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**NATIONAL  
STARTUP DAY**  
Celebrating 10 years of Startup India

# COMPENDIUM OF BEST PRACTICES

A spotlight on States' and UTs' initiatives

5<sup>th</sup> edition of States' Startup  
Ecosystem Ranking



Celebrating 10 years  
of Startup India:  
Igniting Innovation at Scale







5<sup>th</sup> edition of States' Startup  
Ecosystem Ranking

# Compendium of Best Practices

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A spotlight on States' and UTs' initiatives

**PUBLISHED BY:**

Startup India, Department for Promotion of Industry and Internal Trade (DPIIT)  
Ministry of Commerce & Industry  
Government of India



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# Introduction

This year marks a **decade since the launch of the Startup India initiative in 2016**, a landmark national mission that has catalyzed innovation, entrepreneurship, and employment generation across the country. Over the past ten years, Startup India has inspired every State and UT to strengthen its startup ecosystem through targeted policy interventions, institutional reforms, and stakeholder collaboration.



This compendium of best practices highlights the key initiatives and innovative interventions undertaken by Spotlight States/UTs across different Reform Areas

### Institutional Support

### Infrastructure Support

### Funding Opportunities

### Market Access & Reach

### Ecosystem Capacity Building

### Focus on Innovation & Sustainability

The States' Startup Ecosystem Ranking Framework (SRF), now in its 5<sup>th</sup> edition, has been instrumental in driving this transformation. The framework promotes a culture of competitive federalism and cooperative learning, encouraging States and UTs to benchmark their progress, adopt best practices, and strengthen their support systems for startups. It has emerged as a key capacity-building mechanism that fosters transparency, cross-learning, and evidence-based policymaking, all contributing towards the shared vision of making India one of the most startup-friendly nations in the world.

The 5<sup>th</sup> edition of States' Startup Ecosystem Ranking assesses the performance of participating States and UTs across 6 Reform Areas and 19 Action Points, encompassing dimensions such as Institutional Support, Infrastructure Development, Funding Opportunities, Market Access, Ecosystem Capacity Building, and Innovation &

Sustainability. To ensure a fair and equitable evaluation, the framework adopts a two-tier classification based on population, viz. Category A and Category B, enabling meaningful comparison among participants at different levels of ecosystem maturity.

The 5<sup>th</sup> edition has recorded the highest level of participation to date, with 34 States & UTs engaging in the assessment. Of the 34 States and UTs that submitted entries, 24 provided complete evidence across all 19 Action Points, underscoring a strong commitment to comprehensive ecosystem development and commitment towards regional startup growth.

This compendium of best practices highlights the key initiatives and innovative interventions undertaken by Spotlight States across different Reform Areas, showcasing exemplary models that have advanced startup ecosystem development and fostered cross-learning among States and Union Territories.

**Note-** The scores/numbers are solely based on the evaluation of the submissions provided by the States/UTs with the period of consideration of reforms being from 1st January 2023 to 30th November 2024. They do not, in any way, indicate that the States/UTs is not supporting startups through policies, schemes, initiatives, workshops, programs, incubation support, or mentorship, or that the State is not undertaking the activities outlined under each action point.

# Categorization of States/UTs under 5<sup>th</sup> edition of States Startup Ecosystem Ranking

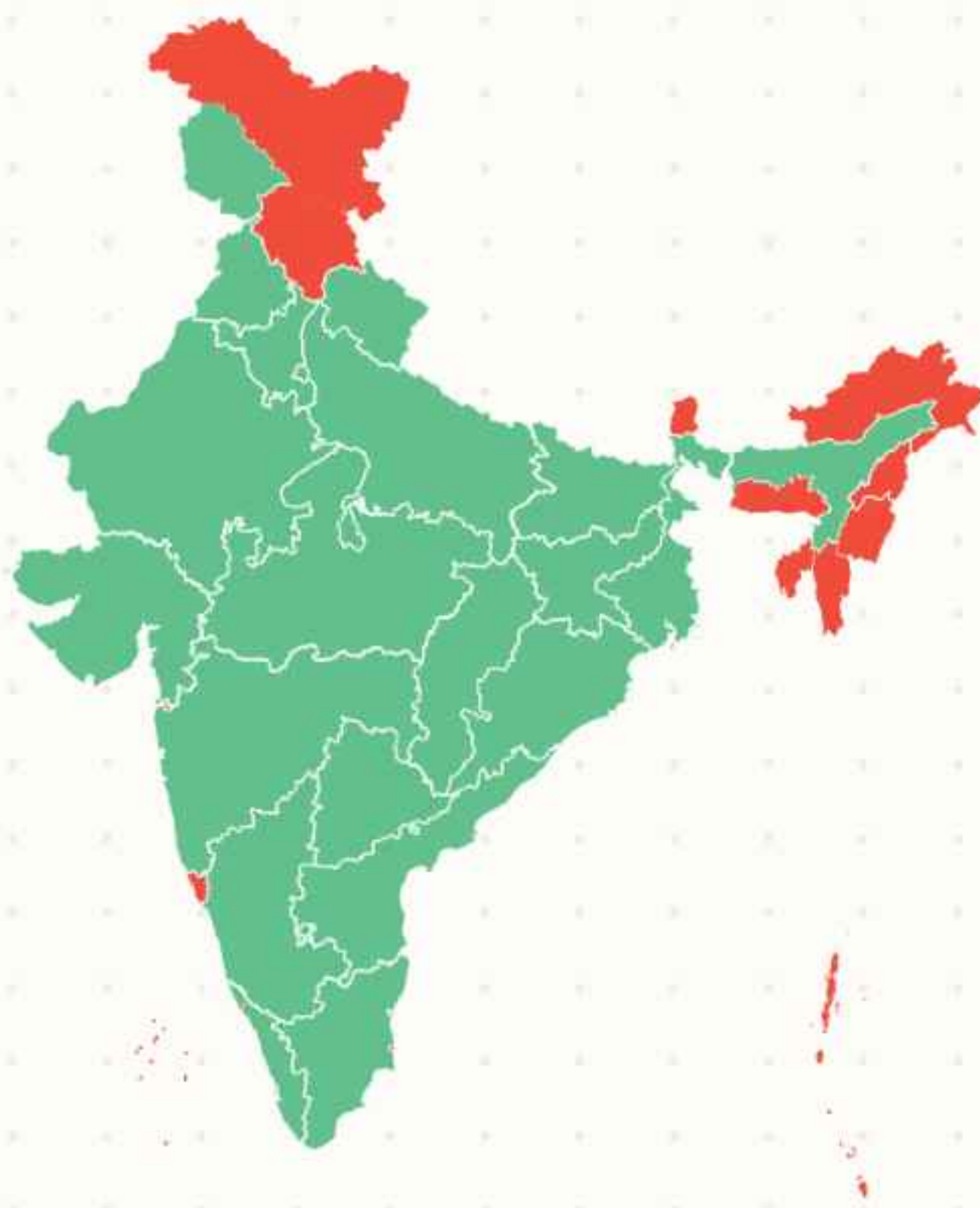
The categorization of States and UTs in this edition's framework aims to bring uniformity in the evaluation process and bring all the States and UTs on a level-playing field. While there will be two distinct categories - Category A and Category B, a further subdivision has been incorporated within Category A as listed below.

## ● Category A

- a. Category A1 includes all State/UTs with a population of more than 5 crores.
- b. Category A2 includes all State/UTs with a population of more than 1 crore and less than 5 crores.

## ● Category B

includes all States/UTs with a population of less than 1 crore.



### ● Category A States/UTs

#### A1 States/UTs

01. Bihar
02. Gujarat
03. Karnataka
04. Madhya Pradesh
05. Maharashtra
06. Rajasthan
07. Tamil Nadu
08. Uttar Pradesh
09. West Bengal

#### A2 States/UTs

10. Andhra Pradesh
11. Assam
12. Chhattisgarh
13. NCT of Delhi
14. Haryana
15. Jammu and Kashmir
16. Jharkhand
17. Kerala
18. Odisha
19. Punjab
20. Telangana
21. Uttarakhand

### ● Category B States/UTs

01. Andaman and Nicobar Islands
02. Arunachal Pradesh
03. Chandigarh
04. Dadra and Nagar Haveli and Daman and Diu
05. Goa
06. Himachal Pradesh
07. Ladakh
08. Lakshadweep
09. Manipur
10. Meghalaya
11. Mizoram
12. Nagaland
13. Puducherry
14. Sikkim
15. Tripura



Institutional Support



Infrastructure Support



Funding Opportunities



Market Access & reach



Ecosystem Capacity Building

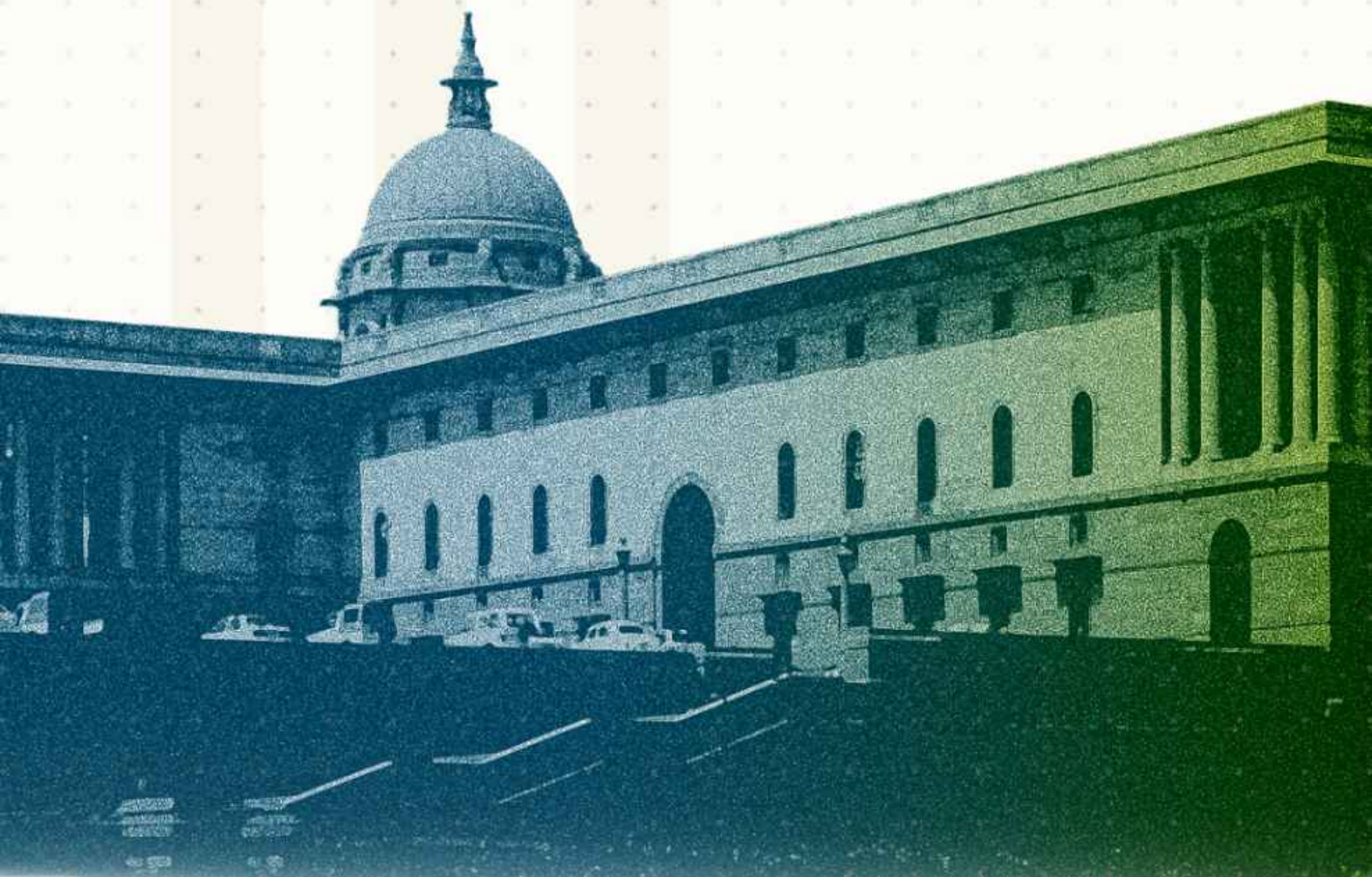


Focus on Innovation and Sustainability

# Evaluation framework under 5<sup>th</sup> edition of States' Startup Ecosystem Ranking

This edition's documentary evaluation framework is bifurcated into the following 6 Reform areas covering 19 Action points, for capturing and reviewing the performance of States & UTs during the period of consideration, viz. 1st Jan 2023 to 30th Nov 2024:

# Institutional Support



# OVERVIEW

**Institutional Support** reform area focuses on the foundational support provided by States/UT's to startup ecosystems. The reform area evaluates whether States/UTs have active startup policies, designated nodal departments, and dedicated teams, and assesses the extent of support provided by other government departments, beyond the nodal agency, during the period of consideration. The goal is to ensure that startups receive structured and multi-departmental support, enabling them to thrive across sectors and demographics.

The importance of this reform area lies in its role in creating a robust institutional

framework that encourages innovation and entrepreneurship. It analyzes how States/UTs identify strategic sectors, promote inclusivity through support for women-led startups, and nurture young talent in educational institutions. By tracking the number of supported startups, schemes launched, and departments involved, this reform area provides a comprehensive view of how deeply embedded startup support is within the state's governance. It also promotes cross-departmental collaboration and long-term policy planning for sustainable ecosystem growth.

## Institution Support reform area covers 6 different action points:



# SPOTLIGHT STATES

Figure 1: Snapshot of best practices of Spotlight States/UTs for Reform Area 1

● Category A ● Category B

## Gujarat

- Gujarat's i-Hub, one-stop portal, for Startup & State Departments' collaboration and engagement.
- Student Startup & Innovation Policy (SSIP) to promote young startups and entrepreneurs
- **2840+** women-led startups supported & **135+** mentors provided mentorship support
- **20+** schemes in priority sectors wherein 600+ startups supported

## Punjab

- **55+** technology disruptive startups benefitted; Portal to submit suggestions on usage of disruptive technologies in Government regulations
- **155+** startups in public sector space supported
- Innovation Hub developed & Patent Information Centre (PIC) to handhold startups regarding IPR

## Uttar Pradesh

- Details of Incubation support & centers readily available for Startups in state
- Dedicated grievance redressal mechanism with options to raise tickets, mail queries, among others.

## Maharashtra

- Active Women Entrepreneurship Cell (WEC)
- **9+** policies & initiatives in public sectorspace wherein 150+ startups have been supported
- **50+** women-led startups benefitted

## Nagaland

- **21+** mentors provided mentorship support
- Nagaland Tools Room & Training Centre (NTRTC) providing overall incubation support to startups

## Goa

- **15+** mentors provided mentorship support
- **40+** initiatives & programs conducted in educational institutions
- Dedicated Grant of upto INR 10 Lakhs for establishing incubators in education institutions
- **35+** women-led startups benefitted

## Tamil Nadu

- Mentorship support through MentorTN
- TANFUND a key enabler for social welfare startups
- **185+** startups supported in priority sector space
- **180+** women-led startups supported across 25+ districts
- **22+** schemes, initiatives and programs provided Educational Institutions to support student entrepreneurs



The Startup Gujarat portal (<https://startup.gujarat.gov.in/home>) is the Government of Gujarat's official single-window platform for startups covering startup registration, applying for state incentives and grants, accessing incubation and mentorship programmes, and tracking state-led events and challenges.

**Figure 2:** Webpage of Gujarat's Startup Portal



The state has a vibrant startup ecosystem which is well backed by a startup policy and a dedicated team, led by a nodal officer. The state also developed & displayed SOPs for all important activities such as funding support, mentorship support, support by nodal institutions, among others, on the state startup portal.

QR Code to Startup Gujarat Portal



QR Code to Startup Gujarat's "Raise your Grievance" Portal



QR Code to Startup Policies & Schemes in Gujarat



QR Code to Startup support by different Government Departments

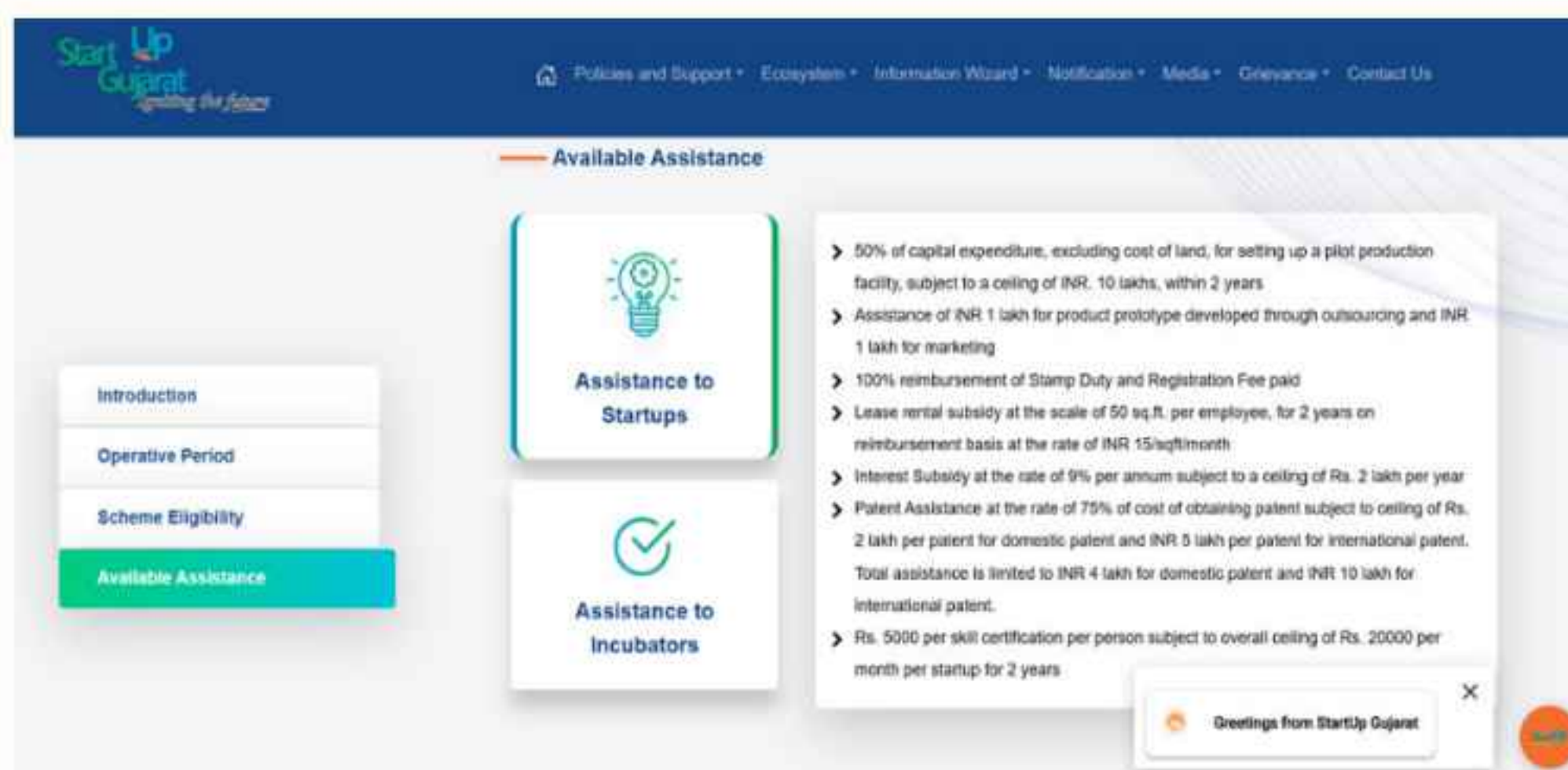


The state upgraded the **Student Startup and Innovation Policy (SSIP) under SSIP 2.0 (QR Code for SSIP 2.0)**, effective from January 2022 until March 2027, building on the earlier version by delivering broader assistance such as finance, mentoring, incubation, and accelerator programs, to student entrepreneurs, while also connecting them to industry networks and worldwide markets. A new feature, the Innovation and Entrepreneurship Hub (iHub), consolidates sector-specific resources like co-working areas, laboratories, and incubation spaces into a single facility.

**Figure 3:** QR Code to SSIP

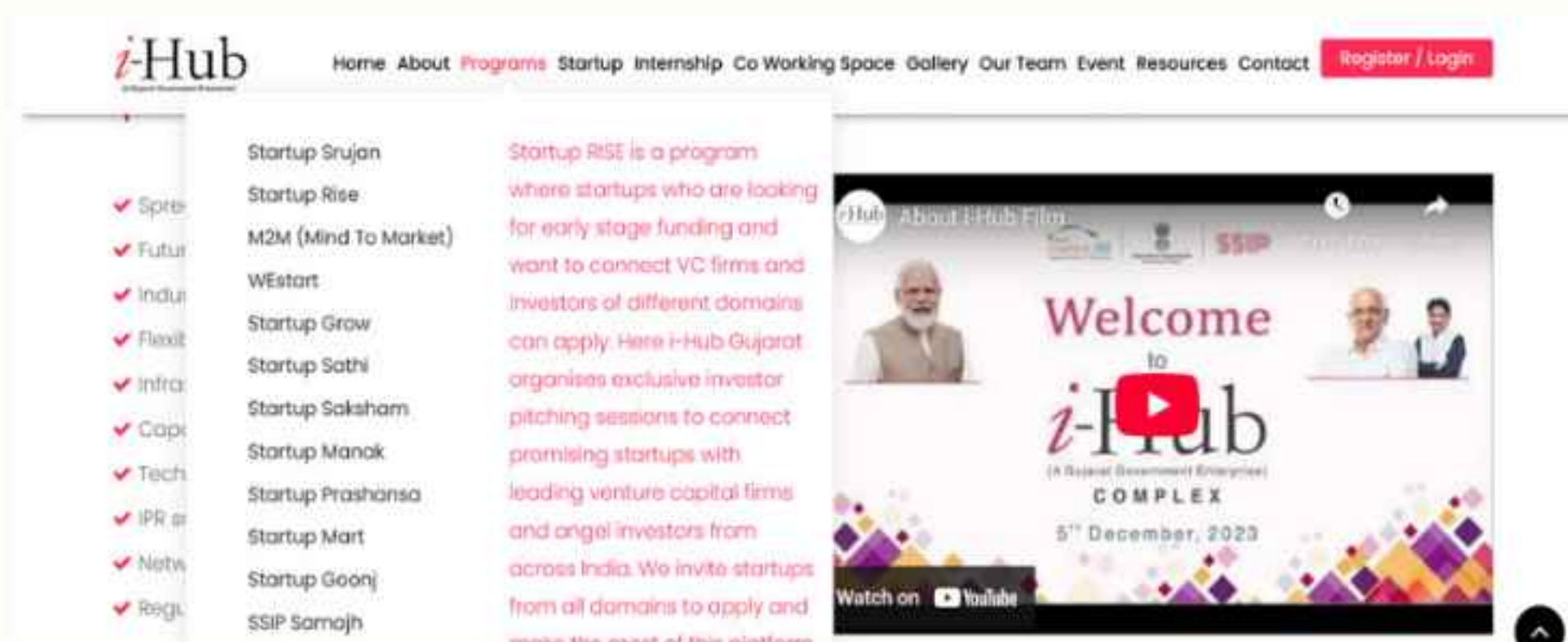


**Figure 4:** Glimpse of Gujarat's SSIP 2.0 Assistance to Startups



In December 2023, Gujarat strengthened the institutional support to startups by operationalizing the i-Hub portal (<https://ihubgujarat.in/>). The i-Hub functioned as a centralised, state-level implementation platform that enabled coordinated engagement between startups and multiple state departments. Startups were supported through a single institutional interface for registration, grant applications, incubation support, pilot facilitation, and mentoring.



