State IPA Capacity Building Program: Phase II

National Report & Compendium of Good Practices
An assessment of investment promotion facilitation preparedness of State IPAs
Disclaimer

- **State Investment Promotion Intermediaries (IPIs)** such as (i) full-fledged **Investment Promotion Agency (IPA)**, (ii) **Investment Cell** established within the Industries Department or the Directorate, (iii) **Investment Promotion Team** within State Industrial Development Corporation, are typically the bodies entrusted with the mandate of investment promotion and facilitation in a state. Throughout the report, we will be using the words IPA and IPI interchangeably, which could refer to any of the aforementioned types of investment promotion bodies/teams.

- **This report has two parts** – Part A: National Report & Part B: Compendium of Good Practices. While each can be read standalone, Part-A should be referred to for details on the project framework, methodology etc.

- **Part A - National Report** entails observations on the overall performance of the Indian State Investment Promotion Agencies (IPAs) that participated in ‘State IPA Rating’ project: Phase II of Invest India’s Capacity Building Program for State IPAs. Invest India shared customized reports, to the 20 participating IPAs, entailing tailor-made recommendations for further strengthening their agency and enhancing their preparedness on Investment Promotion and Facilitation.

- Part A is intended for circulation among Indian Investment Promotion Agencies, State Industries Departments, Organizations/Cells handling investment promotion and facilitation as part of their mandate.

- **Part B - Compendium of Good Practices** entails case studies from Indian State IPAs. All state IPAs were given the opportunity to submit case studies for the compendium, regardless of their participation status in State IPA Rating project. These pertain to the following three categories:
  
  - Good practices observed by Invest India during the evaluation phase of State IPA Rating have been developed into case studies. These case studies have been published upon receiving feedback and approval from the concerned State IPA
Case studies submitted by the participating states, on any innovative good practice, other than the ones identified by Invest India during project evaluation stage

Case studies submitted by State IPAs that did not participate in State IPA Rating project, on any innovative practices/success stories being followed by the state’s nodal agency for investment promotion and allied activities

- All facts and figures quoted in the case studies have been shared directly by the concerned State IPA.

- Please note that while many other states may also be following similar approaches for a given theme, only select examples have been highlighted. The objective is only to highlight the actual practice being followed and for states to learn from each other.

- Part B is intended for a wider circulation, among organizations such as Multilateral agencies, Industry bodies, Diplomatic Missions, other country, and regional Investment Promotion Agencies etc.

- The report (collectively Part A & B) is also relevant for State Investment Promotion Agencies/Teams, that did not partake in the ‘State IPA Rating’ project, as it provides (i) recommendations (in Part A) on improving and augmenting its capacity to attract, facilitate and retain investments, as well as (ii) examples of good practices of other Indian State IPAs (in Part B).
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PART B: COMPENDIUM OF GOOD PRACTICES
Introduction

In 2017, Invest India, under the directive of Department for Promotion of Industry & Internal Trade (DPIIT), initiated a nation-wide program on strategic advisory and guidance for the evolution of Indian State Investment Promotion Agencies (IPAs). This project was initiated with the aim of understanding the strengths and weaknesses of Indian State IPAs, identifying gap areas, preparing state specific reports with recommendations on areas of improvement and practical actions to be undertaken.

Thus far, two phases have been concluded. While Phase I entailed an assessment of State IPAs based on a 55-parameter survey across eight themes, Phase II incorporated learnings from Phase I and was rolled out in the form of a confidential rating of State IPAs based on 74-parameter questionnaire across eight themes (Refer ‘Part-A National Report’ for more details on the project, specifically the framework and findings).

While evaluating the responses and the evidence submitted by Indian State IPAs in Phase II: State IPA Rating, we observed several good practices being followed by them. Additionally, since then, we have observed that IPAs across the country have undertaken several innovative initiatives to strengthen their positioning and offering in the post pandemic transformed investment landscape. In this direction, we believe now is an opportune time for IPAs in India and relevant stakeholders in the Investment Promotion ecosystem to learn from each other, as well as showcase their innovative practices and success stories.

Part – B: Compendium of Good Practices highlights these good practices across eight themes (Mandate & Organization, Strategy & Marketing, Targeting Investors, Winning Investment Projects, Facilitating Investment Projects, Aftercare, Systems & Infrastructure, Website - These themes represent the key functions of a best-in-class IPA) in the blue boxes given below.
PILLAR 1: MANDATE AND ORGANIZATION

Does the State IPA have a well-defined mandate and organizational structure for investment promotion?

This pillar is the fundamental starting point for any focused Investment Promotion effort. The IPA needs to have a clear mandate for carrying out its functions, together with staff that have the right training and role specification to ensure focus on these specialized activities, rather than their time being taken away by other unrelated activities.

There are various good practices that an IPA should be able to demonstrate within this pillar. These include:

- Ensuring the IPA’s mandate explicitly mentions that it is expected to carry out Investment Promotion. This should include aspects around image building and marketing of the state, information provision and facilitation services for investors, as well as aftercare and policy advocacy
- Having a procedure to regularly evaluate performance against the IPA’s mandate
- Ensuring strict independence between the activities of investment promotion, facilitation, and policy advocacy with those of policy setting/formulating in the same organization. The standard norm for Investment Promotion Agencies across the globe is to limit its role to collating feedback from the industry and other stakeholders and sharing the same with the Government as an input into policy-making
- Having IPA staff dedicate their time on investment promotion functions, rather than also being expected to carry out activities that are not related to providing services to investors
- Researching and benchmarking to improve its own strategy and the quality-of-service delivery. This may simply mean researching the activities of peer IPAs or engaging external support from experts to learn about the same
- Having IPA staff with sufficient training or experience specifically in investment promotion and facilitation activities
- Following a Standard Operating Procedure (SOP) on Grievance Redressal, pertaining to any / all stages of the investment process
Box feature 1: KUM – Employee’s training program

Karnataka Udyog Mitra (KUM) facilitates a few training programs for its employees and curates’ year-long sessions/trainings on boosting the technical skill and soft skills of its employees.

❖ In-house Training

The employees of KUM go through mandatory assessment across three phases and must achieve a minimum qualifying criterion for passing each phase.

Phase-wise course details of the training program:

<table>
<thead>
<tr>
<th>PHASE – I</th>
<th>PHASE – II</th>
<th>PHASE - III</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Soft Skills</strong></td>
<td><strong>Technical Skills</strong></td>
<td><strong>Soft Skills</strong></td>
</tr>
<tr>
<td>• Attire and Dining etiquettes</td>
<td>• Single Window System – Procedures and Clearances</td>
<td>• Probing Skills</td>
</tr>
<tr>
<td>• Effective Communication in the Globalised Workplace</td>
<td>• Business Law I</td>
<td>• Being Assertive</td>
</tr>
<tr>
<td>• Foreign Language (Optional)</td>
<td>• Land – Acquisition, Purchase and Transfer</td>
<td>• Business Communication</td>
</tr>
<tr>
<td>• DPR Evaluation and Review</td>
<td>• Positive Thinking</td>
<td>• Foreign Language (Optional)</td>
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</table>

As an example, the employee training calendar followed by KUM during June 2018 – March 2019 is shown below:

<table>
<thead>
<tr>
<th>2018</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td>June</td>
<td></td>
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<tr>
<td>July</td>
<td>Aug</td>
</tr>
<tr>
<td>Aug</td>
<td>Sep</td>
</tr>
<tr>
<td>PHASE I</td>
<td>PHASE II</td>
</tr>
<tr>
<td>EVALUATION</td>
<td></td>
</tr>
</tbody>
</table>

❖ Outbound Training

KUM also sends its employees for international training programs and site visits to industrial locations; one such is the ‘KF Fellowship Program’ in Korea which was conducted for a duration of 2 months and field trip were undertaken to the industrial sites in Korea. Karnataka Udyog Mitra (KUM) has been proactively conducting training and finding relevant opportunities for its officials across the globe.
Box feature 2: APEDB – ‘Industries Spandana’ grievance redressal portal

The Government of Andhra Pradesh launched ‘Industries Spandana’ portal to address all the industries related queries and grievances of the investors. The portal was developed according to the legislation passed by the AP Government to act as a single-source ‘Grievance Mechanism System’ to ensure that the grievances of the Investors, aggrieved by the deficiency in the service delivered by government authorities/agencies are appropriately attended and resolved as per the stipulated timeline.

As per the legislation, Andhra Pradesh Economic Development Board (APEDB), the IPA, is mandated to ensure that the grievances of the aggrieved Investors are addressed within the defined timeline. Shown below is the image of ‘Grievance form’ on the portal (Grievance based on ‘Service type’ highlighted):

Support provided by APEDB in grievance handling:

→ Maintain key co-ordinates of service wise competent authorities, appellate authorities & nodal officers
→ Maintain fortnightly records for grievances handled, resolved & pending
→ Ensure adherence to resolution timelines as mandated under AP Public Service Delivery Guarantee Act 2017
→ Coordinate with Central Grievance Officer thus appointed, to ensure timely disposal of grievances

‘Industries Spandana Cell’ established by the AP, Industries Department to act as nodal agency responsible for routing the grievances to its respective ‘Competent Authorities’ such as APEDB, APIIC, DICs etc. The cell is led by Central Grievance Officer (CGO), who is the final authority in ensuring that a grievance/query is addressed to the satisfaction of the aggrieved and escalate it to concerned authority in cases of unsatisfactory response.
Grievance handling procedure after a grievance has been submitted by an investor:

1. **Generation of service request number** which is intimated to investor through mail & SMS, to track the grievance.

2. **Copy of grievance sent to Competent Authority (CA) for action & APEDB for disposal monitoring.**

3. **CA can request the investor for further information/clarity within 2 working days from filing of grievance.**

4. **Resolution not provided within 5 working days, CGO shall escalate it to Appellate Authority as per the AP PSDG Act*.**

5. **Resolution not provided within 6 working days by HoD, it is escalated to CGO.**

6. **Reply to grievance to be sent within 4 working days, failing which it is escalated to concerned Head of Department (HoD).**

7. **Appellate Authority shall take necessary action as per the provisions of AP PSDG Act*.**

8. **Post query resolution, end-user shall be requested to provide feedback (Rating 1-5) on the services.**

9. **CGO authorized to re-open grievance if feedback received is poor and explanation of CA is not satisfactory.**

*AP PSDG - Andhra Pradesh Public Service Delivery Guarantee Act, 2017

The ‘Industries-Spandana’ portal will auto publish an online dashboard available in public domain updated on real time for grievances resolved. The dashboard highlights the number of queries/grievances and the time taken (mean/median) to address them. The IPA and the CGO shall ensure the average time taken to redress or reply shall be kept at the minimum.
Box feature 3: PBIP – Capacity building of state IPA

Punjab Bureau of Investment Promotion (PBIP) has strengthened its workforce by hiring sector experts with strong work experience and educational credentials and have enhanced the skills of existing employees by collaborating with top global institutions.

❖ **Strengthening of PBIP Team**

PBIP has undertaken a number of initiatives to enhance its expertise in investment promotion and facilitation ecosystem:

→ **Hiring sector experts**

PBIP has hired consultants from top educational institutes of India such as IIM & ISB, as Sector Officers in Invest Punjab. These officers act as relationship managers for the investors and hand hold them across their business lifecycle in a professional manner.

→ **Dedicated country desks**

To further the outreach efforts of PBIP, a dedicated country desk for Japan and UAE have been set up at Invest Punjab to promote investment, trade and collaborations. These desks are led by staff with expertise in the target country and are tasked with strengthening the business links with them. Their contact details (with official government email domains) can be accessed from the IPA’s website:

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Subhrajit Bhattachery</td>
<td>DIU</td>
<td><a href="mailto:subhrajiti@investpunjab.gov.in">subhrajiti@investpunjab.gov.in</a></td>
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<tr>
<td>Mr. Vibhuti Prasad Pandey</td>
<td>Sr Consultant</td>
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</tr>
<tr>
<td>Mrs. Yashoda Bhardwaj</td>
<td>Executive</td>
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</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Name</th>
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<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Shivesh Gupta</td>
<td>AIE</td>
<td><a href="mailto:shivesh@investpunjab.gov.in">shivesh@investpunjab.gov.in</a></td>
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<tr>
<td>Mr. Achal Jain</td>
<td>Sr Consultant</td>
<td><a href="mailto:achn@investpunjab.gov.in">achn@investpunjab.gov.in</a></td>
</tr>
<tr>
<td>Mrs. Mridula Sati</td>
<td>Executive</td>
<td><a href="mailto:mridula@investpunjab.gov.in">mridula@investpunjab.gov.in</a></td>
</tr>
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Posts by Invest Punjab (on the right) through their social media handles on the country desks. The posts have tagged the relevant officials and hashtags:

❖ **Partnerships for capacity building**

Further, PBIP has collaborated with global institutions to enhance the skill-set of the existing workforce. It has closely worked with them to enhance investment promotion and management strategies to drive investments into the State of Punjab. The following collaborations have been undertaken:
→ **Digital Media & Business Support Campaign with GCSI, UK** - Government Communication Service International (GCSI) of Department of International Trade (DIT), UK is closely working with the Invest Punjab team for creating a digital media campaign for Punjab in the international markets with an aim of bringing foreign investments into Punjab. (Refer the tweet by Invest Punjab on right)

→ **Capacity Building by Chandler Institute of Governance (CIG), Singapore** - CIG and Invest Punjab have been working closely to enhance investment promotion & public service in the State of Punjab. The collaboration agreement outlined the following areas:

- Concept note on performance appraisal of the sectoral officers
- Industrial Transformation Maps (ITMs) in the sectors; Agro and Food Processing, Technical Textiles, Engineering - auto-components, agricultural implements etc, Healthcare - diagnosis equipment, medical equipment etc.
- Business process re-engineering
- Investment promotion skills enhancement training programme
- Regulatory knowledge training programme for investment officers

→ **Tripartite agreement between Invest Punjab, International Tractors and Nomura Research Institute Consulting and Solutions India Private Limited** - To develop an industrial roadmap for Punjab by assessing the global value chains to identify opportunities to increase gross value
Box feature 4: PBIP – Investor grievance redressal mechanism

It isn’t the complaint the investor remembers, but the resolution

Punjab Bureau of Investment Promotion’s (PBIP) website, gives the investor an option to file a grievance and track the action taken by the agency online (refer to the screenshot below). Here are a few excerpts from the SOP prepared by Invest Punjab for handling grievances:

- **Type of Grievance**
  - Regulatory Service Related
  - Technical/Portal Related
  - Incentive Related
  - Policy Related

- **Responsibility**
  - Business Facilitator
  - Nodal Officer
  - Sector Officer
  - JCEO/ACEO
  - CEO

- **Timeline**
  - Query is resolved within 1 – 15 days’ time
  - Feedback is taken 1 week after the resolution
  - Business facilitator will share feedback obtained with the Sector officer within 25 days

- **Escalation Mechanism**

  Business Facilitator → Nodal Officer → Sector Officer → JCEO/ACEO → CEO

Shown below is the screenshot of the grievance portal on Invest Punjab’s Website:

- **Post Query Feedback**

  Business facilitator is responsible for collecting post query feedback. The following questions are asked regarding the query/grievance resolution services provided–
  - Satisfaction with the resolution
  - Any further support required from Invest Punjab
  - Any other relevant information that can be gathered from investor such as investment intention, expansion plans etc.
PILLAR 2: STRATEGY AND MARKETING

Does the State IPA have a clearly outlined investment promotion strategy/marketing initiatives?

