MSMEs in handholding and capacity building. These facilitators will be equipped with competencies in general management, credit facilitation, legal handholding, regulatory facilitation, and financial access facilitation.

Key components of the project include proactive engagement through workshops and training sessions, utilization of the Chandigarh MSME Portal for on-demand consultations, and provision of on-site assistance related to government schemes and other BDS. The initiative will focus on addressing MSMEs' challenges in accessing management and marketing support, finance, skills development, and regulatory compliance.

The project structure encompasses 3 Business Facilitators assigned specific roles to support MSMEs in accessing benefits and completing project deliverables. Facilitators will work towards achieving specific goals related to MSMEs, with key result areas (KRAs) and key

performance indicators (KPIs) defined for performance monitoring. Additionally, the project includes upgrading the technology capabilities of the Industries Department to satisfactorily establish the capabilities to maintain the Chandigarh MSME Portal.

A vital aspect of the project involves preparing a comprehensive database of private local professionals, including chartered accountants, lawyers, engineers, and bankers, who will be onboarded onto the Chandigarh MSME Portal for ready access by MSMEs. This initiative aims to facilitate seamless interactions between MSMEs and essential service providers, fostering a supportive ecosystem for business growth and development.

In summary, the Chandigarh MSME Facilitation Helpdesk initiative is designed to provide holistic support to MSMEs, covering management, legal, finance, government schemes and partnerships. Through the deployment of dedicated Business Facilitators and the enhancement of digital infrastructure of the Industries Department, the project seeks to empower MSMEs, enhance their competitiveness, and contribute to the overall economic growth of Chandigarh.

Intervention 2: Chandigarh MSME Champion Cluster Program

The MSMEs in Chandigarh confront significant hurdles in expanding sales and enhancing product quality, primarily due to the absence of crucial quality certifications like ZED and LEAN. This challenge is compounded by misconceptions about certification adoption and its usefulness, limited awareness of government initiatives, and inadequate understanding of available support schemes for knowledge and skill development among MSMEs and insufficient understanding of Intellectual Property Rights (IPR) and design capabilities.

To address these challenges, the MSME Champion Cluster Programme proposes an intensive awareness campaign facilitated by 2 MSME Champion Facilitators and 1 professional from QCI (Quality Council of India). The facilitators will offer training and certification through empanelled agencies, conduct capacity building workshops, promote ZED, and LEAN adoption along with a support system of established subsidies on getting the certifications and implementation.

Additionally, the programme emphasizes incubation support and capacity building on IPR and design capabilities. The MSME Champion Facilitators will enhance incubation awareness, offer training programs on IPR, engage experts for product and design protection, and foster partnerships with design institutes for design upgradation.

In summary, the MSME Champion Cluster Programme aims to establish a MSME Champions Scheme Training & Handholding Workforce to facilitate MSMEs' uptake of schemes, with annual targets set for the number of MSMEs benefiting from these initiatives. The programme comprises a comprehensive approach to address the challenges faced by MSMEs in Chandigarh, fostering innovation, improving product quality, and enhancing competitiveness in the global marketplace.

Intervention 3: Diversifying the MSME landscape of Chandigarh through value chain upgradation

The industrial landscape of Chandigarh is at a pivotal juncture, poised for expansion and modernization. However, to realize its full potential, a comprehensive study and survey on value chain diversification within the industrial sector is imperative. The current lack of nuanced understanding regarding emerging market trends, consumer preferences, and technological advancements hampers Chandigarh's ability to identify new products and enhance existing supply chains effectively.

The proposed Comprehensive Study on Value Chain Diversification of Chandigarh Industrial Products seeks to bridge this knowledge gap through an in-depth industrial survey across ten sector-specific clusters. This survey aims to pinpoint opportunities for product diversification and supply chain enhancement by analyzing current market trends, consumer preferences, and technological advancements.

Additionally, the absence of a strategic plan exacerbates inefficiencies in resource allocation and leads to missed growth opportunities. Therefore, the study also encompasses the development of a strategic plan for the next five years to facilitate product upgradation and value chain enhancement across various sectors. This plan will serve as a blueprint for industry stakeholders and policymakers, providing a structured approach to capitalize on identified opportunities and drive Chandigarh's industrial sector towards competitiveness and resilience.

Moreover, the lack of precise industrial data further complicates decision-making processes and inhibits the formulation of effective policies. To address this challenge, an advanced Geographic Information System (GIS) based industrial survey is proposed. This survey will provide accurate and detailed information on the industrial ecosystem, enabling more informed analysis and strategic planning for sustainable industrial development.

The proposed project will also explore the possibility of making Chandigarh a packaging hub for the region by studying packaging trends and assessing its feasibility.

In summary, the Comprehensive Study on Value Chain Diversification of Chandigarh Industrial Products will comprise an industrial survey, GIS mapping, analysis of packaging trends, and the development of a strategic plan for the next five years. Through these initiatives, Chandigarh can unlock new opportunities, enhance its industrial competitiveness, and pave the way for sustainable growth and development.

Intervention 4: Strengthening of Industrial Infrastructure of Chandigarh for enabling a vibrant MSME ecosystem

Chandigarh's industrial landscape requires urgent attention to common infrastructural development and fire protection systems to support its growing industrial ecosystem and attract investments. The absence of common facility centers (CFCs) impedes operational efficiencies, while the lack of fire protection hampers safety and investor confidence. Addressing these challenges necessitates a comprehensive approach, beginning with a Feasibility and Scoping Study for the Identification of 8 clusters requiring shared infrastructure.

The study involves collaboration with stakeholders to assess viability, identify needs, and evaluate market demand. It aims to encourage MSME participation in Special Purpose Vehicles (SPVs) for collective problem-solving and resource-sharing. The subsequent preparation and approval support of Detailed Project Reports (DPRs/DSRs) for 5 CFCs and 3 Infrastructure Development Projects will facilitate effective implementation and timely completion.

Furthermore, the identification of Safety Clusters for fire protection, along with the establishment of common hydrant systems, addresses critical safety concerns and enhances Chandigarh's industrial potential. The scoping study and feasibility assessment, conducted with expert guidance and stakeholder engagement, pave the way for comprehensive safety measures and infrastructure upgrades.

Additionally, the programme will also support in the upgradation of the Chandigarh Industrial Development cum Facilitation Centre (IDFC) to facilitate testing facility upgradation to global standards. Along with this IT infrastructure enablement and capacity building of the staff of IDFC will also be conducted.

The programme through workshops and handholding support will enable Special Purpose Vehicle (SPV) formation, empowering MSMEs to collaborate effectively within their clusters, fostering innovation and resilience. By equipping entrepreneurs with the knowledge and skills needed to establish successful SPVs, these initiatives contribute to the sustainable development of vibrant industrial clusters.

In summary, the programme 'Strengthening of Industrial Infrastructure of Chandigarh for enabling a vibrant MSME ecosystem' comprise a multi-faceted approach to address critical challenges and unlock growth opportunities. Through strategic planning, collaborative efforts, and capacity-building initiatives, Chandigarh can strengthen its industrial infrastructure, enhance safety measures, and foster a conducive environment for economic growth and investment.

Intervention 5: Global Information & Market Facilitation Team (GIFT)

MSMEs in Chandigarh face challenges in competing globally due to limited resources, information gaps, and complexities in export procedures. The Global Information & Market Facilitation Team (GIFT) aims to address these challenges by empowering MSMEs with market insights and strategic support to expand their international reach and enhance competitiveness.

The establishment of GIFT at the Industries Department, Chandigarh Administration, serves as the cornerstone of this initiative. GIFT will support the Industries Department in collecting and analyzing data on global markets, identifying emerging trends, and disseminating export-related updates to MSMEs. It will act as a data support unit for the Department for policy revisions and amendments.

Key functions of GIFT will include monitoring the MSME competitive landscape, providing insights to the organization's leadership team, and preparing export-focused collaterals for MSMEs. Additionally, GIFT will offer handholding and support for export-related

documentation, scheme guidance, and conduct government and internal stakeholder training on export-related issues.

Moreover, GIFT will deploy 1 marketing and 1 export facilitator to provide unit-level handholding to MSMEs, organizing export-related workshops and trainings across the UT. These facilitators will play a crucial role in guiding MSMEs through the complexities of global markets, helping them identify and target the right export markets, and navigate export procedures effectively.

In summary by establishing Market & Export Facilitators under GIFT, the Industries Department is poised to revolutionize Chandigarh's MSME landscape. By providing comprehensive support, market insights, and strategic guidance, GIFT aims to empower MSMEs to compete effectively on a global scale, unlock new opportunities, and drive sustainable growth in the international market.

Intervention 6: Skilling for Equity - Inclusive Entrepreneurship for Holistic Development

The Chandigarh Skilling for Equity Programme addresses the significant hurdles faced by entrepreneurs in Chandigarh, particularly women and Scheduled Caste (SC) entrepreneurs. Limited access to funding, lack of awareness about entrepreneurship schemes, and social disparities pose substantial challenges to their success and representation in the business domain.

The program aims to foster a more inclusive entrepreneurial ecosystem through extensive awareness initiatives and needs assessments among various stakeholders. A total of 6 Training Facilitators or Skill Mitras will drive this effort.

Key components of the project design include:

Identification of Target Participants: Through focused group discussions and existing data, potential entrepreneurs will be identified.

Social Inclusion for Holistic Development: A significant portion of the program (25% for women entrepreneurs and 5% for EWS, SC, disabled, and marginalized categories) is reserved for special categories to promote social inclusion.

Needs Assessment: A thorough needs assessment will be conducted to identify specific requirements of potential entrepreneurs.

Mentorship Support: A mentorship program will offer counseling, training, and exposure visits to assist entrepreneurs in making informed decisions and navigating challenges.

Training Partnerships: Collaboration with institutions like Punjab Engineering College and Panjab University for tailored skill trainings and exposure visits. This programme will also be dovetailed with the Chandigarh Skill Development Mission (CSDM) for strategic support from the Industrial Training Institutes (ITIs) in imparting the training sessions.

Infrastructure Upgrades: Provision for upgrading training institutes to enhance infrastructure and training capabilities.

Innovative Incubation Programmes: Upgrading incubation centers at key institutions to support entrepreneurial ventures.

Post-Training Support: Provision of completion certificates, toolkits, and seed capital to eligible entrepreneurs.

Training of existing workforce: Collaboration with ITIs to develop technical training modules for upskilling of workforce for MSMEs.

Funding Conclaves: Engagement with financial institutions to explore tailored financial products and services for MSMEs.

MSME Leadership Summit: Networking events to facilitate valuable relationships and partnerships for entrepreneurs.

Handholding and Mentorship: Ongoing support to assist entrepreneurs in overcoming challenges and fostering long-term success.

In summary, the programme offers a comprehensive Entrepreneurship Development Programme (EDP) focusing on skilling, training, exposure visits, and toolkit provisioning. Through these initiatives, it aims to empower entrepreneurs, particularly women and SC entrepreneurs, to thrive in the entrepreneurial landscape of Chandigarh, fostering economic growth, innovation, and social empowerment.

Intervention 7: Chandigarh Online/Offline Marketing Enhancement Programme

The current intervention addresses the critical challenge faced by MSMEs in Chandigarh regarding connecting with new buyers and consumer groups. While digital channels are valuable, certain businesses benefit more from offline networking opportunities. Hence, the intervention proposes a strategic mix of offline and online market development events to facilitate business expansion and networking opportunities for MSMEs.

Key components of the project design include:

Comprehensive Offline and Online Market Enhancement Program: This initiative will develop a four-year plan for offline and online market access programs and initiatives, offering long-term strategic direction for MSMEs to explore new markets systematically.

Sectoral Vendor Development Programs: These programs will foster competitiveness and growth within specific industries, leading to improved product quality and enhanced industry ecosystems.

E-commerce Integration: MSMEs will be encouraged to leverage e-commerce platforms for cost-effective infrastructure and marketing, reducing operational costs and improving profitability.

Virtual Pavilion: A digital platform where MSMEs can showcase their products and services, facilitating interactions and transactions with potential buyers.

Reverse Buyer-Seller Meets: Direct business collaborations will be facilitated through these meetings, enhancing opportunities for partnerships and sales.

Annual MSME Summits and Awards: Platforms for knowledge sharing and recognition of excellence within the MSME community, fostering a culture of innovation and growth.

Directorate Helpdesks at Embassies: Offering assistance and guidance to MSMEs seeking international business opportunities, enhancing global trade prospects.

Furthermore, the intervention encompasses:

Comprehensive Digital Marketing Strategy: Onboarding a PR Agency to develop and implement a digital marketing strategy for the Chandigarh MSME Ecosystem, to be pivoted by the Industries Department including advertisement campaigns, awareness workshops and digital marketing collaterals.

Comprehensive Offline Marketing Program: Providing Market Development Assistance (MDA) to MSMEs, organizing exposure visits for administration personnel, and creating an annual outreach calendar of physical events and networking sessions.

Together, these initiatives aim to empower MSMEs in Chandigarh to diversify into both digital and offline channels for market and customer acquisition, fostering economic growth, enhanced global trade, and the development of a robust and competitive business ecosystem.

Intervention 8: Institutional Strengthening of Key Stakeholders

The Chandigarh MSME Portal is a transformative digital initiative designed to address operational challenges and enhance outreach and governance of schemes implemented by the Industries Department, Chandigarh Administration. Recognizing the significant gap between desirable and current outreach, the portal aims to improve communication, awareness, and service delivery to MSMEs through a unified digital platform.

Key features of the Chandigarh MSME Portal include:

Easy Access to Information and Schemes: MSMEs will have convenient access to critical information, government schemes, financial tools, and resources through a user-friendly interface.

Integration of Government Departments and Financial Institutions: The portal will bridge the gap between government departments, financial institutions, and MSMEs, facilitating easier access to financial services and business support.

Digital Market Integration: MSMEs will be integrated into digital marketplaces, enabling them to reach a wider customer base and expand their market reach.

Regulatory Assistance and Compliance Support: MSMEs will receive assistance in navigating regulatory and compliance requirements, streamlining administrative processes, and reducing paperwork.

Centralized Service Delivery and Policy Making: The Directorate of MSME will benefit from a centralized platform for streamlined service delivery, data collection, and informed policy making.

Emergency Alert Mechanism: The portal will establish an announcement and emergency alert mechanism for rapid outreach to the MSME community during critical situations.

Technology Infrastructure Upgradation: The technology infrastructure of the Industries Department, Chandigarh Administration, will be upgraded to fully implement the Centralized MSME Control Centre.

Strengthening of MSME Act: Provisioning of funds to testing labs for infrastructure upgrades will enhance compliance with regulatory standards.

Overall, the Chandigarh MSME Portal represents a holistic approach to empowering and transforming the MSME sector in Chandigarh. By leveraging digital technologies, streamlining processes, and enhancing communication channels, the portal aims to foster growth, innovation, and competitiveness among MSMEs, driving economic development and prosperity in the region. This intervention will also oversee the establishment of the MSME Wing under the Industries Department.

Interventions 9: Green Cluster Scheme

The Green Cluster Scheme for Chandigarh addresses the pressing challenge of limited adoption of environmentally sustainable practices and technologies in the MSME sector. Despite government initiatives promoting renewable energy, a critical gap exists in supporting MSMEs to adopt green equipment and practices, hindering the transition towards sustainability.

Key components of the Green Cluster Scheme include:

Awareness Programs: One-day awareness programs will educate MSMEs and relevant institutions on resource efficiency, cleaner production, renewable energy integration, and circular economy practices to foster environmentally conscious industrial operations.

Capacity Building Workshops: Modules and workshops will cover specific interventions, best practices, and technology profiling tailored to different sectors, empowering MSMEs to adopt sustainable practices.

Resource Efficient Cleaner Production (RECP) Scoping Studies: Conducting RECP studies in MSMEs to identify potential interventions, scope for renewable energy integration, and providing end-to-end support for DPR preparation, financing, technology sourcing, and implementation.

Collaborations for Institutionalizing Sustainability: Collaboration with institutions will facilitate the mainstreaming and sustainability of project interventions, including the development of training modules on RECP and convergence with national/international green certification standards.

Development of Integrated Web Portal: A web portal will serve as a centralized resource hub, providing access to technical resources, technology modules, experts, service providers, DPRs, and hosting a Green Index for MSMEs in Chandigarh.

The scheme aims to identify and promote green clusters and technologies while encouraging their adoption through financial incentives and comprehensive support mechanisms. By raising awareness, building capacity, conducting scoping studies, fostering collaborations, and providing digital infrastructure, the Green Cluster Scheme empowers MSMEs to embrace sustainability practices, contributing to a greener and more resilient business environment in Chandigarh.

Intervention 10: Enhancing Financial Inclusion of MSMEs

The MSME sector in Chandigarh faces several challenges related to accessing credit, low uptake of e-discounting systems like TReDS, and inadequate access to dispute resolution mechanisms. To address these issues, this comprehensive intervention is aimed at enhancing credit accessibility, promoting e-discounting platforms, and improving access to dispute resolution mechanisms.

Interest Subvention for MSMEs through OCEN: The project proposes an interest subvention scheme to incentivize MSMEs to borrow through the Open Credit Enablement Network (OCEN), facilitating easier access to credit. This initiative aims to provide a 3% interest subvention on credit lent through OCEN-supported channels, benefiting 1000 MSMEs annually over four years.

TReDS Discount Subvention: Recognizing the low uptake of the TReDS platform due to high discounting rates, the project suggests a discount subvention scheme to encourage MSMEs to use TReDS for bill discounting. A 3% discount subvention will be provided on bill discounting rates, targeting a total trade volume of 80 crores over four years and benefiting 1250 MSMEs annually.

ODR-Samadhan Linkage: The project emphasizes the need to improve access to dispute resolution mechanisms for MSMEs by linking them with the MSME Samadhan Portal. This initiative aims to enhance awareness and utilization of the portal among MSMEs and government department employees.

UT Level Stakeholder Conclave: To promote awareness and uptake of new-age financing solutions among MSMEs, the project proposes organizing a UT-level MSME financing stakeholder conclave. This event will bring together stakeholders from the banking sector, fintech platforms, lenders, financing companies, NBFCs, loan source platforms, and MSMEs to facilitate knowledge-sharing and collaboration.

These interventions seek to address the core challenges faced by MSMEs in Chandigarh, including limited access to credit, low participation in e-discounting platforms, and inadequate dispute resolution mechanisms. By incentivizing borrowing through OCEN, promoting TReDS usage, enhancing access to dispute resolution mechanisms, and fostering awareness of new-age financing solutions, the project aims to catalyze the growth and development of the MSME sector in Chandigarh, ultimately contributing to economic prosperity and sustainability.

Intervention 11: Enhancing Policy & Regulatory Support for Chandigarh MSMEs

The MSME sector in Chandigarh faces significant challenges, especially in the service sector, including hospitality, tourism, education, healthcare, and data centers. These challenges stem from limited support, market fluctuations, and longer gestation periods for service sector MSMEs. Recognizing the need for tailored interventions, the Chandigarh MSME Policy adopts a comprehensive approach focusing on skill development, cluster development, market access, technology enhancement, and institutional strengthening.

For the manufacturing sector, cluster development initiatives will be implemented to promote various clusters like electronics, automotive components, light engineering, packaging among others. Mini cluster development schemes and incentives for infrastructure development will be introduced. Similarly, a dedicated Cluster Development Cell under the ambit of the Industries Department will be established to monitor and support cluster initiatives.

In the service sector, a needs assessment will inform the Chandigarh MSME Policy, which includes an interest subvention scheme, rental subsidy, and GST reimbursement tailored for service sector MSMEs, including data centers. These schemes aim to address the unique challenges faced by service sector MSMEs, fostering job creation and economic growth.

In the trade sector, a small loan scheme modeled after Mudra Yojna will be introduced, featuring an interest subvention to invigorate retail sales and wholesale trade. The policy will be informed by a comprehensive needs assessment involving surveys, focus groups, interviews, and secondary data analysis.

Overall, the policy aims to enhance industrial promotional and regulatory support for MSMEs in Chandigarh, focusing on both the manufacturing and service sectors. It will promote government schemes, develop sector-specific policies for hospitality, tourism, education, healthcare, and data centers, and encourage advanced technology adoption and product value chain improvement.

Through workshops, regulatory support and fiscal handholding, the Chandigarh MSME Policy will seek to create a conducive environment for MSME growth, fostering economic development, job creation, and inclusive growth in the UT.

Intervention 12: Formalization Support for Traders and Logistics Providers in Chandigarh

There is a high rate of formalization gap among traders and logistics providers, which can also be considered as MSMEs, in Chandigarh. This poses significant barriers to their economic growth and development. Addressing this gap is crucial for accessing government benefits, financial support, and ensuring transparency and accountability. The project aims to formalize trader and logistics provider MSMEs in Chandigarh through targeted interventions.

The project consists of three main components:

Survey to Identify Key Trader and Logistics Providers Clusters: A comprehensive survey will identify key trader and logistics providers pockets across Chandigarh, mapping their geographical distribution and engaging with local industry associations to understand their

unique challenges and characteristics. This survey will be conducted by a specialized agency and 5 dedicated resources who will be contracted for the execution of the survey.

Awareness & Knowledge Generation Workshops: Awareness sessions and workshops will educate MSME traders and logistics providers about the benefits and processes of formalization through the Udyam Registration Platform. Industry experts, government officials, and legal professionals will provide insights into the advantages of formalization, while interactive sessions will address concerns and queries.

Formalization Drives cum Field Camps: This project will entail the establishment of formalization drives which will facilitate the registration process for MSME traders and logistics providers, along with on-ground support. Dedicated support teams established from the existing and proposed workforce of the Industries Department will guide traders through the registration process, helping with documentation, compliance, and addressing challenges faced during these formalization drives.

The project aims to bridge the formalization gap among trader and logistics provider MSMEs in Chandigarh, fostering economic growth, transparency, and resilience in the business environment. By providing comprehensive support and handholding, the project seeks to ensure that all MSMEs can access government benefits, financial support, and opportunities for growth and collaboration.

In summary, the project focuses on formalizing trader and logistics provider MSMEs across industrial pockets of Chandigarh through formalization drives, surveys, and awareness workshops, aiming to create a more inclusive and supportive ecosystem for MSME development in the region.

Intervention 13: CULTURE: Chandigarh's Unique Landmarks, Traditions and Urban Experiences

The city of Chandigarh, often referred to as 'The City Beautiful,' is currently facing a significant decline in tourism, with an 85% drop in domestic tourist arrivals during the first seven months of 2023³. This decline is attributed to the deterioration of prominent tourist destinations due to a lack of consistent maintenance. To address this issue and revitalize Chandigarh's appeal, a comprehensive tourism study is proposed. This study aims to analyze market trends, visitor demographics, and competitor destinations, identifying key strengths and weaknesses. The subsequent CULTURE Project outlines a multifaceted approach, encompassing promotional campaigns, film production support, establishment of common facility centers (CFCs), tourism infrastructure enhancement, and community engagement through cultural events.

The promotional campaign involves road shows, advertisements, and social media initiatives to highlight Chandigarh's unique attractions. Film production support aims to promote the city

³ Victor Hillary, "Tourist influx in Chandigarh down by 85% in first 7 months of 2023", Hindustan Times, 22nd September 2023, <https://www.hindustantimes.com/cities/chandigarh-news/tourist-influx-in-chandigarh-down-by-85-in-first-7-months-of-2023-101695341824252.html>

as a filming destination through incentives and logistical assistance. CFCs at major tourist spots will ensure streamlined services, while tourism infrastructure enhancement focuses on improving transportation, beautifying green spaces, and preserving historical sites. Community engagement initiatives include cultural festivals, art exhibitions, heritage walks, and collaborations with local artisans. The proposed approach emphasizes collaboration with the Swadesh Darshan 2.0 initiative and innovative technologies such as virtual reality, augmented reality, and online platforms to enhance project implementation across various components.

The methodology for execution involves feasibility studies, planning, and executing campaigns, establishing incentive schemes, and preparing DPR/ DSR for common facility centers. The incorporation of information and communication technology (ICT) tools further enhances project efficiency. These tools include data analysis software for the tourism study, social media management tools for promotional campaigns, virtual reality technology for film production, digital signage for facility centers, and online platforms for community engagement. The proposed intervention seeks to not only address the current challenges but also position Chandigarh as a premier destination by leveraging its unique cultural and architectural heritage.

1.2.2 Summary of Proposed Interventions along with Budget

#	Intervention	Description	RAMP Budget Requirement
1	Chandigarh MSME Facilitation Helpdesk	Deployment of Business Facilitators as a part of the Industries Department to support MSMEs in Chandigarh in Credit, Business & Regulatory Facilitation	INR 9.48 Crores
2	Handholding Support on ZED, LEAN & Innovative	Establishment of Champions Scheme Training & handholding Workforce for uptake of schemes by MSMEs with annual targets for no. of MSMEs being facilitated under these schemes.	INR 12.21 Crores
3	Diversifying the MSME landscape through value chain upgradation	Comprehensive Study on Value Chain Diversification of Chandigarh Industrial Products.	INR 11.25 Crores
4	Strengthening of Industrial Infrastructure of Chandigarh	Comprehensive Study and Survey for identification of viable projects to improve the industrial/ MSME support infrastructure in the region along with end-to-end implementation support.	INR 8.56 Crores
5	Global Information & Facilitation Team (GIFT)	Creation of Export Strategy, Export focussed Platform along with Export Facilitators for MSMEs in Chandigarh.	INR 12.37 Crores
6	Entrepreneurship Enhancement Programme	Comprehensive EDP focusing on skilling and training, apprenticeship programs, exposure visits and toolkit provisioning.	INR 16.69 Crores

#	Intervention	Description	RAMP Budget Requirement
7	Chandigarh Marketing Enhancement Programme	Comprehensive Digital and Offline Marketing Strategy for enabling diversification into digital channels and focussing on physical events and networking sessions respectively	INR 22.10 Crores
8	Institutional Strengthening of key stakeholders	MSME Cell, Single Window Portal for Department and MSEFC, MSME Cell and Strengthening of MSME Act, Upgradation of department of Chandigarh	INR 12.02 Crores
9	Green Cluster Scheme	Identification and promotion of green clusters and technologies and encouraging their adoption through financial incentives	INR 18.35 Crores
10	Enhancing Financial Inclusion of MSMEs	Interest Subvention under OCEN, ODR- SAMADHAAN linkage, TReDS Discount Subsidy, Financial Conclaves etc.	INR 6.12 Crores
11	Enhancing Policy & Regulatory Support for Chandigarh MSMEs	Enhancement of Industrial Promotional Policy & Regulatory Support for MSMEs in Chandigarh focussing on manufacturing (existing and new, data centres) and services (hospitality, tourism, education, healthcare).	INR 27.50 Crores
12	Formalization Support for Traders in Chandigarh	Comprehensive support in formalization of traders across industrial pockets of Chandigarh for inclusion under MSME ecosystem.	INR 11.9 Crores
13	CULTURE: Chandigarh's Unique Landmarks, Traditions and Urban Experiences	Tourism revitalization intervention aims to position Chandigarh as a premier destination for leisure and cultural tourism offering memorable experiences and enriching insights into its vibrant history, architecture, and lifestyle	INR 18 Crores
14	Administrative Cost	Cost for Chandigarh RAMP UT-PMU	INR 6.97 Crores
GRAND TOTAL (excluding Administrative Costs)			INR 186.55 Crores



2

INTRODUCTION

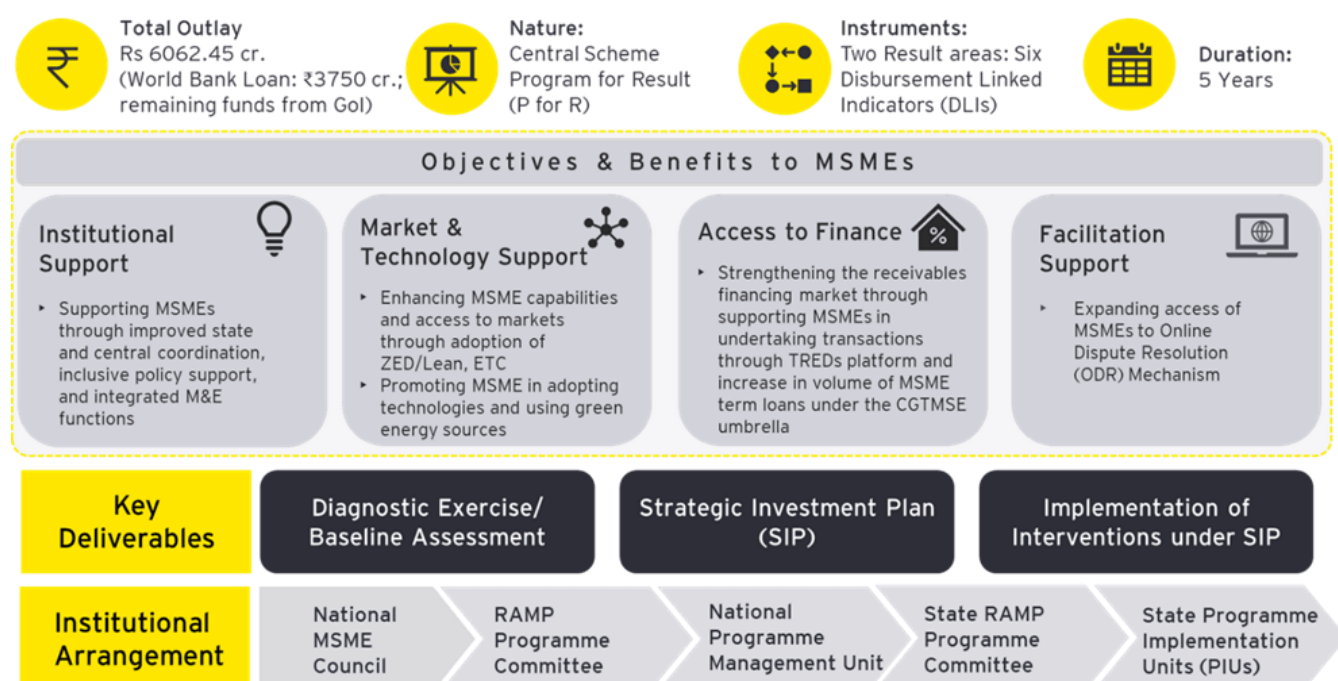
2 Introduction

2.1 Introduction to the Raising and Accelerating MSME Performance (RAMP) Programme

The Raising and Accelerating MSME Performance (RAMP) initiative, backed by the World Bank, collaborates with the Ministry of Micro, Small, and Medium Enterprises (MoMSME) under the Government of India (GoI). It plays a crucial role in implementing the post-Covid Resilience and Recovery Programme (MCRRP) for MSMEs.

The program aims to fortify schemes focused on enhancing market access, facilitating credit availability, reinforcing institutional frameworks, and improving governance both at the central and state levels. Additionally, it addresses issues such as delayed payments, and incorporates eco-friendly practices within the MSME sector.

RAMP aligns closely with the broader Covid Resilience and Recovery Programme, concentrating on capacity building for national and state-level agencies. The initiative establishes platforms to deliver essential services to MSMEs and strives to optimize outcomes from competitiveness-oriented schemes. RAMP's core objective is to assist states in formulating and executing strategic programs tailored for the benefit of MSMEs, contributing to their overall development and resilience. A brief snapshot of the RAMP programme is presented below:



Under RAMP, Chandigarh has conducted comprehensive diagnostic exercises which have shed light on to the current challenges and gaps present in the MSME sector. These diagnostic exercises have allowed the development of this document which is the Chandigarh Strategic Investment Plan (SIP), defining priorities for intervention and use of existing National and State schemes (including convergence of non-MSME schemes), and critical actions that need financing through the RAMP Programme.

Largely, the Strategic Investment Plan will >>



This document is an evidence-based plan for addressing the main challenges for MSME growth in the UT, which have been outlined by the diagnostic exercises and details the needs of the priority MSME sectors of the UT and targeted geographies for interventions across the UT. The SIP also outlines the goals and outcomes of all the proposed interventions over the next four years.

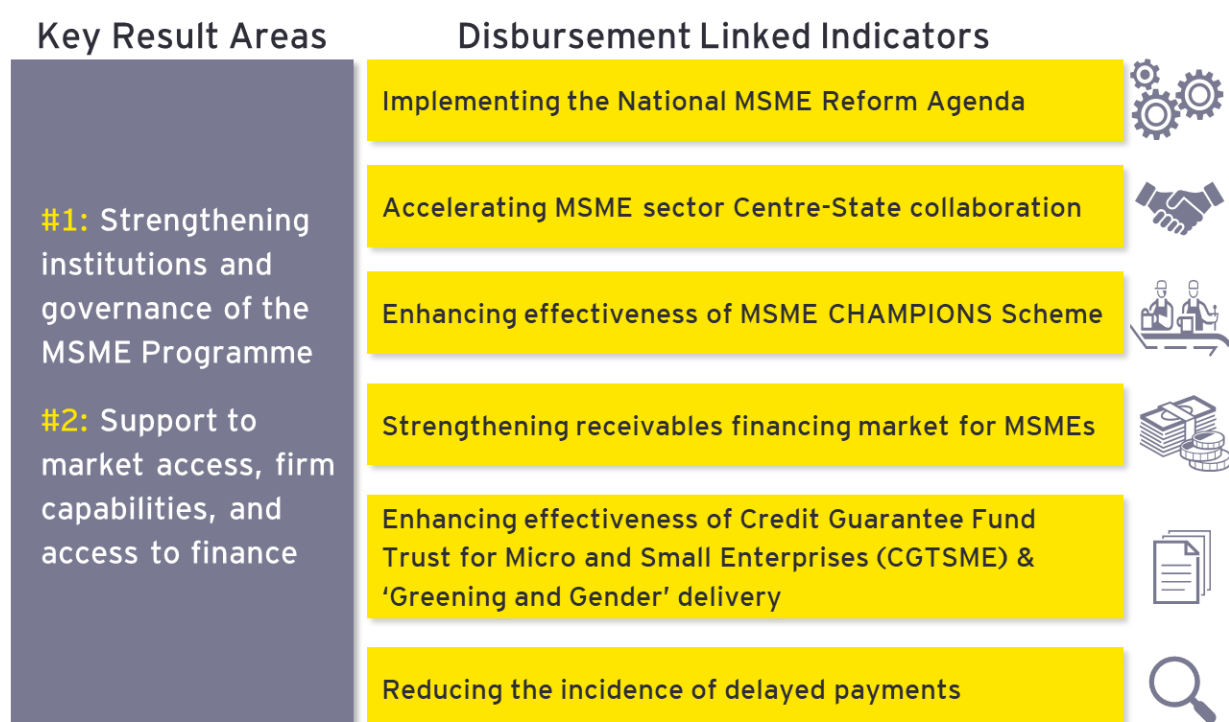
The interventions outlined in this document targets the following areas for targeted actions and aims to improve them substantially to support the MSME ecosystem in Chandigarh:

- ▶ **Institutional Support:** Supporting MSMEs through improved, state, and central coordination, inclusive policy support and integrated M&E functions.
- ▶ **Market:** Enhancing MSME capabilities and access to markets through adoption of ZED/Lean/and other competitive Programmes.
- ▶ **Finance:** Strengthening the receivables financing market through supporting MSMEs in undertaking transaction through TREDs platform and increase in volume of MSME term loans under the CGTMSE umbrella.

- ▶ **Technology upgradation & quality certification:** Promoting MSMEs in adopting technologies and using green energy sources.
- ▶ **Addressing Payment-related Issues:** Expanding access of MSMEs to Online Dispute Resolution Mechanism (ODR) and strengthening state facilitation councils

2.2 Key Result Areas & Disbursement Linked Indicators

The RAMP Programme is a part of World Bank's Programme-for-Results (P for R) funding mechanism and has six clearly defined Disbursement Linked Indicators (DLIs) against two Key Result Areas (KRAs), the achievements of which are critical for fund disbursal:



The National MSME Council under the Chairpersonship of the hon'ble Union Minister, MSME, would be responsible for inter-ministerial collaborations and center-state synergies and progress on the reforms mandated in the MSME sector including RAMP.

The RAMP Programme Committee comprises of heads of various verticals of MoMSME and related ministries and departments. It is responsible for overseeing implementation of RAMP, inter-divisional and inter-ministerial convergences, approval of Programme Implementation Manual as well as oversee the functions of National PMU.

2.3 Institutional Framework for RAMP

The National Programme Management Unit has been established at the MoMSME, comprising of professionals and experts competitively selected from the industry to support MoMSME to implement and monitor RAMP Programme.

The Chandigarh Administration is responsible for flow of funds under RAMP Programme by proper maintenance and monitoring of financial management system related to RAMP Programme. The Administration shall ensure utilization of all funds from grant funding provided under the Programme exclusively towards the financing of specific interventions as per the approved SIP within the areas and as per the procedures specified.

The State RAMP Programme Committee (SRPC) has been established by the Chandigarh Administration. It has been the key body responsible for the preparation of this document with systematic oversight on the SIP preparation process, coordination with the MoMSME on RAMP implementation, approval of SIP at UT level, monitoring of fund releases & utilization and audits, approval of work plan and budget as well as oversee the functioning of the UT's SPIU. The culmination of the entire process are the targeted interventions outlined in this document.

2.4 Approach & Methodology of the Chandigarh SIP

The preparation of the Chandigarh SIP was conducted in two major phases which resulted in the development of targeted interventions for Chandigarh to upscale the performance of its MSMEs in the post-COVID era. It consisted of the following:

- ▶ **Part 1:** Diagnostic Assessment for SIP
- ▶ **Part 2:** Preparation of the SIP

Part 1 included the execution of the Union Territory Diagnostic Exercises, and Part 2 of the project entailed the preparation of the SIP using the findings of the diagnostic exercises to create the targeted interventions for Chandigarh MSMEs.

2.4.1 Part 1 - Diagnostic Assessment for the SIP

A critical part of the SIP was the deep-dive diagnostic study of the MSMEs in Chandigarh across various parameters. The diagnostic study covers all crucial details pertaining to the current ecosystem of MSMEs. It included:

- ▶ Identification of crucial MSME stakeholders across the UT to conduct the consultations and study.
- ▶ Conduction of Focus Group Discussion (FGDs) with identified MSMEs, Industries Associations, and other relevant stakeholders.

- ▶ Conduction of a survey to map challenges and gaps present within MSMEs.
- ▶ The mapping of the existing state MSME ecosystem as per the following parameters:
 - Number of MSMEs and growth; MSME clusters, infrastructural and policy ecosystem, export competitiveness; sector/industry wise information; environmental parameters; women headed MSMEs, etc.
 - Assessing performance of the MSMEs in the UT based on various parameters such as data on Employment (including skilled and unskilled manpower), output, value added, productivity, size distribution, exports, and participation in Global Value Chains (GVCs), etc.
 - Assessing status of MSMEs with respect to access to credit facilities/ funds, usage of technology/ R&D, marketing and branding constraints, product designing, quality control measures etc.
 - Identification of priority and sunrise sectors for the MSME ecosystem within the UT and establishment of an MSME Preparedness Index for Chandigarh through benchmarking with other industrially competitive states.
 - Identification of gaps and challenges plaguing the MSME ecosystem in Chandigarh currently.

2.4.2 Part 2 - Preparation of the Chandigarh SIP

Part 2 entailed development and proposal of targeted interventions to plug gaps and challenges identified, preparation of a maturity model for MSME competency elevation through the implementation of the suggested interventions, comprehensive budgeting for the interventions proposed along with an output-outcome framework and an MSME outreach plan for disseminating the SIP across the UT for the implementation of this plan.

The SIP and the interventions outlined within are aimed at accelerating the performance of the MSMEs in the UT through building agility and self-reliance. The main areas of focus for the SIP are:

- ▶ Institutional strengthening through MSME Council, digital portals, policy, and M&E functions.
- ▶ Convergence of relevant schemes and support Programmes through Strategic Investment Plans (SIPS).
- ▶ Firm competitiveness schemes including technology upgradation and quality certification, marketing support schemes; capacity building for technology centers.
- ▶ Strengthening of the receivables financing market for MSMEs.



- ▶ Enhancing the effectiveness of the Credit Guarantee Trust for Micro and Small Enterprises for greening investments and investments in women owned businesses.
- ▶ Addressing delayed payments through online dispute resolution.



3

DIAGNOSTIC
STUDY OF
CHANDIGARH'S
MSME
ECOSYSTEM

3 Diagnostic Study of Chandigarh's MSMEs Ecosystem

3.1 Chandigarh UT Diagnostic Exercises

The Chandigarh UT MSME Diagnostic Study 2024 has been conducted using a rigorous mix of primary and secondary data collection, research & analysis. The exercise has utilized various channels of data collection and analysis, including but not limited to extensive stakeholder interviews, focus group discussions and a digital questionnaire-based survey to understand and map pain points against key intervention areas of the RAMP Programme.

The Need

There has not been a comprehensive, in-depth, cross-cutting, and robust study of Chandigarh's MSME ecosystem in the past few decades. Considering the adverse impact of COVID-19 on MSMEs, excessively on sectors such as hospitality, tourism and other services, manufacturing etc., the objective of RAMP Programme makes an ideal case to analyze the sectoral ecosystem with a focus on post-COVID impact, with a special focus on the following spheres:

- ▶ MSME Capabilities
- ▶ Access to markets
- ▶ Access to credit
- ▶ Environmental and occupational health and safety standards compliance and “greening”
- ▶ Gender Gaps
- ▶ Infrastructure constraints
- ▶ Technical Support

The study essentially is an as-is analysis of the existing MSME ecosystem in the UT, encompassing the manufacturing, services, and utilities sectors. The study covers analysis of the current situation and development of the MSME ecosystem across the UT in the last 5 years with focus on rural-urban industrialization, focus sectors in the UT, export potential, infrastructural ecosystem, benchmarking with other comparable UTs, etc.

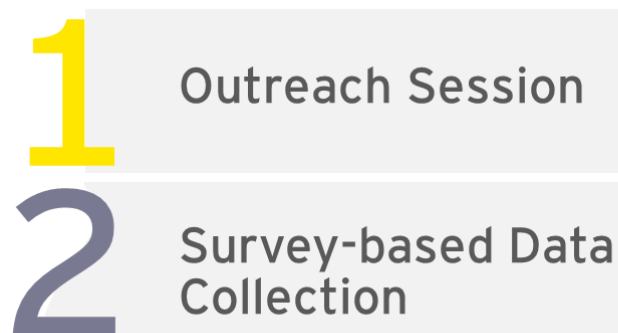
Procedurally, the diagnostic exercise is the first step towards the preparation of RAMP SIP for Chandigarh. It was an imperative step towards understanding the overall situation and needs of the MSMEs in the Union Territory, and understand the multi-faceted challenges faced by parties across the stakeholder ecosystem - from MSMEs and budding entrepreneurs to the UT administration. This will not only be instrumental in developing a thorough, multi-perspective understanding of the developmental challenges, but also be useful in steering the government focus in the relevant direction, towards sectors that add high value to MSMEs at the micro level as well as the overall socio-economy of the Union Territory.

3.1.1 Approach & Methodology of the Diagnostic Exercise

At the outset, this diagnostic report analyzes the current state of MSMEs in Chandigarh using primary and secondary research. Comprehensive secondary research has been carried out to understand the industrial ecosystem, business ecosystem, policy & regulatory framework, focus sectors and clusters, among others.

Multiple data sources were referred to while formulating the conclusions provided in this document, namely Udyam Registration, National Sample Survey, Economic Survey of India 2022-23, Annual Survey of Industries 2019-20, Periodic Labor Force Survey 2021-22, among others. Multiple other India and UT level research pieces by credible organizations, Government data, Policies, Government Gazettes, report compendiums etc. were also referred.

Stakeholder Consultations were carried out through Focus Group Discussions (FGDs)⁴ and Questionnaire-based Survey, and both - the secondary research as well as the primary research corroborate each other's findings, with the FGDs and survey giving more context specific, practical challenges as flagged by MSMEs.



Focus Group Discussions

The Chandigarh RAMP SIP Team mapped key industrial associations operating in the Union Territory and individually reached out to them to understand general, sector-specific, and location-specific challenges through FGDs. A detailed presentation on the current schemes and incentives available for Chandigarh MSMEs was also delivered to educate their responses on what benefits are currently available and additional benefits that can be availed by them. These industrial associations range from regional chapters of nationwide associations such as Confederation of Indian Industries, to local, sectoral associations such as Chandigarh Hotelier's

⁴https://www.researchgate.net/publication/348684312_Something_for_everyone_Monique_Hennink's_Focus_Group_Something_for_everyone_Monique_Hennink's_Focus_Group_Discussions_Understanding_Qualitative_Research_Discussions_Understanding_Qualitative_Research

Association. The complete list of FGDs conducted and their corresponding details have been provided below:

FGDs Conducted with Associations & other Key Organisations

✓

- Confederation of Indian Industry
- Laghu Udyog Bharti
- Industries Association Of Chandigarh
- Chamber Of Chandigarh Industries
- Screw Manufacturers Association
- Auto Wheel Association
- Federation Of Chandigarh Region Automobiles Dealers (Regd.)
- Chandigarh Hoteliers Association
- Chandigarh Industrial Youth Association
- Chandigarh Furniture Association

Banks, FIs and other stakeholders consulted

Survey-based Data Collection

A questionnaire covering all aspects of the RAMP key intervention areas was prepared and circulated amongst the participants of the FGDs which provided primary data on issues and challenges plaguing the MSME Ecosystem in the state. The questionnaire aimed at gathering information about the current attributes, attitudes, and structure of the MSME Ecosystem through a structured set of questions across the RAMP intervention areas. The survey was conducted on a sample size of 100 stakeholders across industries in Chandigarh. The sample included entrepreneurs and industry association representatives (Please refer to Annexures for questionnaire).

Sector-level Assessments

To digress further into the MSME ecosystem of Chandigarh, sectoral analyses were undertaken to map challenges and problem areas specific to prominent industries in the UT. Sectoral breakdown and economic contribution of the MSME Ecosystem within the UT was arrived at through analysis of Udyam Registration Data, in tandem with data published under

the Statistical Abstract, Union Territory, Chandigarh, and data from the Periodic Labor Force Survey (PLFS) conducted by the National Statistical Office.

Mapping of Issues & Challenges

The MSME sector in the UT faces challenges in several areas which are critical for building a thriving industrial and manufacturing ecosystem. While these current challenges exist, each of these areas represent potential where significant improvement must be made, to ensure sustained economic growth of the state. Basis the data collected through the primary and secondary research, the key issues and challenges related to Chandigarh MSMEs have been highlighted in this report. This will be the foundational source of inferences for the purpose of SIP formulation.

Chandigarh MSME Ecosystem Benchmarking

Benchmarking is a widely used tool for structured comparison between different policy agencies trying to deal with similar challenges. The process highlights opportunities for learning about different policy options and about ways to make the overall policy process more effective. For our analysis, we have assessed Chandigarh's competitiveness across the RAMP intervention areas and assess the level of competency the state currently resides at, in comparison to relevant Union Territories of the country, namely Delhi, Jammu & Kashmir, Ladakh, Puducherry, Dadra and Nagar Haveli & Daman and Diu, and Lakshadweep.

These UTs have been chosen due to their proven competency in the industrial landscape of India and their comparability to Chandigarh in terms of geographical size, size of the economy and its contribution to the country, population, etc.

3.2 Challenges with the MSME Ecosystem Data

Some of the data challenges faced during the diagnostic studies are as follows:

- ▶ **Recently Developed Database:** While analyzing the Udyam Registration Data, an important callout is the maturity of the data being presented currently through the Udyam Portal. The Udyam Portal is a fairly new portal which was recently launched in 2020. Thus, the data which is available is only 3 years old.
- ▶ **Inconsistency of Information and Inaccuracy of Estimation:** Additionally, there is a mandate which makes Udyam Registration mandatory for MSMEs in the country, thus necessitating, legacy units to register themselves as fresh unit. This gives rise to low-fidelity data. There is also a major skew within the data collected till now for the year 2023, as our analysis in the has shown massive drops in numbers during the year, which can only be attributed to incomplete data.

- ▶ **Stagnancy within NSSO Data** - Since 2015-16, the Annual Report of the MoMSME has been stating the 73rd NSSO Data which has remained stagnant for the last 7 years. This makes any kind of growth analysis redundant through this data. Thus, any analysis of growth rate of the MSME Ecosystem within Chandigarh is solely based on Udyam Registration Data.
- ▶ **Formalization Gap between Udyam Data and Dated Estimates:** As we can see from comparing the current Udyam data to NSSO data, there is a huge formalization gap which is yet to be made up within the Udyam Registration Portal. While the Udyam Registration is in the process of incorporating older UAM Data, there is a need to hasten this process as, going forward, it is necessary for the portal to take legacy data into account, thus being able to project farther.



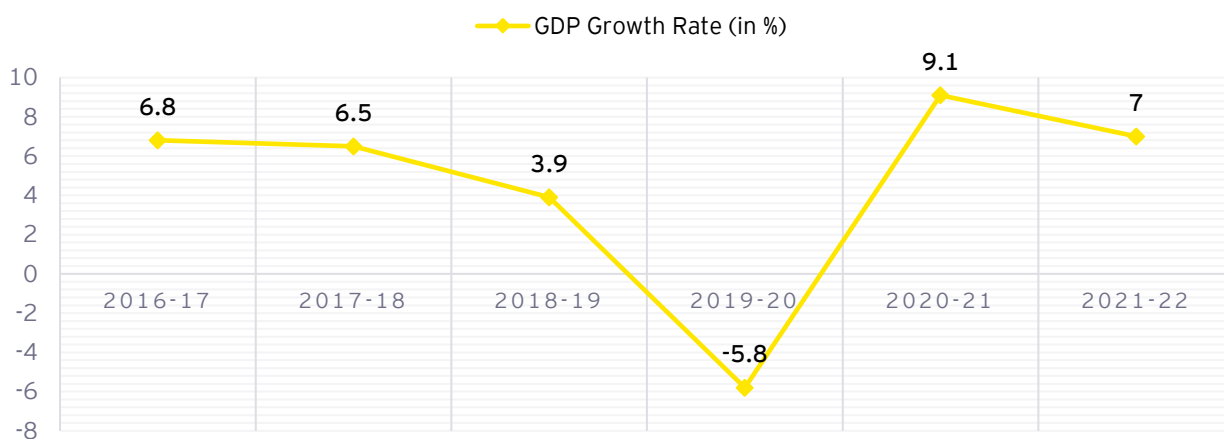
Availability of latest, authentic, robust & holistic MSME data has been realized as one of the greatest challenges for precisely diagnosing UT level MSME ecosystems and for subsequent informed

3.3 Findings of the Diagnostic Exercises

3.3.1 Snapshot of the Indian Economy

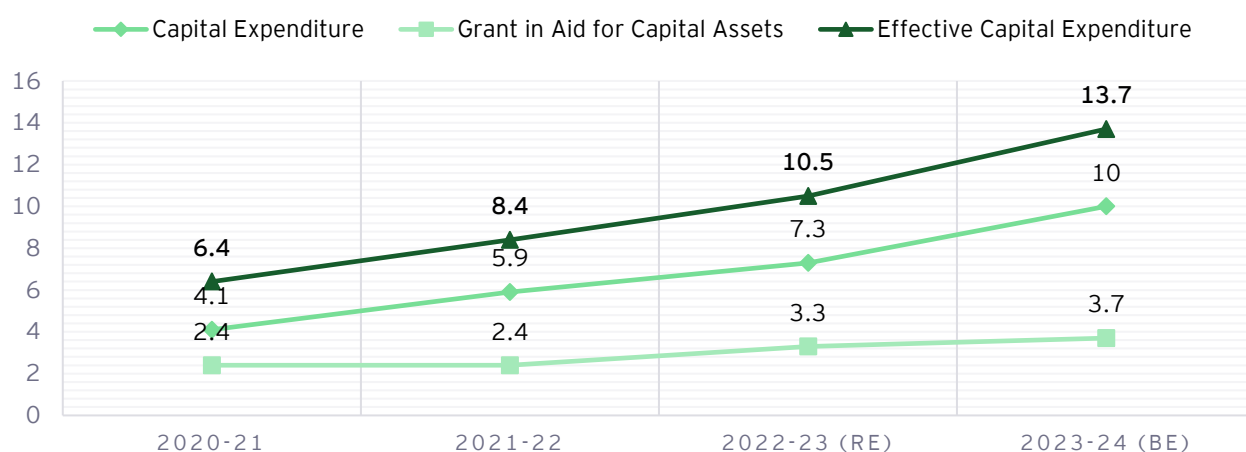
While the Indian economy has remained resilient, global economic outlook has been in the doldrums since 2020, with three major economic stressors hitting the global supply chain almost simultaneously. With the already pandemic-induced contraction of the global output, the Russian-Ukraine conflict, and subsequent US and EU led sanctions led to a worldwide surge in inflation.

Against this backdrop, the Indian economy, has recovered positively, returning itself to pre-pandemic levels of economic activity in FY2022. Fueled by private consumption and the world's largest vaccination drive, several agencies across the world have maintained India's



position as the fastest-growing major economy, pegging its growth rate at approximately 7% in FY23.

The current Government of India (GoI) budget established a strong Capital Expenditure (Capex) push, steeply increasing the capital expenditure outlay by 37.4 % in BE 2023-24 to INR 10 lakh crore over INR 7.28 lakh crore in RE 2022-23 and Capex of the Government of India saw an increase of 63.4% in the first eight months of FY23. This also provided necessary stimulus to the Indian economy in the current year, crowding in the private Capex since the January-March quarter of 2022.



In absolute terms, India currently has a Nominal GDP of INR 272.04 lakh crores⁵ and a Real GDP of INR 159.71 lakh crores, recovering from the significant GDP contraction in FY21 and further slow growth in FY22. Consequently, output in FY22 went past its pre-pandemic level in FY20, with the Indian economy staging a full recovery ahead of many nations⁶.

The major reason behind this rapid rebound has been a combination of factors, including government stimulus measures, a revival in consumer demand, and increased industrial production. GoI's Atmanirbhar Bharat initiative, aimed at making India self-reliant and reducing dependency on imports, has played a significant role in shaping the recent performance of the Indian economy. Through policies such as the Production-Linked Incentive (PLI) scheme, the government has incentivized domestic manufacturing, attracted investments, and promoted job creation across various sectors.

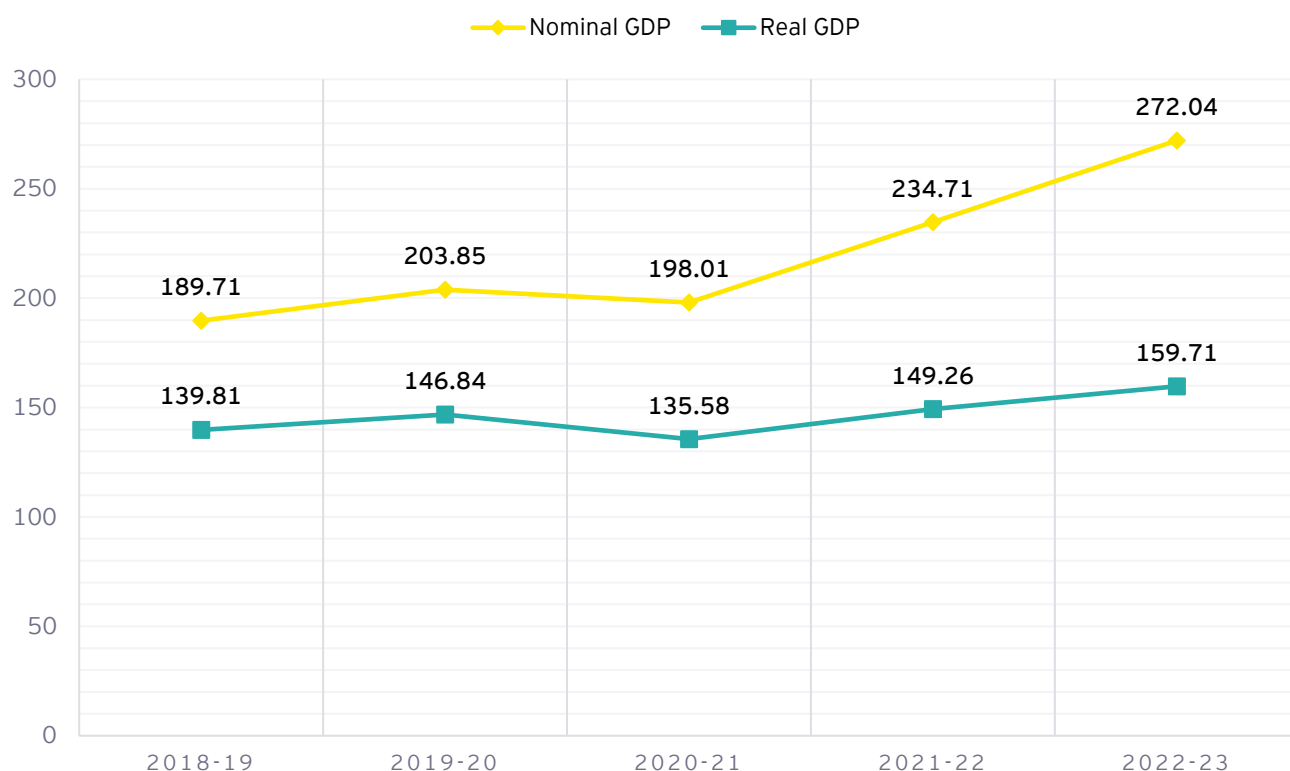
The services sector, a key contributor to India's GDP, faced significant challenges during the pandemic due to restrictions and lockdown measures. However, it has shown resilience in

⁵ 1 USD = 80 INR

⁶ Economic Survey of India 2022-23

recent times. Sectors such as information technology, e-commerce, and digital services have witnessed a surge in demand, contributing to economic growth and employment generation.

