

SIXTH MEETING OF THE GOVERNING COUNCIL
**NATIONAL INSTITUTION FOR
TRANSFORMING INDIA**



AGENDA NOTES *for*

SIXTH GOVERNING
COUNCIL MEETING
of
NITI AAYOG



NITI Aayog

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NITI Aayog

(Governing Council Secretariat)

Agenda Notes for the Sixth Meeting of Governing Council 20th February, 2021

1. Confirmation of Minutes of the Fifth Governing Council Meeting held on 15th June, 2019 (Minutes enclosed as Appendix).
2. Action Taken Report on decisions taken at the Fifth Governing Council Meeting held on 15th June, 2019.

The following decisions were taken in the Fifth Governing Council Meeting:

- i. NITI Aayog to identify the actionable points from all the discussions and suggestions, including those emanating from the written speeches and undertake follow-up actions.
- ii. All coastal States to identify the islands on their coast and designate a senior officer for island development who can also liaise with the Central Government.
- iii. States to consider establishing separate Ministries for Jal Shakti and for fisheries and animal husbandry to give an impetus to the blue economy. Issues like eradication of Foot and Mouth Disease need to be addressed on mission mode.
- iv. The target of eliminating TB by 2025 has to be achieved. States who have not implemented PM-JAY under *Ayushman Bharat* so far, to come onboard this scheme at the earliest. Health and wellness should be the focal point of every decision.
- v. Systematic measures to be put in place by the states for water conservation and water management. Utilizing recycled waste water from the ULBs for agriculture and industrial uses to be considered. NITI Aayog to also evaluate other innovative means of conserving water and adopting good practices for the same.
- vi. India needs to make water conservation a *Jan Andolan*. At least one Gram Sabha in every village should be dedicated to this issue
- vii. States to send their dedicated teams to other States who have done well in the area of water conservation and drinking water, so as to share, learn and emulate good practices on water conservation
- viii. An outcome-oriented meeting of the National Ganga River Basin Authority to be held in the near future, preferably on the banks of the river Ganga.
- ix. A High-Powered Committee on structural reforms in agriculture to be constituted to holistically examine the problems in agriculture and allied activities and make recommendations for introducing reforms aimed at doubling farmers' income.
- x. '*Ek Bharat Shreshtha Bharat*' to be taken further on the lines suggested during the meeting.
- xi. States to initiate the identification and development of 20% of their blocks as Aspirational Blocks, on the lines of Aspirational District Programme to bring their performance at State average level.

- xii. To achieve the goal of becoming a 5 trillion-dollar economy by 2024, States work on increasing their Gross State Domestic Product, and increase the size of their economy by 2 to 2.5 times by examining their export potentials, recognizing their core competence and developing a system of export promotion.

The Action taken/progress on the above decision is as follows:

- i. **NITI Aayog to identify the actionable points from all the discussions and suggestions, including those emanating from the written speeches and undertake follow-up actions.**

NITI Aayog identified the list of actionable points from all the discussions and suggestions, including the issues raised by Chief Ministers of States and undertook follow-up actions. The issues raised by the Chief Ministers were subsequently segregated Ministry-wise and circulated to the respective Ministries. NITI Aayog has since been following up with various Ministries/Departments. Wherever feasible, the Ministries/Departments have taken appropriate action on the suggestion of the States both in terms of policy and specific projects.

Keeping in view the suggestions, steps have been taken by NITI Aayog and Central Ministries/Departments across the entire spectrum of agriculture, animal husbandry, water conservation, disaster relief measures and special initiatives for aspirational districts. Ministries are in touch with the State Governments to sort out issues pertaining to specific projects. NITI Aayog continues to pursue with the Ministries/Departments for action on remaining issues.

- ii. **All coastal States to identify the islands on their coast and designate a senior officer for island development who can also liaise with the Central Government.**

NITI Aayog requested the State Governments/Union Territories to nominate the nodal officers along with the names of Islands for development. In response, out of 12 States/UTs, 8 States/UTs nominated the nodal officers who are supposed to liaise with the Central Government. Subsequently, State of Gujarat and Andaman & Nicobar Administration provided the names of the islands for development. Concept Development Plan and Detailed Master Plans have been prepared for 4 islands in Andaman & Nicobar and 5 Islands in Lakshadweep of which 4 projects in Andaman & Nicobar Islands and 3 in Lakshadweep were identified for development. These projects have been approved by Public Private Partnership Appraisal Committee (PPPAC) in the Ministry of Finance/Standing Finance Committee (SFC) in the Ministry of Home Affairs. Bids have been floated for these projects by the concerned UT Administrations. Further, 11 islands/sites in Andaman & Nicobar and 5 islands in Lakshadweep have been identified for holistic development. Technical Consultants have been engaged for preparation of Feasibility report for development of these Islands in Andaman & Nicobar and Lakshadweep. NITI Aayog is coordinating with the remaining States/UTs to nominate the nodal officers for development of their Islands.

- iii. **States to consider establishing separate Ministries for Jal Shakti and for fisheries and animal husbandry to give an impetus to the blue economy. Issues like eradication of Foot and Mouth Disease need to be addressed on mission mode.**

The Government of India has created a new Ministry of Fisheries, Animal Husbandry and Dairying with two separate Departments i.e. (i) the Department of Fisheries, and (ii) the Department of Animal Husbandry and Dairying vide Cabinet Secretariat's Gazette Notification No 1763 dated 17th June, 2019. Besides, in 25 States/UTs, Animal Husbandry

and Dairying Department are independently functioning for overseeing matters related to livestock production, preservation, protection from diseases, improvement of stocks and dairy development. Further, 23 States/UTs have independent Department of Fisheries for focussed and sustainable development of fisheries in their respective States/UTs.

In so far as Foot and Mouth Disease is concerned, the Government has approved an ambitious scheme viz. “National Animal Disease Control Programme (NADCP) for control of Foot and Mouth Disease (FMD) and Brucellosis” with the total outlay of Rs. 13,343 crore for five years (2019-24). It ensures 100% vaccination of cattle, buffalo, sheep, goat and pig population for FMD and 100% vaccination for bovine female calves of 4-8 months of age for Brucellosis. The scheme provides 100% financial assistance. The vaccination under FMD under NADCP started from 31st January 2020 onwards. The same got disrupted due to COVID and was resumed in certain States in May 2020. Cumulatively, 16.62 crore animals have been vaccinated against FMD and 16.86 crore animals have been ear tagged in the country.

- iv. **The target of eliminating TB by 2025 has to be achieved. States who have not implemented PM-JAY under *Ayushman Bharat* so far, to come onboard this scheme at the earliest. Health and wellness should be the focal point of every decision.**

Elimination of TB by 2025: The country has been able to reduce the incidence of TB by 11% from 217 / lakh population in 2015 to 193 / lakh population in 2019, as per the WHO's Global TB Report 2020.

Post the 5th Governing Council Meeting of NITI Aayog in 2019, the number of State/UTs committing to End TB by 2025, increased from 5 (Himachal Pradesh, Kerala, Sikkim, Tamilnadu and Lakshadweep) in 2019 to an additional 10 in 2020 (Gujarat, A & N Islands, Bihar, Chhattisgarh, Daman & Diu and Dadar & Nagar Haveli, Jammu & Kashmir, Jharkhand, Madhya Pradesh, Puducherry and Uttar Pradesh). The Ministry is working with the remaining State/UTs to also make their public commitments.

The Hon'ble Minister of Health & Family Welfare wrote to the Governors / Lt. Governors of all the States/UTs for implementation of TB Harega Desh Jeetega campaign. About 44 meetings (till Jan, 2021) to review TB programme were held in 25 States/UTs under the Chairpersonship of Governors/ Lt. Governors, Chief Ministers/Dy. CMs and Health Ministers.

Implementation of PMJAY under Ayushman Bharat by States: AB-PMJAY is presently being implemented in 32 States/UTs across the country. Telangana, Odisha and NCT of Delhi are not implementing the scheme and West Bengal has rolled back the scheme from January 2019. Hon'ble Union Minister of Health has written to the Chief Ministers of all these States and requested them to join the scheme. Recently, Govt. of NCT of Delhi has announced that they will be implementing the scheme. However, the MoU is yet to be signed.

Health & Wellness Centres (HWCs) to be the focal point: So far, approvals for more than 1,04,860 Ayushman Bharat-Health & Wellness Centres have been accorded to the States/UTs (except Delhi) and as reported by the States/UTs on the AB-HWC Portal, 57,747 Health & Wellness Centres have been operationalized till 01.02.2021 which includes 28,320 SHC-HWCs, 18,972 PHC- HWCs and 3,635 UPHC – HWCs.

- v. **Systematic measures to be put in place by the states for water conservation and water management. Utilizing recycled waste water from the ULBs for agriculture and industrial uses to be considered. NITI Aayog to also evaluate other innovative means of conserving water and adopting good practices for the same.**

NITI Aayog has developed Composite Water Management Index which provides useful information for the States and the concerned Central Ministries/Departments enabling them to formulate and implement suitable strategies for better management of water resources including conservation. Through ranking, it encourages States to adopt good practices on water management and conservation. It also elucidates the various ongoing best practices in the field of water conservation. Till date, NITI Aayog has released two annual reports of the Index and the work for third round is in progress.

A compendium of Best Practices in the water sector has been launched by NITI Aayog which encompasses all the best state of art innovations and best practices of the States in water sector. It is available on NITI Website. Further, second round of the compendium is in progress.

Water being a State subject, the policy changes pertaining to reuse of waste water are required from State and ULBs. A policy document in this regard prepared by the Government of Gujarat has been circulated to all the States by NITI Aayog.

National Policy on Safe Reuse of Treated Wastewater is under formation by National Mission for Clean Ganga and NITI Aayog.

vi. India needs to make water conservation a *Jan Andolan*. At least one Gram Sabha in every village should be dedicated to this issue

Department of Drinking Water and Sanitation, Ministry of Jal Shakti launched Jal Shakti Abhiyan (JSA)-I, in 1592 blocks out of 2836 blocks in 256 water stressed districts of the country in two phases last year (1 July to 30 September and from 1 October to 30 November 2019) as a time bound campaign intended to improve water availability in these blocks. Under Jal Shakti Abhiyan-I, officers, groundwater experts and scientists from the Government of India have worked with State and District officials in these water-stressed districts of the country to promote water conservation and water resource management by focusing on accelerated implementation of five target interventions, viz, water conservation & rainwater harvesting, renovation of traditional and other water bodies/tanks, reuse and recharge of bore wells, water shed development and intensive afforestation. With this campaign, huge awareness has been generated and various stakeholders, viz. government department, agencies, NGOs, officials, Panchayats, individuals, etc. have started taking steps for water conservation.

Water being a State subject, steps for augmentation, conservation and efficient management of water resources are primarily undertaken by the respective State Governments. Central Government augments the efforts of the State Governments by providing technical and financial assistance to them through various schemes and programs. Ministry of Jal Shakti has been implementing various schemes and programs like Atal Bhujal Yojana (Atal Jal), National Aquifer Mapping and Management (NAQUIM) Program, Pradhan Mantri Krishi Sinchai Yojana – Accelerated Irrigation Benefit Program (PMKSY-AIBP), Command Area Development & Water Management (CADWM) Program, Surface Minor Irrigation and Repair Renovation & Restoration of water bodies (a part of PMKSY- Har Khet Ko Pani) etc. and campaigns like “Catch the Rain” and “Sahi Fasal” with people’s/farmers’ active participation for water conservation and asset creation.

The “Catch the Rain” campaign launched by National Water Mission is an awareness generation program nudging the State governments and stakeholders to take up rain water harvesting structures appropriate to the soil-substrata and climatic conditions, with active participation of people. In collaboration with the “Nehru Yuva Kendra Sangathan” a massive awareness

drive has been launched on 21 December 2020 involving Youth Clubs in 623 districts. Apart from this National Water Mission has been holding seminars, workshops, monthly “Water Talks” and “Water Tech talks” and weekly webinars “Catch the Rain: Dialogues with DMs” with selected District Magistrates/District Collectors/Deputy Commissioners to spread awareness. Department of Rural Development is also taking up water conservation works in drought prone areas of the country in all States/UTs under Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) as per demand and following due process under the scheme.

vii. States to send their dedicated teams to other States who have done well in the area of water conservation and drinking water, so as to share, learn and emulate good practices on water conservation

Jal Shakti Abhiyan has been taken up in 256 District to take water conservation related work on mission mode and Central Ground Water Board (CGWB) officers were part of the team. 79 Public Interaction Programmes (PIP) have been conducted in Village/Block level, involving 7022 participants. The outputs of NAQUIM are disseminated, which included aquifer wise information and groundwater management pertaining to that area.