**Figure 5:** Glimpse of the Gujarat's i-Hub Portal

i-Hub Gujarat supports the state's startup ecosystem through a range of targeted programs including **Mind to Market (M2M) program** for mentoring and product development aligned with national initiatives like Make in India and Atmanirbhar Bharat; **Startup Srujan (S4)** for prototype-to-product funding dedicated to student-led startups; **Startup Grow** for incubating high-potential ventures; and **WEstart** for women-led startups across the state.

In addition, investment facilitation is enabled through **Startup RISE**, which connects early-stage startups with investors, and **Startup Engage/Clinic** for mentorship, regulatory and market access support. It also supports innovation through **co-working spaces** and an **IP Facilitator Program** to support intellectual property protection and commercialization.

For other action points under the institutional support reform area, the state has undertaken various initiatives leading to targeted outcomes. Based on dedicated initiatives for women-led startups in Gujarat such as WEstart and WEengage, **2840+ unique women-led startups<sup>1</sup>** have been provided support during the period of consideration.

The state has also identified various priority sectors (<https://startup.gujarat.gov.in/page/priority-sectors>) mapped on the Startup Gujarat Portal including ICT & Deep Tech, Circular Economy, Fintech, Clean & Green Energy, Climate Change, among others, wherein dedicated and tailored incentives are provided to startups in the priority sector space. The state has notified **20+ policies, schemes, and initiatives to boost the development of priority sectors** in the region, wherein **600+ startups** were provided support during the period of consideration. On the mentorship front, the **135+ registered mentors** provided support to startup mentees during the period of consideration.

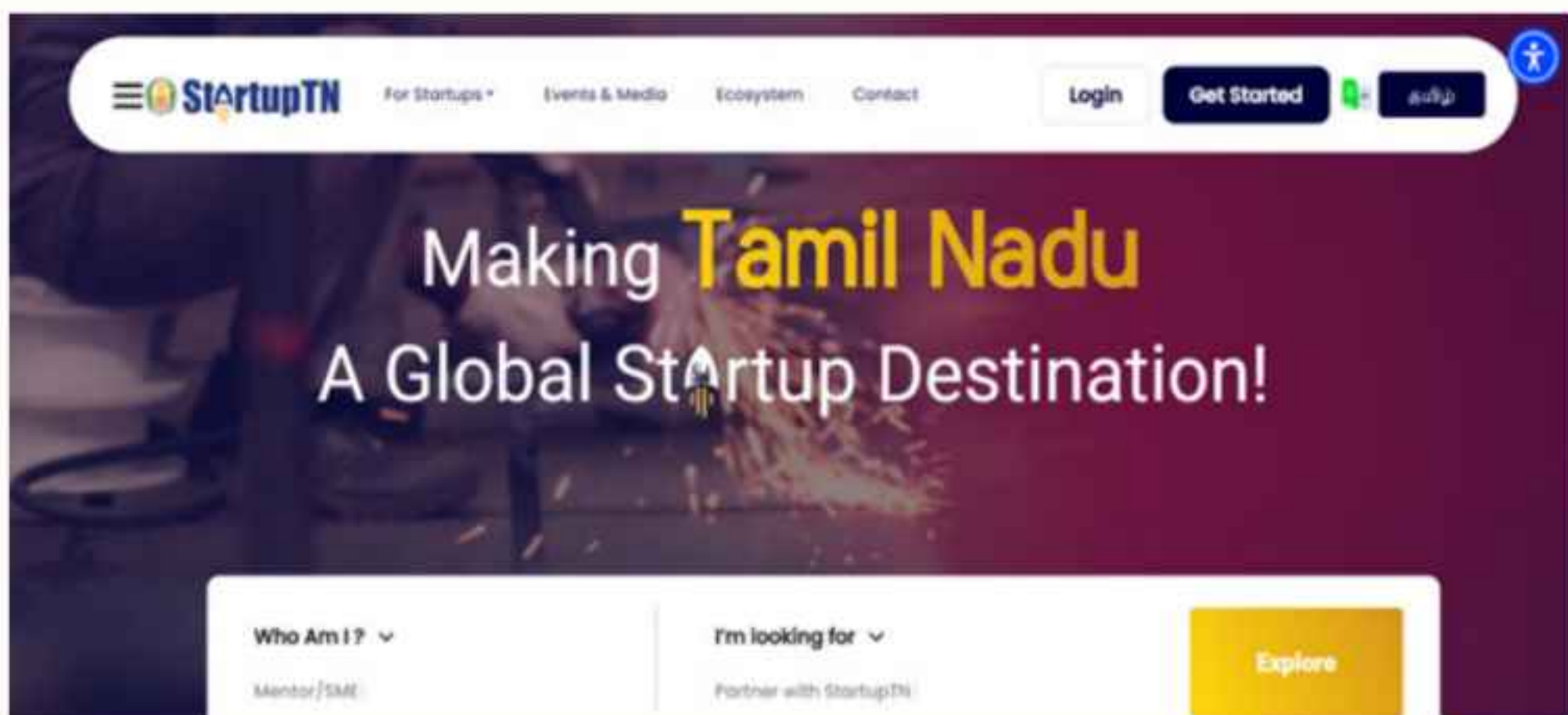
**Figure 6:** QR Code to Gujarat's initiatives for Startups in Priority Sectors

<sup>1</sup> Based on evaluation of documents submitted by the State under 5<sup>th</sup> edition of States' Startup Ecosystem Ranking

# TAMIL NADU

The **StartupTN portal** (<https://startuptn.in/>) acts as the central platform for implementing Tamil Nadu's startup ecosystem initiatives. It is used for startup registration, access to grants and acceleration programmes, participation in state-led innovation challenges, and engagement with incubators and mentors.

**Figure 7:** Webpage of Tamil Nadu's Startup Portal



QR Code to  
StartupTN  
Portal

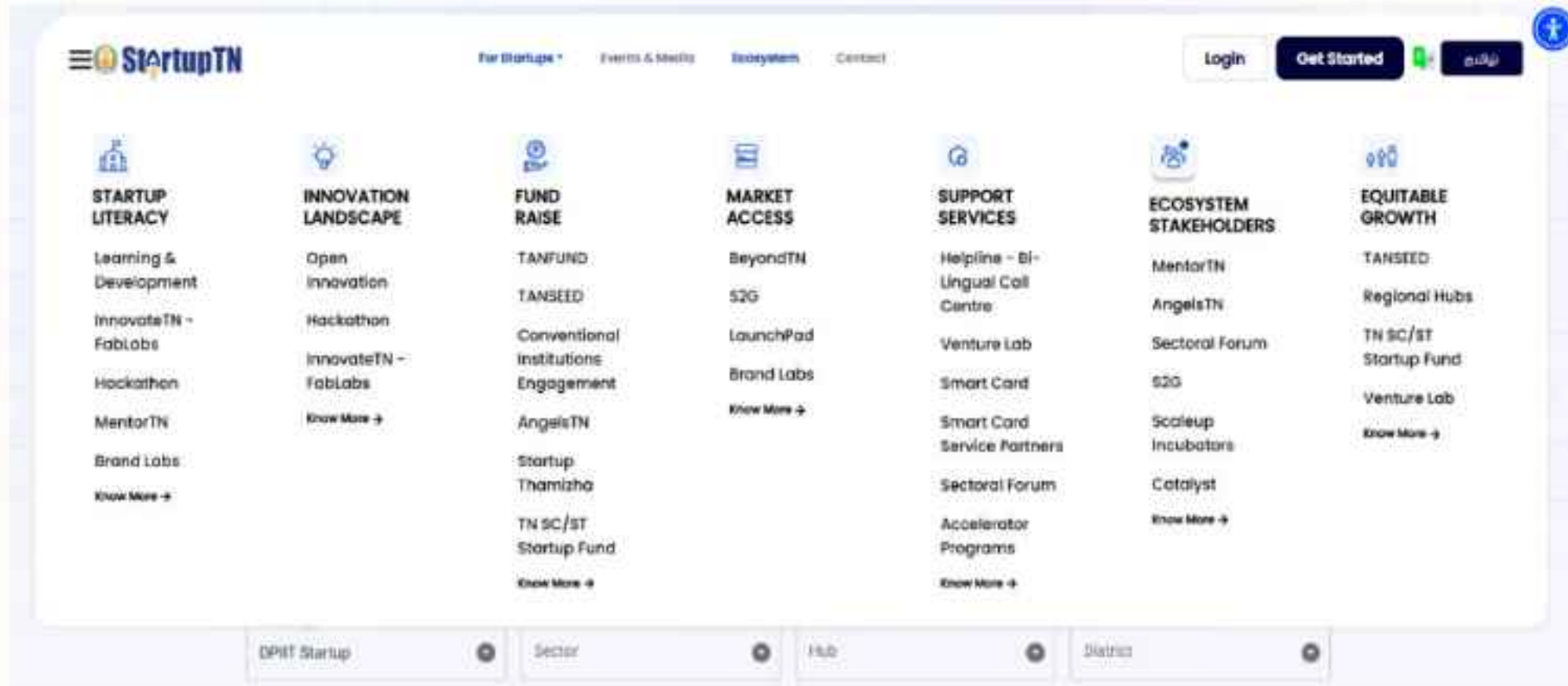


QR Code to  
StartupTN's "Raise  
your Grievance"  
Portal



The state has a thriving startup ecosystem and the same is visible in the ecosystem it has created. The site emphasizes ecosystem engagement through structured programmes and resources tailored for founders and partners, including rural and sectoral innovation initiatives. It also integrates learning and development resources, making courses and tutorials accessible directly through the portal.

**Figure 8:** Glimpses of key initiatives and schemes under StartupTN Portal



Beyond a dedicated portal for startups, the State also has dedicated portal (<https://startuptnmentors.com/>) for mentors and experts to register and provide their guidance through dedicated mentorship programs and initiatives.

**Figure 9:** Webpage of MentorTN Portal



**Figure 10:** QR Code to MentorTN portal



On the priority sectors, the State has **3+** schemes & policies wherein priority sectors such as AI, ML and IOT, Web 3.0, Agri and Food Technology, Automotive, EV and Smart Mobility, Blue Economy, Circular Economy, Climate Tech and Clean Energy, Healthcare and Life Sciences, Industry 4.0 and advanced manufacturing, among others indicated by the MSME Department, Government of Tamil Nadu. During Jan 2023 – Nov 2024, the state supported **185+ startups in the priority sector space**<sup>2</sup>.

**Figure 11:** QR Code to Priority Sectors in Tamil Nadu



<sup>2</sup> Based on documentary evaluation of State under 5<sup>th</sup> edition of States' Startup Ecosystem Ranking

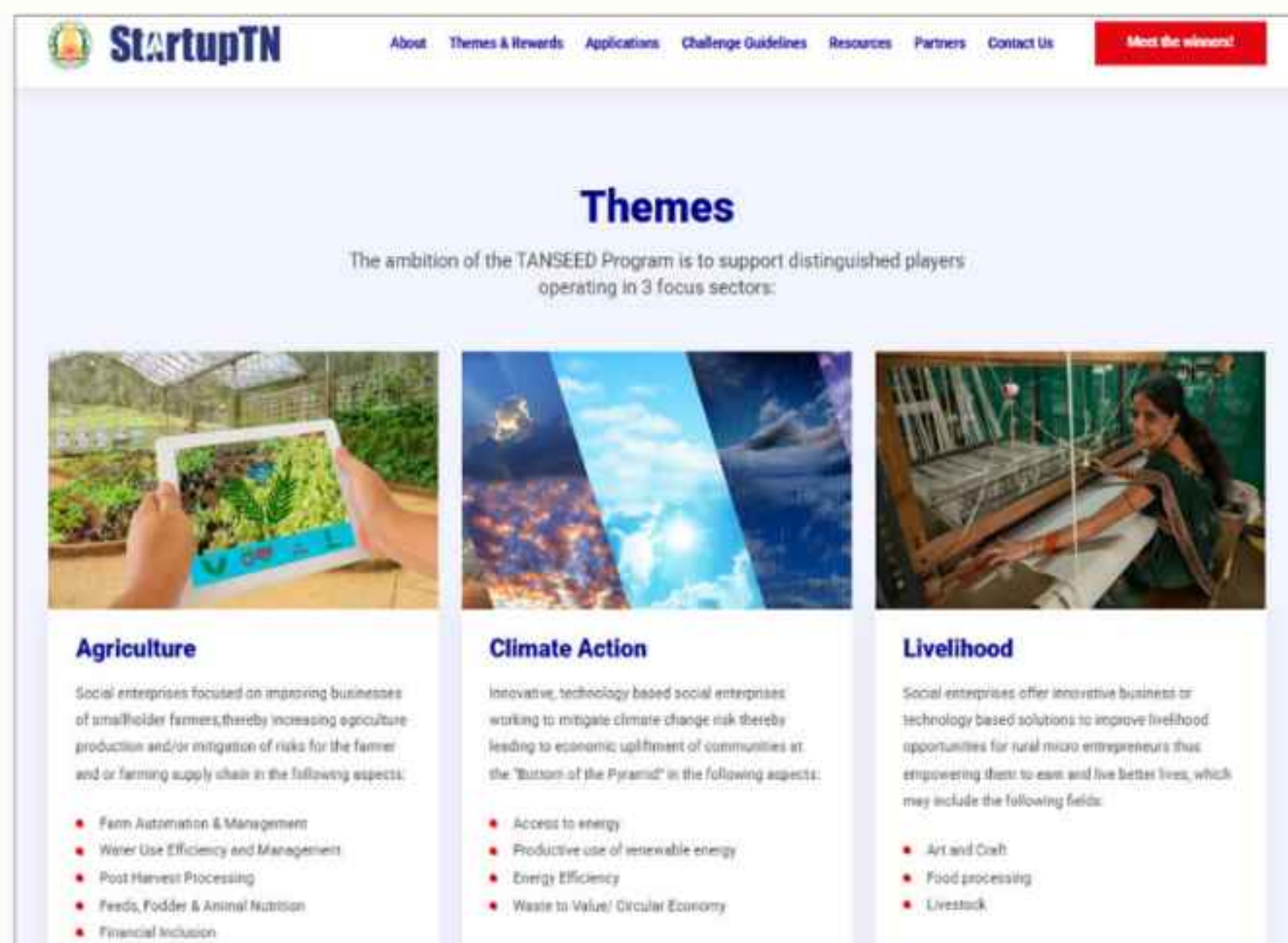
The state has formed the TANFUND which is a fund aggregator promoted by StartupTN. This is governed by the Tamil Nadu Startup and Innovation Mission (TANSIM) and provides equity and seed funding to eligible startups. It aims to encourage innovation, job creation, and investment in emerging sectors like clean tech, agritech, AI, healthcare, and manufacturing.

Figure 12: StartupTN Webpage on TANSEED Scheme themes



Tamil Nadu also has a very strong focus on entrepreneurship within the social welfare sector. Founded in the early-2020s, TANSEED positions itself as a catalyst for improving agricultural productivity in Tamil Nadu, aiming to boost farm incomes while promoting sustainable farming practices.

Figure 13: Glimpse of the StartupTN Webpage on TANSEED Scheme themes



For startups in the above-mentioned domains, there are several incentives provided, which are also described in the state's startup portal.

**Figure 14:** Key incentives for Startups on Tamil Nadu Startup Portal

## Rewards

Catalytic support and value addition to the core work of selected enterprises for creating impact at a scale.

### Key Incentives

<div style="border: 1px solid #ccc; background-color: #f0f8ff; padding: 10px; border-radius: 10px;"> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <p><b>Access to finance</b></p> </div> <ul style="list-style-type: none"> <li>● Grant Funding from TANGIM upto 10 lakh to each winner</li> <li>● Support from Vilgri to raise follow-on funding to the eligible startups through access to downstream investors and partners</li> <li>● AWS Promotional Credits upto \$100,000 USD.</li> </ul> </div>	<div style="border: 1px solid #ccc; background-color: #f0f8ff; padding: 10px; border-radius: 10px;"> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <p><b>Access to market</b></p> </div> <ul style="list-style-type: none"> <li>● Linkages with the corporates, SHGs, FPOs and other industry partners</li> <li>● Access and partnership with Vilgri's network of startups.</li> <li>● Access to Vilgri's marketing and events.</li> </ul> </div>	<div style="border: 1px solid #ccc; background-color: #f0f8ff; padding: 10px; border-radius: 10px;"> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <p><b>Capacity building</b></p> </div> <ul style="list-style-type: none"> <li>● Connect with industry experts through diagnostic panels</li> <li>● Dedicated 1-to-1 mentorship support</li> <li>● Technical Assistance from industry experts</li> </ul> </div>
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# MAHARASHTRA

The **MSInS portal** (<https://msins.in/>) is the official digital interface of the **Maharashtra State Innovation Society**, the state's nodal agency for entrepreneurship and innovation in Maharashtra. It allows startups to understand ecosystem policies, register interest in state-run programmes, and view government-driven initiatives such as incubation networks, events and innovation challenges.

**Figure 15:** Webpage of Maharashtra's Startup Portal



The portal links startups with funding streams, mentorship and sector-specific support through the state's innovation policy frameworks. It also highlights networking events and Maharashtra Startup Week, which connects founders, investors and ecosystem enablers.

QR Code to  
MSINS Portal



QR Code to MSINS  
Grievance Portal



QR Code to MSINS Women  
Entrepreneurship Cell



The state has a strong focus on women entrepreneurship and a dedicated Women Entrepreneurship Cell (WEC) has been developed under MSINS. The agenda of the same is planning and undertaking initiatives for encouraging women entrepreneurship in the Maharashtra. The nodal agency has also set up a woman-focused incubation centre in partnership with SNTD Women's university, Mumbai. Other women-led schemes such as **SARTHI scheme** and **Chief Minister Women Empowerment Campaign** indirectly assisted the women-led startup ecosystem in the state. Key features of the Maharashtra women entrepreneurship program have been provided below.

**Figure 16:** Initiatives empowering Women-led Startups under MSINS

## Maharashtra State Innovation Society

Maharashtra State Innovation Society is the nodal agency for startups and innovation, set up under the aegis of the Department of Skills, Employment, Entrepreneurship and Innovation, Government of Maharashtra - responsible for implementing the Maharashtra State Innovative Startup Policy 2018 which envisions transforming Maharashtra by catalysing the growth of an innovation-driven entrepreneurial ecosystem to achieve wholesome and inclusive socioeconomic development.

### Key Initiatives Empowering Women Entrepreneurs

Women Entrepreneurship Cell (WEC)

Established by the Maharashtra State Innovation Society in January 2021, the Women Entrepreneurship Cell is a dedicated division within the society that focuses on consolidating women-centric entrepreneurial schemes and initiatives. It acts as a hub for collaboration between public and private sectors, fostering knowledge exchange and evidence-based policymaking.

Dedicated Women-focused Incubator

In partnership with SNDT Women's University, MSInS has set up a specialised incubator dedicated to supporting women-led start-ups. This initiative aligns with the state's innovative startup policy, offering substantial grants to bolster incubation facilities.

Support Programs for Women-led Start-ups

The WEC conducts various support programs, including Acceleration, Mentorship, Financial Assistance in IPR and Quality testing among others, and Compliance Support, fostering an environment conducive to women's entrepreneurial endeavours

Small-Scale Schemes

Initiatives like the 'Hirkani Maharashtrachi' scheme being managed by MSInS provide a platform for Women's Self-Help Groups (SHGs) to showcase their innovative ideas and entrepreneurial skills, receiving funding through a district-level business plan competition.

Entrepreneurial Development Impact

MSInS has facilitated the growth of a vast entrepreneurial landscape in Maharashtra. As of present, there are 20,799 DPIIT Recognized Startups in Maharashtra, out of which nearly 10,243 are owned by women entrepreneurs.\*\* 25.6% of all startups are in ideation phase, 36.05% are in the validation phase, 28.1% are in early traction phase, and 10.36% are in scaling phase respectively. The MSInS is presently supporting 17 incubators across Maharashtra, nurturing 100+ incubatees, and has over 55 mentors enlisted on its portal, actively contributing to entrepreneurial development. Additionally, it is also supporting 76 startups with seed-funding and 36 with venture-funding.

For focusing of disruptive technology, the state operationalised programmes such as **Maharashtra Startup Week**, conducted on annual basis. The program focused on identifying scalable and disruptive startup solutions and enabling pilot deployments with government departments through a challenge-based approach. During Jan 2023 – Nov 2024, the state housed **9+ active policies, schemes and initiatives to promote priority sectors** wherein **150+ startups** have been provided support in the priority sector space, based on the documentary evaluation.

## Maharashtra Startup Week

Previous winners



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**STARTUP WEEK**

### Maharashtra Startup Week

The Maharashtra Startup Week is an effort to encourage, engage and enable the state's entrepreneurial ecosystem. It provides startups with a platform to showcase their innovative solutions to the Government of Maharashtra. Startups from sectors such as education, skilling, healthcare, agriculture, clean energy, environment, water and waste management, smart infrastructure and mobility, governance and miscellaneous are invited to submit their applications. With the help of multiple ecosystem partners, the top 100 startups are selected to present their solutions to an esteemed panel of judges

During the week-long event, startups from each sector make their pitch to a panel consisting of senior government officials, industry experts, academicians, and corporate partners. The best 24 are selected as winners. Winners receive work orders of up to Rs 15 lakh. From the Maharashtra State Innovation Society to pilot their solutions within different state departments. Subsequently, the startups receive support in terms of access to government machinery and mentoring from its institutional partners for a period of up to 12 months to deploy their solutions on the ground. The participating

**Figure 17:**  
QR Code to  
Maharashtra  
Startup Week



# PUNJAB

The Startup Punjab portal (<https://pbindustries.gov.in/startup/home>) under the Department of Industries & Commerce consolidates information about startup policy, incentives, mentor connections and incubator support in one place. It makes available registrations for startups, investors and mentors, and outlines fiscal and non-fiscal incentives on offer.

Figure 18: Webpage of Startup Punjab Portal



The portal structure includes clear navigation to benefits, tax breaks, funding opportunities, and mentorship resources, helping entrepreneurs understand how to tap into state support for scaling innovation.

