



BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR

Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar-24

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SUMMER INTERNSHIP PROJECT 2025

REPORT TITLE

**Facilitating Agri-Business Growth through
Capital Investment Subsidy: Promotion and Transformation in
APICOL through MKUY Scheme, Odisha**

SUBMITTED BY

Mamata Sahoo

MBABatch:2024-26

UniversityRegn.No.:2406258111

FACULTY GUIDE

**Dr. Sudeshna Dutta
Associate Prof Finance,
BIITM, Bhubaneswar**

CORPORATE GUIDE

**Mr. Mitrabhanu Choudhury,
Partner- Strategy & Transactions
at EY LLP, Bhubaneswar**



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CERTIFICATE OF FACULTY/ INTERNAL GUIDE

This is to certify that Ms. Mamata Sahoo, bearing University Registration No. 2406258111 of the 2024–26 batch, has successfully completed her summer internship at EY LLP from 4th June to 16th July 2025 under the supervision of Mr. Mitrabhanu Choudhury, Partner- Strategy & Transactions at Ernst & Young LLP and has submitted this project report under my guidance in partial fulfilment of the requirements for the award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma.

Date:

Signature of Internal Guide

Dr. Sudeshna Dutta

Place:

Associate Prof. Finance

**Bhubaneswar
July 30, 2025**

To Whomsoever it may concern

Subject: Internship of Mrs. Mamata Sahoo with Ernst & Young LLP

Dear Sir/ Madam,

This is to certify that Mrs. Mamata Sahoo, student of Biju Patnaik Institute of Information Technology & Management Studies, Bhubaneswar interned with Ernst & Young LLP (EY) at Bhubaneswar, Odisha from June 04, 2025 to July 16, 2025.

As part of her internship, Mamata drafted various presentations and documents on various aspects of work related to the Agri Promotion and Transformation Team (APTT) working with APICOL, Government of Odisha.

We found Mamata to be energetic, proactive and eager learner and wish her good luck in her education and professional career.

Yours faithfully,

Mitrabhanu Choudhury



Mitrabhanu Choudhury
Partner - Strategy & Transactions

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I extend my special thanks to Mr. Saswat Pattnaik, Manager-Transactions & Corporate Finance, EY LLP and Shubhranshu Mishra, OAS, Managing Director, APICOL for their continuous motivation and encouragement. I am also thankful to Mr. Arun Kumar Sahoo, Senior Consultant-Transactions & Corporate Finance, EY LLP for their constant guidance in helping me understand the roles and responsibilities as a summer intern at Ernst & Young for Agri Promotion and Transformation Team working with The Agricultural Promotion and Investment Corporation of Odisha Limited (APICOL).

I am grateful to Biju Patnaik Institute of Information Technology & Management Studies for providing the necessary resources and environment to complete this project. I would also like to thank my family, friends, and fellow students for their encouragement and support. Finally, I would like to thank everyone who contributed, directly or indirectly, to the successful completion of this project report.

DECLARATION

I, Ms. Mamata Sahoo, bearing University Registration No. 2406258111 of the 2024–26 batch, hereby declare that the project report titled **“Facilitating Agri-Business Growth through Capital Investment Subsidy: Promotion and Transformation in APICOL through MKUY Scheme, Odisha”** is based on my internship at Ernst & Young LLP during the period from 4th June to 16th July, 2025 and is an original work carried out by me under the supervision of Dr. Sudeshna Dutta, Prof Finance. This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. To the best of my knowledge, this project report has not been submitted to any other institute or university for the award of any degree or diploma.

Date:

Place:

Signature

ABSTRACT

This report presents the detailed findings of my summer internship undertaken with **Ernst & Young LLP (EY)**, carried out in close collaboration with the **Agricultural Promotion and Investment Corporation of Odisha Limited (APICOL)**, functioning under the **Department of Agriculture & Farmers' Empowerment, Government of Odisha**. The internship was designed to provide a comprehensive exposure to the policy framework, institutional mechanisms, and on-ground execution strategies that are currently shaping agricultural promotion and transformation in the state of Odisha.

The central focus of my study was the **Mukhyamantri Krushi Udyog Yojana (MKUY)**, a flagship scheme of the Government of Odisha. The scheme plays a vital role in bridging the gap between traditional farming practices and a modernized, enterprise-driven agricultural model by offering **Capital Investment Subsidies (CIS)**, encouraging private investment, and promoting inclusivity for diverse groups of beneficiaries, including **women, Scheduled Castes, Scheduled Tribes, Persons with Disabilities, agriculture graduates, and farmer producer organizations (FPOs)**.

The study emphasizes three key dimensions:

1. The **implementation and operational framework of MKUY**, including project approvals, eligibility screening, financial structuring, and monitoring mechanisms.
2. The **Capital Investment Subsidy (CIS) disbursement process**, which lowers entry barriers for first-generation entrepreneurs, ensures equitable access to finance, and reduces loan burdens through the innovative **Mirror Account system**.
3. The **transformational role of APICOL** in advancing agribusiness promotion, not only through MKUY but also through complementary verticals, policies, and digital governance tools, which ensure transparency, accountability, and efficiency in scheme delivery.

This report also highlights **policy reforms and institutional strengthening** measures introduced with advisory support from EY, such as expanding eligibility criteria, ensuring GST compliance, and enhancing the role of bankers in subsidy verification. Additionally, the inclusion of **success stories and case studies of grassroots entrepreneurs** provides real-world insights into how MKUY-supported enterprises are creating employment, improving local economies, strengthening value chains, and fostering **sustainable and diversified agri-business models** across Odisha.

This internship report underscores the **transformational impact of APICOL and MKUY** in shaping Odisha's agricultural landscape by promoting rural entrepreneurship and enhancing financial accessibility.

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CHAPTER 1 - INTRODUCTION

INTRODUCTION

Agriculture has historically been the backbone of Odisha's economy, employing a significant portion of the population and shaping the state's socio-economic fabric. However, in recent decades, the sector has been undergoing a **paradigm shift** — moving away from traditional, subsistence-oriented farming practices towards a **commercial, technology-driven, and enterprise-oriented model**. This transformation is not merely about increasing agricultural productivity but also about promoting **value addition, entrepreneurship, and sustainable livelihood generation** for rural communities.

At the centre of this transition is the **Agricultural Promotion and Investment Corporation of Odisha Limited (APICOL)**, established in 1996 as a government-owned agency. APICOL has evolved into the **nodal body for agribusiness promotion** in the state, with a mandate to encourage private investment in agriculture and allied sectors, facilitate subsidies, and support innovation-driven enterprises. Through its various verticals, APICOL has been instrumental in guiding farmers, entrepreneurs, and investors in setting up Agri-based enterprises such as food processing units, cold storage facilities, irrigation infrastructure, and service centres. By adopting a holistic approach, APICOL aims to strengthen the **entire agricultural value chain**, from production to processing to market linkages.

Among its several initiatives, the **Mukhyamantri Krushi Udyog Yojana (MKUY)** has emerged as the **flagship scheme** of APICOL. The scheme was launched with the vision of removing financial and structural barriers that often deter first-generation entrepreneurs from entering the agri-business space. By offering **Capital Investment Subsidies (CIS)** of 40–50% on eligible projects, MKUY ensures that entrepreneurs can overcome the initial capital challenges associated with starting Agri-enterprises. This not only empowers individual entrepreneurs but also enables **women, Scheduled Castes, Scheduled Tribes, Persons with Disabilities, and agriculture graduates** to play an active role in shaping Odisha's Agri-entrepreneurial ecosystem.

My internship with **EY LLP**, conducted under the guidance of the Department of Agriculture & Farmers' Empowerment, provided me with an invaluable opportunity to explore these processes in detail. It enabled me to gain insights into the **institutional structure of APICOL, the financial design and implementation of CIS, and the strategic role of EY as a consulting partner**. EY's contributions include advising on policy reforms, simplifying guidelines for ease of doing agri-business, enhancing credit linkages, and ensuring stronger monitoring of subsidy utilization.

This practical exposure has helped me understand not only how **government schemes are designed and executed** but also how **public-private collaboration** can accelerate agricultural transformation in catalysing rural entrepreneurship, generating employment, and driving sustainable agricultural growth in Odisha.

SCOPE

The scope of this internship project extends across institutional, financial, and policy dimensions of agricultural promotion in Odisha through **APICOL** and its flagship scheme, **Mukhyamantri Krushi Udyog Yojana (MKUY)**. The project does not remain limited to academic learning but provides practical exposure to how Agri-entrepreneurship is nurtured and sustained in the state.

1. Institutional Scope

- I. To study the **organizational structure and verticals of APICOL** and assess their contribution in promoting agribusiness ventures.
- II. To understand the convergence of APICOL with other agencies such as OMFED, OPOLFED, FISHFED, APEDA, and SFAC for holistic agri-business promotion.

2. Financial Scope

- I. To analyse the **Capital Investment Subsidy (CIS) framework** including eligibility norms, funding limits, subsidy percentages, and the Mirror Account mechanism.
- II. To evaluate the scale of CIS disbursement and its effectiveness in reducing entry barriers for entrepreneurs.

3. Policy and Scheme Scope

- I. To review the **implementation of MKUY** across agriculture, horticulture, animal husbandry, fisheries, and allied sectors.
- II. To assess how **policy reforms and EY's advisory interventions** have improved inclusivity, transparency, and efficiency of the scheme.