Tier III Programs have been conducted by RGI through Regional offices at 29 places, involving 3857 farmers & other local stakeholders, in which local groundwater issues and sustainable management practices are discussed.

Awareness program on water conservation were conducted in 63 Schools by CGWB.

viii. An outcome-oriented meeting of the National Ganga River Basin Authority to be held in the near future, preferably on the banks of the river Ganga.

The first meeting of National Council for Rejuvenation, Protection and Management of Ganga referred to as the National Ganga Council was held on 14th December 2019 under the chairmanship of Hon’ble Prime Minister at Kanpur, Uttar Pradesh. In order to augment the Ganga conservation efforts, Hon’ble PM suggested linking Ganga conservation with the development of local economy. The Hon’ble PM directed the Namami Gange Mission to take the lead in developing a sustainable and viable economic development framework for the Ganga Basin as ‘Arth Ganga’ with an aim to integrate people’s participation and economic development with Ganga rejuvenation. He also suggested that all the actions taken in this regard should contribute in harnessing 3% of Gross Domestic Product (GDP) from Arth Ganga Programme. Till now, two meetings of the Group for Developing the Sustainable Economic Development Model based on River Ganga – ‘Arth Ganga’ – have been held under the chairmanship of the Vice-Chairman, NITI Aayog.

A consortium of IIM –IIT is set up for working out a framework for implementation of Arth Ganga Model.

National Mission for Clean Ganga (NMCG) also held consultation meetings with sector experts and concerned line Ministries to decide the modalities for development of implementation framework for each sector specific interventions. NMCG has held the several rounds of meetings with experts and officers of Ministry of Tourism, Ministry of Environment, Forest and Climate Change Department of Fisheries and Ministry of Agriculture.

ix. A High-Powered Committee on structural reforms in agriculture to be constituted to holistically examine the problems in agriculture and allied activities and make recommendations for introducing reforms aimed at doubling farmers’ income.

In pursuance of the decision taken in the 5th Governing Council Meeting of NITI Aayog, the

Prime Minister announced setting up of a High Powered Committee (HPC) of the Chief Ministers for “Transformation of Indian Agriculture” under the convenorship of Sh. Devendra Fadnavis, Chief Minister, Maharashtra. The other Members of the Committee were : (i) Sh. Manohar Lal Khattar, Chief Minister, Haryana; (ii) Sh. Pema Khandu, Chief Minister, Arunachal Pradesh; (iii) Sh. Vijay Rupani, Chief Minister, Gujarat; (iv) Sh. Yogi Adityanath, Chief Minister, Uttar Pradesh; (v) Sh. Kamal Nath, Chief Minister, Madhya Pradesh; (vi) Capt. Amarinder Singh, Chief Minister, Punjab; (vii) Sh. Naveen Patnaik, Chief Minister, Odisha and (viii) Sh. Narendra Singh Tomar, Minister, Agriculture, Rural Development & Panchayati Raj, GoI. The Member Secretary of the HPC was Prof. Ramesh Chand, Member, NITI Aayog.

The HPC in its 1st Meeting held at NITI Aayog on 18th July, 2019 briefly discussed possible ways to incentivize States to implement various reforms in agriculture. The Committee emphasized the need to accelerate the growth of the food processing sector and discussed the modalities to draw more investment in agriculture. It also suggested the appropriate way out for adoption and time - bound implementation of agriculture sector reforms;

The 2nd Meeting of the HPC was held at Mumbai on 16th August, 2019 taking into account the inputs shared by participating States to develop the report in a more articulated and comprehensive manner .

As decided in the 2nd meeting of HPC, a meeting with the Principal Secretaries from the Member States was organized in NITI Aayog and was chaired by the Member Secretary of the committee. The meeting was also attended by CEO, NITI and Secretary, Department of Agriculture & Cooperation (DAC). The meeting prepared suggestions and recommendations based on the discussion held in the two meetings of the HPC and the input received from the Chief Ministers and Union Agriculture Minister.

Member Secretary of HPC has since submitted the final Report as approved by the Convener of the Committee.

x. ‘Ek Bharat Shreshtha Bharat’ to be taken further on the lines suggested during the meeting.

Ek Bharat Shreshtha Bharat programme aims to enhance interaction & promote mutual understanding between people of different States/UTs through the concept of State/UT pairing. There are total 16 pair of States wherein there are collaborations between larger states and smaller states, for instance, Rajasthan is paired with Assam, Delhi with Sikkim, Madhya Pradesh with Manipur and Nagaland, Uttar Pradesh with Arunachal Pradesh and Meghalaya, Bihar with Tripura and Mizoram etc. It has been decided by the Committee of Secretaries and later the Group of Ministers to continue with the same pairings till 30.06.2021 as forming new associations would be difficult during the COVID pandemic.

Various Central Ministries/ Departments viz. Education, Youth Affairs, Sports, Culture, Tourism, Information & Broadcasting, Railways, Home Affairs and Defence are the participating Ministries under EBSB. In addition, the Ministries of Environment, Forest and Climate Change; AYUSH; Women & Child Development; Agriculture; Textiles; Micro, Small and Medium Enterprises have been co-opted into the programme since January 2021 since these Ministries can also share their State specific domain knowledge with other States in the country.

Some highlights on the activities conducted by the Ministries among pair States since April 2020 are as under:

- 700+ events like online quiz on language, heritage, story competition, slogan competition, learning cuisine, tourism and culture of paired states.
- 35+ Documentaries on fifteen Indigenous games were organized by D/o Sports.
- 60+ online activities by Zonal Cultural Centres, M/o Culture; World Heritage Day celebrated by Schools in Tamil Nadu and J&K; More than 300 activities by Central Institutes of Hotel Managements (CIHMS), Indian Institute of Tourism & Travel Management (IITTM) under M/o Tourism; International Yoga Day celebrated by Sainik Schools, organized by M/o Defence;
- 60+ 'Dekho Apna Desh' webinars by M/o Tourism; by Bureau of Outreach & Communication, M/o I&B;
- Aaj ka vakya—One sentence in 22 different Indian languages shared through EBSB portal and publicized through social media every day; Also displayed on the websites of participating Ministries; More than 5.5 crore students from 1,27,217 schools took Unity Pledge on National Unity Day 31st October, 2020; Students from Sainik Schools also took oath on National Unity Day in paired State's language.

xi. States to initiate the identification and development of 20% of their blocks as Aspirational Blocks, on the lines of Aspirational District Programme to bring their performance at State average level.

NITI Aayog had taken up the issue of identification of backward blocks. All the State Governments have been requested for extending the template of the Aspirational Districts Programme for identification of backward blocks and to ensure rapid progress of these blocks on the basis of indicators selected by the State Governments. Best practices in this regard have also been shared with the States.

To support the Prime Minister's vision of developing block development programs at the State and district level, it was envisioned to develop technical infrastructure that would put minimal load on the States as well as districts, but provide them with the latest and easy-to-use technical tools to work with data over simple web browser-based sessions. Thus, NITI Aayog upgraded its Champions of Change Dashboard to move from a simple data dashboard to a holistic Digital Platform. Now that this strategy has borne positive results in terms of net improvement in indicators across all thematic focus areas in the Aspirational Districts, the team is moving forward in enabling the district administrations to undertake similar activities at their end to improve blocks and panchayats under their jurisdictions. In August 2020, NITI Aayog trained local officials of all the 112 Aspirational Districts for using the features of the upgraded Champions of Change platform and is constantly handholding them to utilise its data visualisation tool to analyse the performance of its blocks on identified indicators.

As per information made available by States, **Madhya Pradesh, UT of Jammu & Kashmir, Haryana, Tripura, Maharashtra, Gujarat and Nagaland** have already identified the backward blocks and are monitoring them on identified indicators based on the template shared with them by NITI Aayog. Further, 9 more States have also initiated action on this front and are in the process of identifying backward blocks by conducting baseline surveys. These States are—**Odisha, Uttar Pradesh, Telangana, Assam, Punjab, Uttarakhand, Arunachal Pradesh, Himachal Pradesh and Rajasthan**. The baseline surveys in many States were delayed due to COVID – 19 pandemic. At the District level, **Ranchi (Jharkhand)** and **Gaya (Bihar)** districts have followed the ADP template and have set up their own dashboards to monitor

the performance of all Gram Panchayats in their respective jurisdictions. Similarly, **Latehar (Jharkhand)** district has established its own dashboard to monitor the performance at the block level.

- xii. **‘To achieve the goal of becoming a 5 trillion-dollar economy by 2024, States work on increasing their Gross State Domestic Product, and increase the size of their economy by 2 to 2.5 times by examining their export potentials, recognizing their core competence and developing a system of export promotion.’**

To achieve the target of making India a USD 5 trillion economy, exports hold the key and States have a major role to play, for export performance of our country, especially for formulation of effective Export Policy, creation of Business Environment and export infrastructure and providing export finance. In this context, NITI Aayog has prepared a Report on ‘Export Preparedness Index (EPI) 2020’ in order to rank all States/UTs of India on the basis of their export potential and performance. The index aims to inculcate competition among States to bring favourable export promotion policies; ease regulatory framework; create necessary infrastructure for exports; and help in identifying strategic recommendations for improving export competitiveness.

The Report was released by Hon’ble Vice Chairman, NITI Aayog on 26.08.2020.

THE CONTEXT

The Governing Council Meetings of NITI Aayog, being held since 2015, underscores the fundamental approach of NITI Aayog-co-operative federalism and promoting good governance to build a strong and resilient nation state. The cooperative federalism promotes bringing Central and State Governments to work jointly as ‘Team India’ focusing on a national development agenda and advocacy of State perspectives with Central Ministries. For the 6th Governing Council meeting to be held on 20th February 2021, the Hon’ble Prime Minister has desired that the States and Centre work together to evolve and implement a blue print for cohesive action by Central as well as State Governments.

It was under the guidance of the Hon’ble Prime Minister that a meeting was conceptualised on 6th February, 2021 with the Chief Secretaries/Additional Chief Secretaries/Principal Secretaries/ Secretaries of CMs of States & UTs; Secretaries of Ministries and NITI Aayog as a prelude to the 6th Governing Council Meeting. The meeting aimed to feed into developing a comprehensive outcome oriented as well as consensus-oriented agenda of the 6th GCM. The meeting was centred on sharing of the ideas, insights and initiatives which have been successful in resolving varied challenges at the Centre and States level. This may then be deliberated in the Governing Council meeting so that an outcome-oriented action plan be deliberated.

The far reaching effect of the COVID-19 pandemic reinforced the need for Nations states to be agile, resilient and self-reliant, which the Hon’ble Prime Minister reiterated the need to move towards ‘Aatma Nirbhar Bharat’. In the drive towards building a steady, sustainable and inclusive India, the Governing Council meeting would focus on six agenda points- (1) Making India a Global Manufacturing Hub; (2) Reimagining Agriculture; (3) Improving Physical Infrastructure; (4) Accelerating Human Resource Development; (5) Improving Service Delivery at Grassroots Level; and (6) Health and Nutrition. For each of the Agenda items, key subthemes for deliberations have also been listed.

This document is structured based on the agenda of the Governing Council meeting and the outcome of the deliberations held with States/ UTs on 6th February 2021. Every chapter has an executive summary followed by a comprehensive detailed explanation of each segment. The executive summaries of all agenda items are also reproduced in the beginning of the document.

The meeting of the Governing Council is perhaps the most important forum for knowledge sharing amongst Centre and States and identifying key strategies for cohesive action with a whole of Government approach. It would pave the way for synergies which will sustain the test of time and take us towards a new era of collaboration and cooperation. This book is a compilation of the visions shared and the opportunities seen together by the Centre and the State Governments. It may be used for a further deep dive into the selected themes, aiding in the making the final Governing Council meeting a grand success.

EXECUTIVE SUMMARIES

The Executive Summaries of each of the Agenda Item nos 1 to 6 are given below for easy reference.

AGENDA 1: MAKING INDIA A GLOBAL MANUFACTURING HUB

Economic growth of India is driven by the active cooperation between Centre and States. This becomes more significant in the context of the COVID-19 pandemic which has caused multiple disruptions across the global supply chains and seriously impacted the domestic manufacturing sector. These challenges can be converted into opportunities with appropriate policy interventions and collaborative frameworks for development.