QR Code  
to Startup  
Punjab Portal



QR Code to Punjab  
state's Incentives to  
Startups



QR Code  
to Startup  
Punjab's Mentor  
Registration  
portal



QR Code to initiative  
on Disruptive  
Technologies  
in Government  
Regulations



It is one of the few states, which has a focused support for startups with the potential of developing disruptive technologies. Startups on the proverbial path to disruption, require some amendment in existing regulations for the protection of business, to get the innovations inducted in the Government Regulations. Therefore, the state has developed a form for startups for the same.

The state has also been actively producing IPR Support for Startup. Patent Information Centre (PIC), Punjab is the Nodal Centre for Intellectual Property Rights (IPR) in the state. PIC-Punjab boosts the state's IP ecosystem by backing tech-driven innovation and expanding innovators' IP know-how. It serves R&D professionals, scientists, entrepreneurs, start-ups, policymakers, industry players and grassroots inventors. Key services include international patent searches to verify novelty, filing support via the Technology Information Forecasting & Assessment Council (DST-Gol), and fostering an innovation culture through patent-awareness programs, capacity-building, training and IPR-friendly policy guidance.

On the gender inclusivity front, the state **supported 45+ women-led startups** across **7+ districts** during the period of consideration. The state also supported **155+ startups in the public sector space**.



# UTTAR PRADESH

The **StartinUP** portal (<https://startinup.up.gov.in/>) is the Government of Uttar Pradesh's central startup ecosystem platform driven by Uttar Pradesh Electronics Corporation (UPLC) under the Department of IT & Electronics, Government of Uttar Pradesh, as the nodal agency for the state.

**Figure 19:** Webpage of StartinUP Portal



The portal features modules for startup and incubator registration, access to policy documents, notifications, and Government Orders. The homepage highlights key performance indicators such as number of recognised startups and incentives approved or disbursed, making data publicly visible. The portal also lists ecosystem events and programmes and provides start-to-finish registration support including manuals and FAQ sections, helping founders engage with the state's startup policy and benefits.

QR Code to  
StartinUP Portal



QR Code to Startup's Grievance  
Redressal under StartinUP

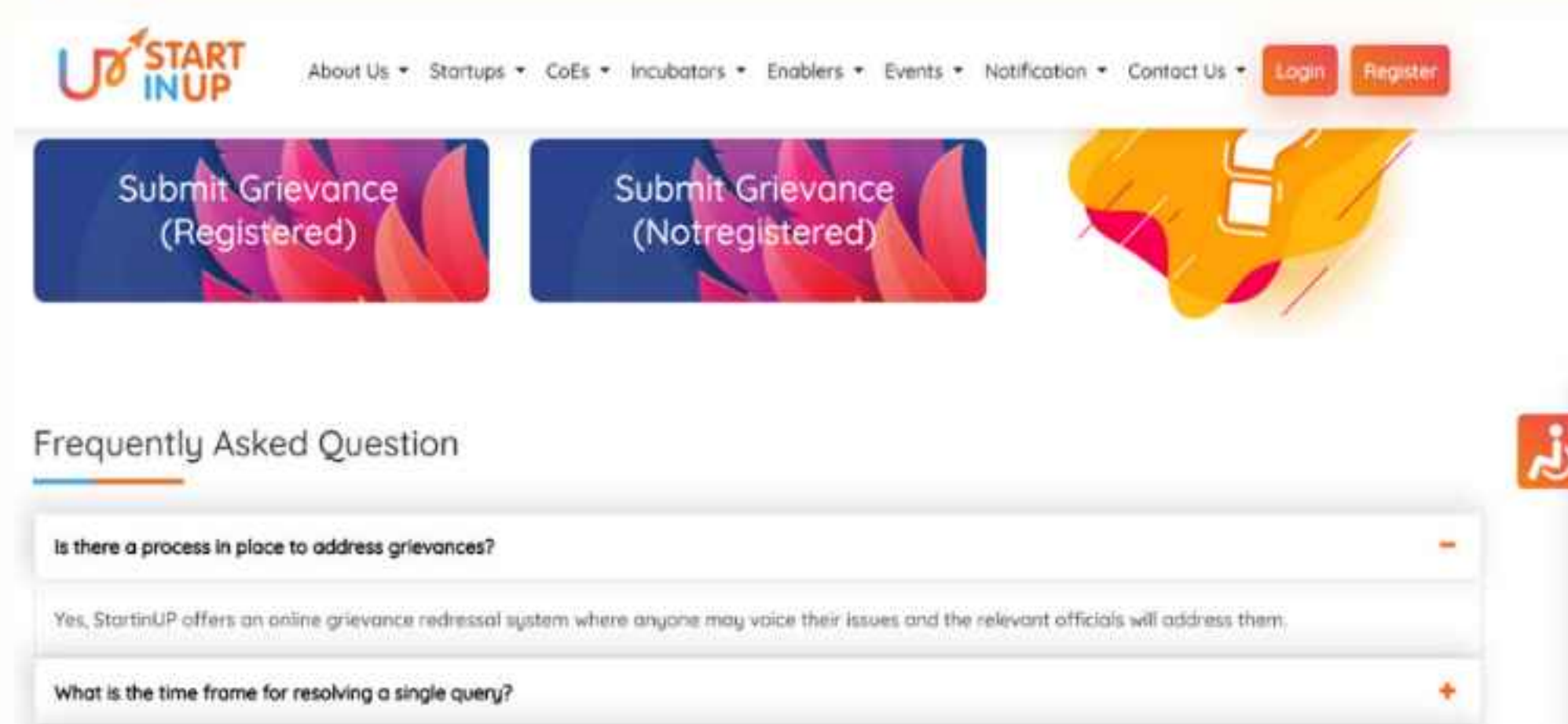


QR Code to StartinUP  
Mentor page



The StartinUP portal has claimed to resolve startups grievances within 15 working days. The startups have two options for submitting their grievances - online for general grievances and grievances related to public procurement, or offline through the government-established Grievance committee. Besides, the startups have the provision to relay their grievances to Additional Chief Secretary, MSME, Government of Uttar Pradesh, at the dedicated grievance cell, which is open every Monday afternoon<sup>3</sup>.

**Figure 20:** Glimpse of the Grievance Redressal Mechanism under StartinUP Portal



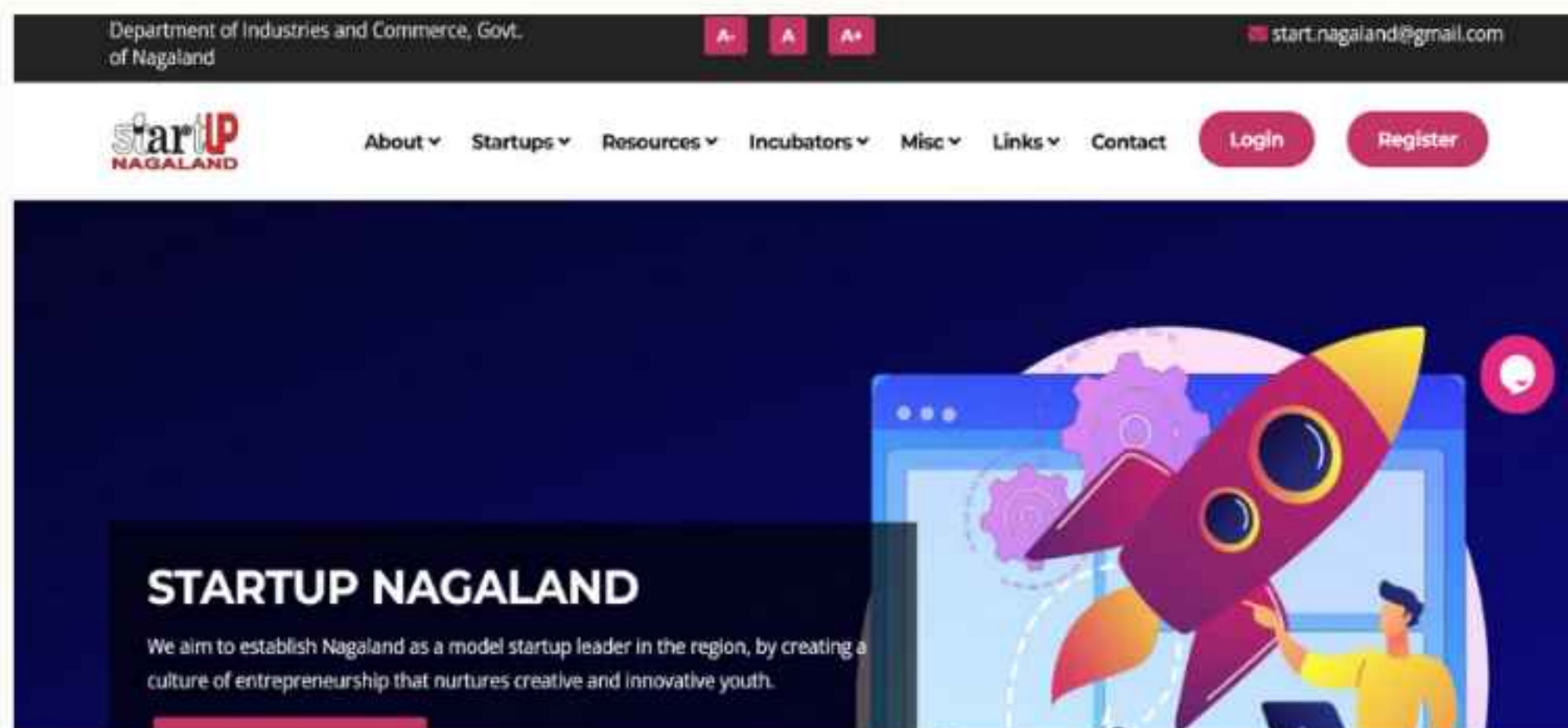
Besides, the **Innovation Hub** (<https://startinup.up.gov.in/innovation-hub/>) under Uttar Pradesh serves as a central platform to strengthen the state's startup and innovation ecosystem by providing end-to-end support from ideation to commercialization. Operating on a Hub & Spoke model, it connects Centers of Excellence, recognized incubators, Navratna incubators, and district-level incubation centers, offering access to world-class infrastructure, laboratories, mentorship, funding support, industry linkages, patent facilitation, and commercialization assistance.

<sup>3</sup> <https://startinup.up.gov.in/grievance-feedback/>

# NAGALAND

The **Startup Nagaland portal** (<https://www.startupnagaland.in/>) serves as the official gateway for entrepreneurs in the state. It lays out the ecosystem vision, key programmes and engagement pathways for local founders, including infrastructure support, industry engagement and human capital building.

**Figure 21:** Webpage of Startup Nagaland Portal



The portal links users to startup resources and serves as a contact and information hub for the state's efforts to nurture innovation and entrepreneurship. The state has a strong focus on developing a thriving eco-system for startups and provides several supports in form of incubation support and mentorship program wherein **15+ mentors provided mentorship support to startups** in the state during the period of consideration.

QR Code to Startup Nagaland Portal



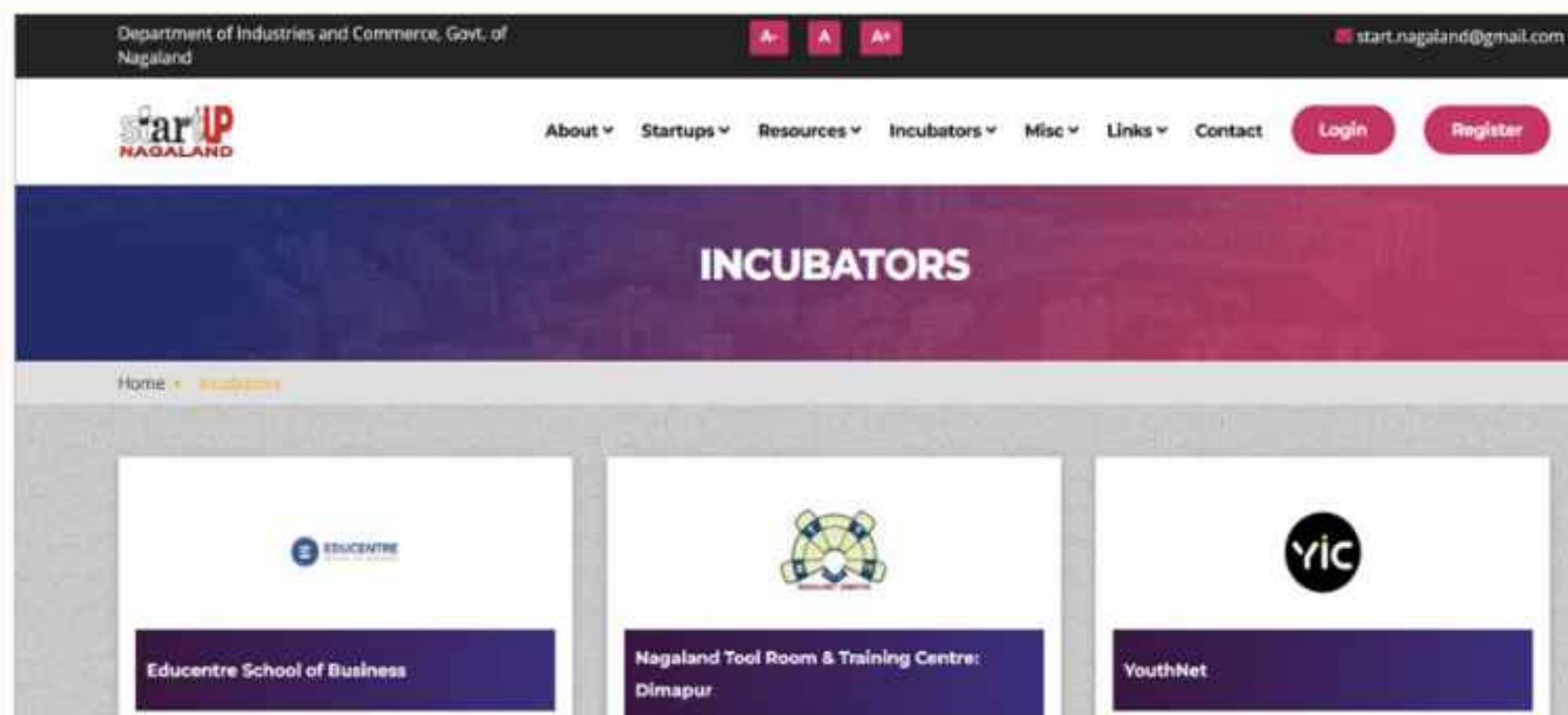
QR Code to Grievance Ticketing System under Startup Nagaland



QR Code to Nagaland's Startup Incentives



Figure 22: Startup Nagaland Portal



The Nagaland Tool Rooms and Training Centre (NTRTC) is one of the incubators. established to strengthen the skill-development ecosystem in Nagaland, the centre provides hands-on training on the operation, maintenance and repair of various tools and equipment used in manufacturing, construction, agriculture and related small-scale industries. Besides, **40+ comprehensive support structures, schemes, initiatives, and programs have been provided in Educational Institutions** to support student entrepreneurs during the period of consideration, including Entrepreneurship Awareness Programs with St. Joseph University; Baptist College, Kohima; Nagaland Bible College, among others.

Figure 23: Nagaland Tool Rooms and Training Centre (NTRTC) website





The **Startup Goa portal** (<https://www.startup.goa.gov.in/>) provides a comprehensive snapshot of the state's startup ecosystem, including the Goa Startup Policy, incentive schemes, incubator listings, mentor networks and events.

**Figure 24:** Webpage of Startup Goa Portal



The site also features learning and notification sections, such as newsletters and ecosystem reports, enhancing founder awareness. Actionable elements like "Apply for Incentives" and program banners are prominent, making it easier for users to engage directly with opportunity streams.

QR Code to Startup  
Goa Portal



QR Code to Grievance  
Registration for Startups



QR Code to Startup  
Incentives in Goa



The state has dedicated pages for Startups, Mentors, Investors and Incubators including coverage of registered startups, registered mentors with sectoral focus and contact details, & details on incubators and co-working spaces in the state. Based on documentary

evaluation, **21+ unique & verified mentors provided mentorship support to startups** during the period of consideration<sup>4</sup>.

Goa has been focusing on development of startups through several pro-active steps including Grant for Incubation Centers within Educational Institutes Scheme. All higher-education institutions in Goa that are linked to an accredited public university may receive a one-time grant of up to INR 10 lakh to cover capital costs for establishing an incubator on their campus. Institutions that already operate incubation centres can also use the grant to fund additional capital-expense expansions. No more than 15 institutions can benefit from this scheme each year, and the granted facilities must be open to users beyond just the institute's own students.

**Figure 25:** Key incentives under Educational Institute Scheme

**7. Grant for Incubation Centers within Educational Institutes Scheme**

**Benefits under the scheme:**

- 1. All educational institutes in Goa, affiliated to a recognized public university, can avail a one-time grant of up to INR 10 lakh towards capital expenses, for setting up of an incubator within their institute campuses. The educational institutes with existing incubation facilities can also avail the grant for capital expenses for further expansion of incubation facilities. Maximum number of institutes to avail this benefit cannot exceed 15 per year. The institutes claiming the benefits under this scheme cannot restrict the incubation facilities only to the students of their institute.
- 2. The educational institutes with existing incubation facilities will also be provided a grant of up to INR 3 lakh per year, for a period of three years, towards operational expenses. The preference will be given to well performing applicants.
- 3. Under no circumstance shall the benefits under this scheme be considered an entitlement. The Start-up Information Technology Promotion Cell (SITPC) shall reserve the sole right to accept or reject applications.

**Document Needed for Submission:**

- Address proof of operational office in the State of Goa
- Cancelled Cheque of the start-up/incubator/accelerator.



<sup>4</sup> 1<sup>st</sup> Jan 2023- 30<sup>th</sup> Nov 2024



# Infrastructure Support



# OVERVIEW

**Infrastructure Support** reform area evaluates the availability and quality of both digital and physical infrastructure provided by States/UT's to startups. It covers two core areas namely, digital infrastructure via the State Startup Portal, assessing startup registrations, online incentive applications, grievance redressal, multilingual access, and accessibility for persons with disabilities; and physical infrastructure, wherein states/UTs are evaluated basis establishment of new manufacturing incubators, upgradation

of existing incubators for manufacturing & hardware startups and the incubation support provided to startups in the state/UT.

It is a critical parameter to review for States/UTs as strong infrastructure directly impacts ease of doing business and startup growth. Effective digital platforms ensure transparency and inclusivity, while robust physical infrastructure reflects a State's commitment to innovation and manufacturing-led entrepreneurship.

**Infrastructure Support reform area covers 2 action points:**

07

Access to Digital Infrastructure

08

Access to Physical Infrastructure



# SPOTLIGHT STATES

**Figure 26:** Snapshot of best practices of Spotlight States for Reform Area 2

● Category A      ● Category B

## Gujarat

- Gujarat's Startup Portal integrates with the Startup India platform, supporting **10,400+** registered startups.
- Grievance resolution within 20 days through an online mechanism and chatbot, and the multilingual, PwD-accessible portal enhances inclusivity.
- Upgraded **15+** incubators and provided incubation support to **1,100+** startups.

## Himachal Pradesh

- Startup Portal offers a bilingual (Hindi-English) grievance mechanism with tracking and 15-day resolution timelines, alongside accessibility tools for PwDs.
- **2** new incubators established - AIIMS Bilaspur and IIM Sirmaur, with financial grants and incubation support.
- **40+** startups provided incubation support during period of consideration

## Maharashtra

- Digitized its startup incentive process with a bilingual (Marathi-English) portal featuring accessibility tools for PwDs and an active grievance mechanism.
- **8+** manufacturing incubators and **180+** incubation and acceleration centers, supporting **200+** startups.

## Uttar Pradesh

- StartinUP portal enables startups to access digital incentives and includes a grievance mechanism
- The bilingual (English-Hindi) portal offers accessibility tools and details on recognized incubators.
- **11+** existing incubators upgraded and **7+** new established wherein **770+** startups have been provided incubation support

## Goa

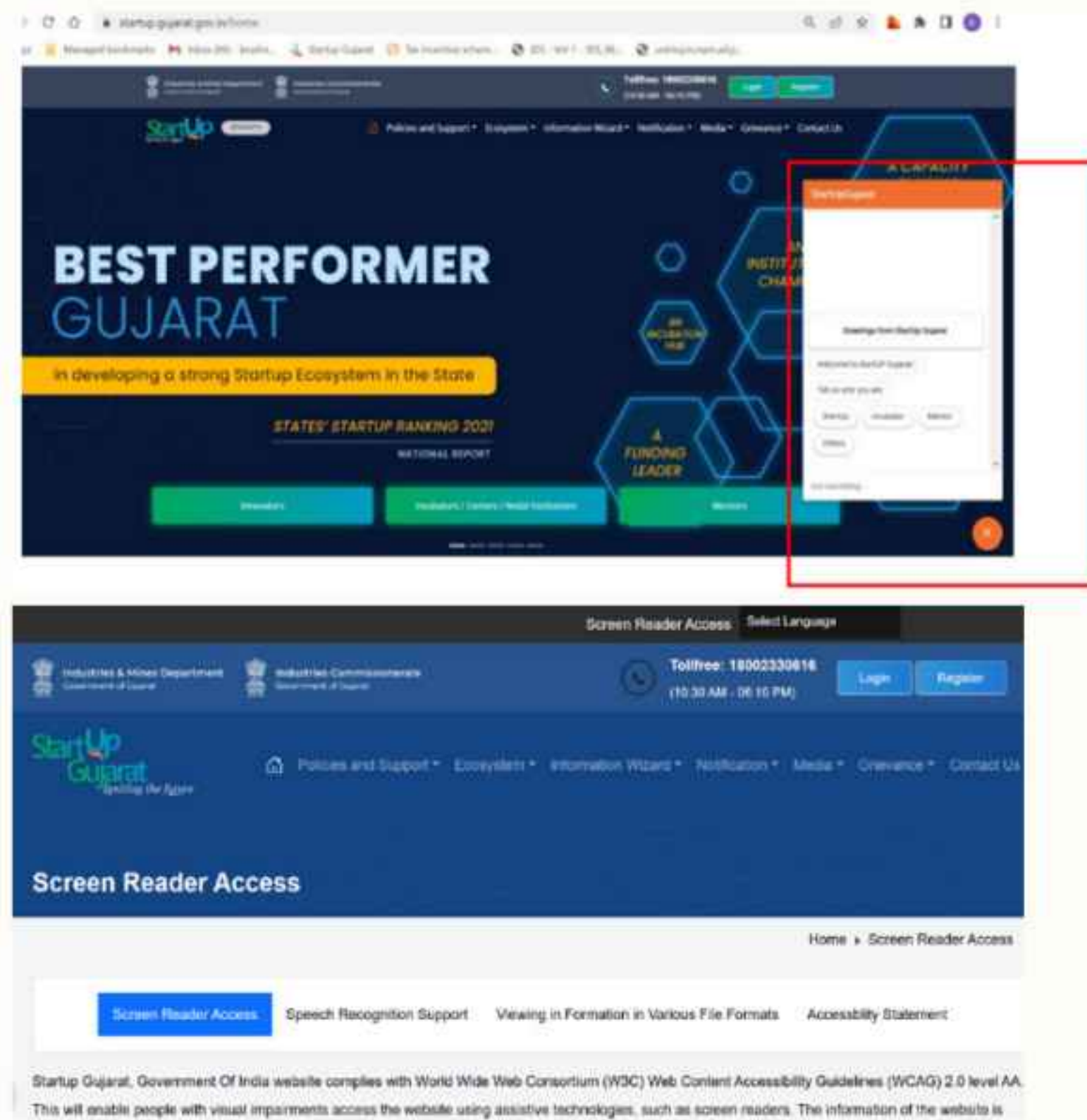
- Supported **45+** startups through BITS Goa Innovation Incubation Society and Goa State Innovation Council, and onboarded a new incubator, BITS Bio-CyTiH Foundation, housing **40+** startups.
- Startup Portal offers a digital incentive system and a grievance mechanism ensuring resolution within 30 days. The multilingual portal supports 8 languages, enhancing accessibility



The Government of Gujarat has established the Startup Gujarat Portal, which provides seamless API integration with the Startup India platform, making it easier for startups to connect and collaborate. As per the **State submitted documents, the State has over 10,000 startups registered with them, either through the state mechanism or DPIIT recognition, during the period of consideration.**

The State has a dedicated Grievance Redressal Mechanism, established through a 2018 government resolution, ensures that queries are addressed within 20 days, promoting transparency and responsiveness. It also provides an interactive Chat BOT and online grievance redressal mechanisms. To make the platform accessible to everyone, the website is available in Gujarati, English, Hindi, and other languages. It also includes a wide range of features for Persons with Disabilities (PWD), such as adjustable text size, high-contrast modes, screen zoom, speech recognition and keyboard navigation, ensuring that all users can easily access and benefit from its services<sup>5</sup>.