The Indian government has undertaken several structural reforms to improve the ease of doing business in the country. Initiatives such as the implementation of the Goods and Services Tax (GST), simplification of tax procedures, and liberalization of foreign direct investment (FDI) norms have bolstered investor confidence and encouraged domestic and international businesses to operate in India.



3.3.2 Major Industrial Sectors of the Indian Economy

As of 2020-21, the services sector is the largest sector of India. Gross Value Added (GVA) at current prices for the services sector is estimated at INR 96.54 lakh crore. The services sector accounts for 53.89% of total India's GVA of INR 179.15 lakh crore (2020-21). With GVA of INR 46.44 lakh crore, the industry sector contributes 25.92%. While Agriculture and allied sector share 20.19%. At 2011-12 prices, the agriculture & allied, Industry, and Services sector's composition is 16.38%, 29.34%, and 54.27%, respectively.⁷

From a mixed planned economy with a significant public sector in strategic areas, India's economy has evolved into a mixed middle-income emerging social market economy. The evolution of India's economic policy is what led to the current sectoral division. From the time

⁷ Economic Survey of India 2022-23

of independence in 1947 until 1991, successive governments advocated protectionist economic policies, large-scale public companies, state intervention, bureaucrat-driven businesses, and economic regulation, all in line with the Soviet model. Widespread economic liberalization and suggestive planning were implemented in India as a result of the conclusion of the Cold War and a severe balance of payments crisis in 1991.

The growth in the service sector in India has been linked to the reforms of the 1990s. The service sector started to grow in the mid-1980s, but growth accelerated in the 1990s when India initiated a series of economic reforms after the country faced the severe balance of payments crisis. Reforms in the service sector were a part of the overall reform program which led to privatization, the removal of FDI restrictions, and streamlining of approval procedures among others.⁸

The following chart gives the break-up of the sectoral GVA to the total GDP of India:



Figure: Sector wise Break-up of the Indian Economy

3.3.3 Overview of the Economy of Chandigarh

Chandigarh - An Introduction

⁸ <https://www.adb.org/sites/default/files/publication/30285/ewp-352.pdf>

Chandigarh is a union territory and planned city in northern India, serving as the shared capital of the surrounding states, namely Punjab to the north, west and the south, and Haryana to the east. Chandigarh constitutes the bulk of the Chandigarh Capital Region and is surrounded by the adjacent satellite cities of Panchkula in Haryana and Mohali in Punjab. Though it is a capital of two major Indian states, Chandigarh is administratively distinct from both the states. Designed by the renowned architect Le Corbusier in the 1950s, the city is known for its modernist architecture, well-planned layout, and high quality of life. Following are some quick socio-economic and demographical statistics about the UT⁹:

S. No.	Parameter	Chandigarh
1.	 Population (2011)	10 lakhs
2.	 Area (2011)	114 km ²
3.	 Population Density (2011)	9,258 per km ² <i>(Significantly higher than national average of 382)</i>
4.	 Natural Population Growth Rate (2020)	9% <i>(Lower than national rate of 11%)</i>
5.	 Sex Ratio (2011)	818 females per 1000 males <i>(Lower than the national average of 943)</i>
6.	 Literacy Rate (2011)	86.05% <i>(Higher than the national average of 72.99%)</i>
7.	 Multidimensional Poverty Index (2021)	0.017 <i>(Better than the national MPI score of 0.066)</i>
8.	 UT Score on SDG Index	79 <i>(Higher than national score of 66)</i>

As a key urban center and Union Territory, Chandigarh plays a vital role in India's economic landscape, contributing to regional development and national prosperity. While the city's economic performance aligns with broader national trends, its distinctive features and strengths position it as a beacon of opportunity and growth in India's evolving economic landscape. Continued investment in infrastructure, innovation, and human capital will further propel Chandigarh's economy towards sustainable development and prosperity. Chandigarh's economic performance aligns with India's macroeconomic trends but exhibits distinctive features owing to its unique characteristics.

⁹ [Handbook of Statistics on Indian States, Reserve Bank of India](#)

3.3.4 Chandigarh's Economic Landscape - Facts and Figures

Gross State/UT Domestic Product (GSDP)

As per data published by the Reserve Bank of India, the UT of Chandigarh registered a GSDP of ₹30,287 cr. at constant prices in the fiscal year 2021-22). Given the size of the UT and its landscape, Chandigarh's GSDP contributed ~1% to India's national GDP in the year 2022.¹⁰

- **GDP** is the sum of private consumption, gross investment in the economy, government investment, government spending and net foreign trade (the difference between exports and imports).
- **GDP** = private consumption + gross investment + government investment + government spending + (exports-imports)

Following is a graphical presentation of the growth of GSDP (constant and current prices) in Chandigarh over the last five fiscal years:

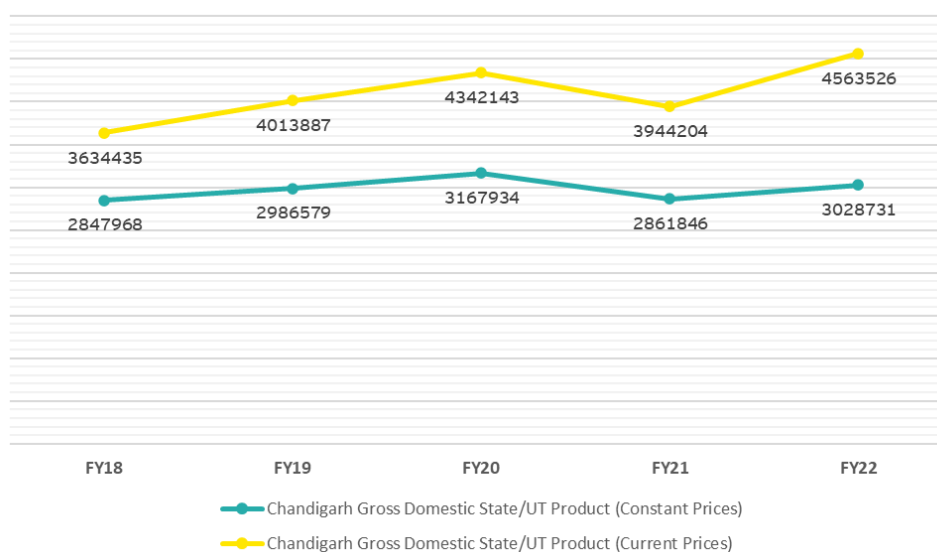


Figure: Growth of Chandigarh GDP over the last 5 years (₹ lakh)

It can be visually observed that the alike the GDP trends of other states/UTs and aggregate statistics, Chandigarh's economy also took a dip in FY21 - the year that saw the adverse impact of Covid-19 pandemic at its peak. Additionally, over the past five fiscal years ending 2022, the GSDP of Chandigarh has grown with a meagre Compound Annual Growth Rate of has 1.24% at constant prices and 4.66% at current prices, implying that the growth in the GDP has not been driven by a rise in economic activity, but rather has been due to change in real prices of goods and services. Chandigarh's GDP growth mirrors India's overall economic

¹⁰ CEIC Data

growth trajectory, albeit with variations influenced by local factors such as government policies, infrastructure development, and sectoral composition.

Gross State Value Added

Further, looking at Chandigarh's Gross Value Added (GVA) to national GDP, the UT's share has rather fallen over the last five years ending March 2020, even without the effect of the pandemic. This could be attributed to a relative rise in share of other states/UTs, along with a general downturn of economic activity.

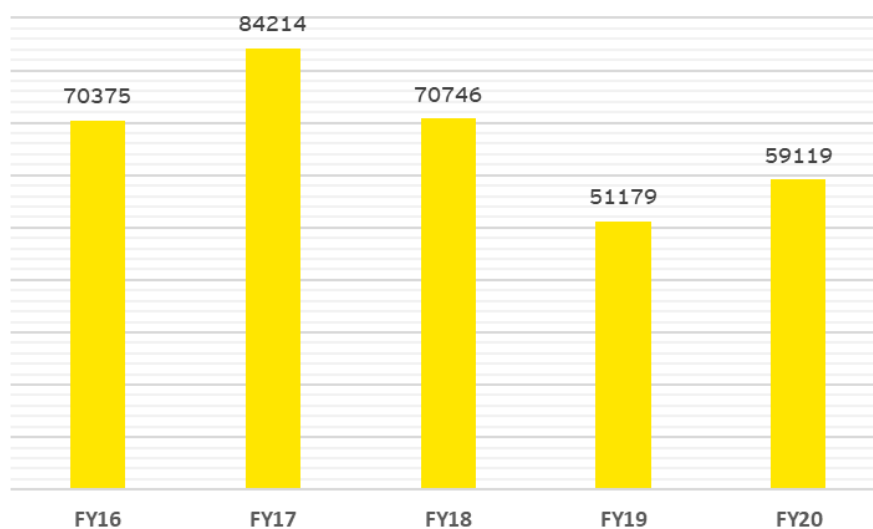


Figure: Chandigarh GSVA over last 5 years

Per Capita Income

The Per Capita Net State Domestic Product also known as Per Capita Income is the average income earned per person. Chandigarh boasts one of the highest per capita incomes in India, reflecting its relatively affluent population and strong economic base. As per latest RBI estimates of 2021-22, Chandigarh's Per Capita Net State/UT Domestic Product at constant prices is ₹2.19 lakh per person, which is more than twice the national average of ₹92,583, thereby implying the inherently rich and wealthy nature of the UT.

According to SNA, GVA is defined as output value minus intermediate consumption value and is a measure of the contribution to growth of an individual producer, industry, or sector. It provides the rupee value of the quantity of goods and services produced in an economy after deducting the costs of inputs and raw materials used to produce those goods and services.

Gross Value Added = GDP + subsidies on products - taxes on products

Sector-wise Economy of Chandigarh

Chandigarh holds a unique position in India's economic landscape due to its planned infrastructure, strategic location, and significant government presence. Looking at RBI published data, it can be clearly seen that the services sector is primarily driving Chandigarh's economy, with a meagre share of manufacturing. Additionally, agricultural negligible agriculture sector

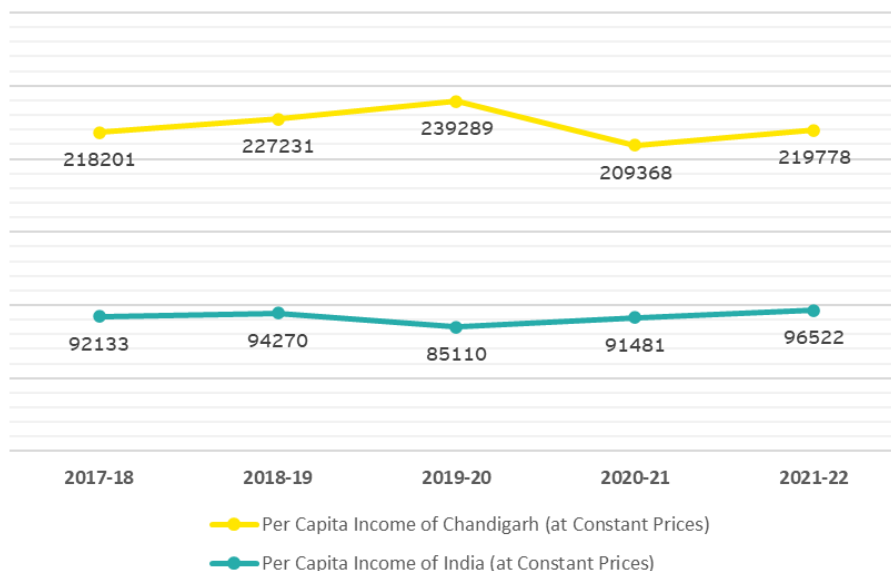


Figure: Growth of Chandigarh's Per Capita Income vis-a-vis India

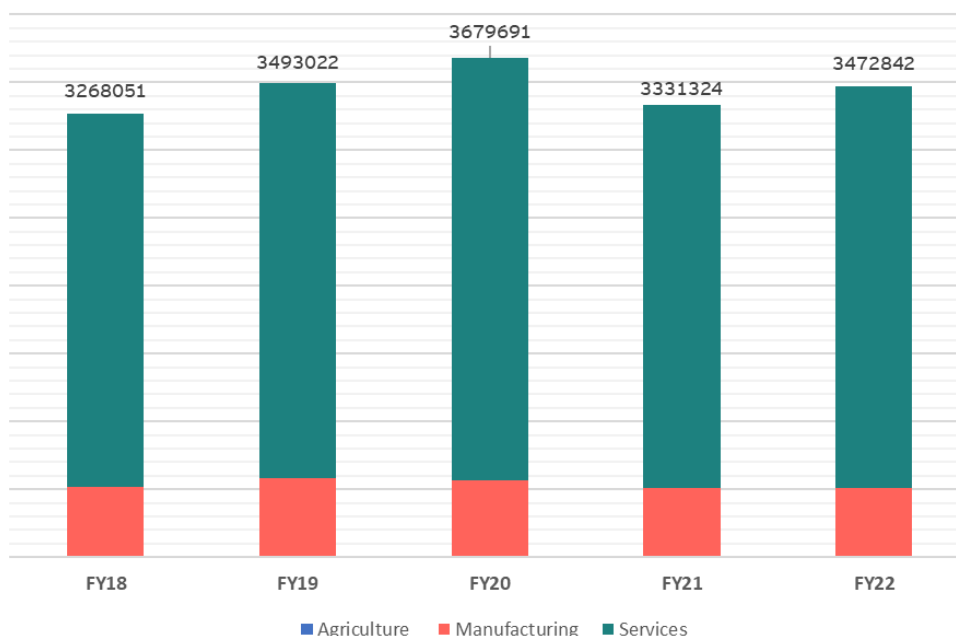


Figure: Sectoral Break-up of GSVA Chandigarh by Economic Activity¹¹ (₹ lakh)

¹¹ The data has been extracted from RBI's Handbook of Statistics on Indian States 2022-23, wherein Manufacturing = Manufacturing + Construction + Industry; and Services = Services + Banking & Insurance

Chandigarh's economy is diverse, driven primarily by the government sector, service industries, and emerging sectors such as information technology and tourism.

- ▶ **Government Sector:** The city hosts the administrative machinery of both Punjab and Haryana, along with the UT's own administrative offices and various central government offices, making government services a significant contributor to its economy.
 - ▶ **Service Industries:** Chandigarh boasts a vibrant service sector comprising healthcare, education, banking, insurance, hospitality, and retail. The city's well-planned infrastructure and strategic location attract investments in service-oriented businesses.
 - ▶ **Information Technology (IT):** With the emergence of the IT sector, Chandigarh has witnessed growth in IT-enabled services (ITES), software development, and related industries. The city's proximity to major urban centers like Delhi-NCR facilitates connectivity and access to a skilled workforce.
 - ▶ **Tourism:** Chandigarh's architectural marvels, including the Rock Garden, Capitol Complex, and Sukhna Lake, attract tourists from across the country and abroad. Tourism contributes to the city's economy through hospitality services, transportation, and local businesses. In addition, given its locational advantage of being close to the elevated, hilly landscape of Himachal Pradesh and Uttarakhand, Chandigarh is extremely famous and is a very critical stopover destination for being the gateway to the mountains.
- **Agriculture & Allied Sectors**

Given the nature and planning of the city, the Union Territory of Chandigarh has very limited area under agriculture. As per historical records, the cultivated area in the UT had shrunk from 5441 hectares in 1966 to 1300 hectares in 2005-06.¹² However, the administration is gradually acquiring more land specifically for agricultural activities. Looking at current data, it is clear that the primary sector currently has an extremely insignificant share in the total Gross Value Added of Chandigarh (at constant prices).

¹² [Chandigarh UT Administration Website](#)

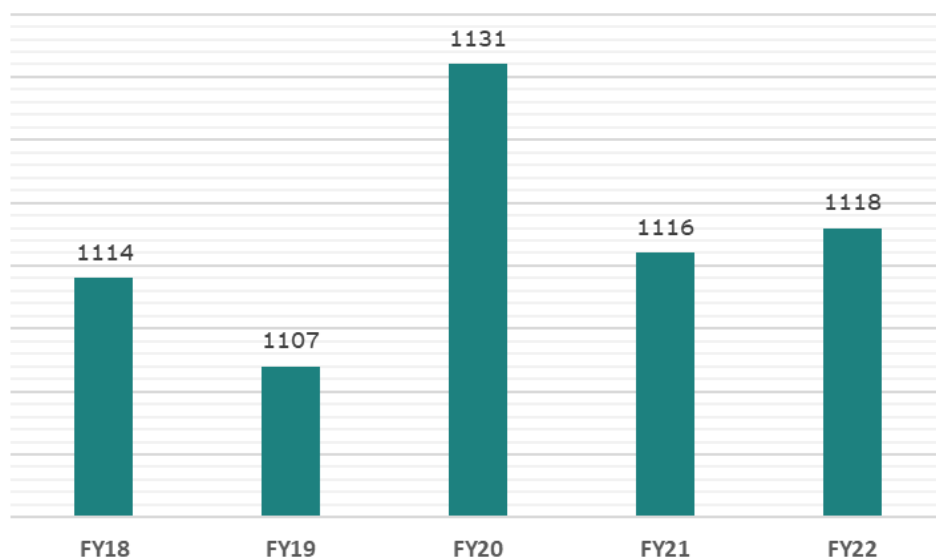


Figure: Growth in Gross State Value Added by Economic Activity - Agriculture (Constant Prices; ₹lakh)

- Manufacturing & Industry**

The manufacturing industry makes a decent contribution to the economy of Chandigarh. Although its share is significantly lower than that of services, the share in absolute is insignificant. As it can be observed through year-on-year data, economic value added by manufacturing sector in Chandigarh is largely stagnant, with a little dip after the Covid-19 pandemic.

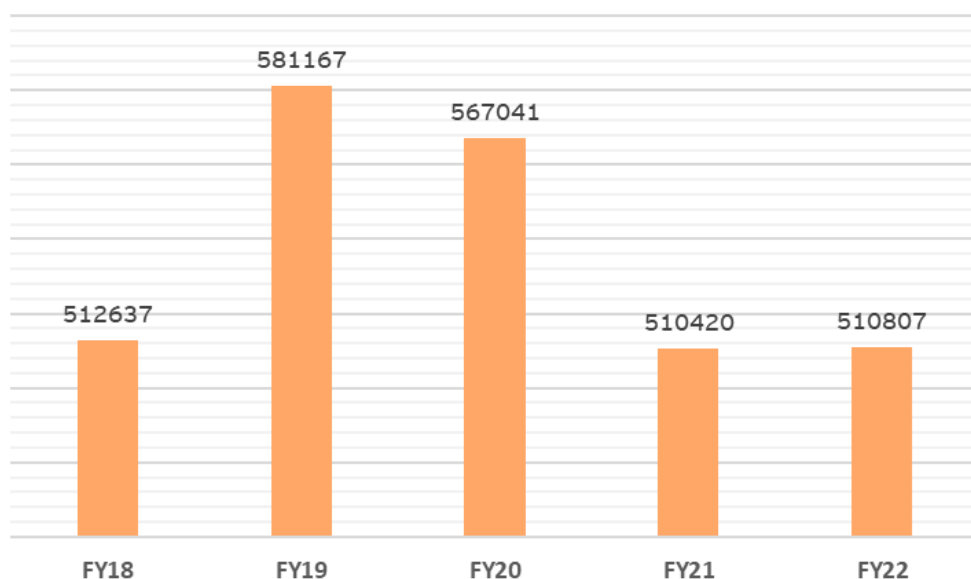


Figure: Growth in Gross State Value Added by Economic Activity - Manufacturing (Constant Prices; ₹lakh)

- **Services**

Services is the largest contributor to the UT's economy, leaving manufacturing behind by sizeable share. Chandigarh has emerged as a major hub for various service industries. The city boasts a vibrant IT and IT-enabled services (ITES) sector, with numerous technology parks and IT companies contributing significantly to its economic landscape. Additionally, the city has a thriving hospitality industry, encompassing hotels, restaurants, and tourism-related services, owing to its status as a popular tourist destination. The education and healthcare sectors also play pivotal roles, with numerous educational institutions and healthcare facilities catering to the needs of the residents and attracting students and patients from neighboring regions. The overall service sector in Chandigarh not only drives economic growth but also fosters innovation, employment opportunities, and a higher standard of living for its residents.

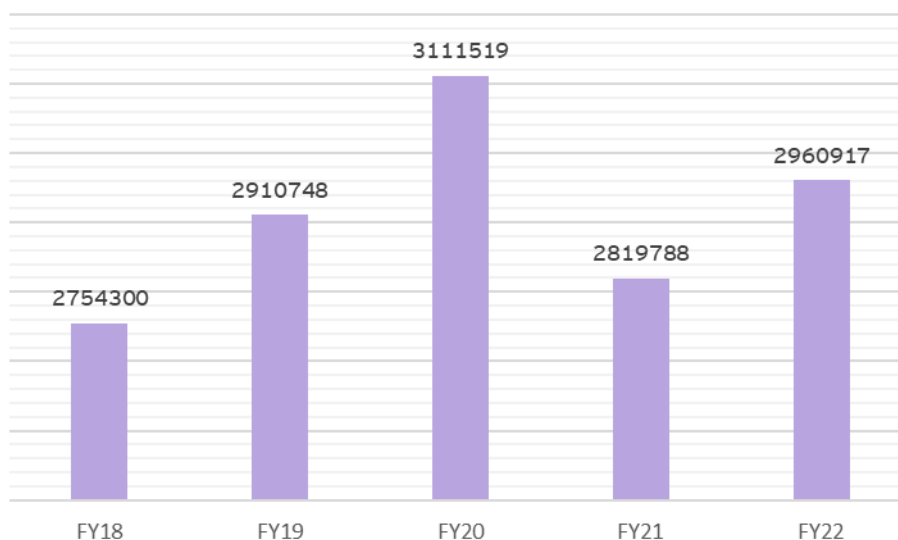


Figure: Growth in Gross State Value Added by Economic Activity - Services (Constant Prices; ₹lakh)

3.3.5 Export Ecosystem of Chandigarh

Chandigarh's strategic location, well-developed infrastructure, and business-friendly environment have contributed to the growth of export-oriented industries. Key sectors like information technology, pharmaceuticals, textiles, and engineering goods have emerged as prominent players in the export landscape. Chandigarh's export ecosystem benefits from the presence of numerous export-oriented units and specialized economic zones, fostering a conducive environment for international trade. The city's skilled workforce and a focus on innovation and technology have further propelled its competitiveness in the global market. Additionally, government initiatives and policies

supporting exports have encouraged businesses to explore and expand their international footprint. As a result, Chandigarh continues to witness a steady increase in export activities, contributing significantly to the overall economic vibrancy of the region.

As per DGCIS data, a six-year Year-on-Year (YoY) analysis of the volume of exports from Chandigarh is presented below:

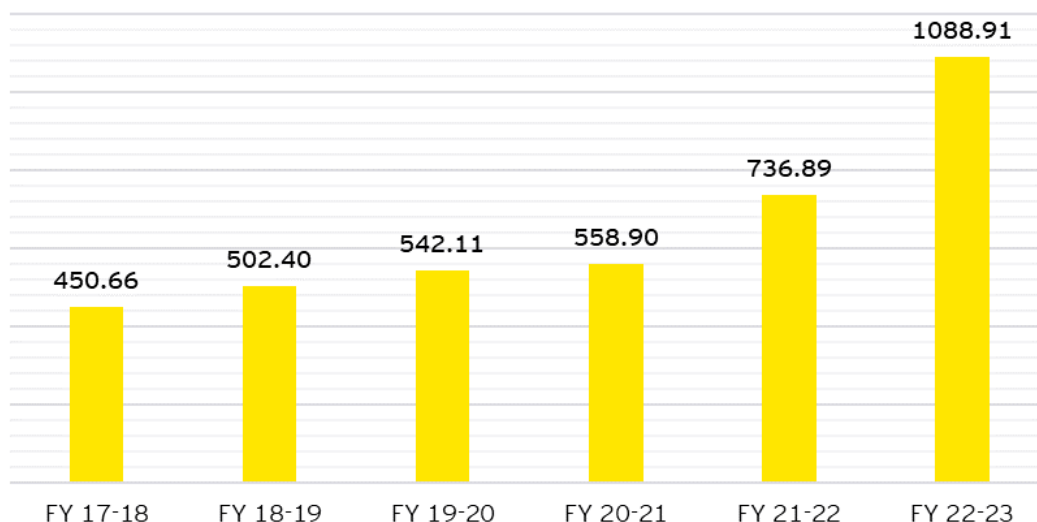


Figure: Total Volume of Exports in Chandigarh

The Compound Annual Growth Rate of Exports was 19.31%.

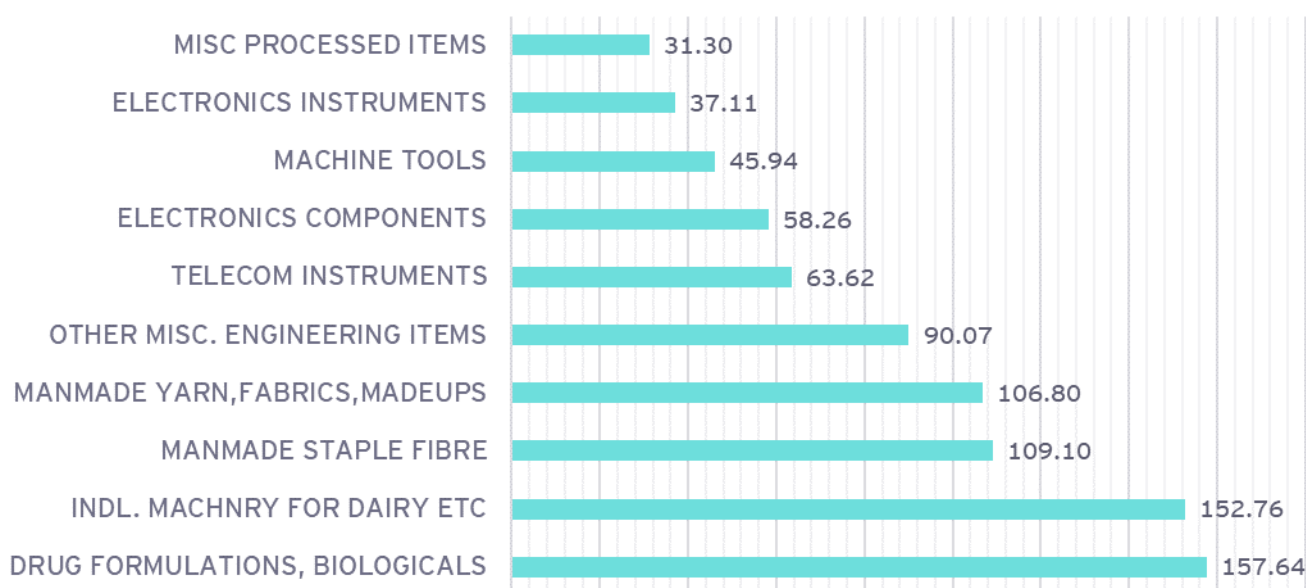


Figure: FY23 Top 10 Export Products (₹ cr.)

Major exports from Chandigarh revolve around pharmaceutical products and engineering industry. Additionally, most of the exports are exported to the United States, United Arab Emirates and Germany.

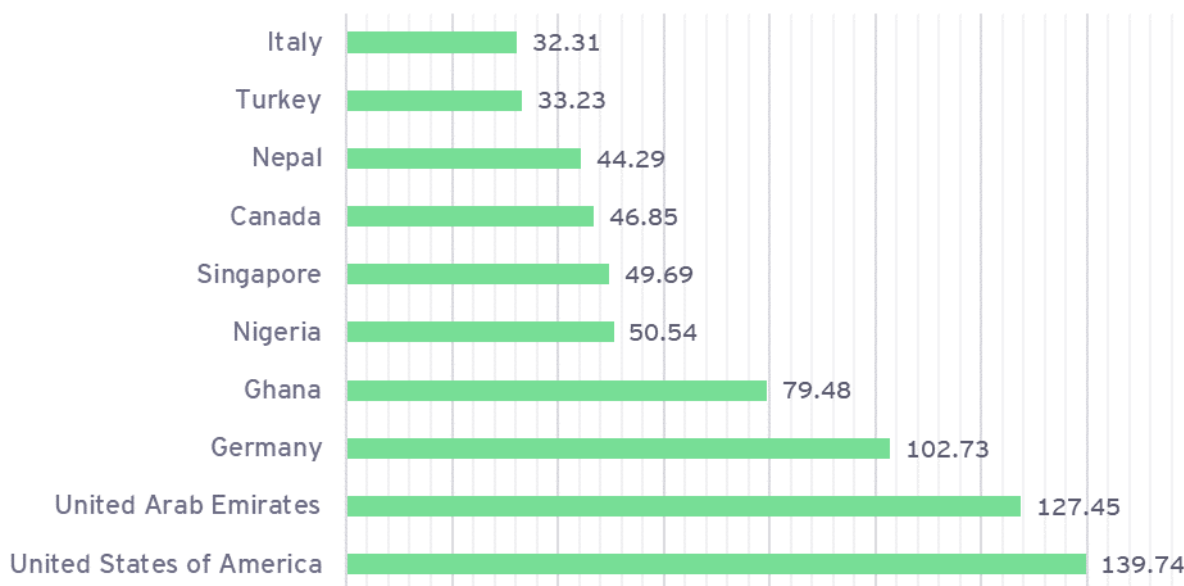


Figure: Top 10 Destinations for Chandigarh Exports

3.3.6 MSME Ecosystem in Chandigarh

With effect from July 2020, coinciding with the launch of the Udyam Registration Portal the Government of India changed the definition of the Micro, Small and Medium Industries. This was aimed at recognizing the immense contribution of the sector to the growth of India and the rapid development that the sector has made. The new definitions removed sectoral classification which made accessing government sponsored benefits much easier for entrepreneurs along with increasing the scope the sector in a major way. The following grid gives us a comparison of the old and new definitions:

Category	Old definition	New definition
Micro Enterprises	<i>Manufacturing Units</i> - Plant & machinery investment does not exceed ₹25 lakhs <i>Service Units</i> - Investment does not exceed ₹10 lakhs	An enterprise where investment in Plant & Machinery/ Equipment does not exceed ₹1 Cr. & turnover does not exceed ₹5 Cr.

Small Enterprises	<i>Manufacturing Units</i> - investment more than ₹25 lakh but not exceeding ₹5 cr. <i>Service Units</i> - Investment more than ₹10 lakhs but not exceeding ₹2 cr.	An enterprise where investment in Plant & Machinery/ Equipment does not exceed ₹10 cr. & turnover does not exceed ₹50 cr.
Medium Enterprises	<i>Manufacturing Units</i> - Investment more than ₹5 cr. but does exceeding ₹10 cr. <i>Service Units</i> - Investment more than ₹2 cr. but not exceeding ₹5 cr.	An enterprise where investment in Plant & Machinery/ Equipment does not exceed ₹50 cr. & turnover does not exceed ₹250 cr.

Table: Recent changes in the MSME Definitions

In a bid to formalize the MSME Ecosystem in the country, the MoMSME in 2020 launched the Udyam Registration Portal, which is its official website. It is a portal for MSMEs to register themselves online based on self-declaration, thus simplifying the process of incentive and benefit disbursal.

As per the latest Annual Report 2022-23 published by the MoMSME, there are currently 56,000 MSMEs in Chandigarh. However, this data was mined during the 73rd NSSO Survey and needs to be updated. Drawing from the current Udyam Registration Data, Chandigarh has 36,066 (As on March 2023) registered MSMEs. This is majorly from the registrations done from the launch of the Udyam Portal in June 2020. Of the registered units:

Medium Units	Small Units	Micro Units
182 (0.3%)	1,674 (4.2%)	34,210 (95.5%)

Table: Udyam MSMEs in Chandigarh

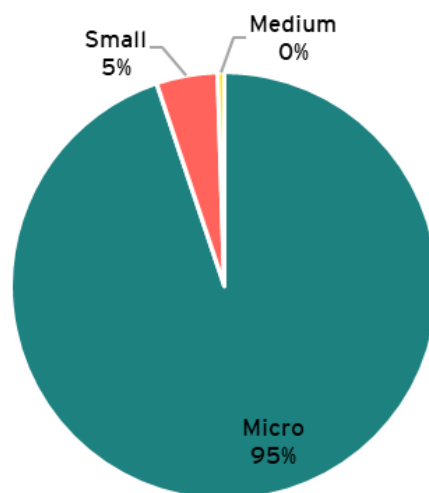


Figure: Udyam MSMEs

Industrialization in the state has gained momentum over the past two decades, thanks to infrastructure development and ongoing efforts from both the state and national governments. Since MSMEs make up the bulk of industry across the length and breadth of India, this has had a direct spillover effect on the growth of MSMEs in UT Chandigarh in the past few years.

Considering the formalization gap in the Udyam registration Data and the stagnancy of the NSSO data, we gauge the growth rates for MSMEs in Chandigarh. We analyze the data in two ways, looking at the growth of Udyam Registrations in the last 2 years and through the incorporation year provided by units in the Udyam Portal. The growth rates derived through the Udyam registrations point towards the rate of formalization and the portal's uptake. For the Chandigarh MSME Statistics Factsheet 2022-23, appended subsequently, we will be taking incorporation/commencement date as the bonafide growth rate metric.

Udyam MSME Growth in Chandigarh

Looking at quarterly data, growth of formalization of Chandigarh's MSME sector in the Udyam Portal grew have been fairly stagnant between the years 2022 and 2023. This is not indicative of the actual growth rate and is the increased formalization of existing units onboarding on to the Udyam platform.

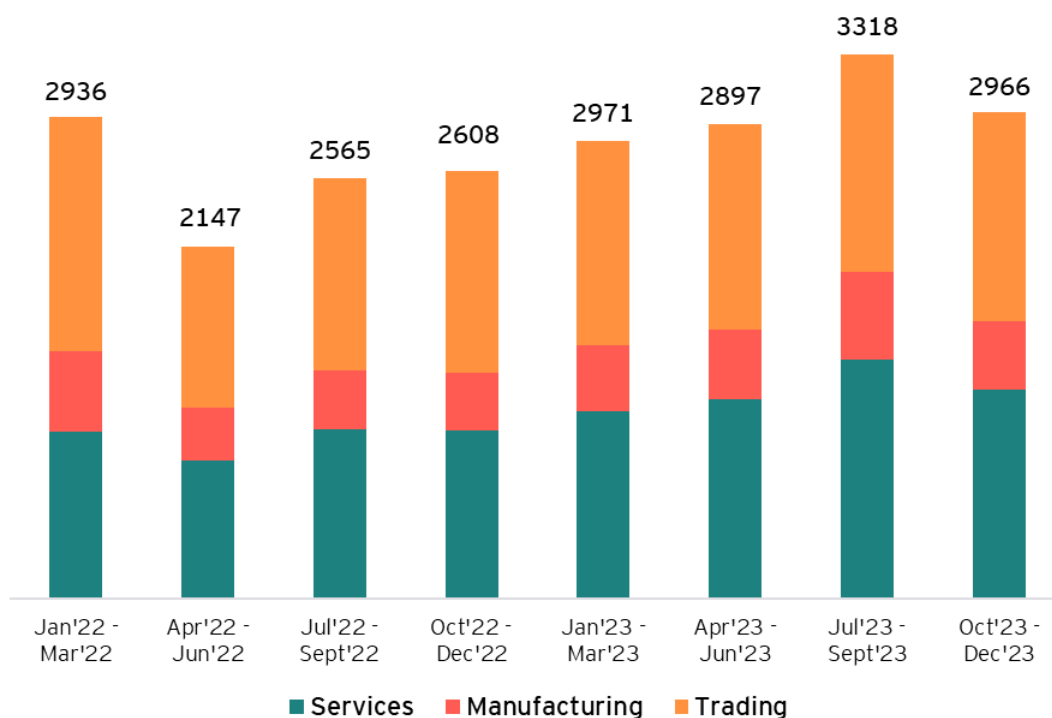


Figure: Growth of Formalized MSME Units in Chandigarh

Sector-Split for Udyam MSMEs

Well in line with the trends found in the data published by the RBI, most of the Udyam registered MSMEs in Chandigarh operate in the service sector domain (services + trading). Trading and services together make up about 83% of the total registered MSMEs, while manufacturing has a meagre share of 17%.

Gender Split of Udyam MSME Entrepreneurs

About 18% of the Udyam registered MSMEs are run by women, a percentage invariably higher than the national average. However, the gender gap shows that high priority needs to be accorded to building gender-sensitized and rather gender-centric interventions.

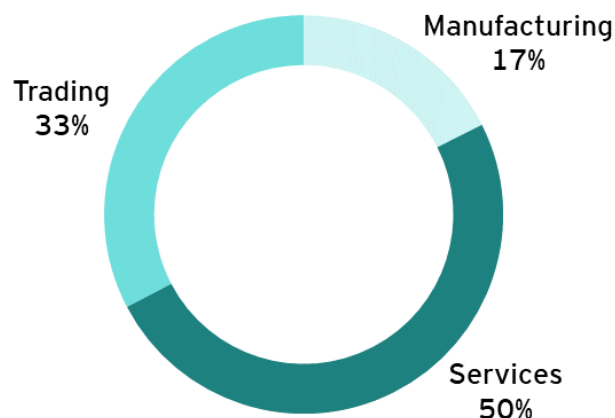


Figure: Sector-Split of Udyam MSMEs

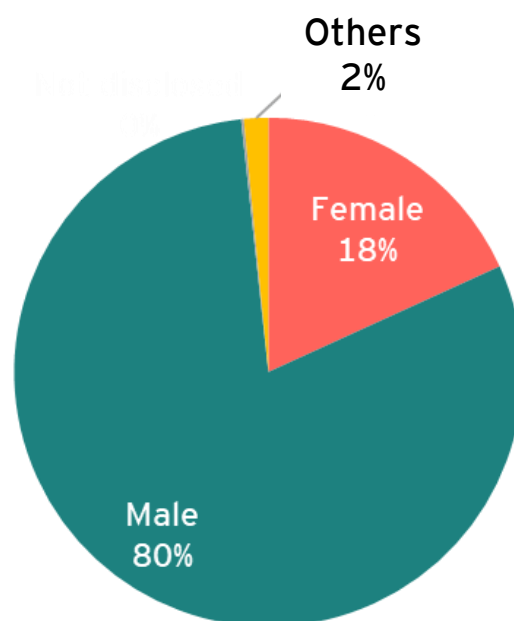
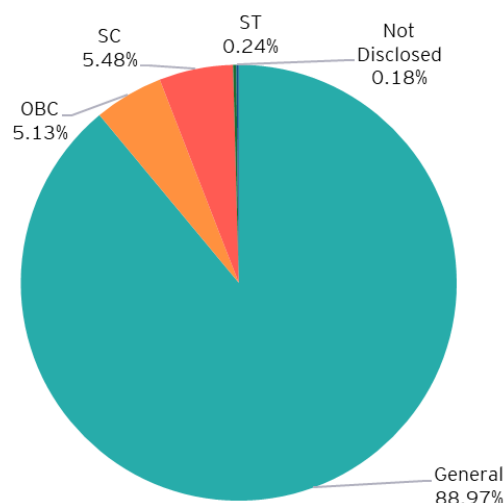


Figure: Gender Split of Udyam MSME Entrepreneurs

Social Category of Udyam Entrepreneurs

As per Udyam Registration data, 89% of all MSMEs in the UT are owned by entrepreneurs belonging to the General Category, while 5.48% is owned by entrepreneurs from Scheduled Castes (SC) and 5.13% by that of Other Backward Classes (OBC).

Figure: MSME Entrepreneurs by Social Category



Employment Generation through MSMEs

As per Ministry of MSME data, Udyam registered MSMEs in the UT of Chandigarh employ close to 3 lakh persons, making it a significant economic sector for the UT's economy.

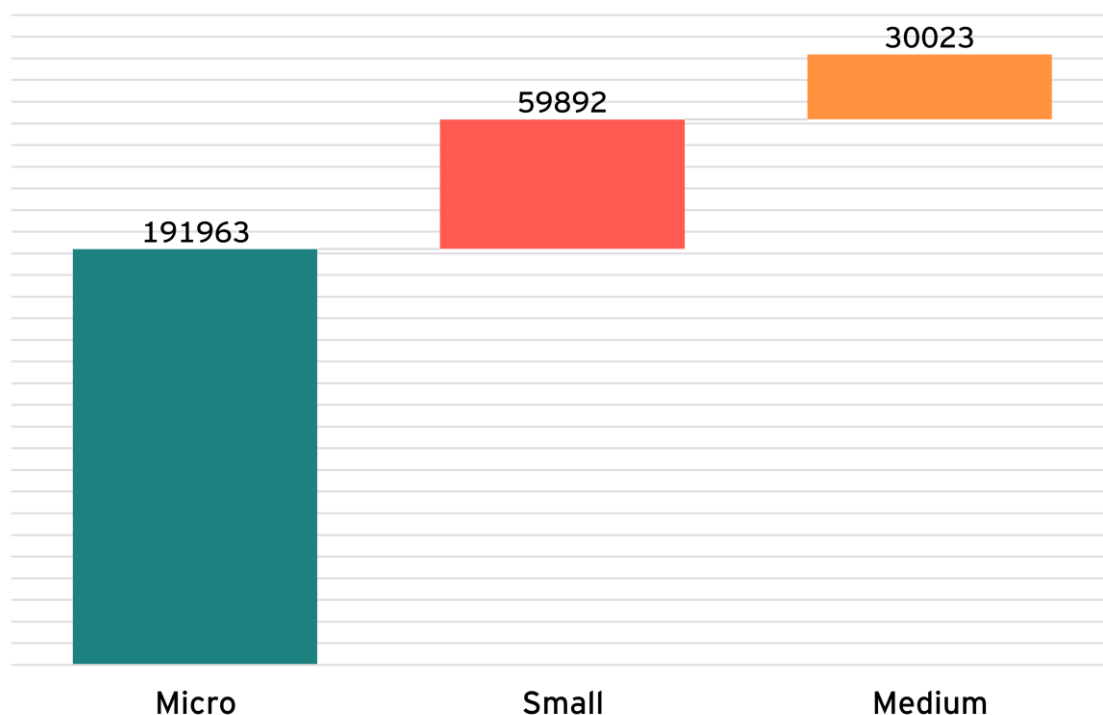


Figure: Employment Generated in Udyam registered MSMEs - Segment-wise

Type of Enterprise

Most of the enterprises registered - about 80% - are proprietorships, while about 8% are partnership firms. Rest of the MSMEs are registered as private limited companies, cooperative societies, trusts, NGOs, etc.

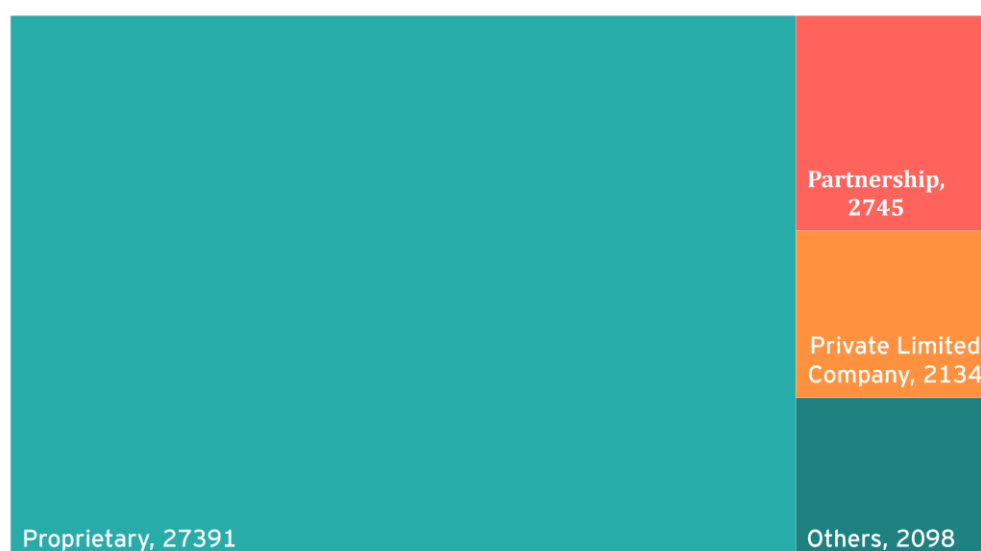


Figure: Udyam MSMEs by Type of Organization

#	Updated Chandigarh MSME Absolute & Growth Statistics 2018-23 (Year-on-year by new MSMEs) 2022-2334	
1	No. of MSMEs in Chandigarh	34,567
2	Projected number of MSMEs currently in Chandigarh	1 lakh +
3	Total MSME Split by Medium, Small & Micro	Micro: 94.69% Small: 4.79% Medium: 0.52%
4	Population per MSME in Chandigarh	50.511 Persons (Udyam Registration Data)
5	Growth Rate of overall MSMEs over past 5 years	102%
6	Growth Rate for Manufacturing MSMEs over past 5 years	60%
7	Growth Rate for Services MSMEs over past 5 years	117%
8	Growth Rate for Trading MSMEs over past 5 years	110%
9	Growth Rate for employment generated by overall MSMEs over past 5 years	51%
10	Growth Rate for employment generated by Manufacturing MSMEs over past 5 years	22%
11	Growth Rate for employment generated by Services MSMEs over past 5 years	59%
12	Growth Rate for employment generated by Trade MSMEs over past 5 years	85%
13	Total employment percentage generated by MSMEs Split by Medium, Small & Micro	Micro: 68 Small: 21% Medium: 11%
14	Growth Rate for employment generated - Medium, Small & Micro MSMEs over past 5 years	Micro: 91% Small: 9% Medium: 5%
15	Total no. of MSMEs Split by Social Category	General Category - 89.15% OBC - 5.12% SC - 5.49% Others - 0.24%
16	Growth Rate for no. of MSMEs - By Social category over past 5 years	General Category - 97% OBC - 155% SC - 140% Others - 268%
17	Percentage of MSMEs Split by type of organization	Proprietary - 79.243% Partnership - 7.941% Private Limited Company - 6.174% Others - 4.585% Limited Liability Partnership - 0.579% Hindu Undivided Family - 0.503% Public Limited Company - 0.336% Self Help Group - 0.289% Society - 0.229% Trust - 0.095% Co-Operative - 0.026%

18	Growth Rate for no. of MSMEs - By Organization Type over past 5 years	Co-Operative - 700.00% Hindu Undivided Family - 93.83% Limited Liability Partnership - 330.23% Others - 207.33% Partnership - 94.76% Private Limited Company - 95.46% Proprietary - 98.64% Public Limited Company - 37.35% Self Help Group - 294.44% Society - 126.92% Trust - 71.43%
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MSME Ecosystem of Chandigarh

Key players in the MSME ecosystem of UT Chandigarh are listed below, along with their role to play in MSME development:

- ▶ **MSMEs:** MSMEs are the primary entities in the ecosystem. They play a crucial role in the local economy, contributing to production, employment generation, and overall economic growth.
- ▶ **Chandigarh Administration:** The local government, represented by the Chandigarh Administration, establishes policies, regulations, and incentives to support MSMEs. They create a favorable business environment, offer financial aid, and implement schemes to boost the growth of these enterprises.
- ▶ **Chandigarh Industrial and Tourism Development Corporation (CITCO):** CITCO, being a government entity, contributes to the MSME ecosystem by providing infrastructure, facilities, and support services to promote industrial development and tourism in Chandigarh.
- ▶ **Office of the Chief Architect, Chandigarh:** The O/o the Chief Architect is an extremely crucial and central body for any and every infrastructural development in the Union Territory. Naturally, any industrial infrastructure to be built in the UT has to have prior involvement, concurrence and approval of this office.
- ▶ **Estate Office, Chandigarh:** Estate Office is responsible for dealing with all land and property related matters in the UT, and hence plays a critical role in both - an MSME's individual entrepreneurial journey as well as UT Administration's MSME development efforts.
- ▶ **Industry Associations:** Local chambers of commerce and industry act as intermediaries between MSMEs and the government. They advocate for the interests of businesses, provide networking opportunities, and offer valuable resources and information to MSMEs.

- ▶ **Financial Institutions and Banks:** Banks and financial institutions are crucial stakeholders, offering financial support through loans, credit facilities, and other financial products tailored to the specific needs of MSMEs. They play a pivotal role in the financial stability and growth of these enterprises.
- ▶ **Educational Institutions:** Universities and technical colleges in Chandigarh contribute by providing skilled manpower to MSMEs. Collaboration between educational institutions and MSMEs can lead to research and development initiatives, enhancing innovation and competitiveness.
- ▶ **Quality Control and Certification Bodies:** Organizations responsible for quality control and certification ensure that MSME products meet national and international standards, enhancing the credibility of products in the market and facilitating exports.
- ▶ **Research and Development Centers:** Institutions dedicated to research and development contribute to the MSME ecosystem by providing technological advancements, innovative solutions, and expertise to enhance the competitiveness of local businesses.
- ▶ **Customers and End-users:** The customers and end-users of MSME products and services play a vital role in sustaining the demand for local businesses. Their preferences and feedback influence the direction and growth of MSMEs in the region.

3.3.7 Policy Ecosystem of Chandigarh

The section has been divided into two sections for Government of India and UT Administration Policies and Schemes respectively.

Government of India Policies and Schemes

Prime Minister Employment Generation Programme (PMEGP): Prime Minister Employment Generation Programme (PMEGP)¹³, dated in August 2008, is a Government of India initiative which aims at providing financial assistance in the form of loans to new enterprises to set up self-employment ventures and generate sustainable employment opportunities in rural and urban areas. It aims to halt occupational migration by generating continuous and sustainable employment opportunities to rural and unemployed youth and traditional artisans.

Credit Guarantee Trust for Micro and Small Enterprises (CGTMSE): CGTMSE is the Credit Guarantee Trust for Micro and Small Enterprises. It was set up by the Government of India in 2000 to provide collateral-free credit to micro and small enterprises (MSEs). The scheme covers loans of up to Rs. 5 crore per borrower. CGTMSE has helped increase access to credit for MSEs, which have traditionally been underserved by the formal banking sector. The scheme has also helped reduce the cost of borrowing for MSMEs.

13 <https://msme.gov.in/sites/default/files/Revised-Guidelines-PMEGP-2022.pdf>

Micro and Small Enterprises - Cluster Development Programme (MSE-CDP): MSE-CDP is a demand driven Central Sector Scheme, wherein, UT Government sends proposals for establishment of Common Facility Centers (CFCs) and establishment /up-gradation of Infrastructure Development (ID) projects as per requirements in clusters. Ministry of MSME has implemented Micro and Small Enterprises - Cluster Development Programme (MSE-CDP) scheme to enhance the productivity and competitiveness of Micro and Small Enterprises (MSEs) for their holistic development adopting cluster approach through financial assistance as Government of India (GoI) grant for establishment of Common Facility Centers (CFCs) in the existing clusters and for establishment of new / up-gradation of existing Industrial Areas / Estates / Flatted Factory Complexes.

Chandigarh UT Government Policies

Chandigarh Administration Industrial Policy, 2015

The Chandigarh Administration Industrial Policy 2015, formulated by the Chandigarh Administration in India, aims to promote, and facilitate industrial development in the UT, develop an investor friendly environment with a responsive feedback and consultation by allowing new activities in Industrial Areas.

This policy asserts the following - Development of Infrastructure, support skill development & other promotional measures like allowing knowledge based industries in Industrial Area among others, banning entry of polluting industries, providing common facilities such as tool room facility/ Centre of excellence to small scale entrepreneurs, removal of grievance of entrepreneurs through Single Window Committee, Industry Consultation in Decision making and sustainability, facilitation to MSEs in getting interest on their delayed payments through MSME Facilitation Councils. Overall, the policy seeks to foster economic growth, employment generation, and sustainable industrialization in Chandigarh. The Policy aims to promote investment, development of knowledge-based industries and to rejuvenate and restrengthen the existing enterprises particularly in MSME scale sector. The Chandigarh Administration shall promote environmentally friendly, energy efficient, hi-tech and high value-added industries. Following would be the Thrust Sectors for Chandigarh:

- ▶ Electronics Items
- ▶ IT/ ITES/ Biotechnology / Nano Technology
- ▶ Light Engineering Goods
- ▶ Knowledge based Industries
- ▶ Automotive Components
- ▶ Furniture Items
- ▶ Sanitary Fittings
- ▶ Industrial Fasteners and Allied Industries
- ▶ Hi-Tech and Non-Polluting Industries
- ▶ R&D Oriented Services

3.3.8 Chandigarh State Level Benchmarking 2022-23

Benchmarking is a widely used tool for structured comparison between different policy agencies trying to deal with similar challenges. The process highlights opportunities for learning about different policy options and about ways to make the overall policy process more effective. For our analysis, we have assessed Chandigarh's competitiveness across the RAMP intervention areas and assess the level of competency the state currently resides at, in comparison to relevant Union Territories of the country, namely Delhi, Jammu & Kashmir, Ladakh, Puducherry, Dadra and Nagar Haveli & Daman and Diu, and Lakshadweep.

These UTs have been chosen due to their proven competency in the industrial landscape of India and their comparability to Chandigarh in terms of geographical size, size of the economy and its contribution to the country, population, etc. Our analysis looks at state performance with relevant indicators against each RAMP metric and gauges Chandigarh at three levels:

- ▶ Green - Chandigarh is currently a leader in the category with scope of high levels of achievements in the coming years through sustained support and interventions.
- ▶ Yellow - Chandigarh is performing moderately with scope for improvement and requirement for targeted interventions and improvement.
- ▶ Red - Chandigarh is lagging in the category and requires immediate targeted interventions to be back on track.

The results of the benchmarking exercise are presented below:

Chandigarh's current standings against key RAMP focus areas vis-à-vis other UTs

Chandigarh's MSME ecosystem benchmarking with other Union Territories

As per RAMP Programme Implementation Manual

Comparing Chandigarh with

- Delhi
- Jammu & Kashmir
- Ladakh
- Puducherry
- Dadra and Nagar Haveli and Daman & Diu
- Lakshadweep



All these union territories have been scored across 12 parameters to arrive at a comprehensive, net score for Chandigarh



Scoring Criteria

Well prepared	Moderately prepared	Ill prepared
Score: 6-7 (For ranks 1-2)	Score: 4-5 (For ranks 3-4)	Score: 1-3 (For ranks 5-7)

Bank Branches

#436 Bank Branch

Chandigarh Rank

Rank 3 amongst the benchmarked UTs

Credit amount extended under CGTMSE

Credit Guarantee Extended Amount (Rs. in Crore): 130.25

Chandigarh Rank

Rank 3 amongst the benchmarked UTs

MSME per Bank Branch

#1 Bank Branch per ~79 MSMEs

Chandigarh Rank

Rank 3 amongst the benchmarked UTs

Youths trained per Capita

1 Youth trained in every 66 Individuals

Chandigarh Rank

Rank 3 amongst the benchmarked UTs

Amount Benefited under MUDRA Yojana

#17,261 accounts benefited

Chandigarh Rank

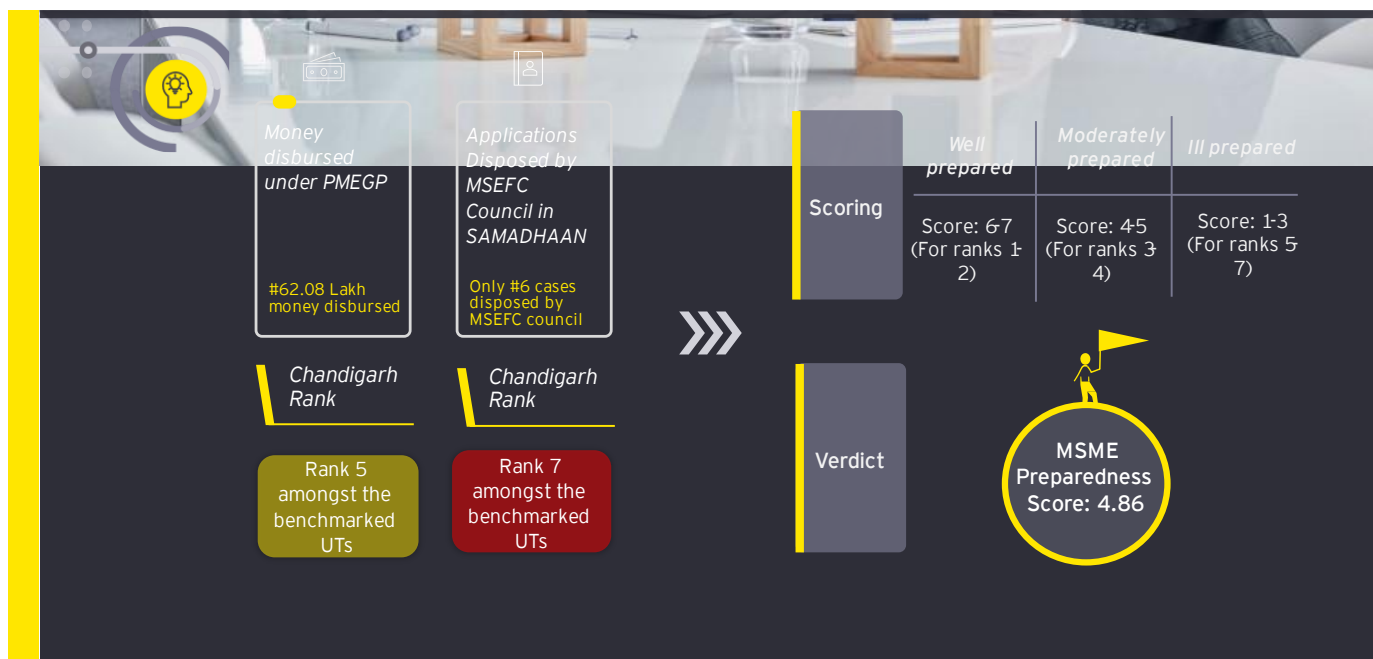
Rank 4 amongst the benchmarked UTs

GSVA % of industries

10%

Chandigarh Rank

Rank 4 amongst the benchmarked UTs





4

KEY FINDINGS OF THE DIAGNOSTIC STUDY

4 Key Findings: Diagnostic Study of MSMEs in Chandigarh

4.1 Overview

The MSME sector has been a key driver of the nation's expansion. This industry has demonstrated exceptional capacity for creating jobs, advancing technological innovation, fostering cross-sectoral collaboration, increasing exports, and addressing regional imbalances.