The nature and structure of production in the country needs impetus specifically in sectors which have high scalability, greater value addition and ability to generate large scale employment opportunities. AatmaNirbhar Bharat initiative along with a series of other measures like increased investment in infrastructure sector, tax reforms, better credit to businesses, Production Linked Incentive and others are aimed at transforming India into a *Global Manufacturing Hub*.

The agenda for the Sixth Governing Council of NITI Aayog has been developed with inputs from multiple States and aims to build a strong business environment together with robust infrastructure, increase ease of doing business and provide suitable policy interventions at both Central and State levels.

1. Reducing Compliance Burden at State Level

An analysis of the regulatory burden across States suggests that the businesses in India face a very high compliance burden. These need to be rationalized and brought at par with global standards. Reducing compliance burden of the businesses, specially at the State and also at local government level, is a critical requirement for further improving ease of doing business and attracting new investors. This will go a long way in providing boost to the manufacturing sector. NITI Aayog will offer all cooperation in drawing up a timebound implementation plan for achieving this important objective.

2. Ease of Doing Business in India

India has undertaken a wide range of reforms towards Ease of Doing Business (EoDB) leading to a rise from 142nd rank to 63rd rank in the latest World Bank EoDB rankings. India has improved its rank in 7 out of 10 indicators and has moved closer to international best practices. To ensure that businesses and entrepreneurs have a similar positive experience throughout the country, each States and Union Territories (UTs) may consider identifying and replicating the best practices from other States for achieving the goal of Minimum Government and Maximum Governance. Some other areas are—moving towards a conclusive property title regime, enabling early resolution of commercial disputes with paperless courts, providing faster and efficient processes for permits, licenses and utility connections. A comprehensive reform process will hold the key in ensuring an attractive business climate in the States.

3. Business Reforms at State Level

Business Reforms Action Plan (BRAP) aims to invigorate the spirit of competitive federalism with active participation from States. It comprises of 301 action points across 15 reform areas including District Level Reforms. The focus is to bring enabling reforms for attracting new investments and facilitating existing investors. Towards this end, States need to focus on expanding services under the Single Window System (SWS) for efficient delivery of business-related services. States can give further impetus to *Make in India* programme by developing a 'Plug and Play' model, in their respective jurisdictions, wherein the complete infrastructure bundled with all utilities and all requisite clearances and permissions is provided to businesses.

4. Minimizing Cost of Doing Business by improving Logistics and Transportation

Effective, efficient and modern logistics services are the foundation of an efficient and globally competitive economy. To bring India into the Top-25 countries for logistics, there is a need to work towards integration, optimisation, standardisation, modernisation, formalisation and democratisation of the logistics space. States may play a strong role in logistics development as the first mile aggregation and the last mile connectivity are within the domain of the States. Other critical areas where States have a major role to play are land acquisition and non-intrusive and transparently administered environment protection.

5. Promoting Exports through District Level Competition

Exports are the major drivers of employment intensive rapid economic growth. Hon'ble Prime Minister has given a call for converting each district into an export hub and an active stakeholder for export of local goods and services. District Export Promotion Committees (DEPCs) are suggested to be created in each district to prepare and implement District Specific Export Action Plans (DEAPs). This can be done in collaboration with all the relevant stakeholders including private entrepreneurs and government agencies.

6. Thrust on Creation of Jobs

The overall job landscape in the country is evolving rapidly with globalisation and the adoption of technology. The present challenge for India is twofold- need for a sharp focus on industrial expansion and to jumpstart the engine for employment generation. To address the challenges India needs to focus on manufacturing driven employment. The impetus for manufacturing is provided by unlocking the factors of production i.e., land, labour and capital. The States need to focus on developing a qualified and trained workforce; expand apprenticeship programs, and skill, upskill and re-skill the labour force to keep them employable. The States need to complement the initiatives by the Central Governments by providing necessary support to ensure maximum benefit.

AGENDA 2: RE-IMAGINING AGRICULTURE

India has moved from an era of food deficits and shortage to an era of surplus at aggregate level. This is the result of gradual acceleration in growth rate in food production and steady slowdown in growth rate of human population. Food production in next ten years is projected to grow at 3 to 4 times the growth rate in population (Fig below). The other factors which determine demand is per capita income. Total domestic demand for agri-food products is rising at lower rate than

the growth rate in supply and this trend is projected to continue in medium term. This requires shift in policy response from deficit management to surplus management.

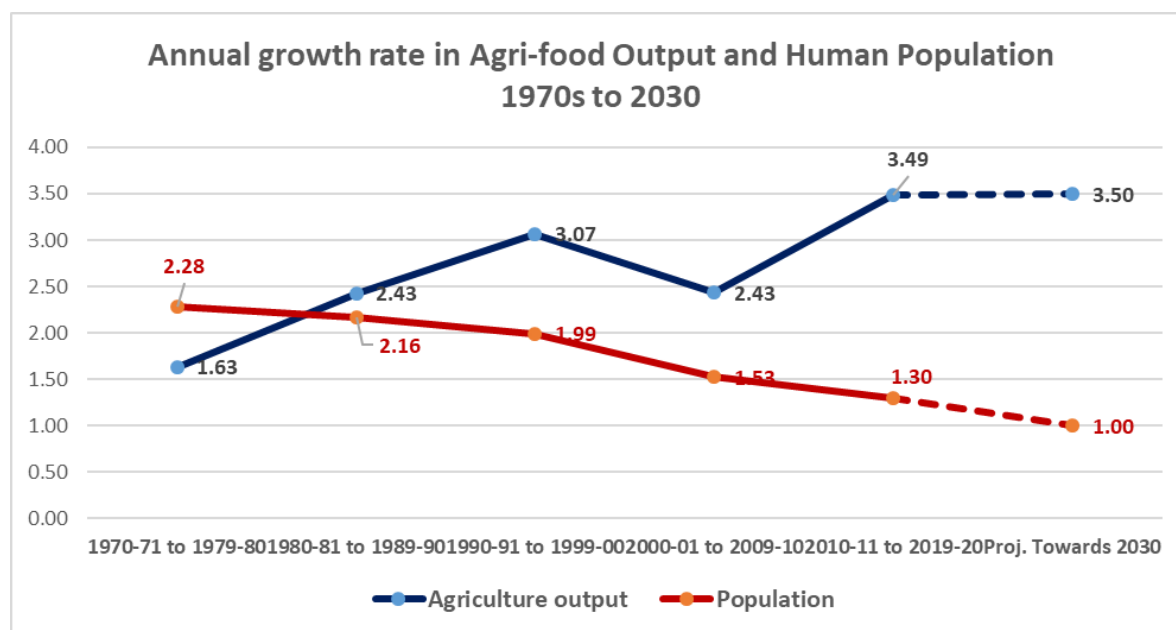


Exhibit: From Shortage to Surplus: Trend growth rate in agri-food production and population

In the coming years India will be required to export 20-25% of increase in food production in addition to what we are already exporting. Therefore, emphasis on export competitiveness is needed for disposal of surplus. Otherwise, the country will face downward pressure on prices or public stock pile-ups.

This change in food scenario from shortages to surplus at aggregate level has several other implications which requires expansion in agriculture development agenda beyond growth to include following:

- ▶ Sustainability
- ▶ Efficiency in production
- ▶ Competitiveness in supply chain
- ▶ Safe and quality food
- ▶ Agri income

Keeping these in mind, it is proposed to discuss and develop best way forward for agriculture by focusing on following prioritised areas:

- ▶ Aligning cropping system to agro climatic conditions at District level for optimum resource utilisation
- ▶ Promoting water conservation
- ▶ Promoting diversification towards Nutri-cereals, pulses, horticulture, fisheries and animal husbandry
- ▶ Food processing, agro based industry and exports
- ▶ Utilizing special agri based funds with competition among states

1. Agro-climatic regional planning

Agriculture production has very strong two-way relationship with environment and natural resource system. This relationship is crucial for performance of agriculture and its sustainability. In a situation of surplus production, the country can afford some trade-off between growth and sustainability to keep a balance between the two. The best way to achieve this is to reorient production system, cropping system, product choices and practices to natural resource endowment, rainfall, temperature, soil type in different typologies. The main goal of this approach should be to balance environment health and economic profitability.

ICAR has delineated entire country into 128 agro ecological zones. This is already used for district level contingency planning. The same can be extended to develop district(s) level crop planning consistent with agro climatic and natural resource endowments.

Suggestions are needed on how to operationalise the concept of agro ecology and agro climatic zonal planning at grassroots level. The starting point can be the development of district plan to optimise net return to farmer subject to the conditions like lower stress on water use and some other natural resource accounting.

2. Water conservation

Rising stress on water resources is very known. Incidence of over exploitation of water and conflicts around water are rising rapidly. Even high rainfall areas and humid regions are also showing fall in water table.

Experience from states in promoting water conservation and their suggestions will be helpful in devising appropriate strategies for water conservation. Districts and villages need to be encouraged through ranking and other incentives to give push to the efforts of water conservation.

3. Diversification towards nutri-cereals, pulses, horticulture, fisheries and animal husbandry

Diversification can serve multiple goals like matching demand and supply, better nutrition and health of population, promoting efficiency, sustainability and profitability, export and enhanced income of producers.

While preparing for diversification, it is important to keep in mind the feasible and desirable level. Rather than state plan it is better to have different diversification strategy for different districts to avoid glut and price crashes. Diversification strategy also needs to take cognisance of ongoing growth and its nature. For instance, India is having close to double digit growth in fish. The diversification strategy in such cases require sustaining this high growth and promoting processing and export. In contrast to this the main challenge in oilseeds is raising growth in output.

We need to discuss innovative and pragmatic ideas that can help in achieving the goal of diversification in different states and agro ecological zones. These should cover suggestions for promoting export, value addition, productivity and liberalised import of technology seed, varieties etc.

4. Food processing, agro based industry and exports.

Food processing and exports are very important for diversification, rural jobs, raising farmers' income and for future development of agriculture. With rise in income, demand shifts towards processed food. At present this is being met by import of concentrates etc. which are then used to make consumer products rather than using raw material available in the country for processed products. India has much lower share in global trade of processed food as compared to raw food commodities. This deprives the country from benefits of value addition and employment through processing.

Food processing, export and agro based industrialisation are among the top priorities of the Government. It covers many aspects and initiatives as under:

- ▶ MSME: Packaged products, ethnic and traditional food.
- ▶ New initiatives esp. under *Atma Nirbhar Bharat*
- ▶ Pradhan Mantri Kisan SAMPADA Yojana (PMKSY)

Each State should promote competition among districts for taking advantage of above initiatives and performance in food processing and exports.

5. Utilising Special Agri based funds with competition among States

Large amount of development funds are channelled to States/UTs under Central Sector and under Centrally Sponsored Schemes. Fund allocation for some schemes proposed in the Budget 2021-22 is shown below:

Scheme	Allocation Rs. crore (2021-22)
Green Revolution	13408
RKVY	3712
National Mission on Horticulture	2385
National Food Security Mission (NFSM)	2096
Sub -Mission on Mechanisation	1050
Prampragat Krishi Vikas Yojana	450
PM Krishi Sinchai Yojana	11588
Market Intervention Scheme and PSS	1501
FPOs	700
AIF	900
Live Stock Health and Disease Control	1470
KUSUM	776
PMMSY	1000
Rashtriya Pashudhan Vikas Yojana	1177
PM Kissan Sampada Yojana	700

In some cases these funds remain underutilized. In some cases they do not yield desired results. In some cases issue of direct funding to the concerned department from the Centre is also suggested. Modalities and design of some scheme (eg choice of agency for handholding of FPO) is also an issue. States should offer detailed suggestions on all these aspects and share their view on creating competition among States to use the funds earmarked under various schemes.

AGENDA 3: IMPROVING PHYSICAL INFRASTRUCTURE

Investment in Infrastructure is a critical driver of growth and improving the ease of living for the common person specially those at the bottom of the pyramid. Benefits of higher investment in Infrastructure manifest in form of increased employment opportunities, access to market and materials, improved quality of life and empowerment of vulnerable sections.

Given the demand, as well as long term economic potential of infrastructure, the Government of India has unveiled the National Infrastructure Pipeline (NIP) in December 2020. With investments to the tune of Rs. 111 lakh crores over FY 2020-25, this entails almost 80% of investments, as public funding from Centre & States, each having an equal share.