4. Technological Scope

- I. To explore the role of **digital tools and platforms** like SUGAM portal, and DBT in ensuring transparent and efficient service delivery.
- II. To identify areas where technology can further scale the impact of agricultural schemes.

5. Entrepreneurial and Social Scope

- I. To document and analyse **success stories of entrepreneurs** who have benefitted from MKUY, highlighting their impact on local employment, women empowerment, and income generation.
- II. To assess the contribution of MKUY towards **rural transformation and sustainable agriculture practices**.

OBJECTIVE OF STUDY

The primary objective of this study was to gain an in-depth understanding of the structure, implementation, and outcomes of APICOL's role in promoting agri-businesses through the MKUY scheme. The overall objective of this study was to gain a comprehensive understanding of how the **Agricultural Promotion and Investment Corporation of Odisha Limited (APICOL)**, in collaboration with the **Department of Agriculture & Farmers' Empowerment, Odisha**, is driving agricultural transformation in Odisha through the **Mukhyamantri Krushi Udyog Yojana (MKUY)** scheme. The focus was to analyse how the scheme has been designed, implemented, and monitored to encourage Agri-entrepreneurship and strengthen the agricultural economy of the state.

The objectives were as follows:

1. **To understand the implementation and operational framework (SUGAM Portal) of MKUY**
2. **To analyse the Capital Investment Subsidy (CIS) mechanism including Mirror Account System under MKUY**
3. **To analyse the effectiveness of MKUY scheme and policy analysis**
4. **To evaluate the efficiency of digital platform and tools like SUGAM portal, AEPS mobile app, GIS mapping and DBT**
5. **To evaluate MKUY achievements and social impact**

LIMITATIONS

Limitations of the study

1. **Geographical Scope** – The study was geographically limited to the state of Odisha, and therefore the findings may not be fully generalizable to other states or national-level agricultural schemes.
2. **Time Constraints** – Due to the limited duration of the internship, not all aspects of APICOL's functioning or the MKUY scheme could be explored in depth. Some dimensions, such as long-term sustainability of enterprises or extensive field verification, remained outside the scope of this research.

3. **Reliance on Secondary Sources** – For ongoing projects and incomplete cases, the study had to depend on government reports, guidelines, and published data, which may not fully capture real-time ground-level challenges.

RESEARCH METHODOLOGY

The major data was collected from **Secondary data**

- a) Government guidelines and circulars
- b) Policy documents issued by APICOL and Agriculture Dept.
- c) Annual reports and official publications
- d) Success stories published on official websites and reports

However few data were gathered from the **Primary data**

- a) Interactions with APICOL officials
- b) Discussions with EY consultants
- c) Observations on the SUGAM portal and other digital tools
- d) Informal consultations with entrepreneurs (where possible)

DATA COLLECTION

For this study, data was collected through a combination of primary and secondary sources to ensure a balanced and evidence-based analysis. Primary data was obtained through discussions with APICOL officials, EY consultants, and field-level observations of the SUGAM portal, which provided insights into project approvals, CIS disbursement, and scheme monitoring. Informal feedback from a few beneficiaries further enriched the understanding of ground-level challenges. Secondary data was sourced from official government guidelines of MKUY, APICOL's reports, departmental circulars, and published success stories, along with statistical records on project approvals and subsidy allocations. Together, these sources provided a comprehensive foundation to study the effectiveness of MKUY and its role in promoting Agri-entrepreneurship in Odisha.

TOOLS AND TECHNIQUES

Throughout the internship, I examined how APICOL has leveraged digital technology to implement and monitor schemes. This included:

- **SUGAM Portal:** A centralized portal that handles end-to-end workflow for MKUY and other schemes. It simplifies registration, documentation, tracking, and fund disbursal.

- **AEPS Mobile App:** Designed for tracking the field-level activities of agri-entrepreneurs. It collects data on services provided, farmer feedback, and productivity improvements.
- **GIS Mapping:** Used for identifying suitable irrigation zones and planning cluster-based agricultural development.

These platforms ensure transparency, efficiency, and scalability in scheme implementation.

REVIEW OF LITERATURE

- 1) **Investment, subsidies, and pro-poor growth in rural India** by *Shenggen Fan, Ashok Gulati, Sukhadeo Thorat*, published on 28 August 2008:

The study reviews the trends in government subsidies and investments in Indian agriculture and develops a conceptual framework to assess their impact on agricultural growth and poverty reduction. Historically, subsidies in credit, fertilizer, and irrigation played a crucial role for small farmers, particularly during the early phase of the Green Revolution in the late 1960s and 1970s, by enabling the adoption of new technologies. However, recent evidence suggests that while subsidies remain relevant for resource-poor farmers, it is investments in agricultural research, education, and rural infrastructure (notably rural roads) that generate the highest returns in terms of productivity enhancement and poverty reduction. Thus, re-prioritizing government spending towards these high-impact investments, while rationalizing input subsidies, is considered essential for sustaining agricultural growth and fostering inclusive rural development.

- 2) **Subsidy Syndrome in Indian Agriculture** by *Ashok Gulati and Anil Sharma*, published on 30 September 1995:

The journal is about the economy-wide analysis of input subsidies in Indian agriculture indicates that subsidies have outlived their original purpose and have now become financially unsustainable. To free up resources for higher-impact investments in the sector, large-scale price and institutional reforms are essential to ease the fiscal pressure of subsidies on the Exchequer. Under these circumstances, a strategic shift is recommended—improving terms of trade for agriculture while gradually reducing subsidies and stepping up productive investments. Compared to short-sighted measures such as subsidies, increased investment in irrigation, rural infrastructure, research, and extension services yields greater long-term benefits, especially given the limited cultivable land in India. Such investments not only raise productivity per unit of land, but also help correct regional imbalances, promote equity at the farm level, and reduce rural poverty. By contrast, subsidies often distort input use and exacerbate inequality among farmers. Therefore, the emphasis must move from subsidy-driven support to investment-led growth in agriculture.

- 3) **Analysis of growth rates of agricultural subsidies and capital formation in agriculture sector of India** by *Mannepalli Bharath Kumar*, published in 2022:

This paper tries to analyse the decadal growth rates and trends of agricultural subsidies and capital formation in agriculture sector of India during the period between 1970-71 to 2019-20

and analyses the impact of economic reforms of 1991 on farm subsidies and capital formation in agriculture sector. Problems or issues related farm subsidies and capital formation in the agriculture sector are also analysed and prioritized by using Garrett ranking technique. The major findings of this study include the growth rate of agricultural subsidies negatively impacted by the economic reforms of 1991 as the growth rates of subsidies are decreased more rapidly during post-reforms period as compared to pre-reforms period. But, these economic reforms helped the capital formation of agriculture sector to revive its growth rate that was showing decreasing trend in the pre-reforms period. This study also identified the declining trend of public investments.

CHAPTER 2 – COMPANY PROFILE & INDUSTRY ANALYSIS

ABOUT THE COMPANY



Type & Structure

- EY is a globally integrated **private company limited by guarantee**, serving as a **professional services network** comprising independently owned member firms sharing brand, strategies, and standards.
- In India, EY India operates as one of these member firms under the EY Global umbrella.

Capital Structure & Financial Performance

- EY follows an **asset-light, partner equity-funded** model common to Big 4 firms—emphasizing human capital efficiency and strong liquidity, with minimal debt reliance.
- In FY24, EY reported global revenues of **US\$51.2 billion**, representing a growth of around 3.9%.
 - Breakdown by line:
 - Assurance (Audit/Assurance): $\approx$ US\$17bn
 - Consulting: $\approx$ US\$15.6bn
 - Tax Services: $\approx$ US\$12.1bn
 - Strategy & Transactions: $\approx$ US\$6.2bn
- EY remains privately held and thus does **not have a public market capitalization**; it's governed through contributions and earnings from partner-member firms.
- The firm's major expense includes investments in AI and internal training, including a US\$1 billion AI tech initiative and over 100 million learning hours delivered last year.

HR Policy & Organizational Structure

- Employees: ~392,995 globally (FY24), showing a small reduction from prior year (–0.6%).
- EY emphasizes **continuous training, Diversity, Equity & Inclusion (DEI)**, and social impact via programs like **EY Ripples**, which has reached ~192 million lives globally.
- Organization is hierarchical: governance by global board and national leadership, with EQ (education), consultant, assurance, tax, and transformation practices operating across geographies.

Business Analysis—Strategic Positioning

Business Objective

- EY blends both high-volume, low-margin services such as audit and tax with **high-margin, lower-volume offerings** like tech consulting, AI integration, and strategic transformation—a balanced portfolio approach.

Marketing Mix & Strategic Elements

Element	Description
Structure of Company	Global network of regionally owned member firms across 150+ countries; India is a key market.
Product / Services	Four service lines: Assurance, Tax, Consulting, Strategy & Transactions. Also, EY-Parthenon offers strategy consulting deeper in C-suite and PE advisory.
Price	Premium pricing aligned with global expertise, technology integration, and brand trust; value-based fees for transformation and managed services.
Place (Distribution)	Over 700 offices globally; strong presence in urban hubs and government corridors. India operations are well embedded with state and central entities.
Promotion	Thought leadership, tech investments (EY.ai, EYQ), alliances with IBM/Google, ESG/DEI programs (EY Ripples), media publications, and industry forums.
Customer Segment	Multinational corporations, governments, financial institutions, and high-impact mission-based clients in public services.