Despite the significance of MSMEs in the expansion of the Indian economy, the sector has faced a number of difficulties, including a lack of infrastructure, a skilled labor shortage, difficulties in obtaining financing, a reliance on outdated technology, a lack of capacity for product and market diversification, and others. The MSME spectrum in Chandigarh is made up of both modern medium-sized businesses and a sizable number of established small businesses that deal with a variety of difficulties. These micro and small units need handholding and facilitation support to overcome the challenges and contribute to the growth of the UT's economy.

MSMEs encounter various challenges impacting their growth. Poor cash flow management, often stemming from irregular bookkeeping, leads to payment delays. The government addresses financial woes through low-interest loans and subsidies. A low credit score, often a consequence of neglected accounts, hinders loan approvals. Fluctuating raw material prices during the pandemic heightened costs, affecting profit margins. Inadequate marketing skills and resources hinder digital outreach; hiring freelancers can bridge this gap. Technology adoption reluctance impacts production and competitiveness. MSMEs must overcome hurdles like labor issues, supply chain disruptions, rising material costs, and cyber threats for sustained success.

4.2 Key Challenges

4.2.1 Access to Finance

Chandigarh's Micro, Small, and Medium Enterprises (MSME) sector serves as a vital engine for economic growth, embodying the city's dynamic business landscape. This sector, comprising a diverse range of enterprises, plays a crucial role in driving innovation, generating employment, promoting collaboration across industries, and contributing to regional balance. Chandigarh UT has 43 banks (12 public sector, 19 private sector, 03 foreign banks, 04 cooperative banks and 05 Small Finance banks) and 426 urban branches.

There are three State Cooperative Banks viz. Chandigarh State Cooperative Bank, Punjab State Cooperative Bank, Haryana State Cooperative Bank and one District Level Cooperative bank viz. Ropar Central Cooperative Bank with 46 urban branches operating within the UT. No RRB is operating within the UT.

The total deposits in Chandigarh as on 31.03.2022 were ₹99455.26 Crore and total advances were ₹87764.91 Crore. The CD ratio for 2021-22 was 88.06%, which is much higher than the national goal of 60%. As on 31st March 2022 the Priority Sector advances were ₹18805.86 crore. Some of the PSU Banks and Private Commercial Banks are financing industrial and other activities from Chandigarh in the neighboring districts of Punjab, Haryana and Himachal Pradesh and reporting to UT.

- ▶ Limited access to financing for MSMEs is being fueled by the following factors:
- ▶ Limited offtake and infusion via Institutional financing, especially for smaller enterprises and new entrants
- ▶ Long resolution periods for cases of delayed payments and low uptake of the MSME Samadhaan Portal
- ▶ Levying of pre-closure and fore-closure charges on MSMEs
- ▶ Venture capital funds/ seed funds
- ▶ High-level of discounting on TReDS Platforms leading to operational losses in MSMEs
- ▶ Low awareness on government funded credit guarantee schemes.

4.2.2 Access to Markets

As part of our stakeholder outreach, MSMEs were enquired with questions related to access to markets to understand the reach and sales of MSME products. These questions included asking where the products are sold, whether the MSMEs are involved in exports, and the market linkages in terms of channels through which they sell their products. In addition, we also enquired about the challenges faced by MSMEs while selling their products in the market.

This information is important because it provides insights into the reach of MSMEs' products and their potential to access new markets. It helps to identify the channels through which MSMEs sell their products and the challenges they face while selling them. This information can be used by policymakers to design effective interventions and support mechanisms to help MSMEs overcome the challenges they face in accessing markets, both domestic and international. Additionally, this information can also be used by MSMEs to develop strategies to expand their reach and increase their sales.

Market Access is the key to any successful business, which holds even truer for MSMEs. Based on secondary and primary research (stakeholder inputs and focus group discussions) this report identifies access to markets as a challenge for MSMEs with regional markets:

- ▶ Inability to tap international markets due to inconducive export ecosystem.
- ▶ Lack of national and regional market access for Chandigarh's MSMEs
- ▶ The lack of enforcement of the Public Procurement Policy

- ▶ Lack of access to exports particularly for textile industry
- ▶ Limited access to digital marketing
- ▶ Lack of focused sector specific marketing meets.
- ▶ Lack of awareness on MSME CHAMPION Schemes and ZED Certifications

4.2.3 Access to Infrastructure

We held extensive consultations focusing on the physical infrastructure available for the growth of micro, small, and medium-sized enterprises (MSMEs) in the UT, with the aim of uncovering deficiencies in the UT's infrastructure that act as a barrier to the expansion of MSMEs.

Based on the analysis of data collected during FGDs, it was determined that the majority of MSMEs have expressed worry regarding the rising cost of electricity. Some businesses who are only open during certain times of the year have voiced their concern about having to pay for the fixed component of their electricity bill even though they do not use the service.

Stakeholders expressed concerns on rising land prices, rising electricity costs, a lack of reliable infrastructure outside of HSIIDC, and a lack of focus on executing PPP Projects to alleviate the pressure on government funded infrastructure for MSMEs.

Stakeholders highlighted that a significant number of MSME units in Chandigarh, have articulated their requirement for land in order to facilitate the expansion of their respective enterprises. Nevertheless, the exorbitant price of land has emerged as a significant obstacle impeding the expansion of these units in the UT.

Chandigarh's land prices are higher than average when compared to those of other Indian states. That makes it tough for small and medium-sized businesses in Chandigarh to buy property for future growth. High demand, limited supply, and government controls are all possible causes of the high cost of land. The high cost of land is a major obstacle for SMEs because it reduces their ability to compete in the market. Businesses can't expand or grow without access to cheap land. Policymakers in Chandigarh need to address this problem and find ways to fix it so that MSMEs can afford land. The creation of industrial parks, the easing of land rules, and the provision of incentives for MSMEs to acquire land for expansion plans are all potential answers.

Owners of MSME raised concerns during the FGD about having to go outside the HSIIDC region to get certain infrastructure facilities. Any unit located outside of the HSIIDC area or developing land privately has long waiting periods for receiving electric connections or water amenities, and the unit owner will often be responsible for the infrastructure expenditures.

A large chunk of MSMEs, especially sectors like food processing, metallurgy, machinery among others, rely heavily on groundwater for business operations. This can be attributed to the low presence of piped water connections in certain regions, particularly rural and semi-

urban areas. Although groundwater may appear to be a convenient alternative, it poses a number of obstacles for MSMEs. First, groundwater sources are swiftly depleting due to excessive pumping, resulting in a long-term decrease in water availability. The quality of groundwater can be impacted by a variety of factors, including contamination from industries, sewage, and agricultural discharge. This can have a negative effect on the quality of products produced by MSMEs and pose health hazards to consumers.

In addition, groundwater extraction can impact the ecosystem nearby, resulting in soil subsidence, depletion of water bodies, and other environmental issues. This can have profound effects on the viability of MSMEs and the surrounding communities. The government and local authorities must therefore provide MSMEs with piped water connections to ensure a reliable and secure water supply. In order to reduce their reliance on groundwater and ensure their long-term sustainability, MSMEs should also implement sustainable practices such as rainwater harvesting, water recycling, and conservation.

As mentioned earlier, MSMEs reported a lack of continuous supply of high-fidelity electricity is a significant obstacle for small businesses in the UT. Access to uninterrupted and dependable electricity is essential for the seamless operation of businesses, especially those that rely on machinery and other equipment. Insufficient power supply can result in production interruptions, revenue loss, and diminished competitiveness.

In addition to these district specific challenges, there are a few other challenges which were common across Chandigarh. Key such issues are:

- ▶ Requirement of Common Effluent Treatment Plant for MSMEs.
- ▶ Requirement of Exhibition Centers, Quality Marking Centers, testing Lab, etc.
- ▶ Reduction in power outages, additional load, and electrification infrastructure in designated areas.
- ▶ Periodic maintenance of infrastructure like road, water supply, drainage, fire, etc.
- ▶ Industry facilitation over GST related issues, finance, etc.
- ▶ Law and Order situation in industrial agglomerations.
- ▶ Lack of PPP industrial projects and cheap private industrial land.
- ▶ Lack of region/district level land acquisition and government land allocation exclusively for MSMEs.
- ▶ Lack of land banks for MSMEs within planned Industrial Corridors and Expressways
- ▶ Lack of Plug 'n' Play Projects and Flatted Factory Complexes for MSMEs.

4.2.4 Institutional Capacity

MSMEs generally operate within a limited spectrum of monetary liquidity which required their supply chains to be prompt in buying and delivering goods to them. While the logistical support provided to the ecosystem by the Government of Chandigarh is some of the best, across India, MSMEs still facing significant challenges while accessing inputs. Some of the major factors affecting MSMEs access to inputs in the UT are:

- ▶ Lack of localized raw material supply chains for small and micro enterprises
- ▶ Non-standardized procurement timelines for different categories within the MSME ecosystem
- ▶ Delay in Payments and long resolution times for cases under arbitration
- ▶ Lack of last-mile consultants for business development services and government interfacing of MSMEs, especially small and micro
- ▶ Stringent stockpiling norms for raw materials
- ▶ Lack of uninterrupted power supply
- ▶ Lack of adequate R&D capabilities

4.2.5 Environment and Social Systems

Green technologies present a solution to environmental issues caused by excessive usage of power and helps in promotion of sustainable industrial practices that reduce environmental impact.

However, through our stakeholder engagements, it was clear that majority of the MSMEs across the UT are not aware of these technologies or do not have the resources to implement them. The government and various organizations are promoting initiatives to help MSMEs adopt green technologies and upgrade their operations without harming the environment.

Despite these efforts, the adoption rate of green technologies among MSMEs remains low, and due to their informal nature, MSMEs may produce more pollution than larger businesses. Therefore, there is a critical need to raise awareness and provide resources to MSMEs to adopt sustainable practices, reduce pollution, and contribute to a healthier environment. A low carbon growth is the potential best solution available for the long-term sustainability of the MSMEs in the UT, but there are also significant challenges which are slowing down the adoption of green technologies.

MSMEs in the manufacturing sector especially contribute to rapid environmental degradation through three stages:

- ▶ **Procurement and use of natural resources:** Environmental harm frequently occurs when natural resources are extracted to utilized as raw materials especially by manufacturing sector MSMEs. It creates ecological disturbance in the form of pollution,

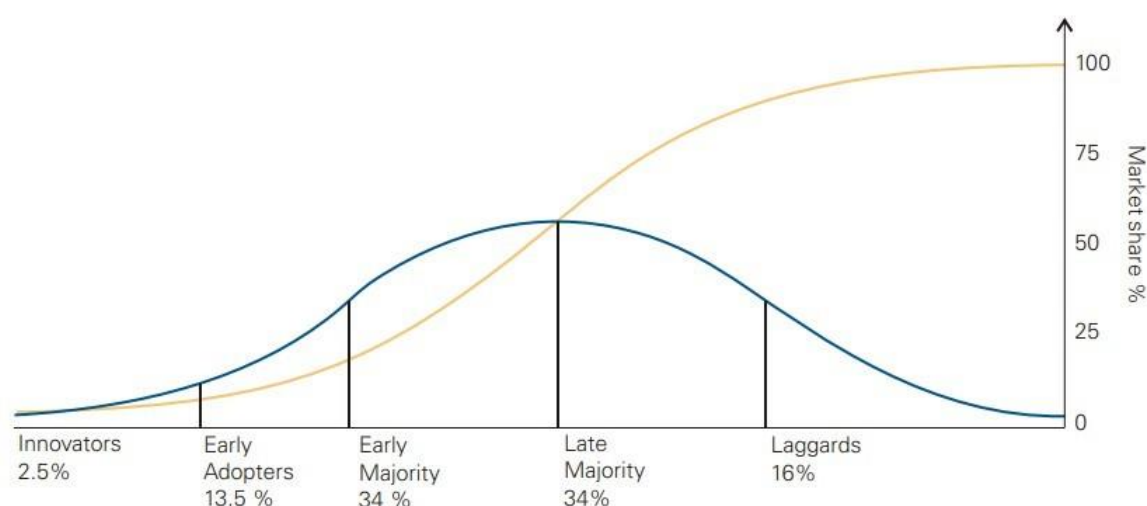
effluents etc. There have been few instances in the past that show exploitation of some non-renewable resources leads further depletion of resources. This gets especially highlighted in coal as it is the prime fuel to generate electricity in India. According to a 2018 Central Electric Authority report, coal account for nearly 72% of electricity generation in India. According to the data from the Ministry of Power, in the financial year 2020-21, the industrial sector consumed approximately 45% (1/3rd of this by MSMEs) of the total electricity generated in the country. The coal production growth rate in the country has changed from 5% in 2010 15.23% in 2023 due to dependence on coal-based electricity. Hence, India's drive to be self-sustainable in coal production to meet its energy needs is already depleting its resource bank.

- ▶ **Industrial processes & activities:** During the manufacturing process, there is often generation of: emissions, effluents and solid wastes that damage the environment.
- ▶ **Product use and disposal:** Both the consumer and the manufacturer are accountable for the correct use and disposal of the goods. Unsustainable consumption and disposal cause the triple planetary crises of climate change, biodiversity loss and pollution. To cater to this problem, Ministry of Environment, Forests and Climate Change (MoEF&CC) has included the idea of Extended Producer's Responsibility (EPR) into the E-Waste Rules. However, there is still a lot to be done in this regard.

In addition, past studies have estimated that MSMEs can contribute up to 60-70% pollution levels in developing economies. In India it is projected that MSMEs contribute roughly 70% to the industrial pollution. The major roadblocks in adoption of green technologies established through our primary and secondary research are:

- ▶ **Understanding of the severity of the climate change crisis** - MSMEs in Chandigarh focus mostly on quarter-to-quarter basis and are reluctant to look at a larger time horizon. This view has not only impacted businesses to assess risks in a long-term basis but also averted any expenses that may not have any direct impact on the bottom line. The exact correlation of current climatic tragedies, scarcity of natural resources and rising cost of inputs could not be established due to the lack of primary research on MSMEs effect on the environment. Adoption of green technologies is practically nil, and the rate is really slow as the cost differentials are high and awareness about the climate change is still low in the country.
- ▶ **Understanding and slow adoption of new technologies** - Many of the large companies are very quick in adopting new technology and reducing their costs. These companies set the examples for large investments into energy efficiency and new technology. However, MSMEs are reluctant to pursue such technologies due to the following reasons:

- ▶ **Cost advantage of old technologies** - The MSME operates on the full spectrum of least efficient to most efficient technology available. The cost of new technologies is higher, and the fully depreciated machinery of the industry offers cost advantage to the older players.
- ▶ **Slow adoption of new technologies** - Any new technology has definite rate of adoption which is very slow to start with and picks up gradually overtime. This is also directed by the consumers which range from early adopter to laggards. This in turn is also dependent on the stability of the technology, the initial high failure rates, and lack of necessary scale to bring down the costs. All these factors together make it very difficult to compete with older technologies. MSMEs especially face this issue due to low input costs generally associated with starting an MSME. It is difficult for MSMEs to invest in untested technologies with questionable impact on their financial bottom-line. The following model explains the standard rate of diffusion of a new technology in a normal scenario which explains the slow adoption.



Source: Everett Rogers, *Diffusion of Innovations*, 1962 (Blue line denotes the time variance with new customers and yellow indicates the population)

- ▶ **Cost of technology** - New and innovative technologies come at a substantially high price in the market and are practically inaccessible to many in the market. At the same time as the acceptance increases and the costs come down and it gets adopted. This creates a doubt in the minds of entrepreneur or consumer of the technology, especially MSMEs to wait for the prices to come down make the technology more profitable.
- ▶ **Lack of financing options** - As per our discussions, the technologies for low carbon are still in an evolving stage, and although the benefits are clear the risks associated with these technologies are unknown. The financial sector analyses a project on the basis of risk associated with the project and is unable to ascertain the cost of the project and

hence is skeptic towards new technology. A significant chunk of stakeholders has highlighted the reluctance of banks and NBFCs in financing projects with new technologies.

- ▶ **Quantification of Efficiency** - Energy efficiency measures are the best low hanging fruits when it comes to reducing carbon emissions and are also low cost with respect to changing the equipment. However major challenges remain in assessing the efficiency as it gets lost in the normal accounting procedures. There is always a difference between the efficiency promised by the vendor and realized at the location. The problem also lies in the handling of the energy efficiency measures in current accounting procedures where the clarity in handling savings is absent. The concerns for the financiers lie in the credibility of the technology providing the promised returns and lessee paying the promised where the realized varies.
- ▶ **Credibility and ability of the entrepreneur** - New technologies are propagated faster by a new generation entrepreneur who understand the technology and are willing to take it as a business opportunity. While certain MSMEs are willing to take more risks with the new technologies, they essentially lack the long-term vision to take the model to scale. Many of the stakeholders pointed out their inability to understand the long-term benefits even after explaining the concept. Most MSMEs also lack the appropriate financial backing to make the initial investments. The business plans lack the basic requirements of a good proposal. This impacts the credibility of the MSME and its ability to conduct business and eventual rejection of the proposal.
- ▶ **Effectiveness of government schemes** - There are many government schemes available for adoption of new technology. But the benefits of government programs are availed by a select few. Although the government has the largest network and outreach the program incentives have very little trickledown effect. Slow moving bureaucracy and regulatory channels acts as a further deterrent for the beneficiary.
- ▶ **Lacking focus on energy efficiency** - The financial sector is now considering the renewable energy space as a sunrise sector of the economy along with various government incentives and priority sector norms by RBI. However, a similar growth trend is not seen in energy efficiency space. There have been various reasons for the slow uptake including clarity on the various technologies.

Apart from the above reasons, the uptake of green technologies from the MSMEs have not been very good as the industry is reluctant to change the existing equipment as the capital costs have not been recovered yet. The new equipment financing is also not categorized as an 'energy efficient' investment. The financing also becomes difficult for financial institutions because many times the ticket size of the total initiative is too small for the bank to finance and too large for an MSME to write it off as an expense.

Further challenges highlighted by stakeholders in adoption of green technologies are:

- ▶ Lack of awareness: MSMEs lack awareness of the environmental impact of their activities, the effect of environmental regulations on the industry and the growing need for green skills.
- ▶ Limited access to information and technology: MSMEs lack knowledge on clean alternatives and technical information to redirect their focus towards more systematic and integrated environmental methods and management practices.
- ▶ Lack of policy incentives at Government level: It has been observed that majority of times, the policy interventions for supporting MSMEs not always benefit MSMEs adopting green technology.
- ▶ Strict regulatory requirements: Resource and information constraints prevent understanding and adaptation to a fast-paced regulatory environment. Small firms also face difficulties in participating in global value chains as tighter green regulations and higher quality standards result in high costs.
- ▶ Lack of qualified personnel: MSMEs' insufficient understanding of new green skills inhibit their investment in training and increase their tendency to rely on methods like on-the-job training or learning-by-doing which are insufficient to deal with substantial shifts in skills, leading to a lack of qualified personnel.
- ▶ Limited access to finance for green technology adoption: In addition to the drop in demand for goods and services, and the tightening of credit terms in the post-crisis period, MSMEs incur higher risk premiums when borrowing to invest in innovative technology due to uncertainty, making it difficult for them to invest in green growth.
- ▶ Barriers to markets: High barriers to international markets due to rapidly changing, complex and competitive environments prevent MSMEs from benefiting from the global green.

4.3 Sector Specific Constraints

S. No	Sector Name	Constraints
1	Pharmaceutical Products	• Lack of awareness on MSME Champions Scheme of Govt • Limited access to MSME Development Schemes • Awareness and use of green technology • Need for institutional strengthening of industry associations.

S. No	Sector Name	Constraints
2	Engineering Items and Auto Components	- Auto Dealers and Auto Manufacturers Code was not available on Chandigarh's Industrial Departments/ Chandigarh Administration sites. - High turnover rates due to competition with larger companies and difficulty in finding skilled and trained worker. - Difficulty in raising capital for technology upgrades or expansion. - Diversify and enter markets related to defense and aerospace.
3	Agricultural Equipment and Fasteners	- Difficulty in obtaining loans or credit from financial institutions. - Limited expertise in adopting modern agricultural equipment manufacturing techniques. - Limited availability of training programs for skill development in the industry. - Lack of supportive policies for the growth of the agricultural equipment and fasteners sector.
4	Handloom & Handicrafts	- The handloom industry has the potential to produce a high-quality product to meet the needs of the expanding Fashion industry of the country, there is a need to create special assistance for the handloom industry in terms of exhibitions, stalls, or especially in export or bringing the fashion industry in the region for the market to grow in the region - Special support in Export promotion of handloom Products - Incomplete information on Govt Scheme - Limited market reach of Handicraft products. - High cost of raw materials
5	Sanitary Fittings	Building a strong brand presence and effective marketing strategies might be a constraint for MSMEs. Limited budgets may hinder their ability to reach a wider audience.
6	Paper & Paper products	- Environmental impact is one the most critical issues and challenges facing the paper manufacturing industry. - Effective waste management/ Recycling - Supply chain management issues - Limited investment in research and development for new and sustainable paper products
7	Basic Metal & Alloy	Balancing environmental concerns with cost-effectiveness
8	Electronic Items and Furniture	- Changing consumer preferences - Skilled labor shortage for furniture items - eCommerce Competition for furniture makers

S. No	Sector Name	Constraints
9	Hotel and Hospitality	- Customer confidence for safety measures - Staff shortages and retention - Cost of Living Crisis - Increased running and ingredient costs
10	Wholesale and Retail Trade	- Simplification of government process for availing scheme benefits. - Allowing B2C (Business to Consumer) selling & related activities in Industrial Area & involving measures for facilitating Business Ecosystem.
11	Food Processing	The onus of Chandigarh's water treatment should also lie on aggregators rather than only on the MSME's like in Mohali.
12	Professional & Financial	- Awareness Sessions to be provided to Government Banks/ FIs regarding Capital Subsidy & other Financial Schemes of Government of India - Awareness Sessions to be provided to Government Banks/ FIs regarding Capital Subsidy & other Financial Schemes of Government of India - Migration of most of the MSMEs / Industries to other States/ UT due to MSME friendly policies, schemes laws & ecosystem offered by other States/ UTs - There exists a disparity in the implementation of the scheme at the grassroots level, as banks are still asking for collateral. - Only a small fraction of MSMEs have been able to access financial assistance through CGTMSE
13	Services	Building a customer base beyond the local region
14	IT & ITeS	- Inadequate infrastructure - Keeping up with latest technologies - Economic downturns can impact the demand for IT services.
15	Warehousing and Logistics	- Space Constraints - During Off-peak periods, warehouses can be underutilized, leading to a waste of space and resources.



5

PROPOSED RECOMMENDATIONS

5 Recommendations and Interventions proposed

5.1 Intervention 1: Chandigarh MSME Facilitation Helpdesk

5.1.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Chandigarh MSME Facilitation Helpdesk	
Applicable RAMP Objective(s)	Objective 3: Enhancing firm capabilities and access to markets
Applicable Result Area(s)	KRA 2: Support to market access, firm capabilities, and access to finance
Applicable Disbursement Linked Indicator(s)	DLI 2: Accelerating MSME Sector Centre-State collaboration DLI 3: Enhancing effectiveness of MSME CHAMPIONS Scheme DLI 4: Strengthening Receivable Financing Market for MSMEs

5.1.2 Criteria 2: Understanding the Problem Statement

Issues faced by MSMEs in Chandigarh due to lack of comprehensive Business Development Services and MSME Facilitation:

- ▶ **Limited Access to Management and Marketing Support:** MSMEs in Chandigarh struggle to access vital information, training, and resources necessary for planned growth and face lack awareness of government schemes, market trends, and industry best practices due to the absence of a structured BDS framework.
- ▶ **Limited Access to Finance:** Lack of awareness on government schemes for accessing finance and lack of financial resources required to access private BDS providers, especially for micro units.
- ▶ **Skills Gap and Technological Challenges:** Rapid technological advancements demand that MSMEs constantly upgrade their skills and adapt to new tools and platforms. The lack of BDS services in Chandigarh leads to a widening skills gap and challenges in adopting digital technologies, hindering MSMEs' ability to stay relevant in an evolving business landscape.
- ▶ **Regulatory Compliance Issues:** Navigating the complex web of regulatory and compliance requirements without adequate guidance often leads to inefficiencies and legal troubles for MSMEs in Chandigarh.

5.1.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

The Chandigarh MSME Facilitation Helpdesk will deploy Business Facilitators within the Industries Department, Chandigarh Administration to directly support MSMEs in handholding and capacity building. The performance of the facilitators will be monitored regularly on successful achievement of specific objectives that will have a tangible impact on the performance of MSMEs, resulting in overall economic growth through a multiplier effect.

Proactive engagement will be fostered at the unit level through workshops and training sessions and the Chandigarh MSME Portal will be used to create an on-demand mechanism for consultations with the business facilitators. The facilitators will also be required to provide on-site assistance related to government schemes and other BDS for complete handholding.

The project will have the following structure:

- 3 Business facilitators will be deployed at the Industries Department, Chandigarh Administration to address the following competencies:
 - a. General Management and Credit Facilitation Consultant
 - b. Business & Financial Facilitation Consultant
 - c. Legal and Regulatory Facilitation Consultant
- The primary role of the facilitators will be to support MSMEs in accessing benefits as per the defined project deliverables.
- This support includes helping MSMEs complete forms, prepare necessary documents, and connect them with the appropriate agencies for both hard and soft interventions, ensuring the completion of project deliverables.
- Furthermore, this will be a target-driven program with specific goals set for facilitators, along with key result areas (KRAs) and key performance indicators (KPIs) defined for them. Upgradation of technology capabilities of the Industries Department through procurement of assets to operationalize a digital interface for the Chandigarh MSME Portal.
- Preparation of a ready database of private local professionals will be onboarded on to the Chandigarh MSME Portal for ready access by the MSME. It will include, but not limited to:
 - a. Chartered Accountants
 - b. Chartered Financial Analysts
 - c. Accountants
 - d. Engineers
 - e. Lawyers
 - f. Policy & Regulatory Professionals
 - g. Bankers
 - h. Architects
 - i. Business Valuers
 - j. M&E Experts

k. Social Sector & ESG Experts

5.1.4 Criteria 4: Approach & Methodology for Execution/ Implementation

The Chandigarh MSME Facilitation Helpdesk will significantly reduce the disconnect between the Industries Department, Chandigarh Administration and the MSME Ecosystem and allow easier delivery of services. The business facilitators will become the key personnel for the delivery of services provided to MSMEs by the Chandigarh Administration. The approach and methodology will be as follows:

Component 1: Establishment of Helpdesk

Hiring of Business Facilitators/ Consultants for Helpdesk: The Helpdesk will be operationalized through the deployment of 3 professionals across business domains within the Industries Department, Chandigarh Administration. The following domain-relevant professionals will be deployed with clearly defined responsibilities:

- **General Management and Credit Facilitation Consultant:** Responsible for support in establishment general management related Standard Operating Procedures (SoPs) for MSMEs, leveraging TReDS and support related to MSME Samadhaan.
- **Business & Financial Facilitation Consultant:** Responsible for handholding MSMEs in accessing strategies focused on business expansion, diversification, and upgradation. Also support MSMEs in accessing different sources of finance.
- **Legal and Regulatory Facilitation Consultant:** Responsible for support in legal facilitation and support to MSMEs. Support in regulatory handholding across various government schemes to MSMEs.

The Chandigarh MSME Facilitation Helpdesk will have the oversight of the Chandigarh RAMP SPIU. Collectively, the Business Facilitators will be expected to operate as the one-stop center for any and every issue that the MSMEs of Chandigarh face. Even for resources and services that the Helpdesk doesn't offer on its own, it will support MSMEs in navigating through database and resource repository maintained by team.

Scoping of Helpdesk Operations

Defining the scope of the operations of the helpdesk is essential for clearly outlining the roles and responsibilities of the facilitators, the services to be provided, the beneficiary engagement model to be followed, among others.

Services to be provided:

The services offered by the helpdesk should cater to the diverse needs of MSMEs throughout their business lifecycle. These services may include:

- **Business Registration and Compliance:** Assisting MSMEs with Udyam and other portal registration procedures, obtaining necessary licenses, and complying with regulatory requirements.
- **Business Planning and Strategy:** Guiding MSMEs in developing comprehensive business plans, identifying market opportunities, and formulating effective growth strategies.
- **Government support utilization and preliminary legal support:** Handholding MSMEs in availing State and Centre MSME support, adhering to scheme/ policy guidelines, supporting MSMEs by providing foundational legal support and assisting them in utilizing professional legal support.
- **Financial Management and Access to Capital:** Providing financial literacy training, assisting MSMEs in preparing loan applications, and connecting them with potential funding sources.
- **Technology adoption and Digital transformation:** Educating MSMEs on the benefits of technology adoption, facilitating access to digital solutions, and assisting in implementing digital transformation strategies.
- **Skill Development and Training:** Organizing training programs to enhance the skills and knowledge of MSME owners, employees, and aspiring entrepreneurs.

Excluded list:

To ensure clear expectations and prevent overburdening the helpdesk, it is crucial to define services that fall outside their scope. This may include:

- **Individualized business consulting:** Providing personalized consulting services outside the scope of the support defined here.
- **Direct market linkages and sales support:** Providing direct connections to potential buyers and assisting in closing sales deals.
- **Direct manufacturing or production support:** Offering hands-on assistance in manufacturing processes or production activities.

Establishment of KRAs and KPIs

The Chandigarh RAMP SPIU will monitor the performance of the Facilitation Helpdesk through periodic evaluation across the following illustrative KPIs:

General Management and Credit Facilitation Consultant:

- **Number of MSMEs assisted in developing general management related SoPs/ strategies:** Expert's effectiveness in guiding MSMEs in creating effective SoPs and strategies to streamline operations and sales goals.

- **Consultancy support provided to MSMEs regarding MSME Samadhaan:** To evaluate expert's delivery and impact regarding support for resolving delayed payment disputes, applying on, and leveraging through MSME Samadhaan portal, etc.
- **TReDS Outreach and Facilitation:** Trainings on TReDS delivered, number of MSMEs assisted in using TReDS.
- **Volume of transaction on TReDS:** To assess the effectiveness of specialist's propagation efforts.
- **Increase in MSME profitability and revenue:** Specialist's contribution to the financial growth of MSMEs, demonstrating the impact of strategic planning and management practices.
- **Reduction in MSME shutdowns:** Specialist's role in preventing business failures and reviving sick units by providing strategic guidance and risk mitigation strategies.
- **Proactive outreach efforts undertaken:** No. of sessions and workshops conducted, knowledge collaterals developed and circulated, etc.

Business & Financial Facilitation Consultant

- **Number of MSMEs assisted in developing strategic business plans:** Specialist's effectiveness in guiding MSMEs in creating comprehensive business plans to achieve their growth objectives.
- **Number of MSMEs assisted in accessing credit/ financing through different means:** Specialist's effectiveness in guiding MSMEs in creating comprehensive credit facilitation plans to achieve their growth objectives.
- **Increase in MSME brand awareness and visibility:** Expert's impact in enhancing the brand presence of MSMEs, leading to improved market recognition and customer engagement.
- **MSMEs' usage of e-commerce platforms:** To evaluate the expert's success in encouraging MSMEs to embrace e-commerce channels, expanding their reach and sales opportunities.
- **MSME digital marketing skills and knowledge:** Expert's role in enhancing the digital marketing capabilities of MSMEs, enabling them to effectively utilize online platforms and tools.
- **Proactive outreach efforts undertaken:** No. of sessions and workshops conducted, knowledge collaterals developed and circulated, etc.
- **Proactive outreach efforts undertaken:** No. of sessions and workshops conducted, knowledge collaterals developed and circulated, etc.

- **Percentage of MSMEs implementing effective management practices:** Specialist's impact on improving the management capabilities of MSMEs, leading to enhanced operational efficiency and decision-making.

Legal Facilitation Consultant:

- **Increased MSME applications for government support programs and initiatives:** To evaluate the expert's role in facilitating MSMEs to apply for availing government support, fostering their growth and development.
- **Enhanced MSME awareness of government schemes and incentives:** MSMEs well aware about relevant government schemes, policies, and incentives, enabling them to access financial and non-financial support.
- **Number of MSMEs assisted in understanding legal compliance:** To evaluate the expert's effectiveness in providing MSMEs with clear guidance on legal requirements, ensuring adherence and minimizing compliance risks.
- **Reduction in MSME legal disputes and liabilities:** To assess the expert's impact in preventing legal issues and liabilities for MSMEs, promoting a stable and compliant business environment.
- **Number of MSMEs assisted in identifying skill gaps and training needs:** To evaluate the professional's effectiveness in assessing the skill requirements of MSMEs and their workforce, identifying areas for skill development.
- **Proactive outreach efforts undertaken:** No. of sessions and workshops conducted, knowledge collaterals developed and circulated, etc.

Database Development and Management Plan

Maintaining a comprehensive database of private local professionals and a repository of national and international events is crucial for the effectiveness of the Chandigarh MSME Facilitation Helpdesk. This database and repository will serve as valuable resources for connecting MSMEs with the expertise and opportunities they need to grow and succeed. The database will have the following components:

- **Private Local Professionals Database:** A robust database of private local professionals will provide MSMEs with easy access to specialized expertise in various fields, including:
 - **Chartered Accountants (CA):** Assisting MSMEs with financial management, taxation, and auditing services.
 - **Chartered Financial Analysts (CFA):** Providing investment analysis and portfolio management guidance.
 - **Accountants:** Offering bookkeeping, accounting, and financial reporting services.

- **Engineers:** Providing engineering expertise for design, construction, and technical projects.
- **Lawyers:** Assisting MSMEs with legal matters, contracts, compliance, and intellectual property protection.
- **Bankers:** Facilitating access to financing, loans, and financial products.
- **Architects & Interior Designers:** Providing architectural design and planning services for MSMEs' physical spaces.
- **Business Valuers:** Conducting business valuations for mergers, acquisitions, or financial restructuring.
- **Logistics Providers:** Assisting MSMEs with transportation, warehousing, and supply chain management.
- **Marketing Consultants:** For providing unit level assistance to MSMEs for deploying offline and online marketing tools and methods.
- **Content Creators:** Photographers/ Video Editors/ Writers, etc. for building promotional content for MSMEs
- **National and International Events Repository:** A well-maintained repository of national and international events, fairs, and exhibitions will enable MSMEs to identify and participate in relevant platforms to promote their products, services, and brand and also explore new business opportunities. This repository should include:
 - **Industry-specific events and fairs:** Identifying events focused on the specific industries in which the supported MSMEs operate.
 - **International trade fairs and exhibitions:** Providing information on international platforms to expand MSMEs' market reach and explore export opportunities.
 - **Networking and business matchmaking events:** Connecting MSMEs with potential partners, customers, and investors.
 - **Knowledge-sharing and training events:** Enabling MSMEs to stay updated on industry trends, best practices, and new technologies.
- **Effective Utilization and Robust Management of the Repository:** The repository will be available for use through the Chandigarh MSME Portal to ensure user-friendly access to insightful information. Additionally, the following aspects will be covered:
 - Resources to be made available in both Hindi and English
 - Regular upgradation and maintenance of the database
 - Categorization and classification of information
 - Development of search tools and filters for user-friendly approach

- Promotion of the resources to MSMEs through workshops, how-to modules, etc.

Component 2: Helpdesk Infrastructure

Needs Assessment for mapping Quantity and Configuration Requirements

The IT vendor selected for operationalizing the Chandigarh MSME Portal will also be responsible for conducting an in-depth assessment to map and develop the final list of requirements, along with their technical specifications, configuration requirements and quantities. Largely, the IT infrastructure provisioned through this intervention will be limited to:

- **Computers:** High-performance workstations or servers to run control software and process data.
- **Network Infrastructure:** Routers, switches, and firewalls for building a robust and secure network. High-speed, redundant internet connections.
- **Monitors and Displays:** Large, high-resolution monitors or video walls for displaying critical information. KVM (Keyboard, Video, Mouse) switches for managing multiple servers from one workstation.
- **Input Devices:** Keyboards, mice, and potentially specialized control devices Touchscreens or graphic tablets for interactive displays.
- **Remote Access and Control:** Remote desktop software for accessing and managing systems from off-site locations. VPN (Virtual Private Network) for secure remote access.
- **Communication Systems:** Collaboration tools and software for team communication.

Equipment Procurement and Installation

This activity will involve the following steps:

- **Procurement:**
 - **Vendor Selection:** Conduct a competitive bidding process as per GoI regulations, to select qualified vendors who can provide high-quality equipment at competitive prices.
 - **Procurement Procedures:** Follow established GoI procurement procedures, including obtaining necessary approvals, issuing purchase orders, and ensuring timely delivery of equipment.
- **Installation:**
 - **Physical Installation:** Installation of the newly procured equipment at the Helpdesk, ensuring proper placement, connections, and cabling.

- **Software Installation:** Installation of necessary software applications, including operating systems, productivity suites, communication tools, and MSME-specific software.
- **Configuration and Customization:** Configuration of the equipment to meet the specific needs of the helpdesk, including user profiles, network settings, and security protocols.
- **Data Migration:** If applicable, migrate existing data from old equipment to the new systems, ensuring data integrity and continuity.

Training and Support

To ensure efficient and optimal utilization of the equipment installed, the IT infrastructural upgradation will be complemented with extensive staff training and maintenance support by the Chandigarh RAMP SPIU, including the following:

- **User Trainings:** For helpdesk staff on the use of the new equipment, including software applications, hardware features, and troubleshooting techniques.
- **Technical Support:** Establish a reliable technical support system to address any issues that may arise with the new equipment, providing prompt and effective assistance.
- **Documentation and Knowledge Sharing:** Develop and maintain comprehensive documentation on the new equipment, including installation guides, user manuals, and troubleshooting procedures.
- **Regular Updates and Maintenance:** Implement a regular maintenance schedule to ensure the optimal performance of the new equipment, including software updates, security patches, and hardware checks. The Chandigarh RAMP SPIU will be responsible for the same.

Component 3: Awareness & Sectoral Workshops/ MSME Conclaves & MSME Outreach

Organization of Awareness Workshops/ MSME Conclaves

The intent of conducting awareness generation workshops is to create widespread awareness among MSMEs about the existence, services, and benefits of Chandigarh MSME Facilitation Helpdesk, fostering their utilization and enhancing the growth of MSMEs in the district. Experts and professionals will be engaged wherever necessary.

Leveraging a mix of Tools and Techniques for Large-scale MSME Outreach

In addition to the outreach events, the following channels will be utilized to spread awareness about the Chandigarh MSME Facilitation Helpdesk:

- **Traditional Media:** Utilize local newspapers, radio stations, and television channels and eye-catching promotional materials, including brochures, flyers, and posters, highlighting the services and benefits of the helpdesk to disseminate information.

- **Digital Media:** Leverage social media platforms to reach a wider audience and engage with MSMEs.
- **Community Outreach:** Organize workshops, seminars, and business clinics in local communities to directly interact with MSMEs and raise awareness about the helpdesks.
- **Partnerships:** Collaborate with industry associations, Chambers of Commerce, and trade bodies to reach their networks of MSMEs and promote the helpdesks, conduct joint workshops to target wider audiences, etc.

Monthly Publishing of MSME Success Stories

The intent is to showcase the achievements and contributions of MSMEs to the local economy and motivate aspiring entrepreneurs and existing MSMEs by highlighting the success stories of their peers. This will also, by design, promote the Chandigarh MSME Facilitation Helpdesk.

The selection criteria for MSME Success Story Publishing will be:

- **Innovative business models or products:** MSMEs that have developed unique or groundbreaking business models or products.
- **Overcoming challenges:** MSMEs that have overcome significant challenges to achieve success are worth highlighting.
- **Impact on the local economy:** MSMEs that have made a positive impact on the local economy, such as creating jobs, generating revenue, or contributing to community development, etc.
- **Sustainability and growth potential:** MSMEs that have demonstrated sustainable growth and a strong track record of success.
- **Diversity of industries and business models:** To provide a comprehensive representation of the district's MSME ecosystem, success stories will feature businesses from various industries and with different business models.

Bi-monthly business area-specific how-to workshops

To ensure continued and enhanced support, industry specific awareness workshops (regarding country trends, upcoming potential, key large units, etc.), business process specific sessions (financial management and financing methods, supply chain strengthening, accounting, branding, and marketing, etc.), etc. will be conducted.

Such workshops will be a part of the proactive outreach efforts of helpdesk and will cover a variety of topics across workshop formats, as detailed below.

Workshop Topics

- **Finance Management:** Covering topics such as budgeting, financial planning, record-keeping, and accessing financing options.

- **Marketing and Sales:** Addressing strategies for market research, branding, customer acquisition, and sales techniques.
- **Operations and Supply Chain Management:** Focusing on optimizing processes, inventory management, procurement, and supply chain efficiency.
- **Technology Adoption:** Exploring the use of digital tools, e-commerce platforms, and technology solutions for business growth.
- **Legal and Regulatory Compliance:** Providing insights into business laws, contracts, intellectual property protection, and regulatory compliance.
- **Innovation and Business Growth Strategies:** Guiding MSMEs on identifying growth opportunities, developing innovative products or services, and expanding their market reach.

Remote Assistance to MSMEs through WhatsApp Chatbots and Helpline Number

To enhance accessibility of the Facilitation Helpdesk services to MSMEs and manage helpdesk workloads and time allotment, provisions of preliminary remote assistance and handholding will be made through creation of WhatsApp chatbots, 24*7 helpline, etc. While this will not provide end-to-end BDS services that the physical helpdesk provides, such digital and telephonic tools will help MSMEs navigate through first-level challenges, resolve minor issues and knowledge gaps, and steer MSMEs that need further support to the physical helpdesk. Both these tools will be developed as part of the Chandigarh MSME Portal.

Component 4: Hiring of PR Agency & Development of Knowledge Collaterals

Hiring of PR Agency for Development and Designing of Knowledge Collaterals

A PR agency will be engaged to develop a strategic mix of knowledge collaterals, including but not limited to brochures, illustrative manuals, digital content through social media, FAQs, crash modules, business primers, capsules, etc. The agency engaged will have significant prior experience in developing such collaterals and should be able to utilize diverse formats in multiple languages.

Development and Dissemination of Various Knowledge Collaterals

Illustratively, the following formats will be used to build knowledge collaterals for MSME outreach:

- **Business primers and capsules:** Provide concise, practical, and up-to-date information on various aspects of business management, covering topics such as finance, marketing, operations, and technology adoption, as well as sector specific capsules for all prominent MSME sectors of Chandigarh. Such collaterals will also cover topical subjects from time to time.

- **FAQs and illustrative how-to manuals:** For supporting MSMEs in navigating through the Chandigarh MSME Portal, Udyam Registration Portal, GST filings, etc.
- **Policy Brochures & Flyers:** For at-a- glance view of incentives available for MSMEs
- **Films & Advertisements:** Sector-specific short films, digital advertisements, etc.
- **Bi-monthly Newsletters:** Covering latest technological revelations, global industry trends, opinion pieces, etc.

All such collaterals will be developed basis the following key principles:

- **Easy Access and Comprehension:** These resources will be designed to be easily accessible and understandable for MSMEs with varying levels of business knowledge and experience.
- **Utilization of Diverse Formats:** Leveraging a variety of formats, such as text-based documents, infographics, and video tutorials, to cater to different learning styles and preferences.
- **Multi-lingual Approach:** Publishing such knowledge collaterals in both Hindi and English will ensure wider reach and utilization.
- **Periodic Review and MSME Pulse Check:** Regularly review and revision of collaterals to reflect changes in business practices, regulations, and market trends. Quarterly MSME Pulse Check through quick polls to tailor content to their emerging needs.

5.1.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

The Chandigarh MSME Portal will be the key solution through which the Chandigarh MSME Facilitation Helpdesk will be delivering its services. The MSME Portal uses the latest technology to create a one-stop digital solution for the MSME Ecosystem in Chandigarh. It will have a Web Portal, a Mobile Application (Android/iOS) and will be operated through the Portal Control Centre at the Industries Department, Chandigarh Administration. The Facilitation Helpdesk Module within the Portal will be used for performance monitoring against defined targets and KPIs for the consultants. Additionally, technology assets like tablets and Facilitation Dashboards will also be provisioned for the business facilitators.

Further, to support and augment efficient and robust ICT adoption, the IT infrastructure at the Industries Department, Chandigarh Administration will be upgraded. As part of the intervention, a thorough needs assessment will be conducted to map the critical IT infrastructure gaps in the Department. Accordingly, tablets, laptops, printers and scanners, and other such devices (detailed in activity matrix) will be provisioned for the Helpdesk.

5.1.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

The Chandigarh MSME Facilitation Helpdesk will be operationalized in the 1st year with sustained operations across all 4 years of the implementation of the RAMP Programme.

Intervention Component	Activity	Target Unit	Target Output			
			1 st Year	2 nd Year	3 rd Year	4 th Year
Establishment of Helpdesk	Hiring of Facilitators/ Consultants for Helpdesk	3 Helpdesk Facilitators	To be completed within 6 months	N/A	N/A	N/A
	Scoping of Helpdesk Operations	One-time deliverable	To be completed within 6 months	N/A	N/A	N/A
	Database Development and Management Plan	One-time deliverable	To be completed within 6 months	N/A	N/A	N/A
Helpdesk Infrastructure	Needs Assessment for mapping Quantity and Configuration Requirements	One-time deliverable	To be completed within 6 months	N/A	N/A	N/A
	Equipment Procurement and Installation	One-time deliverable	To be completed within 6 months	N/A	N/A	N/A
	Training and Support	4 training programmes	To be completed within 6 months	N/A	N/A	N/A
Awareness & Sectoral Workshops/ MSME Conclaves & MSME Outreach	Organization of Awareness Workshops/ MSME Conclaves	40 workshops	10	10	10	10
	Leveraging a mix of Tools and Techniques for Large-scale MSME Outreach	Outreach Through: 4 Traditional Media Outlets (3 Regional, 1 National)	1 Traditional Media Outlet; 2 Digital Media Outlets; 3 Regional IA partnership	1 Traditional Media Outlet; 2 Digital Media Outlets; 3 Regional IA	1 Traditional Media Outlet; 2 Digital Media Outlets; 3 Regional IA	1 Traditional Media Outlet; 2 Digital Media Outlets; 3 Regional IA

		5 Digital Media Outlets - Partnerships with 7 Regional and 2 National Industry Associations		partnership	partnership	partnership
	Monthly Publishing of MSME Success Stories	48 Success Stories	12	12	12	12
	Bi-monthly business area-specific how-to workshops	96 How-to workshops	24	24	24	24
	Remote Assistance to MSMEs through WhatsApp Chatbots and Helpline Number	24*7 Service	To be operationalized within 6 months	N/A	N/A	N/A
Hiring of PR Agency & Development of Knowledge Collaterals	Hiring of PR Agency	One-time hiring of PR Agency	To be completed within 6 months	N/A	N/A	N/A
	Development and Dissemination of Various Knowledge Collaterals	52 (20 readymade films/ advt.; 32 paper/ digital collaterals)	13	13	13	13
Helpdesk Facilitator KPI	Number of MSMEs outreached	1900 per facilitator (5700 MSMEs by end of 4 years)	475 per facilitator per year	475 per facilitator per year	475 per facilitator per year	475 per facilitator per year
	Intervention Implementation Success Rate	Over 60% (Handholding done for 3420 MSMEs)	60%	60%	60%	60%

5.1.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

- **Increased Access to Finance and other Government Schemes:** MSMEs often face challenges in accessing traditional financing options due to their limited credit history or lack of collateral. The Chandigarh MSME Facilitation Helpdesk will bridge this gap by providing MSMEs with comprehensive financial guidance and assistance.
- **Enhanced Entrepreneurship:** The Chandigarh MSME Facilitation Helpdesk will serve as a catalyst for entrepreneurship by providing guidance and support to MSMEs leading to increase in the number of MSMEs, fostering a culture of entrepreneurship in the region.
- **Increased Employment Opportunities:** As more MSMEs are established or expanded with the help of these desks, it is expected to boost employment opportunities. The Chandigarh MSME Facilitation Helpdesk will contribute to reducing unemployment, improving livelihoods, and fostering a more inclusive and equitable economy.
- **Economic Growth:** By supporting the growth and development of MSMEs, the Chandigarh MSME Facilitation Helpdesk will contribute to a more robust and diversified economy, leading to increased tax revenues, improved infrastructure, and enhanced quality of life for citizens.
- **Skill Development:** The Chandigarh MSME Facilitation Helpdesk is aimed at addressing the skill gap in the MSME sector by providing comprehensive skill development training to entrepreneurs and their employees.
- **Innovation and Technology Adoption:** With access to expert advice and support, MSMEs are more likely to embrace innovation and adopt new technologies. The helpdesks will connect MSMEs with other businesses, research institutions, and technology experts to foster collaboration and knowledge sharing around innovation and technology adoption.
- **Reduced Business Failures:** Micro units often fail due to a lack of knowledge, resources, or planning. The Chandigarh MSME Facilitation Helpdesk will help MSMEs navigate these challenges effectively by addressing the root causes of these failures, reducing the rate of business failures, and enhancing the sustainability.
- **Increased Networking:** The Chandigarh MSME Facilitation Helpdesk will allow Networking opportunities for MSMEs allowing them to become competitive on a regional, national, and even global scale through partnerships.

5.1.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
#	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)

1	Establishment of Helpdesk	Hiring of Facilitators/ Consultants	Per resource (10% cost escalation per year)	3	3,30,000 (1 Nos.) 2,75,000 (2 Nos.)	4	4.7 Crores	4.7 Crores	
		Scoping of Helpdesk operations	Subsumed under Facilitator Cost						
		Database Development and Management Plan	Subsumed under Facilitator Cost & IT Vendor Budget for Chandigarh MSME Portal						
2	Helpdesk Infrastructure	Needs Assessment for mapping Quantity & Configuration Requirements	Subsumed under IT Vendor Budget for Chandigarh MSME Portal						1.06 Crores
		Equipment Procurement & Installation	Upgradation of Department Infrastructure	N/A	As per assessment study (Not to exceed 1 Crore)	1	1 Crore		
		Training & Support	Cost per Facilitator per training session	12	5000	1	60000		
3	Awareness & Sectoral Workshops/ MSME Conclaves & MSME Outreach	Organization of Awareness Workshops/ MSME Conclaves	Per Workshop (For 100 MSMEs, government officials and other stakeholders)	40	50000	4	20 lakhs	1.34 Crores	
		Leveraging Tools & Techniques for Large-scale MSME Outreach	Per Outlet/ Partnership	18	100000	4	18 lakhs		
		Monthly Publishing of MSME Success Stories	Subsumed under facilitator cost						
		Bi-monthly business area specific how-to workshops	Per Workshop (For 200 MSMEs, government officials and other stakeholders)	96	100000	4	96 lakhs		

		Remote Assistance to MSMEs through WhatsApp Chatbots and Helpline Number	Subsumed under IT Vendor Budget for Chandigarh MSME Portal					
4	Hiring of PR Agency & Development of Knowledge Collaterals	Hiring of PR Agency	Monthly retainer	N/A	400000	4	1.92 Crores	2.38 Crores
		Design and Dissemination of Various Knowledge Collaterals	Per Collateral (Compendium, FAQs, Manuals, Films, etc.)	20 readymade films / advt. ; 32 paper/ digital collaterals	2 lakh per film/advt.; 20000 per paper/ digital collateral	4	46.4 lakhs	
TOTAL								9.48 Crores

5.1.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Chandigarh MSME Facilitation Helpdesk will be the key business facilitators who will be tasked with implementing the RAMP Interventions and providing outreach across the UT. The helpdesk will be governed by the Chandigarh RAMP SPIU, which will follow a structured M&E process for measurement of performance of the facilitators:

- Periodic Evaluation of performance against identified KPIs to measure impact and progress of the Helpdesk.
- Periodic review and enhancement of data collection methods.
- Periodic site visits, progress checks, and tracking of milestones.
- Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.2 Intervention 2: Chandigarh MSME Champion Cluster Program

5.2.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Chandigarh MSME Champion Cluster Program	
Applicable RAMP Objective(s)	Objective 3: Enhancing firm capabilities and access to market
Applicable Result Area(s)	KRA2: Support to market access, firm capabilities, and access to finance
Applicable Disbursement Linked Indicator(s)	DLI3: Enhancing Effectiveness of the MSME Champions Scheme

5.2.2 Criteria 2: Understanding the Problem Statement

MSMEs in Chandigarh face significant challenges in expanding their sales and improving product quality due to the lack of essential quality certifications like ZED & LEAN. This issue is compounded by a lack of awareness about the benefits, misconceptions about costs, and inadequate knowledge of available government support schemes among these SMEs. Some of the key issues are:

- ▶ Misconceptions about the adoption of ZED certifications and effective LEAN practices and management tools as challenging.
- ▶ General unawareness of government initiatives that can support knowledge and skill development. Similarly, there is limited awareness of incubation facilities, mentorship, and resources, hindering innovative product development.

Some of the key issues are:

- ▶ Lack of understanding of Intellectual Property Rights (IPR) and how to protect their innovations, leading to missed opportunities and IP vulnerability.
- ▶ Inadequate design expertise inhibits the creation of market-competitive offerings.
- ▶ The fragmented support ecosystem resulting in inefficiencies.

Similarly, there is limited awareness of incubation facilities, mentorship, and resources, hindering innovative product development. Some of the key issues are:

- ▶ Lack of understanding of Intellectual Property Rights (IPR) and how to protect their innovations, leading to missed opportunities and IP vulnerability.
- ▶ Inadequate design expertise inhibits the creation of market-competitive offerings.
- ▶ The fragmented support ecosystem resulting in inefficiencies.

Issues and Challenges

MSMEs in Chandigarh encounter significant challenges in expanding their sales and enhancing product quality due to the absence of essential quality certifications like ZED & LEAN. This issue is compounded by a lack of awareness about the benefits, misconceptions about costs,

and inadequate knowledge of available government support schemes among these SMEs. Some of the key issues include:

- ▶ Misconceptions about the adoption of ZED certifications and effective LEAN practices and management tools are perceived as challenging.
- ▶ There is a general lack of awareness regarding government initiatives that can support knowledge and skill development. Similarly, there is limited awareness of incubation facilities, mentorship, and resources, which hampers innovative product development.

Furthermore, some critical issues specific to Chandigarh MSMEs are as follows:

- ▶ Lack of understanding of Intellectual Property Rights (IPR) and how to safeguard their innovations, leading to missed opportunities and vulnerability to IP infringement.
- ▶ Inadequate design expertise impedes the creation of market-competitive offerings.

The fragmented support ecosystem results in inefficiencies

5.2.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

MSME Champion Cluster Programme will initiate an intensive awareness campaign targeting stakeholders such as Industrial Associations, MSMEs, Officials, etc., facilitated by 3 MSME Champion facilitators. The programme aims to:

- ▶ Deploy 2 MSME Champion Facilitators and 1 professional from QCI (Quality Council of India) offering training and certification through empanelled agencies.
- ▶ Conduct capacity building and awareness workshops.
- ▶ Promote the adoption of ZED Certifications and LEAN practices through targeted outreach efforts.
- ▶ Establish additional subsidies on ZED Certifications and LEAN Implementation.
- ▶ Provide continuous support and monitoring to facilitate ZED & LEAN certification and knowledge dissemination.

Additionally, the programme will emphasize incubation support and capacity building on Intellectual Property Rights (IPR) and design capabilities of MSMEs. The MSME Champion Facilitators will:

- ▶ Enhance incubation awareness, upgrade host institutes, and establish a virtual platform through the MSME Platform.
- ▶ Offer training and awareness programs on Intellectual Property Rights (IPR) and engage experts for the protection of product ideas and designs.
- ▶ Foster partnerships with design institutes, upgrade design centres, conduct awareness workshops, and host an Annual Design Expo for design upgradation.

5.2.4 Criteria 4: Approach & Methodology for Execution/ Implementation

The programme will be implemented in the following manner:

- For ZED Certifications:
 - Tying up with ZED Empanelled Agencies for onboarding and training of MSME Champion Facilitators
 - Awareness Campaigns for MSMEs through training, capacity building and workshops
 - Support and Scale Up for MSMEs
 - Provisioning of additional partial subsidy for ZED certifications
 - Promotion of ZED linked subsidies.
 - Ongoing Monitoring & Evaluation
- For LEAN Implementation:
 - Tying up with LEAN Empanelled Agencies for onboarding and training of MSME Champion Facilitators
 - Awareness campaigns for MSMEs through capacity building, training, and readymade resource materials
 - Provisioning of additional partial subsidy for LEAN Implementation
 - Field-level engagement for LEAN implementation
- For Incubation, IPR & Design:
 - Awareness campaign through workshops and training programs
 - Establishing a virtual platform for remote incubation
 - Empanelment of tie-ups with IPR experts and law firms for enhancing intellectual property protection.

Intervention Design

The ZED, LEAN & Innovative schemes are Government of India initiatives aimed at promoting a culture of quality and excellence in manufacturing among MSMEs. The scheme provides financial assistance and technical support to MSMEs that are committed to adopting ZED practices.