This pillar considers whether the IPA has an approach that gives it the best chance of being successful in attracting investment. This includes having an overall vision and strategy, media plan, together with having identified priority sectors & target markets, and defined metrics for measuring success.

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having a **written strategic plan**, as well as a medium-term strategy, covering a range of topics such as target sectors and markets, KPIs, the mix of marketing activities to be deployed, team structure and roles, an itemized budget, and performance objectives

- Shortlisting **target sectors** and mapping to **target markets** (domestic and international)

- Having a clearly defined approach to identify **evolving sector opportunities**

- Defining and regularly reviewing **Key Performance Indicators** that allow your IPA to measure success

- Identifying the role of State IPA for contributing to the **state’s sustainability goals**

- Preparing an internal **calendar of events**, in line with state’s target sectors & markets

- Following a **Standard Operating Procedure (SOP)** for organizing / attending events and handling delegations (inbound and outbound)

- Developing **branded marketing collaterals**, such as State Profile (with maps), Sector Brochures, Investors Guide, Newsletters etc.

- Regular and planned **usage of marketing tools**, such as social media, PR, or mass mailing campaigns.
Box feature 5: PBIP – Strategic plan

Punjab Bureau of Investment Promotion (PBIP) has prepared a detailed strategic plan, clearly defining its approach to identify ‘Priority Sectors’, ‘Priority Markets’ and ‘Evolving sector opportunities’. Given below are key highlights of the same:

❖ PBIP’s ‘Vision’ is to position Punjab as a global investment destination and boost high-quality jobs in the state. To achieve this vision, a strategic plan was developed based on the following:

| → Provide top-notch investment facilitation → Develop investor-friendly environment and processes |
| → Investor ‘First’ approach & built long term relationships with them → Act as ‘One-Stop’ regulatory agency |

❖ They have identified Key Performance Indicators (KPIs) to measure progress of the Bureau towards its vision and mission. The following broad KPIs have been formulated:

- **Investment Promotion**
  - Promote Punjab as preferred Investment destination
  - Overall quantum of Investment

- **Investor Facilitation**
  - State classification in Ease of Doing Business ranking
  - State IPA Rating by Invest India

- **Startup Ecosystem**
  - State startup ecosystem ranking in India (by DPIIT)
  - No. of new Startups recognized by DPIIT per year

Each KPI has sub-indicators for better assessment.

❖ In order to focus their investor targeting and outreach efforts, six priority sectors have been identified based on market potential, impact on employment & synergies with Punjab’s strengths:

Invest Punjab has undertaken a sub-sector level assessment to identify niche and evolving opportunities across these sectors and a few sub-sectors have been identified for targeting investments based on their potential growth over next 5 years.
To shortlist the priority geographies, an assessment of the following was undertaken:

<table>
<thead>
<tr>
<th>→ FDI inflow into India</th>
<th>→ Existing investment relations with India</th>
</tr>
</thead>
<tbody>
<tr>
<td>→ Trade Quantum</td>
<td>→ Synergies with priority sectors</td>
</tr>
</tbody>
</table>

Top Ten countries / sub regions, have been identified as ‘Priority Markets’ based on the criteria

- Lead Generation, Qualification and Conversion (GQC) Matrix is being followed by Invest Punjab for Investor conversion:

  **Lead Generation**
  - Collate information from FICCI, CII, Invest India etc.
  - Collate information through investor outreach events/meets
  - Identify Investible Plans of companies through news outlets

  **Lead Qualification**
  - Analyze new announcements made regarding greenfield investment/expansion in India
  - Evaluate companies’ potential via finances, trends etc.
  - Evaluate synergies with Punjab for possible interaction

  **Lead Conversion**
  - Organize/facilitate regular G2B meetings
  - Arrange site visits for leads
  - Regularly follow-up on qualified leads
Box feature 6: IPFC – KPI indicators

Investment Promotion & Facilitation Centre (IPFC) of Uttarakhand, in its Strategy document, has identified a list of indicative measures based on which performance is adjudged. The indicative measures include the following:

- New Investments generated
- Employment generation
- Reinvestment/Retention of existing projects
- Data on pipeline of potential projects
- Scale of investment realized (periodically)
- Participation in Events/Summits
- Conversion ratio

While the broad indicators have been highlighted above, the strategy document of IPFC further dovetails into sub-KPI level. Given below are excerpts from the KPI document of Invest Uttarakhand:

### KPIs for Image Building

<table>
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<tr>
<th>Measures</th>
<th>Recurrence</th>
<th>Standard for measurement</th>
</tr>
</thead>
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<td>State pitch document</td>
<td>Half Yearly</td>
<td>Revision of existing State pitch</td>
</tr>
<tr>
<td>Investible Projects</td>
<td>Half Yearly</td>
<td>Identification of new proposed projects across sectors</td>
</tr>
<tr>
<td>Outreach through social media</td>
<td>Quarterly</td>
<td>Theme based Digital Media Campaign</td>
</tr>
</tbody>
</table>

### KPIs for Investment Promotion

<table>
<thead>
<tr>
<th>Measures</th>
<th>Recurrence</th>
<th>Standard of measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini Conclaves</td>
<td>Yearly</td>
<td>XX Sector Specific Mini Conclaves</td>
</tr>
<tr>
<td>Roadshows – National /International</td>
<td>Yearly</td>
<td>XX</td>
</tr>
<tr>
<td>Reaching out/ Follow up with new Investors</td>
<td>Monthly</td>
<td>XX</td>
</tr>
<tr>
<td>Number of Events Attended</td>
<td>Yearly</td>
<td>XX</td>
</tr>
</tbody>
</table>
Box feature 7: MPIDC – KPI Indicators

Madhya Pradesh Industrial Development Corporation (MPIDC) has a set of Key Performance Indicators to measure, monitor, evaluate and track its progress as an investment facilitation organization. They have identified the key functions to be performed and have set KPIs for each of these key functions:

**Investor outreach & Investment intentions** – Key functions

- Competitive policy framework
- Holistic marketing including digital marketing & social media
- Participation in roadshows and events nationally & globally
- Real time upkeeping and continuous updating the website

<table>
<thead>
<tr>
<th>KPIs &amp; Targets achieved for Investor Outreach &amp; Investment Intentions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No. of investment intentions</strong></td>
</tr>
<tr>
<td>INR XX Cr. worth investment intentions for FY 2020-2021</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

**Ease of Doing Business** – Key functions

- Creating level playing environment for all investors by enhancing the facilitation mechanism
- Strengthening of Single Window System (SWS)
- Integration of incentives modules with SWS
- Interacting with nodal officers of other departments for regular interaction with SWS
- Enhancing level of automation for granting approvals and licenses

<table>
<thead>
<tr>
<th>KPIs &amp; Targets achieved for Ease of Doing Business</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ease of Doing Business services on SWS</strong></td>
</tr>
<tr>
<td>XX services of XX departments to be made available through INVEST Portal</td>
</tr>
</tbody>
</table>

**Fiscal incentives** – Key functions

- Providing sector specific incentives & exemptions
- Strengthening the MSME sector through incentives & concessions

**KPI and target for Fiscal Incentives**

XX-day timeline for granting fiscal incentives after filing

Given that MPIDC has the dual responsibility of being the State IPA and the State IDC, it has set KPIs for Industrial land development & upgradation, Industrial parks on PPP and Plug & Play model, as well as sector specific parks to help track its performance by virtue of being the State IDC.
### Box feature 8: IPICOL – Identification of focus sectors

The Odisha Industrial Development Plan-2025 of Government of Odisha aims to develop an industrial strategy for development of focus sectors that will help in setting Odisha on the growth trajectory.

Six steps involved in the methodology applied for focus sector selection:

| I. Identification of Odisha’s strategic advantages in comparison with India and its states |
| II. Listing out sectors based on the following parameters: |
| III. Parameters for sectoral evaluation: |
| IV. Identification of top 10 sectors |
| V. In-depth study of chosen sectors, preparation of sector notes, study of sector value chain |
| VI. Evaluation of chosen sectors against Odisha’s objectives of employment maximization and revenue generation |

#### I. Identification of Odisha’s strategic advantages in comparison with India and its states

- Investment attracted in last 5 years
- Global & local sectoral trends
- Parameters for sector selection
- National focus
- Future potential of the sector

#### II. Listing out sectors based on the following parameters:

- Strategic location
- Logistics network
- Labour force & talent pool
- Long coastline
- Network of technical institutions
- Mineral Availability
- Evaluation parameters

*Parameters are given relative weights depending on their suitability for Odisha*

#### IV. Identification of top 10 sectors

Sectors are evaluated against the relative parameters besides conducting a subjective study.

#### V. In-depth study of chosen sectors, preparation of sector notes, study of sector value chain

#### VI. Evaluation of chosen sectors against Odisha’s objectives of employment maximization and revenue generation

For purpose of sectoral comparison, Odisha’s performance in each sub-sector in the primary, secondary and tertiary sectors with those of its **Comparable States** and the **Leading States** of the sector was done.
**Comparable states** were chosen after extensive analysis based on the similarity across the following parameters:

1) Economic structure of the State  
2) Per capita NSDP  
3) Percentage contribution of shortlisted sectors to the GSDP

**Leading States:**

1) Maximum investment  
2) Maximum growth in the particular year in the sub-sector

*Comparison was done on factors of growth in the sub-sector between FY05 and FY15 and the sub-sectors*

Based on the above given methodology, IPICOL, the state IPA, has identified 6 focus sectors which are displayed on their IPA website as shown below:

‘Sector profile’ for each each sector as displayed on the IPA’s webite contains the following:

- **Sectoral Overview**
  - Global Outlook
  - National Outlook
  - National Exports
  - Investment Initiatives by National Government
  - Incentives by National Government
  - Emerging Trends

- **State Overview**
  - Strategic Advantage
    - Natural strength
    - Key sectoral contribution to National GDP
    - Key Segments
  - Infrastructure
    - Industrial Parks & clusters
    - Scientific & Technical institutes
    - Logistics network
    - Proximity to demand centre
  - Policy initiatives
    - Investment by State Government
    - Subsidies & Incentives
  - Investment opportunities
    - Key projects in offering
    - Target segments
Madhya Pradesh Infrastructure Development Corporation (MPIDC) follows a systematic approach to optimize the available resources by identifying the priority geographies that can be proactively pursued for specific focus sectors, as part of its investment outreach strategy.

Some of the parameters which form the base of identification of priority markets are:

- Investment climate
- India’s trade partners
- Historical and recent FDI/FII inflows
- Recent delegations exchange
- Growth sectors

Based on the above analysis, the state has identified the following:

- Priority geographies for each focus sectors for investor targeting
- Domestic and global markets as ‘priority markets’
- Export and import markets for focus sectors
- Domestic potential markets & end markets for focus sectors

The state has shortlisted companies within focus sectors by following a criterion-based approach for shortlisting target companies/investors:

**Criteria for shortlisting companies**

- **Geography**
  - Origin of the company – Region, country, state etc.
  - Presence in Country, State, City etc.

- **Operational parameters**
  - Utilization of
    - Unit
    - Water
    - Power etc.

- **Microeconomic parameters**
- **Macroeconomic parameters**

- **Prior presence**
- **Criteria for shortlisting companies**
  - Size
  - Market capitalization
  - Revenue
  - Profitability of company etc.

- **Supply**
  - Demand
  - Spot prices
  - Industry capacity utilisation etc.
Box feature 10: IPFC – Evolving sector

The Government of Uttarakhand has recognized the hidden market opportunity in ‘Pine Needles’, and subsequently notified the Pine Needle Policy in 2018. While the execution of the policy is within the ambit of Ministry of Renewable Energy in the state, Investment Promotion & Facilitation Centre (IPFC) is responsible for marketing this opportunity among those interested to foray into the state’s investment ecosystem.

The policy is accessible from the ‘Investible Projects’ tab on the IPA’s website:

- Invest Uttarakhand has developed an investible project profile on pine-needle for investors, containing information on the infrastructure available, competitive advantage of Uttarakhand, financial analysis, incentives, power generation & storage etc. Given below are screenshots of the ‘Project Information’ (Contents of the project information have been highlighted):

The tentative cost economics of 25 kW Pine Needle based power plant has been prepared and mentioned in the policy. It provides investor with details on expected expenditure & feasibility analysis for installation of pine needle-based power generation plan.
Box feature 11: GIPB – Encouraging environment friendly investment

GIPB has mentioned in its ‘Mission & Vision’ statement that, it aims to make Goa an Investment Destination, while simultaneously improving the environmental indicators of the state. The Goa Investment Promotion Rules 2016 gives the manner of evaluation of investment proposal, which clearly mentions to evaluate the ecological impact of the investment.

- The board has accorded 7% weightage to ‘Green practices’ amongst other evaluation criterion identified for evaluating investment proposals. These green practices include use of renewable energy, rainwater harvesting, energy efficient machineries etc., as shown below:

  - **Green practices**
    - Points to be given based on factors such as:
      1. Renewable Energy
      2. Rainwater harvesting
      3. Energy efficient machinery* or zero emission machinery
    - While measures like rainwater harvesting and use of energy-efficient equipment may be easily achieved, cost for generating/using renewable energy is much higher, hence higher score
      - No green practices – 0
      - 2 only, or 3 only - 10
      - 2 and 3 only – 15
      - Any combination including 1 - 25

- ‘Guidelines for evaluating proposal’ is accessible under the ‘Easy Invest’ Tab on the IPA’s website:

  - **Guiding principles for evaluating Investment Proposals**
    - The Investment Promotion Board will develop a detailed framework for evaluating investment proposals based on the following guiding principles:
      - Preference will be given to
        1a. investors in the thrust areas
        1b. Existing investors in Goa;
      - Investments proposed for environment friendly units;
      - Investments proposed in remote/backward locations;
      - Investments which generate significant employment for Goa;

To support adoption of green technology for new and existing units the information on ‘Incentives to Green Investment Scheme, 2017’ is provided on the IPA website.
Box feature 12: IDAN – Budgeting

The Investment & Development Authority of Nagaland (IDAN), has diligently planned budget by allocating its expenditure on Investment promotion to engage with the investors.