Element	Description
Positioning Strategy	“Building a better working world” — emphasizing trust, quality, and innovation; positioned as an outcomes-driven partner in transformation.
Branding Strategy	Emphasizes global reach, AI leadership, DEI commitments, and trusted audit/advisory heritage; strategy arm (EY-Parthenon) further enhances executive-level positioning.

Summary Snapshot

- **Type & Structure:** Global private network with capital-light model.
- **Financials:** ~\$51 billion revenue (FY24); strong delivery across service lines; no debt concerns publicly noted.
- **HR & Culture:** ~393k staff; focus on training, diversity, and social impact.
- **Business Strategy:** Balanced service portfolio with premium positioning—leveraging trust, tech, and innovation.
- **Marketing & Positioning:** Globally integrated, AI-forward, inclusivity-focused, and government-trusted brand.

INDUSTRY ANALYSIS

Role of EY LLP in Government Advisory Sectors in India

EY LLP has emerged as one of the leading consulting firms supporting **policy design, program implementation, and digital transformation** for government departments and public sector organizations in India. Its role can be broadly explained under the following dimensions:

1. Policy and Scheme Design

- EY works with central ministries and state departments to **design policies and flagship schemes** in sectors like agriculture, health, education, tourism, and skill development.
- It helps in drafting guidelines, identifying target groups, and ensuring schemes are **aligned with national priorities** such as *Atmanirbhar Bharat*, *Digital India*, and *Sustainable Development Goals (SDGs)*.

2. Program Implementation Support (PISU)

- EY acts as a **Program Management Unit (PMU) or Project Monitoring Unit (PMU)** for government initiatives, ensuring smooth rollout and tracking of progress.
- It supports **capacity-building, stakeholder coordination, and process re-engineering** to improve efficiency.

3. Financial Advisory and Subsidy Management

- EY helps in designing **financial frameworks, incentive mechanisms, and subsidy disbursement models**, as seen in schemes like **MKUY in Odisha**.
- It provides strategies to **reduce leakages, ensure compliance, and enhance accountability** in fund utilization.

4. Digital Governance & Technology Integration

- EY has been a key partner in developing **IT platforms, dashboards, GIS systems, and monitoring tools** to ensure transparency.
- Examples include portals for **Direct Benefit Transfer (DBT)**, scheme tracking, e-governance solutions, and sector-specific apps.

5. Capacity Building and Knowledge Support

- EY organizes training programs, workshops, and knowledge-sharing sessions for government officials and entrepreneurs.
- It supports documentation of **best practices, case studies, and success stories** to showcase impact and scale models across regions.

6. **Public-Private Partnership (PPP) Facilitation**

- EY assists in structuring **PPP models**, attracting private investment into agriculture, infrastructure, tourism, and other sectors.

This helps governments leverage private capital and expertise for public welfare initiatives.

CHAPTER 3 – COMPETITOR ANALYSIS

Benchmarking Table: Big 4 Firms in Government Advisory (India)

Parameter	EY LLP	Deloitte	KPMG	PwC
1. Policy Design & Scheme Architecture	✓ Strong in designing agri & rural development schemes (e.g., MKUY), with structured guidelines and manuals.	✓ Strong, especially in digital-first schemes (e.g., smart cities, e-governance).	✓ Moderate – focuses more on risk frameworks and financial policy.	✓ Strong in social sector policies like health, education, livelihoods.
2. Program Management Unit (PMU) / Implementation Support	★ Excellent PMU track record across states, deep handholding and stakeholder coordination.	✓ Very strong, especially in large, tech-driven transformation projects.	✓ Moderate – more suited for back-end program assurance than direct PMU execution.	✓ Good, especially in donor or social-sector PMUs.
3. Digital Governance & Technology Enablement	✓ Good – offers dashboards, SUGAM-like portals, MIS, GIS monitoring.	★ Best-in-class – leads in digital platforms, AI, cloud, cyber & data engineering.	✓ Average – focuses on financial MIS, audit trails.	✓ Average – more change management and soft tools than core tech.
4. Capital Subsidy & Financial Framework Expertise	★ Excellent – expert in CIS, DBT models, Mirror Accounts, GST vetting, bank integration.	✓ Good – offers fintech integration but focuses more on digital revenue models.	✓ Strong – especially in audit & assurance of fund utilization.	✓ Good – used in social sector grants and donor fund management.
5. Monitoring & Evaluation (M&E)	✓ Strong M&E tools, KPI frameworks, real-time dashboards	✓ Good, often embedded in platform builds.	★ Strongest in process audits, risk assessment,	✓ Good – especially for qualitative and

Parameter	EY LLP	Deloitte	KPMG	PwC
	for state-level tracking.		outcome assurance.	behavior change monitoring.
6. Sectoral Strength	★ Agriculture, Rural Devt, Fisheries, Skill, Tourism, DBT Schemes.	★ Urban Infra, Smart Cities, Tax & Revenue, Cyber Security.	★ PFM, Urban Governance, Procurement, PPP.	★ Health, Education, Social Sector, Donor Projects.
7. Capacity Building & IEC Support	✓ Good – does workshops, manuals, SOPs for departments & entrepreneurs.	✓ Moderate – focuses more on system adoption than people training.	✓ Strong in institutional reforms and training on processes.	★ Excellent – strong in IEC, behavior change, community engagement.
8. Public-Private Partnership (PPP) & Infra Structuring	✓ Moderate – works with private agri-enterprises, not heavy on infra PPP.	✓ Good – builds PPP in digital infrastructure.	★ Strong – known for structuring PPP projects in infra and transport.	✓ Moderate – more focused on donor-funded infra in health/education.
9. Geographic Reach & State-Level Presence	★ Excellent – deep footprint in Odisha, MP, Assam, Jharkhand, etc.	✓ Good – works with large central/state clients.	✓ Good – active in infra-focused states.	✓ Good – present in donor-heavy geographies.
10. Cost Competitiveness	✓ Moderate – not cheapest but value-for-money with high delivery quality.	✗ High – premium pricing due to tech-heavy delivery.	✓ Competitive – lower pricing for process-focused work.	✓ Competitive – cost-effective for social and donor programs.
11. Branding & Trust with Govt.	★ Very high – trusted in agri and rural policy circles.	★ Very high – especially with central ministries and digital missions.	✓ High – especially in audit, finance and infra.	✓ High – in social development & donor-backed programs.

Comparison Matrix (what buyers weigh)

- **Policy design & scheme architecture:**
EY ★★★★★☆ | Deloitte ★★★★★☆ | KPMG ★★★★★☆ | PwC ★★★★★☆
- **PMU/PIU & on-ground implementation:**
EY ★★★★★☆ | Deloitte ★★★★★☆ | KPMG ★★★★★☆ | PwC ★★★★★☆
- **Digital platforms, data & AI, cyber:**
EY ★★★★★☆ | Deloitte ★★★★★☆ | KPMG ★★★★★☆ | PwC ★★★★★☆
- **Governance, risk, compliance, auditability:**
EY ★★★★★☆ | Deloitte ★★★★★☆ | KPMG ★★★★★☆ | PwC ★★★★★☆
- **Social sector (health, education, livelihoods):**
EY ★★★★★☆ | Deloitte ★★★★★☆ | KPMG ★★★★★☆ | PwC ★★★★★☆
- **Urban/infra reforms & PPP structuring:**
EY ★★★★★☆ | Deloitte ★★★★★☆ | KPMG ★★★★★☆ | PwC ★★★★★☆
- **Cost competitiveness (typical):**
EY ★★★★★☆ | Deloitte ★★★★★☆ | KPMG ★★★★★☆ | PwC ★★★★★☆
- **State-level footprint & relationships:**
EY ★★★★★☆ | Deloitte ★★★★★☆ | KPMG ★★★★★☆ | PwC ★★★★★☆

(★ more stars = stronger typical positioning; qualitative, not market-share.)

EY LLP — Positioning & SWOT

Where EY wins

- End-to-end ownership: policy, scheme guidelines, operating manuals → PMU/PIU rollout → MIS/dashboards → evaluation.
- Strength in **subsidy/CIS frameworks, DBT design**, beneficiary targeting, and **M&E**; credible on outcomes and audit trails.
- Strong **state partnerships**; experience coordinating multi-agency stakeholders (line departments, banks, DCCs/SLSCs).
- Balanced teams (policy + finance + data + domain), good at crafting **RFP-compliant** delivery plans and risk registers.

Watchouts

- Pricing can be mid-to-premium vs. KPMG/PwC.
- Delivery depends on key senior resources, **attrition** risk in long PMUs.
- Perception of being more “program-management” than deep tech integrator vs. Deloitte.

Deloitte — Positioning & SWOT

Differentiator: digital transformation at scale—platform builds, data lakes, AI, cyber, identity, and citizen-facing portals.

- **Sweet spots:** smart cities/urban, digital public goods, revenue & tax analytics, SOC/cyber for Gov.
- **Trade-offs:** premium rates; may emphasize tech over institution-building unless scoped.

KPMG — Positioning & SWOT

- **Differentiator:** governance, controls, financial management, procurement reforms, assurance.
- **Sweet spots:** PFM, audit readiness, program assurance, municipal finance, PPPs.
- **Trade-offs:** comparatively lighter full-stack tech build; less “last-mile” implementation than EY in some states.