Creation of NIP is a first-of-its-kind, whole-of-government exercise undertaken with an objective to provide world-class infrastructure to citizens. The NIP lays a vision for infrastructure that is inextricably linked to sustainable development and ease of living.

Considering the significant quantum of work that has already been undertaken by the Central and State Governments, there are several best practices and models that can be followed for efficiently rolling-out the projects under NIP. And this sixth Governing Council Secretariat Meeting, presents an opportune moment to share and leverage upon those experiences.

States, with a 40% share (Rs 44 lakh crore) in planned investments under NIP, are an equal partner in realizing this vision of infrastructure for India. Being the proponent in a lot of these projects, State governments play an active part in planning, conceptualizing, funding and implementing these Projects. And in case of Centre or Private Investor led Projects, they have a critical role in facilitating for land, right of way and clearances.

Land, right of way and clearances are the most challenging aspects of an infrastructure project, requiring persistent Central and State Government intervention. From this perspective, an efficient and bankable mechanism for bidding out large projects, is through acquisition of land and clearance/approvals by a project specific Special Purpose Vehicle (SPV). These projects, having acquired all necessary clearances and completed land acquisition are then bid out under EPC/ PPP mode. Innovative mechanisms on land acquisition such as pooling, land bonds etc. can be explored and adopted for time and cost-efficient acquisition.

Various public/private led models adopted by Central and State Governments have been formulated into **Model Bidding Documents and Concession Agreements** by NITI Aayog which can be suitably adopted for rolling-out projects. States can adopt these for ensuring necessary speed as also alignment with international best practices and minimum implementation/ operational challenges.

Further, given the likely high rate of economic growth and limited public fiscal space, there is a need to explore and adopt innovative financing and private funding led models. In this regard, States may explore a pipeline of stable, revenue generating assets, cash flows from which can be suitably securitized under Public Private Partnership structures. These could generate upfront funds for greenfield/brownfield projects. States may also look at annuity and grant based structures for undertaking unviable/low viability projects through private participation.

In order to provide impetus to private participation in Infrastructure, Ministry of Finance has institutionalized a Scheme of Viability Gap Funding (VGF) for Infrastructure Projects funded jointly through Central and State Governments. Further, to provide boost to commercially unviable social infrastructure projects (Health, Education, Waste Water, Solid Waste Management, Water Supply, etc.) and attract private investment, a revamped version of the VGF Scheme has been issued. These Schemes may be leveraged to enhance private investment in Infrastructure.

The States may set up dedicated Project Development Cell/PPP Cells such as those set up in Andhra Pradesh, Odisha etc. to effectively develop and implement projects.

A lot of spadework has been done by the Central Government in bringing about reforms that will ease roll out of infrastructure projects and facilitate fresh investments. States may now take the lead in implanting these reforms, particularly in land and labour. Further, as part of the economic stimulus and reforms in the wake of Covid, a huge amount of capital has been pumped in infrastructure for giving a kickstart to the project cycle and crowding in private investments.

Sanctity of contracts is the fulcrum of long-term investment and Central and State Governments need to be cognizant of their commitments, focusing on continuity of such arrangements. Reforms relating to dispute resolution & arbitration framework need to be focused on. States need to facilitate dispute resolutions of infrastructure projects via Special Relief Act, Commercial Courts Act, Arbitration Act etc.

AGENDA 4: ACCELERATING HUMAN RESOURCE DEVELOPMENT

Economic growth and development are as much dependent on physical and financial capital as on human resource development. The role of formal education and skill training is critical in developing efficient, productive and outstanding professionals. The National Education Policy (NEP) 2020 has opened a window of opportunity which must be leveraged to transform India into a knowledge economy. The aim of the NEP 2020 will only be achieved with an active collaboration between Union & State Governments.

While we have achieved near universal access in primary education, issue of dropouts at secondary level and grade level mastery remains yet to be tackled. There are over 3 crores out of school children across the country who must be brought within the ambit of education. The Rapid Survey-2014 by Ministry of WCD shows that 27% of the children in the age group 3-6 years don't attend any pre-school education. Similarly, the dropout at secondary level is 17.8 % and the GER drops from 79.6% at secondary level to 58.56% at higher secondary level.

Moreover, the learning achievements of students demand immediate action. There are approximately only 30% children who are school ready in India. There are nearly 5 crores children who lack the foundational literacy and numeracy skills. The National Achievement Survey (NAS) 2017 shows how the accumulated learning loss leads to a steep decline in maths and language scores as students move from grade 3 to grade 8. This calls for an early intervention at the foundational level.

The States must focus on providing high quality Early Childhood Care & Education (ECCE) to all children through strengthening Anganwadis and starting Balvatikas in primary schools. An indicative timetable of play-based learning may be provided to all the Anganwadis. The Anganwadi workers should be trained in play-based pedagogy to improve school readiness among children.

Efforts should be taken to mainstream out-of-school-children. The States should take annual survey of out-of-school-children and special drives should be initiated for mainstreaming.

Additionally, a mission on foundational literacy and numeracy should be taken as high priority intervention to improve the learning outcomes.

- ➔ Annual Implementation Plans with year-on-year target may be prepared to achieve the universal foundational literacy and numeracy target by 2025.

In order to bring accountability in public and private schools, States should set up State School Standards Authority (SSSA) under the technical guidance of SCERTs.

The higher education sector in India is one largest in the world, next only to the US and China — catering to 3.7 crore students through a network of 993 universities and approximately 40,000 colleges. However, it faces three key challenges: a) access, b) employability and c) research out-put.

- ➔ The current GER in higher education in India is 26.3% against the global average of 37%. At the current rate, it would require an additional 35 million seats to achieve the goal of 50% GER by 2035 set by NEP. There is significant disparity in the access to higher education in the country. While the southern States like Tamil Nadu, Kerala, Karnataka have taken a lead in improving access to higher education, rest of the States will have to expand the reach of higher education.
- ➔ There is gender disparity in technical courses in the country – girls constitute only 28.4% of the total enrolments in technical institutes.
- ➔ The States should endeavour to identify special education zones in their States to improve access to higher education for socio-economically disadvantaged groups.
- ➔ Special scholarship schemes to promote technical education within girls may be initiated as well. In addition, use of online degrees and open and distance learning must be leveraged to provide high quality education to all.

The States should also set up accreditation body to maintain quality by bringing innovations such as institute development plans and apprenticeship embedded courses.

The number of researchers per lakh population and the number of Indian scientific publications is way below US and China. State Research and Innovation Foundation may also be established to boost innovation and bolster entrepreneurship.

The employability of our graduates is nearly 47% as per the India Skills Report, 2019 released by a joint initiative of All India Council of Technical Education (AICTE) and industry bodies. Life-skills and conversational English may be introduced as compulsory credit courses at the higher education level. In addition, hub and spoke model of vocational education may be set up in higher education institutions.

According to the Periodic Labour Force Survey (PLFS) 2018-19, only 2.4% of the workforce has received formal vocational / technical training, while another 8.9% has received training through informal sources. Compared to this 24% in China, 52% in US, 68% in UK, 75% in Germany, 80% in Japan and 96% in South Korea of the workforce are formally trained. Though training capacity has improved significantly over the years, there is still a high proportion of youth moving to informal sector as untrained workers. Formal and quality skilling based on industry demand is needed. States need to play a major role in improving access to skill development and its quality, orienting their efforts towards ensuring that trained youth and workers have better employment prospects.

States have an important role to play in improving Long Term Training that takes place in Industrial Training Institutes (ITIs).

There is a need to focus on improving (i) accessibility (ii) equity (iii) quality of training and (iv) employability through creating industry led employment linkages through placements, apprenticeships and entrepreneurship.

Short term training is an important tool for skilling of unskilled and for reskilling and up-skilling of already skilled workers. For short term training, Pradhan Mantri Kaushal Vikas Yojana (PMKVY 3.0), a new and improved version, based on learnings of PMKVY 1.0 in 2015 and PMKVY 2.0 in 2016, has been launched by the Government of India on January 15th, 2021. PMKVY 3.0 is focused on Decentralized Demand Driven Skill Ecosystem with greater participation of districts and States.

Apprenticeship training is a very effective way of enabling youth to have practical, on-the-job training, which meets the requirements of the industry, offering the apprenticeships. This ensures the employability of apprentice trainees. Implementation machinery of the Apprenticeship Act has not been very effective – most eligible establishments are not implementing the Act. Based on establishments listed in the Sixth Economic Census, India should have around 20 lakh apprentices every year (assuming the minimum 2.5% of strength of establishments employing 30 or more employees), against 2.5 lakhs apprentices being trained every year at present. The majority of establishments come under the purview of State Governments that need to undertake more proactive efforts to reach out to industry for strengthening apprenticeships. While States like Maharashtra, Gujarat, Haryana, Uttar Pradesh and Karnataka show relatively higher numbers of apprenticeship engagement, other States may consider steps to increase apprenticeship engagements. State Universities may utilize UGC permitted provisions for apprenticeship embedded degrees for enabling degree students to get formal skills that can make them employable.

Regular monitoring and supervision of skill programmes from the State level, regularly reviewing Common Norms, strengthening of State Skill Development Missions and District Skill Committees, enabling them to plan, execute and monitor, and bringing about synergies and convergence of skilling efforts will be integral to strengthening skill development in the country.

Accelerating demand for skilled manpower in developed countries as a result of domestic labour shortages and ageing population provides opportunities for India with its significant demographic dividend. As per the 'Global Skill Gap Study' (2019) a potential of 3.88 million jobs exists in different countries across the world, across multiple job roles over a period of five-years.

Continuation of a strategic and targeted policy approach will be the key for India to successfully become the Skill Capital for the global workforce requirements. States and districts have an important role to play in preparing the workforce and creating awareness regarding international employment opportunities. State Governments may therefore consider formulation of targeted country specific planning to respond to emerging global demand as per global skill gap studies and to prepare training eco system with inbuilt capacity.

AGENDA 5: IMPROVING SERVICE DELIVERY AT GRASSROOT LEVEL

India has registered major progress in improving delivery of key services that improves the ease of living for citizens especially the vulnerable segments. However, the task is unfinished and hence continued focus is needed to improve delivery of services. The extension of the on-

going Aspirational Districts Programme at the block level and other districts is a key option available with the States for faster progress. Secondly, it is an opportune time for leveraging digital infrastructure to dramatically improve services at the grass root level. Both these strategies are doable with proactive leadership and stewardship of States. In this endeavour, reliance on local institutions for garnering community participation is very important.

For this urgent task of raising the quality of service delivery, a three-pronged strategy may be followed:

1. Using the template of Aspirational District Programme (ADP)

The on-going ADP identifies key performance indicators and after ascertaining their base line captures the progress in real time basis. Its innovative nature – robust monitoring and ranking of the districts–has led to rapid developmental progress in almost all districts. States are already working on the extension of this template to blocks and other districts. For instance, Madhya Pradesh, UT of Jammu & Kashmir, Haryana, Tripura, Maharashtra, Gujarat and Nagaland have already identified additional backward blocks. Another 9 States have also initiated action on this front and many districts have taken the monitoring framework to Panchayat level. States may complete the task of using the template at block level and extending the same to other districts in next 100 days.

2. Lead role of Panchayati Raj Institution (PRIs) & Urban Local Bodies (ULBs)

Resilience of local institutions is visible in the on-going management of pandemic where they have emerged as a vehicle for dissemination of information and obtaining feedback, especially by using digital technology. They are best suited for designing and implementing outreach programmes and garnering community support. Recognizing PRIs and ULBs as primary local governance institutions rather than Implementing Agency is extremely significant. States may specifically empower and task committees of Gram Panchayats (GPs) which are fully operationalized & trained to monitor the working of Health, Water & Sanitation, Nutrition & Education activities at GP level.

3. Leveraging Digital Infrastructure to improve service delivery

There is a need for enabling access of citizens to digital instances of all Government offices/entities (for digitally enabling citizens for making grievances, seeking services and suggesting administrative measures); Universal Beneficiary Data System (for identifying beneficiaries on real-time); National Data System for monitoring projects (for the geographic appreciation of the location of projects and also keeping a track of the monitoring of projects) and Reinvigorating Grass Root Democracy (for auditing the functioning of Central/State schemes at a decentralized level). Major progress can be achieved if the States initiate steps for enabling digital instances of all Government offices/entities to citizens and thereafter undertake preparations for integrating it with the national framework; keep/establish a Data system capturing eligibility of beneficiaries, updated and robust, for integrating it later with the Central Data System whenever its ready; establish a Data System for capturing details of projects under implementation and integrate it with the Central system whenever its ready and conduct Monthly Gram Sabhas/Ward Sabhas for reviewing beneficiaries of various Central/State Schemes

Significant progress has been achieved in creation of digital and other infrastructure for efficient delivery of services. BharatNet' is connecting about 2.5 lakh GPs in the country by Broadband and this infrastructure is available to all categories of Service Providers. The scope of BharatNet is being expanded to connect more than 6 lakh inhabited villages with optical fibre across the country in 1000 days. Another initiative is the Prime Minister's Wi-Fi Access Network Interface (PM-WANI) that envisages revolutionizing broadband connectivity through widespread access, improved quality and user experience.