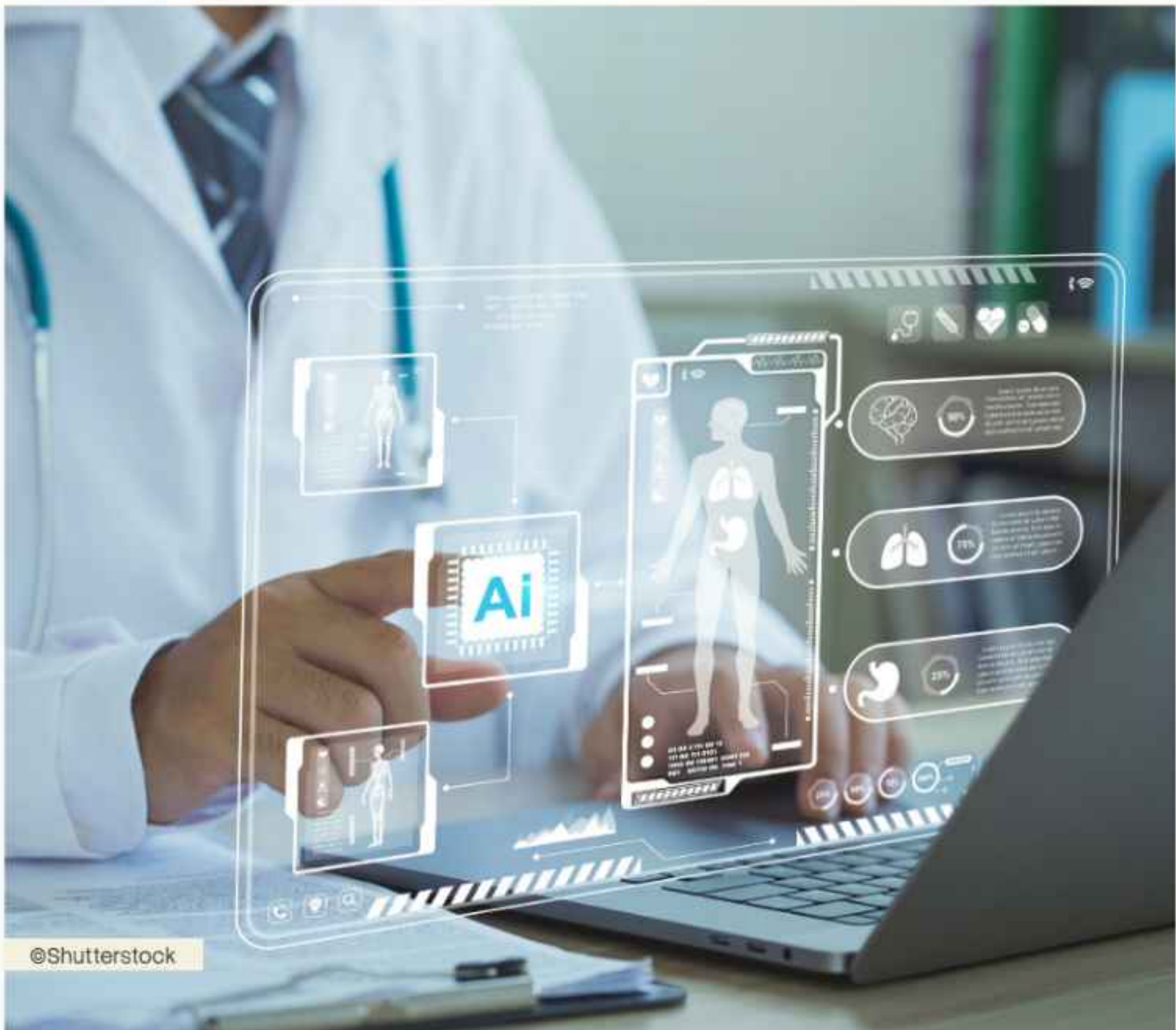
**Figure 27:** PWD-friendly Gujarat Startup Portal



<sup>5</sup> <https://startup.gujarat.gov.in/page/screenreaderaccess>

The Government of Gujarat has strengthened support for manufacturing and hardware startups by setting up new incubators and upgrading the existing incubators. During the period of consideration, the State has also **provided incubation support to 1,100+ startups through 30+ incubators** including but not limited to Gujarat Student Startup & Innovation Hub (i-Hub), Sigma University, Sardar Vallabhbhai National Institute of Technology (SVNIT), AIC Gujarat Technological University (GTU), National Design Business Incubator (NDBI) – NID, Drs. Kiran & Pallavi Patel Global University (KPGU), Vadodara, Grassroots Innovations Augmentation Network (GIAN), IIT-Gandhinagar, Karnavati University, National Innovation Foundation, Venture Studio - Ahmedabad University. The State also upgraded **15+** existing incubators during the period of consideration.

**Figure 28:** QR code to Gujarat's Incubators



# MAHARASHTRA

Maharashtra provided digital infrastructure support through platforms managed by the **Maharashtra State Innovation Society (MSInS)**. Startups can access policy information, programme applications, innovation challenges, and ecosystem updates through a centralised digital interface. Application processes for state-supported programmes are conducted online; additionally, grievance handling was facilitated through institutional channels linked to MSInS and partner incubators. The state has digitized the application process for incentives under its Startup Policy, and the website of the Portal is accessible in their local language-Marathi and English<sup>6</sup>.

**Figure 29:** Bi-lingual webpage of Maharashtra's Startup Portal

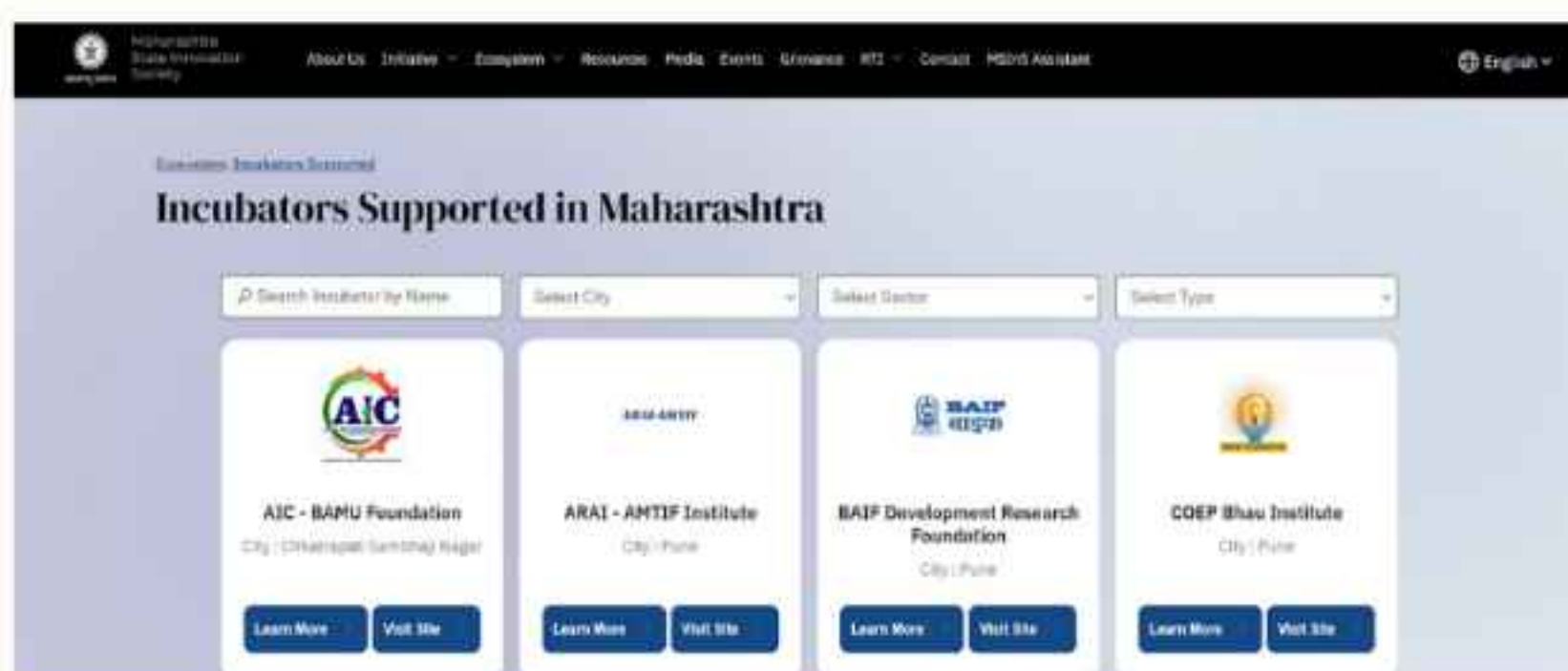


Additionally, Maharashtra has established 8+ manufacturing incubators to provide dedicated support for startups, and 200+ startups benefited from incubation services. As per the state startup portal, the State has 136 incubators and 44 accelerators<sup>7</sup>.

**Figure 30:** QR code to Maharashtra's Incubators



**Figure 31:** Incubators supported on Maharashtra Startup Portal



<sup>6</sup> <https://msins.in/>

<sup>7</sup> <https://msins.in/>

# UTTAR PRADESH

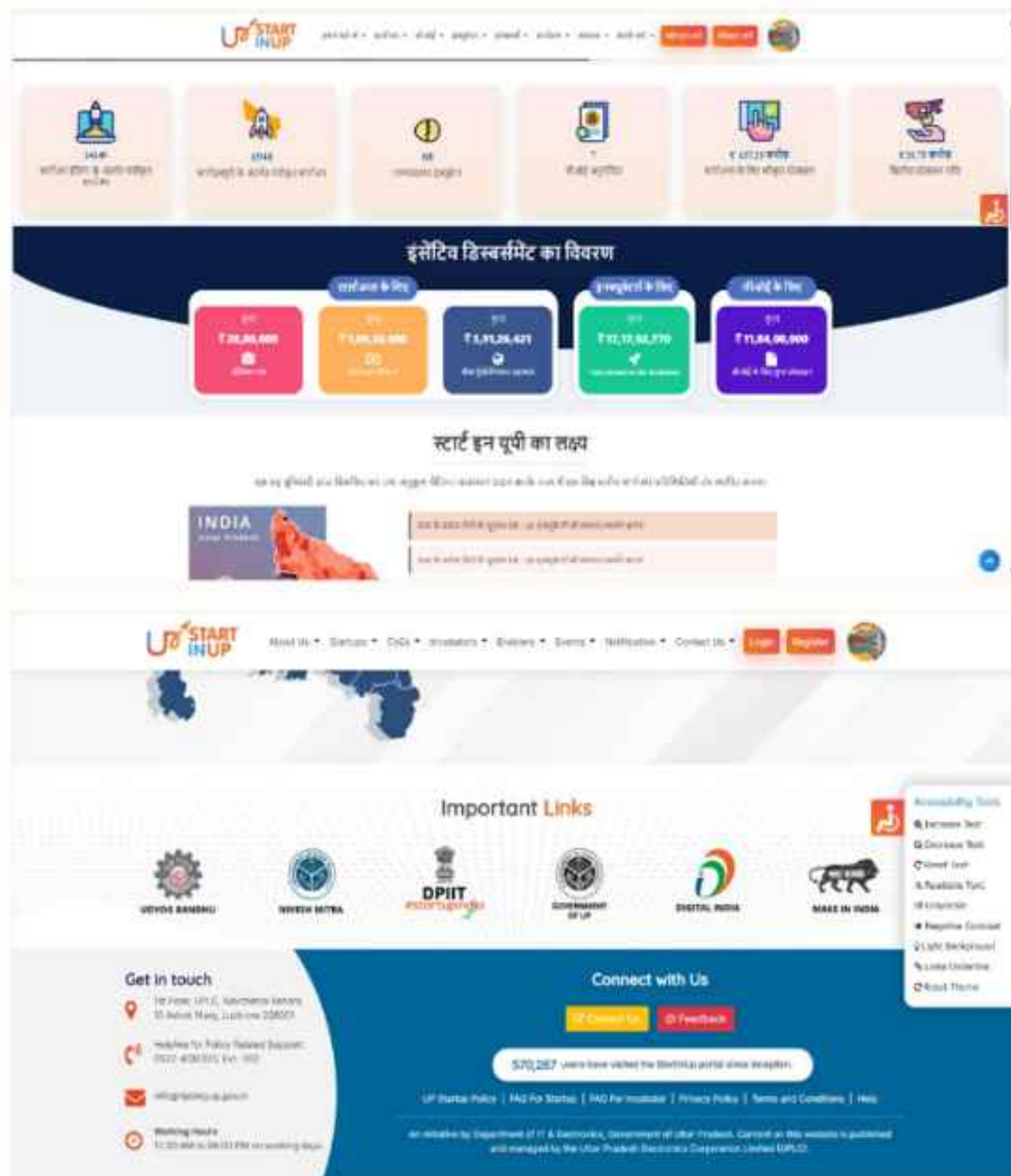
StartinUP, the official State Startup Portal of Uttar Pradesh, allows startups to access digital incentives and features a dedicated Grievance Redressal Mechanism to ensure timely resolution of queries. The State shared sample grievances received along with the details of nodal officers responsible for grievance redressal. During the review period, a total of **635** grievances were received, out of which **627** were resolved. The portal also captures the dates of each query and the corresponding response dates.

The Startup portal is designed with accessibility tools, including grayscale, negative contrast, and adjustable text size, and is available in English and Hindi. The website also provides information on the number of recognized incubators in the State.

**Figure 32:** QR code to Startup Registration in UP



**Figure 33:** Features of StartinUP Portal



To support entrepreneurship in manufacturing, the State has **18+ dedicated technology-focused incubators** with state-of-the-art facilities, offers co-working spaces, meeting rooms, and event venues for startups, provides seed funding options and access to venture capital networks. The incubators have been established in collaboration with local universities to encourage entrepreneurship amongst students, predominantly focusing on sectors such as biotech, fintech, and renewable energy . As per the website of State Startup portal, the State has **76 recognized incubators 2,800+ StartinUP recognized startups and 17,800+ Startup India recognized startups**<sup>8</sup>.

On the physical infrastructure front, state has a dedicated page on recognized incubators in the state along with sectoral distribution, incubation space, among others. During the period of consideration, the state established **7+ new manufacturing incubators and upgraded 11+ existing incubators**. Overall, **770+ startups were provided incubation support through the incubators in the state**.

**Figure 34:** QR code to StartinUP Incubator



**Figure 35:** Glimpse of Recognized Incubators under StartinUP Portal

Sr.No	Educational Institute/Host Institution Name	Incubator Name	Authorized Representative Name & Designation	Incubation Space (Sq.Ft.)	Authorized Representative Email id	Contact Number	Industry Name	Sector Name	PIU (Approval Date)
1	ABES Engineering College, Ghaziabad-Ghaziabad	Inurture Incubation Foundation	Mahendra Kumar Gupta Chief Executive Officer	16,000	ceo@inurture.net, mahendra.gupta@abes.ac.in	9899904331	Service Industry	Multiple Sector	26.08.2021
2	Amity University-GAUTAM BUDDHA NAGAR	Amity Technology Incubator	Vijay Vir Singh Vice President		info@aia.amity.edu			Education Technology	22.02.2023

<sup>8</sup> <https://startinup.up.gov.in/>



The state has developed an Innovation Hub. The objective is to foster an entrepreneurial mindset among the youth and inspire them to become catalysts of societal change. The initiative aims to establish a Startup Center of Excellence that brings together all ecosystem enablers to build a comprehensive innovation and entrepreneurship ecosystem in Uttar Pradesh, creating a seamless pathway from ideation to commercialization.



The state has also partnered with IIM Lucknow Enterprise Incubation Centre (IIML EIC), in collaboration with Microsoft as the technology partner to establish a Centre of Excellence (CoE), to drive innovation, entrepreneurship, and adoption of blockchain technology across industries. The state is planning to house 100 startups over 5 years, with high-speed internet, coworking spaces, and access to advanced AI/ML, IoT, and 3D printing labs.



# HIMACHAL PRADESH

The State has an active grievance mechanism and examines the grievance received under CM Startup portal and ensure disposal of the grievance within 15 working days. The State has shared a detailed mechanism that they follow and allows Startups to track the status of their grievance. The website of the page is accessible in local language-Hindi and English . The portal is designed with accessibility features, including zoom-in and zoom-out functionality and screen reader support, ensuring an inclusive user experience for PwD.

**Figure 36:** QR code to Incubators in Himachal Pradesh



Startup Himachal, the official State Startup Portal of Himachal Pradesh, reported **40+ startups on its portal, of which 20 were verified with Bhaskar ID** and registration details<sup>17</sup>. The State has **5 registered incubation centers** that provide startups with mentorship and a range of support services to foster their growth. Each incubator receives **INR 30 lakh in non-recurring financial assistance** and **INR 10 lakh in recurring funds** to strengthen their operations and service delivery. Further, during the period of consideration, the Government has on-boarded **2 new incubation centres viz AIIMS Bilaspur and IIM Sirmaur**. The Government has disbursed INR 10 lacs each for infrastructure as a grant. During the period of consideration, **the state provided incubation support to 40+ startups.**





The State has a proper **grievance redressal mechanism under Goa Online** ([https://goaonline.gov.in/Public/Login?\\_d=PGR&\\_s=PGR2601](https://goaonline.gov.in/Public/Login?_d=PGR&_s=PGR2601)). The concerned startups may register their grievances directly on the portal wherein the state claims to resolve the issue in 30 days from the date of grievance registration under the Public Grievances Department, Government of Goa.

The Startups can access all the incentives provided by the State Government through the portal digitally and the portal is accessible in multiple languages. The State **supported 45+ startups through BITS Goa Innovation Incubation Entrepreneurship Society, Goa State Innovation Council**. The State shared details of an incubator-BITS Bio-CyTiH foundation which includes **39+ startups in its portfolio**.

**Figure 37:** Goa's Grievance Redressal mechanism for Startups

The screenshot displays the 'Grievance registration' page on the Goa Online portal. At the top, there are navigation links for Home, About Us, Services, Tracking, and Notification, along with Login and Register buttons. The main header for the service is 'Grievance registration' with a 2.8 out of 5 star rating and 838 feedbacks. Below the header, there is a sidebar with 'SERVICE Details', 'Procedure to Register', 'Designated officials', and 'User Rating'. The main content area is titled 'Procedure to Register' and contains a list of six steps: 1. Register yourself on goaonline.gov.in and login. 2. Fill in the grievance details. 3. Attach documents supporting your grievance if any. 4. Submit the application and note the acknowledgement no. for status tracking. 5. Note: List of subjects/topics which cannot be treated as grievances are RTI matter, judicial matter, religious matter, foreign governments, suggestions to the government & grievances of government employees concerning their service matter. 6. For more details visit official website of Public Grievance department. <https://dpg.goa.gov.in>. At the bottom of the main content area, there are two buttons: 'Back to Services' and 'Proceed to Register'.



# Funding Opportunities

# 03



# OVERVIEW

**Funding Opportunities** reform area examines the financial mechanisms established by States & UTs to support startups. It includes the creation and management of seed funds, venture funds, and funds of funds, especially those targeting priority sectors, and events such as pitch sessions wherein Startup and Investor connects are established. It also evaluates the number of startups that have received funding through these mechanisms and the extent of collaboration with financial institutions.

Funding is essential for startups, and this area is crucial for understanding how States'/UT's are enabling financial access. It analyzes the scale and effectiveness of state-supported funding programs, the transparency of fund disbursement, and the success of investor engagement initiatives. By tracking the number of funded startups, amount disbursed, and investor partnerships, this reform area provides insights into the financial health and attractiveness of a States'/UT's startup ecosystem.

## Funding Opportunities reform area covers 3 action points:

09

Access to Funding

10

Number of Startups which have Received Funding through States'/UT's Supported Funds or Mechanisms

11

States'/UT's Support in Fundraising Initiatives



# SPOTLIGHT STATES

**Figure 38:** Snapshot of best practices of Spotlight States for Reform Area 3

● Category A      ● Category B

## Gujarat

- Supported **230+** Startups and initiated special funding provisions for Startups in collaboration with Kotak Mahindra Bank, YES Bank, and HDFC Bank.
- **20+** pitching sessions to support startup financing
- Set-up venture funds like GVFL Limited and Student Innovation Fund (SSIP Startup Seed Fund).