Their budget plan (given below), has categorized the expenditure on various activities:

### Investment Promotion – Budget heads

- National Level Investors Summit
- House workshop/seminar
- Creation of Investment Promo
- Website Development, Management and Maintenance
- Publication of promotional literatures
- Participation in investors meet and roadshow
- Preparing DPR for single window system

### Skill Development and Training – Budget heads

- Training and Workshops for officer and staff of IDAN
- Educational Tour

It is noteworthy that IDAN has earmarked an amount for conducting workshops for officers and IDAN staff under ‘Skill Development and Training’, given the importance of up-skilling staff that interfaces with investors to offer better services and experience.
Box feature 13: **IPICOL – Standardized marketing collaterals**

Industrial Promotion & Investment Corporation of Odisha Limited (IPICOL) has synchronized the look and feel of all its branded collaterals such as visiting cards, letterheads, brochures etc., to convey its personality, professionalism and differentiate itself from the others.

- IPICOL has developed a specific ‘Brand Manual’, which is followed for design and colour scheme of all the branded marketing collaterals. Their Branding Manual ensures a sense of consistency by providing uniformity across various branding elements:

  - **Brand**
    - Brand Positioning
    - Brand Font
    - Brand Colours
  - **Brand Templates**
    - Press ads (see below)
    - Backdrops
    - Exhibition backdrops
    - Brochure (see below)
  - **Stationery**
    - Envelopes
    - Visiting Cards
    - Letterheads
  - **Marketing Merchandise**
    - T-shirt Branding
    - Cup Branding
    - Cap Branding

*IPICOL has a very exhaustive list of branding, which includes Branding Do’s and Don’ts, Co-branding, PPT template (see below) etc.*

- The website of IPICOL defines ‘O’ of Odisha in the logo as the bulls-eye destination for investment. The baseline ‘**New Opportunities**’ indicates the wide range of opportunities across multiple focus sectors that the State has to offer.

**Logo:**

![ODISHA NEW OPPORTUNITIES Logo](image)

**Press Ad:**

![Press Ad](image)

**Brochure template:**

![Brochure template](image)

**PPT template:**

![PPT template](image)
The word ‘Juggernaut’ is derived from the Sanskrit/Odia ‘Jagannātha’ meaning “a massive inexorable force, campaign, movement, or object that is unstoppable”. The Odisha conclave uses the wheel of Jagannath as backdrop for its main events (as seen below P1 & P2) as well as the tagline ‘Join the Juggernaut’. ‘#Jointhejuggernaut’ for its twitter campaign.

It is vital that a Brand Identity, which includes logos, colours, messaging etc. be consistent, so that the different elements of the brand can become its mnemonic.
Box feature 14: IPICOL – Advertising campaigns

Industrial Promotion & Investment Corporation of Odisha Limited (IPICOL), conducts regular advertising and direct mailing campaigns, to connect with new investors and reconnect with the advertising ones to keep them informed about the ongoing trends and policy changes in the state.

- Newspaper advertisements on the various programmes conducted and the reforms undertaken by IPICOL in print media:

- Monthly e-newsletters of IPICOL (Refer to the image below), these are directly mailed to existing investors:

The newsletter provides information such as ‘District in Focus’, key business reforms, major proposals cleared, success story, testimonials etc.

IPICOL prepares quarterly activity report on ‘Public Relations and Social Media’ summarising the activities like press release, press conferences, Media outreach, social media engagement statistics etc.
Box feature 15: **IPICOL – Information on key policies and investible projects**

Industrial Promotion & Investment Corporation of Odisha Limited’s (IPICOL) website has built separate tabs for key policies, investible opportunities and industrial infrastructure.

- The ‘Policy Framework’ tab provides the investor with details on Industrial policy of the state, sectoral policies and other policies:
  - Every sector has brochure highlighting the vision, the existing ecosystem in the state, the policy period, the incentives provided and the conditions for its applicability.

- **Investment Regions and Sector Specific Clusters** of Odisha are highlighted with their own Brochures and short Videos:

- **Compendium of investible projects accessible under ‘Investible Projects’ tab:**
  - The numerous opportunities for investments are provided to the investors across different focus sectors
  - Contact details of the various State Departments, Central PSUs, Central Authorities etc. are provided for investors convenience.
Box feature 16: MAITRI – Notification on key policies

Maharashtra Industry, Trade and Investment Facilitation Cell’s (MAITRI) website notifies the potential investors, interested in exploring Maharashtra as an investment destination, on the incentives and policies of the state government.

- MAITRI has created handouts in the form of pamphlets, brochures & newsletters, which is distributed to the investors through Industrial associations and District Industries Centres. These handouts are also uploaded on MAITRI’s website under ‘Ease of Doing Business’ tab and shared through its social media channels (Refer to the images below):

- MAITRI website has a section titled ‘Policy snapshots’, which offers succinct information on the sector policies as shown below:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Document Title</th>
<th>PDF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aerospace &amp; Defence Manufacturing Policy - 2018</td>
<td>View</td>
</tr>
<tr>
<td>2</td>
<td>Cloud Computing Policy - 2014</td>
<td>View</td>
</tr>
<tr>
<td>3</td>
<td>Extension of Industrial Policy - 2018</td>
<td>View</td>
</tr>
<tr>
<td>4</td>
<td>Fintech Policy - 2018</td>
<td>View</td>
</tr>
<tr>
<td>5</td>
<td>Incentive for Development of Integrated Industrial Area - 2018</td>
<td>View</td>
</tr>
<tr>
<td>6</td>
<td>Industrial Policy - 2019</td>
<td>View</td>
</tr>
</tbody>
</table>
PILLAR 3: TARGETING INVESTORS

Does the State IPA have a clear approach for proactively targeting potential investors?

This pillar focuses on whether the IPA is well prepared to proactively target companies. Particularly, the IPA should have researched and prepared a list of companies displaying high propensity to invest, in each of the key focus sectors, in the state.

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Putting together a list of companies that you aim to proactively target for investments
- Developing this target list by conducting thorough research on companies, to identify if they may be a potential investor for your state
- Structuring a focused initiative to engage with Persons of India Origin (PIOs) / Non-Resident Indians (NRIs)
- Having sector specialists for the identified target sectors

Preparing and marketing specific sub-sector level projects as investible projects
Box feature 17: KUM – NRI engagement strategy

Realizing the need for forging a symbiotic relationship between Karnataka and its diaspora residing overseas, the State Government has set up Non-Resident Indian (NRI) Forum, Karnataka.

NRI Forum is positioned to act as the first point of contact for NRIs seeking to obtain business and investment related information, such as Government’s policies, invitation to webinars on topics of interest to Indian Diaspora, investment opportunities in Karnataka, access to articles by experts, facilitate B2B & B2G meetings, participation in investor meets etc.

The NRI Forum, with the support of reputed agencies, is envisaged to conduct research, undertake studies, launch surveys, etc., to assess impact of policy initiatives and provide relevant feedback regarding the policy and its implementation.

❖ Facilitation of NRIs investments in Karnataka as per the NRI Policy of Karnataka:

<table>
<thead>
<tr>
<th>NRI Entrepreneurs Guidance Cell set-up under Karnataka Udyog Mitra (KUM)</th>
<th>Package of Incentives &amp; Concessions for NRI Investments</th>
</tr>
</thead>
<tbody>
<tr>
<td>It will facilitate in clearance of proposals, land allotment, application filing &amp; approval and appointing liaison officers.</td>
<td>Special packages &amp; incentives for high level investments.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sister City Arrangements</th>
<th>Facilitation of NRIs investments in Karnataka</th>
</tr>
</thead>
<tbody>
<tr>
<td>With assistance of Kannada Kootas(associations), 'Sister City' arrangements will be encouraged. Example - San Francisco-Bengaluru sister city initiative (2013)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cross border Entrepreneurship</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>To access new markets and supply sources, as well as capital, labour and technology.</td>
<td></td>
</tr>
</tbody>
</table>

The Government of Karnataka participates in Pravasi Bharathiya Divas and proposes to identify and felicitate one outstanding individual with the title ‘Non-resident Kannadiga of the Year’.
Box feature 18: PBIP – NRI engagement strategy

Punjab Bureau of Investment Promotion (PBIP) has factored ‘Engagement with Punjabi diaspora’ in its Strategic Plan, due to the large number of Punjabis residing abroad and their contribution towards boosting the domestic economy.

PBIP aims to leverage Punjabi diaspora for attracting investments and for acting as Punjab’s ‘Cultural Ambassadors’ to the world. The Bureau has envisioned two approaches for establishing and maintaining a connect with the aforementioned NRI diaspora:

I. 'Connect via Indian Embassies' (in Punjab's priority geographies)
   - Initiatives by the Government of Punjab for enabling Ease of Doing Business
   - Current News – Seminars, Investments, Investible Projects etc.
   - Policy initiatives
   - Periodic Newsletters

   *PBIP also collaborates with Punjab NRI Sabha and other similar organizations*

II. 'NRI Connect' (in consultation with Department of NRI Affairs)
   - Investment facilitation service for NRIs
   - Procedural guidance
   - Advice on taxation

Government of Punjab has set up a Joint-Committee between the NRI Affairs Department and Invest Punjab. The Chairman of the Joint-Committee is Additional Chief Secretary, NRI Affairs and CEO, Invest Punjab is the Vice-Chairman. It is tasked with taking necessary steps to facilitate NRI investment in Punjab.

If not as the holders of wealth themselves, there are many who work in the boardrooms of the Fortune 500 companies and are capable of directing the wealth towards their motherland.

*One of the sub themes of the 16th Pravasi Bhartiya Divas 2021, a biennial programme to honour the contributions made by the overseas diaspora towards India was –

“Role of Diaspora in Aatmanirbhar Bharat”*
Box feature 19: IPICOL – Showcasing achievements of the Odia diaspora

Industrial Promotion & Investment Corporation of Odisha Limited (IPICOL), along with other Departments of the Government of Odisha launched the #IamOdisha campaign on social media as part of its NRI engagement strategy. #IamOdisha tells the stories of entrepreneurship and innovation of Non-resident Odias, while inspiring people to showcase their own. The campaign has a dedicated tab on the IPICOL website. It highlights many stories of Odias, across the world, who have been successful in different fields.

Logo for ‘I am Odisha’:

A few Non-Resident Odias (NROs) seminars focusing on role of NRI diaspora in transforming Odisha have been organized. At the landmark ‘Make in Odisha Conclave 2018’, some prominent NROs shared the dais with Hon’ble CM of Odisha to share their experience of contributing back to their home-land, with the world.

Make in Odisha Conclave:

To have a more frequent engagement with Non-resident Odias, IPICOL maintains a database of NRIs, to whom monthly newsletters entailing information on new policies, major events and new announcements by the state are shared.
Box feature 20: *Invest Telangana – Sector specific directors*

Invest Telangana’s investment promotion and facilitation mandate is being carried out by a team of Sector Directors and the Invest Telangana Cell coordinators. This team of Sector directors, having prior relevant industry experience and solid candidature, work in tandem with the relevant State Government Department and Industries Department on investment promotion & facilitation and policy advocacy. They also assist in all activities pertaining to investor targeting, handholding & facilitation, grievance redressal, aftercare etc.

The details of the specialist officers such as their photographs, email addresses (with official government email domains) and contact number is mentioned on Invest Telangana’s website (*Refer to the image shown below*), thereby enabling investors to establish a direct connect with the relevant official in the organization.
PILLAR 4: WINNING INVESTMENT PROJECTS

Does the State IPA have a process for addressing investor queries, including the provision of relevant and updated information?

This pillar focuses on whether the IPA can convert opportunities in its pipeline to actual projects. This is partly about having the right processes in place to reply to investors’ information requests quickly and consistently. It is then about the breadth and depth of specific relevant information the IPA can provide.

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

● Having a [Standard Operating Procedure (SOP)] for handling investor queries

● Having pre-set customer service commitments for investors, such as an established [Service Level Agreement]

● Providing relevant and targeted [detailed information] to investors when required. This can cover, but is not limited to, costs for an investor, state’s workforce and skills, Universities and research institutes, available land banks and industrial clusters, quality of life aspects, access to suppliers and raw materials and quality of infrastructure

● [Collaborating with other organizations] to obtain data / information, support site visits, or support marketing activities
Box feature 21: Invest Telangana – Employment matchmaking services

Digital Employment Exchange of Telangana (DEET) Platform, is an initiative launched by Invest Telangana under the aegis of Telangana Industries Department. DEET is designed as a platform (website and mobile application) to provide employment matchmaking services between job-seekers and investors/companies/entrepreneurs.

Invest Telangana along with Telangana Academy for Skill and Knowledge (TASK - established by the Government of Telangana for enhancing skilling synergy among institutions of Government, Industry & Academia), collaborated with key partners such as ISB, NASSCOM, CII, JNTU, etc. to create and provide value added benefits for the welfare of all stakeholders such as workforces, industries, and educational institutions as shown in the image below:

DEET recently collaborated with Equifax (Refer to the tweet on right), to streamline the process of employment verification and strengthen its authenticity.

DEET provides end-to-end service in the employment ecosystem from registration, interviews, direct chat with companies, provision for receiving notifications & job alerts, up to employment conversion. DEET’s Artificial-Intelligence (AI) & Machine Learning (ML) based recruitment engine displays only relevant applicants that are tailored to suit the requirements of job-seekers and employers. Shown below are some of the features of DEET:
DEET also conducts activities such as online job fairs, webinars and seminars, participation in industry academia events, career & skill building, resume building across tier 1, 2 and 3 cities for the welfare of students, fresh graduates, and experienced professionals across skilled, semi-skilled and unskilled workforces.

DEET team is currently working on the following two upgrades to realize the Telangana State’s vision for a one-stop skill development platform:

**Surveying tool** - To enable simplified data collection on staff during in-house skill gap analysis.

**Executive dashboard** - It will provide insights about department-wise, district-wise etc. performance to help the Government track progress & identify gaps.

❖ Shown below is a screenshot of DEET Application interface:

![DEET Application Interface](image)

❖ Shown are the Images of the promotion campaigns undertaken by DEET in educational institutes of Telangana:

![Promotion Campaigns](image)

❖ Operations undertaken by DEET during Covid:

**Vacancies generated during COVID-19 lockdown** - DEET B2B team onboarded 250+ new companies, creating 4000+ new job postings and generated 1,35,000+ vacancies.