PwC — Positioning & SWOT

- **Differentiator:** policy drafting, change management, training & capacity building; strong in **social sector** and donor-funded programs.
- **Sweet spots:** health/education/livelihood missions, behaviour change, IEC, stakeholder engagement.

- **Trade-offs:** tech/platform depth can be thinner vs. Deloitte; PMU scale comparable to EY but varies by state.

When a Government Dept. might pick each

- **EY:** Needs **subsidy scheme operationalization, DBT/CIS design**, PMU with strong field coordination, measurable outcomes, and dashboards (e.g., agriculture, skilling, rural livelihoods).
- **Deloitte:** Wants **large digital platform + analytics** heavy transformation with cyber & cloud at scale (e.g., state data platforms, revenue modernization).
- **KPMG:** Prioritizes **controls, PFM, procurement, assurance**, and governance reforms (e.g., treasuries, ULB finance, PPP viability).
- **PwC:** Focus on **policy, capacity building, social mobilization**, and multilateral program delivery (e.g., health systems strengthening, education missions).

EY's Differentiators to Highlight in Govt Advisory & Consulting

- Proven **policy-to-implementation** track with **monitored outcomes** (KPIs, SLAs, results frameworks).
- Hands-on experience with **CIS/DBT**, beneficiary onboarding, bank coordination, and fraud-risk controls (GST/vendor validation).
- Strong **state presence** and stakeholder management; templates for PMU SOPs, escalation, and governance.
- Interoperable **dashboards/MIS** and light-weight data pipelines for near-real-time monitoring.
- Balanced value: **implementation + compliance** (not just strategy or just tech).

What EY should guard against (to stay ahead)

1. **Tech depth vs. Deloitte:** Build/partner for advanced data platforms, AI, and cyber to neutralize the tech-first pitch.
2. **Price pressure vs. KPMG/PwC:** Offer modular pricing, outcome-linked fees, and local resource mix.
3. **Capacity continuity:** Invest in on-site leadership continuity and knowledge management to reduce transition risk in long PMUs.
4. **Proof of impact:** Publish case compendiums with **before/after metrics** (turnaround time, disbursement accuracy, inclusion rates).

CHAPTER 4 – CUSTOMER ANALYSIS

Customer Analysis – EY LLP in Government Advisory Services & Consulting

1. Customer Segments

EY LLP serves a broad range of customers in the government and public sector, which can be segmented into:

- **Central Government Ministries & Departments**
 - Ministry of Finance, Ministry of Agriculture & Farmers' Welfare, Ministry of Tourism, Ministry of Corporate Affairs, etc.
 - Focus: Policy reforms, fiscal management, digital governance, and investment promotion.
- **State Governments & Departments**
 - Departments such as Agriculture, Finance, Industries, Tourism, and Rural Development across states.
 - Focus: Scheme implementation, capacity building, monitoring & evaluation, state-level policy design.
- **Government-Owned Corporations & Agencies**
 - E.g., Agricultural Promotion and Investment Corporation of Odisha Limited (APICOL), OMFED, OPOLFED, FISHFED.
 - Focus: Strategy, financial structuring, digital platforms, and operational support.
- **International Development Agencies & Multilateral Institutions (via Govt Projects)**
 - World Bank, Asian Development Bank, UNDP, FAO.
 - EY often acts as a consulting partner for government projects funded through international agencies.
- **Regulatory Bodies & Public Institutions**
 - NITI Aayog, SEBI, NABARD, and other statutory or semi-statutory bodies.
 - Focus: Policy advisory, impact assessment, digital transformation, governance reforms.

2. Customer Needs & Expectations

Government clients expect EY to provide solutions that address systemic issues, policy gaps, and efficiency challenges. Major needs include:

- **Policy Advisory & Reform Support** – evidence-based policy design, regulatory reforms, and sectoral strategies.
- **Digital Transformation & E-Governance** – development of portals, dashboards, and digital service delivery models.
- **Financial & Investment Structuring** – public finance management, capital investment models, and subsidy framework design.
- **Monitoring & Evaluation (M&E)** – impact assessments, scheme audits, and performance measurement.
- **Capacity Building & Skill Development** – training for government officials, entrepreneurs, and other stakeholders.
- **Transparency & Compliance** – ensuring alignment with GST, audit norms, and regulatory standards.

3. Customer Challenges

- **Complex Bureaucratic Structures** – requiring multi-level stakeholder alignment.
- **Resource Constraints** – balancing fiscal pressures with development goals.
- **Accountability & Transparency** – need for robust digital platforms to track funds and beneficiaries.
- **Policy Implementation Gaps** – bridging the divide between policy design and field-level execution.
- **Need for Inclusivity** – ensuring schemes benefit women, marginalized groups, and small farmers.

4. Value Proposition of EY LLP for Government Clients

EY positions itself as a trusted **knowledge partner** offering:

- **Global Expertise + Local Understanding** – leveraging international best practices tailored to Indian governance challenges.
- **End-to-End Support** – from policy formulation to scheme rollout, monitoring, and impact evaluation.
- **Technology-Enabled Solutions** – development of digital portals (e.g., SUGAM for MKUY), GIS mapping, dashboards, and DBT integration.
- **Financial Advisory Strength** – designing subsidy frameworks, credit linkages, and investment promotion models.
- **Credibility & Trust** – brand reputation and track record in delivering large-scale government reforms.

5. Customer Relationship

- **Long-Term Engagements** through policy support, consulting, and capacity-building projects.
- **Collaborative Working Models** with government officers, departments, and committees.
- **Advisory + Implementation Role** ensuring that recommendations are practical and aligned with real-world governance structures.

CHAPTER 5 – WORK DONE

TRAINING EXPERIENCE AND WORKFLOW IN THE ORGANIZATION

1. SCHEME AND POLICY ANALYSIS

I conducted deep dives into the schemes implemented by APICOL. My primary focus was to study the structure, eligibility, execution methodology, and overall outcomes of each initiative. For instance:

- **MKUY** facilitates ease of doing agri-business by providing capital investment subsidies to eligible individuals, groups, or organizations. The scheme supports ventures in sectors such as food processing, farm machinery units, aquaculture, floriculture, and animal husbandry.
- **Eligibility** includes a wide group of applicants: individual entrepreneurs, FPOs (Farmers Producers Organizations), SHGs, NGOs, cooperative societies, and private companies.
- The application process through the **SUGAM portal** is completely digital and includes DPR submission, bank consent, land verification, physical inspection, and Direct Benefit Transfer (DBT) of subsidies.
- **AEPS** particularly impressed me with its grassroots approach. The Agri-entrepreneurs are trained to deliver customized services to small and marginal farmers.
- **PMFME** aims to uplift unorganized food processors and promote formalization through training, branding, and infrastructure support. APICOL's role involves sanctioning and monitoring these enterprises, especially women-led units.
- **Agriculture Export Policy** initiatives were studied from the perspective of product-specific cluster development, quality control, and improving logistics for export.

These schemes together offer a robust support ecosystem for rural entrepreneurship and sustainable agriculture.

2. CIS FRAMEWORK

One of the key parts is the design and functioning of the Capital Investment Subsidy (CIS) under MKUY. It is the cornerstone financial support mechanism to enable private investment in agriculture. Key details include:

- **Subsidy Rates:**
 - General Category: 40% of fixed capital investment
 - SC/ST/Women/Persons with Disabilities/Agriculture Graduates: 50%
- **Limitations:**
 - Maximum CIS per family: ₹1 crore
 - Project cap: ₹50 crore
 - Reapplication is possible after 10 years
- **Mirror Account System:** Up to 80% of the CIS is credited upfront into a special account to help reduce bank loan interest burdens. The remaining is paid post-verification.
- **Process Overview:**
 - Online application via SUGAM
 - Submission of DPR, lease/land records, and bank consent
 - Evaluation by district and state-level committees
 - Site inspection and DBT-based disbursement of subsidy

Key Features

- i. **Eligible Applicants:** Individual, Partnership enterprise, group of individuals, Registered FPOs, FPCs, FPGs, SHGs, GPLF, BLF, DLF, PACS, LAMPS, Farmers Cooperative Societies, Apex Federations such as OMFED, OPOLFED, FISHFED and Companies registered under Companies Act 2013 and NGOs.
- ii. **Beneficiary Age:** 18 years and above
- iii. **Non-refundable application fee:** Rs.2000/- will be levied, for those who are availing 40% CIS and Rs.500/- will be levied, for those who are availing 50% CIS
- iv. **Subsidy @ 40% for General Male and 50% for Women, SC, ST, PwD, Transgender, Agri and allied graduates,** Max. Subsidy is up to Rs.1 crore
- v. Agri enterprises having total **project cost of less than Rs.50.00 crore** are eligible under MKUY
- vi. The land on which the enterprises is proposed to be set up should be
 - In the name of Entrepreneur/**Group/Societies/Company**/Partners, or
 - **Leased in from owner/RoR holder** in favour of entrepreneur /Group /Company / partners **for a period of minimum 15 years** (to be considered from

the date of application) through a registered lease deed executed before Sub-registrar.