## Himachal Pradesh

- Seed funding of up to INR 50 lakh per startup to facilitate product development and commercialization
- **5+** pitching sessions to support startup financing during the assessment period

## Arunachal Pradesh

- **20+** initiatives involving pitching sessions to support startup financing
- **75+** startups were provided funding & **50+** startups were supported with investor connects

## Punjab

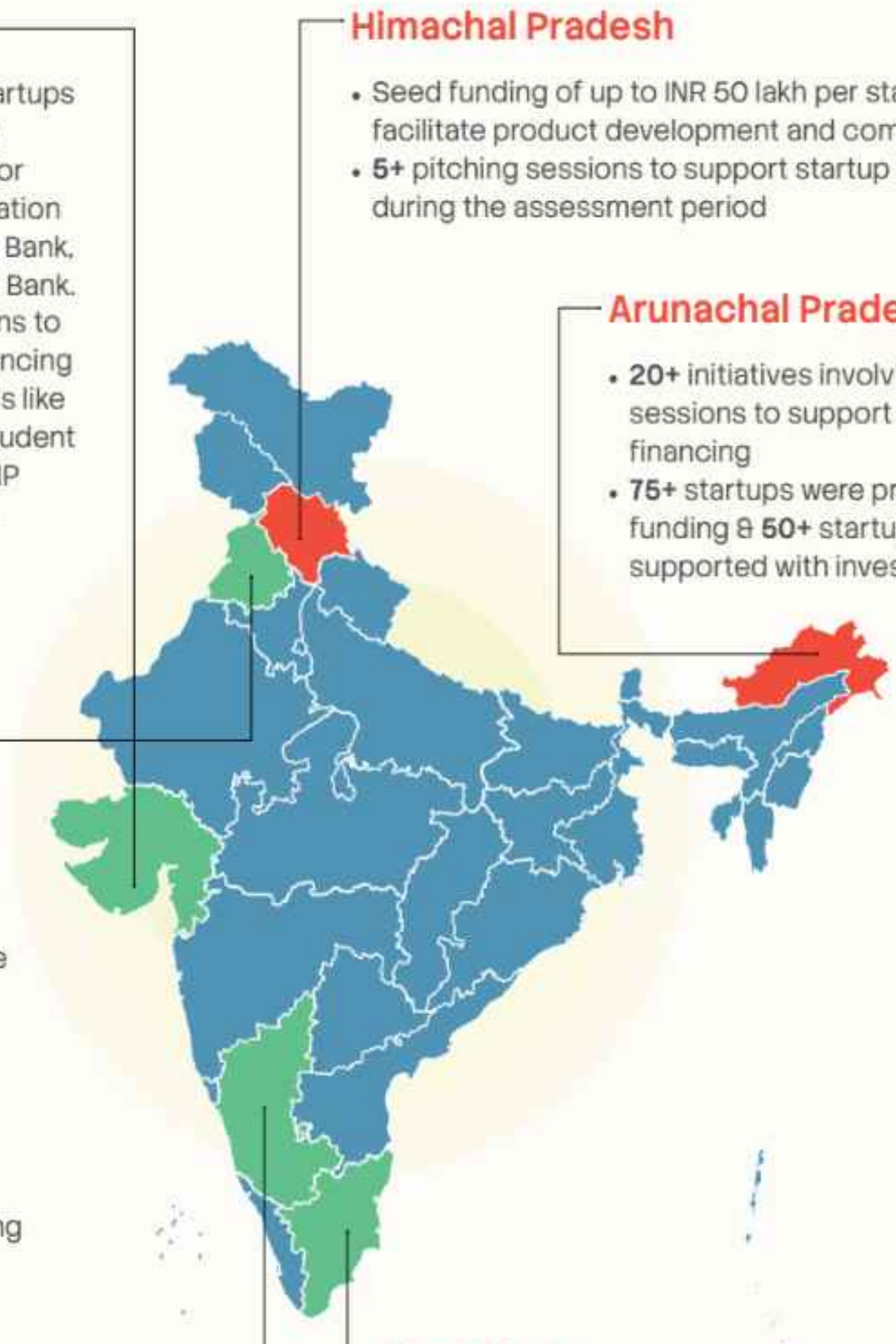
- Up to INR 3 lakh to support early-stage activities such as idea validation, prototype development, etc.
- **28+** initiatives were undertaken by the state involving pitching sessions to support startup financing, connecting **120+** startups with investors

## Tamil Nadu

- **7+** initiatives were undertaken by the state involving pitching sessions to support startup financing
- Startup Fund to address financial exclusion among entrepreneurs from marginalized communities
- Funding of up to INR 15 lakh for startups in Green Tech, Rural Impact, and Women-led categories

## Karnataka

- **200+** startups supported by state
- **13+** initiatives involving pitching sessions to support startup financing
- INR 100 crore venture capital fund established to support emerging and deep-tech startups



# GUJARAT

THE STATE OF UNITY

The State of Gujarat has supported its startup ecosystem through various funding options. The State has supported 230+ Startups and has initiated special funding provisions for Startups in collaboration with Kotak Mahindra Bank, YES Bank, and HDFC Bank. Besides, 20+ initiatives were undertaken by the state involving pitching sessions to support startup financing<sup>9</sup>.

Figure 39: QR code to Gujarat Startup Showcase & Funding



Some of the startup funds and programs supported by the state are given below:






GVFL Limited, established through a World Bank and Government of Gujarat initiative, provides venture capital and strategic support to startups and early-stage companies<sup>10</sup>.

- Offers funding to early-stage startups and MSMEs with innovative, technology-enabled offerings and commercial market validation.
- GVFL Startup Fund focuses on early growth-stage ventures demonstrating innovation in products, services, or processes. Targets businesses leveraging technology as a differentiator or enabler.
- GVFL's Gujarat Young Entrepreneurs Venture Fund is supported by the state government.



## Our Funds

<b>Emerging Enterprise</b> Accelerate growth for established startups  Focus <b>Pre-Series A to Series B</b> Range <b>₹5 Cr. - ₹20 Cr.</b>	<b>Prarambh</b> Nurture early-stage innovations in India  Focus <b>Seed</b> Range <b>₹50 Lakhs - ₹3 Cr.</b>	<b>ICreate Angle</b> Empower Gujarat-based ventures  Focus <b>Pre-seed</b> Range <b>₹25 Lakhs - ₹1.5 Cr.</b>
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<sup>9</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

<sup>10</sup> <https://startup.gujarat.gov.in/venture-capital>

## AtmaNirbhar Gujarat Fellowship (AGF)

AtmaNirbhar Gujarat Fellowship (AGF) supports STEM sector innovation by promoting startup creation and development of licensable intellectual property<sup>11</sup>.

- Encourages advancement in Technology Readiness Levels (TRLs) to convert innovative ideas into viable bioproducts and technologies.
- Supports proposals across STEM domains including healthcare, medical devices, industrial and agricultural biotechnology, environmental biotechnology, and clean energy.
- Provides tiered financial support based on qualifications: INR 18,000/month with INR 2,00,000 innovation grant for STEM graduates (BSc/BE/B.Tech), INR 25,000/month with INR 4,00,000 for postgraduates (MSc/ME/M.Tech), and INR 35,000/month with INR 6,00,000 for senior fellows (PhD or equivalent experience).

Figure 40: QR code to AGF Guidelines



## AtmaNirbhar Gujarat Fellowship

Programmes > AtmaNirbhar Gujarat Fellowship >

### AtmaNirbhar Gujarat Fellowship

The scheme **AtmaNirbhar Gujarat Fellowship** aims to encourage young graduates, post-graduates and professionals to stop seeking jobs and become *AtmaNirbhar* by developing a product or process or technology. The solution thus developed, may address an unmet need or may have a techno-commercially viable Business proposition. Thus, all AGFs are expected to work towards Creation of a Start-Up and/ or Development of an IP Right that can be licensed. The development of technology/product/ process should be evident through advancement in the TRLs (Technology Readiness Levels).

Least, the Scheme aims at seeding a culture of pursuing innovation and exploring innovation-commercialization with an objective of innovators contributing towards Nation Building by contributing in Knowledge Economy.

## SSIP Student Startup and Innovation Policy (SSIP 2.0)

Student Startup and Innovation Policy (SSIP 2.0) aims to strengthen the innovation ecosystem across educational institutions in Gujarat<sup>12</sup>.

- Allocates INR 500 crore for implementation, with INR 300 crore from the state budget as the Student Innovation Fund (SIF) and INR 200 crore expected through Grantee Matching Fund (GMF).
- Supports activities including grants to grantees, PMU operational expenses, state-level programs, seed support for startups, open innovation initiatives, and incubation and acceleration efforts.

<sup>11</sup> <https://stbi.gujarat.gov.in/FileExplorer/Document/20240815-AGF%20Guidelines.pdf>

<sup>12</sup> [https://www.ssipgujarat.in/datafiles/SSIP\\_2.0\\_Education\\_Department\\_Gujarat.pdf](https://www.ssipgujarat.in/datafiles/SSIP_2.0_Education_Department_Gujarat.pdf)

Figure 41: Webpage of Student Startup Policy Gujarat





The State of Karnataka has proactively supported its startup ecosystem through various funding provisions. The State has supported 200+ Startups and has initiated special funding provisions for Startups in collaboration with different banks & financial institutions.

13+ initiatives were undertaken by the state involving pitching sessions to support startup financing. Some of the startup funds and programs supported by it are given below:<sup>13</sup>

Figure 42: QR code to Startup Funds in Karnataka





Idea2PoC/ELEVATE is a Government of Karnataka initiative that provides early-stage seed funding to startups for proof-of-concept validation and scaling.<sup>14</sup>

- Offers a one-time grant-in-aid of up to INR 50 lakhs to support product development and technological advancement.
- Open to startups registered in Karnataka as private limited companies, partnership firms, or LLPs (Limited Liability Partnerships), with turnover not exceeding INR 100 crore and age not exceeding ten years.
- Targets startups engaged in innovation or improvement of products, services, or processes with potential for employment generation or wealth creation.

Figure 43: Glimpse of Idea2PoC/ELEVATE Program organized by Government of Karnataka



<sup>13</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

<sup>14</sup> <https://eitbt.karnataka.gov.in/startup/public/135/elevate-2025/en>

## Beyond Bengaluru Cluster Seed Fund

Beyond Bengaluru Cluster Seed Fund is INR 75 crore initiative to promote startup activity in Mysuru, Hubballi-Dharwad, and Mangaluru clusters<sup>15</sup>.

- Supports technology-led startups through equity and equity-related investments, with a goal to nurture at least 10,000 startups from these regions by 2030.
- Plans to invest in 30 to 35 startups across sectors such as IT (Information Technology), ESDM (Electronics System Design and Manufacturing), biotechnology, and AVGC (Animation, Visual Effects, Gaming and Comics).
- State Government contributes INR 20 crore over two financial years (INR 12 crore in 2022–23 and INR 8 crore in 2023–24). Remaining corpus to be mobilized through financial institutions and industry partners.

**Figure 44:** Beyond Bengaluru Cluster Seed Fund on Startup Karnataka Portal



## KITVEN Fund-5

KITVEN Fund-5 is INR 100 crore venture capital fund established by the Government of Karnataka to support emerging and deep-tech startups.<sup>16</sup>

- Targets sectors such as artificial intelligence, machine learning, electric vehicles, MedTech, robotics, and drones.
- Managed by the Karnataka Information Technology Venture Capital Fund (KITVEN), it invests in equity and equity-related instruments in companies developing innovative products and solutions in IT, software, and emerging technologies.
- Of the total corpus, INR 25 crore is contributed by the Government of Karnataka through KITS (Karnataka Innovation and Technology Society).

<sup>15</sup> <https://eitbt.karnataka.gov.in/startup/public/50/beyond-bengaluru-cluster-seed-fund/en>

<sup>16</sup> <https://www.kitven.in/>

**Figure 45:** KITVEN Fund- 5, Government of Karnataka

## KITVEN Fund-4

KITVEN Fund-4 (AVGC) is INR 20 crore Alternate Investment Fund registered under SEBI (Securities and Exchange Board of India) as a Category I Venture Capital Fund.

- Focuses on investments in companies operating in animation, visual effects, gaming, comics, and related sectors within Karnataka.
- Investment amounts range from INR 50 lakhs to INR 100 lakhs per company initially, with potential follow-on investments up to INR 200 lakhs.
- Initiated by the Department of IT, BT & ST, Government of Karnataka, with participation from state institutions such as KSIIDC and KEONICS, managed by Karnataka Asset Management Company Pvt. Ltd. and administered by Karnataka Trustee Company Pvt. Ltd.

# TAMIL NADU



The State of Tamil Nadu has proactively supported the startup ecosystem through various funding provisions. The State initiated special funding provisions for Startups through an **MoU between StartupTN and DBS Bank, along with another MoU between Tamil Nadu Startup and Innovation Mission and Federal Bank. 7+ initiatives were undertaken by the state involving pitching sessions** to support startup financing, connecting startups with investors.<sup>17</sup> Some of the startup funds and programs supported by it are given below:

**Figure 46:** TANSEED 3.0, Grant Program on Tamil Nadu Startup Portal

## Tamil Nadu Scheduled Caste / Scheduled Tribe Startup Fund

It is a targeted initiative by the Government of Tamil Nadu to address financial exclusion among entrepreneurs from marginalized communities<sup>18</sup>.

- Invests in startups founded by individuals from Scheduled Caste (SC) or Scheduled Tribe (ST) communities.
- Requires eligible startups to meet the definition under the Tamil Nadu Startup and Innovation Policy, with over 50% equity and operational control held by SC/ST founders.
- Startups must be domiciled in Tamil Nadu with their principal base of operations in the state.

## Tamil Nadu Emerging Sector Seed Fund (TNESSF)

It is a SEBI (Securities and Exchange Board of India)-registered Category I Alternative Investment Fund (Venture Capital Fund) established to promote innovation and entrepreneurship<sup>19</sup>.

- Supports startups and MSMEs (Micro, Small and Medium Enterprises) with revenues up to INR 250 crore, across sunrise and emerging sectors.
- Targets innovative, high-growth enterprises addressing market gaps through technology, cost efficiency, and scalable business models.
- Investment sizes typically range from INR 3 to INR 10 crore per round, with smaller investments up to INR 1 crore considered for early-stage enterprises.

<sup>17</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

<sup>18</sup> <https://startuptn.in/>

<sup>19</sup> <https://startuptn.in/>

## SIPCOT Industrial Innovation & Scale-up Grant

It is a funding initiative by the State Industries Promotion Corporation of Tamil Nadu (SIPCOT) to support industrial innovation and technology-driven startups.<sup>20</sup>

- Allocated INR 3.80 crore over two years, structured around a three-tier framework: Product, Market, and Growth stages.
- In 2023–24, grants include INR 60 lakh for nine product-stage startups and innovators, INR 60 lakh for three market-stage startups, and INR 80 lakh for two growth-stage startups; similar allocation planned for 2024–25.
- Product-stage grants offer up to INR 10 lakh for startups and INR 5 lakh for individual innovators; market-stage and growth-stage grants provide up to INR 20 lakh and INR 40 lakh respectively.

## TANSEED (Tamil Nadu Seed Fund)

It is a flagship equity-linked seed investment initiative by the Government of Tamil Nadu to support early-stage startups.<sup>21</sup>

- Administered by StartupTN, TANSEED 7.0 offers funding of up to INR 15 lakh for startups in Green Tech, Rural Impact, and Women-led categories, and up to INR 10 lakh for startups in other sectors.
- In exchange, StartupTN takes a 3% support equity stake and provides a one-year accelerator program including mentorship, networking, and participation in national and international startup delegations.

**Figure 47:** TANSEED 3.0, Grant Program on Tamil Nadu Startup Portal

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### TANSEED 3.0

TANSEED is a Grant Program by Tamil Nadu Startup And Innovation Mission (TANSIM), which serves as the policy implementation agency under the MSME Department, Government of Tamil Nadu.

TANSIM has empanelled Villgro as its implementation partner to discover & support innovative enterprises working in the sectors of Agriculture, Climate Action & Livelihood, and also to provide incubation support to startups. TANSEED, shall support early stage financing requirements of the Startups in the form of grants to fill the gap in fund requirement for research & innovations, anything from mind to marketplace (which may also be patentable).

<sup>20</sup> [https://sipcot.tn.gov.in/webroot/img/SIPCOT\\_Industrial\\_Innovation\\_and\\_Scaleup\\_Grant.pdf](https://sipcot.tn.gov.in/webroot/img/SIPCOT_Industrial_Innovation_and_Scaleup_Grant.pdf)

<sup>21</sup> <https://startuptn.in/>

# PUNJAB

The State of Punjab has been actively supporting its startups and the ecosystem through various funding provisions. The State has supported 100+ Startups and has initiated special funding provisions for Startups in collaboration with Union Bank of India, HDFC Bank, and Yes Bank. 28+ initiatives were undertaken by the state involving pitching sessions to support startup financing, connecting 120+ startups with investors<sup>22</sup>. Some of the startup funds and programs supported by it are given below:

**Figure 48:** Punjab's Incentives & Funds for Startups



## Support under the Industrial and Business Development Policy (IBDP), 2022

The Industrial and Business Development Policy, 2022 by the Government of Punjab introduces funding mechanisms to support startups at various stages.<sup>23</sup>

- Seed funding of up to INR 3 lakh for early-stage activities such as idea validation, prototype development, travel, market research, skill training, marketing, and initial setup, routed through State or Centre-recognized incubators.
- For scale-up support, the policy mentions creation of INR 100 crore Fund of Funds to be invested over five years through SEBI (Securities and Exchange Board of India)-registered Category I AIF (Alternative Investment Fund) Venture Funds.
- The Fund of Funds does not invest directly in startups but participates through capital commitments managed by SIDBI.

**Figure 49:** Fund provision for startups on Punjab Startup Portal



<sup>22</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

<sup>23</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

## Punjab Infotech

Punjab Information and Communication Technology Corporation Limited (Punjab Infotech) serves as the nodal agency for startup-related initiatives in Punjab.

- Operates under the Department of Industries and Commerce and hosts the Punjab Startup Cell (Startup Punjab) to consolidate and disseminate information on resources, funding, incentives, and investment opportunities for startups in or relocating to Punjab.
- The Government of Punjab approved INR 85 lakh for Punjab Infotech for Q2 2024–25 and is intended to support startup-related activities facilitated through Punjab Infotech.

## The State is also supporting the Startup Ecosystem through Strategic Partnerships



An MoU was signed to establish a Startup Hub at STPI (Software Technology Parks of India), Mohali. The hub promotes entrepreneurship in IT/ITeS and startup sectors by facilitating knowledge exchange, funding access, and alignment with national initiatives.



ISB (Indian School of Business) serves as the founding and knowledge partner, supporting branding, program implementation, and startup selection for mentoring and venture capital support.



Startup Punjab collaborated with government and private banks to provide financial services and handholding support, with dedicated nodal officers appointed by Union Bank of India, HDFC Bank, and Yes Bank to assist startups in accessing banking services and schemes.

# ARUNACHAL PRADESH

The State of Arunachal Pradesh has been actively supporting its startups and the ecosystem through various funding provisions. The State has supported **75+ Startups** and has initiated special funding provisions for Startups in collaboration with SIDBI and NABARD. **20+** initiatives were undertaken by the state involving pitching sessions to support startup financing, connecting **50+** startups with investors during the period of consideration.<sup>24</sup> Some of the startup funds and programs supported by it are given below:

**Figure 50:** Startup Funds in Arunachal Pradesh



## Arunachal Pradesh Seed Fund Scheme

Arunachal Pradesh Seed Fund Scheme is a government initiative to address early-stage capital gaps for startups in the state.<sup>25</sup>

- Proposes an initial corpus of INR 10 crore with a total planned corpus of INR 50 crore over five years, aiming to support 250+ entrepreneurs.
- Structured into three components: Idea Support Seed Fund, Innovation Fund, and Infrastructure Fund, catering to different stages of startup development.
- Idea Support Seed Fund offers grants of INR 5 lakh and INR 4 lakh for top and next-tier performers in state-led challenges.
- Innovation Fund supports R&D, proof of concept, patent filing, and quality certification, with incentives ranging from INR 10,000 to INR 10 lakh.
- Infrastructure Fund provides scale-up support including INR 25 lakh for successful startups and INR 10 lakh for digital upscaling.

## Other Funding Provisions under Arunachal Pradesh Startup Policy 2022-23

The Arunachal Pradesh Startup Policy 2022-23 outlines additional funding mechanisms to strengthen the startup ecosystem.<sup>26</sup>

- Proposes a Startup Fund of Funds to invest in venture capital funds supporting startups across sectors.
- Encourages public and private corporations to utilize Corporate Social Responsibility

<sup>24</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

<sup>25</sup> <https://www.startup.arunachal.gov.in/schemes-benefits>

<sup>26</sup> <https://www.startup.arunachal.gov.in/startup-policy>

(CSR) funds to support incubators, accelerators, and startups, with administrative support provided to facilitate access.

- Outlines establishment of an Angel Investment Network in collaboration with stakeholders to mobilize domestic capital for startup investment.
- Awareness workshops to engage potential investors, including local High Net-worth Individuals (HNIs), and promote startups as a viable asset class.

## Support for Women-led Startups

The State Government has introduced targeted measures to support women-led startups and promote inclusivity in the startup ecosystem.<sup>27</sup>

- A dedicated Entrepreneurship Centre for Women (ECW) will be established to provide mentorship, capacity building, and programmatic support tailored to women entrepreneurs.
- A minimum of 33% of the Arunachal Pradesh Seed Fund will be allocated to eligible women-led startups.



<sup>27</sup> <https://www.startup.arunachal.gov.in/women-led-startups>

# HIMACHAL PRADESH

The State of Himachal Pradesh has been supporting its startups ecosystem through various funding options. The State initiated special funding provisions for Startups through an MoU between IIT Mandi Catalyst and HDFC Bank. **5+ initiatives were undertaken by the state involving pitching sessions** to support startup financing, connecting startups with investors<sup>28</sup> during the period of consideration. Some of the startup funds and programs supported by it are given below.

## Him Startup Yojana

Him Startup Yojana is an initiative by the State of Himachal Pradesh to support and develop the startup ecosystem through the Himachal Pradesh Center for Entrepreneurship Development (HPCED).<sup>29</sup>

- Under Him Startup Yojana, HPCED provides seed funding of up to INR 50 lakh per startup to support product development and commercialization.
- The scheme aims to enable youth and entrepreneurs in Himachal Pradesh to establish and grow their enterprises.

## The Himalayan Startup Trek (HST)<sup>30</sup>

The Himalayan Startup Trek (HST), organized annually by IIT Mandi Catalyst, is a key event that brings together stakeholders from across the Indian startup ecosystem.

- Held at IIT Mandi's Kamand Valley campus in Himachal Pradesh, facilitating collaboration among startups, mentors, investors, and government representatives.
- Received over 1500 applications, with participation from more than 110 startups, 25 investors, and 30 mentors.
- Investment commitments were made for over 20 startups, and more than 60 mentoring sessions were conducted.



<sup>28</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

<sup>29</sup> <https://iitmandicatalyst.in/himsup.html>

<sup>30</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

**Figure 51:** Glimpse of The Himalayan Startup Trek organized by IIT Mandi Catalyst.



## Makers' BuildAthon

The Makers' BuildAthon was organized to stimulate innovation at the intersection of software and hardware, offering a competitive platform for student-led technology-driven startup ideas.<sup>31</sup>

- Top 15 startups advanced to a second round showcasing solutions in areas including AI (Artificial Intelligence) and IoT (Internet of Things).
- Cash awards of INR 30,000 and INR 20,000 were given to the winner and runner-up respectively. The event reinforced startup culture within the university and promoted innovation through real-world challenge solving.