**Community Groups** - DEET started connecting with job seekers by creating community groups in Facebook, Telegram & WhatsApp (using these platforms to promote ‘Free Resume Builder Platform’)

**Jobseeker awareness notifications & opinion polls** - DEET initiated notifications and polls feature to share Information about DEET, job search tips, resume building tips, vacancy insights, etc.

**Online webinars for jobseekers** - 20+ Online Webinars were conducted for Jobseekers with an average of 50 participants in each webinar.
Box feature 22: HEPC – Information on labour availability

Haryana Enterprises Promotion Centre (HEPC) gathers and maintains information on the availability of skilled labour pertaining to different priority sectors, for ready reference whenever requested by investors, by having a working mechanism with SURYA and PMKVY (which are mandated to provide placement assistance to the trained candidate). The skilled labour data is collated from:

- **SURYA** (Skilling, Up-Skilling, Re-Skilling of Youth & Assessment) scheme of Haryana Skill Development Mission with the help of the training partners empaneled by the central government agency- National Skill Development Council (NSDC).

The table given below showcases the district, sector and job role wise data to the investor:

<table>
<thead>
<tr>
<th>District</th>
<th>Sector</th>
<th>Job Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambala</td>
<td>Apparel</td>
<td>Assistant Fashion Designer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Accounts Assistant using Tally</td>
</tr>
<tr>
<td></td>
<td>Construction and Allied Activities</td>
<td>Assistant Electrician</td>
</tr>
<tr>
<td></td>
<td>Electronics</td>
<td>Broadband Technician</td>
</tr>
<tr>
<td></td>
<td>Healthcare</td>
<td>Bed Side Assistant</td>
</tr>
<tr>
<td></td>
<td>IT-ITES</td>
<td>Domestic Data entry Operator</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Junior Software Developer</td>
</tr>
<tr>
<td>Ambala Total</td>
<td>Agriculture</td>
<td>Dairy Farmer/ Entrepreneur</td>
</tr>
<tr>
<td></td>
<td>Logistics</td>
<td>Inventory Clerk</td>
</tr>
<tr>
<td></td>
<td>Sports</td>
<td>Fitness Trainer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District</th>
<th>Sector</th>
<th>Job Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bhiwani</td>
<td>Agriculture</td>
<td>Pesticide &amp; Fertilizer</td>
</tr>
<tr>
<td></td>
<td>Logistics</td>
<td>Inventory Clerk</td>
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<tr>
<td></td>
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<td>Self Employed Tailor</td>
</tr>
<tr>
<td></td>
<td>Electronics &amp; Hardware</td>
<td>Field Technician - Computing and Peripheral</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mobile Phone Hardware Repair Technician</td>
</tr>
<tr>
<td>Ambala Total</td>
<td>Electronics &amp; Hardware</td>
<td>CCTV Installation Technician</td>
</tr>
<tr>
<td>Bhiwani</td>
<td>Electronics &amp; Hardware</td>
<td>CCTV Installation Technician</td>
</tr>
<tr>
<td>Bhiwani Total</td>
<td>Apparel</td>
<td>Report Assistant</td>
</tr>
<tr>
<td>Charkhi Dadri</td>
<td>Apparel</td>
<td>Report Assistant</td>
</tr>
<tr>
<td>Charkhi Dadri Total</td>
<td>Automotive</td>
<td>Dealer Sales Executive</td>
</tr>
<tr>
<td></td>
<td>IT/ITES</td>
<td>Domestic Data entry Operator</td>
</tr>
<tr>
<td></td>
<td>Logistics</td>
<td>Documentation Assistant</td>
</tr>
<tr>
<td>Faridabad</td>
<td>Apparel</td>
<td>Report Assistant</td>
</tr>
<tr>
<td></td>
<td>Automotive</td>
<td>Dealer Sales Executive</td>
</tr>
<tr>
<td></td>
<td>IT/ITES</td>
<td>Domestic Data entry Operator</td>
</tr>
<tr>
<td></td>
<td>Logistics</td>
<td>Documentation Assistant</td>
</tr>
<tr>
<td>Faridabad Total</td>
<td>Agriculture</td>
<td>Dairy Farmer/ Entrepreneur</td>
</tr>
<tr>
<td></td>
<td>Logistics</td>
<td>Inventory Clerk</td>
</tr>
<tr>
<td></td>
<td>Sports</td>
<td>Fitness Trainer</td>
</tr>
</tbody>
</table>

PMKVY (Pradhan Mantri Kaushal Vikas Yojana), a skill development initiative scheme of Government of India

The table given below showcases the district, sector and job role wise data to the investor:
Box feature 23: IPFC – Information on land availability

Investment Promotion & Facilitation Centre’s (IPFC) website provides the investors with the facility to browse through various types of land banks available in Uttarakhand. All the land related information is accessible under ‘Sell/Lease Land’ tab on the website.

❖ The IPA website has a unique feature of allowing a land owner in Uttarakhand to put up their land up for lease or sale for industrial use, contract farming etc. Shown below is a screenshot of their website (‘Sell/Lease Land’ tab highlighted):

The interested lessor/seller is provided with access to the land requirements of the investors, a form to add the details of the land up for sale/lease, and a module to assist them in doing so.

❖ The potential investor has multiple options to browse through for land options as shown below:

Interested investor can access data on availability of government land, private land, industrial estates (GIS enables), private industrial estates etc.
Further, the system also provides a ‘Land Detail Form’ (image shown below) that may be filled by an investor to communicate their project’s land requirement to the relevant State Government Department:

Option to seek Land information across variety of land ownership and categories of estates highlighted in the image below:

Specifically, for IT and ITeS based industries, where the requirements are of commercial space, an option to access the website for build-up space is available to sub-lease land:
Box feature 24: HEPC – Quality of life

The quality of local environment of a region plays a significant role in attracting investments especially FDIs as they prefer locations which can help attract & retain skilled workforce.

Invest Haryana’s website has a section on ‘Quality of Life’, that mentions top schools, healthcare facilities, recreational & cultural amenities available in the region. A web-page has been created and enlisted under ‘Why Haryana’ tab on the website:
Box feature 25: MPIDC – GIS based land allotment system

In quest to make Madhya Pradesh state an attractive destination for investment, Government of MP has taken up a series of measures to improve investment climate & make investors experience at par with leading economies in the world. To address these challenges and improve investment climate in the state, Madhya Pradesh Infrastructure Development Corporation (MPIDC), Department of Industrial Policy & Investment Promotion, GoMP has developed GIS Based Land Allotment System.

❖ While booking the plot, the investor can view the attributes by clicking on ‘Layer Filters’ which provides the information on the more than 50 GIS layers. The system shows the basic infrastructure, roads, connectivity, adjacent units etc.

❖ User can search the plots with the help of ‘Basic’ & ‘Advance Search’ button on multiple parameters like Regional Office, development stage (Developed or Developing), Industrial Area & plot status.
❖ User can view the booking amount (Advance Amount) of the plot, now click on ‘Add to Cart’ button for booking.

❖ With newly implemented GIS based Land Allotment system, land booking in an Industrial area can be done at a click of button.

Given below are the salient features of the GIS Based Land Allotment System

→ Auto Generation of Letter of Intent (LOI) for investments >=10 Cr. and Deemed Approval for LOI if not enacted by respective regional office within 7 days

→ Aadhaar based Digital Signature on system generated document.

→ The system supports multiple layers on the GIS MAP and flexibility to add more layers as per the requirement.

→ The system is successfully integrated with India Industrial Land Bank (IILB) of DPIIT, GoI

→ Guidance on ‘How to Use’ GIS based land allotment system is provided to the investor
Box feature 26: PBIP – Cost to Investors

Punjab Bureau of Investment Promotion (PBIP) has created a ‘Cost to Investor’ brochure for its priority sectors to assist the investor in assessing the investment expenditure required to establish & commence operations in the state. This data has been collated based on the following parameters:

→ Factors of production available in the state
→ Taxation policy of the state and local authorities
→ Incentives and exemptions provided by the state

Screenshots of the ‘Cost to Investors’ brochure:

Showing below is an example of contents of the ‘Cost to Investor’ in Pharmaceutical Sector:

- **Manpower costs**
  - Designation linked
  - Educational background
  - Salary brackets based on involvement in:
    - R&D Activity
    - Formulation Activity
    - API Manufacturing

- **Incentives**
  - Sector specific Incentives
  - Exemptions
  - Reimbursements
  - Conditions to avail the above

- **Land costs**
  - Land Type
  - Location
  - Connectivity
  - Amenities available
  - Nearest ICD
  - Nearest Commercial Complex

- **Tax Information**
  - GST/SGST
  - Property Tax
  - CLU & ECD charges
  - License fee
  - Calculation methodology

This data is also used in preparing business cases/sector presentations for the potential investor.
PILLAR 5: FACILITATING INVESTMENT PROJECTS

*Does the State IPA handhold investors and provide end-to-end facilitation support for hassle-free and timely grounding of the investment projects?*

This pillar looks at whether the IPA provides the right level of support to investors, from the initial investment decision making stage, right till the project implementation phase. This involves providing guidance and support during the pre-CAF and post-CAF stages of investment facilitation. This support should help to simplify and make the process more transparent for the investor.

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having a Standard Operating Procedure (SOP) for organizing **site visits**
- Providing clarity on the list of **approvals / licenses / clearances** along with the requisite documents required by an investor, and timelines for grant of the same
- Having information on each of the **incentives** available, eligibility criteria, and how they can be obtained
- Providing information on the steps to be taken by an investor in case of **delays or rejections** of the approvals / licenses / clearances, throughout the facilitation process
- Ensuring the investor can work with a **single point of contact**, or have other seamless account management processes within the IPA
- Working directly with **other Government departments** to ensure facilitation processes for the investors can be as seamless, timely and hassle-free as possible
Box feature 27: iNDEXTb – Dedicated country desks

Industrial Extension Bureau (iNDEXTb) has assigned its officials to respond to queries received, based on the country and sector allocations. These individuals become the first point of contact for the client, and provide them handholding support, throughout the investment life cycle.

- Industrial extension Bureau have country desk for 29 countries, handled by 9 teams comprising of 19 country relation officers. Given below is a screenshot from the iNDEXTb website:

- iNDEXTb provides the contact details of the ‘Country Relation Officers’ which is search engine optimized for investors convenience. Shown below is a screenshot from IPA’s website:
The relationship managers maintain an internal database to keep a record of their investors.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Company Name</th>
<th>Project</th>
<th>Country</th>
<th>Sector</th>
<th>Investment Queries</th>
<th>Contact Details</th>
<th>Action Taken</th>
<th>Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Generation of image and synthetic oil</td>
<td>Taiwan</td>
<td>Chemicals</td>
<td></td>
<td></td>
<td>Facilitated. Land allotted in Special GIDC. Construction started</td>
<td>Organized meeting with GIDC for land allotment. Assisted in getting land in Special GIDC. Assisted in getting approval. At present, site cleared, plant approved and construction to be started</td>
<td>Mohan Iyer, CMD, Kamal Mehta, PE</td>
</tr>
<tr>
<td>2</td>
<td>Machine Tool</td>
<td>India</td>
<td>Engineering</td>
<td></td>
<td></td>
<td>Facilitated. Land allotted in Special GIDC. Construction started</td>
<td>Organized meeting with GIDC for land allotment. Assisted in getting land in Special GIDC. Assisted in getting approval. At present, site cleared, plant approved and construction to be started</td>
<td>Mohan Iyer, CMD, Kamal Mehta, PE</td>
</tr>
</tbody>
</table>
Box feature 28: PBIP – Assigning Relationship Managers

Punjab Bureau of Investment Promotion (PBIP) assigns each investment case to a dedicated Relationship Manager (RM) for the entire investment cycle, including aftercare. The RM acts as a liaison officer between the investor and Government throughout the investment process. They play a critical role in maximizing investor satisfaction by addressing:

- Each case gets assigned to a dedicated Relationship manager
- Assigned officer assists in issuance of license or any other regulatory requirement
- Officer also assists in aftercare operations

The name, contact details and email addresses (with official government email domain addresses) of the RM are provided on the IPA’s website as shown below:
Box feature 29: HEPC – SOP for facilitating site visit

The SOP for site-visit prepared by Haryana Enterprises Promotion Centre (HEPC), has listed out the major steps along with the timeline to be followed for organizing site visit for high-value investors.

Apart from mentioning the major steps involved in all the stages of facilitating site-visits; 'pre-visit, during-visit & post-visit', HEPC has also prepared standard templates for seeking investor’s contact details, details of potential land parcels and feedback on IPA’s services.

The Invest Haryana website has a provision for potential investors who are looking for land to set up an industry, to request for a site-visit. The information collected is automatically sent to Investment Facilitation Officer (IFO) stationed at HEPC.

❖ Shown below is the format in which details are sought from an investor:

<table>
<thead>
<tr>
<th>Investor Details</th>
<th>Industry Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Point of Contact (POC)</td>
<td>Name of the Industry</td>
</tr>
<tr>
<td>Mobile Number</td>
<td>Sector</td>
</tr>
<tr>
<td>E-mail Address</td>
<td>Proposed Investment</td>
</tr>
</tbody>
</table>

Details of Land Requirement

| Preferred Locations (Districts) | Size of required land parcel (in sqm) |

IFO is responsible for verifying the given details within 24 hours, following which they take over the process of facilitating site visit.

❖ The process of site visit is initiated post verification by IFO as shown below:

IFO informs Industrial Extension Officer (IEO) about the requirements.

IEO in collaboration with HSIIIDC prepares the report* as per the format within 3 days.

IFO sends the report to investor and a reminder is sent after 7 days for site visit confirmation.

Post interest confirmation the details are updated to CRM for tracking by IFO.

IEO, IFO, HSIIIDC officers along with investor visit the site to gauge the viability of land.

Post-date confirmation IFO informs IEO for logistical arrangement.

*HSIIIDC - Haryana State Industrial and Infrastructure Development Corporation

*Report- Refer to the table below for the contents of the report
Contents of the report prepared by IEO with assistance of HSIIDC:

- Details of land under consideration (Size, cost, type of land)
- Availability of raw materials (If required - Type of raw materials, rate etc.)
- Proximity to end markets (Name, distance to market, logistics)
- Ancillary industries (Type, name if unit, production capacity etc.)
- Logistics/Transportation cost (Mode, ownership, tariff etc.)
- Labour (Type, skill level, wage/salary etc.)
- Any other details requested by the Investor

❖ The investor is asked to give feedback pertaining to the nature of services received, relevance and effectiveness of the offering(s) and suggestions for improvement. The feedback is taken anonymously so as to not affect the services received by the investor. The format for the feedback is shown below:

<table>
<thead>
<tr>
<th>Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
</tr>
<tr>
<td>Name of Industry</td>
</tr>
<tr>
<td>Was the land shown to you as per your expectations?</td>
</tr>
<tr>
<td>How would you rate the services provided by Invest Haryana?</td>
</tr>
<tr>
<td>Comments</td>
</tr>
</tbody>
</table>
In its SOP for facilitating site-visits for investors, Punjab Bureau of Investment Promotion (PBIP) has accounted for the major tasks, along with a description and stipulated timelines for the same. The responsibility of the site visit is given to a sector specialist to assist the investor.