- If the premises is availed on **rent**, there should be registered **rent agreement for a period of minimum 9 years**
 - **Leasing of land is not required in case of an entrepreneur if the land stands in the name of his/ her spouse**, but the consent of the spouse (As per the format in **Annexure-V**) is required in such cases
 - **NOC in the shape of self-declaration in the form of an affidavit from the co-shares / co-partners before an Executive Magistrate** will be considered as a legal document in case of joint ownership of land. But the land requirement for the proposed project should be within the land share limit of the Entrepreneur
- vii. During the application process, the beneficiary shall exercise option for upfront subsidy in case of Bank financed projects.
- viii. For changes of previous cases from Mirror to Non-Mirror, entrepreneurs needs to send a request to DNOs and DNOs will send a letter to MD, APICOL for approval.
- ix. After issuance of Go-ahead, DNO can change in the mode of finance with prior approval of DLC with project cost upto 50.00 Lakhs but the projects above Rs.50.00 Lakh, the mode of finance can be changed by MD, APICOL.
- x. No subsidy will be paid on cost of land.
- xi. The admissible **cost of project report** preparation by APICOL shall be **0.1% of the total project cost limited to Rs.10,000/-**. **The DPR preparation charges mentioned above exclude GST**. The applicant can have liberty of taking help of any professional agency for DPR Preparation.
- xii. As per Mukhyamantri Kamadhenu Yojana (MKY) additional 15% subsidy on animal cost as Top-Up will be provided under “Top-up subsidy for Commercial Dairy Farming under MKUY” to the entrepreneurs towards purchase of animals from outside the state.

Eligible Beneficiaries

- i. Individual, Partnership enterprise, group of individuals, Registered FPOs, FPCs, FPGs, SHGs, GPLF, BLF, DLF, PACS, LAMPS, Farmers Cooperative Societies, Apex Federations such as OMFED, OPOLFED, FISHFED and Companies registered under Companies Act 2013 and NGOs.
- ii. In case of **Group applicants, two office bearers** duly authorized (**through resolutions**) by the Executive Body will act as the applicants for CIS.
- iii. The applicant must be having:
 - a. Valid **Record of Rights (RoR)** of the project land in the name of **Entrepreneur/Group/Societies/Company/Partners** located in the State of Odisha in favour of applicant/group/company.
 - b. The applicant can take up the activities in rented premises also. But CIS will not be available for any civil construction for such rented premises. The applicant has to make a **registered agreement** for availing the premises on rent **for a minimum period of 9 years** in favour of applicant/group/company.
 - c. In all other cases the applicant or the Group of individuals, has to submit **lease deed for a period of minimum 15 years (from the date of application)** in favour of applicant/group/company.
 - d. The applicant must be in possession of a valid **PAN, GST and Current Bank Account** in the name of the applicant/group/company.
 - e. In case of bank finance case, CIS will be credited to the bank loan account of the applicant/group/company.
 - f. In case of self-finance case, CIS will be credited to the Current Bank account of the applicant/group/company.
- iv. The Capital Investment Subsidy (CIS) limit as specified for a family is **for a period of 10 years**. After 10 years, a beneficiary/ family would be eligible for a fresh CIS limit upon executing new project(s) or expansion/up gradation of existing units subject to successful completion and running of the earlier project(s) for at least 10 years. The date will be calculated from the date of **completion of last project** under MKUY.
- v. In case an applicant passes away before completion of the project under MKUY, the legal heir can continue the project, if she/he desires to do so. The legal heir has to submit the following documents for continuance of the Project:
 - a. Legal heir certificate
 - b. Death certificate of the deceased applicant, and
 - c. NOC from the other legal heirs (if, any) in shape of an affidavit executed before the **Executive Magistrate**

- d. The new applicant's name must be **approved by the DLC** after verifying the above documents. The following procedure must be adopted

Completion Period

- i. The scheduled completion period of the project will be **maximum 2 years** from the date of issue of Go-Ahead Letter.
- ii. However, in case of inordinate delay by the Bank in sanction of loan, the period of completion will be extended **for maximum one year from the date of sanction of loan or the stipulated 2 years whichever is later**.
- iii. In case of delay in execution of the project beyond completion period, deduction will be carried out from the eligible CIS: -
 - a. Completion delayed **up to 6 months: 20% of CIS will be deducted** from the eligible subsidy.
 - b. Completion delayed **beyond 6 months to one year: 50% of CIS will be deducted** from eligible subsidy.
 - c. Completion delayed **beyond 1 year: No subsidy**

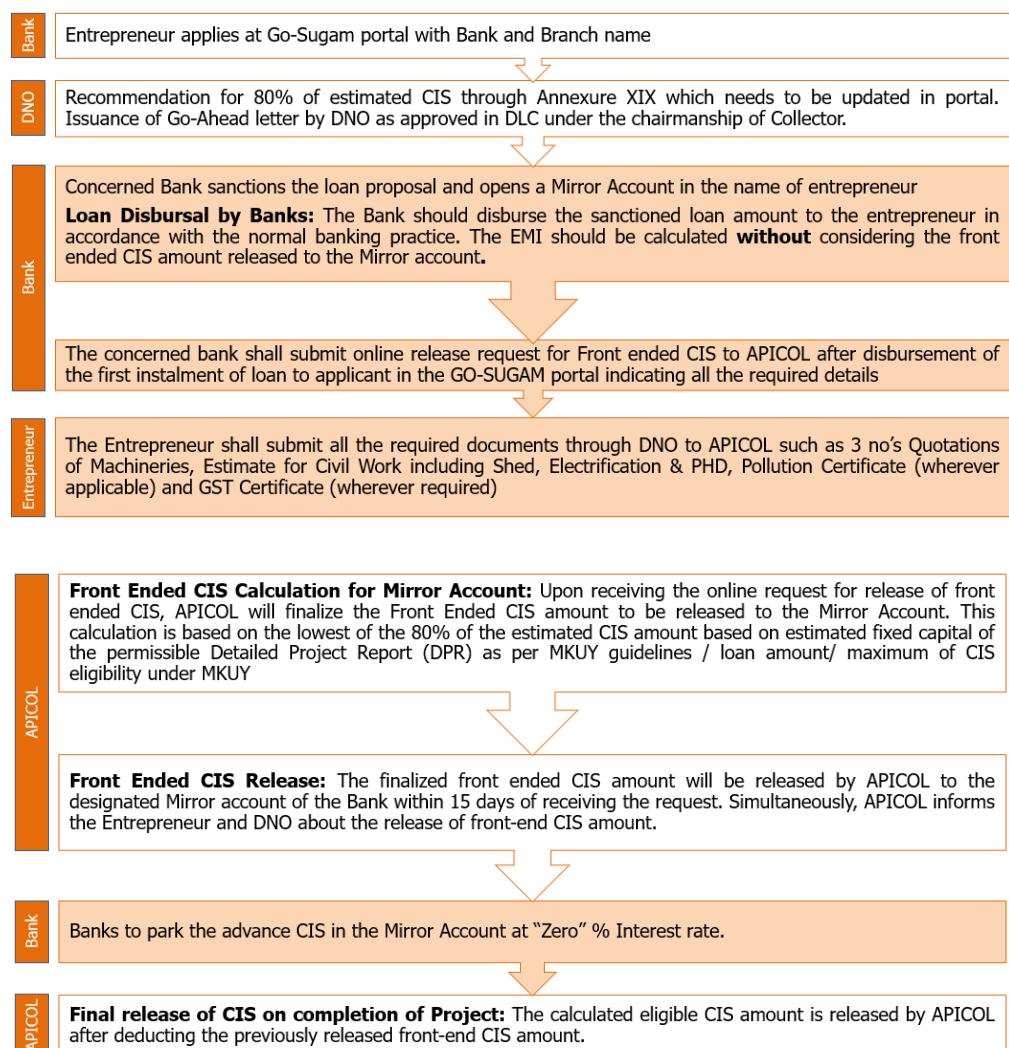
3. CIS DISBURSEMENT:

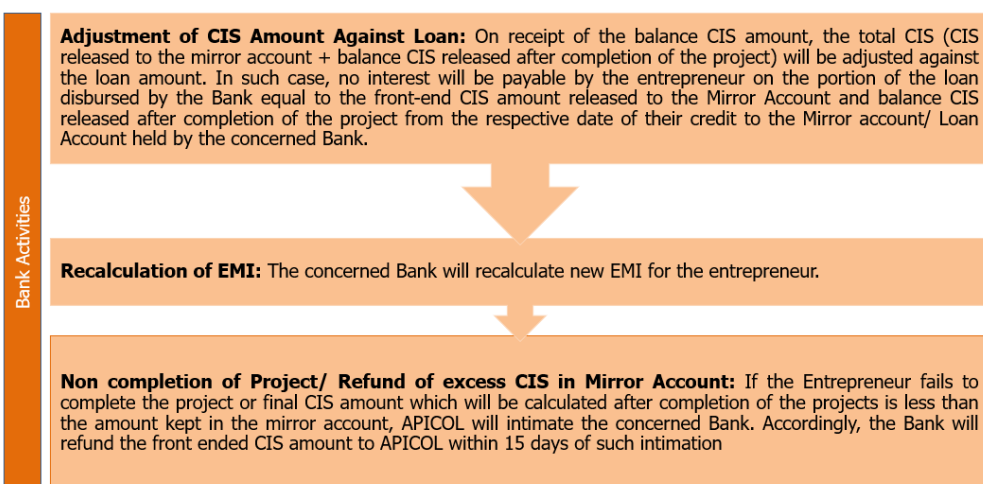
Mirror Account Concept for release of Front-ended CIS

Aims to release upfront subsidy amounting upto 80% of the eligible CIS amount at the project's commencement thereby mitigating the interest burden on the entrepreneur. Some of the potential advantages of this approach are:

- i. **Reduced Interest Burden:** Receiving a substantial portion of the subsidy upfront, in turn, lowers the interest burden associated with borrowing money from the Banks, making the project more financially viable from the outset.
- ii. **Encouragement for Entrepreneurship:** Subsidy programs that release a substantial portion of funds upfront can incentivize entrepreneurship and investment in various sectors, as they make it more attractive and less financially risky for individuals and businesses to initiate new projects.