<sup>31</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)



# Market Access & Reach



# OVERVIEW

**Market Access & Reach** reform area aims to motivate State and UT Governments to promote startup participation in public procurement and act as facilitators in creating market opportunities both domestic and international for startups. States and UTs are assessed based on their initiatives to support startups, including organizing showcase platforms such as Hackathons, Demo Days, Buyer-Seller Meets, GeM workshops, Grand challenges, and national/international events,

as well as offering relaxed eligibility criteria for government work orders.

It evaluates the number of tenders floated with relaxations for startups, the number of startups awarded work orders, and the reach of market access initiatives across districts. By assessing the breadth and depth of market access initiatives, this reform area highlights the role of States'/UT's in helping startups scale and succeed in competitive markets.

## Market Access & Reach reform area covers 3 action points:

12

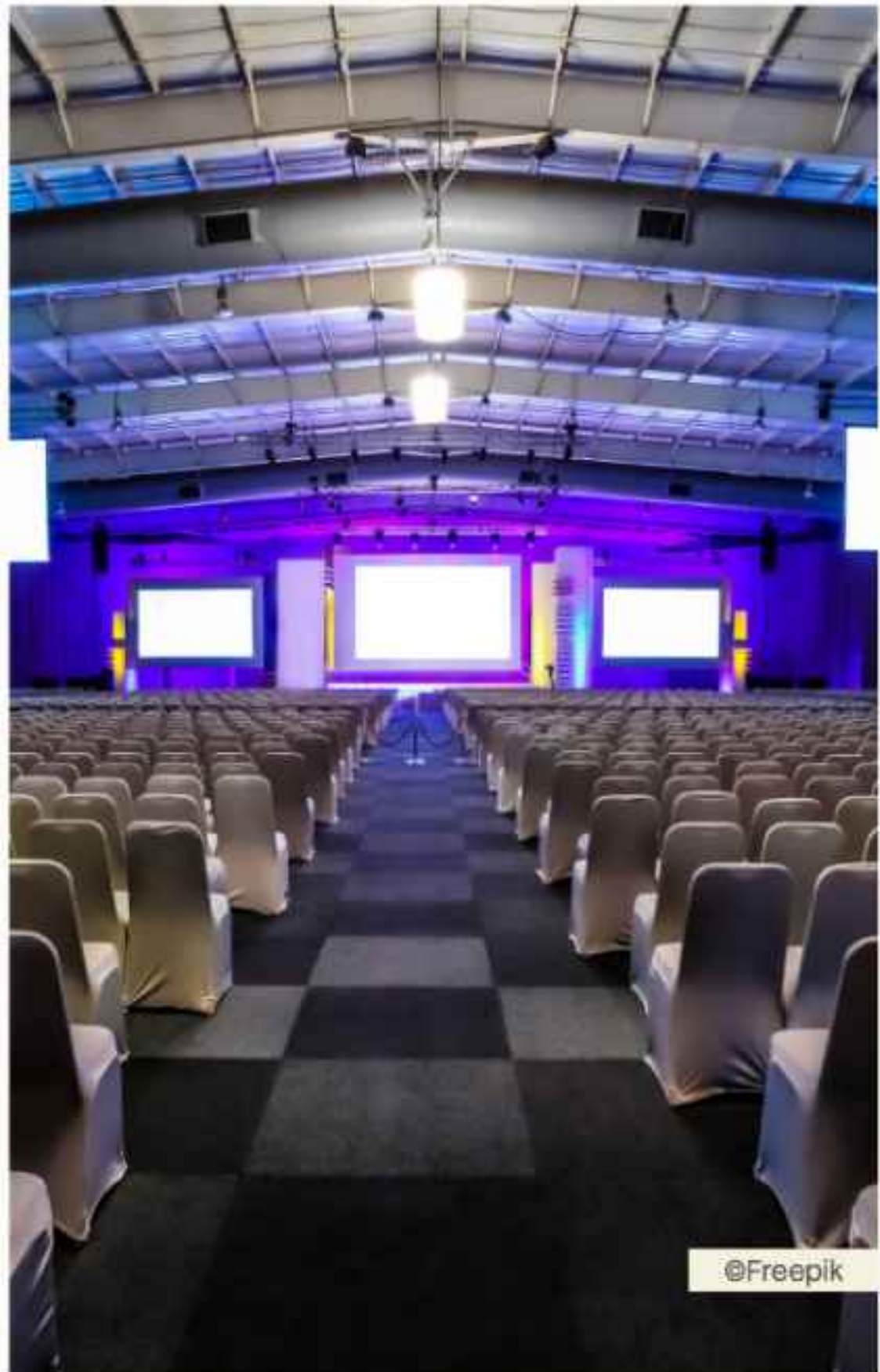
Market Access Opportunity Provided to Startups through Public Procurement

13

Number of Startups Awarded Purchase Orders or Work Orders

14

Access to Domestic and International Market Access Opportunities

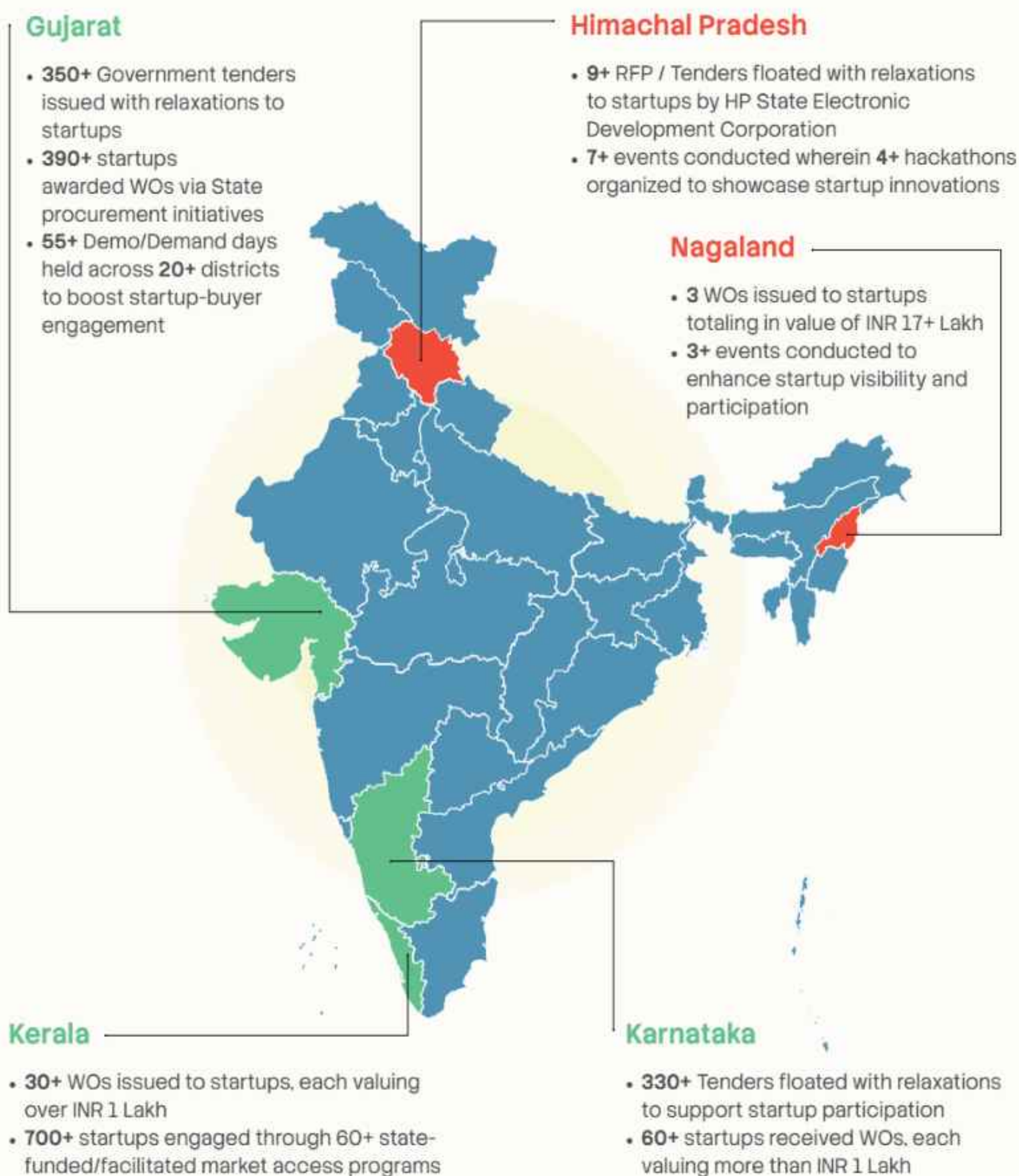


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# SPOTLIGHT STATES

Figure 52: Snapshot of best practices of Spotlight States for Reform Area 4

● Category A      ● Category B





Gujarat is emerging as a self-reliant hub for startup innovation, with a clear vision to lead the national startup ecosystem by fostering innovation-driven enterprises. The state has proactively enabled market access for startups through targeted public procurement policies. This includes offering relaxations and exemptions on processing fees and Earnest Money Deposits (EMD) in tenders and RFPs issued by state departments and PSUs. During the period of consideration, **Gujarat has floated 350+ such tenders<sup>32</sup>**, each incorporating specific provisions to encourage and facilitate startup participation.

**390+ startups were awarded work orders<sup>33</sup>** through state government which helps in increasing their credibility and financial stability, helping to scale and attract new markets. It also opens doors to large-scale projects, regional expansion, and valuable ecosystem connections. The State Government actively facilitates **domestic and international market access for startups through 80+ initiatives across 25+ districts**, including events, exhibitions, GeM workshops, and hackathons. State-supported incubators like iCreate and iHub also offer free exhibition space to startups, enhancing visibility and outreach.

The exemptions for Startups on Bid Processing Fees and EMD underscore the implementation of government directives aimed at supporting startups and MSMEs in public procurement. These provisions facilitate their participation in government purchases by offering specific exemptions and relaxations. The initiative also highlights the inclusion of startup projects within public procurement frameworks, ensuring a more inclusive and innovation-driven procurement ecosystem.

Gujarat State Procurement Policy 2024 effective from April 1, 2024, outlines a comprehensive framework for public procurement across all government departments, PSUs, and affiliated institutions in the state. These measures are designed to foster innovation, promote indigenous solutions, and align with broader national initiatives like Make in India and Aatmanirbhar Bharat, thereby creating a more inclusive and dynamic procurement ecosystem in the state.<sup>34</sup> The policy allows departments to directly procure goods and services from registered startups without inviting bids or tenders, provided the total annual procurement from each startup does not exceed INR 15 lakh.

**Figure 53:** QR code to Gujarat's Events



**Figure 54:** QR Code to Procurement Relaxations for Startups in Gujarat



**Figure 55:** QR code to Gujarat State Procurement Policy 2024



<sup>32</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

<sup>33</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

<sup>34</sup> <https://static.investindia.gov.in/s3fs-public/2024-04/Gujarat%20State%20Procurement%20Policy%202024.pdf>

# KERALA



For promotion of startups in the state procurement process, Kerala has a dedicated page (<https://startupmission.kerala.gov.in/tenders>) under the Startup Mission portal, showcasing relaxed tenders for the ease of application of startups in the state.

Kerala conducted & facilitated **60+ market access initiatives for startups across 10 districts**, showcasing its commitment to expanding visibility and engagement. Participation from within and outside the state has strengthened collaboration and positioned Kerala's startups in wider national and regional networks, boosting their market exposure and growth. Three of them have been highlighted below:

**Figure 56:** QR Code to Tenders page



**Scale to West Africa Event was held on February 27, 2024, at Technopark, Thiruvananthapuram**, exemplified Kerala's commitment to fostering international collaboration and expanding global market access for startups. Organized by Neonicz Software Solutions Pvt. Ltd. in partnership with Kerala Startup Mission, the event brought together 112 startups, creating a vibrant platform for cross-border engagement and innovation exchange.

**Figure 57:** Panel Discussion on: Scale Beyond India and Scale to West Africa



A key highlight was the launch of a digital platform for the Liberian Board for Nursing and Midwifery, showcasing the strength of Indo-African cooperation in digital healthcare. Through insightful sessions on startup ecosystems, market opportunities, and technology adoption, participants explored avenues for collaboration with West African markets, particularly Liberia. The event also featured discussions led by industry experts and government dignitaries, highlighting Kerala's growing role in global innovation networks. "Scale to West Africa" thus stood as a testament to Kerala's vision of empowering startups through international exposure, partnership, and sustainable growth.

**India Startups Confluence (ISC) 2024** took place on 13th October 2024 in Dubai. This was the third edition of the flagship event, organized by Startup Middle East in collaboration with Kerala Startup Mission. The event brought together 65 startups and aimed to strengthen synergies between the startup ecosystems of India and the UAE, aligning with GITEX GLOBAL 2024 to promote cross-border engagement and innovation.

The highlight sessions included a panel discussion on "India-UAE: Growing Synergies," networking opportunities with GCC investors, and the "Pitch Dubai" startup showcase where Indian startups presented innovative solutions in tourism and AI. Industry leaders such as Rikant Pittie and Sivarajah Ramanathan shared valuable insights on scaling, sustainability, and regional collaboration. ISC 2024 stood as a powerful platform for fostering international partnerships, enhancing visibility for Indian startups, and reinforcing the growing India-UAE cooperation in building a globally connected startup ecosystem.

**Figure 58:** India startup confluence 2024 in collaboration with Kerala Startup Mission



**35<sup>th</sup> Kerala Science Congress** held from 10–14 February 2023 that brought together scientists, researchers, students, and 12 startups from across India. Kerala Startup Mission (KSUM) set up a central pavilion showcasing its support for startups, incubators, and research-based innovation. The pavilion hosted interactions with university leaders and scientists, highlighted student-led startups, and featured a session by Dr. Deepu Krishnan on KSUM's programs and Research Innovation Network Kerala (RINK). The congress fostered collaboration between academia, industry, and startups, promoted science-based entrepreneurship, and reinforced Kerala's role as a hub for innovation and research-driven startups.





Karnataka stands out as a best performer in awarding work orders to startups, demonstrating a comprehensive and transparent procurement-driven approach. During the period of consideration, the state awarded WOs to **60+ startups, with total value amounting to INR 19.3 crores across 23 districts**, highlighting Karnataka's emphasis on inclusive access to government procurement opportunities across the state. Karnataka exemplifies an effective model for promoting startup growth through state-backed work orders, setting a benchmark for other states in both scale and geographic reach.

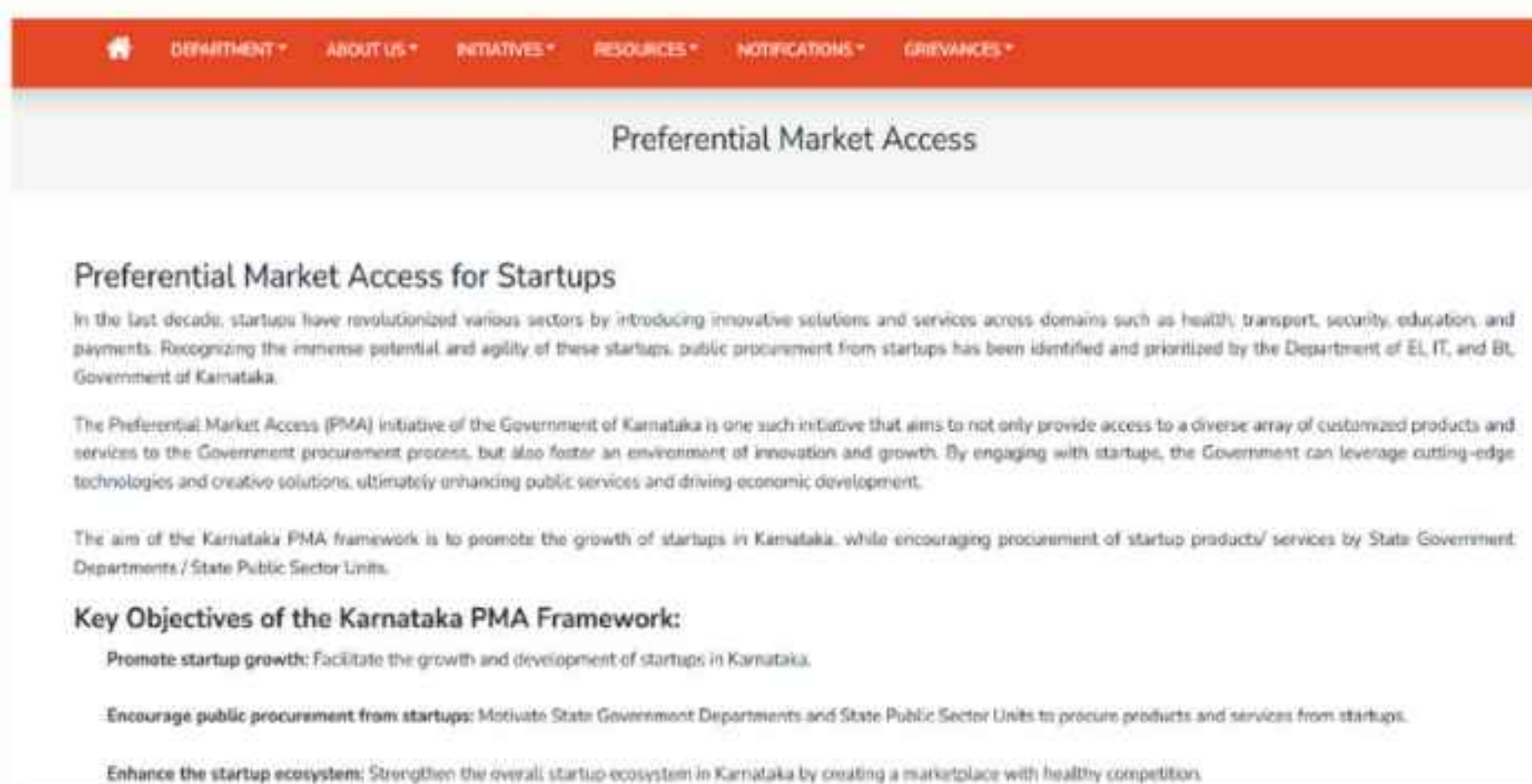
**Figure 59:** QR code to Preferential Market Access for Startups



Karnataka has implemented several key initiatives to facilitate the awarding of work orders and purchase orders to startups, fostering innovation and entrepreneurship within the state. Here are some of the prominent programs:

**Preferential Market Access for Startups** is one such initiative that aims to not only provide access to a diverse array of customized products and services to the Government procurement process but also foster an environment of innovation and growth. By engaging with startups, the Government can leverage cutting-edge technologies and creative solutions, ultimately enhancing public services and driving economic development.<sup>35</sup>

**Figure 60:** Webpage of Preferential Market Access to Startups



<sup>35</sup> <https://eitbt.karnataka.gov.in/startup/public/116/preferential-market-access/en>

To promote startup participation in the procurement processes of **Government Departments, Boards, State PSUs, and other public organizations**, the support to startups, introduced through the Karnataka Transparency in Public Procurements (Amendment) Rules, 2021, provide<sup>36</sup>:

- General relaxations for startups in public procurement
- Value-based preferential procurement from startups
- Startup inclusion plans in tenders.

**State-provided Work Orders through Government e-Marketplace (GeM):** As part of this initiative, Karnataka has **awarded 20+ work orders through the GeM portal amounting INR 11.27 crores**<sup>37</sup>, demonstrating its commitment to leveraging digital platforms for streamlined procurement processes.



<sup>36</sup> [https://eitbt.karnataka.gov.in/startup/public/uploads/media\\_to\\_upload1745580284.pdf](https://eitbt.karnataka.gov.in/startup/public/uploads/media_to_upload1745580284.pdf)

<sup>37</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

# NAGALAND

Through the promotion of “Made in Nagaland” products and services, the state government enhances market access and visibility for startups across local, national, and international platforms.

Nagaland has effectively expanded market access for its startups, securing and fully complying with **3+ events in Delhi and Bengaluru during the consideration period**. These participations connected local ventures with national investors and ecosystem players, boosting their visibility and growth opportunities across domestic and inter-state platforms.

**The 5<sup>th</sup> Brillante Piano Festival 2024** in Bengaluru served as a dynamic platform to spotlight Nagaland’s cultural richness and entrepreneurial spirit. Backed by the Department of Industries & Commerce and StartUp Nagaland, the event featured several Nagaland-based startups, enabling them to connect with national audiences and markets. The key outcomes include:

- Promotion of local craftsmanship and traditional products.
- Business traction for startups like Sheisyou Jewellery, Tsuipu Food Product, Modern Myriad Branding Pvt. Ltd., and Hantsen.
- Expansion of networks, client engagement, and sales growth.<sup>38</sup>

**Figure 61:** Brillante Piano Festival team (L-R): Akhriezo Kire, Vikhietuonuo Rutsa, Khyochano TCK, Dr. Keneilhoulie Medom, Namang T. Chang on 13<sup>th</sup> Sep, 2024



**The Startup India** Trip offered young innovators, including Nagaland’s Pekru Pienyu, firsthand exposure to India’s manufacturing and startup ecosystem through a visit to boAt’s facility. The initiative highlighted the government’s commitment to nurturing entrepreneurship and expanding market access for emerging startups across regions.

<sup>38</sup> <https://nagalandtribune.in/5th-brillante-piano-festival-2024-to-be-held-in-bengaluru/>

# HIMACHAL PRADESH

Himachal Pradesh has a Single Window System (<https://emerginghimachal.hp.gov.in/>) which is an online platform that acts as a single point of access for investors and entrepreneurs to apply for, track, and receive various government clearances and approvals. Instead of dealing with multiple departments individually, users can interact with all concerned government agencies through a single integrated portal. The government established an Investment Bureau to replace the older, more limited single-window system to improve ease of doing business in the state. In addition, the state has a dedicated page for Startups (<https://emerginghimachal.hp.gov.in/startup/>) covering startup policy, incubators, mentors, investors, procurement norms, among others.

The state has actively facilitated market access for startups by leveraging public procurement mechanisms. During the period of consideration, **9+ RFPs/Tenders were floated** wherein relaxations on prior experience and turnover criteria was included, specifically to encourage startup participation.

## Public Procurement relaxations to Startups:

The Himachal Pradesh government has introduced policy measures to encourage startup participation in public procurement:

- **Relaxation of Eligibility Criteria:** Startups recognized by the Department for Promotion of Industry and Internal Trade (DPIIT) are exempted from stringent requirements like prior experience and turnover criteria.
- **Exemption from Earnest Money Deposit (EMD):** Startups are not required to submit EMD while participating in government tenders.
- **Purchase Preference:** The state offers a 30% purchase preference to local startups when their quoted prices are within 15% of the lowest bid (L1).<sup>39</sup>

The State organized **7+ events wherein 4+ hackathons have been conducted** for startups during the period of consideration.