Given below is a list of tasks performed, once investors interest is confirmed and the quantum of land required and its specifications are known:

<table>
<thead>
<tr>
<th>#</th>
<th>Task</th>
<th>Description</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Finalize dates for the site visit</td>
<td>◆ Communicate dates to Investor and check investor availability</td>
<td>T (Date of Site Visit)</td>
</tr>
<tr>
<td>2</td>
<td>Identify land parcel(s)</td>
<td>◆ Prepare a list of suitable land parcel based on:</td>
<td>T-14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Land Price</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Transport Infrastructure</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Supporting Infrastructure</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Vendor base</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Presence of similar industry around that area</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Any plug and play infrastructure</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Finalize agenda for the site visit</td>
<td>→ Arrange meetings with vendors/ exporters</td>
<td>T-7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Prepare agenda and share it with investor</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Prepare for discussions with the investor</td>
<td>◆ Prepare presentations, with data on:</td>
<td>T-7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Availability of work force</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Raw material</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Exports</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Associations etc.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Arrange logistics for the site visit</td>
<td>→ Arrange for transport</td>
<td>T-4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Book meeting hall (if needed)</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Update lead tracker post visit</td>
<td>◆ Add details on the tracker</td>
<td>T+1</td>
</tr>
<tr>
<td>7</td>
<td>Follow-up with the investor</td>
<td>◆ Follow-up to confirm investor interest, address their concerns/requests etc.</td>
<td>T+4</td>
</tr>
</tbody>
</table>
Box feature 31: HEPC – Guidance on the regulatory landscape and timelines

The website of Invest Haryana provides a comprehensive list of all the regulatory requirements that every investor has to comply with, under the ‘Investor Services’ tab (as shown below) thereby offering insights into the regulatory path ahead.

- **Apply for services:** Provides details on the application procedure and the approval process along with CAF filing guide

- **Investor Facilitation Manuals:** User manual for availing service from single window system of HEPC, the contents of which are

- **Know your Clearance:** All the details required for setting up the enterprise is made available for the investors

The ‘View all Clearances’ tab provides the list of clearances required by investors for setting up industry in Haryana, based on stage of operations, from pre to post operational stage.

The investor must provide the following details on the website to identify the clearances required:

- Enterprise stage (pre, during or post) and Investment Amount
- Sector and Pollution category
- Nature/Type of land
- Utilities requirements
- Total Employment
- Other Services like Waste Handling, Medicine Manufacturing, Boiler requirement etc.
Service Dashboard: HEPC maintains a service dashboard which is updated on real-time basis and presents Department wise service clearances, along with the total number of approval or rejection of application and the time taken to do so. Shown below is an image of the service dashboard on labour department for reference:

<table>
<thead>
<tr>
<th>Labour Department - Labour Wing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SERVICE</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>LICENSE FOR CONTRACTOR under provisions of Contract Labour Act</td>
</tr>
<tr>
<td>REGISTRATION CERTIFICATE of Establishment Inter State Migrant Worker Men</td>
</tr>
<tr>
<td>REGISTRATION OF PRINCIPAL EMPLOYER</td>
</tr>
</tbody>
</table>

Track Licenses: For investors to track the status of their license application based on department and service requested. The links (shown below) are provided for each Department to track status:

**Whenever any action is taken by any stakeholder, i.e., Investor, Nodal Officer etc., an email alert is communicated to all the concerned parties along with comments/actions taken.**

The timeline for clearing a service for HEPC is 30 days, if not, the case gets eligible for deemed clearance after 15 days post the timeline of 30 days.
Box feature 32: MAITRI – Insights into the regulatory approvals and timelines

The website of Maharashtra Industry, Trade and Investment Facilitation Cell (MAITRI) displays a list of approvals needed from the State Government for setting up industry in Maharashtra. The investor can sort through the approvals by two options given under the ‘Investor Services’ tab.

❖ Available Approvals/ Clearances:

The investor is given the option to seek approvals/clearances list based on the current project phase which maybe be pre-operations, pre-establishment and during-operations. This can be further narrowed down to the particular department of interest.

❖ Know Your Approvals:

The investor, according to the project requirements can find the list of approvals needed along with the timeline for approval. This is further categorised sector-wise and interestingly, also on the basis of total employees/labour. Additionally, the investor can sort the list of approvals based on the type of land, particular department and the stage of business operations.
PILLAR 6: AFTERCARE

Does the State IPA provide services to investors after their initial investment, to help them grow and expand?

This pillar gauges the level of support that an IPA typically provides to existing investors, to help them maintain and expand their presence in a location. The IPA should have a database of existing investors, and a strategy for providing a range of aftercare services to them.

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having a comprehensive contact database of existing domestic and foreign investors in the state
- Having a strategy for engaging with existing investors, including how the IPA prioritizes them, and the services provided depending on their level of priority
- Providing support to investors throughout the business lifecycle even after the project has been implemented in the State
- Soliciting feedback from existing investors regularly to gather data on investments, employment, satisfaction level and investment climate
Box feature 33: **IPICOL – SOP for Aftercare**

Industrial Promotion & Investment Corporation of Odisha Limited (IPICOL) follows a standard of procedure to perform aftercare tasks in a consistent manner.

All the industries operating in Odisha are classified into two categories:

- **Marquee Client** (Operating in priority sector of the State) - They have to meet at least one of the below given categories:
  - Generated >1000 employment
  - Potential to bring in downstream or ancillary industries
  - Among top 100 in India, top 500 globally in terms of turnover or is a FDI

  - All Marquee clients are assigned a dedicated nodal officer who connects with the client every month to take stock of their issues, plans and operations. The nodal officer follows a structured approach to collect feedback from investors by engaging with them on the following points:
    - Renewals for received clearances
    - Scheduled inspections
    - Labour issues
    - Utility related issues
    - Raw material requirement/connectivity
    - Common infrastructure development
    - Law & Order issues
    - New land acquisition or clearance
    - Downstream/Upstream connectivity

  - The nodal officer shall assist the marquee clients to log in all the issues they face through eSuvidha Portal Odisha (eSuvidha, Projects Management System Portal has been developed for resolving issues and for tracking project with large investments, both in the public and private sectors) for grievance redressal

  - For industries planning to expand operations or set-up new units, the sectoral officer shall connect with the unit within 3 days of such proposal and same shall be entered in the investor pursuit database

- **Priority clients** (are those that don’t fall under the marquee client category):
  - For priority industries, each nodal officer shall be assigned 20 clients with whom they shall follow up on a bi-monthly basis to take stock of their issues, plans and operations. The officer shall assist them to log their issues in e-Suvidha portal for grievance redressal.
Box feature 34: PBIP – Aftercare services

Punjab Bureau of Investment Promotion (PBIP), has adopted a focused approach, geared towards building long term relationships with Punjab’s industries.

❖ To streamline and optimize the Aftercare strategies, Punjab Bureau of Investment Promotion has categorized the following types of investors in the State of Punjab:

→ Marquee (Bureau Clients)
→ Bureau Clients
→ Non- Bureau Clients

The rationale of division is shown in the screenshot below:

<table>
<thead>
<tr>
<th>Type</th>
<th>Criteria</th>
<th>Type of Interaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marquee (Bureau Clients)</td>
<td>Company fulfilling any of the three criteria’s:</td>
<td>One to one meetings</td>
</tr>
<tr>
<td></td>
<td>1. Investment in the State (&gt; 100 Crore)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Direct Employment generated (200 ~ 500)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Multiplier effect (attracting more than 2 Anchor units)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Priority Sector (Agri &amp; Food processing, Light Engg, Textile, IT/TeT, Logistics, and Pharmaceuticals)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Recent Expansion plans</td>
<td></td>
</tr>
<tr>
<td>Bureau Clients</td>
<td>Company fulfilling any of the three criteria’s:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Investment in the State (1 Crore ~ &lt; 100 Crore)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Direct Employment generated (50 ~ 200)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Multiplier effect (attracting more than 2 Anchor units)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Priority Sector (Agri &amp; Food processing, Light Engg, Textile, IT/TeT, Logistics, and Pharmaceuticals)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Recent Expansion plans</td>
<td></td>
</tr>
<tr>
<td>Non-Bureau Clients</td>
<td>Company fulfilling any of the three criteria’s:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. For cases with investment less than one crore</td>
<td>One to one meetings</td>
</tr>
<tr>
<td></td>
<td>2. Punjab based enterprises</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Recent Expansion plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. District level interaction sessions/workshops</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Manual Survey to be done in second phase</td>
<td></td>
</tr>
</tbody>
</table>

❖ Invest Punjab has formulated a structured aftercare mechanism that includes providing strategic and operational services:

❖ Strategic Services:

→ Engaging with industry stakeholders for policy feedback
→ Developing sectoral ecosystems and developing common infrastructure
→ Supporting investors in analysing expansion projects and providing tailored information (labour data, raw material costs etc.)
→ Supporting match making activities with local businesses
→ Connecting with platinum/marquee investors on a periodic basis

❖ Operational Services:

→ Assistance in understanding rules and regulations pertaining to establishing business
→ Facilitating meeting with Government, associations and other private or public institution
→ Conducting periodic ‘Aftercare Sessions’
The Industrial Promotion and Investment Corporation of Odisha (IPICOL), launched ‘Industry care’ mechanism to engage with the existing investors. This mechanism, reviewed on a monthly basis by the Honorable Chief Minister, has been created to address grievances/issues raised by industries (about to set-up, or already operating in the State) in a prompt manner. All concerned state-level and district-level authorities are part of this mechanism.

Given below is the flow chart of the ‘Industry-Care’ mechanism and the frequency of meetings held:

*SPMG - State Projects Management Group (SPMG) under the chairpersonship of Chief Secretary
*SLFC - State Level Facilitation Cell under the chairpersonship of CMD, IPICOL
*DLFC – District Level Facilitation Cell set up at the respective DICs, chaired by the General Manager

IPICOL has attempted to make the mechanism inclusive by accounting for inter-departmental coordination.

Meetings of the SLFC are uploaded to the IPA’s website, covering the details of the participants, items discussed and decisions taken for ‘New Proposals’ and ‘Existing proposals’.
Under the Industry-Care mechanism, a district-wise exercise has been launched to raise awareness about business reforms and institutional mechanisms among industries, as well as address their issues on a high priority basis.

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Districts covered</th>
<th>Date of meetings</th>
<th>No. of Industrial units participated</th>
<th>Venue of the Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sambal</td>
<td>20-12-2019</td>
<td>10</td>
<td>Main Conference Hall, IDCO Tower, Bhubaneswar</td>
</tr>
<tr>
<td>2</td>
<td>Khordha</td>
<td>18-11-2019</td>
<td>23</td>
<td>Main Conference Hall, IDCO Tower, Bhubaneswar</td>
</tr>
<tr>
<td>3</td>
<td>Cuttack</td>
<td>15-02-2019</td>
<td>15</td>
<td>Main Conference Hall, IDCO Tower, Bhubaneswar</td>
</tr>
</tbody>
</table>

IPICOL website has a tab on ‘Feedback on Draft Policy’ which can be accessed by investors and various stakeholders to inputs and suggestions on any upcoming draft policies of the State Government.
Maharashtra Industry, Trade and Investment Facilitation Cell (MAITRI), offers aftercare services to support the investors in the state by providing information, advice and guidance based on the nature of the grievance. MAITRI also proactively connects with the investors to identify any issues and flag the same to the relevant State department to undertake suitable reform.

MAITRI provides the following aftercare services to the investors:

- **Administrative services**: To enable operations
  - Obtaining permits & approvals
  - Connect with service providers
  - Obtaining work permits for foreign nationals and spouses
  - Accommodation assistance for new/transferred staff & educational institution for their children

- **Operational services**: To support the effective and efficient operation of the investment
  - Support for training
  - Assistance in export promotion
  - Assistance in expansion
  - Identifying local suppliers

- **Strategic services**: that influence the future direction of the firm, the development of new capabilities and the corporate development in the state. The following are the services provided to the investor
  - Encouraging and supporting the development of new, upgraded, higher value-added products and services of strategic value to the firm’s network
  - Nurturing local suppliers to international standards
  - Linking the senior managers and directors of the investment into high-level national policy and influencing networks
  - Policy advocacy activities

MAITRI engages with the investors, trade associations and other relevant stakeholders to identify the issues faced by them. To undertake this activity, MAITRI has classified the companies into three categories for targeted aftercare support:

I. Companies from top Foreign Direct Investment countries and the countries under the ‘Go East Strategy’ (strategy to promote economic, strategic and cultural relations with the vast Asia-Pacific region at different levels)

II. Companies with Large, Mega and Ultra-Mega Project investments and focus sectors from other countries

III. Providing aftercare services to the rest of investors present in Maharashtra
The engagement with the companies, trade-associations and other relevant stakeholders is carried out in five stages:

**Investor mapping** - A connect program with the Consul General and Trade Associations will be carried out to gather information on the investment issues.

**Issue Identification** - Company focus meeting to understand the complexities of the aftercare issue.

**Problem Solving** - Issues will be broken-up into different areas of focus in order to catalogue them in the tracking tool and a strategic matchmaking would be done to assess the plans department wise.

**Monitoring & Evaluation** - A Customer Relationship Management system has been developed for an enhanced after care program.

**Promotion** - Promotion activity will be carried out to inform all the investor about the aftercare initiative in the state and as when an aftercare issues is raised by the investor.
Box feature 37: PBIP – Services rating mechanism

Invest Punjab has formulated a strategic plan for capturing ‘Investor feedback’ (in phased and continuous manner) with a view to understand Investor’s perception about the services provided by Invest Punjab. The figure below highlights the approach for conducting the survey:

❖ To gauge investor’s perception on services provided, feedback survey is carried out. Given below are screenshot of the investor feedback ‘SURVEY FORM’ and ‘ABOUT YOU’ form filled in for data collection:

In order to continuously monitor the investor feedback, Invest Punjab has integrated the service rating mechanism with ‘Business First’ online system. The system captures the overall feedback of the investors on their experience with services like facilitation support provided by Invest Punjab officers, timely resolution of query/grievance (if any), effectiveness of the web portal, quality of service delivery and efficiency of granting clearances.
PILLAR 7: SYSTEMS AND INFRASTRUCTURE

Does the State IPA have well-defined systems and proper infrastructure to support its internal working mechanisms?