It is imperative that digital infrastructure is expeditiously built and substantially utilised. Ensuring time bound completion of the project, first line maintenance and facilitating FTTH / Public Wi-Fi / PM WANI at every GP level may be envisioned as a priority task. There is also a need to create a fast track mechanism for resolving issues pertaining to Right of Way (RoW). This includes granting of permissions to telecommunication towers and currently, permissions for about 50,000 are pending in different States. Given the social return of expanded digital infrastructure, it is vital to prevent fibre cuts during road building or maintenance and the costs of such cuts may be embedded in the contracts given to road contractors. States may also conceptualise and create an online portal for permissions/payments for expeditious follow through on projects.

Given a relatively low level of utilisation, a major push is needed to increase the utilisation of this beneficial digital asset and States are requested to come up with a time bound utilisation plan.

The 3.7 lakh Common Services Centres (CSC) currently operating bring with it a massive potential service which can be on-boarded. CSCs have the potential to provide a host of services which can obviate the need for citizens to travel to urban centres just for availing certain services. Similarly, platforms like Umang – which comprises G2C, G2B and B2C services and facilities like DigiLockers which can store and help in accessing documents have substantive potential to improve ease of living.

Another important platform is Government eMarketing Portal– showing rapid progress–INR 83,742 crore in cumulative transaction value with over 56.23 lakh transactions, over 49,912 buyers, 10.50 lakh sellers and 5.06 lakh MSEs registered on the portal. With no registration fee, the platform is ideal in promoting equity. In order to realise the full potential of this platform, States may identify Target Products and Seller Groups, launch awareness programs about the benefits of GeM and leverage local infrastructure such as District Industry Centres and Common Service Centres to support MSMEs for full utilization of GeM.

AGENDA 6: HEALTH AND NUTRITION

The States may consider the following strategies to leapfrog on Health and Nutrition.

1. **Making all the health institutions** (District Hospital, Community Health Centers, Primary Health Centers, Sub Health Centers) **compliant with Indian Public Health Standards (IPHS) in a phased manner to ensure effective health services.**

The percentage of facilities functioning as per IPHS norms is only 4%. Among the large states, Tamil Nadu has the highest at 44% IPHS compliant facilities; most large states have zero percent.

2. **Addressing the Vacancies in the Health Sector in a Mission mode.**

The poor availability of human resources is a major factor that affects the functioning of the health services. The State of Tamil Nadu has adopted good practices in systematically addressing HR-related issues. Tamil Nadu's experience could be studied and replicated.

3. **Focus on Beneficiary identification and awareness for PMJAY uptake.**

Currently, 32 States / UTs are implementing the scheme. Nearly 13.3 crore beneficiaries or 31% of those eligible have been registered. The states may focus and make efforts for improving beneficiary identification, registration, and utilization of services under PMJAY.

4. **Expediting operationalization of Ayushman Bharat Health and Wellness Centre.**

The Health and Wellness Centers may provide preventive, promotive, curative, rehabilitative & palliative care progressively for 12 packages. As of 3rd February 2021, there are 58,196 HWCs in India, a little over 30% of the target. **To reach the assigned target all states need to address HR needs and make efforts for ensuring delivery of all the 12 packages of services, including availability of free medicines and diagnostics.**

5. **Strengthening Disease surveillance system.**

Need for Strengthening Integrated Health Surveillance System has been emphasized in National Health Policy 2017 and National Disaster Management Plan 2019. The COVID pandemic has highlighted the need to position public health surveillance as a tool for the public good. The states may consider focusing on timely information and strengthening surveillance in urban and municipal areas.

6. **Augmenting / Setting up Hospitals and Medical Colleges using VGF.**

The uptake of the VGF for social sectors is negligible. 99 districts across 15 states have a doctor-population ratio that is below the WHO norms. These have the potential for PPP brownfield and green field investments in setting up medical colleges by utilizing the capacities in the existing District Hospitals. Out of 724 districts, 357 do not have either a government or a private medical college. 22 districts with functional District Hospital of more than 330 beds can be upgraded into Medical colleges.

States may encourage private partners and Consortia to utilize the provisions of Centre's VGF scheme.

7. **Improving Nutritional Status:**

The Integrated Child Development Services is the largest childcare program in the world. However, its coverage against the projected population of 2020, stands at around 40% for 22 large states. Similar finding was observed in NFHS -4 (2016), where 53% of children and 46% of women received ICDS benefits.

The existing programs of *POSHAN Abhiyaan*, *Integrated Child Development Services: Anaemia Mukd Bharat*, and other related schemes needs to be intensified. **Issues related to human resources including capacity building of Anganwadi workers, delivery and quality of Take Home Rations, and monitoring of Anganwadis and beneficiaries through Poshan Tracker require State governments' attention.**

Apart from this, efforts are required on:

- a. **Anaemia Mukd Bharat:** The program was launched with the target to reduce Anaemia by 3% per year by 2022. Efforts are needed for **ensuring supply of Iron folic acid, demand generation through screening and referrals, and strong monitoring**, including a performance-based ranking Districts.
- b. **Promotion of Nutri cereals (Millets):** Promotion of household consumption of Millets and millet-based recipes and their inclusion in ICDS and Mid-Day Meal may be taken up.

- c. **Jan Andolan for Poshan:** States may consider working with CSOs and **Self Help Groups** for generating awareness , promoting household behavior change and improving access to and use of key health and nutrition services. This can be most effectively done by empowering the PRIs.
- d. **Eat right Campaign** for health, wellness, and immunity needs emphasis.
- e. **Renewed and Integrated Efforts for Nutrition** at the State and the District levels with District Magistrates as the nodal point and head of District Nutrition Committee, and District Health Officer to track Severe/ moderate acute malnourished children and at the village level through Poshan Panchayat needs to be taken up.
- f. **A targeted approach for nutrition** focusing on vulnerable and special groups is necessary.
- g. **Promoting an integrative approach to medicine:** 15,422 AYUSH units have been co-located in existing PHCs, CHCs, and DHs to date. Yoga is internalized as a wellness component of the health and wellness center.
 - i. State/UT governments may ensure the involvement of AYUSH institutions, interventions, infrastructure, and manpower for meeting the challenges of **malnutrition and anaemia through effective AYUSH interventions** throughout the 13.9 lakhs AWCs.
 - ii. A large number of AYUSH practitioners are untapped providers for new-born and child health care and can be suitably engaged
 - iii. States such as **Karnataka, Kerala, Tamil Nadu, and Gujarat** have been leading the way in strengthening health service delivery through an integrated approach.



AGENDA 1: **MAKING INDIA A GLOBAL MANUFACTURING HUB**

EXECUTIVE SUMMARY

Economic growth of India is driven by the active cooperation between Centre and States. This becomes more significant in the context of the COVID-19 pandemic which has caused multiple disruptions across the global supply chains and seriously impacted the domestic manufacturing sector. These challenges can be converted into opportunities with appropriate policy interventions and collaborative frameworks for development.

The nature and structure of production in the country needs impetus specifically in sectors which have high scalability, greater value addition and ability to generate large scale employment opportunities. Aatma Nirbhar Bharat initiative along with a series of other measures like increased investment in infrastructure sector, tax reforms, better credit to businesses, Production Linked Incentive and others are aimed at transforming India into a ***Global Manufacturing Hub***.

The agenda for the Sixth Governing Council of NITI Aayog has been developed with inputs from multiple States and aims to build a strong business environment together with robust infrastructure, increase ease of doing business and provide suitable policy interventions at both Central and State levels.

1. *Reducing Compliance Burden at State Level*

An analysis of the regulatory burden across States suggests that the businesses in India face a very high compliance burden. These need to be rationalized and brought at par with global standards. Reducing compliance burden of the businesses, specially at the State and also at local government level, is a critical requirement for further improving ease of doing business and attracting new investors. This will go a long way in providing boost to the manufacturing sector. NITI Aayog will offer all cooperation in drawing up a timebound implementation plan for achieving this important objective.

2. *Ease of Doing Business in India*

India has undertaken a wide range of reforms towards Ease of Doing Business (EoDB) leading to a rise from 142nd rank to 63rd rank in the latest World Bank EoDB rankings. India has improved its rank in 7 out of 10 indicators and has moved closer to international best practices. To ensure that businesses and entrepreneurs have a similar positive experience throughout the country, each States and Union Territories (UTs) may consider identifying and replicating the best practices from other States for achieving the goal of Minimum Government and Maximum Governance. Some other areas are—moving towards a conclusive property title regime, enabling early resolution of commercial disputes with paperless courts, providing faster and efficient processes for permits, licenses and utility connections. A comprehensive reform process will hold the key in ensuring an attractive business climate in the States.

3. *Business Reforms at State Level*

Business Reforms Action Plan (BRAP) aims to invigorate the spirit of competitive federalism with active participation from States. It comprises of 301 action points across 15 reform areas including District Level Reforms. The focus is to bring enabling reforms for attracting new investments and facilitating existing investors. Towards this end, States need to focus on expanding services under the Single Window System (SWS) for efficient delivery of business-related services. States can give further impetus to *Make in India* programme by developing a ‘Plug and Play’ model, in

their respective jurisdictions, wherein the complete infrastructure bundled with all utilities and all requisite clearances and permissions is provided to businesses.

4. *Minimizing Cost of Doing Business by improving Logistics and Transportation*

Effective, efficient and modern logistics services are the foundation of an efficient and globally competitive economy. To bring India into the Top-25 countries for logistics, there is a need to work towards integration, optimisation, standardisation, modernisation, formalisation and democratisation of the logistics space. States may play a strong role in logistics development as the first mile aggregation and the last mile connectivity are within the domain of the States. Other critical areas where States have a major role to play are land acquisition and non-intrusive and transparently administered environment protection .

5. *Promoting Exports through District Level Competition*

Exports are the major drivers of employment intensive rapid economic growth. Hon'ble Prime Minister has given a call for converting each district into an export hub and an active stakeholder for export of local goods and services. District Export Promotion Committees (DEPCs) are suggested to be created in each district to prepare and implement District Specific Export Action Plans (DEAPs). This can be done in collaboration with all the relevant stakeholders including private entrepreneurs and government agencies.

6. *Thrust on Creation of Jobs*

The overall job landscape in the country is evolving rapidly with globalisation and the adoption of technology. The present challenge for India is twofold– need for a sharp focus on industrial expansion and to jumpstart the engine for employment generation. To address the challenges India needs to focus on manufacturing driven employment. The impetus for manufacturing is provided by unlocking the factors of production i.e., land, labour and capital. The States need to focus on developing a qualified and trained workforce; expand apprenticeship programs, and skill, upskill and re-skill the labour force to keep them employable. The States need to complement the initiatives by the Central Governments by providing necessary support to ensure maximum benefit.

1. Introduction

- 1.1 The COVID-19 pandemic has caused tremendous business disruption across the world. Several countries including USA, UK, Japan, Australia and South Korea have faced disruptions in their supply chains and are actively evaluating alternatives to reduce their trade dependence on a small set of manufacturing hubs. India, Australia, and Japan have recently started discussions to launch a trilateral supply chain resilience initiative with the main objective of reducing manufacturing and production dependence on China and to attract increased foreign direct investment into the Indo-Pacific region with the aim of turning the region into an economic powerhouse.
- 1.2 Hon'ble Prime Minister of India in his Independence Day speech on 15.08.2019 mentioned that many businesses of the world are viewing India as a supply hub for the world with the mantra of 'Make for World' alongside 'Make in India', thus indicating that India wants to position itself before the world as a viable and attractive alternative to China.