**Figure 62:** QR Code to Procurement relaxations to Startups in Himachal Pradesh



<sup>39</sup> [https://www.startupindia.gov.in/content/dam/invest-india/Templates/public/state\\_startup\\_policies/Himachal%20startup%20policy.pdf](https://www.startupindia.gov.in/content/dam/invest-india/Templates/public/state_startup_policies/Himachal%20startup%20policy.pdf)

# Ecosystem Capacity Building



# OVERVIEW

The **Ecosystem Capacity Building** reform area focuses on strengthening the institutional and human capabilities in the State/UT to support a thriving startup ecosystem. It covers capacity building of State/UT government officials to enhance their understanding of the startup ecosystem; training of State-supported incubators through structured capacity development workshops; and conducting programs to sensitize ecosystem enablers such as mentors, investors, accelerators, and startups. Together, these action points aim to ensure that both government stakeholders and ecosystem participants are equipped

with the knowledge, skills, and exposure needed to effectively support startups at different stages of their journey.

It's an important component in the assessment of States and UTs, as it reflects the depth and sustainability of the startup ecosystem beyond policy formulation. Strong capacity building efforts indicate that a State/UT is investing in long-term ecosystem development by enabling informed decision-making, effective implementation of startup initiatives, and meaningful engagement with ecosystem enablers.

## Market Access & Reach reform area covers 3 action points:

15

Capacity Building of Officials of State Government Departments on Startup Ecosystem of India

16

Number of State-supported Incubators Trained Through Capacity Development Workshops

17

Number of Programs Conducted to Sensitize Ecosystem Enablers

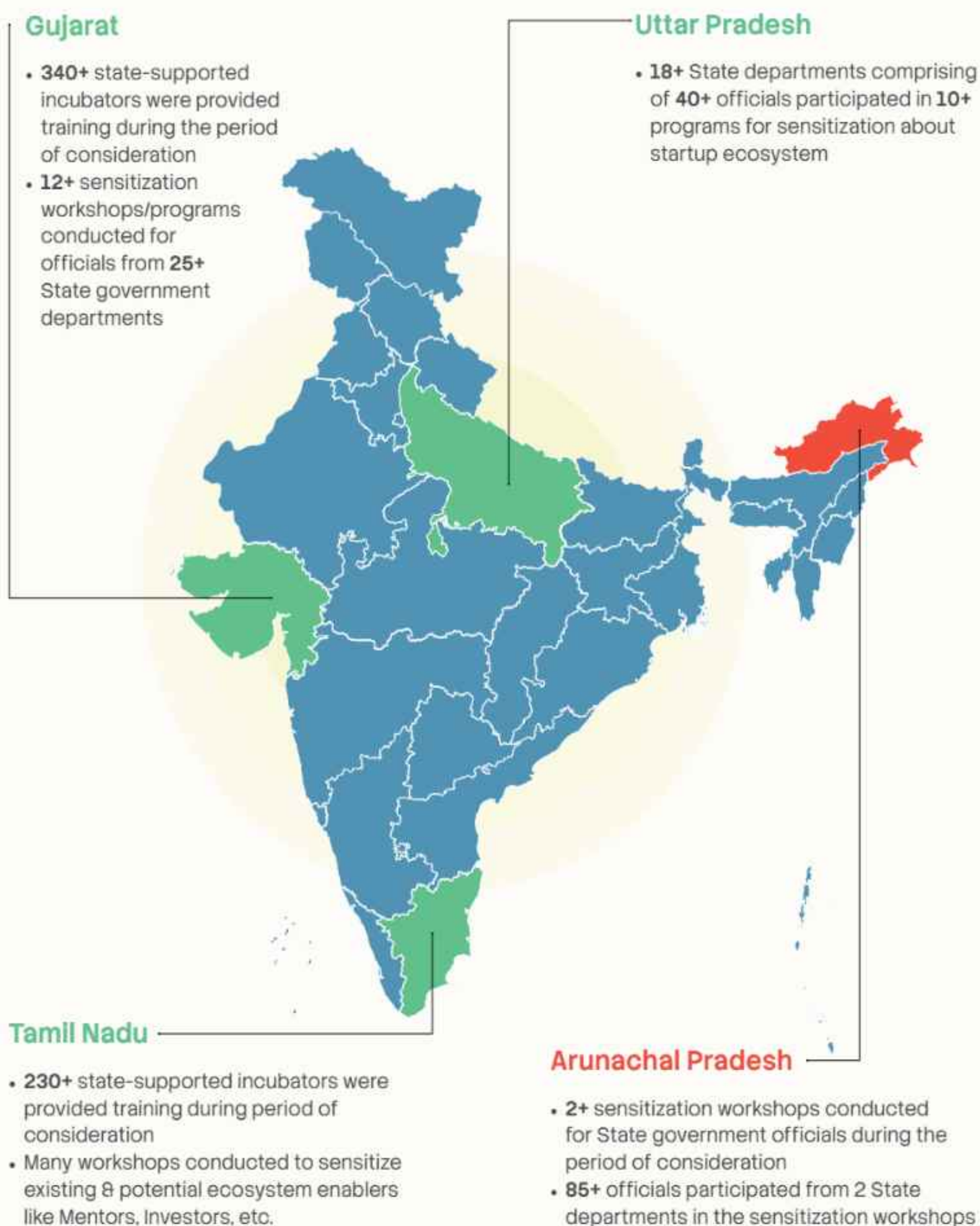


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# SPOTLIGHT STATES

**Figure 63:** Snapshot of best practices of Spotlight States for Reform Area 5

● Category A      ● Category B



# TAMIL NADU



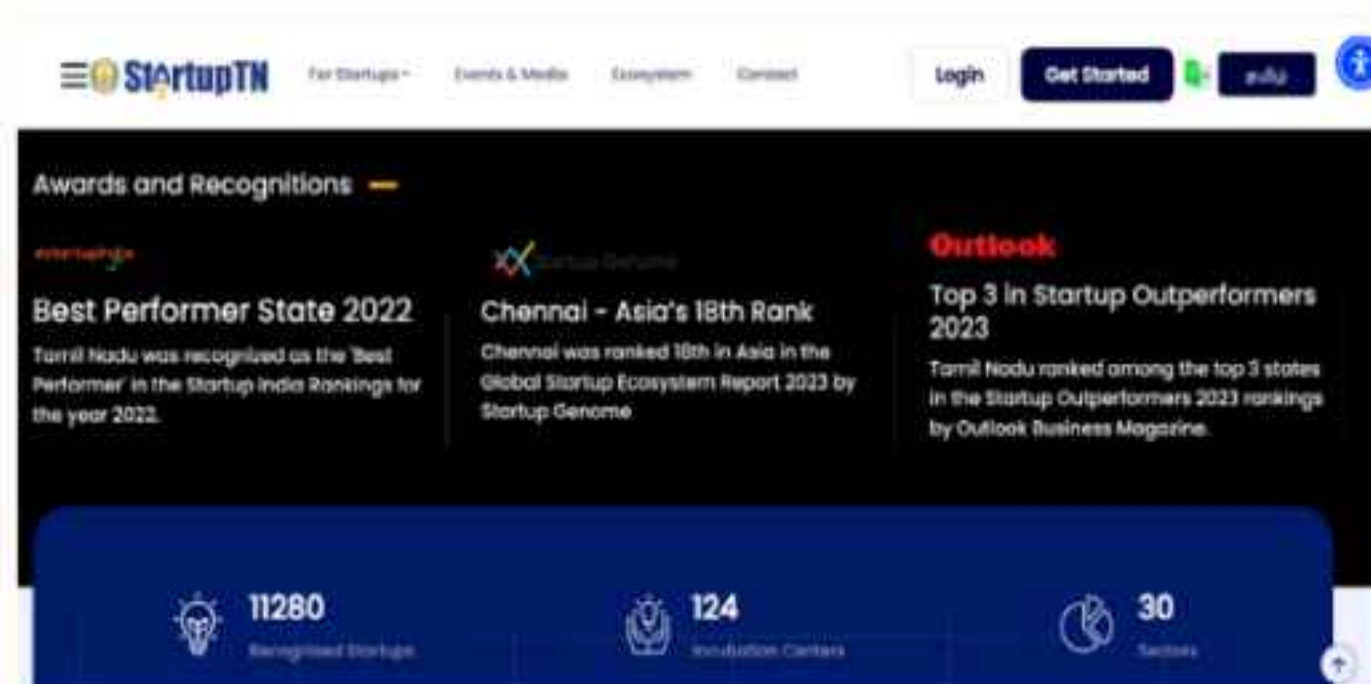
Tamil Nadu has cultivated a vibrant startup ecosystem, supported by various incubation centers that have played a pivotal role in nurturing innovation and entrepreneurship. These incubators serve as essential launchpads, equipping aspiring entrepreneurs with the knowledge and resources needed to navigate the early stages of building a startup. By fostering learning and providing hands-on support, they help transform promising ideas into viable ventures. Tamil Nadu is home to various sector-specific and sector-agnostic incubators which are hosted by academic institutions, corporate professionals, and other stakeholders. These centers have been instrumental in securing DPIIT recognition for the state's startups.

Figure 64: QR code to Tamil Nadu Incubator Connect



The state conducted sensitization workshops to sensitize the existing and potential ecosystem enablers like mentors, accelerators, investors, etc. for the startups. Besides, **230+ state-supported incubators were trained through capacity building workshops during the period of consideration.**<sup>40</sup>

Figure 65: Webpage of Tamil Nadu Startup Portal



Various sensitization workshops were held during the consideration period to strengthen capacity building among incubators. A brief overview of some of these workshops is provided below.

**Tamil Nadu Incubator's Meet** highlighted the pivotal role of incubation centers in nurturing startup growth. It was organized by StartupTN on 29th February 2024, the summit attracted 237 representatives from 97 incubation centers. The event's chief guest, Hon'ble Minister for MSME Thiru T. M. Anbarasan, unveiled the Tamil Nadu Incubators Maturity Model (TNIMM) report, disbursed the Scale-up Grant to 15 incubators, and launched the new Incubator portal.

<sup>40</sup> <https://startuptn.in/>

**ScaleUp Incubator 2.0** witnessed enthusiastic participation from 50 dynamic incubators across Tamil Nadu, representing a diverse range of sectors and startup ecosystems. As part of the initiative, 15 incubators were selected to receive the prestigious Scaleup Grant of INR 3 lakh each, recognizing their outstanding performance and commitment to nurturing innovation. In addition, five incubators have earned the unique opportunity to participate in an international exposure visit to Singapore, to experience and learn from its vibrant innovation and startup ecosystem. This milestone marks another step forward in StartupTN's mission to strengthen the incubation landscape in Tamil Nadu and empower incubators to support high-growth, scalable startups across the state.<sup>41</sup>

StartupTN organized the **Incubation Managers Hustle**, a statewide exclusive meet-up bringing together the StartupTN Incubation Initiatives team with CEOs and Business Managers of incubators across Tamil Nadu. The objective was to introduce the Key Performance Indicators (KPIs) of the Tamil Nadu Incubators Maturity Model (TNIMM) and outline the data submission requirements.

This initiative served as a capacity-building exercise for incubators participating in the first edition of TNIMM. The Hustle was conducted in five phases, four physical events and one virtual edition held at StartupTN Regional Hubs in Tirunelveli, Madurai, Erode, and Chennai, with the virtual edition enabling broader participation. Across all editions, **85 incubators actively took part in the sessions.**

**Figure 67:** Startup incubator summit by StartupTN



**Figure 66:** Incubator Program organised by StartupTN



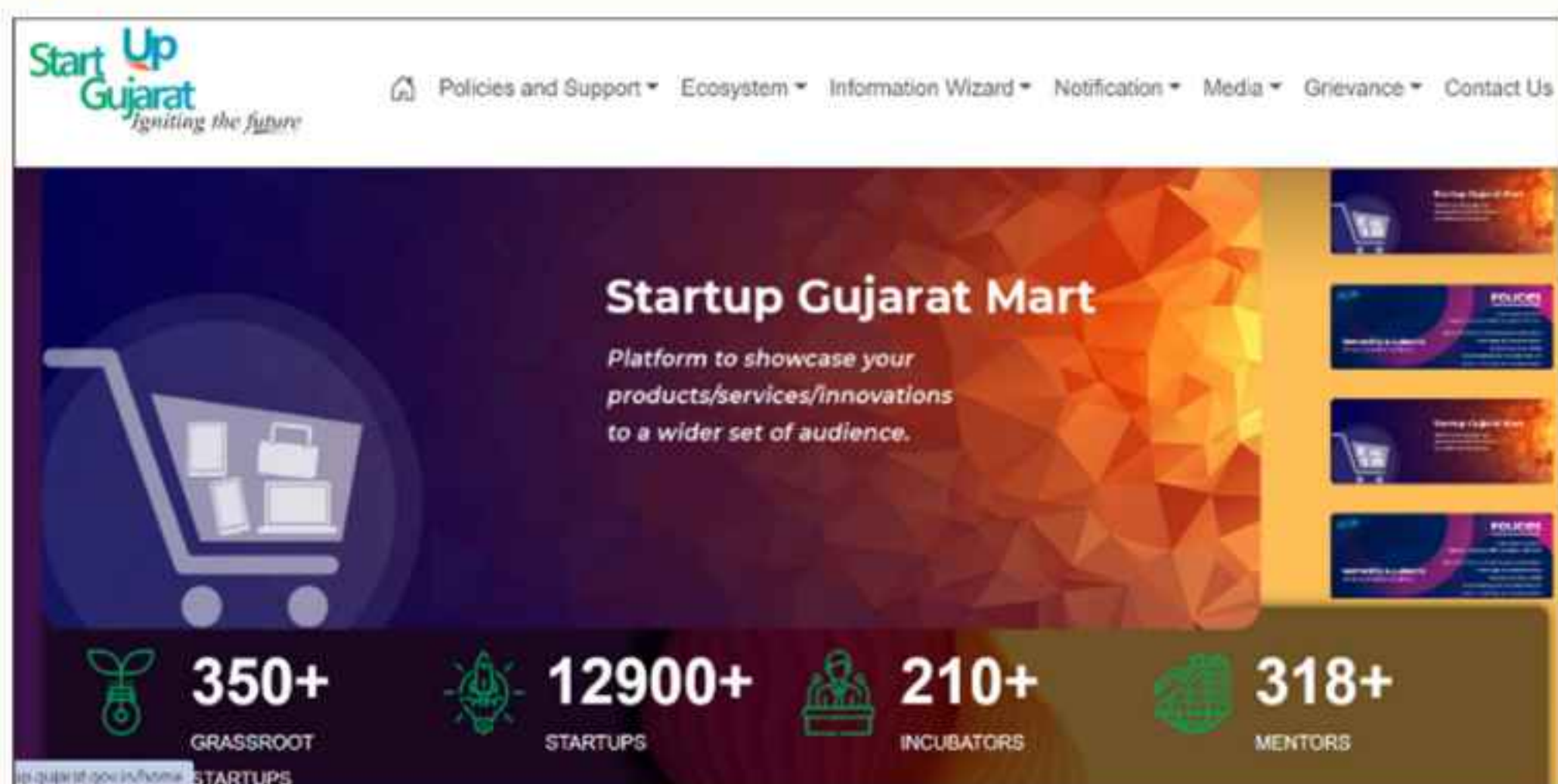
<sup>41</sup> [https://www.linkedin.com/posts/thestartuptn\\_startuptn-scaleupincubator-innovationecosystem-activity-7115678690167951360-rm7q#:~:text=StartupTN's%20Post,the%20incredible%20support%20and%20recognition](https://www.linkedin.com/posts/thestartuptn_startuptn-scaleupincubator-innovationecosystem-activity-7115678690167951360-rm7q#:~:text=StartupTN's%20Post,the%20incredible%20support%20and%20recognition).

# GUJARAT

TIME OF UNITY

The Gujarat Startup Portal has played a crucial role in empowering over 12,900 startups and supporting more than 180 incubators and innovation centres across the state. Through this initiative, financial assistance exceeding INR 210 crore has been provided, helping startups at various stages of their growth journey.<sup>42</sup> The state has a dedicated page (<https://startup.gujarat.gov.in/page/startup-show-case>) for showcasing incubators, etc.

Figure 68: Webpage of Gujarat Startup Portal



During the period of consideration, the state conducted **12+ sensitization workshops wherein 25+ state departments participated**, covering topics like policy and regulations related to Startup ecosystem, role of state government to encourage entrepreneurship, National and Global Best Practices, and innovative solutions for departments' specific problems, among others. Besides, the **340+ state-supported incubators** were trained through capacity building workshops during the same period.

**i-Hub** is a catalyst in creating a stronger startup ecosystem across the state with its cohesive approach in inculcating entrepreneurial spirit in the youth. i-Hub undertakes strategic interventions to develop a benchmark incubation support system in the state by linking students, academia, industry, and society at large.

Figure 69: QR code to Gujarat's Events



<sup>42</sup> <https://startup.gujarat.gov.in/home>

**Figure 70:** i-Hub, Gujarat Student Startup and Innovation Hub



**iCreate** is dedicated to identifying, selecting, and incubating individuals with imaginative and innovative potential. The organization adopts a collaborative approach, actively engaging with entrepreneurs throughout their journey. Rather than functioning solely as a third-party facilitator, iCreate positions itself as a strategic partner, providing sustained support from ideation to execution. The support provided is listed below:<sup>43</sup>

**Gujarat University Startup and Entrepreneurship Council (GUSEC)** is one of India's leading startup support systems, which has set an unprecedented benchmark by facilitating at zero-cost. USEC has overseen the incubation of over 300 startups, seen them grow and graduate. Startups at GUSEC are a closely-knit circuit that also comprises a huge part of the startup ecosystem of Gujarat.<sup>44</sup>



<sup>43</sup> <https://icreate.org.in/offering/>

<sup>44</sup> <https://gusec.edu.in/home-wcd/>

Till date, GUSEC has supported over 400 startups, educated more than 231,000 students about entrepreneurship, and facilitated the creation of 4,158 jobs. Startups incubated at GUSEC have collectively generated revenue exceeding INR 40 crore. The center also offers 303 co-working seats and has nurtured 91 product-based startups.

**Figure 71:** Gujarat University Startup and Entrepreneurship Council on State Startup Portal



# UTTAR PRADESH

Under the ecosystem capacity building reform area, the Government has conducted multiple capacity-building programs for key stakeholders in the startup ecosystem, including incubators, mentors, and investors, to strengthen the state's entrepreneurial landscape. During the consideration period<sup>45</sup>, the **18+ State departments comprising of 40+ officials participated in 10+ programs for sensitization about startup ecosystem** in the state.

**Figure 72:** QR code to Startup Events & Workshops



**Guidance & Investor Connect Workshop – Lucknow (October 2023)** was organized by StartinUP and The Catalysts Lab, this workshop focused on connecting startups with investors through pitching sessions and panel discussions. It emphasized integrating rural and agricultural sectors into business models and provided insights on financial sustainability and growth strategies.<sup>46</sup>

**Figure 73:** Glimpse of Guidance & Investor Connect Workshop



**Amrit Kaal for UP Startups” Conference – Noida (February 2024)** marked a significant milestone for Uttar Pradesh's entrepreneurial ecosystem. Hosted by SIDBI, SIIC-IIT Kanpur, and StartinUP, the conference outlined a visionary 25-year roadmap aimed at positioning the state as a global startup hub. The event brought together senior government officials

<sup>45</sup> 1<sup>st</sup> Jan 2023 – 30<sup>th</sup> Nov 2024

<sup>46</sup> <https://government.economictimes.indiatimes.com/news/governance/workshop-organized-in-uttar-pradesh-to-provide-guidance-and-support-to-startups/104503878>

and over 50 venture capital representatives to discuss key initiatives, including the INR 1000 crore UP Startup Fund and mechanisms for venture capital infusion. The conference emphasized innovation, infrastructure development, and policy support, setting the foundation for sustained growth and investment in the state's startup landscape.<sup>47</sup>

**Figure 74:** Glimpse of Amrit Kaal for UP Startups Conference



<sup>47</sup> <https://www.5dariyanews.com/news/431362-Uttar-Pradesh-Sets-the-Stage-for-a-Vibrant-Startup-Ecosystem-with-%E2%80%9CAmrit-Kaal-for-UP-Startups%E2%80%9D-Event>

# ARUNACHAL PRADESH

Arunachal Pradesh's startup ecosystem has focused on ecosystem capacity building by strengthening foundational entrepreneurial skills and institutional linkages. Through Startup Arunachal Pradesh (<https://startup.arunachal.gov.in/>), the state has conducted startup awareness programmes, training workshops, and mentoring sessions aimed at first-time founders and youth. These efforts have emphasised ideation, basic business skills, and familiarity with government support mechanisms, helping build local entrepreneurial capacity and a pipeline of early-stage startups suited to the state's context. During the period of consideration, the state conducted **2+ workshops to sensitize officials of State Government departments** on Startup ecosystem in the state.