This pillar reviews the IPA’s use of infrastructure and technology to support its activities. This includes a broad range of functions, from having a CRM module for tracking investment leads, sharing files via an internal file management system, to conducting audio-video conferencing. This also includes access to proper infrastructure and dedicated office space for day-to-day functioning.

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having a **Customer Relationship Management** system or a well-managed database of companies (Investor Tracking Tool), which includes details of every investor (actual and potential) that the IPA has a connect with, each interaction with that investor, together with details of the progress of their project.

- Using a software solution that allows documents to be **stored and shared** between staff.

- Ensuring access to an **internet connection** that works reliably (i.e., with few interruptions, that does not affect productivity) and at a reasonable speed.

- Having access to audio/video **conference equipment**, such that formal meetings can be held ‘virtually’.

- **Setting-up well-equipped** business-friendly, professional-looking **office space** to carry out its day-to-day operations.
Box feature 38: Office space of select IPAs

Given below are photos of select IPA offices across the country with their brand identity clearly visible in the most frequently visited areas such as waiting area/reception and conference room:

Karnataka Udyog Mitra (KUM) Office entrance

Punjab Bureau of Investment Promotion (PBIP) reception
Industrial Promotion & Investment Corporation of Odisha Limited (IPICOL) waiting area

Guidance Tamil Nadu guest room

Haryana Enterprises Promotion Centre (HEPC) desk space for employees
Guidance Tamil Nadu conference room. The ‘Guitar’ in the background is the first guitar produced in a factory facilitated by Guidance TN. It was given as a token of appreciation by the investor.
PILLAR 8: WEBSITE

Does the State IPA provide up-to-date relevant information about the investment climate in the state to investors?

This pillar reviews the investment promotion website used by every State IPA, particularly concerning its design and relevant content for potential investors. Investment Promotion websites are often the first port of call for investors or their advisors as they search for new investment opportunities and locations. A website that communicates a location’s advantages clearly and credibly, while conveying a sense of the organization’s professional competence and customer care, will maximize the chances of gaining investors’ interest, thus securing a place for their location in their short lists. There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having an **easily accessible, navigable, user-friendly website** that is responsive to different electronic devices (mobile, tablet, desktop etc.)

- Displaying **accurate and updated content** for presenting the image of the State as a credible and viable investment destination, from an investor’s perspective

- Providing a wide range of **detailed information** on the opportunities in the state and assistance that investors can expect from the IPA and the State Government

- Having a **Standard Operating Procedure (SOP) for reviewing and updating the IPA’s website** at defined intervals
Box feature 39: IPFC – Investment promotion website

Uttarakhand’s Investment Promotion & Facilitation Centre (IPFC) website, features relevant sections which have key information about all IPA services, regulatory approvals required, resource library, dashboard / reports, investible projects, sectoral profiles, land related information, details about the investors summit etc. The Investors’ Summit website and the Single Window System have also been embedded in this website, such that all the investment pertinent information is available on a single platform.

❖ All the services provided by Invest Uttarakhand have been placed under one tab ‘Services’ making it a true one-stop service provider. Given below is a screenshot of the services tab:

❖ The website is accessible across various device platforms and also to the visually impaired Convention on the Rights of Persons with Disabilities (CRPD) – United Nations aimed at promoting the Rights of the disabled) by giving them the option of ‘Screen Reader Access’ as shown below:

❖ The investor is provided with ‘Contact Us’ tab along with details on Helpdesk including Tollfree number, operating hours, WhatsApp number as well as link to social media account as shown below: (All information is made available on the web homepage)
Box feature 40: MPIDC – Investment promotion website

Madhya Pradesh Industrial Development Corporation has made its digital presence with the newly revamped website which is easily accessible, responsive to different electronic devices, provides accurate and standardized content, furnishes important information such as contact details of sector specialists, office address, IPA’s services, some investment pertinent links, FAQ section, photos/videos in the gallery and links to the social media handles.

❖ The ‘Ease of Doing Business’ tab provides details pertaining to incentives, services offered and applying for the same:

The investor can apply for approvals and incentives on this website. The investor is provided with manual to navigate and process their applications as well as track the same on their personal investors dashboard

Further, the website also serves as their Single Window System portal called ‘INVEST Portal’

❖ A section on ‘Advantage MP’ highlights the benefits of investing in MP, minerals available, the current Industrial scenario etc.
Integration of IPA’s website with social media accounts makes the social platforms accessible to the existing & potential investors via IPA’s website. It not only lets the investor interact with the IPA and but can also promote the content generated as well as the services offered by the IPA. Such an integration, can improve the websites SEO (Search Engine Optimization) results on various search engine platforms. Shown below is a screenshot of the social media integration into the IPA’s website:
**Box feature 41: IPICOL – SOP for website review**

Industrial Promotion & Investment Corporation of Odisha Limited (IPICOL), has a content management system (CMS) for reviewing and updating the website. They have procedures for review of the website spanning from real-time basis to half yearly basis. This system is used as and when required by the IT Manager – IPICOL to make changes to the website (Snapshot of the IPA’s website shown below).

![Snapshot of the IPA's website](image)

**❖ REAL-TIME BASIS UPDATE** (Information received/shared by the IPICOL official responsible for the content is immediately updated to the website by the IT-Manager)

The following content on the website are to be reviewed & updated on real-time basis:

- News & Social Media Activity
- Event specific photos and videos
- Marketing material/brochures
- Uploading SLFC (State Level Facilitation Cell) and SLSWCA (State Level Single Window Clearance Authority), aftercare meeting minutes with clients.
- Ease of doing business reforms

To update the aforementioned content, the following steps shall be followed by the IT-Manager before updating the information onto the IPA’s website:

<table>
<thead>
<tr>
<th>Section</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| Policy Updates   | → Manager IT-IPICOL to coordinate with – Deputy, Joint or Additional Secretary of Industries Department  
                    → For other Departments the concerned Nodal IPICOL officer/IPA member shall share the information |
| Ease of Doing Business | → Deputy, Joint or Additional Secretary of Industries Department shall share the latest notification and reforms undertaken.  
→ This is to be reviewed by IPA member fortnightly to ensure up-to-date content |
| Event photos, promotional videos, testimonials, news or social article on Odisha and marketing collateral. | → Senior Consultant/ Consultant IPICOL to coordinate with PR agency |
| SLFC and SLSWCA | → Manager, SLNA (State Level Nodal Agency) to share Minutes of Meeting with IT Manager within 1 day of its approval |

*All the content shall be reviewed by IT Manager and posted on the website through CMS within a day of its collation

❖ QUARTERLY REVIEW & UPDATE

The following content on the website are to be reviewed & updated on quarterly basis:

→ Information related to the status of the industrial park or clusters under development

→ Information on Investible Projects

IT manager will undertake the following steps to update the information for the aforementioned content:

**Manager to contact**

→ PMU, Head - IDCO* for update on Industrial parks and clusters

→ Concerned Department - For information on Investible projects in a standardized format

**Compilation & Approval**

→ Compile data within 10 days of receiving the information

→ Share the same for review with Managers of Industrial Parks and Clusters (IPC)

→ Recommend the changes to MD, IPICOL within 3 days of clearance from Managers of IPC

→ MD, IPICOL to clear the changes within 2 days of receiving it.

**Uploading the changes**

→ IT Manager to upload the changes within 2 days of approval

→ In-case of software specialist requirement, the content to be uploaded within 3 days of approval

*IDCO – Odisha Industrial Infrastructure Development Corporation*
HALF-YEARLY REVIEW & UPDATE
All the other content not covered in the aforementioned processes are to be reviewed & updated on a half-yearly basis. For this the following steps are to be followed:

- The entire content shall be reviewed by a committee headed by CMD/MD IPICOL.
- Nodal officers and other IPA members to provide updated information within 15 days.
- Revised information to be compiled and shared with the committee for review. Post-approval, it is uploaded by IT manager within 3 days.
- In-case software developer is required, then changes are to be uploaded with 3 days of approval.

OVERALL REVIEW
Review of all the information uploaded or updated on the website is done by the following:

- Fortnightly, review of changes under the chairmanship of MD, IPICOL.
- Monthly review of changes under chairmanship of Chairman, IPICOL, to be held during the first SLFC meeting of the month.
Box feature 42: PBIP – SOP for website review

Punjab Bureau of Investment Promotion (PBIP) has designed a SOP for updating and reviewing the website (Snapshot of the IPA’s website shown below), which is based on the following ‘Measures of Success’:

- Ensure that the website is interactive, informative and user friendly
- Content should be customized based on the user group
- Queries generated on the website should be answered within a stipulated time period
- Update the website regularly with new information
- Analyse the website with respect to the number of hits generated

❖ The Bureau has assigned the following members of its staff with the responsibility of updating and reviewing the IPA’s website:

→ AGM – IT Cell (Overall responsibility)
→ Manager – IR (Website content SPOC)
→ NIC – Technical (Uploading of content and maintaining web analytics tool)

❖ The bureau has diverged the responsibilities for website review and updating the same based on the section:

<table>
<thead>
<tr>
<th>Section</th>
<th>Section Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>About Punjab</td>
<td>DGM – IP</td>
</tr>
<tr>
<td>Bureau</td>
<td>ED- HR</td>
</tr>
<tr>
<td>Advantage Punjab</td>
<td>PIU</td>
</tr>
<tr>
<td>Business Opportunities</td>
<td>Concerned sector officers</td>
</tr>
<tr>
<td>Setting up your business</td>
<td>DGM – IP</td>
</tr>
<tr>
<td>Contact Details</td>
<td>ED-HR</td>
</tr>
<tr>
<td>All links (social media, state</td>
<td>NIC</td>
</tr>
<tr>
<td>government departments etc.)</td>
<td></td>
</tr>
</tbody>
</table>

❖ Updating and reviewing the website based on the area (type of content), updating frequency, type of update and the responsible officer:

<table>
<thead>
<tr>
<th>Area</th>
<th>Frequency</th>
<th>Work Area</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content Updation</td>
<td>Monthly</td>
<td>→ Uploading new sector and Sub-sector profiles</td>
<td>Nodal officers shall provide information to Website content SPOC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Testimonials or case studies (if any)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Policies/Schemes (if any)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sector related informative content</td>
<td></td>
</tr>
<tr>
<td>Area</td>
<td>Frequency</td>
<td>Work Area</td>
<td>Responsibility</td>
</tr>
<tr>
<td>--------------------</td>
<td>-----------</td>
<td>----------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Content Updation   | Ad-Hoc    | → New project opportunity (RFP, tender etc.)  
|                    |           | → Event(s) related information  
|                    |           | → Social media updates  
|                    |           | → Recent news –Internal  
|                    |           | → Recent news –External  
|                    |           | → Office orders  
|                    |           | Team information (Contact details etc.)  | Nodal officers shall provide information to Website content SPOC |
| Data Analytics     | Monthly   | → Analyse Impact of Digital Marketing  
|                    |           | → Analyse information such as most and least viewed pages, downloaded documents, type of information searched by the user, time spent by the user etc.  | AGM IT Cell  
|                    |           | → Manager-IR  
|                    |           | → NIC (maintaining web analytics tool)  |
| Content Review     | Semi -Annually | → Ensure new project/policy related information is getting updated every 6 months  
|                    |           | → Check for spelling/grammar errors  
|                    |           | → Check accuracy of contact details  
|                    |           | → Effective functioning of Links pertaining to social media  
|                    |           | → Video  
|                    |           | → Styles or formatting  
|                    |           | → Updated Logos  
|                    |           | → Up to date sector related information  | AGM IT Cell  
|                    |           | → DGM-IR&P  |
| Technical Review   | Monthly   | Verify/Check  
|                    |           | → All internal and external web links  
|                    |           | → All site logins, contact forms, and social media integration  
|                    |           | → Security best practices, like denying access after several failed logins  
|                    |           | → SEO Keywords are responsive  
|                    |           | → Each page is substantial, helpful, informative, and rich in relevant SEO keywords  
|                    |           | → Website response to different electronic devices –Usability on Smartphone/tablets etc  
|                    |           | → Accuracy of Analytics reports  
|                    |           | → Content Load time  | NIC  |
Box feature 43: GIPB – SOP for website review

The Goa Investment Promotion & Facilitation board (GIPB) has identified the procedures for structured website review, specifying the roles and responsibilities of key officers appointed in-charge of the review and step-by-step process for updating the content depending upon how complex and time-consuming the change is perceived to be. Shown below is a screenshot of GIPB’s Website:

❖ Roles and Responsibilities: Those in-charge for updating the web content and reviewing

<table>
<thead>
<tr>
<th>Actors</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content Managers</td>
<td>→ Overall Management&lt;br&gt;→ Create, review &amp; update content&lt;br&gt;→ Ensure veracity of Information&lt;br&gt;→ Liaise with other actors&lt;br&gt;→ Inform other actors any changes made&lt;br&gt;→ Propose information with Public Information Officer</td>
</tr>
<tr>
<td>Legal Officer</td>
<td>→ Review website for legal implications</td>
</tr>
<tr>
<td>Senior Officer</td>
<td>→ To provide guidance on presentation</td>
</tr>
<tr>
<td>Content Coordinator</td>
<td>→ Overall Quality (Content Style, Clarity &amp; Coherence)&lt;br&gt;→ Presentation of Content&lt;br&gt;→ Website Navigation&lt;br&gt;→ Liaise with other actors</td>
</tr>
<tr>
<td>Webmaster (website maintenance vendors)</td>
<td>→ Verify content uploaded&lt;br&gt;→ Upload complex content&lt;br&gt;→ Assist content managers</td>
</tr>
<tr>
<td>Public Information Officer</td>
<td>→ Managing home-page content&lt;br&gt;→ Liaise with other actors</td>
</tr>
<tr>
<td>Clearing House Mechanism Officer</td>
<td>→ Ensure compatibility with existing clearing-house mechanism tools&lt;br&gt;→ Develop new interfaces between clearing-house mechanism tools and websites.</td>
</tr>
</tbody>
</table>

❖ Scenarios - The Content Manager while updating the website has to consider the following two scenarios:

→ Criteria for Scenario I – Simple Update

→ Criteria for Scenario II – Complex Update (Updates which generate inconsistencies across the webpage)
SOP prepared by GIPB has laid down the steps to be followed while making changes to the website for both the scenarios which are similar up to an extent but vary based on type of content being uploaded. The following is the summary of the steps taken for both the updates:

Content Manager (CM) drafts or modifies the content
CM circulates the draft to other stakeholders for feedback
CM informs Public Information Officer for managing information on webpage

Any adjustments have to be agreed upon by all the officers involved
Clearing House Mechanism officer to ensure compatibility with existing format
CM informs Content Coordinator to ensure consistency across webpage

CM requests the webmaster to upload the changes
Adjustment if any after uploading the content

*The dark coloured boxes are the extra steps required for complex updates.*
MISCELLANEOUS

Box feature 44: JKTPO – Women empowerment initiatives & partnerships

Hausla is a program designed by Jammu & Kashmir Trade Promotion Organization (JKTPO) with a multifaceted approach for empowering existing women entrepreneurs who are expected to then become role models for their respective sectors. The program is designed to be an annual feature where every subsequent batch will serve as mentors to successive batches. Shown below is a screenshot of the dedicated website for the program:

The entire program is conceptualized and coordinated by JKTPO. It is an ambitious 360° program with a realistic end to end approach wherein program is curated not simply as a Skill Development Program but also included the other aspects that are required for up-scaling of any enterprise i.e., Credit support, marketing support and mentorship. There are various stakeholders involved in the program whose role is as defined below:

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>JKTPO</td>
<td>Organizer &amp; coordinator</td>
</tr>
<tr>
<td>National Institute for Micro, Small and Medium Enterprises (NIMSME)</td>
<td>Training Partner</td>
</tr>
<tr>
<td>India SME Forum</td>
<td>Knowledge and Mentoring Partner</td>
</tr>
<tr>
<td>Mission Youth J&amp;K</td>
<td>Program partner</td>
</tr>
<tr>
<td>J&amp;K Bank (‘Hausla Credit Support Scheme’ by K&amp;K bank to provide credit support at an affordable interest rate i.e., RLLR + 1% Floating)</td>
<td>Financial partner</td>
</tr>
<tr>
<td>Flipkart</td>
<td>E-commerce partner</td>
</tr>
</tbody>
</table>

Other collaborations:

→ To further motivate all the program applicants, even in the aspiring category of women entrepreneurs (applicants not selected for the program), JKTPO has associated with Mission Youth J&K’s ‘Tejaswini Scheme’ for financial assistance.