Process Flow and Role of Bankers for Mirror Account



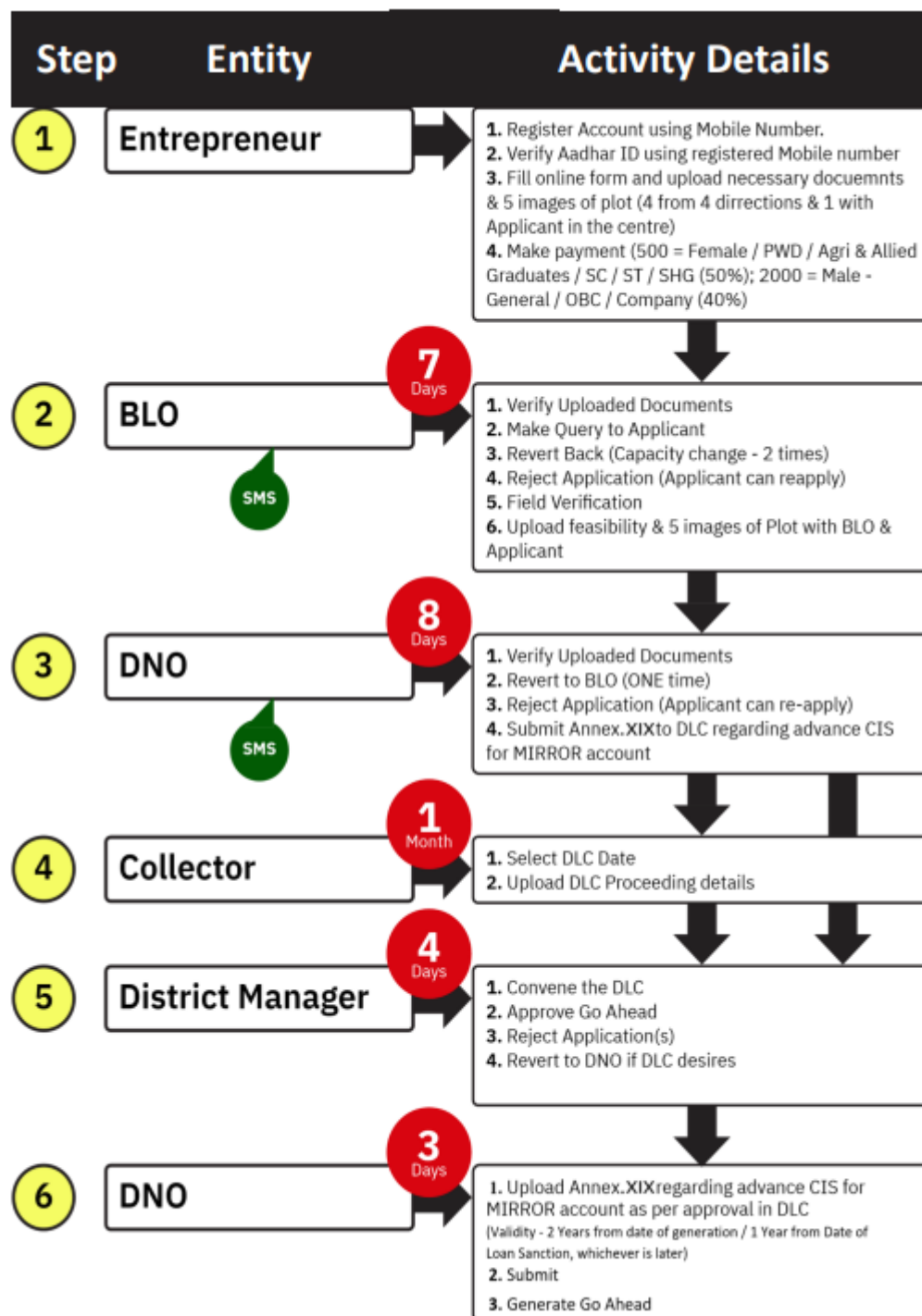


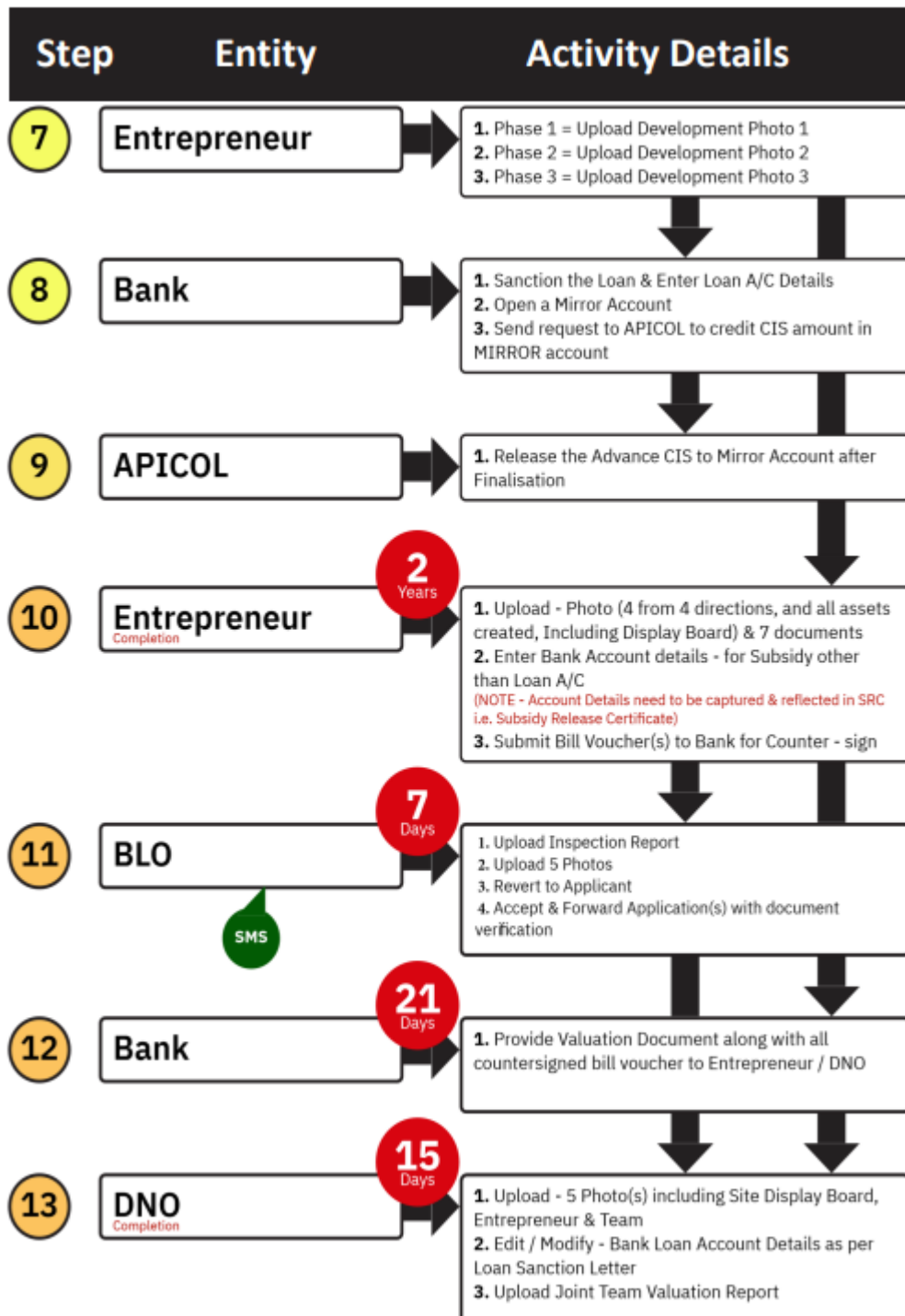
Document Checklist for Upfront subsidy-Mirror Account