- 1.3 Government of India had launched Make in India initiative in 2014 to encourage manufacturing in India. Under this initiative, India continues to foster innovation, enhance skill development, protect intellectual property and build Best-in-Class manufacturing infrastructure. The automotive, electronics system design and manufacturing, pharmaceuticals and food processing sectors are amongst the top 6 performing sectors. The Government of India is continuing with its efforts to boost manufacturing sector by introducing schemes and policies aimed at making the policy environment more conducive to manufacturing, including the National Policy on Electronics 2019, the Automotive Mission Plan 2026, Mega Foods Parks Scheme, Schemes for promotion of Medical Device Parks and Bulk Drugs Parks.
- 1.4 The Aatma Nirbhar Bharat initiative, launched in 2020, envisions a self-reliant India based on the five pillars of strong economy, robust infrastructure, technology driven systems, vibrant demography and an increasing demand for goods and services from both domestic and international markets. With a focused approach towards self-reliance via the Aatma Nirbhar Bharat mission, India is poised to play a vital role in evolving global economic landscape. To attain self-reliance, it requires enhanced manufacturing scale, a globally competitive domestic industry, strong focus on quality and smooth processes for compliance. Positive interventions to boost exports would help India achieve its goal of self-reliance.
- 1.5 The Production Linked Incentive (PLI) Scheme is one of the most significant initiatives by the Government of India to boost manufacturing in the country. Under this Scheme 13 sectors with a total budgetary outlay of Rs 195981 crore have been identified for production linked incentives. Both domestic and global businesses will be invited to build large manufacturing units in the country with the aim of building Global Champions within the next few years. The Government of India will incentivize the incremental production of these companies for the initial five years to ensure that the companies can continue to produce after establishing their respective manufacturing units in India.
- 1.6 To achieve the vision of becoming a Global Manufacturing Hub, India needs to develop a strong and evolved business ecosystem while providing impeccable infrastructure to the incoming businesses and investors in the form of world-class ports, airports and highways with affordable land and better logistics support.
- 1.7 Achieving the goal of a strong and evolved business ecosystem in a short timeframe requires a unified approach with a sharp focus on ensuring Ease of Doing Business (EoDB) in the country. EoDB is an all-encompassing process, which includes uncomplicating the legal and administrative processes for every aspect of establishing, operating, scaling, and winding down of businesses. Further, this needs to be taken up as a continuous process wherein the regulatory environment is revisited and rationalized periodically to ensure that the business ecosystem stays relevant and continues to attract investment, generate employment and leads India to an upward growth trajectory.
- 1.8 The following key points for building a robust business environment have been identified,
 - ▶ Reducing Compliance Burden at State Level and ensuring Ease of Doing Business
 - ▶ Minimizing Cost of Doing Business by improving logistics and transportation
 - ▶ Promoting Exports through District Level Competition
 - ▶ Thrust on creation of Jobs

2. Inputs Received in the Initial Round of Discussion with the States

2.1 NITI Aayog organized a full day discussion on 06.02.2021 with the States and Union Territories (UTs) represented by their respective Chief Secretaries. Opening session was dedicated to the current agenda i.e. Making India a Global Manufacturing Hub. During this session, comments received from States, which have more general applicability are as follows:

2.2 Comments and views given by the States are as under:

2.2.1 Uttar Pradesh

- a. Acquisition of land by the States takes a long time ranging between 1.5 to 2 years. It was suggested that the timeline for acquisition may be reduced so as to avoid loss of business and infrastructure opportunities due to delayed approvals.
- b. State Export Promotion Councils (EPCs) may be empowered on the lines of Central EPCs.
- c. Central Government may support the State in identifying and developing projects under TIES.
- d. Labour codes to be notified by April 2021 may be done sooner to reduce compliance burden.

2.2.2 Tamil Nadu

- a. Consent to Operate and Consent to Establish has a time period of four months for clearance. It may be reduced to one month.
- b. Petroleum and Explosives Safety Organization (PESO) clearance may be put in a national clearance portal for timely online clearance.

2.2.3 Rajasthan

Central Government support may be given towards the effective implementation of the One Stop Shop Act of the State Government.

2.2.4 Punjab

- a. Though rankings are a good initiative, the framework for the rankings may be vetted to ensure that these represent the actual progress till date. It was also suggested that the latest data points be used in the development of the rankings.
- b. It was also suggested that the Central Government help in developing a framework of rationalization of incentives being given by the different States.

2.2.5 Andhra Pradesh

- a. States performing well on reducing compliance burden may be encouraged.
- b. Development of coastal infrastructure and promotion of maritime activity may be considered.

2.2.6 Uttarakhand

- a. Facilitating faceless and paperless resolution of disputes through e-courts.
- b. Uttarakhand has a lot of agricultural production during the off-season and infrastructure in the form of cold chain storage etc. may be considered.

2.2.7 Meghalaya

- a. Simplified forest clearance regulations be developed for States with high forest cover like Meghalaya.
- b. Taking note of the superior infrastructure on the other side of the Bangladesh border, it was mentioned that the trade infrastructure in North Eastern States be developed for more economic activity in the region.

2.2.8 Odisha

- a. As a part of the process of compliance simplification, clearances with respect to railways, national highways may be put on a national portal.
- b. Suitable weightage may be given for innovative approaches taken by States in the rankings done by Central agencies.
- c. A common logistics approach may be developed for certain regions like the mining and steel belt of which Odisha is a part.
- d. It was mentioned that export markets be explored for certain exports of Odisha like rice.

2.2.9 Gujarat

- a. Solar policy of Gujarat was felt to be progressive and may be adopted by other States.

2.2.10 Karnataka

- a. The time period of Consent to Operate and Consent to Establish may be brought down to 30 days from four months.
- b. On Ease of Doing Business ranking it was mentioned that user feedback may be shared with the States.

3. Reducing Compliance Burden at State Level

3.1 Background

- 3.1.1 Implementation of key reforms towards improving EoDB are critical for making India an attractive proposition for both domestic and foreign businesses to setup their manufacturing units. Minimizing the regulatory compliance burden is one of the most crucial steps for enhancing the EoDB and can be a decisive step in the direction of making India one of the most preferred investment destinations in the world.
- 3.1.2 Digitizing and unifying the multiple interfaces between Government and Businesses (G2B) and Government and Citizens (G2C) is one of key priorities of Government of India and it is expected to bring in more transparency and speed in the processes. States/UTs are encouraged to prepare Action Plans to reduce/eliminate license renewals, Inspections based on risks or by third-party along with digitization, simplification and rationalization of returns/filings, maintenance of registers/records and display requirements under various Acts/Rules/ compliances. Moreover, use of new-age technologies (Blockchain, Artificial Intelligence, Analytics, etc.) will also enable ease of compliance.
- 3.1.3 A systematic exercise for minimizing Regulatory Compliance Burden is being undertaken by NITI Aayog across Central Ministries / Departments and States / UTs. This exercise, launched in July 2020, aims to eliminate or reduce those compliances that have an adverse impact in terms of time and cost for businesses and citizens. Department for Promotion

of Industry and Internal Trade (DPIIT) under Ministry of Commerce and Industry has been designated as the nodal department for coordinating this exercise. This initiative is scheduled to be completed by 15.08.2021 which coincides with the 75th year of India's independence.

3.2 Focus Areas

3.2.1 The objective of this initiative is to bring simplification, rationalization, digitization, and decriminalization in the current regulatory regime for businesses as well as for citizens.

3.2.2 The initiative is divided into two phases.

- ▶ Phase-I (till 31.03.2021)–Reducing regulatory burden across Licenses/ Certificates, Renewals, Inspections, Registers & Records, Returns and Filings and Display
- ▶ Phase-II (till 15.08.2021)–Decriminalization, Identification and repeal of archaic laws and intensive use of New-age digital technologies (Blockchain, AI, Analytics, etc.)

3.3 Key Initiatives

3.3.1 Implementable solutions have been recommended to the States based on analysis of the difficulties faced in achieving scale and excellence in manufacturing

3.3.2 State-wise regulatory burden was analyzed by NITI Aayog for 5 pilot States–UP, Tamil Nadu, Karnataka, Gujarat, and Maharashtra. A mix of industry consultations, unmediated interactions with industry representatives and associations, written feedbacks from the industry and secondary research was used for this analysis. While sharing information with the States, the state specific regulatory burden has been highlighted.

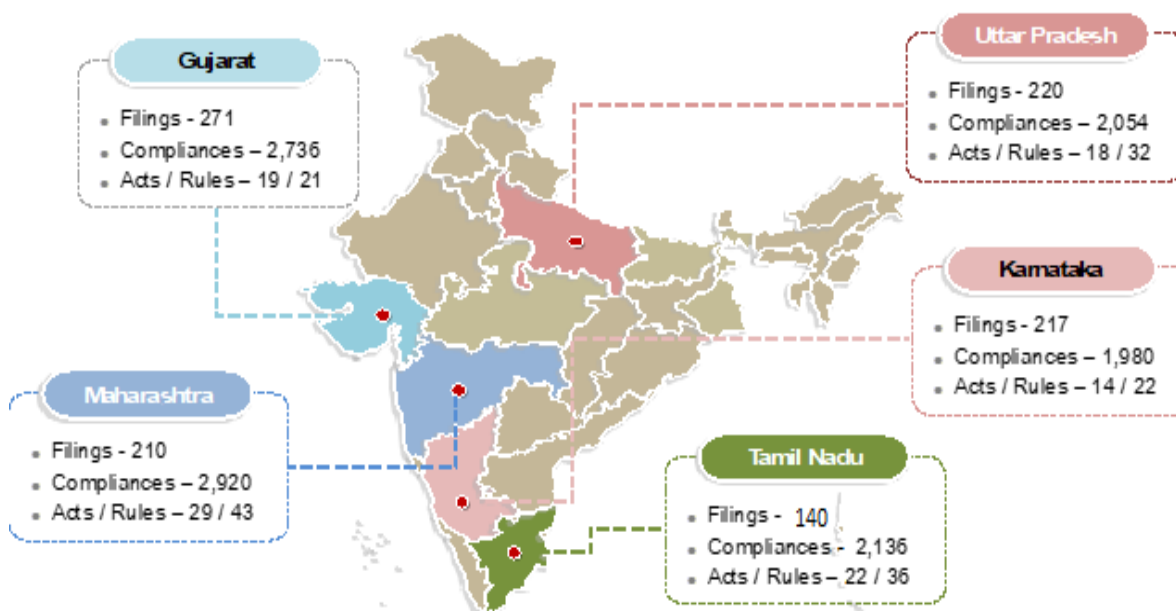


Figure 1: Compliance Burden Analysis-Deep Dive into 5 States

3.4 Impact

3.4.1 A detailed exercise is underway by the Ministry of Corporate Affairs (MCA), with assistance from NITI Aayog, for reducing compliance burden pertaining to Corporate Affairs. The work plan for this has been submitted and further work has commenced. A similar exercise will be subsequently taken up with other relevant Central Ministries and States.

3.5 Action Points

- 3.5.1 The States/UTs have been advised to set-up a dedicated taskforce to take up the exercise of identifying regulatory compliance burden in their respective Champion Sectors to promote investment, employment, and exports. The exercise is expected to be completed by 15.08.2021.
- 3.5.2 The Ministries/ Departments are required to take-up detailed assessment of all their Acts, Rules and Regulations. Relevance and rationale for each interface with citizens and businesses needs to be assessed and regulatory requirements, which are no longer relevant, need to be eliminated. They are advised to examine in detail and simplify each process while refraining from a mere digitization of the same.
- 3.5.3 Each Ministry/ State/ UT to engage with stakeholders to understand their views and incorporate their suggestions in streamlining the G2B and G2C interfaces. Ministries/ States/ UTs to upload action taken on the Regulatory Compliance Portal (RCP) to enable Cabinet Secretary, State Chief Secretaries and Secretaries to Ministries/Departments to review status of work undertaken.
- 3.5.4 Ministries/ Departments across all States/ UTs have been advised to take up the task of rationalizing compliances as a continuous exercise with a focus on the following:
- ▶ Decriminalization of all laws for minor civil offences
 - ▶ Removing all redundant laws and provisions
 - ▶ Eliminating regulatory burdens across all rules/ notifications/ circulars/ Office Memorandums which add cost and time without tangible improvement in governance
- 3.5.5 Ministries/ States/UTs should identify and propose big ticket reforms for businesses and citizens which will usher in Ease of Doing Business for industry and Ease of Living for citizens.
- 3.5.6 A detailed training programme is being undertaken by DPIIT with all States and Central Ministries regarding preparation and uploading of action plan on the Regulatory compliance Portal.