MSME ZED Intervention

The ZED certification scheme assesses the current practices of MSMEs and provides guidance, handholding, and managerial and technological interventions, as needed, to help them achieve ZED certification. The scheme has three rating levels: Bronze, Silver, and Gold. Bronze Certification is awarded based five parameters: leadership, Swachh Workplace, workplace safety, timely delivery, and quality management. For Silver, all the bronze

certification parameters are complimented with Human Resource Management, Daily Works Management, Planned Maintenance & Calibration, Process Control, Product Quality & Safety (testing/certification), Material Management, Environment Management and Measurement and Analysis. And for the Gold Certification, parameters of bronze and silver certifications are supplemented with Supply Chain Management, Risk Management, Waste Management (Muda, Mura, Muri), Technology Selection & Upgradation, Natural Resource Conservation and Corporate Social Responsibility.

As of January 5, 2023, a total of 98,183 MSMEs have registered under the MSME Sustainable (ZED) Certification Scheme across India. Of these, 92,537 have been awarded bronze certification, 329 have been awarded silver certification, and 318 have been awarded gold certification. The UT of Chandigarh has 590 ZED-registered MSMEs, accounting for 0.66% of the total ZED registrations at the national level. Within Chandigarh, 590 MSMEs have received bronze certification and non-have received silver and gold certification.

MSME LEAN Intervention

The MSME Competitive (Lean) Scheme was initially introduced in 2009 and expanded in 2013 under the auspices of the Development Commissioner, Ministry of Micro, Small and Medium Enterprises in the Government of India. In March 2023, the scheme underwent a comprehensive overhaul with the objective of harnessing various Lean Manufacturing (LM) methodologies to empower MSMEs in gaining a competitive edge. The National Productivity Council and Quality Council of India have been designated as the National Monitoring and Implementing Units (NMIUs) for the enhanced scheme. A brief overview of the Lean Scheme is provided below, and the detailed execution plan is presented in subsequent sections.

Within this program, support will be extended to MSMEs to drive cost reduction through effective human resource management, optimal space utilization, inventory control, waste minimization, reduced lead times, and enhanced process efficiency using Lean Manufacturing tools and techniques.

	Basic Level	Intermediate Level	Advanced Level
Implementation Cost (Max. per unit)	Free	Rs. 1,20,000 + Taxes	Rs. 2,40,000 + Taxes
Beneficiary Contribution		10% of the total cost of Implementation up to Rs. 12,000 + Taxes	10% of the total cost of Implementation up to Rs. 24,000 + Taxes
GOI contribution		Up to Rs. 1,08,000	Up to Rs. 2,16,000
Additional Benefits		Additional 5% for Women, SC/ST owned and SFURTI Clusters	
		Additional 5% for MSMEs registered through Industry Associations/OEM	

The MSME Competitive (LEAN) Scheme is structured around three distinct levels of achievement which are Basic, Intermediate and Advanced Certification, which MSMEs can access after registering and taking the LEAN pledge. Here's a breakdown of the key elements of the scheme:

- ▶ **LEAN Pledge:** Every MSME embarking on the LEAN Scheme journey is required to take the "LEAN Pledge" before proceeding with their application. This pledge signifies their commitment to implementing LEAN tools and techniques in their operations.
- ▶ **Basic Level Certification (Level 1):** MSMEs can attain Basic Level Certification in just 2 months through self-paced learning using an online module hosted on the dedicated LEAN scheme portal. This module aims to motivate MSMEs and raise awareness about the principles and benefits of LEAN manufacturing. Online technical support is also available to assist MSMEs with any queries related to the online module.
- ▶ **Intermediate Level Certification (Level 2):** After completing the Basic Level, MSMEs are eligible to apply for Intermediate Level Certification through the scheme's dedicated online portal. To achieve this level, eligible MSMEs must form a group of enterprises. The Intermediate Level involves the application of LEAN tools and techniques through onsite guidance provided by trained and competent LEAN consultants. The cost of implementing the Intermediate Level is up to INR 1.2 Lakh (excluding taxes) per unit. Lean tools like, 5S, Kaizen, Visual Control would be implemented.
- ▶ **Advanced Level Certification (Level 3):** Upon successfully completing the Intermediate Level, MSMEs become eligible to apply for Advanced Level Certification through the scheme's dedicated online portal. The Advanced Level entails the application of LEAN tools and techniques with onsite guidance from trained and competent LEAN consultants. The cost of implementing the Advanced Level is up to INR 2.4 Lakh (excluding taxes) per unit, and the implementation period spans 12 months, divided into 3 phases. Lean tools like Poka-Yoke, SMED would be implemented.

LEAN Tools

- ▶ **5S System:** The 5S systems is a workplace management which helps in getting the "junk out of the work area and set of procedures to keep it that way. 5S stands for Sort, Set in Order, Shine, Standardize & Sustain.
- ▶ **Visual Control:** Visual controls such as cartoons, charts, light signals, Lane marking on floor, Safety instructions, Warning signs, Poka-Yoke instructions etc., can be displayed all over the workplace.
- ▶ **Standard Operating Procedures (SOPs):** All verbal instructions should be converted to SOPs to remove dependency on skilled personnel in achieving required product quality level, consistency, effectiveness, and efficiency.

- ▶ **Just in Time (JIT):** It's a Japanese manufacturing philosophy to make the right product in right quantity at the right time. This almost results in zero inventory and shortest possible cycle time.
- ▶ **KANBAN System:** In this, components are pulled by assembly or subsequent work centers and the containers are replenished with the right quantities by the previous work center, which reduces the inventory of unwanted components.
- ▶ **Cellular Layout:** In this improved manufacturing system, familywise component completion is aimed at within the smaller self-contained cell, which is a part of a big factory, as compared to operation wise completion in traditional functional layout.
- ▶ **Value Stream Mapping:** It covers all activities, both value added, and non-value added, and helps in arriving at best layout of all resources required for making the product.

In summary, the MSME Competitive (LEAN) Scheme offers a structured approach for MSMEs to adopt LEAN manufacturing practices, with clear pathways through Basic, Intermediate, and Advanced levels of certification. These levels provide increasing levels of support and guidance to help MSMEs enhance their operational efficiency and competitiveness.

The MSME Innovative Scheme adopts a phased approach to funding, targeting different stages of innovation development. It aims to facilitate the emergence of new businesses, facilitate access to technology, and encourage the successful introduction of innovative concepts into the market. Through these efforts, the government aims to nurture enterprises that not only bring commercial viability but also contribute to the betterment of society while ensuring long-term sustainability.

The key principles of the scheme include the following:

- ▶ To promote all forms of innovations in the complete value chain from developing ideas into innovative applications through incubation and design interventions.
- ▶ To provide appropriate facilities and support for development of concept to market, design competitiveness and protection & commercialization of intellectual creations of MSME sector.
- ▶ To promote a culture of innovation and creative problem solving through knowledge sharing and collaboration amongst industry, academia, government institutions, research laboratories etc.
- ▶ To serve as a connecting link between industrial/academia leaders and innovators, to encourage new product development and handholding.
- ▶ To focus on developing affordable innovations that can benefit many people and at the same time being commercially viable and sustainable.

MSME Innovative Intervention (Incubation)

The MSME Innovative Scheme for Incubation is a government-backed initiative designed to foster innovation and entrepreneurship within the MSME sector. This program offers financial support to qualified institutions for the establishment and operation of business incubators. Key provisions within the scheme encompass providing mentorship in both business and technology, facilitating networking opportunities with other enterprises, offering seed capital assistance, and providing professional guidance to ensure the success and growth of these ventures. Presently, there is only 1 Host Institutes (refer to the attached list) that are actively running incubation programs within the state under the ambit of this scheme.

S.No.	Host Institute (HI)	District
1	Panjab University	Chandigarh

Activities under Intervention

Activities under the Intervention			
S No.	Component	Activities	Approach & Methodology
1	Establishing the MSME Champion Facilitators	Placement of Two (#2) MSME Champion Facilitators and One (#1) Official from Quality Council of India	For proper implementation and hand holding support of MSME across ZED, LEAN & Innovative in Chandigarh, 2 MSME Champion Facilitators and One Official from Quality Council of India (QCI) would be placed. These facilitators would be having the following responsibilities: ► On-Field direct support to MSMEs in ZED and LEAN certifications along with Innovative Schemes. ► Capacity Building of MSMEs. ► Liaising with Line Departments and Industrial Associations from smooth implementation of the MSME Champions scheme. ► Support MSMEs in getting the incentives during ZED and LEAN Certification. ► Maintain the key progress data and records at district level for future reference and evaluation. ► Conduct workshops and trainings for department, MSMEs, Industrial Associations and other internal stakeholders at the state level.

			Required Qualification of Facilitators: MBA or master's degree equivalent with 3+ years of industry experience.
2	Onboarding Technical Agencies & Training of Facilitators	Tying up with Technical Agencies	The Programme will establish tie-ups with technical agencies for the training of the facilitators: ► To enhance the capacity and training of facilitators, engagement of the specialized organizations such as the Quality Control of India (QCI) and the National Productivity Council (NPC) would be done. These entities will offer training, capacity building, and advisory support to the implementation team. ► For the Intellectual Property Rights (IPR) program under Innovative scheme, the Industries Department, Chandigarh Administration will engage in the empanelment of highly respected IPR experts and law firms located within the state. This strategic collaboration is designed to serve the purpose of aiding and enlightening MSMEs regarding the scheme's advantages and its potential benefits. ► For the Design program under the Innovative Scheme, the UT administration intends to have partnerships with Design Centre Clinics (DCC). This endeavor seeks to elevate Chandigarh as a premier creative outsourcing destination across various design domains, spanning from product design to user experience design.
		Content Creation & Training of Champion Facilitators	The following training modules will be established to train the district officials and facilitators as per the requirements of the program: ► Training Modules Development: Like mentioned above, with the support of Quality Council of India/National

			Productivity Council, training content on ZED and LEAN Certification process, Innovative Tools, Incentives, etc. would be created which is to be delivered along with newly to be recruited MSME Champion Facilitators. These training modules would be created in digital and nondigital mode which could be further taken for references in future. ► Workshops and Training Sessions/Training of Trainers (ToT): Workshop/Training session for district-level officers along with MSME Champion Facilitators would be conducted by experts (Quality Council of India). The workshop is planned once a year for ZED, LEAN and Innovative schemes. These sessions should be interactive and hands-on, enabling officers to grasp the intricacies of the MSME Champion scheme. ► For Innovative Scheme: The Industries Department, Chandigarh Administration will collaborate with approved Host Institutes and will organize awareness workshops for MSMEs and Officials. These workshops will take place in colleges and technical institutes of higher learning, with the aim of educating MSME, young students and budding Entrepreneurs about the incubation scheme. ► For Intellectual Property Rights Program: Under the Innovative scheme, the Industries Department, Chandigarh Administration, in partnership with esteemed IPR experts, law firms/Departments within the state, and research institutions, will organize a training program on Intellectual Property Rights (IPR) and its advantageous implications. This training initiative is tailored for officials from the districts. ► Continuous Monitoring and Support: A
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			system for continuous support and feedback would be created, where officials can reach up to experts in later stages of the initiatives, whenever the doubt occurs.
3	UT-wide Awareness and unit level Handholding Bootcamps	Awareness Campaign & handholding Bootcamps	The following training modules will be established to train MSMEs on the benefits of availing the program: ► Strategy for UT-wide Awareness among MSMEs and Industrial Associations for ZED, LEAN and Innovative scheme (Incubation, Intellectual Property Rights and Design) will be developed which comprises an approach to inform, educate, and engage. ► Collaboration with Key Partners like Quality Council of India, National Productivity Council (Mentioned above) to shape the content of workshop for delivering workshop to MSMEs/Industrial Associations. ► Workshop Planning and Design: A detailed plan for conducting a series a workshops will be made, with a total of 12 (one workshop each for ZED, LEAN and Innovative every year) workshops across all 4 years. These awareness drives will be separate for ZED, LEAN and Innovative interventions across each Union Territory of Chandigarh. ► Awareness Campaign Planning: Collaboration with key stake holders like Industry Associations, Trade Bodies, Business Chambers will be conducted to plan and streamline the UT wide awareness campaigns with the help of Marketing Collaterals and IEC Materials. Digital Intervention to complement the awareness campaign will also be made. Online platforms like website, social media platforms would be utilized to engage the wider audience.

		Virtual Incubation and Mentorship Connect Platform	For the Innovative Schemes, the Industries Department, Chandigarh Administration would collaborate with experienced Not-for Profit organizations/private incubators/departments to establish a virtual incubation platform. This platform will be seamlessly integrated into the proposed State MSME Portal, offering MSMEs access to incubation support aligned with global standards, available to them from anywhere they choose. Through this virtual incubation platform, MSMEs will gain access to a range of services provided by industry experts and mentors. These services will encompass incubation, mentoring, and seed financing.
		ZED and LEAN Certifications of MSMEs	After gaining awareness on ZED Certification programs through various drives through ToT by official of QCI, MSME Champion Facilitators would start supporting MSMEs in ZED and LEAN certifications. Field level activities like, interaction with Industrial Associations, Trade Unions is planned to speed up the ZED and LEAN certification and Pledge processes. Monitoring and Support: PMU team at central level would provide continuous field related support in terms of refresher training, state level liaising with line departments, monitoring and evaluation.
4	Incentivizing ZED, LEAN Migration & Innovative Incubation	Additional Subsidy for acquiring ZED certification	On top of the subsidy already provisioned by the Government of India, for acquiring ZED Certifications, the Industries Department, Chandigarh Administration will be provisioning an additional 10% subsidy on the cost of Silver and Gold Certifications. It will be implemented in the following manner: ► Micro Enterprises: 80% (ongoing), Additional Subsidy: 10%

			▶ Small Enterprises: 60% (ongoing), Additional Subsidy: 10% ▶ Medium Enterprises: 50% (ongoing), Additional Subsidy: 10%
		Additional Subsidy on LEAN Implementation	The Government of India provides the following subsidies on the cost of LEAN Implementation: ▶ 90% subsidy on implementation cost of consultant fees for the MSMEs. ▶ Additional 5% GoI contribution shall be given to the MSMEs registering through Industry Association/ OEM after completion of all levels. ▶ ₹5000/per MSME shall be given to OEM/Association after completing all stages of lean intervention. The Industries Department, Chandigarh Administration will provide the following additional subsidy: ▶ Additional 5% subsidy on implementation cost of consultant fees for the MSMEs. ▶ ₹1000/per MSME shall be given to OEM/ Association after completing all stages of lean intervention.
		Additional Assistance on Innovative Measures	The Government of India provides the following financial assistance under the Innovative Scheme: ▶ Up to maximum of Rs. 15 lakh per idea shall be provided to Host Institutes for developing and nurturing the ideas. ▶ Up to Rs. 1.00 cr. (max) shall be provided to Host Institutes for procurement and installation of relevant plant and machines including hardware and software etc. in Business Incubators for R&D activities and common facilities for incubates of Business Incubators. The Industries Department, Chandigarh Administration will provide the following additional financial assistance:

			► Up to INR 35 lakhs for institute for upgradation
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5.2.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

Digital Development Toolkits like the Digital Government Readiness Assessment (DGRA) Toolkit, Engendering ICT Toolkit, Cross-Sector Infrastructure Sharing Toolkit, Cloud Readiness Assessment Toolkit shall be utilized for identifying challenges and necessary policy and regulatory actions in digital development, analyse potential solutions etc.

- Knowledge Management Tools like shall be utilized for managing knowledge bases, internal communications, and document management.
- Initially proposed as physical awareness programs, the project aims to transition to a digital platform after one year of standardization. The envisioned shift will enable efficient dissemination of project information to Micro, Small, and Medium Enterprises (MSMEs) through a digital mode, enhancing accessibility and outreach.

5.2.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

The period of Intervention Component	Activity	Target Unit	Target Output				Outcome
			1 st Year	2 nd Year	3 rd Year	4 th Year	
Establishing the MSME Champion Taskforce and placement of QCI Facilitator	Onboarding MSME Champion Facilitators	2	2	N/A	N/A	N/A	Team onboarded
	Onboarding the facilitator from QCI	1	1	N/A	N/A	N/A	
Onboarding Technical Agencies & Training of Facilitators	Tying up with Technical Agencies	One-time deliverable	To be completed within the first 3 months	N/A	N/A	N/A	Tie up with Technical Institutes like QCI to be done to have ToT and Capacity
	Capacity building of officials for ZED Intervention	4	1	1	1	1	

	Capacity building of officials for LEAN Intervention	4	1	1	1	1	building of Stakeholders
	Capacity building of officials for Innovative Intervention	4	1	1	1	1	
State-wide Awareness and unit-level Handholding Bootcamps	Workshops for Capacity Building of MSMEs/Industrial Associations for ZED Intervention	16	4	4	4	4	This will help MSMEs/Industrial Association for their capacity building on ZED Intervention
	Workshops for Capacity Building of MSMEs/Industrial Associations for LEAN Intervention	16	4	4	4	4	This will help MSMEs/Industrial Association for their capacity building on LEAN Intervention
	Workshops for Capacity Building of MSMEs/Industrial Associations for Innovation Intervention	16	4	4	4	4	This will help MSMEs/Industrial Association for their capacity building on Innovation Intervention
Virtual Incubation and Mentorship Connect Platform	Setting up a virtual incubation and mentorship connect platform for innovative scheme under MSME Champion Scheme	One-time deliverable	To be completed within the first year	N/A	N/A	N/A	This will help in setting up virtual incubation and mentorship connect for the MSMEs at distant landscapes.
ZED Certifications of MSMEs	Certification - Bronze	1000	250	250	250	250	These number of MSMEs would be Bronze certified.

	Certification - Silver	100	25	25	25	25	These number of MSMEs would be Silver certified.
	Certification - Gold	30	10	5	5	10	These number of MSMEs would be Gold certified.
LEAN Certifications of MSMEs	Certification - Beginner	1000	250	250	250	250	These number of MSMEs would be Beginner-LEAN certified.
	Certification - Intermediate	150	37	37	37	39	These number of MSMEs would be Intermediate-LEAN certified.
	Certification -Advanced	50	12	12	12	14	These number of MSMEs would be Advanced-LEAN certified.

5.2.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

Onboarding MSME Champion Facilitators

Recruiting skilled MSME Champion facilitators in Chandigarh UT for the ZED, LEAN and Innovative schemes will significantly enhance certification rates, improve quality, boost efficiency, and reduce the environmental impact for MSMEs. This recruitment initiative will empower businesses with long-term skills and ensure program compliance and effective monitoring and evaluation.

Capacity Building of Officials and Knowledge Dissemination

Partnering with organizations like the Quality Council of India (QCI)/National Productivity Council (NPC) for both ZED and LEAN schemes will provide vital capacity-building support and Training of Trainers (ToT) to facilitators. The development of comprehensive training modules, and workshops will add the value to the program. These initiatives will create a framework for future references and help cater to larger audiences through channelized efforts by trainers. These trained facilitators will then disseminate knowledge to MSMEs and Industrial Associations and conduct the certification process. This capacity-building approach

will create an ecosystem for quality consciousness among MSMEs, encourage the adoption of better management practices, and promote optimal resource utilization.

State-wide Awareness Campaign:

The UT wide awareness campaigns for both ZED, LEAN and Innovative schemes aim to develop an ecosystem for quality consciousness among MSMEs, guide them on the creation of Groups of Enterprises (GoE), and encourage the adoption of better management practices, leading to optimal space, time, and resource utilization. These campaigns will also support MSMEs in building better work environments and transferring knowledge and skill sets to their employees.

Certification and Market Exposure:

The primary output of both schemes is certification, enabling MSMEs to gain recognition, enhance their market exposure for exports, and access benefits such as certification subsidies. These certifications will foster economic growth and a more competitive business environment in Chandigarh.

Virtual Incubation and Mentorship Connect Platform:

The establishment of a virtual incubation and mentorship platform by the Industries Department, Chandigarh Administration will significantly benefit MSMEs. By offering remote access to global-standard incubation, mentorship, and seed financing, this initiative will enhance accessibility, improve business practices, foster innovation, and provide opportunities for networking and growth, ultimately contributing to the development of a thriving and competitive MSME sector in the semi-urban or rural areas. This initiative would encourage entrepreneurs from these areas.

In summary, the ZED, LEAN, and Innovative schemes under the MSME Champion Cluster Schemes have the potential to create a transformative impact by enhancing the quality, efficiency, and environmental sustainability of MSMEs, fostering economic growth, and cultivating a competitive business environment in Chandigarh UT.

5.2.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
#	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)
1	Establishing the MSME Champion Facilitators	MSME Champion Facilitators	Resource Per Year (10% cost escalation per year)	3	3,30,000 (1 Nos.)	4	4.7 Crores	4.7 Crores

					2,75,000 (2 Nos.)			
2	Onboarding of Agencies and Capacity Building of Trainers	ToT of MSME Champion Facilitators and Officials (1 Workshops/Year for ZED, LEAN and Innovative, each)	Resource per Workshop	30	5,000	4	18 Lakhs	1.21 Crores
		Knowledge Creation and Management	Hiring of PR Agency for Development of Knowledge Collaterals, Design and Dissemination of Various Knowledge Collaterals	1	1 Crore	1	1 Crores	
		Partnership with Institutes (Ex, QCI)	Approx Cost for Onboarding	3	1 Lakh	1	3 Lakh	
3	Awareness and handholding bootcamps	ZED awareness workshops and boot camps for MSMEs/IA's	Person participating (4 Workshops/Year for 4 Years)	1,000	500	4	20 Lakhs	60 Lakhs
		LEAN awareness workshops and boot camps for MSMEs/IA's	Person participating (4 Workshops/Year for 4 Years)	1,000	500	4	20 Lakhs	
		Innovative awareness workshops and boot camps for MSMEs/IA's	Person participating (4 Workshops/Year for 4 Years)	1,000	500	4	20 Lakhs	
4	Virtual Incubation Centre	Virtual Incubation Centre and Mentorship Connect	Virtual Mentorship Centre	1	15 Lakhs	1	15 Lakhs	15 Lakhs
5	Additional Subsidies/Support	Subsidy on ZED certification cost	Silver and Gold certifications	Silver: 100 Certifications	1,500 (additional 1000 per MSME)	4	2.5 Lakhs	5.56 Crores

					for handhold ing)			
				Gold: 30 Certific ations	7,500 (addition al 5000 per MSME for handhold ing)	4	3.75 Lakhs	
		Subsidy on LEAN Implementation Consultant Fees	Intermediate & Advanced LEAN Certification s	Interme diate: 150 Certific ations	6,000	4	9 Lakhs	
				Advanc ed: 50 Certific ations	12,000	4	6 Lakhs	
		Additional Subsidy on Innovative Measures	Assistance per Host Institute for Incubator upgradation	1	35 Lakhs	4	35 Lakhs	
		Grant for CFC Development	Clusters with the highest ZED, LEAN Certification s	5	1 Crore	4	5 Crores	
Total								12.21 Crores

5.2.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Programme will have:

- ▶ Identification of key performance indicators (KPIs) to measure progress.
- ▶ Periodic review of Need assessment survey and enhancement of data collection methods.
- ▶ Periodic site visits, progress checks, and tracking of milestones.
- ▶ Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.3 Intervention 3: Diversifying the MSME landscape of Chandigarh through value chain upgradation

5.3.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Diversifying the MSME landscape of Chandigarh through value chain upgradation	
Applicable RAMP Objective(s)	Strengthening coordination and institutions at the National and State level
Applicable Result Area(s)	KRA 1: Strengthening Institutions and Governance of the MSME Programme KRA 2: Support to Market Access, Firm Capabilities and Access to Finance
Applicable Disbursement Linked Indicator(s)	DLI 1: Implementing Central Government MSME Institutional Reform Agenda DLI 2: Accelerating MSME Sector Centre-State collaboration

5.3.2 Criteria 2: Understanding the Problem Statement

The industrial landscape of Chandigarh stands at a critical juncture, poised for expansion and modernization. However, to realize its full potential, there is a pressing need for a comprehensive study and survey on value chain diversification within the industrial sector. Currently, Chandigarh's industrial ecosystem lacks a nuanced understanding of emerging market trends, consumer preferences, and technological advancements, which hampers its ability to identify new products and enhance existing supply chains effectively. By conducting an in-depth industrial survey across ten sector-specific clusters, this study aims to bridge this knowledge gap and pinpoint opportunities for product diversification and supply chain enhancement.

Furthermore, the absence of a strategic plan for value chain diversification exacerbates inefficiencies in resource allocation and leads to missed growth opportunities. Without a clear roadmap for the next five years, Chandigarh's industrial sector risks stagnation and falling behind in the rapidly evolving market landscape. Therefore, a strategic plan outlining specific steps and initiatives to facilitate product upgradation and value chain enhancement across various sectors is essential to guide efforts and ensure sustainable growth. This plan will serve as a blueprint for industry stakeholders, policymakers, and relevant authorities, providing a structured approach to capitalize on identified opportunities and drive Chandigarh's industrial sector towards competitiveness and resilience.

Moreover, the lack of precise industrial data further complicates decision-making processes and inhibits the formulation of effective policies. Discrepancies in data sources regarding the number and nature of industrial units within Chandigarh create ambiguity and hinder informed decision-making. To address this challenge, an advanced Geographic Information System (GIS) based industrial survey is proposed. Such a survey will provide accurate and detailed information on the industrial ecosystem, including the location, size, sector, employment, infrastructure, and environmental impact of industrial units. By leveraging GIS technology,

policymakers can gain valuable insights into spatial patterns and relationships within the industrial sector, enabling more informed analysis and strategic planning for sustainable industrial development.

5.3.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

Comprehensive Study and Survey on Value Chain Diversification of Chandigarh Industrial Products

The industrial landscape of Chandigarh is poised for growth and diversification, driven by the need to identify new products and upgrade existing product supply chains across various sectors. This comprehensive study aims to analyze the potential for value chain diversification within Chandigarh's industrial sector, with a focus on ten sector-specific clusters. The study encompasses a detailed industrial survey to identify new products and opportunities for upgradation, along with a strategic plan for the next five years to facilitate product and value chain enhancement.

Chandigarh Industrial Survey:

The first phase of the study involves conducting an in-depth industrial survey across ten sector-specific clusters in Chandigarh. This survey aims to identify areas for product diversification and supply chain enhancement within each cluster. By analyzing current market trends, consumer preferences, and technological advancements, potential opportunities for value chain diversification will be pinpointed.

Based on the findings of the industrial survey, a strategic plan for the next five years will be developed to facilitate product upgradation and value chain diversification across various sectors. This plan will outline specific steps and initiatives to be undertaken to realize the identified opportunities. As an illustrative example, let's consider the furniture cluster in Chandigarh:

Example: Furniture Cluster

Currently, the furniture cluster in Chandigarh predominantly produces traditional furniture products. However, there is significant potential to upgrade and diversify the product range to include modern furniture designs catering to evolving consumer preferences. This can be achieved through the adoption of advanced manufacturing techniques, innovative designs, and the integration of technology.

Example: Fasteners Manufacturing Cluster

Similarly, the fasteners manufacturing cluster in Chandigarh can be targeted for product enhancement. By promoting advanced fastener technology, such as high-strength materials and precision engineering, the cluster can capture new market segments and improve competitiveness.

Geographical Advantage:

Furthermore, Chandigarh's geographical advantage can be leveraged to build it into a packaging and bottling hub. With its strategic location and excellent connectivity, Chandigarh can serve as a central distribution point for packaging and bottling operations, catering to the needs of industries across the region.

In conclusion, the comprehensive study on value chain diversification of Chandigarh industrial products aims to unlock new opportunities and enhance the competitiveness of the industrial sector. Through the identification of new products, upgradation of existing supply chains, and strategic planning for the future, Chandigarh can position itself as a dynamic hub for innovation and growth in the years to come.

GIS Mapping of Chandigarh:

A state level industrial survey has been proposed to be conducted over the first two years of RAMP implementation. The industrial survey would primarily help get a detailed industrial ecosystem overview of the state and a digital repository of industrial sector in the state. A digital and Geographic Information System (GIS) based industrial survey for Chandigarh would fulfill specific needs, contributing to informed decision-making and sustainable industrial development.

It would also address the discrepancies across different data sources, since as per MoMSME data there are 60000 MSMEs in the UT¹⁴, Udyam Registration data says 32000¹⁵.

An advanced GIS based Industrial survey is also important to have a precise picture of both manufacturing and services sector with precise information of location, size, sector, employment, infrastructure, and environmental impact.

GIS technology enables precise mapping and visualization of industrial clusters, infrastructure, and resources, leading to more informed analysis. This would also facilitate spatial analysis, assess proximity to resources, infrastructure, and markets. This spatial planning ensures efficient utilization of land and resources.

Digital and GIS-based surveys create a foundation for ongoing monitoring and evaluation of industrial activities. Changes in the industrial landscape can be tracked over time, allowing for adaptive policymaking and program adjustments.

Study for Chandigarh Packaging Hub and Adoption of Innovative Packaging Measures in CFC Model

Chandigarh, with its strategic location and excellent connectivity, possesses immense potential to emerge as a packaging and bottling hub. Leveraging its geographical advantage and implementing innovative packaging measures through the Cluster-Based Common Facility

¹⁴ Annual Report of MoMSME, 2022-23

¹⁵ Udyam Registration Portal

Center (CFC) model can significantly boost the industrial sector and enhance competitiveness in the region.

Chandigarh's strategic location at the foothills of the Himalayas, coupled with its excellent connectivity via road, rail, and air, makes it an ideal central distribution point for packaging and bottling operations. This advantageous positioning enables efficient transportation of goods to various industries across the region, thereby reducing logistics costs and enhancing supply chain efficiency.

A comprehensive study needs to be conducted to assess the feasibility and requirements for establishing Chandigarh as a packaging hub. This study should encompass various aspects, including market analysis, infrastructure assessment, technological requirements, and potential collaborations with industry stakeholders. By understanding the specific needs and challenges of the packaging industry, tailored strategies can be developed to foster its growth and sustainability in Chandigarh.

The Cluster-Based Common Facility Center (CFC) model offers a collaborative platform for small and medium enterprises (SMEs) to access shared facilities and services, thereby reducing costs and enhancing productivity. By adopting innovative packaging measures within the CFC framework, such as eco-friendly materials, smart packaging technologies, and customizable solutions, Chandigarh can meet the evolving demands of the packaging industry while promoting sustainability and efficiency.

The establishment of Chandigarh as a packaging hub aligns with the broader objective of diversifying the value chain of industrial products in the region. Through the identification of new products, upgradation of existing supply chains, and strategic planning for the future, Chandigarh can unlock new opportunities and enhance the competitiveness of its industrial sector. This holistic approach not only drives innovation and growth but also strengthens the region's position in the global market.

5.3.4 Criteria 4: Approach & Methodology for Execution/ Implementation

- ▶ Onboarding of Tech agency for conducting the GIS survey for manufacturing and service sector, integration of survey out comes in to MSME Portal.
- ▶ The SPIU will guide the Administration on executing a competitive bidding process to engage sectoral expert organization to conduct the Industrial Survey and submit the five-year plans for each of the 10 sectors.

5.3.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

- ▶ The GIS-based Digital Survey for MSMEs encompasses the collection, storage, and processing of geographical data pertinent to MSMEs. Data will be gathered through diverse methods, including field surveys, remote sensing, and existing databases. Analysis will involve overlay, buffer, network, and statistical analyses to discern

patterns, relationships, and trends. The findings will be integrated into the MSME integrated portal, a key component of one of the projects under the RAMP project.

5.3.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

The period of Intervention Component	Activity	Target Unit	Target Output				Outcome
			1 st Year	2 nd Year	3 rd Year	4 th Year	
Chandigarh Industrial Survey	In depth study of 10 sectoral specific clusters Identification of new products and upgradation of existing product supply chains Preparation of a five-year plan for product enhancement Identification of potential for value chain diversification,	Sector focused clusters covered	3	3	2	2	10 sectors and 250 MSMEs supported with visionary product and value chain development plan
GIS Mapping of Chandigarh	Digital GIS based survey for mapping of MSMEs	No: of MSMEs	25000	25000	-	-	50000 MSMEs impacted
Study for Chandigarh Packaging Hub	Scoping and Feasibility Study	Feasibility Study, Preparation of DSR/DPR and Implementation support	5-year strategy defined	1 DPR/DSR for Packaging Infra	Implementation	Operationalization	Packaging CFC approved & implemented
Adoption of Innovative Packaging Measures	Facilitating MSMEs with capacity to adopt innovative packaging measures						

5.3.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

- ▶ 10 sectors and 250 MSMEs supported with visionary product and value chain development plan.
- ▶ 50,000 MSMEs impacted through GIS mapping.

5.3.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget

#	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)
1	Chandigarh Industrial Survey	In depth study of 10 sectoral specific clusters Identification of new products and upgradation of existing product supply chains Preparation of a five-year plan for product enhancement Identification of potential for value chain diversification,	Sector specific clusters	10	50 Lakhs	1	5 crore	5 crore
2	GIS Mapping of Chandigarh	Digital GIS based survey for mapping of MSMEs	No: of MSMEs mapped	50000	400	1	2 Crore	2 crore
3	Study for Chandigarh Packaging Hub	Scoping and Feasibility Study	Study	1	25 Lakhs	1	25 Lakhs	25 lakh
4	Adoption of Innovative Packaging Measures	Facilitating MSMEs with capacity to adopt innovative packaging measures	MSMEs facilitated for innovative packaging measure	40	10 Lakhs	1	4 Crore	4 crore
Total								11.25 crores

5.3.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Programme will have:

- ▶ Identification of key performance indicators (KPIs) to measure progress.
- ▶ Periodic review of Need assessment survey and enhancement of data collection methods.

- ▶ Periodic site visits, progress checks, and tracking of milestones.
- ▶ Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.4 Intervention 4: Strengthening of Industrial Infrastructure of Chandigarh for enabling a vibrant MSME ecosystem

5.4.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Strengthening of Industrial Infrastructure of Chandigarh for enabling a vibrant MSME ecosystem	
Applicable RAMP Objective(s)	Objective 3: Enhancing firm capabilities and access to markets
Applicable Result Area(s)	KRA 2: Support to Market Access, Firm Capabilities and Access to Finance
Applicable Disbursement Linked Indicator(s)	DLI 2: Accelerating MSME Sector Center-State collaboration DLI 3: Enhancing the effectiveness of Firm Capabilities Schemes

5.4.2 Criteria 2: Understanding the Problem Statement

In the context of Chandigarh, the need for common infrastructural development is imperative to support the burgeoning industrial ecosystem and capitalize on emerging investment opportunities. The operational efficiency and sustainability of industrial operations hinge significantly on the availability of robust infrastructure. Surrounded by state such as Haryana and Punjab which are setting examples for MSME development through clustered approach, the absence of common facility centers in Chandigarh impedes the operational efficiencies of industries. Implementing common infrastructure projects, as per the Micro and Small Enterprises Cluster Development Programme (MSE-CDP) scheme guidelines, across different industrial areas in Chandigarh is essential to meet the evolving needs of industries and enhance their competitiveness.

Furthermore, the lack of fire protection in manufacturing clusters poses a critical challenge to industrial safety and inhibits the UT's ability to attract Foreign Direct Investments (FDIs) and angel investors. The absence of water hydrant fire protection systems within manufacturing hubs not only jeopardizes the safety of industrial facilities but also undermines Chandigarh's industrial potential. Without adequate fire protection measures, Chandigarh faces obstacles in realizing its full industrial capacity and attracting the investments necessary for sustainable economic development. Addressing this deficiency is imperative not only for ensuring the safety of industrial units but also for creating an environment conducive to economic growth and fostering investor confidence in Chandigarh's industrial landscape.

5.4.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

Feasibility and Scoping Study for Identification of 8 clusters:

The Feasibility and Scoping Study for Identification of 8 clusters in Chandigarh entails a comprehensive assessment of the viability and potential impact of establishing common infrastructure within Micro, Small, and Medium Enterprises (MSME) clusters. This study is crucial for understanding the current state of MSMEs in Chandigarh, identifying their needs, and determining the feasibility of developing shared infrastructure to support their growth.

To begin with, the technical scoping involves conducting feasibility studies in collaboration with the Administration, Industry Associations, and the State Project Implementation Unit (SPIU). Stakeholder consultations within the MSME sector are conducted to gather insights into the specific requirements and challenges faced by MSMEs. Through this process, gaps in infrastructure are identified, and the potential for cluster development is assessed. Moreover, the study aims to encourage MSME participation in Special Purpose Vehicles (SPVs), which can facilitate collaborative efforts in addressing common challenges and leveraging shared resources.

Following the initial scoping phase, a detailed analysis of various factors essential for project implementation is conducted. This includes evaluating market demand to understand the needs of the target market and assess the potential for product demand within the clusters. Resource availability is assessed to determine the feasibility of sourcing materials and manpower for the proposed infrastructure projects. Infrastructure requirements are identified to ensure that the planned facilities meet the operational needs of the MSMEs. Additionally, technical aspects such as technology requirements and sustainable design principles are considered to enhance the efficiency and environmental sustainability of the proposed infrastructure.

Furthermore, financial and resource planning is undertaken to ensure the feasibility and sustainability of the identified projects. This involves estimating the costs associated with infrastructure development, operational expenses, and potential revenue streams. By conducting a thorough analysis of these factors, the feasibility and potential impact of establishing common infrastructure within MSME clusters in Chandigarh can be accurately assessed, paving the way for informed decision-making and strategic planning to support the growth and development of the MSME sector.

Preparation and approval support of DPRs/ DSRs: For CFCs and ID projects:

Subsequent to the scoping activities, the expert team will provide technical support for the preparation of Detailed Project Reports (DPRs) and their submission for approval. Upon approval, ongoing technical assistance will be provided to the respective implementing agencies to facilitate effective and timely project completion. This holistic approach aims to enhance the infrastructure and technological capabilities of MSME clusters in Chandigarh, thereby fostering their growth and competitiveness in the region. DPRs/DSRs will be prepared for 5 CFCs identified and 3 Infrastructural Development Projects identified in the Industrial Area.

Identification of Safety Cluster for fire and common hydrant systems:

A comprehensive scoping study and feasibility study are planned as part of the first intervention. This involves enlisting the expertise of a private fire safety agency through the collaborative efforts of the State Project Implementation Unit (SPIU) and DoI. The study aims to conduct a diagnostic assessment covering both technical and non-technical aspects. This

includes evaluating the manufacturing cluster, designing the system, assessing required infrastructure, establishing water supply arrangements, identifying chemicals for refilling, planning comprehensive training programs, and formulating strategies for regular maintenance or drills. The study will also define the configuration and quantity of hydrant systems needed for the entire cluster/members.

The State Project Implementation Unit (SPIU) will actively engage with relevant stakeholders. This includes government authorities, manufacturing clusters, fire safety experts, fire departments, water departments, insurance companies, construction and installation units, and environmental organizations. The mapping process will encompass understanding existing fire safety regulations, identifying challenges or gaps, and defining the roles of each stakeholder.

In response to inputs from stakeholder consultations, scoping studies, and technical assessments, the initiative proposes the establishment of 4 safety clusters for fire and hydrant systems in major industrial regions. These clusters will be fully equipped with essential safety apparatus. Concurrently, awareness sessions and capacity-building programs will be conducted to enhance preparedness and understanding among stakeholders.

Detailed project report will be prepared, drawing from the insights gleaned from the scoping study and the comprehensive assessment of manufacturing clusters. The report will outline the scope, scale, design and configuration of the water hydrant fire protection system, obtaining stakeholder and technical department concurrence. Specific goals and objectives will be set, considering cluster size, potential risks, and available resources. Risk assessments will identify high-risk areas and potential fire hazards within the clusters.

To ensure effective utilization of the hydrant system and adherence to fire safety protocols, awareness sessions will target manufacturing cluster units, employees, and relevant stakeholders. Regular drills and simulation exercises are planned to familiarize stakeholders with the system's operation, fostering a proactive and informed response during emergencies. To maintain a continuous improvement cycle, a robust reporting mechanism will be implemented. The manufacturing cluster committee will serve as a focal point for reporting any issues, concerns, or suggestions for improvements regarding the water hydrant system.

Support in upgradation of IDFC:

The Industrial Development cum Facilitation Centre (IDFC) in Chandigarh serves as a pivotal hub for facilitating industrial activities and providing essential services to businesses in the area. However, the existing testing and IT infrastructure at the centre require upgradation to align with modern technological advancements and meet the evolving needs of industries. The upgradation of testing and IT infrastructure at the IDFC in Chandigarh is a critical initiative aimed at enhancing the centre's capabilities and services to support industrial growth. By aligning with modern technological advancements and improving facilitation services, this

initiative will contribute to creating a conducive environment for businesses to thrive and succeed in the region.

Testing Facilities Upgradation:

- ▶ Procurement of state-of-the-art testing equipment and machinery.
- ▶ Expansion of testing capabilities to cover a wider range of industrial requirements.
- ▶ Implementation of quality control measures to ensure accurate and reliable testing results.

IT Infrastructure Enhancement:

- ▶ Upgrade of hardware, software, and network infrastructure.
- ▶ Integration of advanced IT solutions for improved efficiency and productivity.

Capacity Building:

- ▶ Training programs for staff to familiarize them with the upgraded infrastructure.
- ▶ Skill development initiatives to enhance the capabilities of personnel in utilizing new technologies.
- ▶ Collaboration with educational institutions and industry experts for specialized training sessions.

Workshops and handholding support in SPV formation:

In the context of Chandigarh and the ongoing efforts towards enhancing the competitiveness and sustainability of its industrial sector, workshops for capacity development and handholding support in Special Purpose Vehicle (SPV) formation for cluster development are crucial components. These workshops are designed to provide practical guidance and support to Micro, Small, and Medium Enterprises (MSMEs) in Chandigarh as they navigate the process of forming SPVs to collectively address common challenges and capitalize on shared opportunities within their respective clusters.

The workshops are structured to facilitate hands-on learning experiences, offering MSMEs a platform to gain valuable insights into the benefits and mechanics of SPV formation. Through interactive sessions and case studies, participants are equipped with the knowledge and skills needed to understand the legal, financial, and operational aspects of establishing and managing SPVs effectively. Expert facilitators, drawn from relevant government agencies, industry associations, and experienced practitioners, lead these workshops, ensuring that participants receive practical guidance tailored to their specific needs and contexts.

By fostering a culture of collaboration and collective action, these workshops empower MSMEs in Chandigarh to overcome barriers and unlock new opportunities for growth and innovation within their clusters. By equipping entrepreneurs with the knowledge, skills, and networks needed to establish and operate successful SPVs, these workshops contribute to the

sustainable development of vibrant and resilient industrial clusters, driving economic growth and prosperity in the region.

5.4.4 Criteria 4: Approach & Methodology for Execution/ Implementation

- ▶ Initial stakeholder consultations at cluster level will be undertaken by the proposed resources of SPIU in coordination with Administration.
- ▶ The SPIU utilizing the expertise of proposed Infrastructure Expert would empanel infrastructure firms/consultants on a rate contract basis.
- ▶ The SPIU in consultation with Administration would utilize the services of these empaneled experts as required, for preparation of DPRs and providing implementation support to proposed infrastructure projects.
- ▶ The SPIU may also empanel firms fulfilling the eligibility criteria detailed out in call for empanelment.
- ▶ The scope majorly would be to coordinate and steer stakeholder consultations along with Administration, preparation of DPR, provide implementation support to SPV/Administration for implementation of these projects.
- ▶ Onboarding of an agency for preparation of Infra DPR by SPIU and assist in making SPV in the identified organizations. And develop a M&E pattern as per the flow of activities.

5.4.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

- ▶ To prepare training and capacity building material, a range of ICT tools will be utilized, both in the development of the materials and in the actual delivery of the training.

5.4.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

The period of Intervention Component	Activity	Target Unit	Target Output				Outcome
			1 st Year	2 nd Year	3 rd Year	4 th Year	
Scoping and Feasibility Study	Identification of 8 clusters	Feasibility and Scoping Study	Implemented across year 1 and 2		N.A.	N.A.	8 clusters identified
Establishment of CFC and ID cluster	For CFC's: Preparation and approval support of DPRs/ DSRs	DSR, DPR delivery and approval	To be implemented across 4 years				5 CFCs set up
	For ID's: Preparation and approval support of DPRs/ DSRs	DSR, DPR delivery and approval	To be implemented across 4 years				3 ID clusters set up

Identification of Safety Cluster for fire and establishment of common hydrant systems	Scoping Study and Implementation Support	DSR, DPR delivery and approval	To be implemented across 4 years				4 safety clusters on fire-water hydrant systems set up
Support in upgradation of IDFC	Upgradation of IT and testing Infra	Infrastructure Upgrade	Implementation across 4 years				Upgraded tool room and testing facility as per global standards
Workshops and Trainings	For capacity development and handholding support in SPV formation	96 workshops conducted	24	24	24	24	9600 MSMEs impacted

5.4.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

- ▶ 8 clusters identified.
- ▶ 5 CFCs set up.
- ▶ 3 ID clusters set up.
- ▶ 4 safety clusters on fire-water hydrant systems set up.
- ▶ Upgradation of IDFC
- ▶ 9600 MSMEs impacted through workshops, capacity development and SPV formation.

5.4.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
#	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)
1	Scoping and Feasibility Study	Identification of 8 clusters	Study conducted	8	10 lakhs	1	80 lakhs	80 lakhs
2	Establishment of 5 CFCs	Preparation and approval support of DPRs/ DSRs	DSR-DPR prepared	5	50 lakhs	1	2.5 crores	2.5 crores

3	Establishment of 3 ID cluster	Preparation and approval support of DPRs/ DSRs	DSR-DPR prepared	3	20 lakhs	1	60 lakhs	60 lakhs
4	Identification of Safety Cluster for fire and establishment of common hydrant systems	Scoping Study and Implementation Support	DSR-DPR prepared	4	30 lakhs	1	1.2 crores	1.2 crore
5	Support in upgradation of IDFC	Upgradation of IT and testing Infra	Implementation support	1	2.5 crores	1	2.5 crores	2.5 crore
6	Workshops and Trainings	For capacity development and handholding support in SPV formation	Workshops held	24	1 lakh	4	96 lakhs	96 lakh
TOTAL								8.56 crore

5.4.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Programme will have:

- ▶ Identification of key performance indicators (KPIs) to measure progress.
- ▶ Periodic review of Need assessment survey and enhancement of data collection methods.
- ▶ Periodic site visits, progress checks, and tracking of milestones.
- ▶ Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.5 Intervention 5: Global Information and Facilitation Team (GIFT)

5.5.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Global Information and Facilitation Team (GIFT)	
Applicable RAMP Objective(s)	Objective 3: Enhancing Firm Capabilities and access to market
Applicable Result Area(s)	KRA 2: Support to market access, firm capabilities, and access to finance
Applicable Disbursement Linked Indicator(s)	DLI 1: Implementing the National MSME Reform Agenda DLI 3: Enhancing Effectiveness of the MSME Champions Scheme

5.5.2 Criteria 2: Understanding the Problem Statement

One of the main issues for MSMEs in Chandigarh is that they often face challenges in competing on a global scale due to limited resources, information gaps, and lack of integration into global market dynamics. Many MSMEs are not aware of the opportunities that exist in export markets. They may also not have the knowledge and expertise necessary to identify and target the right export markets. Additionally, exporting involves several complex procedures and documentation requirements, which is a critical challenge for MSMEs as they do not have the knowledge and expertise necessary to navigate these procedures and documentation requirements.

5.5.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

The establishment of GIFT is proposed to empower MSMEs with market insights and strategic support for expanding their international reach. GIFT will facilitate the global growth of Chandigarh based MSMEs and enhance their competitiveness in international markets. It will play a critical role in helping MSMEs make informed decisions about their global business strategies. The primary component under this intervention is to set up a GIFT Cell at the Industries Department, Chandigarh Administration. The functions of the GIFT cell will include:

- ▶ Provide data insights to the Department of Industries to support in policy interventions and revision of existing policies.
- ▶ Collecting and analyzing data on global markets
- ▶ Identifying emerging trends and opportunities in global markets and assess their impact on Chandigarh's MSMEs
- ▶ Dissemination of periodic export-related updates and information with MSMEs to inform their market penetration strategies.
- ▶ Monitoring the competitive landscape and identifying threats to the key MSME sectors of Chandigarh
- ▶ Providing insights and recommendations to the organization's leadership team
- ▶ Preparation of Export focused MSME Collaterals for Chandigarh

- ▶ Provide handholding and support for export related documentation and scheme guidance.
- ▶ Government and Internal Stakeholder training on export-related issues
- ▶ Organize export-related workshops and trainings at the district-level for MSMEs
- ▶ Creation of Export Handbook

5.5.4 Criteria 4: Approach & Methodology for Execution/ Implementation

The implementation of the GIFT Cell will enable the formation of a comprehensive Chandigarh MSME Export Strategy catalyzing economic expansion and international trade opportunities for the MSMEs. This strategic framework necessitates meticulous planning and precise implementation, encompassing the establishment of Export Facilitators to provide localized support and guidance to MSMEs seeking entry into international markets.

Furthermore, the development of export collaterals tailored specifically for MSMEs will equip them with essential resources and information to streamline their global expansion endeavors. To fortify these initiatives, capacity-building programs, and awareness campaigns, addressing both internal and external stakeholders, will impart knowledge and empowerment to MSMEs, government authorities, and potential trade partners alike. The detailed activities with approach and methodology are detailed in the following section:

Component 1: GIFT Cell & UT-Export Strategy

Hiring of Specialized Consultant Agency for setting up of GIFT Cell

The Industries Department, Chandigarh Administration will engage a Specialized Consultant Agency for setting up a 2-member GIFT Team at the Industries Department, Chandigarh Administration. The team will be responsible for end-to-end development and implementation of Chandigarh's MSME Export Strategy. The consultant chosen will have the following capabilities:

- ▶ Proven track-record (10+ years) of development of Export Promotion Strategies at organizational level with experience in multi-lateral export promotion activities at the international level.
- ▶ The GIFT Cell will be comprised of 1 Principal Consultant and 1 Senior Consultant.

Providing Support for the development of Vision & Strategy Document, and Scoping of the GIFT Cell

The GIFT Cell will share insights to support DOI to develop and prepare a detailed vision & strategy document for Chandigarh with respect to MSME Exports, which will not only set MSME Export Targets for the next 4 years, but also lay down the approach and tools to be adopted to realise the aforesaid vision. This will be done in tandem with stakeholders across the spectrum and will largely leverage the Export Ecosystem Analysis done during the RAMP Diagnostic Exercise.

Operationalizing the GIFT Cell will have the following responsibilities:

- ▶ **Promoting Export Awareness:** Raise awareness about the benefits of exporting among MSMEs in Chandigarh.
- ▶ **Unit & Cluster level Export Readiness Assessment:** Conduct assessments to determine the readiness of MSMEs to enter international markets and identify areas requiring improvement.
- ▶ **Capacity Building:** Organize training programs and workshops to enhance the export-related knowledge and skills of MSMEs, including export documentation, compliance, and market entry strategies.
- ▶ **Market Research and Analysis:** Gather and disseminate market information and intelligence to help MSMEs identify export opportunities and target markets.
- ▶ **Unit-level Export Strategy Development:** Assist MSMEs in developing customized export strategies and plans based on their products, capabilities, and target markets.
- ▶ **Export Documentation Support:** Help MSMEs prepare and understand the required export documents, including invoices, certificates of origin, and customs clearance papers.
- ▶ **Trade Finance Assistance:** Facilitate access to export financing options, export credit insurance, and government export incentives.
- ▶ **Product Certification and Compliance:** Provide guidance on quality standards, certifications, and compliance requirements for export markets like ZED & LEAN
- ▶ **Export Logistics Support:** Assist MSMEs in accessing transportation, warehousing, and logistics solutions to export their products efficiently and cost-effectively.
- ▶ **Market Access and Trade Barriers:** Help MSMEs navigate trade barriers, customs procedures, and other challenges when entering international markets.
- ▶ **One-on-One Consultations:** Offer personalized consultations to address specific export-related challenges faced by MSMEs.
- ▶ **Networking and B2B Meetings:** Organize trade fairs, business-to-business meetings, and networking events to connect MSMEs with potential international buyers and partners.
- ▶ **Export Promotion Campaigns:** Launch and participate in marketing campaigns to promote products and services from the district's MSMEs in international markets.
- ▶ **Data Analytics and Reporting:** Collect and analyze data on export activities and prepare reports to track progress, identify trends, and assess the program's impact. The data will be then presented on the MSME portal as analyzed.

- ▶ Feedback Mechanism: Maintain a feedback mechanism to gather input and suggestions from MSMEs and stakeholders, allowing for program refinement and enhancements.

Component 2: Export/ Country Collaterals & Pricing Sheets

Preparation of Knowledge Content

The GIFT Cell will prepare the following export focused collaterals which will be disseminated across to the MSMEs:

- ▶ Cluster focused export profiles with callouts on global certifications and capabilities of the cluster:
 - Strengths of the Cluster
 - Export Statistics and partner countries
 - Advantages of sourcing from Chandigarh
 - Natural Linkages
 - Partnership Opportunities
 - Projects at a Glance
- ▶ Digital version of the brochures for dissemination
- ▶ Creation of Export handbooks
- ▶ Readymade unit level Export Promotion Strategies for different sectors containing:
 - Organization and initiation of Program
 - Benchmarking of Company Preparedness
 - Define Export Outcomes
 - Evaluate export focused Start-up Results
 - Periodically assess progress toward achieving results and Select Best-Prospect Products
 - Target High-Potential Markets and determine Market Entry Methods and distribution Channels.
 - Results Framework
- ▶ Periodic chronicles, articles, reports, and other such materials for public use
- ▶ Success stories and Achievements/Testimonials of MSMEs of Chandigarh in Export

Hiring of Design Agency

The GIFT Cell will assist the DoI to onboard support DIC for onboarding a design agency which will design the final collaterals/brochures as per up-to date global design standards and regional requirements.

Beneficiary Poll for Tailored Needs

The GIFT Cell will conduct quarterly polls for identifying needs of MSMEs specific to that division. Such polls will not only help understand the beneficiary response to the collaterals being circulated, but also help the team build more relevant collaterals for enhanced support. Such polls will be conducted through the WhatsApp Chatbots set up as part of the Chandigarh MSME Portal.

Component 3: Unit-level Handholding

Stakeholder Engagement Workshops

Establishment of Workshops on improving MSME Preparedness focusing on market penetration strategies, government support, decoding the UT-level Strategy and implementing it at a unit level. The workshops will be convened quarterly in each district. Establishment of a Stakeholder Engagement Workshop schedule which will:

- ▶ Conduct periodic workshops for both internal and external stakeholders, including government agencies, industry associations, MSMEs, and experts.
- ▶ These workshops will focus on awareness generation for the GIFT Cell, and services provided.
- ▶ The sessions will also have parallel one-on-one consultations with MSMEs for handholding.
- ▶ Stakeholder engagement workshops will be convened quarterly to discuss updates, address issues, and share insights.

Expert-led Sessions on improving market Linkages

Establishment of Expert-Led Sessions which will:

- ▶ Bring together Industry experts, Export financing specialists and Export Associations for open house sessions.
- ▶ Expert-led sessions will be scheduled on a bi-annual basis, focusing on different aspects of MSME financing.

UT-level Networking Sessions for fostering partnerships and enhance national and global linkages

Establishment of Networking and Collaboration Workshops which will implement:

- ▶ Facilitative networking sessions to connect MSMEs with potential target markets and importers aimed at creation of exporting opportunities for the sector.
- ▶ Networking and collaboration workshops will be organized semi-annually to allow MSMEs to connect and explore partnerships with financiers.

5.5.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

The GIFT Cell will be using the Chandigarh MSME Portal marketing Module as the main tool for the delivery of its services at the district level:

- ▶ The Marketing Module will have interactive dashboards with key export promotion indicators.
- ▶ The GIFT Cell will be assisting DoI in preparing digital export focused marketing collaterals which will be updated in the resource hub of the Portal, acting as the one-stop solution for MSMEs.
- ▶ The Chandigarh MSME Portal Marketing Module will establish a digital training and capacity building hub which will contain short-format on-demand training courses for MSMEs and other relevant courses.

5.5.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

Intervention Component	Activity	Target Unit	Target Output			
			1 st Year	2 nd Year	3 rd Year	4 th Year
GIFT Cell & UT-level MSME Export Strategy	Hiring of Specialized Consultant Agency for setting up of GIFT Cell	One time deliverable	To be completed within 6 months	N/A	N/A	N/A
	Providing Support for the development of Vision & Strategy Document, and Scoping of the GIFT Cell	One time deliverable	To be completed within 12 months	N/A	N/A	N/A
Export/ Country Collaterals & Pricing Sheets	Preparation of Knowledge Content	32 MSME focused Export Collaterals (2 per quarter)	8	8	8	8
	Hiring of Design Agency	As required	N/A	N/A	N/A	N/A
	Beneficiary Poll for Tailored Needs	16	4	4	4	4
Awareness Sessions & Workshops	Stakeholder Engagement Workshops	40 workshops	10	10	10	10
	Expert-led Sessions on improving market Linkages	20 sessions	5	5	5	5

	UT-level Networking Sessions for fostering partnerships and enhance national and global linkages	20 sessions	5	5	5	5
	Total Outreach	19,800 MSMEs	4,950	4,950	4,950	4,950
Unit-level handholding	Making MSMEs Export ready	200 MSMEs	50	50	50	50

5.5.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

The establishment of the GIFT Cell will have the following impact:

- ▶ Robust, multifaceted, research-backed data is made available to MSMEs for making rational, strategic decisions regarding exports through a digital and easily accessible module.
- ▶ Enhanced handholding and facilitation support on export opportunities, export compliance procedures, global events, and other such information.
- ▶ A targeted outreach strategy for MSMEs, investors, global partners with respect to Chandigarh's sectors, districts, export profiles, etc. will enhance the efficacy of government efforts.
- ▶ Periodic workshops and sessions for upskilling stakeholders, MSMEs will be well equipped to build global market strategies and exporting on their own.