→ Collaboration with ‘Jammu Haat’ a physical market platform for entrepreneurs, buyers, sellers and exporters, showcasing the rich, varied handicraft tradition of the region.
Hausla program is a phase wise initiative with structured roadmap and timelines:

JKTPO has received 450 applications of which 118 chosen women applicants are given online training for 27 hours and further to this, 50 shortlisted women entrepreneurs will be given one to one mentoring & training through world class industry trainers and mentors.

Tweet by JKTPO promoting the women-centric entrepreneurship program ‘Hausla’:

JKTPO has also collaborated with FICCI FLO, the women wing of Federation of Indian Chamber of Commerce & Industry (FICCI) by signing a MoU for promotion of women entrepreneurship in J&K.
Box feature 45: Guidance TN – Regional Outreach

Guidance has set up a ‘Regional Outreach Team’ comprising of 5 ‘Zonal Officers’ to provide investment facilitation services to investors in districts that are far from its major economic hub - Chennai. The need to create such a team was felt due to the scattered industrial development across the state and to cater to the prospective investors away from Chennai.

This team is tasked with assessing the progress of the implementation of the industry reforms, facilitating approvals through interaction with local authorities and to provide after care support at regional level. While these individuals are based out of Chennai, they are on a constant move across districts to converse with district authorities, local investors/industrial bodies, attend to other local requirements and help resolve the problems faced by investors/industries at ground level.

The IPA website has a dedicated webpage for ‘Regional Outreach’ which showcases district wise industrial information & contact details of the respective ‘Zonal Officers’. Shown below is a screenshot of the dedicated webpage:

The Regional Outreach team assists the district administrators of all 38 districts of Tamil Nadu (District Collectorate, District Industrial Centers etc.), in taking up initiatives to project their districts as an ideal investment destination by promoting their sectoral strengths, existing logistical infrastructure, educational institutions etc., concurrently generating competition with other districts. The zonal officers are also tasked with gauging the investment trends & potential in the districts, which is disseminated to larger audience through various market outreach programs of the IPA.
Box feature 46: KUM – Driving an Integrated communications plan

Karnataka Udyog Mitra is driving a regular and planned integrated communications plan to update investors on all relevant ongoing events and efforts. This communication plan is based on engaging with existing and potential investors on policy developments, investor outreach programs, key highlights on existing state’s industrial ecosystem, and how best the state can facilitate investments across all districts.

Communication is diversified across platforms such as Invest Karnataka website, social media platforms such as Twitter, Facebook, LinkedIn & YouTube, Invest Karnataka monthly newsletter, and outreach efforts with regional, national & international media outlets.

Given below is an example of an integrated communications plan of the state:

Shown below are tweets posted by Invest Karnataka (in English as well as the regional language) and its officials, broadcasting different pointers on the same theme using the hashtag #InvestinKarnataka to create a buzz.

Shown below are images of posts published on Invest Karnataka’s official Facebook & LinkedIn account to promote the monthly newsletter. The same has also been tweeted by ACS, Industries Karnataka (tagging relevant organisations). A hyperlink for the newsletter has been included in the post, directing the user to the official investment website of the IPA.

All platforms are tracked using website and social media analytics to measure success such as number of followers, engagement rates, reach and access of Invest Karnataka content across geographies and the number of media coverages in regional and national media publications.
Box feature 47: JKTPO – Large scale outreach program & MoU conversion process

JKTPO under the ambit of Industries & Commerce Department organized a first of its kind pre-summit investors’ meet, followed by roadshows in 6 major cities across India, as a pre-cursor to the mega event, Global Investors Summit 2020 (delayed due to the pandemic). The objective was to showcase policy & regulatory environment, investment opportunities in focus sectors to boost manufacturing & employment generation in the region.

JKTPO formed an Investment Cell to cater to the needs of the investors by assisting them in grounding of MOUs post the roadshow. The key activities performed by the cell include:

→ Focus on Digital Interventions with minimum human intervention like creation of land allotment portal for Investors

→ All the applications received for allocation of industrial land are scrutinized on technical & financial criteria. Handholding of new investors was done and then on, all the applications received for allocation of industrial land are scrutinized online portal handles by Industries & Commerce Departments and land allotment is done in accordance with the Industrial Policy and Land Allotment Policy 2021.

A High-Level Land Allotment Committee, has been established as per the industrial Land Allotment Policy and chaired by Principal Secretary Industries & Commerce Department (Chairman, JKTPO)

→ Assistance in obtaining permits and other public services

→ Monitoring feedback

→ Grievance redressal

→ Coordination with the respective Government Departments of the UT
Box feature 48: APEDB – Comprehensive industrial survey

Samagra Parishrama Survey (SPS) 2020 (Comprehensive Industrial Survey), an initiative of the Department of Industries & APEDB in collaboration with Andhra Pradesh State Skill Development Corporation (APSSDC), to understand the industry requirements and manufacturing scenario in the State. The survey aims to capture industrial requirements comprehensively to ensure Ease of doing business (EoDB), promote cost-effectiveness, assured aftercare & scientific investment promotion.

❖ Steps taken before launching the state wise survey:
1. **Preparation of questionnaire**
   To collate required data, a questionnaire for SPS 2020 and methodology was prepared with feedback taken from concerned stakeholders. The SPS Survey Questionnaire is divided into 9 sections:
   - Promoter Details
   - Sector Details
   - Investment details
   - Import Export Details
   - Power Requirement
   - Employee & Skills Profile
   - Re-skilling Requirement details
   - Credit Requirement
   - Marketing and finance practices

2. **Tools of web & mobile application**
   Tools were developed to record details on a mobile app, along with a photo and GIS (Geographic Information System) coordinates of the unit.

3. **Training of field officers**

4. **Pilot Survey**
   A pilot survey was conducted in two industrially-intensive mandals in each district, by surveying at least 15 industrial units per mandal (10 MSME units, 4 large units and one mega unit). Feedback was taken from survey teams after pilot survey and necessary changes were made in the questionnaire as per the learning from Pilot.

5. **After completion of the pilot,** a full-fledged survey was initiated in each village/ward secretariat area of the state

❖ Based on data analytics, various initiatives were undertaken to improve production and productivity of industries:
1. **GIS based web-portal** was developed to improve production and productivity of industries:

   Data collated is made available to the existing and future investors to enable forward and backward linkages, that would eventually help in industrial clustering and zoning.

   Data can be filtered based on district, sector and size-based classification of businesses.
2. Database on workforce made available to industrial units ensuring availability of skilled workforce.
3. Impart industry relevant skill in tune with the National Skills Qualification Framework (APSSDC to assess curriculum changes required).
4. Make necessary regulatory changes for more self-compliance-based application processes for investors.

As a result of this initiative, the CEO, APEDB was presented with Award of Excellence in Digital Governance for successful implementation of ‘Samagra Parishrama Survey 2020’ at the ‘Elets Knowledge Exchange Summit’ in December, 2020.
Box feature 49: Invest Bihar – Investor outreach & Facilitation for Ethanol manufacturing

Bihar became the first state in the country to have its own ethanol policy the ‘Ethanol Production Promotion Policy 2021’. Invest Bihar was tasked with promoting the policy & obtaining investment commitments to set up green-field ethanol manufacturing units in Bihar during the 2nd wave of COVID-19.

To achieve the objective of the policy of making Bihar an ethanol hub, Invest Bihar pro-actively reached out to investors through the following measures:

→ Discussions were held with local sugar manufacturers to gauge their interests towards the policy and investment opportunities

→ Connected with investors who had participated in the launch event of Ethanol Production Promotion Policy in March 2021 to seek investment commitments

→ Timely response to investor queries and requests received via tele-call or emails within 24 hours clearly explaining the benefits available under policy

→ Facilitated meeting with the Hon’ble Industry Minister for select investors evaluating Bihar as an option to build confidence

Invest Bihar is providing investment facilitation services to investors in adhering to the stage-wise regulatory timeline of the Ethanol Promotion Policy:

→ Coordinating with all the relevant departments of the government to provide seamless experience to the investor

→ Assistance in submitting application for Stage – I clearance for setting up a manufacturing unit

→ Assistance in identification of land for the proposed units

→ Assistance in submitting application for stage – II financial clearance for various incentives promised under the policy

→ Timely response on queries related to application, regulations, clarity on policy etc. and continuous follow up to ensure seamless grounding of investments

Invest Bihar has assisted in obtaining INR 2,100 Crore worth of investment commitments for the ethanol manufacturing in the state during the toughest period of the 2nd wave of COVID-19 between 25th March 2021 to July 2021 (95% of the investment has already been grounded).
Box feature 50: JKTPO – Export Promotion Cell

A dedicated Export Promotion Cell created within the J&K Trade Promotion Organization (JKTPO) to work as the single-point of contact between Government authorities and various stakeholders. One of the objectives for creating the cell is to promote trade with a special focus on the MSME Sector which often lacks the knowledge or risk appetite to venture in the international market. The cell will provide support for promotional activities such as external publicity, participation in fairs and exhibitions.

Export Promotion Cell will undertake measures required to boost exports in sectors in which J&K has a relative competitive advantage. The cell will function through 3 tier mechanisms:

I. Market and Research Wing
II. Exporter Facilitation Wing
III. Export Advisory Forum

❖ Functions to be performed by the Export Promotion Cell:
→ Develop export policy and promotion strategy
→ Nodal agency for ‘Districts as Export Hub’
→ Partnering & nurturing relationships - Engaging with stakeholders such as Export Promotion Council, international trade bodies, FIEO, India Promotion Trade Organization etc.
→ Undertake capacity building seminars for sellers & holding Buyer-Seller meets
→ Engaging with sector-wise beneficiaries and recommending welfare measures in the form of required handholding, financial incentives, and product-specific assistance
→ Organize ‘Export Promotion’ events for various products of J&K

The export promotion cell is currently in the finalization Stage of developing ‘District Export Action Plan Under District as Export Hub’ plan.

❖ Some of the key events held by JKTPO to promote the exports of J&K:

<table>
<thead>
<tr>
<th>JKTPO’s collaboration partners for BSMs</th>
<th>Name of the product promoted</th>
</tr>
</thead>
<tbody>
<tr>
<td>→ Consulate General of India</td>
<td>• Saffron and saffron based products</td>
</tr>
<tr>
<td>→ US-India Strategic Partnership Forum (USISPF)</td>
<td></td>
</tr>
<tr>
<td>→ Consulate General of India Toronto (Canada)</td>
<td>• Handicrafts and handloom products</td>
</tr>
<tr>
<td>→ Indo Canada Chamber of Commerce (ICCC)</td>
<td></td>
</tr>
<tr>
<td>→ Consulate General of India Toronto (Canada)</td>
<td>• Agri and food products</td>
</tr>
<tr>
<td>→ Indo Canada Chamber of Commerce (ICCC)</td>
<td></td>
</tr>
</tbody>
</table>
Promotion collaterals of export promotion events undertaken by JKTPO:

- Virtual buyer-seller meet with agro and food product importers of Canada.

In Association with:
Consulate General Of India Toronto,
24th of September 2023
7:00 pm IST

Brand Promotion
Market Expectations
Buyer Seller Connect

For Queries Contact on:
did@jktp.org
mounikgaur@gmail.com

- Virtual Meet for Promoting Saffron Exporters in J&K

- Virtual Trade Fair for Agricultural & Horticultural Products

29th July 2021 & 30th July 2021
Box feature 51: APEDB - Promoting trade & export opportunities

With the mandate to accelerate the inclusive economic growth of the state and facilitate trade and commerce, Andhra Pradesh Economic Development Board (APEDB) has identified export promotion as an anchor for faster growth and increased competitiveness of industries in the state. To support the state’s target to double its exports by 2030, APEDB has charted a well defined action plan to increase value addition in export commodities, diversify export basket and to identify new markets and improve quality of goods exported.

Following is a brief overview of activities taken up by APEDB to support the State’s Department of Industries towards Exports Promotion:

❖ District level exports action plan

APEDB developed district-level export action plan by identifying products with export potential and accordingly district export profiles were curated with assistance from EXIM bank. It also facilitated establishment of ‘Districts Industries Export Promotion Committee’ to help notify exportable products. Given here are a few images from the Andhra Pradesh State Export Action plan on the District Export Action Plan and district specific (for reference Srikakulam district profile) export potential profile:

❖ Export Facilitation Cell:

APEDB assisted Andhra Pradesh Trade Promotion Corporation (APTPC) in setting up of district level Export Facilitation Cell for exporters. The image on the right showcases the services that will be provided by the cell such as, export promotion, credit facility, training services etc.
❖ Export Trade Portal

Export Trade Portal (Image on the right) launched by APEDB to act as a single source of information for exporters related to export processes, export facilitators and indicators.