4. Ease of Doing Business in India

4.1 Background

- 4.1.1 India is committed to achieve its goal of **Minimum Government and Maximum Governance**. India's commitment is clearly demonstrated in the rapid rise of the country from 142nd rank to 63rd rank in the World Bank's Ease of Doing Business (EoDB) report.



Figure 2: India's Growth in EoDB Ranking

- 4.1.2 India has undertaken a wide range of reforms towards achieving its goal –eliminating onerous business rules & regulations, automating regulatory procedures, scaling via digitization and technology usage, and minimizing bottlenecks for reform implementation.
- 4.1.3 The EoDB indicators are measured in the cities of Delhi and Mumbai–the two largest business cities of the country. Table 1 shows the parameter-wise break-up of the EoDB ranking over the past 5 years.

Table 1: Parameter-wise Breakup of EoDB Ranking from 2014 to 2019

Indicator	2014	2018	2019	Improvement
Resolving Insolvency	137	108	52	+56
Construction Permits	184	52	27	+25
Trading Across Borders	126	80	68	+12
Registering Property	121	166	154	+12
Paying Taxes	156	121	115	+6
Getting Electricity	137	24	22	+2
Starting a Business	158	137	136	+1
Enforcing Contracts	186	163	163	0
Getting Credit	36	22	25	-3
Protecting Minority Investors	7	7	13	-6

4.2 Key Initiatives

- 4.2.1 3-step online incorporation of new companies (earlier 14 steps) via SPICe+ & AGILE-PRO.
- 4.2.2 Online application for construction permits and NOCs for construction work including fire and water. Single joint site inspection for approvals from various agencies has now been mandated.

- 4.2.3 Enactment of the Commercial Courts Act, 2015 and setting up of Commercial Courts for faster and easier commercial dispute resolution in the country.
- 4.2.4 Enactment of the Insolvency and Bankruptcy Code, 2016 for time bound disposal of cases by National Company Law Tribunal.
- 4.2.5 Digitization and online access for land records in Mumbai and Delhi—including Record of Rights (RoR), Property Cards, Property Tax Records, Charges/lien, etc. A redressal mechanism for grievances in the registration of property.
- 4.2.6 Reduced timeline of 53 days for getting an electricity connection in Mumbai and Delhi (previous 105 days in 2014)

4.3 Action Points

States may consider selecting at least two cities having major business activities for undertaking reforms in the following key areas:

4.3.1 Improving quality of Land Administration

- ▶▶ Enactment of Land Titling Bill to move towards conclusive property title regime
- ▶▶ Integrated portal for digitization and online access of at least 30 years land records

4.3.2 Bringing suitable policies to facilitate early acquisition to unlock land for businesses and infrastructure projects.

4.3.3 Early resolution of commercial disputes by setting up digital and paperless Commercial Courts with facilities for e-filing of cases and e-summons.

4.3.4 Faster and efficient processes for obtaining construction permits via Online Building Permission System (OBPS)—within 45 days. The States may also develop a framework for risk-based classification and enable even faster permits for low-risk constructions.

4.3.5 Facilitating online registration under Shops & Establishments Act and integration of registration process with SPICe Form.

4.3.6 Reduce time for new commercial electricity connections to 15 days

- ▶▶ 3 step process – application, site visit and installation of meter, and electricity flow
- ▶▶ 3 documents – Proof of Identity, land ownership and company identity

4.3.7 Reduce time required for granting clearance for Right to Establish and Right to Operate from existing four months to one month.

5. Business Reforms at State Level

5.1 Background

- 5.1.1 Business Reforms Action Plan (BRAP) released by Government of India (GoI) for steering business reforms and creating an investor-friendly ecosystem across the country. BRAP aims to invigorate the spirit of competitive federalism with active participation from States by ranking of States at a sub-national level. It is a unique exercise undertaken by only a few countries in the world.

Table 2: State-wise Rankings for Ease of Doing Business (2019)

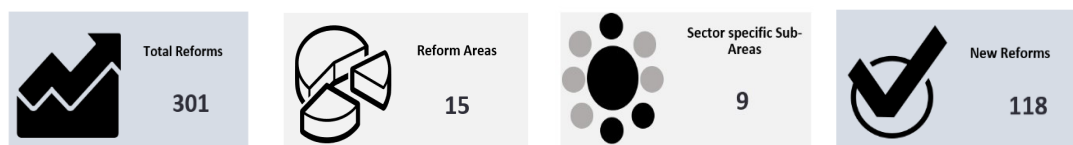
State / UT	Rank	State / UT	Rank	State / UT	Rank
Andhra Pradesh	1	Maharashtra	13	Mizoram	25
Uttar Pradesh	2	Tamil Nadu	14	Bihar	26
Telangana	3	Lakshadweep	15	Puducherry	27
Madhya Pradesh	4	Haryana	16	Kerala	28
Jharkhand	5	Karnataka	17	Arunachal	29
Chhattisgarh	6	Daman and Diu	18	Chandigarh	29
Himachal	7	Punjab	19	Manipur	29
Rajasthan	8	Assam	20	Meghalaya	29
West Bengal	9	Jammu & Kashmir	21	Nagaland	29
Gujarat	10	Andaman & Nicobar	22	Odisha	29
Uttarakhand	11	Dadra & Nagar Haveli	23	Sikkim	29
Delhi	12	Goa	24	Tripura	29

5.1.2 The performance of States on BRAP is assessed by DPIIT through a rigorous process and the ranking is based on 100% user feedback. The details of reforms implemented by States are publicly available at eodb.dipp.gov.in

5.1.3 Government of India has brought renewed focus on the reforms agenda by linking Additional Borrowings (0.25% of GSDP) to reforms under Ease of Doing Business – (i) Implementation of District-level BRAP, (ii) Eliminating the renewal of certificates and (iii) Computerized central random inspection system.

5.2 Focus Areas

For 2020, State Reforms Action Plan comprises of 301 action points across 15 reform areas. A new dimension to the reform agenda has been added in the form of District Level Reforms (45 Reforms).



5.2.1 **Investment enabling reforms** with specific focus on facilitating current investors and attracting new investors. Developing an “Information wizard” component to facilitate information on all approval requirements for Businesses, and “Investors Facilitation Center” for handholding investors.

5.2.2 **72 Sectoral Reforms** across 9 sectors (Trade license, Healthcare, Legal metrology, Cinema halls, Hospitality, Fire, Telecom, Cinema and Tourism) included in the Action Plan.

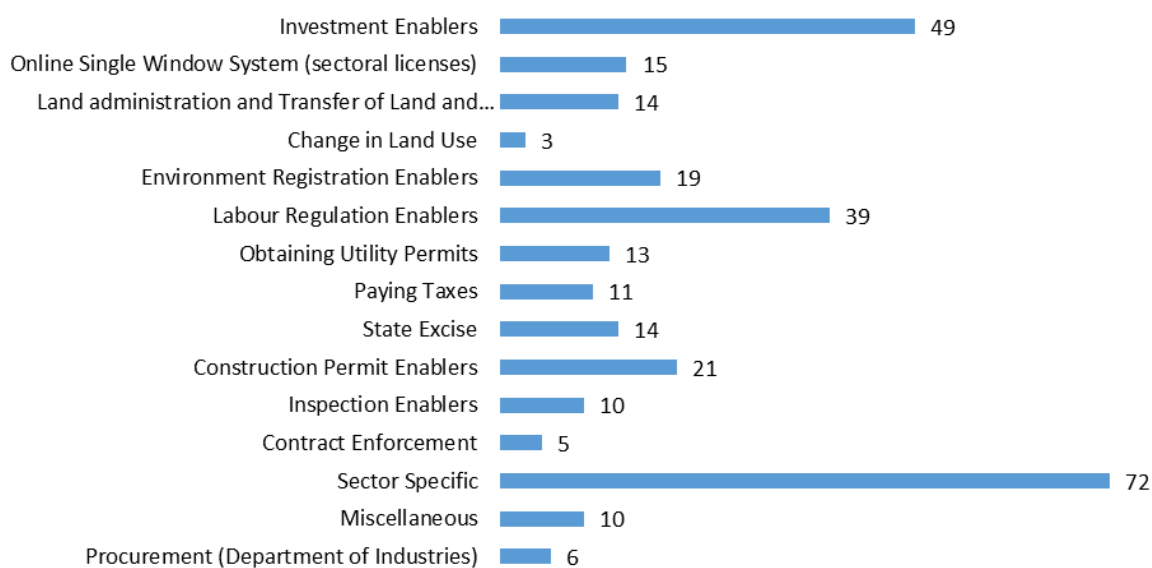


Figure 3: Area-wise State Reforms Action Plan 2020

5.2.3 **41 services** are mandated to be integrated into online **Single Window System (SWS)** for obtaining all pre-establishment and pre-operational clearances/ permissions/ licenses. The following chart gives an overview of the area-wise reform details under the State Reforms Action Plan of 2020.

5.3 Action Points

- 5.3.1 Business reforms are linked to investment attractiveness and employment generation; however, the success of any business also depends on how convenient and quick it is for them to setup and operate in the chosen location. The States therefore need to focus on state-of-the-art facilities for efficient delivery of business-related services.
- 5.3.2 Expanding service offerings under the **Single Window System (SWS)** to include all business-related approvals (Licenses/ Clearances/ NOCs/ Registration/ Renewals). All renewals to be provided through online, in a non-discretionary and automatic manner.
- 5.3.3 States may like to strive to include all business inspections – Labour, Factories, Environmental and other Acts – comprehensively under Central Inspection System (CIS) framework.
- 5.3.4 It is envisaged that all land banks earmarked for industrial use are covered under GIS system, providing details up to plot-level and it is essential to ensure that the allotment of land is objectively done through SWS.

6. Minimizing Cost of Doing Business by improving logistics and transportation

6.1 Definition

- 6.1.1 'Logistics Services' or 'Logistics' means the transport or carriage of goods by intermodal, multimodal or single mode of transportation and includes storage, loading or unloading of goods or related value-added or allied services. The logistics system comprises infrastructure of nodes and connections, more recognizable as ports, stations, warehouses and other business premises, connected by roads, railways, shipping, inland waterways and air routes. This system is currently operated under a complex and fragmented regulatory framework

by a large workforce with a wide range of skills and abilities.

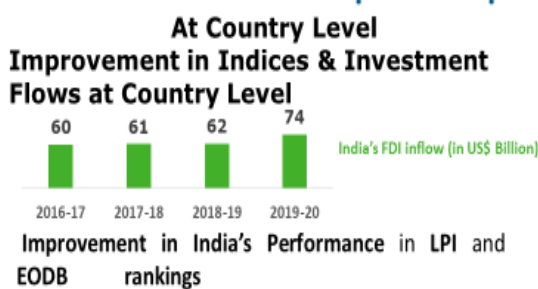
6.2 Background

6.2.1 In recent years, India has made rapid progress in improving logistics by building logistics infrastructure under various schemes, viz. industrial and dedicated freight corridors, Bharatmala and Sagarmala projects, Jal Marg Vikas, UDAN and the Pradhan Mantri Gram Sadak Yojana. Several regulatory and structural reforms have also been undertaken resulting in improvements in logistics. Some of these are as under:

- ▶ Introduction of GST has reduced waiting time for Inter-State border crossing
- ▶ Revision in axle-load norms for heavy vehicles leading to better carrying capacity
- ▶ RFID tagging of all EXIM containers for track and trace and introduction of paperless EXIM trade process through E-Sanchit
- ▶ Installation of scanners in major ports, implementation of Port Community System 1X at all important ports
- ▶ Mandatory electronic toll collection system (FASTag) for reducing time loss at toll plaza.

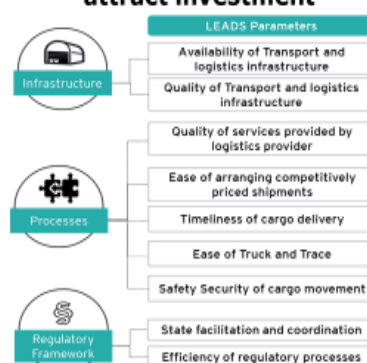
6.2.2 India's progress is reflected in the country's performance in the global logistics indices – India's position in the World Bank's Logistics Performance Index (LPI) has improved from 54th in year 2014 to 44th in 2018. Similarly, India rose up sharply from 146 in 2018 to 68 in 2020 in 'Trading across Borders' parameter under the 'Ease of Doing Business' index. Despite this, the logistics cost in India at 13 percent of the Gross Domestic Product (GDP) is high.