5.5.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
S. No	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)
1	GIFT Cell & UT-level Export Strategy	Hiring of Specialized Consultant Agency for setting up of GIFT Cell	Resource per year	2	330000 (x1) 275000 (x1)	4	2.90 crores	2.90 crores

		Development of Vision & Strategy Document, and Scoping of the GIFT Cell	Covered under resource cost					
2	Export/ Country Collaterals & Pricing Sheets	Preparation of Knowledge Content	Per collateral	32	1.5 lakh	4	48 lakhs	48 lakhs
		Hiring of Design Agency	Covered under collateral cost					
		Beneficiary Poll for Tailored Needs	Covered under resource and portal cost					
3	Awareness Sessions & Workshops	Stakeholder Engagement Workshops	Per workshop (120 MSMEs and other stakeholders)	40	60000	4	24 lakhs	0.99 lakhs
		Expert-led Sessions on improving market Linkages	Per workshop (250 MSMEs and other stakeholders)	20	1.25 lakhs	4	25 lakhs	
		UT-level Networking Sessions for fostering partnerships and enhance national and global linkages	Per workshop (500 MSMEs and other stakeholders)	20	2.50 lakhs	4	50 lakhs	
4	Unit-level Handholding	Making MSMEs export ready	Per MSME	200	4 lakhs	4	8 crores	8 crores
TOTAL								12.37 Crores

5.5.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Programme will have:

- Identification of key performance indicators (KPIs) to measure progress.

- ▶ Periodic review of Need assessment survey and enhancement of data collection methods.
- ▶ Periodic site visits, progress checks, and tracking of milestones.
- ▶ Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.6 Intervention 6: Skilling for Equity - Inclusive Entrepreneurship for Holistic Development

5.6.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Skilling for Equity - Inclusive Entrepreneurship for Holistic Development	
Applicable RAMP Objective(s)	Objective 3: Enhancing firm capabilities and access to markets
Applicable Result Area(s)	KRA 2: Enhancing firm capabilities & access to market
Applicable Disbursement Linked Indicator(s)	DLI1: Implementing the National MSME Reform Agenda DLI2: Accelerating MSME Sector Centre-State collaboration DLI3: Enhancing effectiveness of MSME CHAMPIONS Scheme DLI4: Strengthening Receivable Financing Market for MSMEs DLI5: Enhancing Effectiveness of CGTMSE and "Greening and Gender delivery." DLI6: Reducing the incidence of delayed payments

5.6.2 Criteria 2: Understanding the Problem Statement

Entrepreneurship in Chandigarh encounters numerous impediments that impede its progress and advancement. Challenges include restricted access to funding, a lack of awareness regarding entrepreneurship development schemes, insufficient infrastructure, and the absence of comprehensive support systems. However, the specific hurdles faced by Scheduled Caste (SC) and women entrepreneurs exacerbate the overall situation. Only 18% and 5% of entrepreneurs registered on the Udyam Registration Portal represent women and SC entrepreneurs, respectively. This significant underrepresentation poses a critical economic and social challenge, as these groups, despite their considerable potential, remain marginalized in the business domain.

For women entrepreneurs in Chandigarh, the challenges comprise:

- ▶ Social and cultural norms discouraging women from pursuing entrepreneurship.
- ▶ Funding limitations
- ▶ Limited awareness about available schemes and benefits
- ▶ Scarcity of mentorship opportunities and counseling support
- ▶ Lack of skill training and exposure to the market
- ▶ Restricted networking opportunities
- ▶ Limited access to technology

- ▶ Inadequate childcare facilities and work-life balance issues, which can discourage women from initiating and expanding businesses.

SC entrepreneurs face compounded challenges, including:

- ▶ Discrimination
- ▶ Limited access to credit and resources
- ▶ Establishing a robust market presence
- ▶ Limited access to land
- ▶ Social disparities that make it extremely challenging for them to enter and succeed in the entrepreneurial ecosystem.

This overall imbalance poses economic and social obstacles, constraining the complete entrepreneurial potential of these communities and impeding economic growth, innovation, and empowerment. Addressing these issues is imperative for establishing a more inclusive entrepreneurial ecosystem in the region.

5.6.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

The Chandigarh Skilling for Equity Programme aims to carry out an extensive awareness and need assessment initiative among diverse stakeholders such as Industrial Associations, Women Entrepreneurs, MSMEs, Government Officials, and Industrial Chambers. The programme would be facilitated in tandem with the KRAs identified under the Chandigarh Skill Development Mission. This will be facilitated by deploying 6 Facilitators or Skill Mitras. The proposed project design includes:

Identification of Target Participants: Identify the target participants through Focused Group Discussion, Gathering information from Existing data, etc.

Social Inclusion for Holistic Development: Promoting social inclusion by reserving specific percentages for special categories, including 25% for women entrepreneurs and 5% for EWS, SC, disabled, and marginalized categories.

Needs Assessment: Conducting a comprehensive needs assessment for potential entrepreneurs, employing various tools and methodologies to identify their specific requirements.

Mentorship Support: Implementing a mentorship program that involves counseling through scientific tools, training, and exposure visits. Also, supporting and assisting entrepreneurs in navigating challenges and making informed decisions with Mentorship Support. The component will be developed in tandem with the mentorship component in the Chandigarh Skill Development Mission.

Training Partners: Bringing on board training institutions like Punjab Engineering College Panjab University and ITI's for conducting the skill trainings and exposure visits for the

potential entrepreneurs. The institutions will also deliver the curriculum tailored for the programme.

Skilling Options: Offering diverse skilling options such as up-skilling and Recognition of Prior Learning to participants, ensuring alignment with industry needs and participant aspirations.

Infrastructure Upgrades: Providing provisions for upgrading training institutes to enhance their infrastructure and training capabilities. This will provide a conducive learning environment.

Innovative Incubation Programmes: Upgrading Incubation centers at Punjab Engineering College and Panjab University.

Post-Training Support: Establishing a process for providing completion certificates, toolkits, and seed capital to newly inducted eligible entrepreneurs.

Funding Conclaves: Engaging with financial institutions, digital lending partners (fintech's), non-banking financial companies, and innovative players to explore financial products tailored for MSMEs and exclusive services available to them.

MSME Leadership Summit: Organizing networking events to create a platform for entrepreneurs to build valuable relationships and partnerships, increasing access to new markets, resources, and opportunities.

Handholding and Mentorship: Provide ongoing support through handholding and mentorship to assist entrepreneurs in overcoming challenges and fostering long-term success. The component will be developed in tandem with the mentorship component in the Chandigarh Skill Development Mission

Training of existing workforce: Collaboration with ITIs to develop technical training modules for upskilling of workforce for MSMEs.

5.6.4 Criteria 4: Approach & Methodology for Execution/ Implementation

The programme will be implemented in the following phases:

- **Recruitment of an agency to place Facilitators (Skill Mitra)**

To ensure the effective implementation and continuous support for the Chandigarh Skilling for Equity initiative, 6 Facilitators (Skill Mitras) will be stationed at Industries Department. These facilitators will be tasked with the following responsibilities:

- ▶ One to one counselling support to the potential or existing entrepreneurs
- ▶ Conducting RIASEC test for selecting participants who are new to the business landscape.
- ▶ One to one interaction with the stakeholders and beneficiaries

- ▶ Conducting surveys and furnishing data needed for Need Assessment or Baseline Study, and Endline Study
- ▶ Providing handholding support to the women and SC

Qualification requirements for Facilitators: MBA or equivalent master's degree with a minimum of 3 years of relevant experience.

- **Establishment of Entrepreneurship Development Cell**

- ▶ The functions of the District Entrepreneurship Development Cell will include maintaining records of program beneficiaries, providing pre and post-training support such as counseling and mentorship, facilitating alumni connections, and analyzing the need assessment survey.

- **Need assessment/Base Line assessment**

The initiation of the intervention begins with the need assessment/baseline survey, to be conducted by a third-party agency. This process involves:

- ▶ Identifying target participants or specific groups of entrepreneurs eligible for training, considering factors such as business size, industry, and existing skill levels. Participant identification will be achieved through Focus Group Discussions, interactions with Industrial Associations, and obtaining data from Udyam Registration, particularly focusing on women and Scheduled Caste entrepreneurs.
- ▶ Selection of participants will include a 25 percent reservation for Women entrepreneurs, and 5 percent reservation for SC, EWS, disabled, and marginalized entrepreneurs.
- ▶ Participant selection includes a 25 percent reservation for women entrepreneurs and a 5 percent reservation for SC, EWS, disabled, and marginalized entrepreneurs.
- ▶ Conducting skill gap analysis of the selected participants through surveys, interviews, and data analysis to assess the current skills and knowledge of the selected entrepreneurs. The assessment would include economic, social, and cultural indicators for the selected participants.
- ▶ Identification of challenges with key indicators like Access to Finance, Access to Infrastructure, Family Support, Peer Networking, Access to Mentorship/Counselling sessions, Awareness on government initiatives, and Risk-taking abilities.
- ▶ Evaluating the understanding of awareness around entrepreneurship and skill set of the selected participants
- ▶ For the fresh/potential entrepreneurs, scientific counselling process of RIASEC/Holland Code will be conducted to analyse his/her area of interest.

- ▶ This evaluation will help the counsellor to determine the mode of training required. The modes of training are:
 - a. 7 days Entrepreneurship Development Programme: This program would target the existing entrepreneurs who lacks Entrepreneurship skills but having technical skills.
 - b. Recognition of Prior Learning: This program would target entrepreneurs who poses both technical and entrepreneurial skills. They only need certification for their recognition.
 - c. Skill Development followed by one month Apprenticeship Program: This program would target new/potential entrepreneurs who wants to start a new enterprise.
- ▶ Developing a set of baseline metrics and key performance indicators (KPIs) that can be used to measure the impact of the training and support programs over time. These could include metrics related to revenue growth, employment generation, and economic empowerment.

- **Collaboration with Training Institutes**

The onboarding of training institutes is a crucial aspect of this process, aimed at reaching the final entrepreneur with the most current skilling opportunities at the district level. This onboarding procedure will involve the inclusion of Punjab Engineering College and Panjab University, along with the upgrading of Incubation centers at both institutions.

- **Awareness Camps**

Numerous awareness camps are scheduled throughout Chandigarh to promote awareness and sensitize the community. This initiative also plays a vital role in cultivating interest among potential participants.

- **Creation of Marketing Collaterals**

Branding and Marketing collaterals would be created by onboarding third party agency.

- **Capacity Building of Institute Staff**

It is important to develop the capacity of trainers, staff of the training institute before the commencement of the program. Capacity building workshops for the staff is planned which will make them to equip with required skill sets.

- **Curriculum Development**

New curriculum will be developed for the participants, as per their needs. For example, for the Skilling for Equity Programme, following could be the content for the seven days training program:

- ▶ Day 1- Introduction, Objectives, Icebreakers, Ground Rules, Core Concepts

- ▶ Day 2 - Financial literacy, available credit facilities
- ▶ Day 3 - Operational management, Logistics, and supply chain,
- ▶ Day 4 - Forward and Backward Linkages, Product development
- ▶ Day 5 - Green Innovative technologies, Promotion of Govt initiatives like TREDS, GEM, ONDC, etc.
- ▶ Day 6 - Industrial Visit to Medium Size Enterprise
- ▶ Day 7 - Benefits available to women, EWS and SC entrepreneurs under various schemes and policies, Feedback & Conclusion
- **Initiation of Skill Development Program, Recognition of Prior Learning and Entrepreneurship Development Program**

After the selection of participant with their requirement of the mode of training, a training calendar in consultation with stakeholders (training institute, participants) will be made.

- ▶ For the Skill Development Programme: Enrolled participants will go under one month training with Punjab Engineering College and Panjab University for gaining technical skills. Post completion of training, one month of apprenticeship with Medium Enterprises is mandatory to gain the industry exposure and learn the basic operational structure like finance, HR, work management, etc. This apprenticeship will be routed through NAPS (National Apprenticeship Promotion Scheme)
- ▶ For the Recognition of Prior Learning Programme: Enrolled participants will be given a general introduction session and a assessment exam would be conducted. This is a single day procedure. This Programme is for the entrepreneurs who have the technical and entrepreneurial skill sets but not having the formal recognition. The RPL recognition would help them apply for formal sector lending schemes.
- ▶ For the Entrepreneurship development Programme: Enrolled participants would be given seven days training on the entrepreneurial skills like marketing, forward and backward linkages, operation and logistics management, finance management, etc. This program is particular for the individuals who aspire to expand their business.
- **Completion of Training (all forms)**

Post training completion (EDP, RPL and Skilling), following activities are planned:

- ▶ Assessment of each and every participant to certify the knowledge and skills.
- ▶ Upon completion of assessment, formal certification process will be conducted.
- **Tool Kit Amount and Daily Honorarium Support**

- ▶ Application for Tool Kit/Tool Kit Amount/Seed Capital to procure the machines and tools for his/her enterprise would be collected. This is only for participants who are completing EDP and Skilling Programme.
- ▶ Entrepreneurship Development Cell will be conducting the assessment for the tool kit requirements. The final list of tool kit/tool kit beneficiaries would be shared with Department of Industries, Chandigarh Administration, where Rs. 20,000 will be given to approved participant, every quarter.
- ▶ EDC will also be sharing the list of participants of RPL to the state for disbursement of Daily Honorarium of Rs. 1,500.

- **Funding Conclaves**

The Department of Industries, in collaboration with relevant government and non-government entities, will annually host a Funding Conclave for entrepreneurs at the divisional level. These conclaves aim to serve as a centralized platform for MSMEs to secure credit from a variety of financial institutions. Entrepreneurs will have the opportunity to interact with key financial institutions, encompassing both public and private banks, digital lending partners (fintech firms), non-banking financial companies, and innovative players. This engagement will provide insights into financial products specifically tailored for MSMEs, along with exclusive services available to them. Additionally, the conclave will feature workshops or sessions addressing topics such as business planning, marketing strategies, and financial management.

- **MSME Leadership Summit**

Organizing networking events for MSMEs and entrepreneurs in Chandigarh is crucial to cultivate a supportive ecosystem that fosters the growth and success of entrepreneurs in the region. These events will bring in role models and accomplished entrepreneurs from across the country, following a reverse-exposure visit model, to provide insights and inspiration to entrepreneurs in the area. Additionally, these events will serve as a platform to identify potential enterprises for advancement and migration opportunities. Aspiring entrepreneurs with an interest and potential to start MSMEs will have the opportunity to interact with established MSMEs, creating a conducive environment for the development of new ventures.

Additionally, MSME summits provide entrepreneurs with networking opportunities, exposure to industry insights, and access to potential investors. These events facilitate knowledge exchange, offer a platform for showcasing innovations, and help entrepreneurs stay informed about market trends, fostering business growth and sustainability.

Moreover, networking events create a space for entrepreneurs to establish valuable relationships and partnerships. These connections may lead to collaborations that open doors to new markets, resources, and opportunities. The events also offer a forum for identifying potential mentors, investors, and industry experts who can provide guidance and support throughout the entrepreneurial journey.

- **Post Training mentorship and counseling support to the entrepreneurs**

There is a provision to provide continuous mentorship, counseling and hand hold support to the entrepreneurs post training. Skill Mitra will be equipped with necessary skill sets to cater this need. This will help DEDC team to track the progress of entrepreneurs.

- **Monitoring and Evaluation of the Programme**

- ▶ Monthly review meeting is planned to have a check on progress.
- ▶ Random field visits to interact with entrepreneurs for their experiences.
- ▶ Developing case studies and testimonials.

- **Endline assessment to map the progress and Impact**

Endline Assessment (to be conducted by third party agency) is planned in the fourth year of the programme:

- ▶ Impact assessment and efficacy of the EDP, RPL, and Skilling Programme.
- ▶ Developing a roadmap to address the hotspot areas identified in the study

5.6.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

The Chandigarh Skilling for Equity Programme is designed to enhance skill development and promote entrepreneurship in the region. To achieve these objectives, the program incorporates specific Information and Communication Technology (ICT) interventions for effective project implementation. Two notable interventions include the utilization of Scientific Counselling Methods, specifically the RIASEC/Holland Code, and the integration of digital resources for information dissemination under the Entrepreneurship Development Initiative.

5.6.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

Intervention Component	Activity	Target Unit	Target Output			
			1 st Year	2 nd Year	3 rd Year	4 th Year
Onboarding & upgradation of Training Institutes (PEC & PU)	Onboarding of Training Institutes	2	To be Completed within First 3 months	N/A	N/A	N/A
	Provisioning of Training Facilitators	6	To be Completed within First 3 months			

Upgradation of Incubation Centers	Upgradation of Incubation Centers in PEC and PU	One time Deliverable	To be completed within the First 12 months			
Need Assessment	Need assessment/Base Line assessment	One-time deliverable	To be Completed within First 3 months	N/A	N/A	N/A
Capacity Building of Institute Staff	Two Days Capacity Building Workshop of Training Institute Staff	24	6	6	6	6
Curriculum Development	Updated training curriculum	One-time deliverable	To be Completed within First 3 months	N/A	N/A	N/A
Training of Potential Entrepreneurs, Post training Assessment & Certification	Skill Development Target per Year	1,250	302 (75 for Women and 15 for EWS, SC)	316 (79 for Women and 16 for EWS, SC)	316 (79 for Women and 16 for EWS, SC)	316 (79 for Women and 16 for EWS, SC)
	Recognition of Prior Learning Targets	500	125 (31 for Women and 6 for EWS, SC)	125 (31 for Women and 6 for EWS, SC)	125 (31 for Women and 6 for EWS, SC)	125 (31 for Women and 6 for EWS, SC)
	EDP Target per Year	1,250	302 (75 for Women and 15 for EWS, SC)	316 (79 for Women and 16 for EWS, SC)	316 (79 for Women and 16 for EWS, SC)	316 (79 for Women and 16 for EWS, SC)
End Line Assessment	Endline assessment to map progress	One time deliverable	N/A	N/A	N/A	To be conducted within the last three months
Funding Conclaves	Funding Conclaves for Entrepreneurs	4	1	1	1	1
MSME Leadership Summit	MSME Leadership Summit for Entrepreneurs	4	1	1	1	1
Monthly review Meeting	Monthly review meeting for progress mapping	48	12	12	12	12

5.6.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

The Chandigarh Skilling for Equity Programme will have the following Impact:

- ▶ **Increased Funding Support for MSMEs:**
Enhancing financial support mechanisms to benefit MSMEs, fostering their development, and increasing their capacity for innovation and competitiveness. This aims to address the funding challenges often faced by entrepreneurs.
- ▶ **Increased Participation in Entrepreneurship:**
Through the identification and support of specific target participants, the initiative seeks to boost the number of entrepreneurs, particularly within marginalized and disadvantaged communities, fostering a more varied entrepreneurial landscape.
- ▶ **Tailored Support for Individual Needs:**
Conducting need assessments ensures that potential entrepreneurs receive support that aligns with their specific requirements, leading to a more personalized and effective entrepreneurship development process.
- ▶ **Enhanced Entrepreneurial Skills:**
Through mentorship and training provided by partners like Punjab Engineering College and Panjab University, participants can acquire valuable skills and knowledge, making them better prepared to start and manage businesses.
- ▶ **Empowerment of Marginalized Groups:**
By targeting marginalized groups, the program empowers women, EWS and Scheduled Caste individuals, helping them overcome societal barriers and enhancing their economic and social standing.
- ▶ **Sustainable Entrepreneurship:**
The provision of completion certificates, toolkits, and seed capital ensures that newly established entrepreneurs have a robust beginning, contributing to the sustainability and success of their ventures.

5.6.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
S. No	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)
1	Onboarding & upgradation of Training Institutes (PEC & PU)	Provisioning of Facilitators from PEC & PU	Per trainer	6	21,180	4	60.99 Lakhs	61 lakhs

and provisioning of trainers	Training of Trainers (3 from PEC and 3 from PU), once every year for 4 years	No of Trainers participating in Capacity Building Workshop (2 Days Workshop)	6	15,000	4	3.6 Lakhs	7.78 crores
	Third party agency for developing the Course Curriculum, Psychometric Test for counseling, Tracking Mechanism of training candidates	Developing the course curriculum, psychometric test for counseling, etc.	1	50 lakhs	1	50 Lakhs	
	Onboarding of Training Institutes (#2)	Onboarding the Training Institutes	2	1 Lakh	1	2 Lakhs	
	Upgradation of Incubation Centres (#2)	Upgradation of Incubation Centres in PEC and PU	2	2 crores	1	4 crores	
	Printing of course related collaterals	Printing Cost of Training related Collaterals	200	50,000	4	1 crore	
	Marketing and Branding Collaterals	Developing and Printing the Marketing and Branding Collaterals	200	40,000	4	80 lakhs	
	IoT Device for Counselling by Trainers	IoT Devices required by Skill Mitra	6	40,000	1	2.4 lakhs	
	Baseline and Endline Survey	Onboarding third party agency for Conducting Base Line and End Line Survey	2	50 lakhs	2	1 crore	
	Training and Certification cost of	No. of Individuals	500	2,000	4	40 lakhs	

		Individuals in RPL	certified under RPL					
3	Training Related Financial Support	Tool Kit Support/Seed Fund (only for Skill Development and EDP Individuals)	No. of Tool Kits/Seed Fund	2,000	19,000	4	3.8 crores	4.1 crores
		Daily Honorarium (only for RPL Individuals)	No. of Individuals supported with Daily Honorarium	500	1,500	4	30 lakhs	
4	Funding Conclaves	Annual Funding Conclaves	No. of Individuals/MSME Participated (~ 1000 Expected)	4	35 lakhs	4	1.4 crores	1.4 crores
5	MSME Leadership Summit	Annual MSME Leadership Summit	No. of Individuals/MSME Participated (~ 2000 Expected)	4	70 lakhs	4	2.8 crores	2.8 crores
TOTAL								16.69 crores

5.6.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The programme will have:

- ▶ Identification of key performance indicators (KPIs) to measure progress of the facilitators.
- ▶ Periodic review and enhancement of data collection methods.
- ▶ Periodic site visits, progress checks, and tracking of milestones.
- ▶ Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.7 Intervention 7: Chandigarh Online/Offline Marketing Enhancement Programme

5.7.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Chandigarh Online/Offline Marketing Enhancement Programme	
Applicable RAMP Objective(s)	Objective 3: Enhancing firm capabilities and access to market
Applicable Result Area(s)	KRA2: Support to market access, firm capabilities, and access to finance
Applicable Disbursement Linked Indicator(s)	DLI1: Implementing the National MSME Reform Agenda DLI3: Enhancing Effectiveness of the MSME Champions Scheme

5.7.2 Criteria 2: Understanding the Problem Statement

It has been found time and again through diagnostic assessments that MSMEs face critical difficulties in connecting with new buyers and consumer groups. While the Union Territory of Chandigarh intends to bridge this gap through digital channels, nature of some businesses is such that leveraging offline/online tools and techniques for expanding markets becomes more appropriate. The current intervention intends to implement a strategic mix of workshops, targeted meetups, and other such events to periodically engage MSMEs in business expansion and networking opportunities.

Issues and Challenges

MSMEs in Union Territory of Chandigarh faces several potential challenges and issues with respect to online and off-line marketing enhancement for MSMEs.

- ▶ MSMEs in Union Territory of Chandigarh lacks the necessary digital infrastructure and expertise to effectively navigate online marketing platforms, particularly micro level MSMEs. Limited access and limited awareness on digital and offline market places is hindering their ability to fully capitalize on marketing opportunities.
- ▶ Moreover, there is reluctance among traditional MSMEs to embrace online marketing methods due to concerns about cost, complexity, and security.
- ▶ Stiff competition from larger corporations and established brands could pose a significant barrier for smaller enterprises attempting to gain market visibility.
- ▶ One of the key issues for MSMEs to sell their products nationally and internationally is the geographical barrier. Most MSMEs (particularly Micro Units) in Chandigarh carry out their operations mostly through a brick-and-mortar model which limits their outreach to their vicinity. This means that even when they produce goods of high standard, lack of access to global value chains hinders their ability to increase their revenue beyond a certain level.
- ▶ While a few e-commerce players like Flipkart and Amazon are widely known, MSMEs are unaware of the existence of e-commerce platforms most suited for their products such

as Lal 10 for handicrafts and Urbanic for clothes. ONDC in other case, as example. Addressing this information asymmetry can open up wider markets for niche products.

To address these challenges, the programme offers comprehensive training and support tailored to the specific needs of MSMEs in Union Territory of Chandigarh. It prioritizes building partnerships with local businesses, government agencies, and industry associations to provide resources like visit to national and international expos, networking opportunities essential for the success of MSMEs in the evolving marketplace.

5.7.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

The intervention aims at leveraging a strategic variety of offline and online market development events for MSMEs to explore new business avenues the old-fashioned way. The programme will develop an extensive offline and online market enhancement support plan, which will include all aspects of support that MSMEs require basis their size, industry, and target bases. It will entail:

- ▶ A comprehensive four-year plan for offline and online market access programs and initiatives
- ▶ Sectoral vendor development programmes
- ▶ Reverse buyer seller Meets.
- ▶ Annual MSME summits
- ▶ Annual MSME Awards
- ▶ Directorate Helpdesks at Embassies of target countries

The Offline and Online Market Enhancement Program will be the flagship physical networking along with digital outreach activity that will be provided through the RAMP Programme, and it will be operationalized as a part of the Industries Department, Chandigarh Administration for outreach with MSMEs at the ground-level. A comprehensive four-year plan for offline and online market access programs and initiatives will offer the benefit of long-term strategic direction, enabling businesses to systematically explore new markets and expand their reach, thereby increasing revenue and market presence. The Sectoral vendor development programs will foster competitiveness and growth within specific industries, leading to improved product quality and enhanced industry ecosystems. The E-commerce offers MSMEs cost savings in terms of infrastructure and marketing. Setting up an online store is often more affordable than a physical storefront, and e-commerce platforms offer digital marketing tools that are cheaper than traditional marketing methods. This can help reduce operational costs and improve profitability. Virtual Pavilion is a digital platform where MSMEs can have their own unique stall similar to a physical exhibition to showcase their products and services. It is a marketplace for buyers to meet, interact and purchase products/ services offered by the MSMEs. The reverse buyer-seller meets facilitate direct business collaborations, and the Vyapaar Melas create platforms for knowledge sharing. These initiatives collectively

contribute to economic growth, enhanced global trade, and the development of a robust and competitive business ecosystem.

5.7.4 Criteria 4: Approach & Methodology for Execution/ Implementation

The methodology of the implementation of the offline and online market enhancement programme will aim to implement a variety of targeted events throughout the year, focusing on different audiences and markets. The implementation will be pivoted by the RAMP SPIU at the State level. The implementation of the programme will have the following principles:

- ▶ **Collaboration:** The SPIU shall assist Chandigarh Administration in developing a plan and event roster in consultation with all stakeholders, that is tailored to their specific requirements
- ▶ **Facilitation:** The central idea around designing such an intervention is to facilitate leads generation among MSMEs and handholding them while they explore new territories
- ▶ **Ensuring Quality and Sustainability:** The intent behind recognizing star MSMEs periodically is to ensure MSMEs put in their best foot to become competitive and develop quality products and services, while at the same time provide them wings to fly further. Quality of product/ service and business operations health of the MSMEs will together translate to long-term, sustained business relationships with large scale, new buyers.

Further, while the entire intervention will be implemented in a phased manner, all events planned under the intervention will have different methodologies, as briefed below:

Vyapaar Mela/ Exhibitions

- ▶ Needs assessment for pinning focus sectors, discussion areas, location, and other priorities.
- ▶ Development of an event plan, template, and roster for the next four years.
- ▶ Forging partnerships with private organizations, large enterprises, other relevant departments, industry associations, etc.
- ▶ Organizing and conducting Vyapaar Mela in the third quarter of every year fiscal year.
- ▶ Awarding MSMEs selected under MSME Awards & Recognition Initiative.
- ▶ Post the first year and first Mela, an impact evaluation of the event to be conducted, to be incorporated as learnings for the subsequent Mela. Needs assessment to be revalidated every year to ensure relevancy.

Sectoral Vendor Development Programmes

- ▶ Needs assessment for shortlisting five sectors each year and their respective action areas.

- ▶ Development of VDP plans for each of the sectors.
- ▶ Organizing, conducting, and managing VDPs
- ▶ Continued assessment through MSME HelpdesksHelpdesk regarding impact of VDPs.
- ▶ Learnings of VDPs to be dynamically incorporated in subsequent events.

Reverse Buyer Seller Meets

- ▶ Four events in each of the four implementational years
- ▶ Needs assessment and sector-wise buyer mapping.
- ▶ Propagation, outreach, and knowledge collaterals for Reverse Buyer Seller Meets across stakeholders.
- ▶ Organizing and conducting events and follow-up activities.

Exposure Visits

- ▶ Industrial cluster identification & international best practice benchmarking for finalizing visit country.
- ▶ Field visits to clusters abroad for possible knowledge and technology transfer, automation exchange, etc.
- ▶ Coordination with peer agencies in selected countries

Virtual Pavilion

- ▶ Onboard, register and train MSMEs and Industrial Associations on a 24x7 virtual platform.
- ▶ Identify opportunities for MSMEs and Industrial Associations to discover global and domestic buyers, collaborate to create an ecosystem of suppliers and service providers to translate into business transaction with banking and financial solutions and sharing schemes available for the MSME sector in Chandigarh.
- ▶ Identify and facilitate tie-ups with aggregator platforms and businesses that assist MSMEs with input sourcing, sale of output, etc.
- ▶ Create an ecosystem that MSMEs can leverage upon for various services such as third-party inspectors, energy efficiency, HR, IT, accounts, QC, marketing, branding, customer service, freight and forwarding, logistics, etc.
- ▶ Educate and encourage MSMEs to leverage financing schemes available, bill discounting and working capital solutions from banking institutions.
- ▶ Facilitate financial transactions that integrate seamlessly with various financing technology platforms for accounting solutions, working capital loans, value chain

financing for manufacturing MSME/Clusters and facilitating aggregation to service large orders, while providing transparency in the transactions.

- ▶ Engage and onboard banking and financial institutions who are focused on providing financial assistance and commercial working capital loans for the MSME sector in Chandigarh.

5.7.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

This intervention aims to implement physical and digital networking sessions across Chandigarh for the establishment and enhancement of market linkages. The MSME Digital marketing Module will support the Market Facilitators in handholding of the MSMEs through a ready repository of Market Collaterals. The Event Management Module will be used for all coordination activities and delivery of important event related information.

Activities under Intervention

Activities under the intervention			
S.N o.	Component	Activities	Approach and Methodology
1	Offline Market Enhancement Plan	Development of Offline Market Enhancement Plan	The Chandigarh Union Territory RAMP SPIU in association with the Market Facilitators will develop the Offline Market Enhancement Plan for MSMEs in Chandigarh which will lay down a comprehensive plan around the following aspects: ▶ Yearly Outreach Calendar for National and International Events for MSMEs. ▶ Industries Department, Chandigarh Administration led National and International Roadshows for Industry Exposure. ▶ 1-on-1 Interactions with OEMs/Industry leaders for fostering of partnerships between MSMEs and potential buyers.
2	Enhanced Market Development Assistance	Development of Market Development Assistance Scheme	Under the RAMP Plan, to diversify the geographical engagement of the MSMEs in Chandigarh, it is proposed that the number of national and international fairs/exhibitions that the Industries Department, Chandigarh Administration provides financial support for, for MSMEs to go and showcase their products and services at public forums/trade fairs. It will be operationalised in the following manner: ▶ For International Events: 75% space charges, shipment of exhibits, cost of product literature, display material, stall/ stand construction/ fabrication/ designing charges or maximum up to INR 2 lakh and air fare by economy

			class up to INR 0.50 lakh (maximum 2 persons) will be reimbursed for participation by Micro & Small Enterprises in the international fairs/exhibitions each for two fairs/ exhibitions in each year, provided the two fairs/ exhibitions take place in different countries, preferably in separate economic regions. ► For National Events: 75% space charges, transportation charges of exhibits, cost of product literature, display material, stall/ stand construction/ fabrication/ designing charges or maximum up to INR 1 lakh and air fare by economy class up to INR 0.25 lakh and boarding charges @INR 5000/- per day per person (maximum two persons) will be reimbursed for participation by Micro & Small Enterprises for two domestic fairs / exhibitions, provided the two fairs take place in different states, preferably in two different regions (North, South, East West)
3	Sectoral Vendor Development Programs	Needs Analysis and Selection of Vendors	Lack of proper implementation of the Public Procurement Rules have been a major thorn on the side on the MSMEs. To alleviate this, the programme will implement a targeted sectoral vendor/supplier development programme aimed at creating a larger base of MSME based procurement for the Administration of Chandigarh and Government of India, thus handholding the capacity building of MSMEs which will aid them in meeting market standards. The Vendor Development Programme will be developed in a sector specific manner, as per the priority & sunrise sectors identified during the diagnostics. The first step is to conduct a Needs Analysis as per the following KPIs: ► Current level of linkage with Department procurement ► On-Time Delivery Rate ► Defect Rate ► Responsiveness to Inquiries ► Pricing Meets Targets Post the Needs analysis, the programme will entail rating and selection of vendors for the Programme based on the KPIs and the amount of handholding required for improvement in each area. The vendors will be chosen across sectors for balanced development across priority sectors.
		Development and implementation	Post the needs assessment and selection of vendors, the program will facilitate the development of sector-level and unit level plans for increasing the competencies of the

		tation of sector-level and unit level plan for addressing issues and raising vendor competency	vendors across the KPIs. The plan will include: ▸ Sector level strategies to address deficiencies across the identified KPIs ▸ Unit-level strategies to address deficiencies across the identified KPIs ▸ Site visits to inform on infrastructural and logistical challenges and address them appropriately ▸ Rationalisation of Marketing and Pricing plans for enhance the uptake of MSME products ▸ Strategies on supply-chain management for ensuring low turnaround times in production and packaging to delivery of product This process will be repeated with every vendor for comprehensive handholding
4	Reverse Buyer Seller Meets	Planning & Outreach	The Offline market Enhancement Programme will implement reverse buyer-seller meets for MSMEs in Chandigarh with the specific goal of promoting and facilitating business interactions between international buyers and sellers, with an emphasis on empowering local businesses. The initial phase will include Planning and Outreach for the implementation of this programme, and will entail the following: ▸ Event Theme Planning and selection of target countries: - o Registration and Participant Selection: The programme will develop a registration process for both buyers and sellers, ensuring that participating businesses meet the criteria for MSME classification and relevance to the event's objectives. - o Promotion and Outreach: Implement a comprehensive marketing and promotional campaign to attract international attendees. Utilize social media, email marketing, local media, and industry-specific publications to reach potential participants. ▸ Buyer-Seller Matching: Facilitate the process of matching international buyers with potential suppliers or partners by collecting detailed profiles and preferences from participants.
		Execution and Post-Event Aftercare	The reverse-buyer seller meets will establish an international ecosystem of buyers for the MSMEs of Chandigarh. The meets will have the following components:

			► MSME Exhibition: Exhibition of MSME sellers to showcase their products, services, and capabilities. Ensure that the booth setups are affordable and conducive to effective presentations. ► Pre-Event Workshops: Workshops or training sessions for MSMEs to prepare them for the meet. Topics may include sales and presentation skills, business networking, and effective marketing strategies. ► B2B Meeting Scheduling: Provide a system for pre-scheduled one-on-one meetings between buyers and sellers to maximize networking opportunities and business discussions. ► Industry Seminars: Host industry-specific seminars and panel discussions featuring experts and thought leaders to address challenges and opportunities within the MSME sector. ► Networking Sessions: Organize structured networking sessions, coffee breaks, and luncheons to encourage interaction and relationship-building among attendees. ► Administration Support: Collaborate with administrative agencies in Chandigarh to provide information on various incentives, subsidies, and support schemes available to MSMEs in the region. ► Buyer Showcases: Allow prominent buyers to present their procurement needs and requirements to MSMEs, showcasing potential business opportunities. ► Success Stories and Testimonials: Share success stories and testimonials from MSMEs that have benefited from previous events to inspire and motivate participants. ► Post-Event Support: Offer post-event resources and guidance to assist MSMEs in following up with potential buyers or partners and converting leads into actual business relationships.
5	Vyapaar Mela/Exhibitions	Organization of Vyapaar Melas	To facilitate business growth and expansion in their regional networks, the Industries Department, Chandigarh Administration will organize annual Vyapaar Melas for MSMEs to foster entrepreneurship. These vibrant events provide a platform for MSMEs to showcase their products and services, connect with potential customers and partners, and gain valuable insights into the latest market trends and opportunities. In addition to product exhibitions, the Vyapaar Melas feature interactive workshops, seminars, and panel discussions conducted by industry experts and government officials. These sessions provide MSMEs with valuable knowledge and guidance on topics such as digital marketing, financial management,

			and accessing government support schemes. By providing a platform for visibility, connection, and knowledge exchange, these Melas will help MSMEs expand their reach, enhance their business operations, and contribute significantly to the state's economic development.
6	National & International Exposure Visits for Internal Stakeholders	Needs Assessment, Planning & Selection of Destinations & Partners	The intent behind conducting national and international exposure visits is to enhance government officials' knowledge and understanding of best practices in MSME Development and provide them with first-hand exposure to successful MSME support initiatives, policies and programs implemented in other regions or countries. Such visits will also facilitate knowledge exchange and collaboration opportunities for officials to learn about emerging technologies and innovative approaches in MSME development, as well as strengthen partnerships among officials, exports, and industry representatives. The following methodology will be adopted for conducted a needs assessment for exposure visits and selecting national and international destinations for the same: ► Conducting a comprehensive assessment of the knowledge and technology gaps among MSME and officials. ► Identifying specific areas where exposure visits can provide the most relevant and valuable insights. ► National & International best practice benchmarking for MSME development from the perspective of MSME business development as well as MSME governance ► Selection of destinations that showcase successful MSME development models, innovative technologies, and relevant industry practices. ► Develop a well-structured plan for the exposure visits, considering the objectives, target audience, and potential destinations.
		National & International Exposure Visits	6 Exposure Visits (2 Officials) and 75 MSMEs will depart for Exposure Visits each year. The visits will typically include the following activities/ events: Site Visits: Site visits to relevant organizations, institutions, and industries are essential for participants to observe best practices and gain first hand insights into successful MSME development models. These visits should be carefully planned and coordinated with local partners to ensure access to relevant facilities, experts, and case studies. During site visits, participants should have the opportunity to:

			► Observe ongoing MSME support programs and initiatives. ► Engage in discussions with representatives of successful MSMEs. ► Learn about the challenges and successes of different MSME development approaches. ► Identify potential areas for adaptation and implementation in their own context. ► Interactive Sessions and Workshops: Interactive sessions and workshops provide a platform for knowledge exchange and discussion among participants, experts, and industry representatives. Learn about innovative approaches and solutions to common problems. ► Networking Opportunities: Exposure visits should also provide ample opportunities for networking among participants, experts, and local stakeholders. This can be facilitated through: § Organized networking events and receptions § Dedicated time for informal interactions and discussions
7	E-Commerce Market Place	Capacity Building and training of internal stakeholders	To increase the MSMEs selling on online platforms, it is important to sensitise and build capacity in the officials of the department. Training programmes will be conducted for all the officials so that they will be able to mobilise MSMEs relevant for an e-commerce platform. The following topics will be covered in the training sessions. ► Finding MSMEs and collection of their data. ► Collaborating with different E-commerce platforms to organise onboarding sessions for MSMEs across sectors and areas. ► Coordinating with designers to design posters and registration forms to popularise the sessions. ► Information on the requirements for an e-commerce platform and how selling online helps MSMEs. ► How to provide handholding support to MSMEs to access wider markets. Learning videos and training content will be created by using innovative ICT tools for the effective communication of the scheme to the officials of the department.
		Conducting E-commerce Drives and providing	The first step of conducting an e-commerce onboarding drive is to collaborate with the right e-commerce platform based on the profile of the MSMEs. A Memorandum of Understanding is then signed with the platform/network to ensure that the process of becoming a seller online is available to the MSME at subsidised charges or free of

		Handholding Support	cost. MSMEs are then mobilised and a team from the platform provides a session on the relevant documents required and steps to be completed to be onboarded as sellers. Handholding support is provided to the entrepreneurs in the form of cataloguing, product photography and packaging guidelines. Posters and invites are designed both in English, and the local language to spread the information among MSMEs. Packaging designers would be empanelled across various areas whose services can be availed by MSMEs at subsidised rates to help them adhere to the packaging guidelines of e-commerce platforms.
		Public Relations Outreach	The handholding drives and support to MSMEs will need to accompany by a vigorous and focussed PR and social media campaign. These campaigns will be driven to targeted audiences and move them to onboarding onto the e-commerce platforms. Partnered posts will also be done for the same.
8	Virtual Pavilion	Development of online platform	Develop an online platform that serves as a centralised hub for MSMEs, offering support services and market linkages. ► Create user-friendly interfaces and features tailored to the specific needs of MSMEs. ► Ensure scalability, security, and reliability of the platform to accommodate a growing user base. ► Deploy the platform in a phased manner, starting with a pilot phase to gather feedback and make necessary.
		Awareness and PR Campaign	1. Stakeholder Engagement and Training: ► Develop a stakeholder engagement plan to involve relevant organisations, industry associations, government agencies, and MSME clusters. ► Organise training programmes to onboard and register MSMEs. ► In first phase, fasteners and light engineering sector, will be focussed and MSMEs from those will be onboarded to virtual pavilion. 2. Marketing and Promotion: ► Develop a marketing strategy to promote the platform and increase its visibility among MSMEs and potential buyers. ► Utilise digital marketing techniques, social media campaigns, and targeted advertising to drive customer engagement and increase footfall on the platform.

			3. Data Collection and Analysis: ▶ Conduct a comprehensive analysis of the MSME sector in Chandigarh to gather relevant data on its size, challenges, and opportunities. ▶ Collect feedback from stakeholders through consultations, workshops, surveys, and interviews.
	Customer Support		1. Interventions and Support Services: - Support MSMEs in onboarding onto the platform. - Implement measures such as virtual buyer-seller meets, training programmes, collaborations with aggregator platforms, and ecosystem development. - Establish partnerships with service providers in areas like third-party inspection, energy efficiency, HR, IT, accounts, marketing, logistics, etc. - Educate MSMEs about financing schemes and facilitate tie-ups with banking and financial institutions. 2. Project Planning and Stakeholder Engagement - Conduct an analysis of the MSME landscape in Chandigarh and engage with key stakeholders to understand their needs and requirements. - Identify the objectives, scope, and desired outcomes of the project. - Establish collaboration and communication channels with relevant stakeholders to ensure their involvement and support throughout the project. - Analyse the collected data to gain insights into the specific needs and requirements of MSMEs.
	Support for logo, catalogue and portfolio creation for MSMEs		▶ Engaging agencies to help MSMEs with logo, catalogue and portfolio creation. ▶ Ensure MSMEs are identified and connected with the support agencies. ▶ Ensure identification of support agencies.

5.7.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

The period of Intervention Component	Activity	Target Unit	Target Output				Outcome
			1 st Year	2 nd Year	3 rd Year	4 th Year	

Offline Market Enhancement Plan	No. of International Exposure - Officials	8	2	2	2	2	Gaining of International exposure for the Departmental Officials
	No. of National Exposure - Officials	16	4	4	4	4	Gaining of National exposure for the Departmental Officials
Enhanced Market Development Assistance	Development of Market Development Assistance Scheme - International Events	100 units facilitated for International Visits	25	25	25	25	Gaining of International exposure for the MSMEs
	Development of Market Development Assistance Scheme - National Events	200 units facilitated for National Visits	50	50	50	50	Gaining of National exposure for the MSMEs
Sectoral Vendor Development Programs	Needs Analysis and Selection of Vendors	One-time deliverable	To be completed within the first 6 months	N/A	N/A	N/A	This is the need analysis survey for selection of vendors
	Development and implementation of sector-level and unit level plan for addressing issues and raising vendor competency	500 MSMEs facilitated through VDPs	125	125	125	125	MSMEs to facilitated through Vendor Development Programs
Reverse Buyer Seller Meets	Planning & Outreach Sessions	4	1	1	1	1	This is a number of sessions, impacting the MSMEs
	Execution and Post Event Aftercare	4 meets conducted	1	1	1	1	

		across 4 years					
Vyapaar Mela/ Exhibitions	Organization of Vyapaar Melas	4 Vyapaar Melas (up to 500 participants in each)	1	1	1	1	Conducting a Vyapaar Mela will help MSMEs to gain exposure and boost visibility
Number of MSMEs onboarded in e-commerce platforms	Curating training content, conducting training programs, Creating of learning videos and others	One-time deliverable	To be completed within the first 6 months	N/A	N/A	N/A	This will help in publishing the IEC, Marketing collaterals for the training
	Onboarding e-commerce platforms	10	2	2	3	3	This is a onboarded e-commerce platforms which will help MSMEs to sell their products online
	Handholding support to MSMEs (cataloguing , product photography , packaging guidelines, social media promotions, handouts, communication tools, etc.)	1000	250	250	250	250	This will help MSMEs to have product catalogue, improved market visibility in social media to boost sales and improved visibility.
Virtual Pavilion	Development of online platform	One-time deliverable	To be completed within the first 6 months	N/A	N/A	N/A	This creation of Virtual Pavilion will help MSMEs to sell their products in digital space
	Awareness and PR Campaign	This is a ongoing and routine activity					Marketing and Awareness creation of the scheme

	Support for logo, catalogue, and portfolio creation for MSMEs	1000	250	250	250	250	This will help MSMEs to get branded with the help of professionals.
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5.7.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

The Offline and Online Market Enhancement Program which will implement a comprehensive four-year plan for offline market access programs and initiatives, as elaborated will have direct impact on fostering economic growth and international trade for the MSMEs of Chandigarh. The key impacts of the proposed initiatives are as follows:

- ▶ **Enhanced Sectoral Vendor Development:** By implementing sectoral vendor development programs, the plan will provide MSMEs with opportunities to improve their service delivery, product quality and competitiveness. This will lead to a significant boost in the quality and variety of products offered by MSMEs, thereby increasing their market share in target countries.
- ▶ **Facilitated Trade through Reverse Buyer-Seller Meets:** The plan's inclusion of reverse buyer-seller meets will create a platform for international buyers and domestic MSMEs to interact and form valuable business connections. This initiative will facilitate trade and export opportunities for MSMEs, resulting in increased revenue and job creation within the sector.
- ▶ **Promoting MSME Growth through Annual Summits:** The Annual MSME Summits will serve as a knowledge-sharing and networking platform, allowing MSMEs to learn from industry experts, exchange ideas, and explore growth opportunities. This will empower MSMEs to expand their businesses, and foster innovation, leading to an overall boost in economic growth.
- ▶ **Virtual Pavilion:**
 - o **Enhanced Visibility:** MSMEs can leverage the power of technology to showcase their offerings to a global audience, thereby increasing their chances of attracting potential customers and business opportunities.
 - o **Cost-effectiveness:** Participating in physical exhibitions or trade shows can be financially burdensome for MSMEs. The Virtual Pavilion offers a cost-effective alternative by eliminating travel and logistical expenses, making it an affordable option for MSMEs to showcase their capabilities.
 - o **Flexibility and Convenience:** MSMEs can easily customize and update their virtual stalls within the Virtual Pavilion, ensuring that their product information and promotional materials are always up to date. Additionally, visitors can access the

Virtual Pavilion at their convenience, from anywhere in the world, facilitating seamless interactions and engagement.

5.7.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
#	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)
1	Offline Market Enhancement Plan	Industries Department, Chandigarh Administration led National and International visit for Industrial Exposure	No. of International Exposure (Two Persons)	8	5 Lakhs	4	40 Lakhs	80 Lakhs
			No. of National Exposure (Two Persons)	16	2.5 Lakhs	4	40 Lakhs	
2	Market Development Assistance for MSMEs	Development of Market Development Assistance Scheme - International Events	Maximum MDA per MSME	100	2 Lakhs	4	2 Crores	2 Crores
		Development of Market Development Assistance Scheme - National Events	Maximum MDA per MSME	200	1 Lakh	4	2 Crores	2 Crores
3	Sectoral Vendor Development Programs	Needs Analysis and Selection of Vendors	Need Analysis Process	1	50 Lakhs	4	50 Lakhs	50 Lakhs
4	Reverse Buyer Seller Meets	Planning, Outreach, Execution and Post Event Aftercare	Per meet (For a 2-day event with 75-100 MSMEs, government officials, international invitees, and other stakeholders)	4	20 Lakhs	4	80 Lakhs	80 Lakhs
5	Vyapaar Mela/Exhibitions	Organization of Vyapaar Melas	Per Mela (For up to 500 participants)	4	47.5 Lakhs	4	4 Crores	1.9 Crores
6	Tying up with e-commerce firms for	Curating training content, conducting training programs, Creating	Training Curriculum, Content, videos, printing	Training Curriculum (x1)	Training Curriculum - 10 lakhs	4	1 Crore	INR 10,10 Crores

	onboardi ng of MSMEs	of learning videos and others		Conte nt (x12,5 00) Videos (20)	Content printing - 704 Videos - 2 lakhs			
		Onboarding e- commerce platforms	Per e-commerce platform	10	1 Lakh	4	10 Lakhs	
		Handholding support to MSMEs (cataloguing, product photography, packaging guidelines, social media promotions, handouts, communication tools, etc.)	Unit cost per MSME	1000	90000	4	9 Crores	
7	Virtual Pavilion	Development of online platform	Unit cost for development	1	2 crores	4	2 crores	4 Crores
		Awareness campaigns and PR Campaign	Unit cost for PR campaign	1	1 Crore	4	1 Crore	
		Customer support (Support MSMEs in onboarding onto the platform, implement measures such as virtual buyer-seller meets, training programmes, partnerships, etc.)	Unit cost under customer support	1	1 Crore	4	1 Crore	
		Support for logo, catalogue, and portfolio creation for MSMEs	Will be covered under development of E-Commerce ecosystem					
Total								22.1 Crores

5.7.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Programme will have:

- Identification of key performance indicators (KPIs) to measure progress.

- ▶ Periodic review of Need assessment survey and enhancement of data collection methods.
- ▶ Periodic site visits, progress checks, and tracking of milestones.
- ▶ Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.8 Intervention 8: Institutional Strengthening of Key Stakeholders

5.8.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Institutional Strengthening of Key Stakeholders	
Applicable RAMP Objective(s)	Objective 2: Building and integrating technology platforms
Applicable Result Area(s)	KRA 2: Support to market access, firm capabilities, and access to finance
Applicable Disbursement Linked Indicator(s)	DLI3: Enhancing effectiveness of MSME CHAMPIONS Scheme DLI4: Strengthening Receivable Financing Market for MSMEs DLI5: Enhancing Effectiveness of CGTMSE and “Greening and Gender” delivery DLI6: Reducing the incidence of delayed payments

5.8.2 Criteria 2: Understanding the Problem Statement

As per the stakeholder consultations conducted, there is a significant gap between the desirable and current outreach and governance of the schemes being implemented by the Industries Department, Chandigarh Administration. The provision of information to MSMEs, especially micro units leave a lot to be desired and the governance at the Department level is beset with significant operational challenges stemming from the absence of an integrated technology platform, manifesting in inefficient data management, fragmented service delivery, increased operational costs, limited interdepartmental collaboration, heightened cybersecurity vulnerabilities, delayed decision-making, delayed financial processes, compliance and reporting hurdles, resource allocation inefficiencies, and slow uptake of technological solutions.

The issue of a lack of awareness of government programs and schemes at the ground level obstructs the Department’s ability to ensure that beneficiaries are informed about and can access the available services and support, thus undermining the Department's mission success and fueling low uptake of policies and schemes. Thus, it is imperative, that a comprehensive integrated technology platform for service delivery and monitoring is implemented to enhance operational efficiency, cost-effectiveness, and overall reach of government schemes through better communication and awareness of government programs and schemes among the intended beneficiaries. This also includes the creation of a beneficiary level platform (through mobile application) for access to information and benefits.

5.8.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

The Chandigarh MSME Portal is a comprehensive digital initiative aimed at empowering and transforming the MSME sector in Chandigarh. It envisions the creation of a unified digital platform with a Department level system and a beneficiary level system that serves as a one-stop solution for MSMEs and is delivered through an agile platform. The Chandigarh MSME Portal will provide the following:

- ▶ Easy access to critical information, government schemes, financial tools, and resources
- ▶ Bridge between government departments, financial institutions, and MSMEs
- ▶ Facilitate easier access to financial services, including loans and credit facilities
- ▶ Facilitate business support services, such as mentorship, training, and guidance, to enhance their skills and capabilities.
- ▶ Integrate MSMEs into digital marketplaces, both domestic and international, allowing them to reach a wider customer base and expand their market reach
- ▶ Assistance to MSMEs in navigating regulatory and compliance requirements
- ▶ Adoption of digital technologies and modernize MSME operations, increasing competitiveness at the global level
- ▶ Simplified administrative processes, digitizing, and reducing paperwork, improving the overall ease of doing business for MSMEs
- ▶ Provide the Directorate of MSME with a centralized platform for streamlined service delivery, data collection and informed policy making
- ▶ Establish an announcement and emergency alert mechanism for the Industries Department. Chandigarh Administration for rapid outreach to the MSME community
- ▶ Upgradation of technology infrastructure of the Industries Department, Chandigarh Administration to fully implement the Centralized MSME Control Centre

5.8.4 Criteria 4: Approach & Methodology for Execution/ Implementation

The Chandigarh MSME Portal will significantly reduce the disconnect between the Industries Department, Chandigarh Administration and the MSME Ecosystem and allow easier delivery of services. The UT-level platform will allow the Department to easily monitor the ecosystem across multiple parameters while the ground-level platform will allow facilitators streamlined process of onboarding and handholding of MSMEs. The beneficiary platform will allow MSMEs easy access to all knowledge materials related to government schemes through an intuitive AI and simplify application procedure for all incentives. The key components are as follows:

Component 1: Development of Web Portal & Mobile App

Preparation of Request for Proposal (RFP) and vendor selection

The SPIU will be responsible for the development, tender and finalization of the IT Vendor for the development of the MSME Platform. The IT Vendor chosen will have the following capabilities:

- ▶ Proven track-record (15+ years) of development of MIS/CRM/CMS/ERP Systems for large organizations (15000+ employees) and government organizations

- ▶ Established aftercare/customer service mechanism based with operations based out of India (headquarters may be located outside India)
- ▶ Ability to deliver the following platforms:
 - Chandigarh MSME Portal Control Centre for overall monitoring and announcements/summons
 - MSME Onboarding Platform and integration with the existing Udyam Platform
 - Financial Incentive Application and Disbursal platform
 - MSME Samadhaan/ MSEFC UT-level Tracking website and integration with national level ODR
 - Chandigarh MSME Portal Website (Department and Beneficiary versions separate)
 - Chandigarh MSME Portal Mobile Application (Department and Beneficiary versions separate)
 - Data Repository with cloud storage
 - Training and Capacity Building Platform
 - Grievance Redressal & Feedback Platform

Component 2: Industries Department, Chandigarh Administration IT Infrastructure

Needs Assessment for IT Infrastructure Requirement

The IT Vendor in association with the Chandigarh RAMP SPIU will be responsible for procurement of required assets for the upgradation of the Department's Technology infrastructure along with provisioning for the establishment of the Chandigarh MSME Portal Control Centre. While the exact requirements will be outlined in detailed through a needs assessment when the procurement is initiated, the IT infrastructure provisioned through this intervention will be limited to:

- ▶ **Computers and Servers:** High-performance workstations or servers to run control software and process data; Redundant servers to ensure high availability and failover capabilities; Rack-mounted servers for data centers.
- ▶ **Network Infrastructure:** Routers, switches, and firewalls for building a robust and secure network; High-speed, redundant internet connections; Virtual Local Area Networks (VLANs) to segment and manage network traffic.
- ▶ **Monitors and Displays:** Large, high-resolution monitors or video walls for displaying critical information KVM (Keyboard, Video, Mouse) switches for managing multiple servers from one workstation.

- ▶ **Input Devices:** Keyboards, mice, and potentially specialized control devices; Touchscreens or graphic tablets for interactive displays.
- ▶ **Power and Cooling Systems:** Uninterruptible Power Supplies (UPS) to prevent downtime during power outages; Efficient cooling systems to maintain a stable operating environment for servers.
- ▶ **Storage Solutions:** Network-attached storage (NAS) or storage area networks (SAN) for data storage; Redundant, high-capacity storage arrays; Backup servers or cloud-based backup solutions.
- ▶ **Security Systems:** Biometric access control systems; Security cameras and monitoring software; Intrusion detection systems.
- ▶ **Environmental Monitoring:** Sensors to monitor temperature, humidity, and other environmental factors; Alarms and notifications for environmental issues.
- ▶ **Remote Access and Control:** Remote desktop software for accessing and managing systems from off-site locations; VPN (Virtual Private Network) for secure remote access.
- ▶ **Communication Systems:** VoIP phones or two-way radios for communication within the control centre; Collaboration tools and software for team communication.
- ▶ **Software and Applications:** Control and monitoring software specific to your industry or purpose; Operating systems and software tools for system administration.

Apart from IT Infrastructure, the Chandigarh RAMP SPIU in consultation with the IT Vendor will also be responsible for the provisioning of the following infrastructure:

- ▶ **Office Space:** Office space with adequate support infrastructure for housing a control centre.
- ▶ **Furniture and Ergonomics:** Comfortable ergonomic chairs and desks for operators; Appropriate lighting and workspace; layout for efficiency; Other infrastructure needed for setting up of an office space.
- ▶ **Cable Management:** Cable trays, racks, and management systems to keep cables organized and prevent tangling.
- ▶ **Renovations:** Any renovations to current infrastructure required to support the proposed expansions.