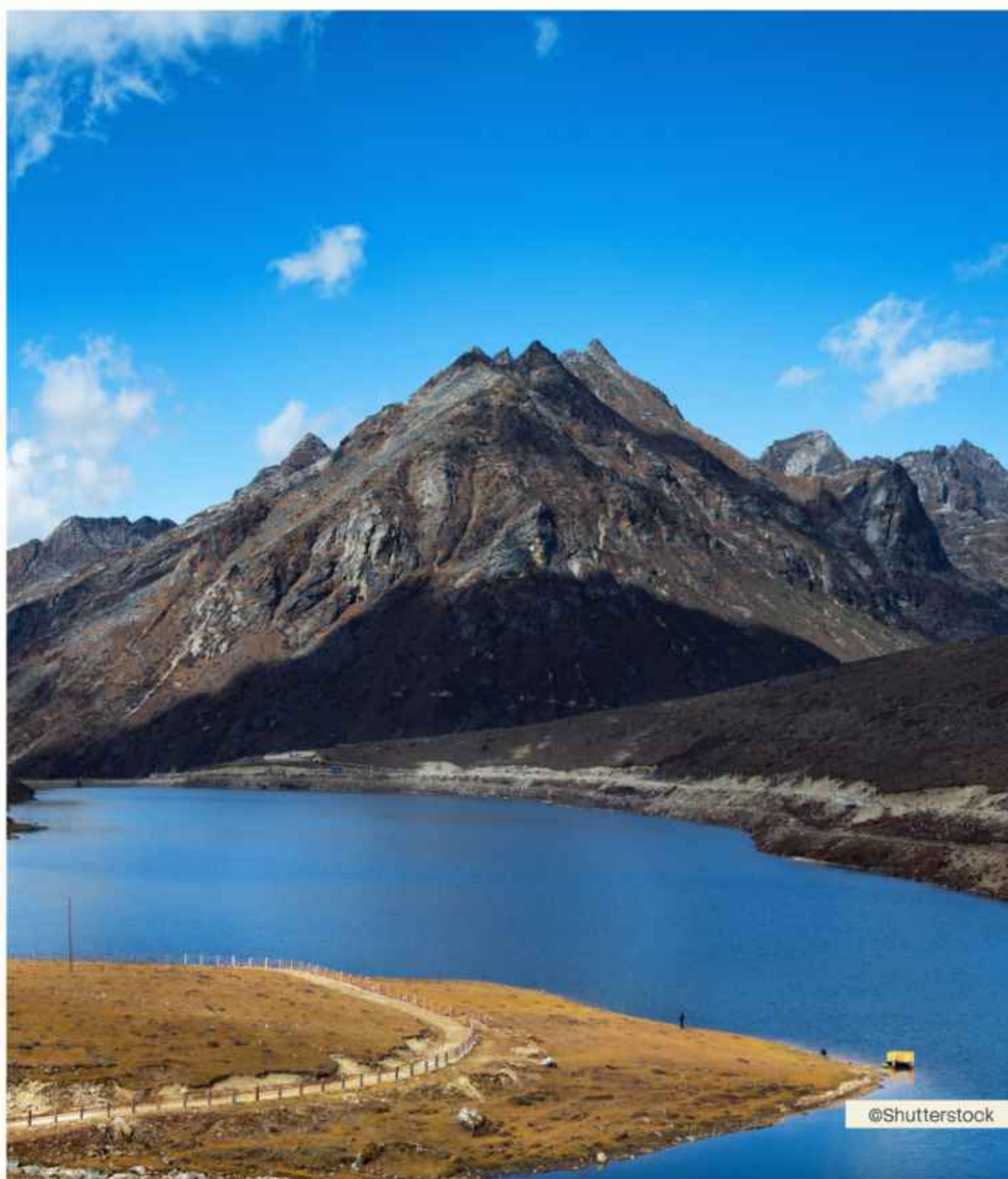
The **Arunachal Pradesh Entrepreneurship Development Programme (APEDP)**, launched in August 2020, is an initiative by the Government of Arunachal Pradesh aimed at fostering a startup culture and encouraging youth to become job creators. To support this mission, the government partnered with IIM Calcutta Innovation Park (IIM CIP) as its knowledge partner. In the first edition, 31 startups were selected and received seed funding from the Hon'ble Chief Minister on 14th August 2021. While second edition of the Entrepreneurship Challenge continues with the same objectives, offering milestone-based seed funding and nine months of pre-incubation and incubation support at the Arunachal Pradesh Innovation and Investment Park (APIIP).<sup>48</sup>

**Figure 75:** Glimpse of The Arunachal Pradesh Entrepreneurship Development Programme (APEDP)



<sup>48</sup> <https://www.startup.arunachal.gov.in/participate-startup-challenge>

**The Entrepreneurship Awareness Program (EAP)**, held at Dera Natung Government College in collaboration with the Indian Institute of Entrepreneurship, aimed to promote entrepreneurship among youth. Funded by the Northeastern Council, the three-day event featured sessions on business planning, startup schemes, and personal success stories. Thirteen business ideas were pitched, with top ideas selected for further training. Around fifty participants attended the first day, and the final session was scheduled at Don Bosco College on 29 October 2025.<sup>49</sup>



<sup>49</sup> <https://arunachaltimes.in/index.php/2024/10/24/entrepreneurship-awareness-prog-underway-at-dngo/>

# Focus on Innovation & Sustainability



# OVERVIEW

Focus on **Innovation & Sustainability** reform area assesses how States & UTs promote innovation and sustainability through support for intellectual property rights (IPR), research and development (R&D), and startups focused on climate change and circular economy. It evaluates the presence of policies facilitating IPR, the extent of R&D support, and the number of sustainability-focused startups receiving incentives.

Innovation and sustainability are key to long-term economic and environmental resilience for any economy. The reform area analyzes how states are encouraging startups to develop cutting-edge solutions and adopt sustainable practices. It highlights the importance of protecting intellectual assets and investing in future-ready sectors.

**Focus on Innovation & Sustainability reform area covers 2 action points:**

18

Initiatives Undertaken by the State/UT to Facilitate Research and Innovation

19

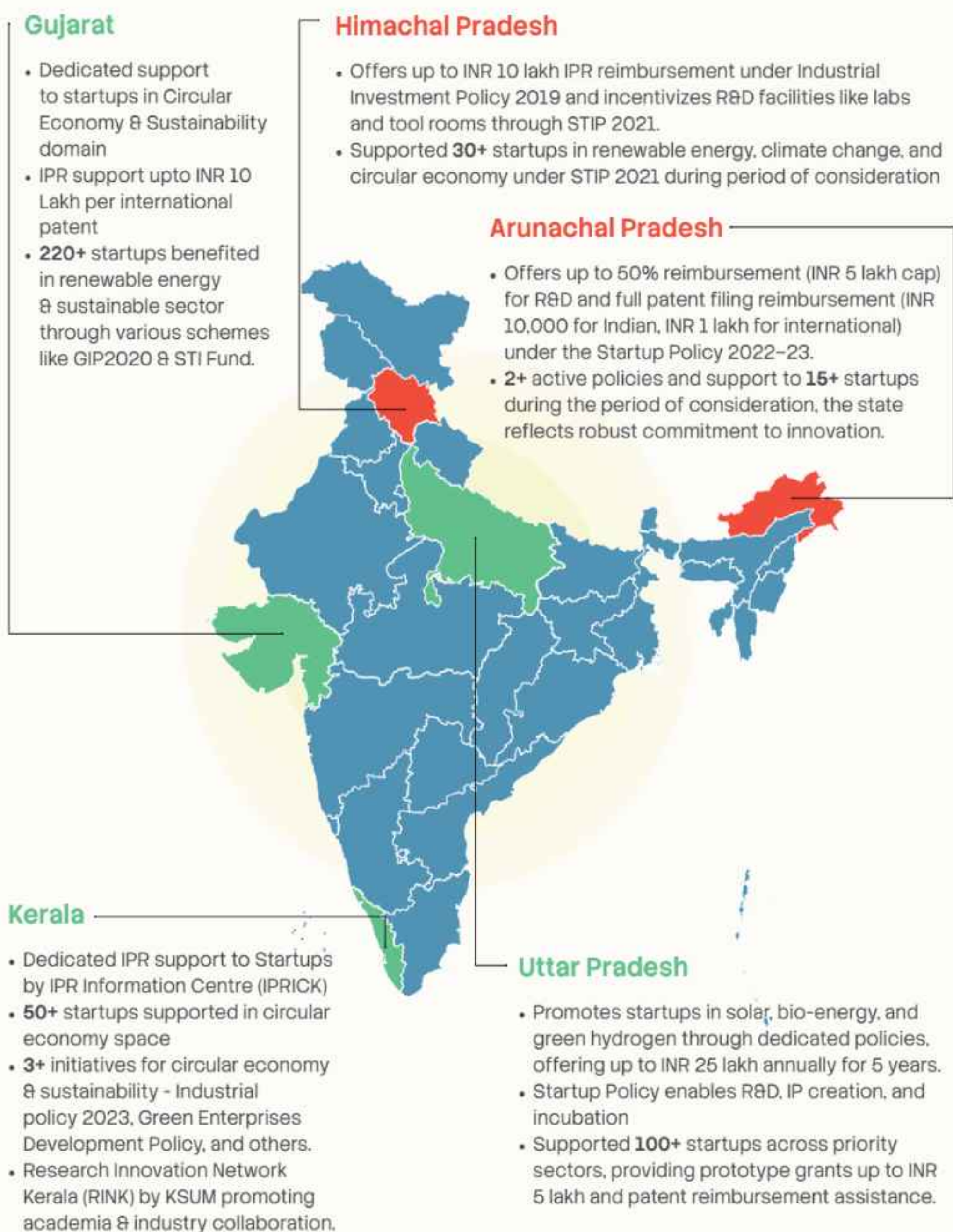
Support to Startups for a Sustainable Focus



# SPOTLIGHT STATES

Figure 76: Snapshot of best practices of Spotlight States for Reform Area 6

● Category A ● Category B



# GUJARAT

Gujarat has emerged as a dynamic hub for entrepreneurship, blending its strong industrial foundation with a forward-looking emphasis on innovation and sustainability. Gujarat's policy ecosystem promotes sustainable growth through the adoption of circular economy principles, resource efficiency, and green innovation.

In December 2022, the state has provided incremental support to Startups working on Circular Economy, Renewable energy, Climate change and Sustainability by re-defining the startups working in aforementioned areas, and providing sustenance support of INR 20,000 per month per startup, among others. During the period of consideration, the State supported 220+ startups focused on renewable energy, climate change and sustainability<sup>60</sup>

QR Code to amendments in States' Startup Policy regarding Circular Economy, Renewable energy, Climate change and Sustainability



QR Code to special assistance to Startups in Circular economy, Renewable energy, Climate Change & Sustainability



**Figure 77:** The state houses various support mechanisms for IPR and R&D development for startups<sup>61</sup>



<sup>60</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ecosystem Ranking Framework (SRF)

<sup>61</sup> <https://startup.gujarat.gov.in/scheme-for-assistance>

# KERALA



Kerala has positioned itself as a leading innovation-driven startup ecosystem in India, anchored by initiatives such as the **Kerala Startup Mission (KSUM)** and the **Intellectual Property Rights Information and Facilitation Centre (IPRICK)**<sup>52</sup>. The state's approach emphasizes nurturing a culture of research, innovation, and intellectual property creation, empowering startups to transform ideas into globally competitive products and services. The state supported **50+ startups in the circular economy and sustainability space**, driving support through **3+ initiatives** namely **Kerala Industrial Policy 2023**, **Green Enterprises Development Policy**, and **Kerala Startup Mission**, among others.

**Figure 78:** Key Initiatives of Kerala for Circular Economy, IPR, & R&D Support

## Circular Economy

Kerala actively promotes startups in the circular economy through policies such as the Kerala Industrial Policy 2023, Green Enterprises Development Policy, and targeted support under the Kerala Startup Mission (KSUM). These initiatives provide innovation, financial, and infrastructure support, including seed funding and waste management assistance.

## IPR Support

The State has also established the Intellectual Property Rights Information Centre (IPRICK) under KSCSTE as the nodal agency for IPR services, providing financial assistance for filing patents, trademarks, and copyrights. Additionally, KSUM's Patent Reimbursement Scheme offers up to INR 2 lakh for Indian patents and INR 10 lakh for foreign patents, along with workshops and training to foster IPR awareness. Applications are accessible online through the KSUM portal.

## R&D Support

The State has the Research Innovation Network Kerala (RINK), launched by the Kerala Startup Mission (KSUM), aims to strengthen collaboration among academic institutions, research organizations, startups, and industries. The initiative focuses on bridging the gap between academia and industry by promoting the commercialization of research, encouraging innovation, and nurturing an entrepreneurial ecosystem within the state.

QR code to IPR  
Information  
Centre - Kerala



QR Code to R&D  
Grant by Kerala  
Startup Mission



<sup>52</sup> <https://ksoste.kerala.gov.in/intellectual-property-rights-information-centre-kerala-iprick/>

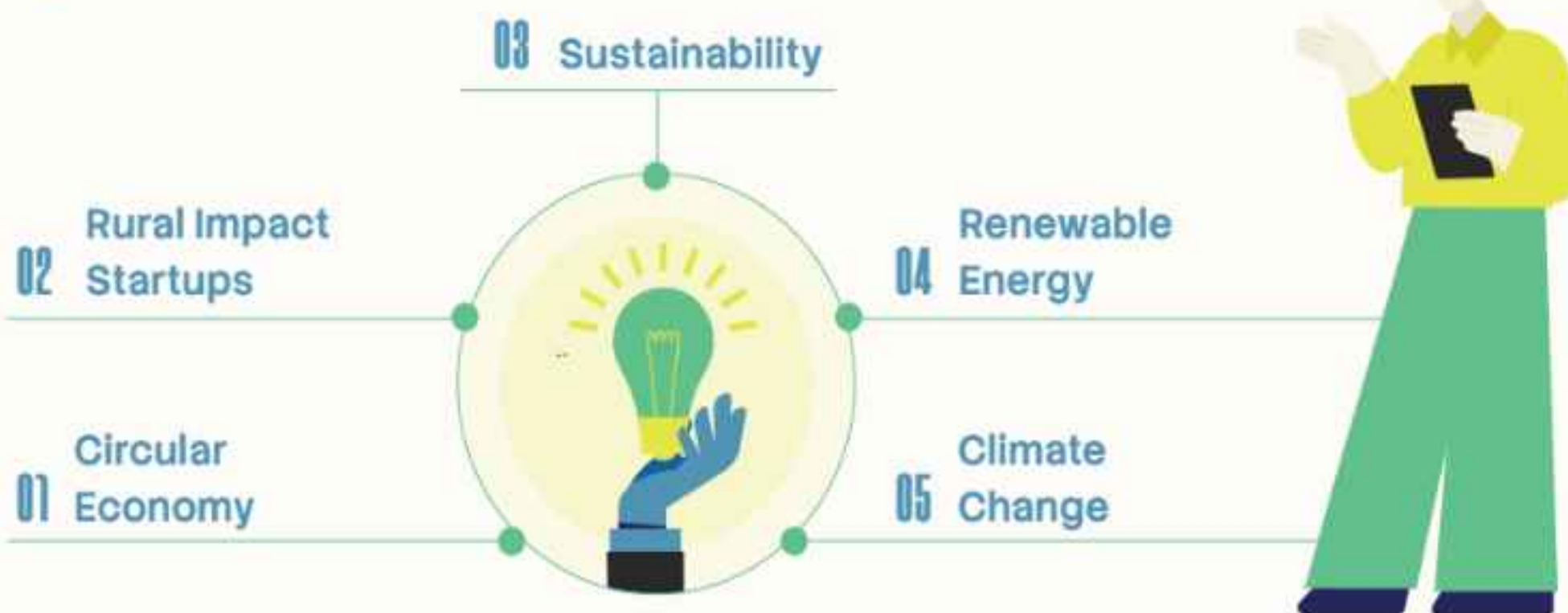
# UTTAR PRADESH

Uttar Pradesh is rapidly emerging as a vibrant startup destination, driven by a strong emphasis on innovation, research, and sustainability. Uttar Pradesh is also promoting R&D-driven solutions and sustainable business models that align with the principles of the circular economy, optimizing resource use and minimizing environmental impact. The State supported **100+ startups<sup>53</sup>** in the priority sectors including **Healthcare, IT/ITeS, Agriculture, Education, Life-sciences** under its Startup policy, during the period of consideration.

**Figure 79:** QR code to UP's focus on Innovation Areas



**Figure 80:** Innovation Areas under StartinUP Portal



The State has a **Solar energy, Bio-energy, and Green Hydrogen policy<sup>54</sup>**, which has provisions to support startups. Under the Bio-energy policy 2022, startups producing/using Green Hydrogen/ Ammonia in Uttar Pradesh are given financial incentive of INR 25 Lakhs per year for 5 years.

QR Code to Solar Energy Policy 2022



QR Code to Bio-Energy Policy 2022



QR Code to Green Hydrogen Policy 2022



Under the Uttar Pradesh Startup Policy 2020 (First Amendment 2022) (<https://invest.up.gov.in/uttar-pradesh-startup-policy-2020-first-amendment-2022/>), various grants are instituted to support innovation and R&D for startups including a one-time prototyping grant of up to INR 5 Lakh per startup to DPIIT and StartinUP registered startups, Reimbursement of successful patents to the incubated startups for Indian as well as foreign awarded patents upto INR 2 Lakhs for Indian patents and INR 10 Lakhs for International Patents.

<sup>53</sup> Based on submission(s) made by the State/UT under the 5<sup>th</sup> Edition of States' Startup Ranking Framework (SRF)

<sup>54</sup> <https://startinup.up.gov.in/government-policies-2/>

# HIMACHAL PRADESH

Himachal Pradesh is steadily cultivating a dynamic startup ecosystem that aligns innovation with sustainability and environmental stewardship. Building on its strengths in renewable energy, agriculture, tourism, and wellness, the state encourages startups to leverage R&D, technology adoption, and IPR to drive value-added growth. Guided by the Himachal Pradesh Startup Policy, the ecosystem promotes green entrepreneurship, sustainable resource management, and circular economy practices that reflect the state's commitment to ecological balance and inclusive development.

The Himachal Pradesh Startup Portal **lists** two (2) Intellectual Property Facilitation Centers – HP Council for Science, Technology and Environment, and IPFC Baddi to encourage awareness and adoption of IPRs amongst startups in the state. In addition, IPR provisions are also outlined in the Himachal Pradesh Industrial Investment Policy, 2019, which offers reimbursement of up to INR 10 lakh or 75% of patent-related expenses.

Additionally, the Science, Technology and Innovation Policy (STIP)-2021 aims to promote an innovation ecosystem and encourage documentation through IPRs and publications. The **Himachal Pradesh STIP 2021** is an active policy which supports Startups in the Circular Economy. It aims to strengthen research and innovation to address climate change and promote sustainability. It emphasizes supporting R&D for mitigation and adaptation across sectors, including studies on the impacts of climate change. The State also extended targeted assistance to **30+ startups working in renewable energy, climate change, and sustainability during** the period of consideration.

Provisions for Research and Development (R&D) are included in the Himachal Pradesh Industrial Investment Policy, 2019. The policy provides incentives, concessions, and facilities to private investors and existing enterprises (MSMEs) for creating or upgrading common industrial and social infrastructure, such as effluent treatment plants, hostels, schools, testing centers, diagnostic labs, healthcare R&D centers, tool rooms, and recreational facilities.

**Figure 81:** QR code to IPR



**Figure 82:** QR code to Science, Technology & Innovation Policy 2021



# ARUNACHAL PRADESH

Arunachal Pradesh is nurturing a promising startup ecosystem that integrates innovation, technology, and sustainability to unlock the state's unique potential. With a focus on sectors such as agri-tech, eco-tourism, handicrafts, renewable energy, and indigenous knowledge systems, the state encourages entrepreneurship that is both locally grounded and globally competitive. Under the Arunachal Pradesh Startup Portal (<https://startup.arunachal.gov.in/>), various initiatives have been delineated to promote R&D, facilitate IPR creation, and support sustainable, circular economy practices.

**Figure 83:** QR code for Arunachal Pradesh's Startup Portal



The **Arunachal Pradesh Startup Policy 2022-23**<sup>55</sup> (<https://startup.arunachal.gov.in/startup-policy>) includes provisions to promote research-driven innovation through R&D and IPR incentives. Eligible startups can receive up to 50% reimbursement of research expenses, capped at INR 5 lakh, benefiting 50 startups over five years. Additionally, startups are provided 100% reimbursement of patent filing costs, up to INR 10,000 per Indian patent (for up to 100 patents) and up to INR 1 lakh per international patent (for up to 50 patents), to encourage innovation and intellectual property creation. The State has also issued detailed Guidelines and Standard Operating Procedures (SOPs) for fiscal incentives, ensuring transparent, objective, and structured evaluation and disbursement processes<sup>56</sup>.

**Figure 84:** Glimpse of Incentives under Arunachal Pradesh Startup Policy 2022-23

Sl	Name of Fund	Description	Incentives covered	Value up to
1.	Arunachal Pradesh Seed Fund Scheme - Idea Support Seed	Stage 1 of startup funding to invite and entice startups into the ecosystem. Principle - more startups, less amount per startup. About one-third of incentive budget.	Idea Support Seed (Grand Challenge top 10)	Rs 3 Lakhs
			Idea Support Seed (Grand Challenge next 40)	Rs 4 Lakhs
			Proof of Concept Seed	Rs 10 Lakhs
			R&D Incentive	Rs 5 Lakhs
2.	Arunachal Pradesh Seed Fund Scheme - Innovation Fund	Stage 2 of funding focusing on and facilitating research, innovation, etc. About one-third of incentive budget.	Patent - Indian	Rs 10,000/-
			Patent - Intl.	Rs 1 Lakhs
			Quality Certification Subsidy	Rs 5 Lakh
			Domicile Incentive as Rental Subsidy	Rs 1 Lakh

In order to promote R&D, incentives will be provided to eligible startups or upto 50% of capital cost of research expenses subject to a limit of INR 5,00,000. Arunachal Pradesh has shown strong governance and transparency in its startup ecosystem by submitting two active policies and a **verified list of 15+ startups**.

**Figure 85:** QR code to Support to Startups in Circular Economy & R&D solutions



<sup>55</sup> <https://www.startup.arunachal.gov.in/schemes-benefits>

<sup>56</sup> [https://drive.google.com/drive/folders/1xfPJcdtsHTeXE9FRN\\_Bu\\_3q-hkSrD9I3](https://drive.google.com/drive/folders/1xfPJcdtsHTeXE9FRN_Bu_3q-hkSrD9I3)

# LIST OF ABBREVIATIONS

Abbreviation	Full Form
AI	Artificial Intelligence
AIC	Atal Incubation Centre
AICTE	All India Council for Technical Education
APEDP	Arunachal Pradesh Entrepreneurship Development Programme
APIIP	Arunachal Pradesh Innovation and Investment Park
AR/VR	Augmented Reality / Virtual Reality
CII	Confederation of Indian Industry
CoE	Centre of Excellence
CSR	Corporate Social Responsibility
DBT	Department of Biotechnology
DPIIT	Department for Promotion of Industry and Internal Trade
DST	Department of Science and Technology
EAP	Entrepreneurship Awareness Programme
EMD	Earnest Money Deposit
EoDB	Ease of Doing Business
ESDM	Electronics System Design and Manufacturing
EV	Electric Vehicle
EVSE	Electric Vehicle Supply Equipment
FPO	Farmer Producer Organisations
GCC	Gulf Cooperation Council

Abbreviation	Full Form
GeM	Government e-Marketplace
GIS	Geographic Information System
GO	Government Order
GR	Government Resolution
HEI	Higher Education Institutions
ICAR	Indian Council of Agricultural Research
IFC	International Finance Corporation
IIM CIP	Indian Institute of Management Calcutta Innovation Park
INR	Indian Rupee
IoT	Internet of Things
IPR	Intellectual Property Rights
ISRO	Indian Space Research Organisation
IT	Information Technology
ITeS	Information Technology enabled Services
L1	Lowest Bidder (Bidder quoting the lowest price)
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
NABARD	National Bank for Agriculture and Rural Development
NIDHI	National Initiative for Developing and Harnessing Innovations
PRAYAS	Promoting and Accelerating Young and Aspiring Innovators and Startups
PSU	Public Sector Undertakings
R&D	Research and Development

Abbreviation	Full Form
RFP	Request for Proposal
SEZ	Special Economic Zone
SIDBI	Small Industries Development Bank of India
SIIC-IIT Kanpur	Startup Incubation and Innovation Centre – Indian Institute of Technology Kanpur
SOP	Standard Operating Procedure
SPV	Special Purpose Vehicle
SRF	State Startup Ranking Framework
StartupTN	Startup Tamil Nadu (Nodal agency for startups in Tamil Nadu)
STIP	Science, Technology and Innovation Policy
STPI	Software Technology Parks of India
TBI	Technology Business Incubator
TNIMM	Tamil Nadu Incubators Maturity Model
UT	Union Territories
VC	Venture Capital
WO	Work Order





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