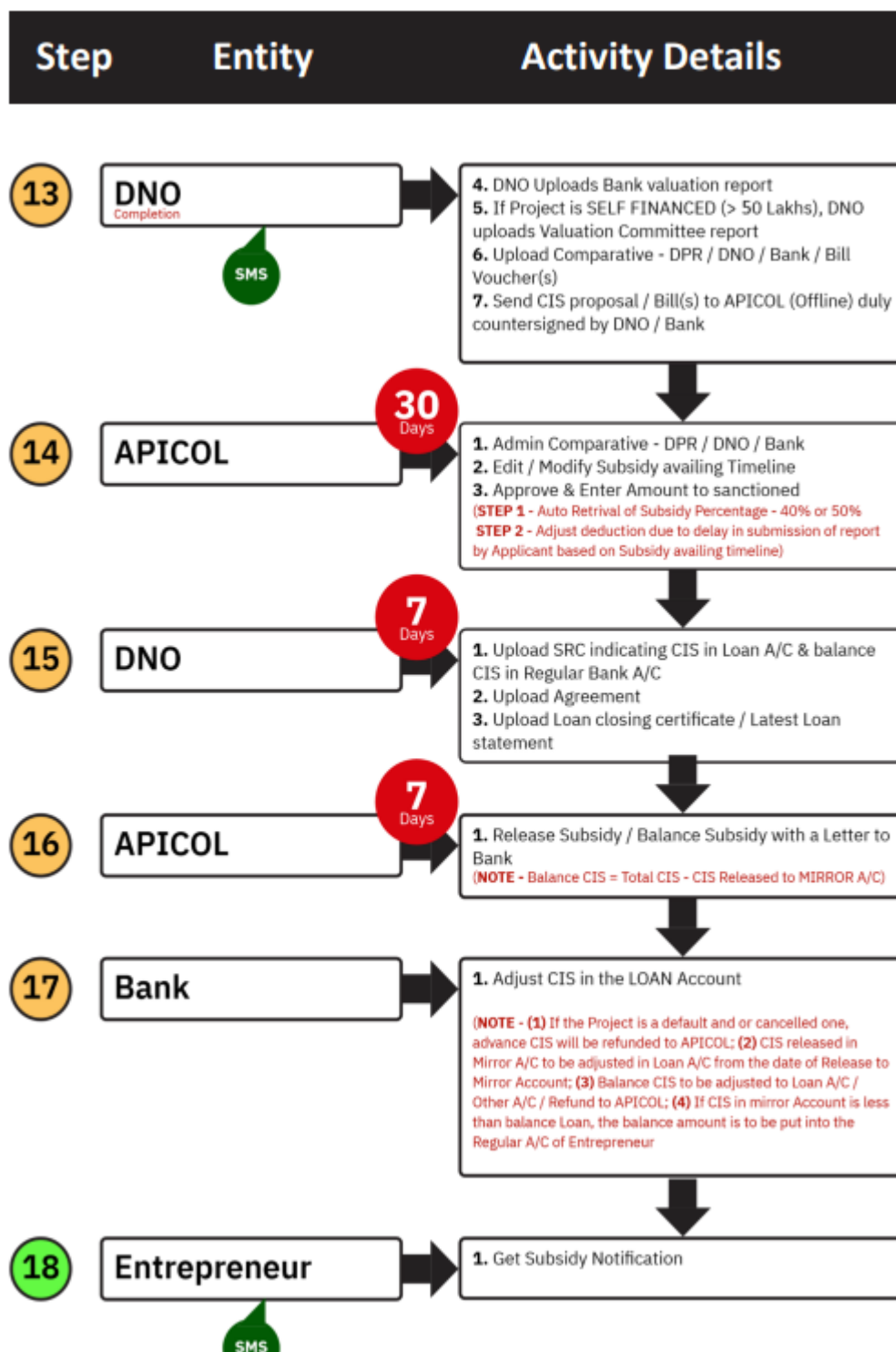
- i. DPR
- ii. Go- Ahead Letter
- iii. Annexure – XIX (Those Cases which are not uploaded in Portal)
- iv. Minimum 3 quotations of same specifications of all machineries including SLTC approved machineries/ equipment's including SLTC approved machineries/ equipment's/DG set/transformers/electricity supply/ water supply
- v. Estimate for Civil Work including shed, electrification & PHD work along with Layout plan (if applicable)
- vi. Loan Account Statement with disbursement details
- vii. Pollution certificate (CTE) if applicable
- viii. GST Certificate, if applicable

4. PROCESS FLOW OF MKUY:

Detailed Process Flow of MKUY is as follows







5. KEY ANALYSIS AND FINDINGS

Number of Projects Given Go-Ahead

- **Total Projects Approved: 2,390**
- These projects span across agriculture, horticulture, animal husbandry, fisheries, and inter-departmental enterprises.
- The Go-Ahead approval indicates that these projects have successfully passed all stages of evaluation, including:
 - Eligibility screening.
 - Land and resource verification.
 - Financial feasibility and bank involvement where applicable.
 - Sanction by the District Level Committee (DLC).

The diversity of approved projects reflects the scheme's inclusiveness and its aim to promote diversified agri-business models in Odisha.

Capital Investment Subsidy (CIS) Disbursed

- **Total CIS Disbursed: ₹130 Crore**
- The CIS is provided at **40% for General Male** beneficiaries and **50% for Women, SC/ST, PwD, Transgender, and Agri Graduates**, with a maximum cap of ₹1 crore per beneficiary/family.
- **Objective of CIS Disbursement:**
 - Reduce capital cost burden on entrepreneurs.
 - Encourage investment in sustainable and commercially viable Agri-enterprises.
 - Enhance credit access and viability through *Mirror Account* mechanism for upfront subsidy release.

EY'S ROLE AND PROPOSED CHANGES IN MKUY

Role of EY (Consulting Partner):

EY provided advisory support to the Department of Agriculture & Farmers' Empowerment and APICOL to revise and strengthen the MKUY guidelines. Their focus areas included:

- Policy simplification for ease of doing agri-business.
- Strengthening credit linkage through early banker involvement.
- Enhancing inclusivity by expanding eligibility criteria.
- Improving subsidy release mechanisms to prevent delays and disputes.

Major Changes Implemented in Revised Guidelines:

Key Area	Earlier Provision	Revised Provision
Eligibility Expansion	Only registered NGOs, SHGs, PACS, LAMPCS, Pvt. Ltd. Companies	Inclusion of FPOs, FPCs, FPGs, Co-op Societies, Apex Federations (OMFED, OPOLFED, FISHFED), Companies Act entities, NGOs.
PwD Benefits	No specific preference	PwDs eligible for 50% subsidy at par with SC/ST/Women.
Land Lease	Required >15 years	Minimum 15 years; cage culture fisheries as per policy lease period.
Banker Role	Not part of DLC	Banker's Branch Manager to join site visits with BLO; CIBIL report mandatory.
DLC Reforms	Separate DLSSC sitting	DLC merged with DIC's DLC; APICOL DM as Member-Convener.
CIS Compliance	Simple voucher check	GSTIN verification for suppliers, match with GSTR-2A, special rules for exempted goods.
Multiple Enterprises	New project after 5 years	Allowed after 1 year of successful management, within ₹50 lakh cap.
Transparency	No display board	Mandatory display board at site with scheme details.

Impact of Changes:

- Reduced bureaucratic delays.
- Wider beneficiary base including cooperatives and producer groups.
- More robust verification of subsidy claims.
- Encouragement of diversification in enterprise types.

6. SUCCESS STORIES

Notable MKUY-supported enterprises include:

I. Apiary Unit – Dhenkanal (Mrs. Ligismita Behera)

- **Sector:** Horticulture / Beekeeping
- **Background:** Mrs. Ligismita Behera, a small farmer's daughter-in-law, identified the rising demand for pure honey and allied products like beeswax, propolis, and royal jelly.
- **Enterprise Details:** Established 350 portable bee boxes with an annual capacity of 3,500 kg of honey. Supported by MKUY for equipment purchase and training.
- **Impact:**
 - Supplies honey to local markets and institutional buyers.
 - Improves pollination for surrounding farmers, enhancing crop yields.
 - Employs 4 seasonal workers during peak honey harvesting periods.
- **Scalability:** Can expand to value-added honey products (flavoured honey, cosmetics, medicinal extracts).



II. Oil Extraction Unit – Dhenkanal (Mrs. Supriya Swain)

- **Sector:** Agriculture / Food Processing
- **Background:** Observed that local farmers produced oilseeds but had to sell raw produce due to lack of processing facilities.

- **Enterprise Details:** Set up an edible oil extraction plant with modern pressing machinery. Processes groundnut and mustard seeds into refined edible oil.
- **Impact:**
 - Farmers get better prices by supplying directly to the unit.
 - Generates by-products like oil cakes for cattle feed, creating additional revenue streams.
 - Employs 6 full-time staff, majority being women.
- **Scalability:** Potential to introduce branded packaged oil and expand to cold-pressed oils for urban markets.



III. Agro Service Centre – Sundergarh (Mrs. Sulabha Naik)

- **Sector:** Agriculture Mechanization Services
- **Background:** Farmers in the district faced delays and high costs in hiring machinery for ploughing, sowing, and harvesting.
- **Enterprise Details:** Procured 7 types of machinery including tractors, rotavators, and threshers. Operates on a rental basis for small and marginal farmers.
- **Impact:**
 - Reduced input cost and time for 150+ farmers in the surrounding villages.
 - Improved crop productivity through timely operations.
 - Generates consistent income from rentals and seasonal contracts.
- **Scalability:** Can expand into custom hiring centres with drone spraying and precision farming tools.



IV. Bakery & Confectionary Unit – Mayurbhanj (Mrs. Manorama Sahu)

- **Sector:** Food Processing
- **Background:** Recognised a lack of fresh, locally produced bakery products in the rural and semi-urban markets.
- **Enterprise Details:** Established a production unit with ovens, mixers, moulds, and packaging equipment. Produces bread, cakes, biscuits, and sweets.
- **Impact:**
 - Supplies to retail outlets, tea shops, and schools.
 - Provides direct employment to 8 people, mostly women from SHGs.
 - Encourages local raw material use like eggs, milk, and sugarcane jaggery.
- **Scalability:** Potential for introducing health-focused bakery products and expanding distribution to neighbouring districts.