Development of Procurements Orders and coordination of procurement

The Chandigarh RAMP SPIU will be responsible for development of all procurement orders related to tangible assets required for the activity. The SPIU will also be responsible for coordination planning and execution of the procurement orders and periodic appraisal of needs.

Component 3: Chandigarh MSME Portal Training & Facilitation Modules

Policy, Scheme and Operational Guidelines Knowledge Bank

The Knowledge Bank will be the one-stop repository for all policy, scheme and operational guideline related documents and will have the following functionalities:

- ▶ Comprehensive audit and upload of all existing GoI and Chandigarh policies, schemes, and operational guidelines.
- ▶ Review of all documents for consistency, relevance, and compliance with current regulations and best practices.
- ▶ Standardization of document formats, naming conventions, and metadata.
- ▶ Structured classification system to categorize documents, such as by department, topic, or document type.
- ▶ Document management system or knowledge repository software.
- ▶ Support for document version control, access controls, and search capabilities.
- ▶ Digitization of paper-based documents and migration of electronic documents into the repository.
- ▶ Maintenance of data integrity and metadata preservation during migration.
- ▶ Development of standardized set of metadata and tags to enhance searchability and categorization of documents.
- ▶ Intuitive and user-friendly interface for accessing and searching documents.
- ▶ Advanced tools like keyword search, filters, and sorting.
- ▶ Implementation of a clear document lifecycle, including creation, review, approval, publication, and archiving.
- ▶ Disaster recovery plan to ensure data integrity and availability.

Credit/ Finance Facilitation Module

The Credit/ Finance facilitation Module will be the one-stop solution within the Portal for all financial access interventions:

- ▶ Assessing complaints from the MSME Samadhaan Portal.
- ▶ Digitization of MSEFCs of the state with provisions of online record of proceeding and digitization of records.
- ▶ Promotion of receivable financing through the TReDS platform.
- ▶ Creation of a platform of financiers for access to Banks/NBFCs/Angel Investors/Venture Capitalists.

- ▶ The MSME Samadhaan Module, under Credit/ Finance Facilitation Module will have the following functionalities:
 - Creation of a UT-Tracking Website with seamless integration with the MSME Samadhaan Portal and the national ODR system. The website will have the following components:
 - Administrative and Policy Dashboard
 - Administrative Dashboard for MSEFC
 - Arbitrator Dashboard
 - Interaction/Feedback mechanism between Centre and State on cases
 - Data Analytics Dashboard for case resolution trends, delays, and bottlenecks
 - Creation of End-User (MSMEs) Samadhaan Interface with the following components:
 - Registry and tracking of cases including information on the disputed amount, parties involved, and relevant documentation.
 - Real-time Tracking for MSMEs on case progression, hearings, and resolution status
 - Document Management for MSMEs
 - Automated notification for key case milestones, including hearing dates, resolutions, and updates.
 - Feedback Mechanism experiences with the Samadhaan process aimed at data collection.
 - Digitization for MSEFC along with provisions for maintaining online records of proceedings and digitizing records. This will have the following components:
 - Provisioning of appropriate hardware and software tools for digitization of legacy data
 - Establishment of e-Recording/Proceedings System for MSEFCs for future
 - Assigning of metadata markers for easy search and retrieval of documents
 - Indexing system to organize and categorize the digitized files for easy access.
- ▶ The Chandigarh TReDS Collaboration & Resolution Mechanism, under the Credit/ Finance Facilitation Module will have the following functionalities:

- Establishing Partnership/MoU with Financial Operator for Enhanced access to financing through greater access to working capital and timely payment of receivables.
- Intuitive User interface for MSMEs
- Simplification of application process
- Automated workflow for the approval of financing requests, eliminating manual intervention
- Database of MSMEs in Chandigarh, collated through Industry Associations, Department etc.
- Data analysis module to gauge TReDS uptake
- Grievance Redressal Mechanism for MSMEs
- ▶ The Platform for Integrated Access to Finance for MSMEs (PIAF), under the Credit/ Finance Facilitation Module will have the following functionalities:
 - Establish a centralized database where MSMEs can submit their information, including financial statements, business plans, and credit history
 - Ensure availability of multiple financiers (NBFCs and Financial institutions, with District specific presence)
 - Implement credit scoring models to that evaluate the creditworthiness of MSMEs based on historical data, financial health, and industry-specific factors.
 - Establish a centralized application process which will allow MSMEs to apply to all authorized financiers through a singular application.
 - Develop Standardized Documentation on information requirements for financing.
 - Integrate automation into the onboarding process to streamline and expedite applications, approvals, and disbursements.

Helpdesk Module

The Helpdesk under the MSME Portal will offer a one-stop solution for both the BDS support personnel stationed at the DICs and the intended beneficiaries for accessing all resources related to the services provided. This Helpdesk will be the main tool through which the BDS Helpdesks will impart training and will also act as a ready repository for the beneficiaries to access at any point of time. Resources available will be related to the services provided by the MSME HelpdesksHelpdesk and cover the following heads:

- ▶ **Business Plan Development:** Ready reckoners for creating a comprehensive roadmap for the business.

- ▶ **Strategic Planning:** indicative resources and templates for setting goals, defining core values, and formulating a long-term vision.
- ▶ **Financial Planning:** Readymade materials on developing financial strategies and budgeting for MSMEs.
- ▶ **Access to Financing:** Repository of funding sources such as loans, grants, or investors
- ▶ **Financial Management:** Readymade strategies for enhancing cash flow, profit margins, and financial health.
- ▶ **Quality Assurance and Standards Compliance:** Standardized resources for implementation of quality control measures and meeting industry-specific quality standards.
- ▶ **Legal Support:** Legal resources for assistance with the legal requirements for business operations and ensuring adherence to relevant regulations.
- ▶ **Employee Training:** Digitized short-format training programs/modules to improve employee skills and enhancing organizational and managerial capabilities.
- ▶ **Access to Mentorship and Advisory Services:** Repository of experienced mentors and advisory notes on specific business challenges.
- ▶ **Government Incentives and Programs:** Singular Application process for all grants and incentives and assessment of tax incentives for MSMEs.
- ▶ **Risk Assessment:** Ready repository of risk identification strategies and vision documents for development of strategies on business continuity.

Marketing Module

Similar to the Helpdesk Module, the MSME Marketing Module under the Chandigarh MSME Portal will offer a one-stop solution for both the marketing support personnel stationed at the Department and the intended beneficiaries for accessing all resources related to the services provided. This Module will be the main tool through which the marketing personnel will impart training and will also act as a ready repository for the beneficiaries to access at any point of time. Resources available will be related to the services provided by the marketing personnel on online and offline marketing.

The Marketing Module under the Chandigarh MSME Portal will offer a one-stop solution for both the export promotion support personnel stationed at the Department and the intended beneficiaries for accessing all resources related to the services provided. This Module will be the main tool through which the export promotion personnel will impart training and will also act as a ready repository for the beneficiaries to access at any point of time. Resources available will be related to the services provided by the export promotion personnel on international and national export potential.

MSME Formalization & Incentive Disbursal Module

The MSME Formalization & Incentive Disbursal Module will be the primary module through which the facilitation personnel will enable formalization of MSMEs in Chandigarh, through registration. The formalization module will entail the following components:

- **Integration with the Udyam Portal:** Integration of the existing Udyam database onto the Chandigarh MSME Portal and establishment of standardized data collection procedures. Udyam Number allotment will be migrated to the Chandigarh MSME Portal on successful completion of the data collection procedure. The following data will be collected mandatorily and merged with the current Udyam registration process:
 - Entrepreneur Details
 - Organization Details
 - Employment Details
 - Investment & Turnover Details
- **Eligibility Verification:** Mechanism to verify the eligibility of beneficiaries based on predefined criteria. This will also be visible at the beneficiary level.
- **Application Submission:** User-friendly application submission interface. This will be integrated with the eligibility verification procedure and create a single application procedure for all incentives under eligible schemes.
- **Processing and Approval:** The module will allow for the automated processing of applications, including validation, verification, and approval and involve workflows that route applications to relevant authorities for review.
- **Disbursement Options:** The module will have integration with all financial pathways and beneficiaries will be able to choose their preferred method of receiving incentives, such as direct bank transfers, mobile wallets, or digital payment platforms.
- **Scalability:** The module will be designed to handle a high volume of applications and disbursements.

Industrial Land Bank Module

The Industrial Land bank Module will have the following components:

- **Geospatial Information System (GIS):** GIS mapping for visual representation of available land parcels; Location-based search and filtering for land parcels based on specific criteria; Integration with geographic data layers, including transportation, utilities, and infrastructure networks.
- **Parcel Information Database:** Comprehensive database of available land parcels with details such as size, location, zoning regulations, ownership status, and infrastructure availability; Real-time updates on parcel availability and status.

Beneficiary Module

The Chandigarh MSME Portal will be the one-stop solution for MSMEs to access all benefits being provided by the Chandigarh Administration and the Government of India. The beneficiary module will be an end-user module which will allow MSMEs to view necessary status of their applications, access the knowledge bank and book consultations with the helpdesk facilitators.

MSME Champion Cluster Module

The MSME Champion Cluster Module will be the primary tool for the Intervention and will support the ZED, LEAN facilitators in the following:

- Maintaining a repository of resources relating to ZED, LEAN & Innovative for access by MSMEs.
- Online training platform and short format recorded training sessions as developed by the ZED, LEAN Facilitators.
- Online consultation booking functionality.
- Feedback and Grievance Redressal Mechanism.

Chandigarh Start-in Portal Module under Chandigarh Start-up Policy

- **Handholding and facilitation support to start-ups in Chandigarh:** the Portal shall offer comprehensive assistance and guidance to startups in Chandigarh, facilitating their growth and success from inception to fruition.
- **Connection with VCs and Angel Investors:** To facilitate seamless connections to venture capitalists (VCs) and angel investors, empowering them to secure crucial funding and propel their innovative ideas to the next level.
- **General information about the Chandigarh Start-up Ecosystem:** Gain valuable insights and resources about the dynamic Chandigarh startup ecosystem through the portal, equipping entrepreneurs with the knowledge and tools needed to thrive in this vibrant entrepreneurial landscape.

Emergency, Official Summons & Event Flash Module

The Emergency, Official Summons, and Event Flash will be a multifunctional system that can rapidly disseminate critical information to the MSMEs across Chandigarh. It will have the following functionalities:

- **Alert Creation and Management System:** Alert templates for different types of messages (Emergency, Summons, Event); Options to input text, images, and links within alerts; Scheduling and timing options for sending alerts immediately or at a specific time.

- **Recipient Management:** A contact database to store and manage recipient information; Categorization of recipients into groups (e.g., by location, role, or department).
- **Emergency Alerting:** Geolocation-based targeting for emergency alerts; Integration with public safety systems and weather alerts; Support for multiple communication channels, including SMS, email, app notifications, and social media posts.
- **Official Summons:** Customizable templates for official summons and legal notices; Digitally signed summons for legal authenticity; Secure channels for delivering summons to individuals.
- **Event Flash:** Event scheduling and management tools; Integration with event registration and ticketing systems; Real-time updates, changes, and cancellations for events; Event-specific notifications to registered participants.
- **Multi-Channel Delivery:** Integration with various communication channels, including SMS, email, voice calls, mobile apps, and social media; Automatic fallback mechanisms to ensure message delivery, even in case of channel failures.
- **Authentication and Security:** Strong user authentication and authorization mechanisms.

Component 4: Monitoring Dashboard for the Industries Department, Chandigarh Administration

Data Management, Monitoring & Publishing Module

The Data Management, Monitoring & Publishing Module of the UT-level Chandigarh MSME Portal Dashboard for the Industries Department, Chandigarh Administration will have the following components:

- ▶ **Data Integration:** The dashboard will integrate multiple data sources from various government departments and agencies responsible for policy and scheme implementation related to MSMEs. It will support for real-time or periodic data updates.
- ▶ **Data Visualization:** The dashboard will enable the creation of Graphs, charts, and maps to represent key performance indicators (KPIs) and data trends across all interventions. It will feature a comparison mechanism to track changes over time and between regions. It will also display data relevant to specific policies and schemes.
- ▶ **RAMP Intervention, Policy, and Scheme Overview:** The dashboard will provide Overview of all active RAMP Interventions, policies, and schemes, including their names, objectives, and timelines. It will provide links to detailed policy documents for reference.

- ▶ **Key Performance Indicators (KPIs):** The dashboard will provide KPIS for each RAMP Intervention, policy, or scheme to measure progress and impact. It will also map the progress against the pre-defined targets to assess the success of policies and schemes.
- ▶ **Geographic Mapping:** The dashboard will provide interactive maps showing the distribution and impact of policies and schemes across the state. It will provide the ability to zoom in and out and view specific regions and districts.
- ▶ **Financial Tracking:** It will help in the monitoring of budget allocations, expenditures, and fund disbursement for each RAMP Intervention, policy, or scheme. It will have a built-in alerts system for flagging of financial discrepancies or overspending.
- ▶ **Beneficiary Data:** The Dashboard will allow the Directorate to track and report on the number of beneficiaries and their demographic information.
- ▶ **Progress Tracking:** The dashboard will provide visual representations of progress, such as completion rates, project milestones, and performance against targets.
- ▶ **Grievance Redressal:** Integration with a feedback and complaints system for MSMEs to report issues or provide feedback.

Performance Benchmarking Module

The Dashboard will also feature a Performance Benchmarking Module which will allow the SPIU to measure the performance of the district level consultants and conduct periodic evaluations, along with flagging of any issues if necessary.

Component 5: Training of govt. officials and facilitators

Awareness & Capacity building Workshops for the Chandigarh MSME Portal

The UT-level workshops for training and capacity building will be conducted by the Chandigarh MSME Facilitation Helpdesk in consultation with the Chandigarh RAMP SPIU. It will have the following components:

- ▶ **Establishment of a Stakeholder Engagement Workshop Module which will:** Conduct periodic workshops for both internal and external stakeholders, including government agencies, industry associations, MSMEs, and experts. These workshops will focus on awareness generation for the Chandigarh MSMEMSME Portal, the benefits of using the MSME Samadhaan and TReDS ecosystem and promote the uptake of the new integrated platform for access to finance, as well as collaborative strategies to address challenges.
- ▶ **Establishment of User Training Workshops which will:** Conduct periodic training workshops for MSMEs and other users to maximize the benefits of the MSME Portal.
- ▶ **Establishment of User Training Workshops which will:** Conduct periodic training workshops for MSMEs and other users to maximize the benefits of the Chandigarh MSME Portal. It will cover topics such as navigating the portal, utilizing its resources

effectively, and understanding financial insights being provided by the portal. User training workshops will be held in all districts once after the launch of the portal, with different modules covering various aspects of the portal.

- ▶ **Establishment of Expert-Led Sessions which will:** Bring together Industry experts, MSME financing specialists and financiers of methodologies to leverage the Samadhaan and TReDS Ecosystem.
- ▶ **Establishment of Networking and Collaboration Workshops which will implement:** Facilitative networking sessions to connect MSMEs with potential financiers aimed at creation of financing opportunities for the sector.

5.8.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

The Chandigarh MSME Portal will maintain comprehensive mobile and web applications with centralized reporting mechanism. The it will ensure multi-platform functionality across operating systems and seamlessly integrate existing digital platforms within it. It will use the following cutting-edge technologies as and when required:

- **User Interface and User Experience (UI/UX) Development:**
 - Java: For Android platform interface
 - Swift and Objective-C: For iOS platform interface
 - JavaScript: For web and hybrid platform interface
 - Android Studio: Official IDE for Android app development
 - Xcode: Official Apple's IDE for iOS app development
 - Flutter: Google's UI toolkit for building natively compiled applications
- **For Back-end Development:**
 - Node.js: A runtime environment for server-side JavaScript.
 - Ruby on Rails: A popular framework for building web applications.
 - Django: A Python framework for web development.
 - Spring Boot: A framework for building Java-based web and mobile backends.
 - Express.js: A web application framework for Node.js.
 - Firebase: A Backend as a Service (BaaS) platform by Google for mobile and web apps.
- **For Databases:**
 - SQLite: A lightweight, embedded database commonly used in mobile apps.
 - MySQL: An open-source relational database management system.

- PostgreSQL: A powerful, open-source relational database.
- MongoDB: A NoSQL database for flexible data storage.
- Firebase Realtime Database: A cloud-hosted NoSQL database by Google
- Amazon DynamoDB: A managed NoSQL database service by AWS
- For Front-end Technologies: HTML, CSS, JavaScript: Core technologies for web app development
- React: A JavaScript library for building user interfaces
- Vue.js: A progressive JavaScript framework for building web interfaces
- Angular: A comprehensive framework for building web and mobile apps
- SASS/LESS: Pre-processors to enhance CSS development.
- **For Version Control:**
 - Git: A widely used distributed version control system.
 - GitHub, GitLab, Bitbucket: Platforms for hosting and collaborating on code repositories.
- **For enabling Cloud Computing:**
 - Amazon Web Services (AWS): Offers a wide range of cloud computing services.
 - Microsoft Azure: Microsoft's cloud platform for building, deploying, and managing applications.
 - Google Cloud Platform (GCP): Google's cloud services for app development.
- **For DevOps and CI/CD:**
 - Jenkins, Travis CI, CircleCI: Tools for continuous integration and continuous deployment.
 - Docker and Kubernetes: Containerization and orchestration for deploying and scaling applications.
- **For development of APIs and Web Services:**
 - Integration with third-party services like social media platforms, payment gateways, and geolocation services through RESTful APIs and SDKs
- **For establishment of Security protocols:**
 - Tools and best practices for securing data, authentication, and user privacy in apps.
- **For incorporating Machine Learning and AI:**

- TensorFlow, PyTorch, and various AI and ML libraries for incorporating AI features into apps.

5.8.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

Intervention Component	Activity	Target Unit	Target Output			
			1 st Year	2 nd Year	3 rd Year	4 th Year
Hiring of specialized Information Technology Partner for development of Portal	Preparation of Request for Proposal (RFP) and vendor selection	One-time deliverable	To be completed within 3 months of project initiation	N/A	N/A	N/A
Upgradation of Industries Department, Chandigarh Administration Institutional Capabilities (Technology Assets/Office Space/ Renovations)	Needs Assessment for IT Infrastructure Requirement	One-time deliverable	To be completed within 6 months of project initiation	N/A	N/A	N/A
	Development of Procurements Orders & coordination of procurement	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A
	Policy, Scheme and Operational Guidelines Knowledge Bank	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A
	Credit/ Finance Facilitation Module	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A
	Helpdesk Module	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A

	Marketing Module	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A
	MSME Formalization & Incentive Disbursal Module	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A
	Industrial Land Bank Module	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A
	Beneficiary Module	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A
	MSME Champion Cluster Module	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A
	Emergency, Official Summons & Event Flash Module	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A
Monitoring Dashboard for the Industries Department, Chandigarh Administration	Data Management, Monitoring & Publishing Module	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A
	Performance Benchmarking Module	One-time deliverable	To be completed within 1 year of project initiation	N/A	N/A	N/A

Training of Govt. Officials and Facilitators	UT-level official workshops	20 workshops	5	5	5	5
	Awareness & Capacity building Workshops for the Chandigarh MSME Portal	Stakeholder Consultation Workshops - 40	10	10	10	10
		User Training Workshops - 80	20	20	20	20
		Expert-led Sessions - 20	5	5	5	5
		Networking & Collaboration Sessions - 12	3	3	3	3
Maintenance of the Chandigarh MSME Portal	A full time IT Systems Expert will be hired for maintenance and upkeep of the Chandigarh MSME Portal	Full-time resource	Retained across all 4 years			

5.8.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

The Chandigarh MSME Portal will ensure the following benefits to the Industries Department, Chandigarh Administration and the MSME Ecosystem of Chandigarh:

- **Efficiency and Productivity:** The Industries Department, Chandigarh Administration will be more efficient in delivering services to MSMEs, reducing response times and ensure automation of processes and data integration aimed at minimizing manual interventions.
- **Enhanced Citizen Services:** The Chandigarh MSME Portal will lead to improved MSME experiences, such as streamlined online services, faster response times, and easier access to information. This will enhance the overall trust of the MSMEs in the government.
- **Data-Driven Decision-Making:** The Chandigarh MSME Portal will enable data collection, analysis, and reporting along with integration of legacy platforms in the Industries Department, Chandigarh Administration. This will empower government officials to make informed decisions, optimize resource allocation, and respond proactively to changing circumstances.
- **Transparency and Accountability:** The Chandigarh MSME Portal will lead to greater transparency in Directorate operations. MSMEs can access information, track government actions, and have sustained interaction with the Industries Department, Chandigarh Administration.

► **Data Security:** The Chandigarh MSME Portal will also ensure adequate security measures to protect sensitive information and maintain public trust in the handling of personal data.

5.8.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
#	Component	Particulars	Unit	Coun t	Cost per Unit (in INR)	No. of Years	Sub-Tota l (in INR)	Total Cost (in INR)
1	Hiring of specialized Information Technology Partner for development of Portal	Preparation of Request for Proposal (RFP) and vendor selection	Hiring of IT Vendor with defined capabilities	1	2 crores	1	2 crores	2 crores
2	Upgradation of Industries Department, Chandigarh Administration Institutional Capabilities (Technology Assets/Office Space/ Renovations)	Needs Assessment for IT Infrastructure Requirement	Subsumed under IT Vendor cost					Not to exceed 5 Crores
		Development of Procurements Orders and coordination of procurement	As per assessment report				Not to exceed 5 crores	
3	Development of MSME Portal Modules	All modules	Per module	9	20 lakhs	1	1.8 crores	1.8 crores
4	Training of Govt. Officials & Facilitators	UT-level official workshops	Per workshop (120 participants)	20	60,000	4	12 lakhs	3.22 Crores
	Awareness & Capacity Building Workshops	Stakeholder Consultation Workshops	Per Stakeholder Consultation (Consultation with 120 MSMEs, Experts and Departmental Officers)	40	60,000	4	24 lakhs	

		User Training Workshops	Per training (Workshop with 250 MSMEs)	80	1.25 lakhs	4	1 crore
		Expert-led Sessions	Per Workshop (Workshop with 130 MSMEs, Experts and Departmental officers)	20	65,000	4	13 lakhs
		Networking & Collaboration Workshop	Per Session (Session with 250 MSMEs)	12	1.25 lakhs	4	15 lakhs
5	Maintenance of the MSME Portal Infrastructure	IT & Data Systems Expert	Resource per year	1	330000 per month	4	1.58 crores
Total							12.02 Crores

5.8.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Chandigarh MSME Portal is the Integrated One-Stop Solution for the MSME Sector in Chandigarh. To establish an internal M&E process for The Chandigarh MSME Portal, the following plan will be followed:

- ▶ Identification of key performance indicators (KPIs) for all modules.
- ▶ Periodic review and enhancement of data collection methods.
- ▶ Periodic progress checks and tracking of milestones.
- ▶ Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.9 Intervention 9: Green Cluster Scheme

5.9.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Green Cluster Scheme	
Applicable RAMP Objective(s)	Enhancing guarantee products towards increased greening and gender participation
Applicable Result Area(s)	KRA 2: Support to Market Access, Firm Capabilities and Access to Finance
Applicable Disbursement Linked Indicator(s)	DLI 5: Enhancing Effectiveness of CGTMSE and “GG” delivery

5.9.2 Criteria 2: Understanding the Problem Statement

The MSME sector in Chandigarh faces a pressing challenge marked by lack of widespread adoption of environmentally sustainable practices and equipment, both in manufacturing and services categories. Though UT government has focused on promotion of renewable energy through multiple schemes, the transition towards adoption of green equipment/technologies greening remains hindered by a critical gap in government support for their adoption and misconception of MSMEs about their adoption costs.

Existing technologies which can provide MSMEs eco-friendly supply chains, and the support ecosystems of experts and resources are not being effectively utilized. This challenge jeopardizes the broader goal of fostering a sustainable and environmentally conscious business environment in Chandigarh.

5.9.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

The Green Cluster Scheme for Chandigarh will be implemented through the following key components:

- ▶ **Awareness Programs** - One day awareness programs for MSMEs (Mfg. & Ser.) and concerned Government and Technical Institutions on Resource Efficiency and Cleaner Production, Renewable Energy Integration and Circular Economy Practices in industrial operations.
- ▶ **Capacity Building Workshops and Content Development**- The capacity building activity will be modules/technology based covering specific interventions, best practices, and technology profiling for different sectors. The target group would be MSMEs from both manufacturing services sector.
- ▶ **Resource Efficient Cleaner Production (RECP) Scoping Studies - End to End MSME Facilitation** - Conduct RECP studies in MSMEs to identify the potential interventions and scope for renewable energy integration and provide end to end support to MSMEs

for DPR preparation, identifying suitable financing instrument, technology providers and implementation of RECP measures.

- ▶ **Collaborations for institutionalizing MSME Sustainability & Greening** - Collaborate with institutions for mainstreaming and sustainability of project interventions. Develop training module (3-5) days on RECP for MSME professionals and facilitate convergence with National/International green certification.
- ▶ **Development of integrated web portal** - Development of web portal for creating a pool of resources, repository of technical resources (technology modules, experts, technology, and services providers, DPRs, etc.) and for hosting Green Index for MSMEs in UT.
- ▶ **Feasibility and Scoping Study to identify Green Clusters projects** - Conduct five Cluster level studies for identification of projects, technical designing, potential stakeholders, and implementation support. The feasibility will be carried out to detail out project's potential for development for Green clusters (Energy Management Centres, Recycling Units, Waste to Energy infrastructure, Circular economy interventions etc. under the MSE- CDP scheme of Govt. of India)

5.9.4 Criteria 4: Approach & Methodology for Execution/ Implementation

The Scheme will be implemented through the following approach and methodology:

▶ Phase 1: Awareness Programs

- ▶ Conduct awareness programs in major industrial areas/clusters within the UT boundaries and conduct a thorough assessment to understand the specific needs and gaps of the MSMEs.
- ▶ Identify relevant stakeholders (Govt. and Technical Institutions) alongside MSMEs from both manufacturing and services sectors.
- ▶ These programs would cover more than 3500 participants from MSMEs (Manufacturing and Services mix to be decided in consultation with Deptt. of Industries) and other relevant stakeholders.
- ▶ The objective of these programs would be to sensitize the target audience on project framework, its benefits and to providing an overview of potential interventions for RECP in MSMEs. The target outcome would be to onboard MSMEs to implement project interventions at unit level.

▶ Phase 2: Capacity Building Workshops and Content Development

- ▶ Conduct capacity building workshops and training sessions to educate MSMEs on the benefits and application of resource efficient technologies and practices.
- ▶ These workshops will be conducted in association with pool of expert resource persons on topics such as green financing for MSMEs, resource efficient and green

technologies, rooftop solar integration, best practices in RECP, circular economy etc. The responsibility to develop technical content for these workshops will lie with the experts/technical resource persons.

- ▶ These workshops will also facilitate MSMEs to participate in the project and would help foster linkages with experts/technical institutes to conduct unit level RECP studies and provide end to end support to MSMEs.

▶ **Phase 3: Resource Efficient Cleaner Production (RECP) Scoping Studies**

- ▶ The project/scheme would facilitate unit level studies at MSMEs to help them identify the technical scope, in depth technology assessment, estimated investment savings in resources and cost, technical and commercial viability of project, recommend relevant financing model/instrument.
- ▶ Once the study is acknowledged by MSMEs, the project under this component will assist MSMEs through the process of obtaining finances and implementing the project.

▶ **Phase 4: Collaborations for institutionalizing MSME Sustainability & Greening**

- ▶ The project would identify relevant, technically competent and prominent institutions in the UT and would foster partnerships and collaborations for institutionalizing Greening in MSMEs.
- ▶ The SPIU shall support the DoI in signing MoUs with the identified institutions.
- ▶ The focus areas for charter framework would be, mainstreaming RECP in MSMEs, creation of a local support ecosystem, develop business models to ensure sustainability of these interventions beyond RAMP duration, training modules (3-5 day) for MSME professionals (supervisors, managers, plant heads etc.) and convergence with national and international green certifications.

▶ **Phase 5: Feasibility and Scoping Study to identify Green Clusters projects**

- ▶ The project would conduct five feasibility studies to identify diverse set of requirements along with scope which exists in the industrial areas. This would be carried out through definition of scope, identification of relevant stakeholders, consultations, and awareness creation, focus group discussion on subjects of industrial sustainability projects. The project would identify the need and scope for the following projects: - Industrial Green Fuels (Biomass, Bio CNG), Common Utilities, Industrial Waste management Common Renewable Energy Generation (Solar, Wind, Bio) and Energy Management Centers, Zero Liquid Discharge, Waste to Value, Common recycling/ Circular economy intervention projects etc.
- ▶ The feasibility study would detail out project's scope, objectives, and expected outcomes and the problems it intends to address. It would also entail the demand

analysis, system design configuration and technology needs, infrastructure and resources required coupled with cost benefit analysis. It would also reflect upon the regulatory and other statutory compliances required with potential risk assessment and mitigation strategies. The environment sustainability performance of the project would also be analyzed and an overall implementation timeline for the project would be established. The design will also include defining KPIs and methods for tracking project success against the set objectives.

- ▶ The project implementation phase would entail preparation of detailed project report as per the requirements of scheme guidelines of either MSE-CDP or other schemes from ministries such as Ministry of New and Renewable Energy for the Bioenergy programme, Swachh Bharat/ Ministry of Housing and Urban Affairs for Waste to value projects etc. The selected expert agency would also explore the areas of convergence or synergy across different schemes and ministries for implementing the projects.

5.9.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

In addition to promoting the uptake of green /new age /green technologies for MSME uptake, the implementation of the intervention will entail the usage of the following technologies due to its focus on assessing the energy usage and pollution level of clusters:

- ▶ **IoT based Industrial Energy Monitoring Systems** - Integrated energy consumption software tracking equipment health, asset efficiency, energy consumption, transmission losses, voltage imbalances and earthing.
- ▶ **Development of Web Portal**- The project also entails to develop a web portal to support the implementation and sustainability. The objective would be to have a digital online repository of resource persons, experts, technology providers, technical modules, MSME RECP case studies, best practices technical content. The portal would act as a knowledge management platform for the project and would further be developed as the MSME/Green performance index for MSMEs in the region. The participating MSMEs having implemented the greening measures would pilot the performance index.

5.9.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

The period of Intervention Component	Activity	Target Unit	Target Output				Outcome
			1 st Year	2 nd Year	3 rd Year	4 th Year	
Across the duration of project implementation	Awareness Programs	3500	1000	1500	500	500	More than 3000 MSMEs (Mfg. and Serv.) are aware about the project interventions
Across the duration of project implementation	Capacity Building and Content Dev.	3500	1000	1000	1000	500	More than 3000 MSMEs and 500 participants from Govt and other Institutions have enhanced capacity on RECP. Renewable energy integration and circular economy
Across the duration of project implementation	Unit Level RECP Studies	500	125	150	150	75	500 MSMEs have been supported to implement the greening interventions
Across the duration of project implementation	Collaborations and Partnerships	4	1	1	1	1	Partnership and collaborations with 4 institutions for sustainability of greening interventions in MSMEs
Development during the first year and maintenance of the portal	Knowledge Management	1	1	1	1	1	Digital resource pool, repository of knowledge resources and MSME performance index
One feasibility study in first year and two each second and third year	Feasibility Studies	5	1	2	2	-	Identified potential for development for Green clusters (Energy Mgmt Centres, Recycling Units, Waste to Energy infra, Circular economy interventions)

5.9.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

The Green Cluster Scheme for Chandigarh is poised to bring about a transformative impact by significantly reducing the environmental footprint of MSME clusters through the adoption of green technologies. This initiative is expected to result in lower energy consumption and pollution, promoting environmental sustainability and fostering a healthier ecosystem. Economically, MSMEs embracing green practices are likely to gain a competitive edge, experiencing increased efficiency and cost savings, while also gaining access to broader markets through green certifications. Furthermore, by serving as a catalyst for innovation and potentially influencing broader policy development, the scheme has the potential to create a legacy of sustainability and resilience within the MSME sector in Chandigarh.

The project envisages to have the following impact:

- ▶ Sensitizing more than 3500 MSMEs from both Manufacturing and Services category.
- ▶ Enhanced capacity of 3500 MSMEs and stakeholders from Government and Technical institutions.
- ▶ Providing end to end support to MSMEs for implementation of Greening interventions at unit level.
- ▶ Foster collaborations and linkages with four institutions to mainstream MSMEs greening and ensure sustainability beyond RAMP duration.
- ▶ Detailed scoping to identify the potential of green clusters in Chandigarh to support sustainable MSME operations and Circular economy interventions.

5.9.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
#	Component	Particulars	Unit per year	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR Cr.)	Total Cost (in INR Cr.)
1	Awareness Programs	One day awareness programs for MSMEs (Mfg. & Ser. And Govt and Tech Institutions) on RECP, Renewable Energy Integration and Circular Economy Practices	875	1	1500	4	0.13125	0.525
2	Capacity Building Workshops and Content Development (Tech Modules)	One Day Module Based Capacity Building programs for MSMEs	875	1	2500	4	0.21875	0.875
3	RECP scoping Studies - End to End MSME Facilitation	Conduct RECP studies in MSMEs to identify the potential interventions and provide end to end support for financing and implementation to MSMEs	125	1	250000	4	3.125	12.5
4	Collaborations for institutionalising MSME Sustainability (CII, NIMSME, PU, CREST)	Collaborate with institutions for training of MSME professionals (3-5) days and green certification of MSMEs	4	1	1000000	4	0.4	1.6

Project Budget								
#	Component	Particulars	Unit per year	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR Cr.)	Total Cost (in INR Cr.)
5	Development of integrated web portal, resource pool, technical content, knowledge management	Development of web portal for creating a pool of resources, repository of technical resources (tech modules, DPRs,) and Green Index for MSMEs in UT.	1	1	3500000	1	0.35	0.35
6	Feasibility and Scoping Study to identify Green Clusters projects	Cluster level study (5 Nos.) for identification of projects, technical designing, potential stakeholders and implementaion support , @)).30 Cr for conducting the study and 0.20 Cr. For implementation support	5	1	5000000	4	2.5	2.5
Total								18.35

5.9.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Programme will have:

- ▶ Identification of key performance indicators (KPIs) to measure progress.
- ▶ Periodic review of Need assessment survey and enhancement of data collection methods.
- ▶ Periodic site visits, progress checks, and tracking of milestones.
- ▶ Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.10 Intervention 10: Enhancing Financial Inclusion of MSMEs

5.10.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Enhancing Financial Inclusion of MSMEs	
Applicable RAMP Objective(s)	Objective 4: Strengthening the receivables financing market Objective 5: Enhancing guarantee products towards increased greening and gender participation
Applicable Result Area(s)	KRA 2: Support to Market Access, Firm Capabilities and Access to Finance
Applicable Disbursement Linked Indicator(s)	DLI 4: Strengthening the receivable financing market for MSMEs DLI 5: Enhancing Effectiveness of CGTMSE and "GG" delivery DLI 6: Reducing the incidence of delayed payments

5.10.2 Criteria 2: Understanding the Problem Statement

Difficulty in accessing credit: MSMEs in Chandigarh may face obstacles in accessing collateral-free loans due to various factors such as poor accounting practices leading to lower credit bureau rankings. This can limit their ability to secure formal credit from financial institutions. Additionally, bankers in Chandigarh may exhibit limited risk-taking capacities with MSME lending and lack awareness of the specific challenges faced by these businesses. There might also be a lack of awareness among MSMEs regarding institutional and alternative financing options available in the market. Moreover, they may lack facilitation support to access need-based financing, and there may be a deficiency in customized financial products tailored to the needs of SMEs.

Lack of uptake of e-discounting system TReDS: MSMEs and Public Sector Enterprises (PSEs) in Chandigarh might have a low presence on the TReDS platform, which offers online bill discounting facilities. This could be attributed to factors such as limited awareness about the platform, insufficient incentives to encourage registration, and high fees associated with bill discounting services provided by TReDS.

No proper access to dispute resolution system: MSMEs in Chandigarh, along with employees of relevant government departments, may face challenges in accessing and utilizing dispute resolution mechanisms such as the Ministry of Micro, Small, and Medium Enterprises (MoMSME) Samadhan Portal. Both MSMEs and departmental employees may lack adequate training and awareness about the functionalities of the portal and related dispute resolution mechanisms.

5.10.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

Interest Subvention for MSMEs to incentivize borrowing through OCEN:

Calculation of Interest Subvention on OCEN

The Open Credit Enablement Network (OCEN) is an open network which codifies the flow of credit between borrowers, lenders, and credit distributors under a common set of standards. It was created by iSPIRT, a non-profit think tank that was key in implementing public digital

Details	Amount in ₹ Cr.
TOTAL amount of credit lending through OCEN in 4 years	80
Interest Subvention @ 3%	2.4 cr.

infrastructure such as Aadhar and UPI which have reached over 1 billion Indians. By allowing platforms and marketplaces to connect with banks and non-banking lenders to digitize the process of originating, underwriting and servicing a loan, OCEN aims to democratize credit access to small business and vendors, across the country. Through RAMP, Chandigarh can encourage MSMEs to get onboarded on this platform and borrow credit through OCEN supported channels which would revolutionarise the lending ecosystem in the UT.

The Chandigarh RAMP team aims to enable this by providing an interest subvention on credit provided through OCEN supported platforms to the extent of 3%. An overall amount of 80 crores would be eligible for interest subvention, across 4 years. 1000 MSMEs are estimated to benefit from this proposition. A fund worth 2.4 crore would be required to implement this proposition through RAMP financing.

TREDS Discount Subvention

One of the major reasons for low uptake of TReDS platform by MSMEs was found out to be high discounting rates charged by banking institutions in the platform. Considering this has become a hinderance in onboarding MSMEs to TReDS platform, it is proposed that the Chandigarh Administration through RAMP's support provide a discount subvention to MSMEs on using TReDS platform for bill discounting. A 3% subvention on the existing 6.5-10% discounting rate would be provided for bills worth a total of 20 cr. every year for 4 years. This would require the creation of a fund worth 2.4 Cr. which would enable the provision of this discount subvention. Average limit on size of trade per MSME for interest subvention eligibility would be 8 lakh per year. A target of 1000 MSMEs per year would be aimed for inclusion in this subvention scheme.

TReDS Discount Subvention and Impact Calculation	
Particulars	Amount in Rs. / Units
Volume of trade targeted for YoY discounting	20 Cr.
Volume of trade targeted for discounting in 4 years	80 Cr.
Rate of discounting subvention to be provided	3%
Discount Subvention Fund	2.4 Cr.

TReDS Discount Subvention Scheme				
Components	No: of years	Yearly Cost	Budget	Impact
TReDS Discount Subvention at 3%	4	0.6 Cr.	2.4 Cr.	Discount subvention provided for bills discounted worth 80 Cr.

SODR-Samadhan Linkage:

State level Stakeholder Conclave:

Considering the evolution of the MSME funding ecosystem with multiple new products being introduced regularly, the options for MSME financing have multiplied significantly. Some of the examples include Open Credit Enablement Network (OCEN), SME Exchange Market financing, Fintech platforms focusing on SME funding (Ex: SME Corner, Indifi Technologies, Clix Capital, Neo Growth etc.). However, poor capacities of MSMEs in the UT makes it difficult for spread of reach and awareness of these new age fintech products. Therefore, in order to encourage MSMEs to move out of the age-old methods of funding and introduce and improve awareness on new age funding systems it is important to bring together relevant stakeholder in the ecosystem which includes Bankers, Fintech Platforms, Lenders and Financing Companies, NBFCs, Loan Source Platforms (LSPs) and MSMEs. This makes a case to conduct a state level MSME financing stakeholder conclave which would facilitate the purpose of bringing various stakeholder in the MSME financing ecosystem together and improving awareness and uptake of alternative and innovative new age financing solutions.

5.10.4 Criteria 4: Approach & Methodology for Execution/ Implementation

- ▶ **Interest Subvention under OCEN:** Department of Industries will sign an MOU with partner organizations (such as SIDBI) who runs OCEN supported platforms (such as GST Sahay) to implement the component of interest subvention.

TReDS Discount Subvention

- ▶ As a first step toward implementation the Administration would sign an MOU with the respective agencies who are implementing TReDS: RXIL, m1exchange and ATReDS. These agencies will be responsible for awareness, capacity building and onboarding of MSMEs to the platforms.
- ▶ Experts from the respective agencies would be responsible for conducting facilitation desks for onboarding MSMEs and workshops and trainings for MSMEs and PSEs.
- ▶ The SPIU along with the proposed resources at Administration would provide support to this agency for programme implementation.

Other:

- ▶ An expert agency would be selected based on competitive bidding process to undertake the set up and linking of ODR portal with Samadhan Portal
- ▶ Campaigns and Financial Literacy Camps will be conducted by SPIU through engaging subject matter experts and industry expert, with the proposed resources at DICs and DC offices in every district.

5.10.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

- ▶ To prepare training and capacity building material, a range of ICT tools will be utilized, both in the development of the materials and in the actual delivery of the training.
- ▶ In order to enhance the dispute resolution system currently at use, an ODR portal would be created and linked to the GoI Samadhan Portal. This will enable Chandigarh MSEFC to uptake speedy and swift resolution of cases registered making use of advanced innovative technology features. More MSME sand Government employees would be trained on using of these ICT solution to ensure active usage of these platforms.
- ▶ A major section of the recommendation proposed involves enabling innovative solutions for the financing crises faced by MSMEs through enabling Open Credit Enablement Network in the state. OCEN is an innovative digitally enabled solution which provides MSMEs alternative sources for lending through digital platforms.
- ▶ In addition, the implementation phase would enable onboarding of NBFCs and digital platforms to this platform to offer credit. This involved considerable digital transformation through the OCEN network to facilitate improved credit.

5.10.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

The period of Intervention Component	Activity	Target Unit	Target Output				Outcome
			1 st Year	2 nd Year	3 rd Year	4 th Year	
Interest Subvention		Total Amount of loan provided with interest subvention	INR 20 Crore	INR 20 Crore	INR 20 Crore	INR 20 Crore	1000 MSMEs impacted
Campaigns to encourage local LSPs and NBFCs to onboard on OCEN		Campaign Events held	12	12	12	12	4800 stakeholders impacted
Discount Subvention		Total Amount of bills provided with discount	INR. 20 Crore	INR. 20 Crore	INR. 20 Crore	INR. 20 Crore	1250 MSMEs impacted

Workshops and Trainings for MSMEs and PSEs	Workshops held	12	12	12	12	2400 MSMEs impacted
ODR- Samadhan linkage	Portal Development and linkage	Implemented across year 1 and 2				60000+ MSMEs benefitted
UT level Conclave for Innovative Funding Solutions	Event held	1	1	1	1	1000 MSMEs impacted

5.10.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

- ▶ 1000 MSMEs provided with interest subvention for borrowing through OCEN promoted platforms
- ▶ 4800 stakeholders encouraged to use innovative and cost-effective sources of borrowing
- ▶ 1250 MSMEs provided with discount subvention on TReDS to encourage uptake of the platform.
- ▶ 2400 MSMEs sensitized and trained on using TReDS.
- ▶ 60000+ MSMEs benefitted from developing online portal for addressing dispute resolution handled through MSEFC.
- ▶ 1000 MSMEs impacted through improved awareness and access to innovative funding solutions through the financial conclave.

5.10.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
#	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)
1	Interest Subvention under OCEN	Interest Subvention	3% per MSME loan	1000	24,000 (on a max loan of 8 lakhs)	4	2.4 crores (maximum)	2.4 crores
		Campaigns to encourage local LSPs and NBFCs to	Event Held	12	1 lakh	4	48 Lakhs	48 lakhs

		onboard on OCEN						
2	Promotion of TReDS uptake	Discount Subvention	3% on bills discounted per MSME	1250	19,200 (on a max bill of 6.4 lakhs)	4	2.4 crores	2.4 crores
		Workshops and Trainings for MSMEs and PSEs	Workshop	12	50,000	4	24 lakhs	24 lakhs
3	ODR-Samadhan linkage	Development of Portal and linkage with Samadhan-ODR	Portal	1	35 lakhs	1	35 lakhs	35 lakhs
4	State level Financial Conclave	For Innovative Funding Solutions: NBFCs, LSPs, MSMEs and other stakeholders	Event Held	250	1000	4	10 lakhs	10 lakhs
TOTAL								6.12 crore

5.10.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Programme will have:

- ▶ Identification of key performance indicators (KPIs) to measure progress.
- ▶ Periodic review of Need assessment survey and enhancement of data collection methods.
- ▶ Periodic site visits, progress checks, and tracking of milestones.
- ▶ Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.11 Intervention 11: Enhancing Policy & Regulatory Support for Chandigarh MSMEs

5.11.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Enhancing Policy & Regulatory Support for Chandigarh MSMEs	
Applicable RAMP Objective(s)	Objective 3: Enhancing firm capabilities and access to market
Applicable Result Area(s)	KRA2: Support to market access, firm capabilities, and access to finance
Applicable Disbursement Linked Indicator(s)	DLI1: Implementing the National MSME Reform Agenda

5.11.2 Criteria 2: Understanding the Problem Statement

During the detailed diagnostic exercises undertaken, it was repeatedly highlighted that there is no substantial support available to service sector MSMEs in sectors like Hospitality, Tourism, Education, Healthcare, etc. and while their capital requirements may be low as compared to manufacturing sector MSMEs, they are more susceptible to market fluctuations and disruptions such as the pandemic and usually have longer gestation periods as well. At the same time, it is also critical to note here the fact that the MSME service sector of Chandigarh is significantly larger than the MSME manufacturing sector, which points towards the critical need for interventions in this regard.

5.11.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

Development of Scheme & Guidelines

The Chandigarh Industrial & MSME Policy will adopt a comprehensive approach which includes Skill Development, Cluster Development, Enhancing access to Markets and Technology, Revival of sick unit and Institutional Strengthening. Following are the description of Manufacturing and Service Sector.

Manufacturing Sector

1. Cluster Development

- In leveraging economies of agglomeration, cluster approach shall be followed to promote the clusters like Electronics Items, Light Engineering Goods, Automotive Components, Furniture Items, Sanitary Fittings, Industrial Fasteners and allied industries, etc. in the Union Territory of Chandigarh.
- Chandigarh would be second state to introduce **Mini Cluster Development Scheme** covering cluster interventions up to Rs. 2 crores. The scheme will be implemented phasewise. Based upon the success and impact of interventions in the first phase, the scheme will be scaled up with additional mini clusters to be taken up in the next phase.

- c. The state shall also promote advance manufacturing clusters such as Electronics Manufacturing Clusters (EMCs), Light Engineering Goods, etc. by covering 50% of the project cost in Greenfield and 75% cost in brown field EMCs, with a maximum investment of Rs. 50 crores.
- d. The Union Territory of Chandigarh shall provide incentives for infrastructure development across the traditional and thrust category clusters. The SPIU along with the DOI shall explore synergy for the development of Flatted Factory Complexes in Chandigarh on lease basis, with 24X7 power supply, reduced power tariff, employment generation subsidy, last mile connectivity and permission for CLUs. The flatted factory complexes will involve grant in aid of 50% of project cost up to a maximum of Rs. 5 Crore for developing flatted factories on minimum 5 acres of land.
- e. The cluster development initiatives in the clusters with having huge density of MSMEs with similar interventions will be implemented under the MSE- Cluster Development Project (MSE-CDP). The clusters under MSE-CDP will be eligible for financial support for creation of common facilities/infrastructure.
- f. The mini cluster scheme shall be extended to the services sector. The type of services that can avail under the mini cluster scheme shall be defined.
- g. For implementation of cluster development projects in Chandigarh under MSE-CDP and Mini Cluster Scheme, a Cluster Development Co-ordination Committee (CDCC) shall be constituted under the Chairmanship of Director of Industries, Administration of Chandigarh.
- h. A dedicated Cluster Development Cell shall also be set up within the Department of Industries, Administration of Chandigarh. The cluster development cell shall be responsible for identifying, mapping, preparing DPRs, monitoring the implementation and assessing the impact of cluster development initiatives on regular basis.
- i. The department's capacity will be augmented comprising of professionals with managerial and technical expertise along with Cluster Development Managers for focused clusters in the Union Territory.

Service Sector

A comprehensive needs assessment in the Union Territory of Chandigarh is crucial for designing and implementing an effective Chandigarh Industrial & MSME Policy for service sector MSMEs, focusing on Hospitality, Tourism, Education, Healthcare, Data Centers, and Manufacturing Sector. This assessment will provide insights into the specific needs, challenges, and aspirations of service, manufacturing, and trade sector MSMEs, enabling the development of a scheme that is tailored to their unique requirements.

The introduction of an interest subvention scheme solely focusing on the service sector (including Data Centers) MSMEs at 5% per year up to INR 1 Cr and Rental Subsidy at 10% per year up to INR 10 Lakh. The GST Reimbursement of 5% per Year up to 10 Lakh will also boost the service sector in the Union Territory of Chandigarh. The introduction of an interest subvention scheme for service sector MSMEs is a proactive step towards addressing the unique challenges faced by this segment of the MSME sector. The scheme is expected to have a significant impact on the growth and development of service sector MSMEs, contributing to job creation, economic growth, and inclusive development in the Union Territory.

Trade Sector

Conducting a thorough needs assessment in the Union Territory of Chandigarh holds paramount importance in crafting and executing an efficient Chandigarh Industrial & MSME Policy tailored to Trade Sectors MSMEs, with a focus on Retail Sales and Wholesale Trade. This assessment will furnish insights into the specific needs, challenges, and aspirations of trade sector MSMEs, facilitating the development of a scheme customized to meet their distinctive requirements.

The implementation of a small loan scheme, modeled after Mudra Yojna, featuring an interest subvention of 5% per annum up to 10 lakhs, will further invigorate the Trade sector in the Union Territory of Chandigarh. The inception of an interest subvention scheme designed for trade sector MSMEs reflects a proactive approach to tackling the distinctive challenges encountered by this subset of the MSME sector. The scheme is anticipated to wield a significant impact on the growth and advancement of service sector MSMEs, fostering job creation, economic expansion, and inclusive development in the Union Territory.

Concept

To conduct a comprehensive needs assessment, a combination of quantitative and qualitative methods can be employed:

1. **Surveys:** Distribute structured questionnaires to a representative sample of service, manufacturing, and trade sector MSMEs to gather quantitative data on their financial needs, access to finance, and experiences with existing support schemes.
2. **Focus Groups:** Organize focus group discussions with service, manufacturing and trade sector MSMEs, industry experts, and financial institutions to facilitate in-depth discussions and gain insights into their perspectives and concerns.
3. **In-depth Interviews:** Conduct one-on-one interviews with key stakeholders, such as MSME owners, industry leaders, and government officials, to gain a deeper understanding of their specific needs and recommendations.
4. **Secondary Data Analysis:** Review existing research, reports, and statistical data on the service, manufacturing, and trade sector MSMEs segment to complement the primary data collected through surveys, focus groups, and interviews. At this stage, research

and data analyses done during Priority Sector Identification during Chandigarh RAMP Diagnostic Exercises will be heavily leveraged and relied upon.

Introduction of a Chandigarh Industrial & MSME Policy focusing on service, trade and manufacturing sector MSMEs. This introduction of an interest subvention scheme for service sector MSMEs is a proactive step towards addressing the unique challenges faced by this segment of the MSME sector. The scheme is expected to have a significant impact on the growth and development of service sector MSMEs, contributing to job creation, economic growth, and inclusive development in the state.

5.11.4 Criteria 4: Approach & Methodology for Execution/ Implementation

The intervention will follow the traditional method of introducing a new scheme at the Union Territory level, the SPIU shall assist the UT in developing the sme. The approach to be adopted for the scheme preparation is participatory and bottom-up, with extensive interactions with stakeholders during designing of the scheme. Once the scheme is developed, approved, notified and launched by the State Government, active propagative activities will be undertaken for raising awareness for the same.

5.11.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

The usage of innovative ICT and technology will be through the IT Assets like tabs/computers/VC Infra which will be used to impart handholding support. Additionally, from the Union Territory of Chandigarh's perspective, the scheme applications and their processing will be done in a digitized manner.

5.11.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

The period of Intervention Component	Activity	Target Unit	Target Output				Outcome
			1 st Year	2 nd Year	3 rd Year	4 th Year	
Need Assessment of Targeted Sectors	Needs Assessment	One-time Deliverable	To be completed within 6 months of project initiation	N/A	N/A	N/A	
Development of Scheme & Guidelines	Scheme Designing	One-Time Deliverable	To be completed within 6 months of project initiation	N/A	N/A	N/A	
Scheme Implementation & Unit Level Handholding	Scheme Implementation & Outreach through	500 MSMEs	125	125	125	125	

	Chandigarh RAMP SPIU						
Awareness Programs for MSMEs & Marketing Collaterals	Development and Printing of Marketing Collaterals which will be circulated among MSMEs, Industrial Associations	4	1	1	1	1	
	Awareness workshops of schemes, policies, etc. across the Chandigarh for MSMEs and Industrial Associations	8	2	2	2	2	

5.11.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

The Chandigarh Industrial & MSME Policy is expected to have the following positive outcomes:

- ▶ Increased access to finance for service sector MSMEs
- ▶ Reduced borrowing costs for service sector MSMEs
- ▶ Enhanced investment and growth in the service, manufacturing and trade sector
- ▶ Increased employment generation in the service sector
- ▶ Contribution to the overall economic development of the state

5.11.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
#	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)
1	Development of Chandigarh Industrial & MSME Policy	Need assessment study of service sectors like Education, Healthcare, Retails, etc. through Questionnaire, Focus Group Discussion, Interaction with Industrial Associations, MSMEs, analysis of secondary data, etc.	Considering this as single unit	1	50 Lakhs	1	50 Lakhs	50 Lakhs

3	Awareness Programs for MSMEs & Marketing Collaterals	Development and Printing of Marketing Collaterals which will be circulated among MSMEs, Industrial Associations	Considering this as single unit	1	25 Lakhs	4	1 Crores	2 Crores
4		Awareness workshops of schemes, policies, etc. across the Chandigarh for MSMEs and Industrial Associations	Unit cost per Person from MSME	5000	500	4	1 Crores	
5	Fiscal Incentives	Fiscal Incentives for MSMEs for adoption of certifications, schemes, etc.	Considering this as single unit	25 Crores		4	25 Crores	25 Crores
Total								27.50 Crores

5.11.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Programme will have:

- ▶ Identification of key performance indicators (KPIs) to measure progress.
- ▶ Periodic review of Need assessment survey and enhancement of data collection methods.
- ▶ Periodic site visits, progress checks, and tracking of milestones.
- ▶ Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

5.12 Intervention 12: Formalization Support for Traders in Chandigarh

5.12.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

Formalization Support for Traders in Chandigarh	
Applicable RAMP Objective(s)	Objective 3: Enhancing Firm Capabilities and Access to Markets
Applicable Result Area(s)	KRA 1: Strengthening Institutions and Governance of the MSME Program KRA 2: Support to Market Access, Firm Capabilities, and Access to Finance
Applicable Disbursement Linked Indicator(s)	DLI 1: Implementing the National MSME Reform Agenda DLI 2: Accelerating MSME Sector Centre-State Collaboration

5.12.2 Criteria 2: Understanding the Problem Statement

The formalization gap among the MSMEs in Chandigarh presents a host of challenges that impede their economic growth and development. Formalization is the first step towards availing any kind of government benefit or the safety net that the government provides in one form or the other. Hence, lack of an Udyam Registration for an MSME becomes the first level barrier for getting any kind of institutional support. Another significant issue is the limited access to formal financial institutions for unregistered MSMEs, hindering their ability to secure loans and investments crucial for expansion and innovation. This gap also results in a lack of transparency and accountability, making it difficult for the government to implement targeted policies and support mechanisms. Informal MSMEs often struggle with compliance issues, facing potential legal consequences and exclusion from government schemes. Additionally, the absence of formalization hampers the competitiveness of these enterprises, limiting their market reach and potential for collaboration. Addressing the MSME formalization gap in UT Chandigarh is crucial for fostering a more inclusive and resilient economic environment, ensuring that all businesses can contribute to the region's growth and development.

5.12.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

The current intervention revolves around identifying key trader groups or 'pockets' in the Industrial Phases of Chandigarh as well as in various sectors of the UT, such as Grain Market in Sector 26, Electronics in Sector 18, Hotels & Hospitality in Sector 35 and 43, Abroad Education and Visa Consulting in Sector 9, among others, and formalizing these MSMEs by onboarding them on Ministry of MSME's Udyam Portal through extensive outreach and handholding efforts. Needless to say, there are numerous other unidentified trader pockets that have organically emerged in various parts of the UT. Given the huge formalization gap between estimated number of MSMEs vis-à-vis number of MSMEs registered on the Udyam Portal. By implementing this intervention, the UT Administration aims to bridge the formalization gap among trader MSMEs, fostering economic growth, and ensuring a more transparent and resilient business environment in the region. The first component of the intervention will be implemented by a team of consultants comprising of 5 survey

professionals. Post survey the implementation of the remaining components will be taken up by the SPIU

The intervention will mainly have the following three components:

- I. **Survey to Identify Key Trader Clusters:** In order to understand the current landscape of trader MSMEs and identify key trader pockets for a targeted facilitation and outreach plan, a comprehensive survey will be conducted to develop a fresh, base level understanding of how these clusters are organically emerging in specific areas, what their operational bottlenecks and apprehensions are with respect to formalization, so as to proceed in a manner that is welcome and is well-received. Specifically, this component would include the following aspects:
 - ▶ **Comprehensive Data Collection:** Conducting a detailed survey to collect data on the number of trader MSMEs, employment figures, turnover, and other relevant business metrics.
 - ▶ **Geographical Mapping:** Using GIS technology to map the geographical distribution of trader clusters, enabling targeted and efficient resource allocation.
 - ▶ **Stakeholder Consultation:** Engaging with local industry associations and trade bodies to gather insights into the unique characteristics and challenges of each cluster.
- II. **Awareness & Knowledge Generation Workshops and Sessions:** To educate and inform MSME traders about the benefits and processes of formalization through the Udyam Registration Platform. Creating awareness and disseminating knowledge is essential to ensure that trader MSMEs understand the benefits of formalization and while the RAMP Team will handhold them throughout the process, the idea is to equip them with the necessary information to navigate the process. Specifically, this component would include the following aspects:
 - ▶ **Awareness Generation:** Organizing knowledge and outreach sessions to inform and capacitate MSMEs about the slew of incentives available for them through government schemes, Priority Sector Lending (PSL), etc., all of which available to them post-formalization of their enterprise. The sessions could feature industry experts, government officials, and legal professionals to provide in-depth insights into the advantages of formalization.
 - ▶ **Interactive Sessions:** Fostering an environment of interaction and participation to address concerns and queries, promoting a better understanding of the formalization process.
 - ▶ **Informational Materials & Knowledge Collaterals:** Developing and distributing locally relevant and sectoral pamphlets, brochures, and

guidebooks, summarizing key information and steps for formalization and highlighting Chandigarh Administration's support for the same.