❖ Vanijya Utsavam

APEDB curated and organized ‘Vanijya Utsavam’ along with Andhra Pradesh Industries Department, where top industrialists along with MSMEs that are contributing to the export basket of the State were invited to display the commodities being exported from the State. The event was organised with the aim to create a platform that facilitates a cordial meeting of exporters/potential exporters with policymakers, industry players and export facilitators.

The export carnival was planned with activities that would guide exporters with international opportunities for local produce, interventions being taken by the government for the benefit of traders, share success stories of leading manufacturers and virtually connect with foreign embassies. Shown below is the promotion collateral and tweet by APEDB tagging the relevant officials and hashtags to promote the event.
Box feature 52: APEDB – Capacity building programs for DICs

Post the virtual capacity building workshop for the State IPAs by Invest India, Andhra Pradesh Economic Development Board (APEDB), extended the learnings and insights to District Industries Centers (DICs) and organized Capacity Building Programs on both Investment and Exports Promotion in a phased manner to all 13 Districts Industries Centre’s officials.

APEDB has developed a course curriculum for the capacity building of the DICs, which was imparted in three-phases. Given below is an indicative course content of the phase wise capacity building program:

<table>
<thead>
<tr>
<th>Phase I</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>→ Economic overview of the World, India and Andhra Pradesh along (and other leading states) and current FDI &amp; investment trends</td>
<td></td>
</tr>
<tr>
<td>→ Reach-out under investment &amp; exports Promotion, district-wise target sectors, exportable goods &amp; services</td>
<td></td>
</tr>
<tr>
<td>→ Develop district-wise value proposition, supply-chain targeting, company (target) shortlisting</td>
<td></td>
</tr>
<tr>
<td>→ Stakeholder involved in IP and Trade (state &amp; national level), export procedures, credit options etc.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase II</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>→ Standard operating procedures (SOPs) for conducting site visits, delegation handling, land bank &amp; infrastructure mapping</td>
<td></td>
</tr>
<tr>
<td>→ Query handling &amp; grievance resolution SLA under ‘Industries Spandana*’, and role mapping of competent authorities*</td>
<td></td>
</tr>
<tr>
<td>→ Overview of schemes &amp; policies such as Production Linked Incentives (PLIs) , export incentives, export certifications required for international markets</td>
<td></td>
</tr>
</tbody>
</table>

*Industries Spandana - State portal to address all the industries related queries & grievances of the investors.  
* Competent Authorities - APEDB, APIIC, DIC and other state departments involved in Industries Spandana.

<table>
<thead>
<tr>
<th>Phase III</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>→ IT systems/ Single window for approvals, licenses, incentive disbursements etc.</td>
<td></td>
</tr>
<tr>
<td>→ Integrate MSMEs exporters to e-commerce, Samagra Parishrama Survey (SMS)* portal and databases on skilled workforce availability</td>
<td></td>
</tr>
<tr>
<td>→ Formulate Key-Performance Indicators relevant to districts and Management Information System (MIS) report communication to headquarters</td>
<td></td>
</tr>
</tbody>
</table>

*SMS - Industrial survey to understand the requirements & manufacturing scenario in the state

Given below are images of some of the capacity development program undertaken for DICs:
Understanding the importance of SMEs towards the development of the state and to facilitate investors who were adversely affected by COVID-19, Invest Bihar has pro-actively reached out to SME investors who wished to invest in Bihar, having suffered losses in their existing businesses elsewhere.

Invest Bihar team facilitated many such investors. To name a few:

- SME on Foxnut production & harvesting was incorporated during the pandemic by an investor (Kushmesh Chowdhary), who was engaged in tourism business prior to COVID-19.

Facilitation support provided by Invest Bihar:

→ Assistance towards policy benefits and process of land & SIPB applications

→ Facilitating meeting with key officials
  Facilitating meeting with the Dy. Investment Commissioner and local administrative officials of Darbhanga (location of unit).

→ Advisory on national policies that can be dovetailed to maximise benefits to investor
  National Food Processing Policy and Production Linked Incentive (PLI) Scheme of the Ministry of Food Processing

→ Guidance on developing awareness programme for Foxnuts cultivation among local farmers
  Assisted the investor by connecting with Indian Council of Agricultural Research, Horticulture & Agriculture Department (they have developed a model detailed project report on Foxnuts) & the local administration.

Agro-processing is a ‘High priority sector’ & Foxnut or Makhana is considered as ‘Strategic Advantage’ Agro product for Bihar. The IPA, by successfully grounding the investment, not only promoted the industry, but also enhanced the socio-economic standing of the local farmers engaged in the sector.

Two more examples of such initiatives taken by Invest Bihar, that are currently under implementation phase are given below:

- SME on Ethanol production was incorporated during the pandemic by an investor (Argho Mukherjee), who was a trader in West Bengal prior to COVID-19.

  Investor was facilitated by the team in identifying the key policy benefits, processes for application and handholding support for land and SIPB allocation for setting up the proposed ethanol unit. The IPA was successfully able to leverage the advantage of Bihar being the only Indian state to have implemented an ethanol promotion policy.
 Assistance provided to Non-Resident Indian (NRI) Businessman for relocating his business back to India

NRI Businessman (Manoj Prasad), who was earlier a PVC pipes trader in Uganda wished to relocate back to India due to the impact of COVID and open a SME unit in Darbhanga, Bihar. Invest Bihar team coordinated with him while in Uganda and then once he relocated back to India. He was facilitated by the Invest Bihar team towards identifying the key policy benefits, processes for application and handholding support for land and SIPB allocation for setting up the proposed PVC pipe manufacturing unit in Darbhanga.
Box feature 54: Invest Bihar – Efficient lead conversion & Handholding of an investor

Invest Bihar connected with Varun Beverages, interested in setting up a unit of carbonated soft drinks, fruit pulp-based drinks and packaged drinking water unit in Bihar. Invest Bihar team received information on company’s interest from a member of the Bihar Investment Promotion Committee (BIPC), functioning under the Office of the Investment Commissioner, Bihar, to advise the IPA on reach-out strategy as well as investor targeting.

Invest Bihar team led by the Investment Commissioner pitched the advantages of investing in the state to the key officials of Varun beverages. They were informed about the policy benefits, seamless business application processes, BIADA (Bihar Industrial Area Development Authority) land application processes and also customized incentives.

Investment commitment from Varun Beverages was obtained prior to the national lockdown caused by Covid pandemic. Invest Bihar provided pro-active support and continuously engaged with the investor during the national lockdown of 2020 to facilitate investment. It connected the company officials with BIADA officials to discuss potential land options based on the specific requirements of the company. Accordingly, site visits were arranged and 55 acres land parcel was identified in Begusarai, Bihar for their proposed unit and assistance for requisite clearances was also provided to facilitate smooth setup of the unit.

A letter from Varun Beverages to Invest Bihar, appreciating their efforts even after successfully grounding the investment. The company will start trial runs in early 2022 despite the delay caused by COVID.

This effort from Invest Bihar will not only help provide job opportunities to many but also give an impetus to regions economic and social growth.
Box feature 55: PBIP – District Bureau of Industry and Investment Promotion

The Government of Punjab has replicated the Invest Punjab model at the district level to facilitate investments and expedite approvals for investors. These District Bureau of Industry and Investment Promotion (DBIIPs), will help in swift resolution of investor grievances and inter-departmental matters at the district level. DBIIPs will also expedite timely grant/issuance of clearances/approvals/NOCs applied through the Invest Punjab Business First portal by the investor.

DBIIPs have been operationalized in Jalandhar, Ludhiana and Amritsar and are being set up in SAS Nagar, Patiala and Bhatinda in Phase-I. In the remaining districts, DBIIP offices will be set up as and when the need arises.

District Bureau of Industry & Investment (DBIIP) office in each district shall be headed by the District Collector of the District who shall also be the CEO of DBIIP.

❖ Objectives of DBIIP:

→ Setup a dedicated Single Window Office in each district to facilitate investments
→ Promote ease of doing business at District level
→ Provide necessary guidance/consultation to investors
→ Expedite timely statutory clearances/approvals required for the grounding of the project
→ Regular review mechanism at district level for timely disposal of business queries & grievances

❖ Activities of DBIIP:

→ Supervise and monitor the performance of Nodal Officers appointed in DBIIP from the line departments/authorities (Refer to the table below on departments/authorities)

→ DBIIP office shall deal with matters related to investment proposal with Fixed Capital Investment (FCI) up to Rs.25 crore applied through Invest Punjab Business First portal. Above the mark of Rs. 25 crore FCI proposal, the Punjab Bureau of Investment Promotion (PBIP) would continue to expedite clearances/approvals in the state

❖ Nodal officers from the following 10 departments/authorities have been appointed in DBIIP:

<table>
<thead>
<tr>
<th>Department of Housing &amp; Urban Development</th>
<th>Department of Local Government</th>
<th>Department of Labour (factories)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Pollution Control Board</td>
<td>State Power Corporation</td>
<td>Department of Forest &amp; Wildlife</td>
</tr>
<tr>
<td>State Small Industries &amp; Export Corporation</td>
<td>Department of Taxation</td>
<td>PWD (B&amp;R)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Department of Industries &amp; Commerce (Boiler, Society registration)</td>
</tr>
</tbody>
</table>

The DBIIP shall be assisted by General Manager, District Industry Centre, who shall be its Convenor-cum-Member Secretary. The services of a full time professional (MBA) shall be availed to assist the DBIIP in its day-to-day working. For the appointment of consultant/consultants, criteria of eligibility like qualification, work experience etc. shall be the same as defined by the Punjab Bureau of Investment Promotion. The recruitment of these consultants shall be done at central/headquarter level, through either campus interviews or open advertisement as per procedure approved for PBIP.
Box feature 56: Invest Telangana – Industry Chasing Cell

Government of Telangana, under Telangana State Industrial Project Approval and Self Certification System (TS-iPASS) Act constituted ‘Industry Chasing Cell’ in the office of the Hon’ble Chief Minister (CMO) under the overall superintendence of Chief Secretary. The cell serves as the Nodal Agency for Mega projects making sure timely delivery of services/approvals from the state government. The cell assisted by the Invest Telangana team is entrusted with ensuring efficient coordination between the Cell and the Investor.

❖ Key focus areas of the Industry Chasing Cell:
→ Major and Mega investments pertaining to any department
→ Investments which are of strategic importance to Telangana State
→ Any other functions specifically assigned by the Government

The Chief Executive Officer (Additional Principal Secretary) of the cell is supported by a professional core team comprising of at least six members drawn from the various departments of Government on deputation and professionally qualified personnel from open market. An investor can connect with the ‘Industry Chasing Cell’ team by accessing the contact details (Refer to the image below) from the TS-iPASS website:

The Chasing Cell at the CMO along with support of Invest Telangana, sorts out the queries received to assess the authenticity of the proposal. Post application scrutiny, the relevant sector officer from Invest Telangana connects with the investor to understand their needs for grounding the proposal by assisting the investor in obtaining all the necessary permissions and clearances needed for the industry to commence operations.

❖ The following are the key functions of the cell:
→ Issuance of in-principal approval to the mega projects on receipt of self-certification
→ Extend provisional approval within 15 days of receipt of self-certification after a preliminary scrutiny
→ Processing the clearance of Mega Projects
  • Pursuing the clearance of applications with concerned authorities, disbursing approvals & intimations to the applicant
  • Information dissemination on reasons for delay in approvals and forwarding grievances to the competent authorities
  • Pursue with departments through Nodal Officer and obtain clearances before the commencement of production
  • Assist in identifying the bottle necks at various stages of setting up of new industries / expansion/ revival etc. and make necessary recommendations for streamlining.
→ Documentation of the best practices across the globe as well as other states and provide high quality inputs on policy and practice to the State Government and its various departments
The success of the ‘Industry Chasing Cell’ has led to conceptualisation of a similar cell to be placed under CMO by the State’s Urban Administration Department for the newly developed TS-bPass - The single window clearance and self-certification required during development of land and construction of buildings (Real Estate).

Through continuous efforts of the ‘Industry Chasing Cell’ and business friendly policies, the state has attracted investments of more than USD 30 billion.

Success Story: KITEX Group: The second-largest manufacturer of kids garments in the world, decided to shift its huge investment to Telangana (The company shifted its investment due to cascading compliance & regulations-based processes in the previous location). The role played by ‘Industry Chasing Cell’ was crucial in attracting the investor & granting of the required approvals.
ABOUT INVEST INDIA

Invest India is the National Investment Promotion and Facilitation Agency of the Government of India mandated to facilitate investments in India. Besides investor targeting and facilitation, Invest India runs effective programs for resolving issues and grievances of existing investors through its after-care programs. A 300+ member team provides sector-and state-specific investment opportunities, advises investors on regulatory procedures and clearances, and hand-holds investors through the entire investment process. Invest India team comprises of highly educated and experienced professionals, with prior experience of working with foreign multinationals, consultancy, private sector organizations, governments, law firms etc. Headquartered at New Delhi, Invest India coordinates with stakeholders such as central ministries, state governments, Indian missions across the globe, regulatory bodies, Industry chambers, etc. In addition, Invest India has forged partnerships with a large number of foreign stakeholders such as foreign missions and trade offices in India, investment promotion agencies for key FDI source countries, sectoral industry associations and bilateral chambers. The firm has a strong working relationship with all Indian states and union territories, where it works to build capacity, formulation of regional plans for investment facilitation and industrial cluster development. Invest India, set up in 2009, is a non-profit venture under the Department for Promotion of Industry and Internal Trade, Ministry of Commerce and Industry, Government of India. Currently, it manages key national missions and initiatives such as Make in India, Startup India, Project Monitoring Group, Accelerating Growth of New India’s Innovations (AGNii), India Investment Grid (IIG), India Industrial Land Bank & Industrial Park Rating System (IILB & IPRS), One District One Product (ODOP) and Prime Minister - Science, Technology & Innovation Advisory Council (PM-STIAC). In 2021, Invest India was unanimously elected as the President of the World Association of Investment Promotion Agencies (WAIPA) for 2021-2023.

SOME NOTABLE ACCOLADES

ADVISOR & STATE IN-CHARGE
Mr. Dushyant Thakor, Senior Vice President, Invest India

PROJECT TEAM
Ms. Kunmoon Dash, Senior AVP, Invest India
Ms. Mitali Khachi, Manager, Invest India
Mr. Manish Meena, Coordinator,
State IPA Capacity Building, Invest India

Contact Us – states@investindia.org.in

State IPA Rating portal website – https://www.investindia.gov.in/ipa-ratings