V. Organic Fertilizer Unit – Nabarangpur (Mr. Krushna Chandra Nayak)

- **Sector:** Sustainable Agriculture
- **Background:** Identified the growing demand for chemical-free farming inputs.
- **Enterprise Details:** Uses vermicomposting technology and organic waste to produce nutrient-rich compost. Annual capacity of 200 MT.
- **Impact:**
 - Supplies organic fertilizer to local vegetable and fruit growers.
 - Reduces landfill waste by recycling farm and household organic waste.
 - Promotes sustainable farming practices in the district.
- **Scalability:** Can expand into bio-fertilizer production and supply to organic certification projects.



VI. Agro Eco Tourism – Jagatsinghpur (Mr. Nirmal Chandra Pradhan)

- **Sector:** Agro-Tourism
- **Background:** Wanted to combine farming with tourism to create additional revenue streams and showcase rural Odisha's culture.
- **Enterprise Details:** Developed a farm stay with 4 lettable rooms, organic farm tours, traditional Odia cuisine, and cultural programs.
- **Impact:**
 - Attracts tourists from nearby cities and educational institutions.
 - Creates seasonal employment for local youth in hospitality and guiding services.
 - Promotes traditional farming methods and rural lifestyle experiences.
- **Scalability:** Potential for tie-ups with travel agencies and online booking platforms for higher tourist footfall.



VII. Mushroom Production Unit – Jharsuguda (Mrs. Kabita Sahu)

- **Sector:** Horticulture / Mushroom Cultivation
- **Background:** Saw the potential in mushroom farming due to high local demand and short production cycles.
- **Enterprise Details:** Established a production facility with 1,000 beds for oyster and button mushrooms. Uses steel racks, soaking tanks, and controlled humidity systems.
- **Impact:**
 - Regular supply to hotels, restaurants, and vegetable markets.

- Trains other women entrepreneurs in mushroom cultivation.
- Generates year-round income due to staggered production.
- **Scalability:** Scope to enter mushroom processing (drying, pickling) for extended shelf life.



VIII. Commercial Gerbera Cultivation – Jharsuguda (Mrs. Rajkumari Sahoo)

- **Sector:** Floriculture
- **Background:** Targeted the growing market for cut flowers in weddings, events, and retail florists.
- **Enterprise Details:** Cultivates gerbera flowers under polyhouse conditions to ensure quality and year-round supply.
- **Impact:**
 - Supplies to urban flower markets in Odisha and neighbouring states.
 - Encourages other farmers to take up high-value floriculture.
 - Creates employment in harvesting, sorting, and packaging.
- **Scalability:** Can expand to other exotic flowers and introduce online sales for bouquet delivery.



IX. Commercial Fruit Plantation – Nayagarh (Mrs. Nibedita Khatua)

- **Sector:** Horticulture
- **Background:** Focused on high-value fruit crops like dragon fruit and guava for better returns.

- **Enterprise Details:** Cultivates on 2.5 acres using drip irrigation, improved plant varieties, and post-harvest handling techniques.
- **Impact:**
 - Sells fresh produce in local markets and to wholesale buyers.
 - Creates awareness on cultivation of non-traditional crops.
 - Engages seasonal labour for harvesting and maintenance.
- **Scalability:** Can move into fruit processing like jams, jellies, and juice production.



X. Mushroom Production Unit – Khordha (Mrs. Satyabhama Sahoo)

- **Sector:** Horticulture / Mushroom Cultivation
- **Background:** Experienced in kitchen gardening, she scaled up into commercial mushroom farming.
- **Enterprise Details:** Similar to the Jharsuguda model, produces high-quality mushrooms using climate-controlled methods.
- **Impact:**
 - Serves both local and Bhubaneswar urban markets.
 - Employs women from the locality for processing and packaging.
 - Demonstrates successful women-led agri-enterprise.
- **Scalability:** Potential to diversify into exotic mushrooms like shiitake and oyster king for gourmet markets.



CHAPTER 6 – CONCLUSION & SUGGESTION

CONCLUSION

The internship experience provided comprehensive insights into how **APICOL**, with **EY's** support, has transformed agricultural entrepreneurship in Odisha through **MKUY**. The schemes have enhanced inclusivity, transparency, and financial viability for Agri-entrepreneurs. With digital tools, policy reforms, and capacity-building measures, APICOL is catalysing the transition to a sustainable and enterprise-driven agricultural economy in Odisha.

The study of the **Mukhyamantri Krushi Udyog Yojana (MKUY)**, implemented by **APICOL** with advisory support from **EY**, highlights its transformative role in promoting agricultural entrepreneurship and rural development in Odisha. By tackling critical challenges such as high entry barriers, limited access to institutional credit, and low levels of value addition, MKUY has successfully provided an enabling ecosystem for first-generation Agri-entrepreneurs. A major achievement of the scheme has been the disbursement of **₹130 crore in Capital Investment Subsidy (CIS)**, which significantly reduced the financial burden on entrepreneurs and enabled them to establish ventures across sectors like horticulture, dairy, fisheries, food processing, and agro-tourism. The **Mirror Account mechanism** further enhanced credit viability by releasing upfront subsidies, thereby lowering interest costs and encouraging timely project completion. This financial support has not only stimulated enterprise creation but also contributed to **income diversification, employment generation, and women empowerment** in rural areas.

Equally important has been the integration of **digital governance tools** such as the **SUGAM** portal, **AEPS** mobile app, and **GIS-based** monitoring systems, which ensured transparency, accountability, and efficiency in project approvals and subsidy disbursement. **EY's** interventions, including reforms in eligibility expansion, banker participation, GST compliance, and streamlined approval processes, strengthened trust among stakeholders and improved the scheme's overall effectiveness. Documented **success stories** further validate how entrepreneurs benefitting from CIS have scaled up operations, improved farmer linkages, and introduced innovation in local agri-business ecosystems.

In conclusion, MKUY has emerged as a **flagship driver of rural entrepreneurship and sustainable agriculture** in Odisha. The subsidy disbursement of ₹130 crore has directly empowered hundreds of entrepreneurs to overcome financial hurdles and establish viable enterprises, thereby transforming rural livelihoods. Moving forward, the focus should remain on **capacity-building, stronger market linkages, and digital innovation** to ensure that MKUY continues to scale up and create a resilient, inclusive, and globally competitive Agri-economy.

The MKUY scheme, strengthened by EY's intervention and APICOL's active implementation, has achieved:

1. **Large-scale adoption of diversified Agri-enterprises:** The MKUY scheme has successfully encouraged entrepreneurs to invest in a wide range of agri-businesses across **horticulture, animal husbandry, fisheries, food processing, floriculture, mushroom cultivation, organic farming, and agro-tourism**. By broadening the scope beyond traditional farming, the scheme has reduced dependency on mono-cropping and promoted **income diversification for farmers and entrepreneurs**. This diversification has also minimized risks associated with seasonal fluctuations, market volatility, and climate uncertainty, making agriculture more resilient and commercially viable.
2. **Effective utilization of subsidy to stimulate rural entrepreneurship**
The **Capital Investment Subsidy (CIS)** has lowered financial entry barriers for first-generation entrepreneurs by covering up to **40–50% of project costs**. This upfront support, coupled with the **Mirror Account mechanism**, reduced loan repayment burdens and boosted access to credit. As a result, more individuals, especially **youth, women, SC/ST communities, and graduates**, have been motivated to set up enterprises. The multiplier effect has not only promoted rural entrepreneurship but also ensured that **local resources are processed locally**, generating higher value addition within the state.
3. **Improved governance and transparency in subsidy disbursement**
Earlier subsidy schemes often faced delays and inefficiencies. With EY's advisory interventions, MKUY adopted reforms like **GST compliance verification, banker involvement, digital monitoring through SUGAM portal, and mandatory display boards at enterprise sites**. These measures reduced fraudulent claims and ensured that genuine entrepreneurs benefitted. The **end-to-end digitization of applications, DPR submission, approvals, and DBT-based subsidy transfers** has brought in accountability, cut down bureaucratic delays, and improved trust among stakeholders.
4. **Significant contribution towards rural employment and sustainable agriculture:**
MKUY-supported enterprises have created **direct jobs (in enterprises, service centres, processing units)** and **indirect jobs (supply chain, logistics, input suppliers, and seasonal labour)**. For instance, agro-service centres reduced farmers' dependence on middlemen while mushroom farms and food processing units created year-round employment opportunities. In addition, MKUY has promoted **sustainable practices** like organic farming, water-efficient irrigation, and agro-eco-tourism, thereby aligning entrepreneurship with environmental sustainability.

SUGGESTIONS

1. Continue scaling up capacity-building programs for entrepreneurs

While MKUY provides financial support, many entrepreneurs face challenges in **business planning, technology adoption, marketing, and financial management**. Regular **capacity-building workshops, training on advanced agri-tech, exposure visits, and handholding support** can ensure higher survival and scalability of enterprises. Partnering with institutions like **OUAT, KVKs, and agri-tech startups** can strengthen the entrepreneurial ecosystem and reduce enterprise failure rates.

2. Expand market linkage support, especially for export-oriented enterprises

Many enterprises struggle to find stable markets despite production success. To address this, APICOL should focus on creating **market linkages through e-commerce platforms, tie-ups with retail chains, government procurement, and international trade fairs**. Strengthening value chains for **export-oriented crops and processed products** will enable Odisha's Agri-entrepreneurs to compete in **global markets**. Establishing **cold-chain logistics, branding, and certification support** will further enhance competitiveness and profitability.

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