III. **Formalization Drives cum Field Camps:** To facilitate the actual registration process and provide on-ground support for MSME traders, active handholding support will be made available on ground through Chandigarh's RAMP Team. The formalization drives and field camps aim to provide practical support for MSME traders during the Udyam Registration process, ensuring a smooth transition from informal to formal status, and also capacitate them regarding the benefits they can avail after the process. Specifically, the component will mainly have the following aspects:

- ▶ **Monthly Formalization Drives:** To realize the goal of closing the formalization gap, the Chandigarh RAMP Team will conduct formalization drives in and around the identified areas (as per the first component), for on-ground handholding and facilitation support, wherein MSMEs could come in and get their business registered on Udyam in real time. These drives or camps will be well advertised to gain traction and will be well equipped with computers, internet connectivity, expert assistance. Such camps will be held in suitable community areas with suitable amenities to also give a networking opportunity to incoming MSMEs.
- ▶ **Dedicated Support Teams:** There will be dedicated Points of Contact (PoCs) for identified areas, so that there can be continued support to the MSME. Deploying trained teams to guide traders through the registration process, offering assistance with documentation, compliance, and addressing any challenges faced will ensure trust and holistic support to all entrepreneurs. Additionally, since inaccuracy and incompleteness of data is a critical, pertinent concern in the Udyam Registration data that gets collected at the backend, PoCs will be responsible for ensuring that the MSMEs are uploading all relevant and complete information in the system, specifically for parameters such as investment and turnover.

5.12.4 Criteria 4: Approach & Methodology for Execution/ Implementation

In order to have clear line of action of each of the component, the approach and methodology has been developed individually for each component, as presented below:

1. Component 1: Survey to Identify Key Trader Clusters in Chandigarh:

Approach:

- ▶ Conduct a comprehensive survey to gather data on trader MSMEs operating in Chandigarh.

- ▶ Utilize a combination of quantitative and qualitative methods to identify key clusters, including geographic concentration, industry sectors, and size of businesses.
- ▶ Engage with local industry associations, trade unions, and government agencies to ensure thorough coverage and accuracy of data.

Methodology:

- ▶ Design a survey questionnaire covering key aspects such as business size, turnover, employment, and current formalization status.
- ▶ Utilize GIS technology to map the locations of trader MSMEs based on survey responses.
- ▶ Analyze survey data to identify target areas based on density, sectoral concentration, and other relevant factors.
- ▶ Validate findings through stakeholder consultations and on-the-ground verification.

2. Component 2: Awareness and Knowledge Generation Sessions and Workshops

Approach:

- ▶ Organize targeted workshops to raise awareness about the benefits of formalization and provide practical guidance on the Udyam Registration process.
- ▶ Collaborate with industry experts, government officials, and local business associations to develop workshop content tailored to the needs and concerns of trader MSMEs.
- ▶ Utilize a combination of online and offline channels to reach a wide audience and maximize participation.

Methodology:

- ▶ Develop workshop modules covering topics such as legal requirements, benefits of formalization, access to finance, and compliance procedures.
- ▶ Identify suitable venues for workshops in key trader clusters, ensuring accessibility and convenience for participants.
- ▶ Leverage digital platforms to promote workshops and facilitate registration.
- ▶ Collect feedback from participants to evaluate workshop effectiveness and identify areas for improvement.

3. Component 3: Formalization Drives cum Field Camps

Approach:

- ▶ Conduct formalization drives and field camps to provide hands-on assistance to trader MSMEs in completing the Udyam Registration process.
- ▶ Mobilize resources and support from government agencies, industry associations, and local stakeholders to ensure the success of the drives.
- ▶ Prioritize outreach to underserved areas and women owned MSMEs to promote inclusive formalization.

Methodology:

- ▶ Set up dedicated formalization camps in strategic locations within key trader clusters.
- ▶ Deploy trained facilitators to guide traders through the registration process, assist with documentation, and address any questions or concerns.
- ▶ Provide access to necessary infrastructure, including tablets, internet connectivity, and printing facilities.
- ▶ Offer incentives such as expedited processing or fee waivers to encourage participation and compliance.
- ▶ Conduct follow-up sessions to provide ongoing support and address any issues that arise after registration.

Apart from this, the overall approach of the intervention utilizes the following as foundational principles for project implementation:

- ▶ **Collaborative Engagement:** Collaboration with industry associations, trade bodies, and local business chambers is vital for garnering support, leveraging existing networks, and ensuring the relevance and effectiveness of the intervention. For this intervention, the UT Administration will forge strategic partnerships with relevant stakeholders, including industry associations and trade unions, to gain their buy-in and support for the formalization drive. This will not only enhance the outreach efforts and have a multiplier effect but will also help in identifying specific needs and priorities within each trader cluster and tailor the intervention accordingly. Further, resource mobilization will be enhanced through a collaborative approach and will maximize the impact of the formalization drives.
- ▶ **Strategic Mix of Offline and Digital Outreach:** Given the nature of the sector, it is critical to utilize a mix of offline and online methods to ensure effective project delivery. Leveraging digital platforms allows for cost-effective outreach to a broader audience, enabling efficient dissemination of information and pre-awareness campaigns. Utilizing

social media, email marketing and online meeting platforms for targeted campaigns and webinars will effectively add to the offline outreach efforts mentioned in the project design.

5.12.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

As described in the approach and methodology of the intervention, the RAMP Team will utilize digital assets and software throughout the intervention to ensure seamless project delivery. The facilitators will be provided with tablets to first conduct the survey and then assist MSMEs in Udyam Registration later on on-field.

5.12.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

The period of Intervention Component	Activity	Target Unit	Target Output			
			1 st Year	2 nd Year	3 rd Year	4 th Year
Survey to Identify Key Trader Clusters in Chandigarh	Scoping of the Survey & Study	One time deliverable	To be completed within 1 month of project initiation	N/A	N/A	N/A
	Onboarding of Consultant Agency for Identification of Trader Pockets & Intervention Implementation	One time deliverable	To be completed within 2 months of project initiation	N/A	N/A	N/A
	Conducting of Survey to Identify and Analyze Trade Pockets	One time deliverable	To be completed within 2 months after agency onboarding	N/A	N/A	N/A
Awareness and Knowledge Generation Sessions and Workshops	Interactive Awareness Generation Sessions	No. of sessions	3	3	3	3
	Development of Knowledge Collaterals and Informative Material	No. of collaterals	8	8	8	8
Formalization Drives cum Field Camps	Formalization Drives	No. of outreach camps conducted	3 Formalization drives targeting 20000 units			

5.12.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

The intervention is intended to have the following impact on MSMEs and MSME Ecosystem of Chandigarh:

- ▶ **Increased Formalization Rates:** This increase in formalization rates will enhance transparency, accountability, and compliance within the MSME ecosystem.
- ▶ **Economic Empowerment:** Formalization opens doors to formal financing, government schemes, and market opportunities previously inaccessible to informal enterprises. As more trader MSMEs formalize, they can access credit, expand their operations, and participate in government procurement programs, leading to increased economic empowerment and growth.
- ▶ **Enhanced Access to Benefits:** Formalization enables trader MSMEs to avail themselves of various benefits and incentives provided by the government, such as subsidies, tax exemptions, and training programs. These benefits contribute to the overall competitiveness and sustainability of MSME businesses.
- ▶ **Improved Business Environment:** By formalizing MSMEs, the intervention contributes to creating a conducive business environment characterized by transparency, legal compliance, and a level playing field. This fosters investor confidence, promotes fair competition, and attracts new businesses to the region.
- ▶ **Data-driven Policy Making:** The survey component of the intervention provides valuable insights into the composition, distribution, and needs of trader MSMEs in UT Chandigarh. This data can inform evidence-based policy making, enabling the government to design targeted interventions and support mechanisms tailored to the specific requirements of different clusters. Further, little or no formalization gap helps is informed policymaking as then the Udyam Portal data becomes accurate.
- ▶ **Long-term Sustainability:** By building awareness, providing support, and facilitating the formalization process, the intervention lays the groundwork for long-term sustainability and resilience within the MSME sector. Formalized businesses are better equipped to withstand economic shocks, adapt to changing market conditions, and contribute to sustained economic development.

5.12.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
#	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)
1	Survey to Identify Key Trader/	Scoping of the Survey & Study	Subsumed under Formalization Drive Cost					N/A
		Onboarding of Consultant for	Subsumed under Formalization Drive Cost					

	Logistics Provider Clusters in Chandigarh	Identification of Trader Pockets						
		Conducting of Survey to Identify and Analyze Trader/ Logistics Provider Pockets	Subsumed under Formalization Drive Cost					
2	Awareness and Knowledge Generation Sessions and Workshops	Interactive Awareness Generation Sessions	Awareness session organised	12	13 lakhs	4	1.56 crores	1.71 crores
		Development of Knowledge Collaterals and Informative Material	Development of collaterals	32	46875	4	15 lakhs	
3	Formalization Drives cum Field Camps	Formalization Drives	20000 units	3	1700	4	10.20 crores	10.20 crores
Total								11.91 Crores

5.12.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

To ensure on-track performance and transparency, a detailed monitoring and evaluation plan and framework will be developed once consultant is onboarded. While the number of sessions, knowledge collaterals and drives have already been defined in the earlier sections, KRAs and KPIs for each component will be laid down in quantitative terms, such as no. of participants in awareness sessions, number of Udyam Registrations in each drive, etc.

5.13 Intervention 13: CULTURE: Chandigarh's Unique Landmarks, Traditions and Urban Experiences

5.13.1 Criteria 1: Alignment of Intervention with RAMP Programme Objectives

CULTURE: Chandigarh's Unique Landmarks, Traditions and Urban Experiences	
Applicable RAMP Objective(s)	Objective 3: Enhancing Firm Capabilities and Access to Markets
Applicable Result Area(s)	KRA 2: Support to Market Access, Firm Capabilities, and Access to Finance
Applicable Disbursement Linked Indicator(s)	DLI 2: Accelerating MSME Sector Centre-State Collaboration DLI 3: Enhancing the effectiveness of Firm Capabilities Schemes

5.13.2 Criteria 2: Understanding the Problem Statement

Despite being called as 'The City Beautiful,' Chandigarh is grappling with the deterioration of many of its prominent tourist destinations due to a lack of consistent maintenance. The impact is stark, with tourism department figures revealing an alarming 85% decline in domestic tourist arrivals during the first seven months of 2023¹⁶. This decline is significant, especially when compared to the 21.63 lakh domestic visitors recorded from January 1 to July 31, 2022, plunging to a mere 3.2 lakh during the same period in the subsequent year.

This stark drop in domestic arrivals underscores the pressing need for concerted efforts to revitalize Chandigarh's appeal as a premier destination known for its modern architecture, meticulously planned layout, and verdant greenery. It is imperative to embark on a comprehensive strategy aimed at promoting the city's unique attributes, alongside initiatives to enhance visitor facilities. By emphasizing its distinctive features and addressing the shortcomings in maintenance, Chandigarh can reclaim its status as a coveted destination for travellers.

5.13.3 Criteria 3: Proposed Project Design, Concept, Feasibility & Viability

The CULTURE Project for Chandigarh will be implemented through the following key components:

Comprehensive Tourism Study

A comprehensive tourism study shall be undertaken by a team comprising five members, tasked with delivering a feasibility study. This study aims to conduct an exhaustive analysis of Chandigarh's tourism potential, encompassing market trends, visitor demographics, and competitor destinations. The primary objectives are to identify the key strengths, weaknesses, opportunities, and threats facing Chandigarh's tourism industry.

¹⁶ Victor Hillary, "Tourist influx in Chandigarh down by 85% in first 7 months of 2023", Hindustan Times, 22nd September 2023, <https://www.hindustantimes.com/cities/chandigarh-news/tourist-influx-in-chandigarh-down-by-85-in-first-7-months-of-2023-101695341824252.html>

The study will delve into a thorough examination of Chandigarh's tourism landscape, scrutinizing factors such as current visitor preferences, emerging market trends, and the competitive positioning of other destinations. By understanding the intricacies of the market dynamics, the team will be equipped to identify Chandigarh's unique selling points as well as areas requiring improvement.

Promotional Campaign in Collaboration with Swadesh Darshan 2.0

This component involves the following activities:

- Organize 5 road shows in major cities including Delhi, Mumbai, Kolkata, Bangalore, and Hyderabad to promote Chandigarh as a tourist destination.
- 50 collateral advertisements across TV, radio, print, and digital platforms to bolster visibility.
- Hire a social media agency to spearhead targeted campaigns aimed at captivating audiences across various online platforms.
- Develop top-tier promotional materials such as brochures, maps, videos, and digital content meticulously designed to showcase Chandigarh's diverse attractions, rich culture, and vibrant heritage.
- Launch targeted marketing campaigns across multiple platforms including print, online, social media, and television to effectively reach both domestic and international audiences.
- Forge strategic partnerships with travel agencies, tour operators, and online travel platforms to actively promote Chandigarh as a must-visit destination.
- Ensure comprehensive coverage across various distribution channels by leveraging the expertise and reach of these partners, aiming to amplify the city's visibility and attract a diverse range of tourists eager to explore Chandigarh's unique offerings.

Film Production and Production Assistance

The aim is to promote film production in Chandigarh by providing incentives and logistical assistance to filmmakers interested in creating movies, documentaries, and promotional videos within the city. This initiative seeks to showcase Chandigarh's landmarks, scenic beauty, and cultural richness through cinematic projects, attracting film enthusiasts and tourists to explore the city's offerings on screen. Efforts will focus on organizing film festivals, screenings, and industry events, offering platforms to celebrate Chandigarh's cinematic heritage and encourage collaboration with the film industry. These activities will spotlight the city's distinctive characteristics and foster connections among filmmakers, industry experts, and local talent, ultimately elevating Chandigarh's presence in the global cinematic arena.

Common Facility Centres for Major Tourist Spots

The initiative involves setting up of three centralized facility center at major tourist hotspots like Sukhna Lake, Rock Garden, and Capitol Complex. This center will serve as a comprehensive hub for visitor information and services, equipped with information desks, interactive displays, restrooms, and souvenir shops, all aimed at enriching the overall tourist experience.

Staff members will undergo training to proficiently assist visitors, offering guidance, safety information, and ensuring a welcoming atmosphere conducive to an informative visit. By centralizing these amenities and services, tourists will benefit from streamlined access to essential resources while exploring Chandigarh's iconic attractions, enhancing their overall satisfaction and enjoyment of their visit.

Tourism Infrastructure Enhancement

The component involves enhancing tourism infrastructure in Chandigarh through several key initiatives:

1. **Transportation Facilities:** Improve accessibility to tourist attractions by upgrading transportation infrastructure such as roads, parking lots, and public transportation services. This enhancement aims to facilitate smooth and convenient travel for visitors, ensuring they can easily navigate to and from Chandigarh's various points of interest.
2. **Beautification of Parks and Green Spaces:** Beautify and maintain parks, gardens, and green spaces to elevate their aesthetic appeal and recreational value. This effort is geared towards providing both tourists and locals with tranquil and visually appealing environments to relax and unwind amidst Chandigarh's natural beauty.
3. **Preservation of Historical and Cultural Sites:** Invest in the preservation and restoration of historical monuments, cultural landmarks, and architectural heritage sites.

Community Engagement and Cultural Events

The focus of this component will be on fostering community engagement and cultural vibrancy in Chandigarh's tourism initiatives through the following endeavors:

1. **Cultural Festivals:** Organize four cultural festivals throughout the year to celebrate Chandigarh's diverse cultural heritage. These festivals will showcase traditional music, dance, cuisine, and art forms, providing a platform for local artists and performers to display their talents and engage with the community.
2. **Art Exhibitions:** Host four art exhibitions annually, featuring works by local artists that highlight Chandigarh's cultural and artistic heritage. These exhibitions will offer residents and tourists alike the opportunity to appreciate and purchase locally crafted artworks, fostering a thriving arts scene within the city.

3. **Heritage Walks:** Conduct monthly heritage walks to explore Chandigarh's historical landmarks, architectural marvels, and cultural sites. Led by knowledgeable guides, these walks will offer participants insights into the city's rich history and architectural legacy, promoting appreciation and awareness of Chandigarh's cultural heritage.

In addition to these events, collaborative efforts will be made with local artisans, performers, and craftsmen to showcase their talents and products at tourism events and markets, further enriching the cultural experience for visitors. Moreover, engaging residents and community groups through volunteer programs, educational workshops, and eco-tourism initiatives will foster a sense of pride and ownership in Chandigarh's tourism sector, ensuring sustained community involvement and support.

5.13.4 Criteria 4: Approach & Methodology for Execution/ Implementation

In order to have clear line of action of each of the component, the approach and methodology has been developed individually for each component, as presented below:

Comprehensive Tourism Study:

- Formulate a team of experts to conduct the feasibility study, ensuring thorough analysis and insights generation.
- Utilize surveys, interviews, and data analysis techniques to gather information and assess Chandigarh's tourism potential.

b. Promotional Campaign:

- Plan and execute road shows, advertising campaigns, and digital marketing initiatives as per the outlined strategies.
- Collaborate with Swadesh Darshan 2.0 for broader outreach and effective promotion.

c. Film Production Support:

- Establish incentive schemes and logistical support mechanisms for filmmakers interested in shooting in Chandigarh.
- Organize film festivals, screenings, and industry events to promote Chandigarh as a filming destination.

d. Common Facility Centers:

- Preparation of DPR-DSR for setting up of CFC at major tourists spots.

e. Tourism Infrastructure Enhancement:

- Develop and implement plans for improving transportation facilities, beautifying green spaces, and preserving historical sites.

f. Community Engagement and Cultural Events:

- Organize cultural festivals, art exhibitions, heritage walks, and other events to engage the community and showcase Chandigarh's cultural richness.

5.13.5 Criteria 5: Usage of ICT/ Innovative Technology towards project implementation

Incorporating Information and Communication Technology (ICT) tools can significantly enhance the effectiveness and efficiency of various components within the proposed intervention. Here are some ICT tools that can be utilized across different components:

- **Comprehensive Tourism Study:**

1. Data analysis software: To analyze market trends, visitor demographics, and competitor destinations.
2. Online survey platforms: To gather feedback from tourists and stakeholders.

- **Promotional Collaterals and Marketing Campaigns:**

1. Social media management tools: For scheduling posts, analyzing engagement metrics, and targeting specific demographics.
2. Graphic design software: To create visually appealing brochures, maps, videos, and digital content.
3. Website development platforms: To build and maintain an informative and user-friendly tourism website.

- **Film Production and Production Assistance:**

1. Virtual reality (VR) technology: To provide immersive virtual tours of Chandigarh's attractions for filmmakers and tourists.
2. Video editing software: For editing promotional videos and documentaries showcasing Chandigarh's beauty and cultural richness.
3. Online collaboration platforms: To facilitate communication and collaboration between filmmakers, local authorities, and tourism agencies.

- **Common Facility Centres for Major Tourist Spots:**

1. Digital signage: For displaying information, directions, and promotional content within the facility center.
2. Mobile applications: To provide tourists with real-time updates, maps, and guides for navigating Chandigarh's attractions.

- **Tourism Infrastructure Enhancement:**

1. Augmented reality (AR) applications: To offer interactive experiences and historical information at heritage sites.

- **Community Engagement and Cultural Events:**

1. Online event management platforms: To organize and promote cultural festivals, art exhibitions, and heritage walks.
2. Virtual meeting platforms: For conducting educational workshops, volunteer programs, and community engagement initiatives.

3. Social networking platforms: To facilitate communication and collaboration among local artisans, performers, community groups, and tourism stakeholders.

5.13.6 Criteria 6: Timelines for Achievement of Project Deliverables and verification protocols

The period of Intervention Component	Activity	Target Unit	Target Output			Outcome	
			1 st Year	2 nd Year	3 rd Year	4 th Year	
Comprehensive Tourism Study	5-member team to deliver feasibility study	One time deliverable	To be completed within 6 months of project initiation	N/A	N/A	N/A	Team Onboarded
Promotional Campaign in association with Swadesh Darshan 2.0 Sessions and Workshops	5 road shows organized	No. of road shows	1	1	1	1	Increase visibility and attract tourists through targeted marketing efforts and strategic partnerships.
	SM agency Hired	One time deliverable	To be completed within 6 month of project initiation				
	Development of Knowledge Brochures, Maps, Videos etc.,	No. of collaterals	30	5	10	5	
Film Production and Production Assistance	Annual Film Festival	No. of Film festivals	1	1	1	1	foster collaboration with the film industry.
Common Facility Centres for Major Tourist Spots	DPR-DSR Preparation & Implementation Support	No. of DPR-DSR prepared	To be implemented across 4 years			3 CFCs established	
Tourism Infrastructure Enhancement	Bi-annual Preservation Drives, Annual Restoration of heritage sites, Cleanliness drives	No. of drives conducted	10	10	10	10	Improve accessibility, and preservation of Chandigarh's tourism infrastructure.
Community Engagement and Cultural Events	Cultural Fest, Art Exhibitions, Monthly Heritage Walks	No. of events organised	1/1/12	1/1/12	1/1/12	1/1/12	Improve visibility of Chandigarh as a Tourism Hub

5.13.7 Criteria 7: Estimated Impact of the Project/ Scheme/Proposal

The intervention is intended to have the following impact on MSMEs and MSME Ecosystem of Chandigarh:

- ▶ **Increased Business Opportunities:** MSMEs involved in hospitality, food and beverage, retail, handicrafts, and other related sectors can experience increased business opportunities due to the influx of tourists. With more visitors exploring Chandigarh's attractions, there will be higher demand for products and services provided by local MSMEs.
- ▶ **Market Exposure and Expansion:** Collaboration with the tourism project can provide MSMEs with exposure to a wider market. Through promotional campaigns, partnerships, and events, MSMEs can showcase their products and services to both domestic and international tourists, expanding their customer base beyond the local market.
- ▶ **Revenue Growth:** With increased tourism activities and visitor spending, MSMEs stand to benefit from higher revenues. Tourism-related initiatives such as cultural festivals, art exhibitions, and heritage walks can attract more customers to MSME establishments, leading to increased sales and profitability.
- ▶ **Employment Generation:** The growth of tourism in Chandigarh can create employment opportunities for local residents, including those employed in MSMEs. As businesses experience growth and expansion, they may need to hire additional staff to meet the demands of the tourism sector, thereby contributing to job creation and economic development.
- ▶ **Skill Enhancement and Capacity Building:** Participation in tourism-related activities and events can provide MSMEs with opportunities for skill enhancement and capacity building. For example, workshops, training programs, and networking events organized as part of the tourism project can help MSMEs improve their business operations, marketing strategies, and customer service standards.
- ▶ **Support for Artisans and Craftsmen:** MSMEs involved in traditional crafts, artwork, and cultural products can benefit from increased visibility and demand generated by tourism initiatives. Collaborative efforts to showcase local artisans and craftsmen at tourism events and markets can provide them with a platform to promote their products and preserve traditional craftsmanship.
- ▶ **Sustainable Growth and Development:** By aligning with the tourism project's goals of promoting cultural heritage, community engagement, and sustainable tourism practices, MSMEs can contribute to the overall growth and development of Chandigarh's tourism sector. Sustainable business practices can enhance the long-term viability of MSMEs while preserving the city's natural and cultural assets.

5.13.8 Criteria 8: Project Costing and Contribution of State towards it

Project Budget								
S. No	Component	Particulars	Unit	Count	Cost per Unit (in INR)	No. of Years	Sub-Total (in INR)	Total Cost (in INR)
1	Comprehensive Tourism Study	Onboarding of 5 resources	5 Resources	5	3.3 lakhs (x1) 2.75 lakhs (x4)	1	85 lakhs	2 crores
		Survey & Study	Whole UT Survey and Study Document	1	1.15 crores	1	1.15 crores	
2	Promotional Collaterals & Marketing Campaigns	Road shows, Hiring of SM agency, Advertisements, participation in other fests, MOUs	Road shows organised	5	50 lakhs	4	2.5 crores	5 crores
			SM agency Hired	Retainer	5 lakhs per month	4	2.4 crores	
			Collaterals	50	20,000	4	10 lakhs	
			MOUs signed	5	N/A	4	N/A	
3	Film Production and Production Assistance	1 Annual Film Festival (5000 participants - 1000 per person)	Film Festival Organized	4	50 lakhs	4	2 crores	5 crores
		Incentive & logistical support for film makers	Per MSME (Studios, aspiring filmmakers etc.)	3000	10000	4	3 crores	
4	Common Facility Centres for Major Tourist Spots	DPR-DSR Preparation & Implementation Support	Per DPR/DSR	3	16.5 lakhs	4	50 lakhs	50 lakhs

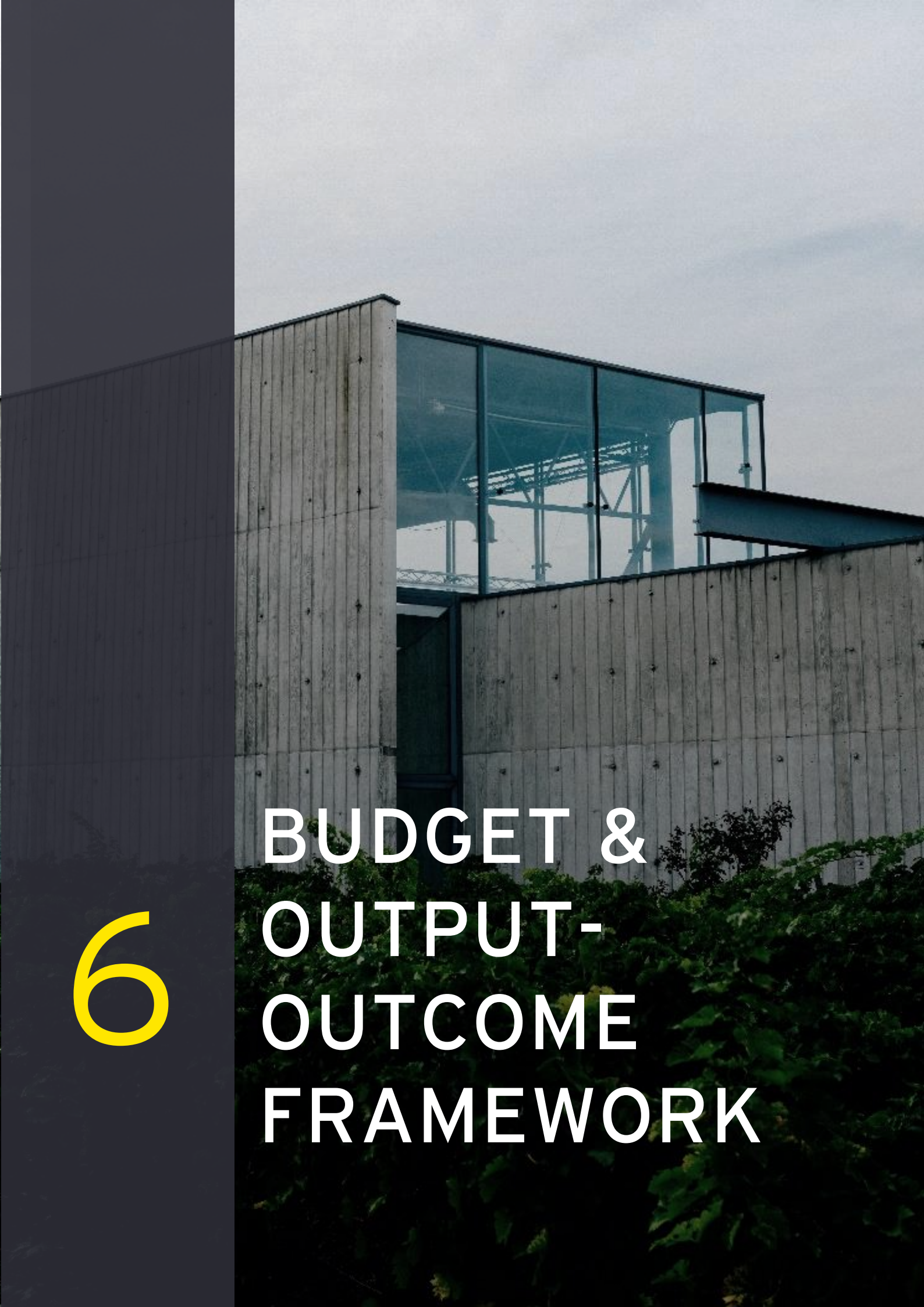
5	Tourism Infrastructure Enhancement	Bi-annual Preservation Drives	Drives conducted	8	20 lakhs	4	1.6 crores	3 crores
		Annual Restoration of heritage sites	Heritage sites restored	5	20 lakhs	4	1 crore	
		Cleanliness drives	Drives conducted	20	2 lakhs	4	40 lakhs	
6	Community Engagement and Cultural Events	Cultural Fest,	Per Fest (3000 participant s)	4	30 lakhs	4	1.2 crores	2.5 crores
		Art Exhibition	Per Exhibition (3000 participant s)	4	30 lakhs	4	1.2 crores	
		Heritage Walks	Per Walk (20 participant s)	48	20,800	4	10 lakhs	
Total								18 crore

5.13.9 Criteria 9: Plan for strengthening M&E framework pertaining to the project / scheme/ proposal

The Programme will have:

- ▶ Identification of key performance indicators (KPIs) to measure progress.
- ▶ Periodic review of Need assessment survey and enhancement of data collection methods.
- ▶ Periodic site visits, progress checks, and tracking of milestones.

Feedback mechanism for stakeholders to provide input on project performance and suggest improvements.

A photograph of a modern building with a concrete and glass facade. The building has a large glass section on the upper floor, revealing an interior structure. The lower part of the building is made of concrete panels. There are green plants in the foreground. The sky is overcast.

6

BUDGET & OUTPUT- OUTCOME FRAMEWORK

6 Recommendation Budgeting & Output-Outcome Framework

6.1 Recommendation wise Budget

#	Intervention	Description	RAMP Budget Requirement
1	Chandigarh MSME Facilitation Helpdesk	Deployment of Business Facilitators as a part of the Industries Department to support MSMEs in Chandigarh in Credit, Business & Regulatory Facilitation	INR 9.48 Crores
2	Handholding Support on ZED, LEAN & Innovative	Establishment of Champions Scheme Training & handholding Workforce for uptake of schemes by MSMEs with annual targets for no. of MSMEs being facilitated under these schemes.	INR 12.21 Crores
3	Diversifying the MSME landscape through value chain upgradation	Comprehensive Study on Value Chain Diversification of Chandigarh Industrial Products.	INR 11.25 Crores
4	Strengthening of Industrial Infrastructure of Chandigarh	Comprehensive Study and Survey for identification of viable projects to improve the industrial/ MSME support infrastructure in the region along with end-to-end implementation support.	INR 8.56 Crores
5	Global Information & Facilitation Team (GIFT)	Creation of Export Strategy, Export focussed Platform along with Export Facilitators for MSMEs in Chandigarh.	INR 12.37 Crores
6	Entrepreneurship Enhancement Programme	Comprehensive EDP focusing on skilling and training, apprenticeship programs, exposure visits and toolkit provisioning.	INR 16.69 Crores
7	Chandigarh Marketing Enhancement Programme	Comprehensive Digital and Offline Marketing Strategy for enabling diversification into digital channels and focussing on physical events and networking sessions respectively.	INR 22.10 Crores
8	Institutional Strengthening of key stakeholders	MSME Cell, Single Window Portal for Department and MSEFC, MSME Cell and Strengthening of MSME Act, Upgradation of department of Chandigarh.	INR 12.02 Crores

#	Intervention	Description	RAMP Budget Requirement
9	Green Cluster Scheme	Identification and promotion of green clusters and technologies and encouraging their adoption through financial incentives.	INR 18.35 Crores
10	Enhancing Financial Inclusion of MSMEs	Interest Subvention under OCEN, ODR- SAMADHAAN linkage, TReDS Discount Subsidy, Financial Conclaves etc.	INR 6.12 Crores
11	Enhancing Policy & Regulatory Support for Chandigarh MSMEs	Enhancement of Industrial Promotional Policy & Regulatory Support for MSMEs in Chandigarh focussing on manufacturing (existing and new, data centres) and services (hospitality, tourism, education, healthcare).	INR 27.50 Crores
12	Formalization Support for Traders in Chandigarh	Comprehensive support in formalization of traders across industrial pockets of Chandigarh for inclusion under MSME ecosystem.	INR 11.9 Crores
13	CULTURE: Chandigarh's Unique Landmarks, Traditions and Urban Experiences	Tourism revitalization intervention aims to position Chandigarh as a premier destination for leisure and cultural tourism offering memorable experiences and enriching insights into its vibrant history, architecture and lifestyle.	INR 18 Crores
14	Administrative Cost	Cost for Chandigarh RAMP UT-PMU.	INR 6.97 Crores
GRAND TOTAL (without Administrative Costs)			INR 186.55 Crores

6.2 Output-Outcome Framework

#	Intervention	Chandigarh Baseline	Year-wise Output				Outcome after 4 years
			Year 1	Year 2	Year 3	Year 4	
1	Chandigarh MSME Facilitation Helpdesk	No Business Facilitation Workforce	3 new facilitators	Sustained Operations, M&E			
		No Scheme-level regulatory support at Industries Department/ No hard outreach targets	1,425 proactive MSME outreach	1,425	1,425	1,425	5,700 MSMEs outreached
	Scheme/ Intervention-Onboarding Ratio	Over 60% mandatory	855 MSMEs onboarded across schemes	855	855	855	3,420 MSMEs onboarded
2	Handholding Support on ZED, LEAN & Innovative	No dedicated Champion Taskforce	1 QCI facilitator, 2 Champion facilitators	Sustained Operations, M&E			
		ZED Certification: Bronze: 590 Silver: 0 Gold: 0	Bronze: 250 Silver: 25 Gold: 10	Bronze: 250 Silver: 25 Gold: 5	Bronze: 250 Silver: 25 Gold: 5	Bronze: 250 Silver: 25 Gold: 10	Bronze: 1000 Silver: 100 Gold: 30
		LEAN Certification: Pledged MSMEs <100	Beginner: 250 Intermediate: 50 Advanced: 10	Beginner: 250 Intermediate: 50 Advanced: 10	Beginner: 250 Intermediate: 50 Advanced: 10	Beginner: 250 Intermediate: 50 Advanced: 20	Beginner: 1000 Intermediate: 150 Advanced: 50
3	Diversifying the MSME landscape through value chain upgradation	No MSME product upgradation strategy	10 clusters for upgradation identified	Implementation			
		New DPR/DSR Preparation	-	4	4	2	10 readymade Sectoral Product Upgradation

#	Intervention	Chandigarh Baseline	Year-wise Output				Outcome after 4 years
			Year 1	Year 2	Year 3	Year 4	
							n Technology DPRs
		No Strategy for Chandigarh Packaging Hub	5-year strategy defined	1 DPR/DSR for Packaging Infra	Implementation	Operationalization	Packaging CFC approved & implemented
		No GIS Mapping of Chandigarh MSMEs	10,000 MSMEs geo-tagged	10,000	20,000	10,000	50,000 MSMEs geo-tagged
		No MSMEs with global packaging standards	10 MSMEs provided with handholding for packaging quality upgradation	10	10	10	40 MSMEs with global packaging standards
4	Strengthening of Industrial Infrastructure of Chandigarh for enabling a vibrant MSME ecosystem	No MSME Clusters	Identification of 8 new clusters	Implementation			
		New DPR/DSR preparation (CFC)	-	2	2	1	5 CFC DPR/DSR Approved
		New DPR/DSR Preparation (ID)	-	1	1	1	3 ID DPR/DSR Approved
		No MSME safety cluster	Identification of 4 common hydrant clusters	Implementation			
		New DPR/DSR preparation (Safety)	-	1	1	2	4 common hydrant DPR/DSR approved

#	Intervention	Chandigarh Baseline	Year-wise Output				Outcome after 4 years
			Year 1	Year 2	Year 3	Year 4	
5	MSME Export Promotion-Global Information & Market Facilitation Team (GIFT)	No export facilitation personnel	2 export facilitators; 5-year export plan	Sustained Operations, M&E			
		MSMEs outreached	4,950	4,950	4,950	4,950	19,800 MSMEs outreached for export capabilities upgradation
6	Entrepreneurship Enhancement Programme for Chandigarh	No dedicated EDP	1000	500	500	500	2,500 new entrepreneurs trained and provided financial assistance
7	Chandigarh Online/ Offline Marketing Enhancement Programme	No E-commerce tie-ups	4	2	2	2	10 E-commerce tie-ups established
		No Chandigarh Virtual MSME Pavilion	Platform/ Portal developed	400 MSMEs	400 MSMEs	200 MSMEs	1000 MSMEs onboarded on to platform
		No MDA Assistance	75 MSMEs	75 MSMEs	75 MSMEs	75 MSMEs	300 new MSMEs provided with enhanced MDA
8	Institutional Strengthening of Key Stakeholders	No MSME Cell/ MSME Portal	Establishment of MSME Cell/ MSME Portal	Sustained Operations, M&E			
		MSMEs onboarded on to Portal	7600 MSMEs	7600	7600	7600	30,400 MSMEs onboarded onto to the Portal

#	Intervention	Chandigarh Baseline	Year-wise Output				Outcome after 4 years
			Year 1	Year 2	Year 3	Year 4	
9	Improving Environmental Sustainability of MSMEs - Chandigarh Green Cluster Scheme	No green clusters	1	1	1	2	5 green clusters identified
		MSMEs outreached	750	750	750	750	3,000 MSMEs outreached
10	Enhancing Financial Inclusion of MSMEs	No onboarding on OCEN	250 MSMEs provided with Interest Subvention	250	250	250	1,000 MSMEs provided with assistance
		No TReDS Discount	250 MSMEs provided with discount	500	250	250	1250 MSMEs provided with discount
		ODR Linkage	15,000 MSMEs onboarded to ODR	15,000	15,000	15,000	All Chandigarh MSMEs onboarded on to ODR
11	Enhancing Policy and Regulatory Support for Chandigarh MSME's	No MSME Policy	250 MSMEs provided with new incentives	250	250	250	1000 MSMEs provided with new incentives
12	Formalization Support for Traders in Chandigarh	Traders not onboarded on to Udyam	5000 traders onboarded on to Udyam	5000	5000	5000	20,000 traders onboarded on to Udyam
13	CULTURE : Chandigarh's Unique Landmark, Traditions and Urban Experiences	No dedicated tourism promotion scheme	-	1 tourism focussed CFC	1	1	3 tourism focussed CFCs

7 Partnership and Outreach Strategy

Branding and partnership, along with outreach and communication strategies, are fundamental for any program targeting a significant number of beneficiaries. In the context of competitiveness programs, reaching out to MSMEs not currently served by these initiatives, as well as those already benefiting, is crucial. A well-defined branding strategy is instrumental in helping MSME programs in Chandigarh stand out and attract potential beneficiaries, fostering trust and credibility with prospective partners. Collaborating with key stakeholders such as industry associations, MSMEs, and financial institutions can broaden the reach and enhance the effectiveness of the program's goals.

An effective outreach strategy is essential to engage the target audience through diverse channels. Clearly and concisely communicating the program's goals, benefits, and participation guidelines is outlined in the communication strategy. Utilizing platforms like the website, social media, and other communication channels becomes imperative for engaging the target audience in Chandigarh. The Strategy involves implementing multi-pronged approach in proposed interventions for targeted support, facilitating access to resources, leveraging resources availing scheme benefits to enhance productivity, market access, competitiveness of MSME's.

Approach and Methodology

The UT of Chandigarh shall follow a streamlined approach to partnership and outreach, emphasizing simplicity and conciseness. The strategy will prioritize engagement with various stakeholders for effective program implementation.

7.1 Partnership Strategy

The UT will cultivate collaborations through a direct approach, fostering relationships with key stakeholders to amplify the impact of the RAMP program. This includes proactive engagement with industry associations, anchor firms, and financial institutions. By establishing partnerships, Chandigarh aims to leverage collective strengths, resources, and expertise to drive positive outcomes for MSMEs.

1. **Technical competency Partners:** Collaboration with technical partners, such as industry experts, research institutions, industry associations, technology providers, to facilitate the transfer of expertise and best practices on quality, operational efficiency, product development, automation, digital transformation, to enable MSMEs to improve their product, gain access to specialized knowledge, advanced technologies, and innovative solutions. This will be done in three levels as explained under:
 - **Level 1 Screening:** This collaboration is a win-win situation as both the institutes and MSMEs benefit from it. The institutes provide crucial support to MSMEs, helping them thrive and grow, while in return, the institutes also gain from the sustainable development of the state ecosystem.
 - **Level 2 Screening-** In level 2 Screening for strategic collaboration will primarily be focused on nearby regions such as Haryana, Punjab, and the NCR

region. By concentrating efforts in these areas, we aim to sustain strong partnerships and minimize logistical challenges.

- **Level 3 Screening** - This will be done at National Level for identifying the product specific institutes or the institutes having niche expertise for Unique Products.
2. **Government collaboration:** Effective government collaboration is crucial for a successful partnership strategy aimed at enhancing MSME performance. It also assists in fostering the favorable environment in terms of licensing and registration processes, access to affordable financing options, and provision of infrastructure and technology support. This will include SIDBI, Export Promotion Councils, EESL, State Industrial Training Institutes (ITIs), Startups, Department of Industries, IA's.
 3. **Financial Institutions and Investors:** Collaborating with financial institutions unlocks vital financial resources, expert guidance, and risk mitigation tools to foster sustainable growth, overcome financial barriers, seize opportunities for expansion and innovation. This includes the partnership with Nationalized Banks, Regional Rural Banks (RRBs), Non-Banking Financial Companies (NBFCs), Small Finance Banks (SFBs), Cooperative Banks, Venture Capital Firms, angel investors.
 4. **Academic Institutions:** Collaborating with academic institutions opens doors to a wealth of invaluable resources and expertise for MSMEs. These institutions are a treasure trove of research, knowledge, and skilled talent, offering access to specialized training programs, industry-specific research, and cutting-edge technologies. It can also assist in guidance, and consultancy services, business strategies, operations, and fostering a culture of innovation.

7.2 Outreach Method

Chandigarh's outreach method will be clear and direct, ensuring effective communication with the target audience. Through diverse channels such as the website, social media, and other communication platforms, the state will disseminate information about the program's objectives, benefits, and participation procedures. The outreach strategy aims to reach all the stakeholders including MSMEs, DICs, SHGs, General Public, Gol, and other inline agencies, fostering inclusivity and ensuring a broader impact.

1. MSME Campaign:

- Audience: SHGs, FPO (Farmer Producer Organisation), Women & SC/ST Led Enterprises, artisan groups and MSMEs.
- Medium: Social media posts, pamphlets, newspaper ads, and radio messages, influencer partnerships.
- Outcome: Increase brand awareness for the RAMP program

2. About Schemes, Certifications, Workshops, DIC Initiatives, and Single Window Portal:

- Audience: MSMEs, DICs, Department officials, and other in-line agencies.

- Medium: Short advertisement videos, scheme compendiums, one pager briefs, long instruction videos, brochures, and influencer partnerships.
- Outcome: Raise awareness about schemes leading to increased certification registrations and other scheme participation, ultimately promoting MSME growth.

3. Events - MSME Conclave and MSME Business Excellence Award, and other Events:

- Audience: MSMEs, Ecosystem Stakeholders, GoI, Chandigarh Administration
- Medium: Event organizing, videos, and graphic design.
- Outcome: Attract more investment to the state and garner recognition for leaders in the MSME ecosystem.

4. Success Stories and Best Practices of MSMEs in Chandigarh:

- Audience: MSMEs, Other departments, CM office, PM office, Consulates, and Embassies.
- Medium: Annual reports, coffee table books, newsletters.
- Outcome: Enhance brand awareness, ensuring important stakeholders are informed about the program's achievements.

5. Sectoral Policies, Policy Documents, Policy Briefs, Key Insights, New Concepts, etc.:

- Audience: General public, MSMEs, other departments, CMs office, and PMs office.
- Medium: Newsletters, op-eds, news articles.
- Outcome: Position Chandigarh as leaders in MSME transformation through effective communication of policies and key insights.

6. Photo and Video Repository:

- Audience: MSMEs.
- Medium: Videos and photos.
- Outcome: Quality content contributing to increased brand respect and recognition



8

ANNEXURES



8 Annexures

8.1 Minutes of FGDs conducted.

Minutes of the Focus Group Discussion held with MSMEs and Industries Association as a part of SIP Preparation under Raising and Accelerating MSME Performance (RAMP) Programme in Chandigarh

Project	Preparation of Strategic Investment Plan under RAMP Programme in Chandigarh
Date	23.01.2024
Location	Ernst and Young, Elante Offices, Chandigarh
Total number of participants	8
Department of Industries Representatives	▶ Mr. Sumit Sagar Dogra ▶ Ms. Vijayata Sharma
Industries Associations in presence	▶ Industries Association of Chandigarh ▶ Chamber of Chandigarh Industries
EY Team (Facilitators)	▶ Mr. Upinder Singh Dhingra- Director ▶ Ms. Aditi Nagpal Batish- Enterprise Development Expert ▶ Mr. Vinod Kumar- MSME Financing Expert ▶ Ms. Pragya Priyambda- Associate Consultant
Agenda	▶ Overview of the RAMP programme and its objectives ▶ Focus Group Discussion and Feedback on: ▶ Access to Finance ▶ Addressing Delayed Payments ▶ Access to Markets ▶ Environment & Safety Standards ▶ Infrastructure, Quality & Digitalization

Introduction:

The EY Team gave a warm welcome to the officials of the Department of Industries and various members of the industry associations. The industry associations were informed that RAMP is a 5-year project jointly funded by the World Bank and the Govt of India. The first year is for the **preparation of the Strategic Investment Plan (SIP)** and EY has been selected by the Department of Industries for the same. The



SIP shall outline various projects and interventions for a holistic upliftment and development of the MSMEs in Chandigarh. The EY team delivered an extensive presentation on the RAMP initiative, elucidating its objectives and presenting the array of existing schemes and policies.

The session conveyed that RAMP a 5-year initiative is designed to fortify institutions and governance at both central and state levels. It aims to enhance collaboration between these levels, facilitate better linkages, and foster partnerships. The initiative also seeks to improve MSMEs' access to markets and credit, tackle delayed payment concerns, and promote sustainable practices within the MSME sector across the nation.

Attendees were actively encouraged to contribute their perspectives, highlight challenges, and offer suggestions. These insights are pivotal in crafting the envisioned RAMP policy for the state, ensuring it resonates effectively with the industry's needs and aspirations.

Minutes and Key Takeaways from the FGD:

- 1. Transitioning or expanding beyond traditional sectors to explore new and promising markets:** The members expressed that Chandigarh's industries have traditionally focused on manufacturing engines, tractors, heavy equipment, etc. However, there is a desire to diversify and enter markets related to defense and aerospace. They are seeking interventions and support in making this shift.
- 2. Development of tool rooms, testing facility and Heat Plants:** The members stressed on the importance of building more tool rooms, testing facility and heat plants in the industrial area. Scheme. However, faced with a shortage of available land, they are urging the administration for assistance in acquiring the necessary land for these essential facilities. The EY team stated that CFCs can be created under the MSE-CDP Scheme addressing the above stated problem. Expressing interest, members seek clarification on whether the establishment of CFCs can be facilitated under the IDFC.
- 3. Conducting of energy audits for MSMEs:** The MSMEs stated the need of conducting energy audits for MSMEs, as it is imperative to enhance operational efficiency, reduce costs, and align with environmental sustainability. The members of the industry associations were keen to learn more about the ZED certifications and the benefits of the same.
- 4. Insufficient Water Infrastructure in Industrial Zone:** Industry Association members highlighted the notable absence of water lines in industrial zones, leading to a substantial dependence on water tanks for fulfilling daily water needs. This deficiency in water infrastructure is adversely affecting the efficiency of the fire protection system within the industrial area. Members stated that there is a dire need of Common hydrant in the industrial area, as the lack of the same creates severe safety concerns. Members emphasized on the importance of conducting a water treatment study to optimize the utilization of water sources. Such a study would serve to tackle the prevailing





issue of water scarcity in the area, thereby enhancing overall water availability and addressing the concerns raised by the industrial area.

5. **Lack of proper land records and titles:** The members highlighted that unclear land registrations and insufficient record-keeping have resulted in ambiguous land titles. This situation has led to confusion, and the members are seeking assistance in digitizing records and obtaining clarifications regarding their land titles.
6. **Strengthening of UT's offices for proper facilitation and support:** The members emphasized the need to bolster the infrastructure and capabilities of Union Territory (UT) offices to provide more robust facilitation and support services. This enhancement aims to streamline processes, reduce bureaucratic hurdles, and ultimately contribute to the overall development of the MSMEs in the UT.
7. **Inadequate Enforcement of MSME Act:** The members highlighted a significant deficiency in the implementation of the MSME Act within the UT. They expressed encountering substantial bureaucratic obstacles, particularly when attempting to transition from the manufacturing sector to the service sector. Seeking assistance from the Department, they have requested an effective resolution to address their challenges and facilitate a smoother transition in accordance with the provisions of the MSME Act.

Conclusion:

Towards the end of the interaction, the EY team proposed organizing an interaction with all members (400+) of the Industry Association in the upcoming week. The objective is to gain a more comprehensive and accurate understanding of the industrial landscape within the Union Territory.

ANNEXURES

Annexure-1 List of Attendees

S.No	Name of the promoter	Name of the enterprise	Categories (Micro/Small/Medium)	Name of Industry association/Technical Body	Contact Number	Email ID	Address of the enterprise	Signature
1.	ARUN MAHAJAN	Mountain Indus Refrigeration Mills	Micro	IND ASSO OF CHD	98140 16868	arun.mahajan@ymail.co	59, Ind Area Ph II Chd.	
2.	NAVJEN MANGANI	ENN ENM INDS. CHAMBER OF CHD INDS.	Micro VICE PRESIDENT	CHAMBER OF CHANDIGARH INDUSTRIES	9316132705	naveenmangania@gmail.com		
3.	SUNDER GUPTA	Majestic Fasteners Pvt. Ltd. Chamber of Chd. Ind.	President	Chamber of Chd. Industries	9814139346	lgupta.1956@yahoo.com 182/60, 1A Phase I Chd		
4.	Vasundee Singh Sedys	Sedys Metals Pvt. Ltd.	Small	Ind Association of Chandigarh	9316700100	dilip@sedysindia.in Plot no - 110 2nd Area Ph 2 Chandigarh		
5.	Vijay Kumar Sharma Sumit Sagar Decor	Decorating Industries			9317028401	decor@sumitsagar.com		



Attendance Sheet for -Industry Interaction Session								Date
S.No	Name of the promoter	Name of the enterprise	Categories (Micro/Small/Medium)	Name of Industry association/Technical Body	Contact Number	Email ID	Address of the enterprise	Signature
6.	ARON GOYAL	AMBICA PHARMA SOL.	MEDIUM		9872543771	ambicapharma077@gmail.com		

Annexure 2-Images from FGD

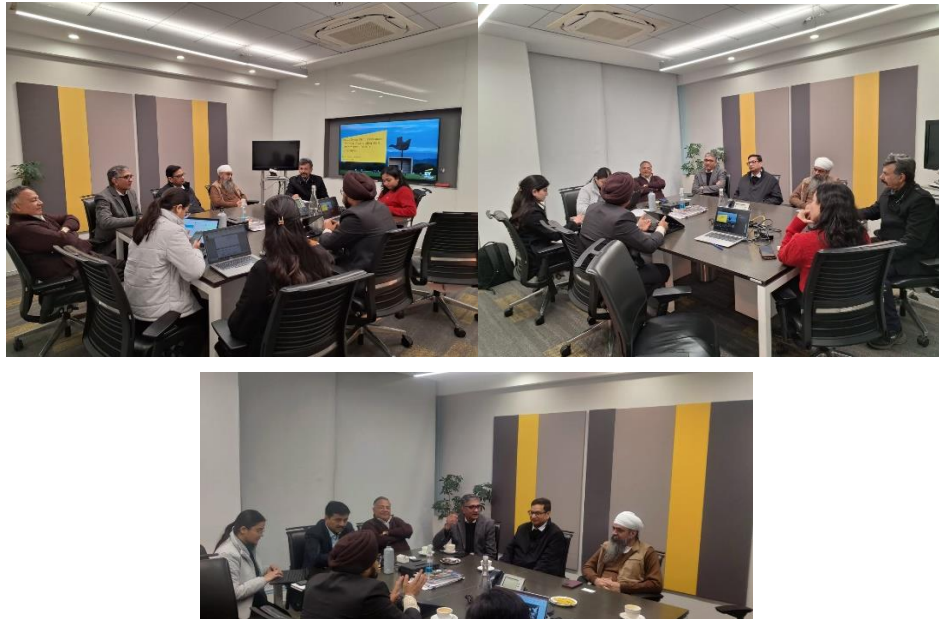


Figure 1: Images from the Focus Group Discussion



Minutes of the Focus Group Discussion held with Industry Association Leaders as a part of SIP Preparation under Raising and Accelerating MSME Performance (RAMP) Programme in Chandigarh

Project	Preparation of Strategic Investment Plan under RAMP Programme in Chandigarh
Date	25.01.2024
Location	Ernst and Young, Elante Offices, Chandigarh
Total number of participants	7
Industries Associations in presence	▶ Chandigarh Screw Manufacturers Association
EY Team (Facilitators)	▶ Ms. Aditi Nagpal Batish- Enterprise Development Expert ▶ Mr. Vinod Kumar- MSME Financing Expert ▶ Ms. Sohom Dasgupta - Senior Consultant ▶ Mr. Raghuvir Agnihotri - Senior Consultant ▶ Ms. Pragya Priyambda- Associate Consultant
Agenda	▶ Overview of the RAMP programme and its objectives. ▶ Focus Group Discussion and Feedback on: ▶ Access to Finance ▶ Addressing Delayed Payments ▶ Access to Markets ▶ Environment & Safety Standards ▶ Infrastructure, Quality & Digitalization ▶ Identification of pain areas of MSMEs in the region.

Introduction:

The EY Team gave a warm welcome to the members of the industry association. The industry associations were informed that RAMP Scheme is a 5-year project jointly funded by the World Bank and the Govt of India. It has an outlay of INR 6000 Crore which aims for addressing pain areas of MSMEs in capacity building of Micro, Small and Medium Enterprises (MSMEs) in the States/ Union Territory of India (in facilitating Access to Finance, Addressing Delayed Payments, Access to Markets, Environment & Safety Standards, Infrastructure, Quality & Digitalization).

The Scheme has its first year for **preparation of the Strategic Investment Plan (SIP)** and EY has been selected by Industries Department, Chandigarh for the same. The



SIP shall outline various projects and interventions for a holistic upliftment and development of the MSMEs in Chandigarh. The EY team delivered a presentation on the RAMP initiative, elucidating its objectives and presenting the array of existing schemes and policies.

The session conveyed that RAMP Program is designed to fortify institutions and governance at both the central and state levels. It aims to enhance collaboration between these levels, facilitate better linkages, and foster partnerships. The initiative also seeks to improve MSMEs' access to markets and credit, facilitate Market Expansion and Competitiveness for MSMEs, promotes Greening & Sustainability of MSMEs, tackle delayed payment concerns within the MSME sector across the nation.

Attendees were actively encouraged to provide their insights, share their concern areas, highlight challenges, and offer suggestions. These insights are pivotal in crafting the envisioned RAMP policy for the state, ensuring it resonates effectively with the industry's needs and aspirations.

Minutes and Key Takeaways from the FGD:

1. Flexible policy on Free Hold / flatted factory Properties: The Association leaders mentioned that the Industries in Chandigarh consisted of very few industries who were allotted plot sites by the UT Government. Majority of Industries were working under Lease Hold Property arrangement rather than Free Hold property. The Association required flexible land policy for allocation of Free Hold Plots/ flatted factories along with lease hold properties for facilitating MSMEs in the region.

2. Awareness Sessions and Dedicated MSME Wing in Industries Department for providing assistance for Government of India Schemes/ UT Schemes

The association members mentioned that the MSMEs in the UT lacked knowledge about Government of India Schemes related to Access to Finance/Delayed Payments/ Improving Accesses to Markets/ Improving Quality/ Technology Upgradation / Greening of MSMEs/ Government Portals etc. A separate interaction cum awareness session can be planned for imparting knowledge to MSMEs. The Industries Department can also formulate a dedicated MSME Wing for assisting the MSMEs. The MSME Wing can establish a dedicated Help Desk and Facilitation Centre for MSMEs who can assist MSMEs regarding the Central/ UT Schemes, aiding in application filing, completion of paperwork, resolution of their complaints/ queries etc. The Helpdesk can also facilitate MSMEs regarding Export readiness.

3. Strengthening of UT's offices for proper facilitation and support: The members emphasized the need to bolster the infrastructure and capabilities of Union Territory (UT) Departmental offices for providing more robust facilitation and support services. This enhancement shall facilitate to streamline processes, reduce bureaucratic hurdles, and ultimately contributing to the overall development of the MSMEs in the UT.

4. Simplification of Government Processes for availing scheme benefits





The association members mentioned that the current processes in availing benefits under Government Scheme were too tedious and required lot of paperwork due to which most of the MSMEs could not take benefit of schemes. It was suggested that the UT Government can simplify the processes of application/ approval and to reduce the paperwork for facilitating MSMEs for availing schemes in the Union Territory.

5. Scheme Facilitation to Proprietor Firms and other startups.

The association members discussed that most of the schemes in the Union Territory were facilitated to Private Limited firms and other firms (proprietorship firms/ startups) couldn't take benefit of such schemes. The Association leaders suggested that the Scheme facilitation can be availed for such firms as well alongwith private limited firms.

6. Development of Integrated and Industry Specific common facilities (viz. common Industry specific testing facilities, Training & Skill Development Centres, Warehouses etc.): The members stressed that the Chandigarh UT consisted of large number of multi-sector industries (viz. approx. 200 fastener companies existed in the region). To facilitate such multi-sector MSMEs, Integrated Product Specific Facilities and Industry Specific Common Facilities (viz. Industry Specific common testing facility for Industries, Training & Skill Development Centre for workforce, Warehouses, Common Marketing & Handholding Centres, Technology Upgradation Soft Interventions etc.) can be provisioned as per industry needs.

7. Development of Common Effluent Treatment Plant (CETP) for Red/ Orange Category Industries in the Industrial Area

The members discussed that the region had presence of multiple Red / Orange Category Industries (viz. approx. 100 Electroplating Industries were present in UT's Industrial Areas.).

The EY RAMP Team suggested that for accessing effluent load from Red/ Orange Category Industries, a detailed diagnosis of Effluent Type and Effluent Load can be done in the Industrial Area post which a Common Effluent Treatment Plant (CETP). The members suggested that CETP can be sanctioned and funded by the UT Administration for reducing the effluent load in the region.

8. Ease of availment of postfacto CTE / CTO for old Industries

It was indicated by the members that the region had many industries who were established before the establishment of Department / notification of current schemes and policies. For facilitating the MSMEs the Department can facilitate ease of availment of CTE/ CTO for old industries. It was discussed that approx. 150 industries who were prosecuted by the department can also be facilitated availed post facto benefits.

9. Reassessment of Industrial/ Commercial Setups and relaxing of Building Laws

It was discussed by the members that the present Industrial/ Commercial Setups had old maps for Industrial / Commercial setups. The Administration could carry forward reassessment of Industrial/ Commercial Setups using new technologies (viz. GIS/





Digital Mapping) and could relax the building laws for encouraging MSMEs for development/ modification of their facilities (including permission for addition of floors), promoting expansion and procurement of new plots and for provisioning flatted factory complexes.

Conclusion:

Towards the end of the interaction, the EY team proposed organizing a detailed Focussed Group Discussion (FGD) cum interaction Session with other members of the Industry Association in the upcoming week. The objective is to gain a more comprehensive and accurate understanding of the industrial landscape within the Union Territory. **ANNEXURES**

Annexure-1 List of Attendees

Date 25/01/2024

Attendance Sheet for -Industry Interaction Session

S.No	Name of the promoter	Name of the enterprise	Categories (Micro/Small/Medium)	Name of Industry association/Technical Body	Contact Number	Email ID	Address of the enterprise	Signature
1.	B.S. Saini	M.S.M. Egg wtr	Micro	Chd. Screw Mfgs. Assn.	941700 8538	thebhupi 168@gmail.com	87, Besside Ind. Area Chd.	
2.	Lakshay	Dyker Industries	Small	Chd. Screw Mfg. association	80542414 -09	lakshay @dyker.in	136-140/53, In Ph-1	

Figure 2: Attendance Sheet - Interaction Session with Industry Association Leaders

Annexure 2-Images from FGD



Figure 2: Images from the Focussed Group Discussions (FGDs)





Minutes of the Focus Group Discussion held with Industry Association Leaders as a part of SIP Preparation under Raising and Accelerating MSME Performance (RAMP) Programme in Chandigarh

Project	Preparation of Strategic Investment Plan under RAMP Programme in Chandigarh
Date	29.01.2024
Location	CII Northern Region Headquarters, Chandigarh, Sec-31
Total number of participants	5
Industries Associations in presence	▶ Chandigarh Screw Manufacturers Association
EY Team (Facilitators)	▶ Ms. Aditi Nagpal Batish- Enterprise Development Expert ▶ Mr. Vinod Kumar- MSME Financing Expert ▶ Ms. Sohom Dasgupta - Senior Consultant ▶ Mr. Raghuvir Agnihotri - Senior Consultant
Agenda	▶ Overview of the RAMP programme and its objectives. ▶ Focus Group Discussion and Feedback on: ▶ Access to Finance ▶ Addressing Delayed Payments ▶ Access to Markets ▶ Environment & Safety Standards ▶ Infrastructure, Quality & Digitalization ▶ Identification of pain areas of MSMEs in the region.

Introduction:

The EY Team gave a warm welcome to the members of the industry association. The industry associations were informed that RAMP Scheme is a 5-year project jointly funded by the World Bank and the Govt of India. It has an outlay of INR 6000 Crore which aims for addressing pain areas of MSMEs in capacity building of Micro, Small and Medium Enterprises (MSMEs) in the States/ Union Territory of India (in facilitating Access to Finance, Addressing Delayed Payments, Access to Markets, Environment & Safety Standards, Infrastructure, Quality & Digitalization).

The Scheme has its first year for **preparation of the Strategic Investment Plan (SIP)** and EY has been selected by Industries Department, Chandigarh for the same. The





SIP shall outline various projects and interventions for a holistic upliftment and development of the MSMEs in Chandigarh. The EY team delivered a presentation on the RAMP initiative, elucidating its objectives and presenting the array of existing schemes and policies.

The session conveyed that RAMP Program is designed to fortify institutions and governance at both the central and state levels. It aims to enhance collaboration between these levels, facilitate better linkages, and foster partnerships. The initiative also seeks to improve MSMEs' access to markets and credit, facilitate Market Expansion and Competitiveness for MSMEs, promotes Greening & Sustainability of MSMEs, tackle delayed payment concerns within the MSME sector across the nation.

Attendees were actively encouraged to provide their insights, share their concern areas, highlight challenges, and offer suggestions. These insights are pivotal in crafting the envisioned RAMP policy for the state, ensuring it resonates effectively with the industry's needs and aspirations.

Minutes and Key Takeaways from the FGD:

1. Issues with respect to Lease hold to Free Hold: The CII Director mentioned that the Industries in Chandigarh UT (Union Territory) consisted of very few industries who were allotted plot sites by the UT Government. Majority of Industries were working under Lease Hold Property arrangement rather than Free Hold property. This is not an encouraging situation for MSME to have expansion or modification of enterprises within the geography. This remains one of the key challenges for Industries in Chandigarh UT.

2. Issues with respect to Finance Schemes (Ex, CGTMSE)

The CII Director mentioned that industries in Chandigarh UT are knowledgeable about financing schemes like CGTMSE, primarily due to various government marketing strategies and social media campaigns. However, there exists a disparity in the implementation of the scheme at the grassroots level, as banks are still asking for collateral/security. Additionally, he highlighted that only a small fraction of MSMEs have been able to access financial assistance through CGTMSE.

3. Importance of Service Sector: The Deputy Director of CII emphasized the significance of the service sector within Chandigarh UT. He highlighted that key service sectors such as Tourism and Hospitality, Education, Medical Services, Food and Beverages, Food Products, and Retail collectively account for up to 65% of the total MSMEs in Chandigarh UT. Therefore, he suggested that designing RAMP interventions tailored specifically for the service sector would prove highly advantageous.

4. Interaction with Industrial Associations:

CII Director mentioned that he would assist EY in conducting further Focused Group Discussion (FGD) with other MSMEs/Industrial Associations.

Conclusion:





Towards the end of the interaction, the EY team proposed to CII for organizing a detailed Focussed Group Discussion (FGD) cum interaction Session with other members of the Industry Association in the upcoming week. The objective is to gain a more comprehensive and accurate understanding of the industrial landscape within the Union Territory.





ANNEXURES

Annexure-1 List of Attendees

Attendance Sheet for -Industry Interaction Session

Date 25/01/24

S.No	Name of the promoter	Name of the enterprise	Categories (Micro/Small/Medium)	Name of Industry association/Technical Body	Contact Number	Email ID	Address of the enterprise	Signature
①	SUMAYPREET SINGH	(1)		(1)				
②	GAUTAM SINGH	(1)		(1)	988298540			

Figure 3: Attendance Sheet - Interaction Session with Industry Association Leaders

Annexure 2-Images from FGD

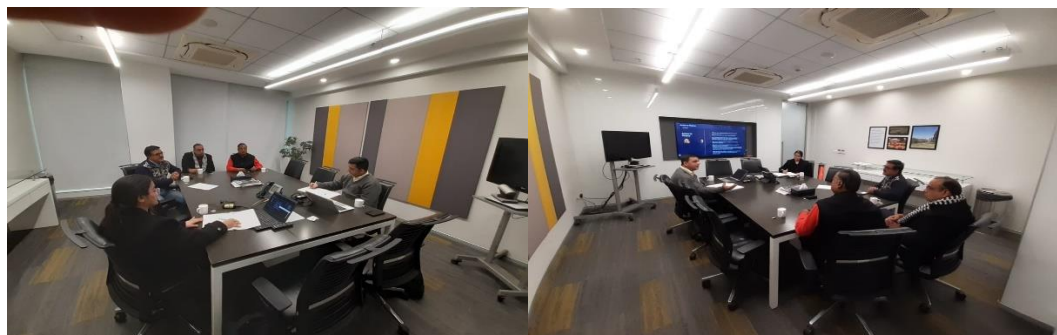


Figure 2: Images from the Focussed Group Discussions (FGDs)





Minutes of the Focus Group Discussion held with Industry Association Leaders as a part of SIP Preparation under Raising and Accelerating MSME Performance (RAMP) Programme in Chandigarh

Project	Preparation of Strategic Investment Plan under RAMP Programme in Chandigarh
Date	30.01.2024
Location	Ernst and Young, Elante Offices, Chandigarh
Total number of participants	8
Industries Associations in presence	▶ Laghu Udyog Bharti Association, Chandigarh
EY Team (Facilitators)	▶ Ms. Aditi Nagpal Batish- Enterprise Development Expert ▶ Mr. Vinod Kumar- MSME Financing Expert ▶ Mr. Sohom Dasgupta - Senior Consultant ▶ Mr. Raghuvir Agnihotri - Senior Consultant ▶ Ms. Pragya Priyambda - Associate Consultant
Agenda	▶ Overview of the RAMP programme and its objectives. ▶ Focus Group Discussion and Feedback on: ▶ Access to Finance ▶ Addressing Delayed Payments ▶ Access to Markets ▶ Environment & Safety Standards ▶ Infrastructure, Quality & Digitalization ▶ Identification of pain areas of MSMEs in the region.

Introduction:

The EY Team gave a warm welcome to the members of the industry association. The industry associations were informed that RAMP Scheme is a 5-year project jointly funded by the World Bank and the Govt of India. It has an outlay of INR 6062.45 Crore which aims for addressing pain areas of MSMEs in capacity building of Micro, Small and Medium Enterprises (MSMEs) in the States/ Union Territory of India (in facilitating Access to Finance, Addressing Delayed Payments, Access to Markets, Environment & Safety Standards, Infrastructure, Quality & Digitalization). The





Scheme has its first year for **preparation of the Strategic Investment Plan (SIP)** and EY has been selected by Industries Department, Chandigarh for the same. The SIP shall outline various projects and interventions for a holistic upliftment and development of the MSMEs in Chandigarh. The EY team delivered a presentation on the RAMP initiative, elucidating its objectives and presenting the array of existing schemes and policies.

The session conveyed that RAMP Program is designed to fortify institutions and governance at both the central and state levels. It aims to enhance collaboration between these levels, facilitate better linkages, and foster partnerships. The initiative also seeks to improve MSMEs' access to markets and credit, facilitate Market Expansion and Competitiveness for MSMEs, promotes Greening & Sustainability of MSMEs, tackle delayed payment concerns within the MSME sector across the nation. Attendees were actively encouraged to provide their insights, share their concern areas, highlight challenges, and offer suggestions. These insights are pivotal in crafting the envisioned RAMP policy for the state, ensuring it resonates effectively with the industry's needs and aspirations.

Minutes and Key Takeaways from the FGD:

- 1. Requirement for flexible policy on Free Hold / flatted factory properties:** The Association leaders mentioned that the Industries in Chandigarh consisted of very few industries who were allotted plot sites by the UT Government. Majority of Industries were working under Lease Hold Property arrangement rather than Free Hold property arrangement. The Association required flexible land policy for allocation of Free Hold Plots/ flatted factories along with lease hold properties for facilitating MSMEs in the region. The Association leaders also mentioned the requirement of Clear Title for their land/ property. The same would be required for easy transfer of property to the other party if need be.
- 2. Requirement for reassessment of Industrial/ Commercial Setups and modification and relaxing of Building & Land Laws vis-à-vis other States/ UT**

It was discussed by the members that the present Industrial/ Commercial Setups had old maps and old laws for Industrial / Commercial setups. The Administration could carry forward re-assessment of Industrial/ Commercial Setups, could relax the building and land laws, could allow modification of

maps, can make building and land laws more flexible like those for other

States & UTs and can also allow MSMEs for development/ modification of

their facilities, promoting expansion through procurement of new plots and allowing building more floors in their property. Presently even partitioning of facility/ modifications of the existing facility and putting in place temporary roofing was not allowed in the property and the entrepreneurs and the MSMEs were heavily fined by the administration if done by them, for the same.

- 3. Requirement of MSME Enterprise facilitation together with implementation of Building Regulations in Chandigarh.**





The Association leaders suggested that they have pursued the Chandigarh Administration representatives for implementation of Building Regulations (exercised by the Estate Office) together with providing better Enterprise Facilitation to MSMEs (falling under the Industries Department). Most of the times, the building regulations are strictly implemented on MSMEs, however the benefits to be provided to MSME Enterprises (as per Udyam Registrations and otherwise) are not facilitated by the Administration to the MSMEs.

4. Complete implementation of MSMED Act and proper implementation of MSME Policy in Chandigarh

The Association leaders mentioned that the presently the MSMED Act is not being completely implemented in the UT. The same needs to be implemented in totality. The Industries Department needs to identify MSME Enterprises and should take forward measures for proper implementation of Industrial/ MSME Policy with full effect.

5. Allowing B2C (Business to Consumer) selling, trading & related activities in Industrial Area & involving measures for facilitating Business Ecosystem

The association leaders mentioned that the Chandigarh Administration didn't allow B2C & related Business Activities in the Industrial Areas, however the same was not the case for other State/ UTs, due to which the MSMEs/ Industries in other States/ UTs were more facilitated and were generating better revenue.

The Administration also didn't allow trading activities to manufacturers in the UT which was also a bottleneck to most of the MSMEs involved in manufacturing. Due to the present restrictions, the MSMEs were greatly affected, were suffering losses and were also not able to achieve their full potential.

6. Awareness Sessions and dedicated MSME Wing in Industries Department for aiding in Government of India Schemes/ UT Schemes

The association members mentioned that the MSMEs in the UT lacked knowledge about Government of India Schemes related to Access to Finance/ Delayed Payments/ Greening of MSMEs/ Government Portals etc. A separate interaction cum awareness session can be planned for imparting knowledge to MSMEs. The association members also suggested that the Industries Department can also formulate a dedicated MSME Wing for assisting the MSMEs. The MSME Wing can establish a dedicated Help Desk and Facilitation Centre for MSMEs who can assist MSMEs regarding the Central/ UT Schemes, aiding in application filing, completion of paperwork, resolution of their complaints/ queries etc.

7. Awareness Sessions to be provided to Government Banks/ FIs regarding Capital Subsidy & other Financial Schemes of Government of India

The association leaders mentioned that Government Banks representatives lacked knowledge and awareness of Capital Subsidy Schemes and other Government of India's Financial Schemes. Due to which neither these banks approached the MSMEs for availing of Capital subsidies, nor were effectively able to facilitate and benefit the MSMEs couldn't get the benefit of Capital Subsidy Schemes.





8. Organizing a Seminar for MSMEs and Government Officers showcasing Best Practises done Internationally for MSMEs (including concept of Clusterization & International Cluster based initiatives practised in China, Japan, Taiwan, US, Europe etc.)

The Association leaders mentioned that they had visited different countries and have seen the benefits of Kaizen, Six Sigma, Lean, Poka Yoke, clusterization etc. being reaped in by MSMEs of different countries (viz. China, Japan, South Korea, Taiwan, Europe etc.). These nations have not only implemented such practises in their countries and trickled down systemized approach to its micro, small and medium enterprises. They have also made their product marketing India / World Centric for ensuring maximum market penetration in Indian/ World Markets. (e.g., for the same is when marketing officers and sales representatives pitch their products to companies in localized Indian/ World languages and greet Indians in Hindi/ local languages in Seminars etc.) China has also systemized Cluster based Product Development in its cities like Guangzhou and areas like Guangdong, Zhejiang, Shanghai, Jiangsu etc.).

In perspective of Chandigarh, Furniture, Cloth Fabrication, Automobile manufacturing etc. sectors can be readily taken for cluster-based processing/ production. A seminar may also be organized for MSMEs and Senior Government Officers (including Senior officers from Industries & other Departments.) to showcase capabilities and fortunes achieved by Industries/ MSME Enterprises by implementing such concepts in such countries. Various Cluster projects (including Research and Development/ Cold Storages/ Warehousing/ Common facilities) may also be taken up thereby.

9. Chandigarh Administration can enforce compulsory ZED Scheme Implementation for all MSMEs.

The association leaders suggested that the Chandigarh Administration could compulsorily implement ZED Scheme for all MSMEs and may make it mandatory for all MSMEs for getting Bronze/ Silver/ Gold Certification for taking benefit of MSME Schemes.

The revamping of systems by MSMEs under such programs could help them improve Quality (Zero Defect) and could also make them Deploy Environmentally Responsible practises, machinery and systems for reducing and eliminating polluting sources (Zero Effect). The units may also be asked to upgrade their certifications from Bronze/ Silver or from Silver to Gold. Certification from Government of India would ensure compliance and shall also facilitate the MSMEs.

10. Chandigarh Administration can facilitate Access to Finance, Technology and Markets to MSMEs with the help of various schemes & in implementing Government of India Schemes.

The members suggested that Chandigarh Administration can facilitate better Access to Finance, Access to Technology, Access to Markets with the introduction of new schemes and in implementing Government of India's Schemes.





11. Strengthening of Chandigarh UT's offices for proper facilitation and support:

The members emphasized the need to bolster the infrastructure and capabilities of Union Territory (UT) Departmental offices for providing more robust facilitation and support services. This enhancement shall facilitate to streamline processes, reduce bureaucratic hurdles, and ultimately contributing to the overall development of the MSMEs in the UT.

12. Simplification of Government processes for availing scheme benefits

The association members mentioned that the current processes in availing benefits under Government Scheme were too tedious and required lot of paperwork due to which most of the MSMEs could not take benefit of schemes. It was suggested that the UT Government can simplify the processes of application/ approval and to reduce the paperwork for facilitating MSMEs for availing schemes in the Union Territory.

13. Ease of availment of postfacto CTE / CTO for old Industries

It was indicated by the members that the region had many industries who were established before the establishment of Department / notification of current schemes and policies. For facilitating the MSMEs the Department can facilitate ease of availment of CTE/ CTO for old industries.

14. Introduction of One Time Settlement Scheme for MSMEs in the UT for clearing previous dues and easier resolution of disputes.

The members suggested that the UT Administration can introduce One Time Settlement Scheme for clearing of previous dues, notices & easier resolution of disputes of MSMEs, as facilitated by Haryana and can provide concessions as well for the benefit of the MSMEs.

15. Provisioning of Tool Rooms/ MSME & Industry centric Common Facilities & Industrial Training Institutes (ITI) in Chandigarh's Industrial Areas

The members stressed that the Chandigarh UT consisted of large number of multi-sector industries. To facilitate such multi-sector MSMEs, Tool Rooms (like Central Tool Room, Ludhiana), Common Facilities and Govt. Industrial Training Institutes (like the ITI, Ludhiana) can be provisioned by the Chandigarh Administration.

16. Development of Common Effluent Treatment Plant (CETP) for Red/ Orange Category Industries in the Industrial Area

The members discussed that the region had presence of multiple Red / Orange Category Industries. The EY RAMP Team suggested that for accessing effluent load from Red/ Orange Category Industries, a detailed diagnosis of Effluent Type and Effluent Load can be done in the Industrial Area post which a Common Effluent Treatment Plant (CETP) can be provisioned. The members suggested that CETP can be sanctioned and funded by the UT Administration for reducing the effluent load in the region.





17. Migration of most of the MSMEs / Industries to other States/ UT due to MSME friendly policies, schemes laws & ecosystem offered by other States/ UTs.

The members discussed that most of the other States/ UTs offered better benefits, MSME friendly policies, schemes & even benefits for expansions, property modifications (in comparison to the UT Chandigarh), due to which most of the Industries/ MSMEs across sectors were migrating to other States/ UT for taking active benefits. The Chandigarh Administration can thereby provide better benefits and balanced growth in the region to facilitate better MSME Centric Ecosystem.

18. Building Convention Hall (like Pragati Maidan, Delhi) for displaying Chandigarh's Major Products & on Airports/ Railway Stations.

The members suggested that Chandigarh Administration can build a major Convention Hall (like Pragati Maidan) with Display Centres.

can be built at Airports/ Railway Stations for major products manufactured in Chandigarh for promotion of Growth of MSMEs and for Business Activities in the Union Territory.

19. Government of India may be asked to modify schemes as per recent machinery pricings (Schemes joined to Machinery Index)

Government of India may also be approached to make all its Schemes Dynamic (viz. CGTMSE Scheme/ other schemes can be made dynamic &) can join them with Machinery Index. Similarly, MSME Definition can also be reviewed as per Machinery Index. This would make the loan facilitation, machinery facilitation, as per todays ground scenarios and shall better make the MSMEs competitive in the Global Markets.

Conclusion:

Towards the end of the interaction, the EY team thanked the Association leaders for sharing their valuable insights and proposed organizing a detailed Focussed Group Discussion (FGD) cum interaction Session with other members of the Industry Association, as well in the future.



ANNEXURES

Annexure-1 List of Attendees

[illegible]

Figure 4: Attendance Sheet - Interaction Session with Industry Association Leaders

Annexure 2-Images from FGD

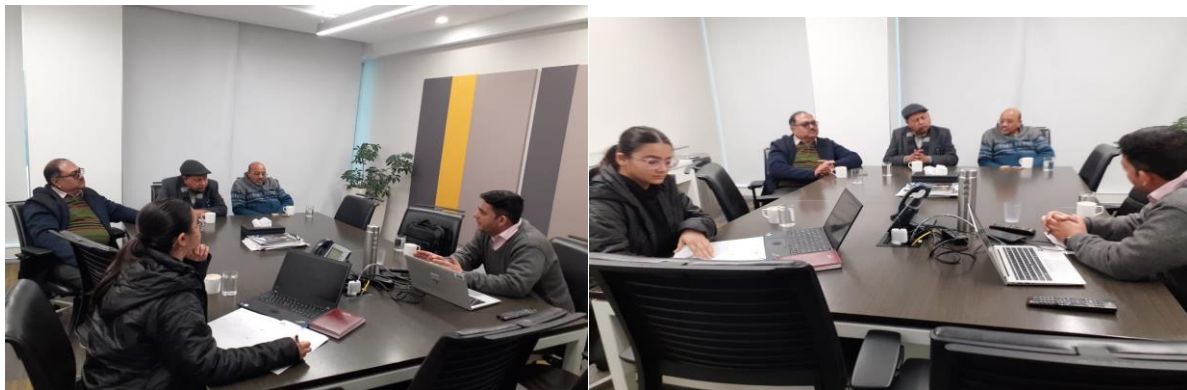


Figure 2: Images from the Focussed Group Discussions (FGDs)



Minutes of the Focus Group Discussion held with Industry Association Leaders as a part of SIP Preparation under Raising and Accelerating MSME Performance (RAMP) Programme in Chandigarh

Project	Preparation of Strategic Investment Plan under RAMP Programme in Chandigarh
Date	31.01.2024
Location	Ernst and Young, Elante Offices, Chandigarh
Total number of participants	8
Industries Associations in presence	▶ Chandigarh Industrial Youth Association, Chandigarh
EY Team (Facilitators)	▶ Ms. Aditi Nagpal Batish- Enterprise Development Expert ▶ Mr. Vinod Kumar- MSME Financing Expert ▶ Ms. Sohom Dasgupta - Senior Consultant ▶ Mr. Raghuvir Agnihotri - Senior Consultant ▶ Ms. Pragya Priyambda- Associate Consultant
Agenda	▶ Overview of the RAMP programme and its objectives. ▶ Focus Group Discussion and Feedback on: ▶ Access to Finance ▶ Addressing Delayed Payments ▶ Access to Markets ▶ Environment & Safety Standards ▶ Infrastructure, Quality & Digitalization ▶ Identification of pain areas of MSMEs in the region.

Introduction:

The EY Team gave a warm welcome to the members of the industry association. The industry associations were informed that RAMP Scheme is a 5-year project jointly funded by the World Bank and the Govt of India. It has an outlay of INR 6062.45 Crore which aims for addressing pain areas of MSMEs in capacity building of Micro, Small and Medium Enterprises (MSMEs) in the States/ Union Territory of India (in facilitating Access to Finance, Addressing Delayed Payments, Access to Markets, Environment & Safety Standards, Infrastructure, Quality & Digitalization).

The Scheme has its first year for preparation of the Strategic Investment Plan (SIP) and EY has been selected by Industries Department, Chandigarh for the same. The SIP shall outline various projects and interventions for a holistic upliftment and



development of the MSMEs in Chandigarh. The EY team delivered a presentation on the RAMP initiative, elucidating its objectives and presenting the array of existing schemes and policies.

The session conveyed that RAMP Program is designed to fortify institutions and governance at both the central and state levels. It aims to enhance collaboration between these levels, facilitate better linkages, and foster partnerships. The initiative also seeks to improve MSMEs' access to markets and credit, facilitate Market Expansion and Competitiveness for MSMEs, promotes Greening & Sustainability of MSMEs, tackle delayed payment concerns within the MSME sector across the nation.

Attendees were actively encouraged to provide their insights, share their concern areas, highlight challenges, and offer suggestions. These insights are pivotal in crafting the envisioned RAMP policy for the state, ensuring it resonates effectively with the industry's needs and aspirations.

Minutes and Key Takeaways from the FGD:

1. Requirement for flexible policy on Free Hold / flatted factory properties, allowing and Issue of Clear Title for land/ property: The Association leaders mentioned that the Industries in Chandigarh consisted of very few industries who were allotted plot sites by the UT Government on free hold. Majority of Industries were working under Lease Hold Property arrangement rather than Free Hold property arrangement (property was leased out to them for 99 years under certain condition in the Industrial Area). The Association required flexible land policy for allocation of Free Hold Plots/ flatted factories along with lease hold properties for facilitating MSMEs in the region. The Association leaders also mentioned the requirement of Clear Title for their land/ property. The same would be required for easy transfer of property to the other party if need be.
2. Requirement for reassessment of Industrial/ Commercial Setups and modification and relaxing of Building & Land Laws vis-à-vis other States/ UT

It was discussed by the members that the present Industrial/ Commercial Setups had old maps and old laws for Industrial / Commercial setups. The Administration could carry forward re-assessment of Industrial/ Commercial Setups, could relax the building and land laws, could allow modification of maps, can make building and land laws more flexible like those for other States & UTs and can also allow MSMEs for development/ modification of their facilities, promoting expansion, procurement of new plots or building more floors in their property.

Presently even partitioning of facility/ modifications of the existing facility and putting in place temporary roofing was not allowed in the property and the entrepreneurs and the MSMEs were heavily fined by the administration if done by them, for the same.

MSMEs were expected to leave middle portion vacant (without construction) as per Maps and modification in Maps was not allowed. However, for including big size machinery (viz. CNC etc.), for maintaining production, for keeping raw materials, for storage of finished products, for testing and other requirements & for ensuring smooth business operations more space was required in the factory premises. The same could not be used inspite of land availability in factory due to the present



stringent laws . The same was a big hurdle in normal functioning, growth and development of MSMEs/ Industries. These issues were non existent in other States/ UTs.

3. Awareness Sessions, Dedicated MSME Wing in Industries Department and Promotion of MSMEs for providing assistance for Government of India Schemes/ UT Schemes

The association members mentioned that the MSMEs in the UT lacked knowledge about Government of India Schemes related to Access to Finance/Delayed Payments/ Improving Accesses to Markets/ Improving Quality/ Technology Upgradation / Greening of MSMEs/ Government Portals etc. Multiple interaction cum awareness session can be planned for imparting knowledge to MSMEs. These MSMEs also lacked

The Industries Department can also formulate a dedicated MSME Wing for assisting the MSMEs in imparting knowledge of the Schemes. The MSME Wing can establish a dedicated Help Desk and Facilitation Centre for MSMEs who can assist MSMEs regarding the Central/ UT Schemes, aiding in application filing, completion of paperwork, taking benefits under such schemes & resolution of their complaints/ queries etc. The Helpdesk can also facilitate MSMEs regarding Export readiness.

The Industries Department can also take forward other Schemes/ carry forward measures for promotion of MSMEs.

4. Awareness Sessions to be provided by Government Banks/ FIs regarding Capital Subsidy & other Financial Schemes of Government of India

The association leaders mentioned that Government Banks representatives can conduct awareness sessions of Capital Subsidy Schemes and other Government of India's Financial Schemes.

Presently the leaders said that few MSMEs are taking subsidy under CGTMSE Schemes. They hoped that Credit Linked Capital Subsidy Scheme (CLCS Scheme) gets revived again by the Government of India.

5. Strengthening of UT's offices for proper facilitation and support: The members emphasized the need to bolster the infrastructure and capabilities of Union Territory (UT) Departmental offices for providing more robust facilitation and support services. This enhancement shall facilitate to streamline processes, reduce bureaucratic hurdles, and ultimately contributing to the overall development of the MSMEs in the UT.

6. Complete implementation of MSMED Act and proper implementation of MSME Policy in Chandigarh

The Association leaders mentioned that the presently the MSMED Act is not being completely implemented in the UT. The same needs to be implemented with full effect. Also Industries Department should take forward measures for proper implementation of Industrial/ MSME policy for the MSMEs.

7. Allowing B2C (Business to Consumer) selling, trading & related activities in Industrial Area & involving measures for facilitating Business Ecosystem



The members mentioned that the Chandigarh Administration allowed B2B Activities but didn't allow B2C & related Business Activities in the Industrial Areas, however the same was not the case for other State/ UTs. The Administration also didn't allow trading activities to manufacturers in the UT which was also a bottleneck to most of the MSMEs involved in manufacturing. It was discussed that the Service Industry like IT & other Services were not facing such challenges and were allowed to operate fully.

Due to present restrictions, MSMEs were greatly affected, were suffering losses and were also not able to achieve their full potential.

The association leaders further suggested that upgradation of necessary infrastructure should be ensured by the Chandigarh Administration for facilitating the same.

8. Upgradation of Fire Safety Norms & provisioning of Fire Safety Common Facility in the Industrial Area for the benefit of MSMEs/ Industries:

It was discussed that the construction of MSME buildings (like other buildings of Chandigarh) had old construction. Apart from implementing fire safety measures, the Fire Safety norms also required construction of 50,000 litres tank with pumps and motors on factories ceiling, which was recently reduced to 20,000 litres. The construction of such infrastructure was a safety risk for buildings and also involved much costs and infrastructure. The Chandigarh Administration can instead implement innovative methods for resolving such issues. It was suggested by the association leaders that to facilitate multi-sector MSMEs, Common Facilities (viz. Common Hydrant Systems connected to Water/ Fire Safety pipelines, installation of Fire Monitoring Systems etc.) can be provisioned by the Chandigarh Administration.

9. Development of Integrated and Industry Specific common facilities

(viz. common Industry specific testing facilities, Training & Skill

Development Centres, Warehouses etc.):

In discussions it emerged that the Chandigarh UT consisted of large number of multi-sector industries. For facilitating such MSMEs/ Industries Integrated Product Specific Facilities and Industry Specific Common Facilities can be developed by Chandigarh Administration, wherein the

MSME/ Industries can utilize common machinery on job work basis (for drilling, CNC cutting, shaping, welding, packaging, part making etc. as per their requirements) This would save costs of MSME/ Industries and shall also facilitate them.

Industry Specific common facilities may also involve testing facility for Industries, Training & Skill Development Centre for workforce, Warehouses, Common Marketing & Handholding Centres, Technology Upgradation Soft Interventions etc.) as per industry/ MSME needs.

CIDCO/ other Government Agency can help develop and run the same.

10. Development of Common Effluent Treatment Plant (CETP) for Red/ Orange Category Industries in the Industrial Area



The members discussed that the region had presence of multiple Red / Orange Category Industries (viz. approx. 100 Electroplating Industries were present in UT's Industrial Areas.).

The EY RAMP Team suggested that for accessing effluent load from Red/ Orange Category Industries, a detailed diagnosis of Effluent Type and Effluent Load can be done in the Industrial Area post which a Common Effluent Treatment Plant (CETP). The members suggested that CETP can be sanctioned and funded by the UT Administration for reducing the effluent load in the region.

11. Ease of availment of postfacto CTE / CTO for old Industries

It was indicated by the members that the region had many industries who were established before the establishment of Department / notification of current schemes and policies. For facilitating the MSMEs the Department can facilitate ease of availment of CTE/ CTO for old industries.

12. Inviting other OEMs/ MSMEs to setup manufacturing in Chandigarh

It was discussed by the association leaders that presently no big MSMEs Industry/ OEMs (viz. in Automobile Manufacturers/ Automobile Parts manufacturers/ Pharmaceuticals/ Healthcare) were present in the region. All were present in Delhi/ Bangalore/ Chennai/ Gujrat. The presence of few big OEMs/ MSMEs/ Industries shall help create an entire ecosystem production setups and vendor-based supply chains. The same would aid the development of region and brining in better revenues for the UT as well.

13. Provisioning of Tax relaxations/ Subsidy Schemes / Benefits to MSMEs

The Association leaders pointed out that before 2015, Chandigarh was provided Tax benefits facility wherein the UT Administration charged charged 2% tax to them. The same was alike benefits provided to Himachal Pradesh. Post Implementation of GST, all tax concessions and benefits were ended by the Government of India.

The Association leaders suggested that Chandigarh Administration can launch Subsidy Schemes/ Relief Schemes for the benefit of MSMEs alike those proposed in Haryana/ Punjab wherein the MSMEs were greatly benefitted.

14. Introduction of One Time Settlement Scheme for MSMEs in the UT Chandigarh for clearing previous dues/ challans and easier resolution of disputes.

The members suggested that the UT Administration can introduce One Time Settlement Scheme for clearing of previous dues, challans, notices & easier resolution of disputes of MSMEs, as facilitated by Haryana and can also provide concessions as well for the benefit of the MSMEs.

15. Facilitation Support to MSMEs for Implementation of ZED/ Lean / Other Schemes

Chandigarh Administration can facilitate local MSMEs (like Haryana / other progressive States) in their certification and development of facilities as per ZED/ Lean/ other Schemes of Government of India.



Conclusion:

Towards the end of the interaction, the Association leaders requested for a similar interactive session with MSMEs for RAMP Program in a Seminar.

The EY team thanked the Association leaders for sharing their valuable insights and proposed organizing a detailed Focussed Group Discussion (FGD) cum interaction Seminar Session with other members of the Industry Association in the future.



ANNEXURES

Annexure-1 List of Attendees

Attendance Sheet for -Industry Interaction Session								Date
S.No	Name of the promoter	Name of the enterprise	Categories (Micro/Small/Medium)	Name of Industry association/Technical Body	Contact Number	Email ID	Address of the enterprise	Signature
1.	MANISH NIGAM	Nigam Scientific Works	Micro	Chandigarh Industrial Youth Association	9815625253	scientificworks@yahoo.com	PLOT No-15, I.A-II, Chd.	Manish
2.	DEEPAK KUMAR	DNA EXPERT SERVICES	MICRO	C.I.Y.A	981556146	deepak.kumar@dnaexpert.in	PLOT No. 4, FF IND. AREA PH-2 CHD	
3.	RITESH ARORA	PAUL & PAUL ENTERPRISES	MICRO	C.I.Y.A	9815989761	paulinpaul@gmail.com	PLOT No. 383 I.A, PH2 CHD	R Arora

Figure 5: Attendance Sheet - Interaction Session with Industry Association Leaders



Minutes of the Focus Group Discussion held with Industry Association Leaders as a part of SIP Preparation under Raising and Accelerating MSME Performance (RAMP) Programme in Chandigarh

Project	Preparation of Strategic Investment Plan under RAMP Programme in Chandigarh
Date	01.02.2024
Location	Ernst and Young, Elante Offices, Chandigarh
Total number of participants	8
Industries Associations in presence	▶ Federation of Chandigarh Automobiles Dealers
EY Team (Facilitators)	▶ Ms. Aditi Nagpal Batish- Enterprise Development Expert ▶ Mr. Vinod Kumar- MSME Financing Expert ▶ Ms. Sohom Dasgupta - Senior Consultant ▶ Mr. Raghuvir Agnihotri - Senior Consultant
Agenda	▶ Overview of the RAMP programme and its objectives. ▶ Focus Group Discussion and Feedback on: ▶ Access to Finance ▶ Addressing Delayed Payments ▶ Access to Markets ▶ Environment & Safety Standards ▶ Infrastructure, Quality & Digitalization ▶ Identification of pain areas of MSMEs in the region.

Introduction:

The EY Team gave a warm welcome to the members of the industry association. The industry associations were informed that RAMP Scheme is a 5-year project jointly funded by the World Bank and the Govt of India. It has an outlay of INR 6000 Crore which aims for addressing pain areas of MSMEs in capacity building of Micro, Small and Medium Enterprises (MSMEs) in the States/ Union Territory of India (in facilitating Access to Finance, Addressing Delayed Payments, Access to Markets, Environment & Safety Standards, Infrastructure, Quality & Digitalization).

The Scheme has its first year for preparation of the Strategic Investment Plan (SIP) and EY has been selected by Industries Department, Chandigarh for the same. The SIP shall outline various projects and interventions for a holistic upliftment and development of the MSMEs in Chandigarh. The EY team delivered a presentation on



the RAMP initiative, elucidating its objectives and presenting the array of existing schemes and policies.

The session conveyed that RAMP Program is designed to fortify institutions and governance at both the central and state levels. It aims to enhance collaboration between these levels, facilitate better linkages, and foster partnerships. The initiative also seeks to improve MSMEs' access to markets and credit, facilitate Market Expansion and Competitiveness for MSMEs, promotes Greening & Sustainability of MSMEs, tackle delayed payment concerns within the MSME sector across the nation.

Attendees were actively encouraged to provide their insights, share their concern areas, highlight challenges, and offer suggestions. These insights are pivotal in crafting the envisioned RAMP policy for the state, ensuring it resonates effectively with the industry's needs and aspirations.

Minutes and Key Takeaways from the FGD:

1. Addition of Auto Dealership Code by the Chandigarh Administration

The Association leaders mentioned that Auto Dealers and Auto Manufacturers Code (NIC Code 45401 - containing Wholesale or retail sale of new motorcycles, mopeds, scooters and three wheelers) was not available on Chandigarh's Industrial Departments/ Chandigarh Administration sites. The MSMEs in this field inspite of their high contributions to Chandigarh's Economy couldn't get any benefits and considerations due to the same.

2. Requirement for flexible policy on Free Hold / flatted factory properties: The Association leaders mentioned that the Industries in Chandigarh consisted of very few industries who were allotted plot sites by the UT Government. Majority of Industries were working under Lease Hold Property arrangement rather than Free Hold property. The Association required flexible land policy for allocation of Free Hold Plots/ flatted factories along with lease hold properties for facilitating MSMEs in the region.

3. Requirement for reassessment of Industrial/ Commercial Setups and modification and relaxing of Building & Land Laws vis-à-vis other States/ UT

It was discussed by the members that the present Industrial/ Commercial Setups had old maps and old laws for Industrial / Commercial setups. The Administration could carry forward re-assessment of Industrial/ Commercial Setups, could relax the building and land laws and can make them more flexible like those for other States & UTs and can also allow MSMEs for development/ modification of their facilities, promoting expansion, procurement of new plots.

4. Awareness Sessions and Dedicated MSME Wing in Industries Department for aiding in Government of India Schemes/ UT Schemes

The association members mentioned that the MSMEs in the UT lacked knowledge about Government of India Schemes related to Access to Finance/ Delayed Payments/ Greening of MSMEs/ Government Portals etc. A separate interaction cum awareness session can be planned for imparting knowledge to MSMEs. The association members also suggested that the Industries Department can also formulate a dedicated MSME Wing for assisting the MSMEs. The MSME Wing can



establish a dedicated Help Desk and Facilitation Centre for MSMEs who can assist MSMEs regarding the Central/ UT Schemes, aiding in application filing, completion of paperwork, resolution of their complaints/ queries etc.

5. Awareness Sessions to be provided to Government Banks/ FIs regarding Capital Subsidy & other Financial Schemes of Government of India

The association mentioned that Government Banks representatives lacked knowledge and awareness of Capital Subsidy Schemes and other Government of India's Financial Schemes. Due to which neither these banks approached the MSMEs for availing of Capital subsidies, nor were effectively able to facilitate and benefit the MSMEs couldn't get the benefit of Capital Subsidy Schemes. The Association leaders mentioned that the provisioning of these schemes through SIDBI was easier than other Government Banks, the Capital Subsidy of machinery was directly transferred into the bank accounts of MSMEs, when handled by SIDBI.

6. Strengthening of UT's offices for proper facilitation and support:

The members emphasized the need to bolster the infrastructure and capabilities of Union Territory (UT) Departmental offices for providing more robust facilitation and support services. This enhancement shall facilitate to streamline processes, reduce bureaucratic hurdles, and ultimately contributing to the overall development of the MSMEs in the UT.

7. Simplification of Government processes for availing scheme benefits

The association members mentioned that the current processes in availing benefits under Government Scheme were too tedious and required lot of paperwork due to which most of the MSMEs could not take benefit of schemes. It was suggested that the UT Government can simplify the processes of application/ approval and to reduce the paperwork for facilitating MSMEs for availing schemes in the Union Territory.

8. Allowing B2C (Business to Consumer) selling & related activities in Industrial Area & involving measures for facilitating Business Ecosystem

The members mentioned that the Chandigarh Administration didn't allow B2C & related Business Activities in the Industrial Areas and in other parts of UT, due to which the MSMEs were greatly affected, were suffering losses and were also not able to achieve their full potential. The Business Community was bearing the brunt of heavy taxes, penalties and notices, however much needs to be done for facilitation of the Business Ecosystem across Manufacturing & Service Sectors.

9. Ease of availment of postfacto CTE / CTO for old Industries

It was indicated by the members that the region had many industries who were established before the establishment of Department / notification of current schemes and policies. For facilitating the MSMEs the Department can facilitate ease of availment of CTE/ CTO for old industries.

10. Introduction of One Time Settlement Scheme for MSMEs in the UT for clearing previous dues and easier resolution of disputes.

The members suggested that the UT Administration can introduce One Time Settlement Scheme for clearing of previous dues, notices & easier resolution of



disputes of MSMEs, as facilitated by Haryana and can provide concessions as well for the benefit of the MSMEs.

11. Migration of most of the MSMEs / Industries to other States/ UT due to MSME friendly policies, schemes laws & ecosystem offered by other States/ UTs.

The members discussed that most of the other States/ UTs offered better benefits, MSME friendly policies, schemes & even benefits for expansions, property modifications (in comparison to the UT Chandigarh), due to which most of the Industries/ MSMEs across sectors were migrating to other States/ UT for taking active benefits. The Chandigarh Administration can thereby provide better benefits and balanced growth in the region to facilitate better MSME Centric Ecosystem.

12. Many State Governments have tied up with locally based approved agencies for providing better facilitations.

The members mentioned that many State Governments have tied up with their locally approved agencies for providing better facilitations to MSMEs (viz. the States of Punjab & Haryana have tied up with the local approved agencies (approved by their respective Pollution Control Boards) for meeting the Waste Management, Water filtration & Water treatment needs in the State. Also, Mohali has presence of Water Filtration Agencies (viz. JVR & others) who are actively assisting in water treatment. The onus of water treatment thereby lied also on Aggregators rather than only on the MSMEs. The Chandigarh Administration can also take forward similar practises for the betterment of MSME Ecosystem in the UT.

13. Provisioning of MSME & Industry centric Common Facilities in the Industrial Areas:

It was discussed during the meeting that presently, not a single Common Facility was developed in the UT Chandigarh, under Government of India Schemes.

The members stressed that the Chandigarh UT consisted of large number of multi-sector industries. To facilitate such multi-sector MSMEs, Common Facilities (viz. Common Hydrant Systems, Fire Monitoring Systems etc.) can be provisioned by the Chandigarh Administration. It was discussed by the association members that the Chandigarh Administration was already collecting Fire Cess from the MSMEs, the Administration may utilize the same for funding the project. Similarly other MSME/ Industry Specific Common Facilities in the Industrial Area can also be explored/ provisioned.

14. Development of Common Effluent Treatment Plant (CETP) for Red/ Orange Category Industries in the Industrial Area

The members discussed that the region had presence of multiple Red / Orange Category Industries. The EY RAMP Team suggested that for accessing effluent load from Red/ Orange Category Industries, a detailed diagnosis of Effluent Type and Effluent Load can be done in the Industrial Area post which a Common Effluent Treatment Plant (CETP) can be provisioned. The members suggested that CETP can be sanctioned and funded by the UT Administration for reducing the effluent load in the region.

**Conclusion:**

Towards the end of the interaction, the EY team thanked the Association leaders for sharing their valuable insights and proposed organizing a detailed Focussed Group Discussion (FGD) cum interaction Session with other members of the Industry Association, as well in the future.

ANNEXURES

Annexure-1 List of Attendees

Attendance Sheet for -Industry Interaction Session								
S.No	Name of the promoter	Name of the enterprise	Categories (Micro/Small/Medium)	Name of Industry association/Technical Body	Contact Number	Email ID	Address of the enterprise	Signature
	R K Garg Swami Auto Bike & Parts	Swami Auto Bike (Bike)	MSME	Federation of Automobile & Motor Parts	92162 01374	RK1324@gmail.com		
	Nilesh Gupta Nik Auto Links Pvt. Ltd.	Nik Auto Links UP	MSME	F.A.D. - Chd.	988811 0531	autoimkechd@gmail.com		
	Rajeev Dahiya Berkeley Auto	Berkeley Automobiles	MSME	FADA	98154 00002	rajeevalahiya@berkeleyauto.com		
	VAISHAV MEHAN NDM AUTOWHEELS	NDM BAJAJ AUTOFACE NETWORK	MSME	FADA	986120 490	VAISHAV.MEHAN@NDMBAJAJ.COM		

Figure 6: Attendance Sheet - Interaction Session with Industry Association Leaders

Annexure 2-Images from FGD



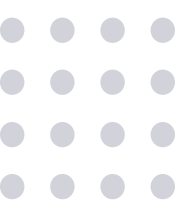
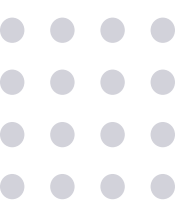


Figure 2: Images from the Focussed Group Discussions (FGDs)





8.2 Questionnaire for Survey

Focus Group Discussion (FGD) for Chandigarh Industries

Questionnaire for Focus Group Discussion with MSMEs and Industry Associations.

[Sign in to Google](#) to save your progress. [Learn more](#)

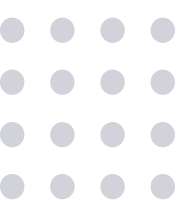
Chandigarh RAMP Questionnaire

RAMP Is A Government of India Funded Programme For MSMEs Aimed at Creating on Ground Interventions for Improvement of Business Capabilities.

This questionnaire will help in creation of targeted interventions which will help in addressing challenges and gaps for MSMEs in Chandigarh.

Thus we request to fill up the questionnaire and it would take approximately 7-8 minutes





Details of Enterprise

Name of Enterprise *

Your answer

Scale of Enterprise *

Choose

Name of Entrepreneur

Your answer

Location of Operations *

Choose

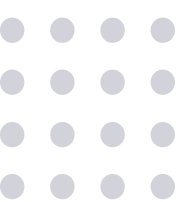
Contact Number *

Your answer

Udyam Registration

Choose





Address of Enterprise

Your answer

Kind of Enterprise

Choose

E-Mail ID

Your answer

Do you have GST registrations?

☐ Yes

☐ No

Sector of Operations

☐ Agri based activities and Agri - Machinery

☐ Apparel & Leather Products

☐ Automotive & Auto Components

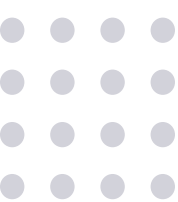
☐ Chemicals

☐ Education

☐ Energy Generation (Petroleum, Natural Gas, Power, etc.)

☐ Food Processing





☐ IT& ITeS

☐ Jewellery

☐ Logistics (Transport, warehouse, courier)

☐ Machinery & Equipment

☐ Metals & Fabricated (Fasteners, Heavy Machinery Parts, etc.)

☐ Metallurgy (Coating, Galvanization, etc)

☐ Mining

☐ Non-Metallic

☐ Mineral Products

☐ Paper & Paper allied products

☐ Pharmaceuticals & Medical Devices

☐ Printing

☐ Rubber & Plastic products

☐ Telecommunication

☐ Textile

☐ Tourism & Hospitality

☐ Toys

☐ Wood & Allied products

☐ Food and Beverages/Hospitality/Restaurants

☐ Street Vendors

☐ Other: _____

Do you have PAN Number ?

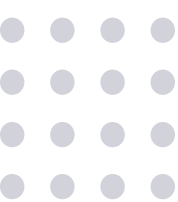
Choose

▼

Major products /services manufactured by your enterprise.

Your answer _____





Do you file tax return of enterprise?

☐ Yes

☐ No

☐ Sometimes

Year of Commencement of Operations

Your answer

Owned by Woman Entrepreneur?

Category

Ownership Type

☐ Proprietary

☐ Family

☐ Private Limited

☐ Company

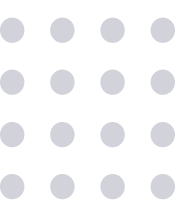
☐ Partnership

☐ Trust

☐ Society

☐ Self Help Group





- ☐ Co-Operative
- ☐ Public Limited
- ☐ Company
- ☐ Limited Liability
- ☐ Other: _____

Years of operation

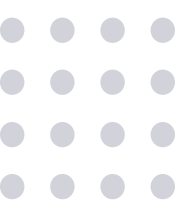
Choose _____

How has COVID 19 impacted your business (Select all relevant options)

- ☐ Impact on sales
- ☐ Availability of raw material
- ☐ Was forced to terminate/dismiss/reduce staff members.
- ☐ Exports affected
- ☐ Liquidity issues/loans not sanctioned
- ☐ Moving to digital modes has been a challenge
- ☐ Discontinued Government benefits/ no new COVID specific benefits availed
- ☐ Other: _____

What did the enterprise do in response to the COVID shock?

- ☐ Increased use of digital platforms
- ☐ Investment in digital solutions
- ☐ Repackaged product mix
- ☐ Modified product/service delivery
- ☐ Explored larger market
- ☐ Other: _____



Access to finance

Have you ever applied for loan?

Choose

If yes, where did you apply for loan?

☐ Bank

☐ NBFC

☐ MFI/ Cooperative

☐ Informal source

☐ Other: _____

Did you require collateral for getting finance from the Financial Institutions?

Choose

What are some major reasons for rejection of loan applications?

☐ Lack of Collateral

☐ Incomplete Documentation

☐ Lack of concrete business proposal

☐ Poor credit score

☐ Too much debt

☐ Not knowing the purpose of loan

☐ Loan processing time

☐ Unpaid debts/loan default

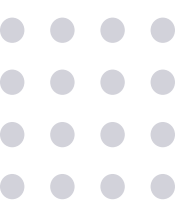
☐ Negative cash flows

☐ Other: _____

Are you aware of Govt. schemes providing finance for MSMEs?

Choose





Addressing delayed payments

Does your enterprise face the issue of delayed payments? If yes how do you solve the issue?

Choose



Do you know about TReDs platforms?

Choose



Are you onboarded on any of the TReDs platform?

Choose



Are you aware of the SAMADHAN Portal?

☐ Yes

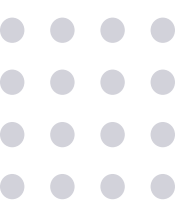
☐ No

Have you used the portal for settlement of industrial disputes/claims/complaints?

☐ Yes

☐ No





Access to markets

What are the current methods of Marketing and Branding practiced by the enterprise?

Your answer _____

Where are the most of the business's customers located?

Choose ▼

Most of your customers are

Choose ▼

Is the enterprise utilizing digital/social media/ecommerce for reaching out to customers?

☐ WhatsApp

☐ Instagram

☐ Facebook

☐ Own website

☐ Flipkart

☐ Amazon

☐ Meesho

☐ ONDC

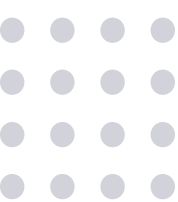
☐ Big basket

☐ Other: _____

Has the enterprise participated in trade fair/exhibition/Vendor development programs/ buyer seller meet etc

Choose ▼





Environment and Safety Standards

What of kind environmental & safety measures you have implemented in your organization?

☐ Air pollution control

☐ Wastewater management

☐ Solid waste management

☐ Noise and Vibration abatement

☐ Environmental Monitoring analysis and assessment

☐ Cleaner/resource efficient technologies and processes

☐ Cleaner/resource efficient products

☐ Recycled materials

☐ Renewable Energy

☐ Natural risk management

☐ Heat/Energy saving measures

☐ Other: _____

Does your enterprise use Effluent Treatment Plants (ETP) ?

Choose ▾

Is there a Common ETP for group of MSMEs in your area?

Choose ▾

What are challenges faced by your enterprise in ensuring energy efficient manufacturing and business practices?

Your answer _____





Infrastructure, Technology and Quality

What is the current level of digitization in your organization?

Choose



Does the enterprise have any of the following infrastructural issues?

- ☐ Water
- ☐ Wastewater disposal
- ☐ Solid waste disposal
- ☐ Road/Connectivity
- ☐ 24*7 Electricity
- ☐ Warehousing
- ☐ Cold storage
- ☐ Other: _____

Are you aware of certifications such as ZED, LEAN manufacturing etc?

- ☐ Yes
- ☐ No

If yes, which category of certification have you availed?

- ☐ Bronze
- ☐ Gold
- ☐ Silver

Have you found these certifications beneficial for the enterprise?

- ☐ Yes
- ☐ No



Our offices

Ahmedabad

22nd Floor, B Wing, Privilon
Ambli BRT Road,
Behind Iskcon Temple,
Off SG Highway
Ahmedabad - 380 059
Tel: + 91 79 6608 3800

Bengaluru

12th & 13th floor
"UB City", Canberra Block
No.24 Vittal Mallya Road
Bengaluru - 560 001
Tel: + 91 80 6727 5000

Ground Floor, 'A' wing
Divyasree Chambers
11, O'Shaughnessy Road
Langford Gardens
Bengaluru - 560 025
Tel: + 91 80 6727 5000

Chandigarh

Elante offices, Unit No. B-613 & 614
6th Floor, Plot No- 178-178A
Industrial & Business Park, Phase-I
Chandigarh - 160 002
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Chennai

Tidel Park, 6th & 7th Floor
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Taramani, Chennai - 600 113
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Ground Floor
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Sector 44, Gurugram - 122 003
Chandigarh
Tel: +91 124 443 4000

3rd & 6th Floor, Worldmark-1
IGI Airport Hospitality District
Aerocity, New Delhi - 110 037
Tel: + 91 11 4731 8000

4th & 5th Floor, Plot No 2B
Tower 2, Sector 126
Gautam Budh Nagar, U.P.
Noida - 201 304
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Hyderabad

THE SKYVIEW 10
18th Floor, "SOUTH LOBBY"
Survey No 83/1, Raidurgam
Hyderabad - 500 032
Tel: + 91 40 6736 2000

Jamshedpur

1st Floor, Fairdeal Complex
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Bistupur, Jamshedpur - 831 001
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Tel: + 91 657 663 1000

Kochi

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NH-49, Maradu PO
Kochi - 682 304
Tel: + 91 484 433 4000

Kolkata

22 Camac Street
3rd Floor, Block 'C'
Kolkata - 700 016
Tel: + 91 33 6615 3400

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14th Floor, The Ruby
29 Senapati Bapat Marg
Dadar (W), Mumbai - 400 028
Tel: + 91 22 6192 0000

5th Floor, Block B-2
Nirlon Knowledge Park
Off. Western Express Highway
Goregaon (E)
Mumbai - 400 063
Tel: + 91 22 6192 0000

Pune

C-401, 4th floor
Panchshil Tech Park, Yerwada
(Near Don Bosco School)
Pune - 411 006
Tel: + 91 20 4912 6000

Ernst & Young LLP

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