Investment decisions depend on performance in key indices



At State Level

States could work on improving LEADS (Logistics Ease Across Different States) index to attract investment



LEADS 2021 is different

In addition to the perception-based survey there will be special recognition for action taken by States to improve their Logistics ecosystem

The Logistics Division will provide hand holding support to the States and UTs through the LEADS 2021 study

LEADS 2021 is fully aligned to "Co-operative Federalism"



- 6.2.3 Logistics costs influence investment decisions by the private sector and impacts the competitiveness of businesses. An efficient logistics sector would help India to become a global manufacturing hub by seizing the new opportunities available under the reconfigured global supply chains in the post-pandemic world.
- 6.2.4 The logistics sector operates in a highly complex and fragmented regulatory environment with disjointed IT systems. Despite large rail network and large scope of freight movement by coastal shipping and inland waterways, there is overdependence on road transport. Fleet utilization is poor and inventory carrying costs high due to the lack of predictability, visibility and empty return trips. There are weaknesses in EXIM logistics and gaps in the skilling ecosystem. With a view to ensuring integrated development of the logistics sector, the Central Government has established Logistics Division under the Ministry of Commerce and Industry in July 2017.
- 6.2.5 A National Logistics Policy is being finalized to address the weaknesses in the logistics sector. This Policy would provide for an institutional basis of co-operation and co-ordination among different Central Ministries, State Governments and the private sector.
- 6.2.6 Writing to States on 27.11.2020, the Commerce and Industries Minister, Government of India had urged them to give special focus on integrated development of logistic sector with an illustrative list of action points. He had also requested States to set up the State Logistics Cells and State Logistics Coordination Committee on priority.
- 6.2.7 The first National Conference on Logistics for the States was organized on 19.01.2021 in which the salient features of the National Logistics Policy were shared. There was also a focused discussion on reducing enforcement burden in trucking, city logistics, warehousing. Issues of shortage of truck drivers and new approach for the ranking of States for Logistics were also addressed.

6.3 Focus Areas and Key Initiatives

The States will continue to play a key role in addressing the weaknesses in logistics sector and development of an integrated logistics sector. They may keep particular focus on five areas—Physical infrastructure, Systems and processes, Logistics workforce, Policy and coordination and Benchmarking.

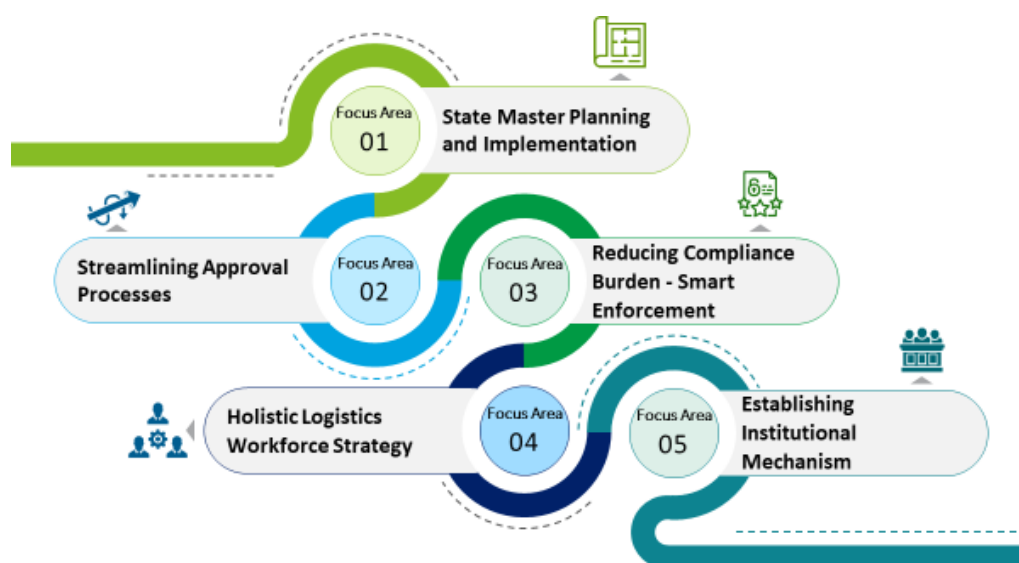


Figure 4: Focus Areas for States

6.3.1 Physical Infrastructure

Central government is developing a National Master Plan (NMP) with a geo-spatial perspective for coordinated and synchronized development of physical infrastructure. It lays a special focus on development of physical infrastructure in the North-Eastern and mineral-rich states along with the development of coastal shipping and inland waterways. The FY2021-22 budget estimates for Centre's capital expenditure is pegged at Rs. 5.54 lakh crore, i.e., a rise of 34.5% over the last budget estimates, thus signaling that the Central Government is committed to increasing investment in infrastructure. There is also a separate allocation for projects and programmes showing good progress on capital expenditure and requiring further funds.

On similar lines, the States may commit to more investment in infrastructure and focus on the following points -

- ▶▶ Developing 'State Master Plans' reflecting their priorities in alignment with the NMP. The State Plans may give importance to projects with major social and economic impact, overall demand-side perspective and ensuring future demand readiness for the States.
- ▶▶ States may provide adequate support to mega infrastructure projects by facilitating land acquisition, environmental and other local clearances, providing an enabling ecosystem for contract delivery.
- ▶▶ States have an important role in developing logistics infrastructure via first-mile aggregation centers for farm produce and products from MSME sector with multimodal connectivity. States also need to provide support for 'One District One Product' particularly in context of exports.
- ▶▶ States (especially in landlocked States) may like to facilitate the development of Inland Container Depots (ICDs). States need to provide funding for ICDs via well-designed PPP projects by leveraging Viability Gap Funding (VGF) support.
- ▶▶ States may consider focusing on improving terminals for goods handling including linkages to railway goods-sheds, ports, air-freight stations, waterway terminals, MMLPs, better connecting roads, earmarking of warehouse space near intermodal terminals, mechanization of handling, etc. Special focus is needed on EXIM infrastructure–port connectivity.
- ▶▶ Improve City level Logistics: An integrated and efficient ecosystem enables lower logistics costs in the city, wider market access to entrepreneurs, better employment opportunities and faster development. It can include identification of peri-urban locations for transferring incoming goods to smaller, energy efficient vehicles and use of MRTS systems to distribute lighter commodities.
- ▶▶ Develop cold chain grid–Reducing wastage, expanding outreach for dairy, agri-products, animal products, etc. and safe storage and movement of health products, vaccines etc. (community cooling systems)
- ▶▶ Region based approach to address the logistics requirement of multiple States. For example, on mining and steel belts across states of Orissa, Jharkhand and Chhattisgarh.

6.3.2 Systems and Processes

- ▶ States need to streamline the approval processes and provide a single window interaction for warehouse approvals, permits, licenses, change in land use, etc. The aim should be to create a conducive environment for conversion of land use, FSI / FAR relaxation for warehousing, relaxation in height of warehouses etc.
- ▶ States may consider setting up systems to obtain freight data to support evidence-based decision making. The data may be obtained from private entrepreneurs, railways, ports, customs and GSTN.
- ▶ States should move towards a smart enforcement for trucking in the States—achieve minimal stoppages of trucks by tax, transport, and police departments. To help transporters achieve maximum operational efficiency by using digital information in various systems like the e-way bill of GSTN, e-challan systems by States, VAHAN, SARATHI and Fastag.
- ▶ As a part of the process of compliance simplification, clearances with respect to railways, national highways may also made online via the national online portal.

6.3.3 Logistics Workforce

- ▶ States may consider meeting current and future skill needs of logistics sector – Utilize training programs under Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Deen Dayal Upadhyay Grameen Kaushalya Yojana (DDU-GKY) and devise State level skilling missions.
- ▶ Professional development – A scheme for Certified Logistics Professionals (CLP) may be developed to build competence of the managerial and supervisory workforce. Courses offering professional education and certification in logistics and supply chain may be developed and integrated with technical and higher education in the state.
- ▶ There is an acute shortage of truck drivers (estimated at 28-30%) resulting in heavy idling of trucks and loss to economy. This is due to difficult work conditions. With skill upgradation, commercial literacy, highway amenities, state specific schemes and access to healthcare benefits will make the profession of drivers more attractive.

6.3.4 Policy and Coordination

To ensure coordinated development of the logistics sector, all States may have their own State logistics policy. For this they may analyze demand and freight flow patterns to develop required infrastructure and a mechanism for optimal sharing of available logistics capacity.

Putting in place the right institutional mechanism with adequate powers is a crucial step towards ensuring a smooth logistics experience for existing or new businesses. A Logistics Coordination Committee at the State (headed by Chief Secretary) as well as city level (headed by Divisional Commissioner) can be considered with representation from field officers from Central Government agencies (Railways, MoRTH, etc.) and local stakeholders. State and city level institutional mechanism may consider having adequate decision support capacity and a Logistics Cell can be set up to coordinate and hand-hold businesses for getting all requisite approvals and clearances.

6.3.5 Benchmarking

The annual survey of ‘Logistics Ease Across Different States (LEADS)’ in 2018 and 2019, by the Logistics Division, had assessed the status and performance of logistics by States and made state specific recommendations. The Reports are available on the Website of the Ministry of Commerce and Industry at <https://commerce.gov.in/about-us/divisions/logistic-division/logistics>.

Ease of Doing Business (EoDB) and Logistics Performance Index (LPI) are key metrics relied on by businesses in choosing a country for making capital investments. Various initiatives undertaken by Government of India to improve India’s ranking in these have brought excellent results in terms of inflow of foreign investments.

The Logistics Ease Across Different States (LEADS) index, is a robust and reliable indicator of the logistics ecosystem of the States. The LEADS 2021 index aims to bring in a new dimension of State participation and innovation. In addition to the perception-based survey there will be special recognition for action taken by States to improve their Logistics ecosystem. Tangible and impactful initiatives undertaken by States in the areas of Logistics Master Planning, right compliance, work force strategy, city level logistics and right institutional mechanism will lead to a higher score in the LEADS 2021 index.

The LEADS 2021 would also ensure that there is coordinated approach of transport ministries and active participation of the State Governments in collecting data for ranking. States can make the best use of hand holding planned to be provided to support States in developing their logistics ecosystem. That would bring out “Co-operative Federalism” in its true spirit.

7. Promoting Exports through District Level Competition

7.1 Background

- 7.1.1 Exports constitute one of the four pillars of India’s development – the other three being human resources, investments, and governance – hence the growth of exports must be an integral part of the nation’s development strategy.
- 7.1.2 India’s export sector holds immense potential and has the capability of becoming a key alternative supplier to major world economies. For achieving this, we need to bring together the Central and State governments while creating an enabling policy and institutional framework for promoting and incentivizing exports.
- 7.1.3 Hon’ble Prime Minister of India, in his Independence Day speech in 2019, gave a call for converting each district into an export hub – and directed the focus towards districts as active stakeholders in the promotion of exports of local goods and services.
- 7.1.4 Export Promotion is a Union Government subject, but it also requires strong support from the States for driving the export growth. Best results can be achieved via decentralized efforts in boosting district level production and centralized efforts to attract investments in districts. This will also help in the creation of further employment opportunities at the local level.

7.2 Consultations

- 7.2.1 The Department of Commerce held a workshop on 09.12.2019 with the States/UTs to synergize their efforts with the Central Government. Detailed instructions specifying the various initiatives and procedures to identify products, services at the district level were shared with each State/ UT. Regional Authorities of DGFT have been engaging with the

States/UTs in a phased manner to take forward these activities to promote exports from Districts.

- 7.2.2 The Minister for Commerce and Industry (CIM) had written to all Members of Parliament (MPs) on 27.07.2020 for export promotion activities in their respective constituencies. Suggestions were also sought from the MPs in respect of their districts along with the assessment of the performance of grassroots initiatives. The CIM further held consultations with Ministers of all States on 27.08.2020 on the subject One District One Product initiative.

7.3 Approach

- 7.3.1 At the initial stage, product/services having export potential such as GI products, agricultural clusters, toy clusters etc. were identified by DGFT in consultation with the State/UT governments in each district.
- 7.3.2 Institutional mechanisms such as State Export Promotion Committees (SEPC) and District Export Promotion Committees (DEPCs) at the State and District level have been created to provide support for export promotion and to address the challenges in export growth.
- 7.3.3 The Export Preparedness Index (EPI) 2020 by NITI Aayog ranks all States and Union Territories on critical parameters relevant to the export performance of the country. The EPI is built on 4 pillars – Policy, Business Ecosystem, Export Ecosystem, and Export Performance.

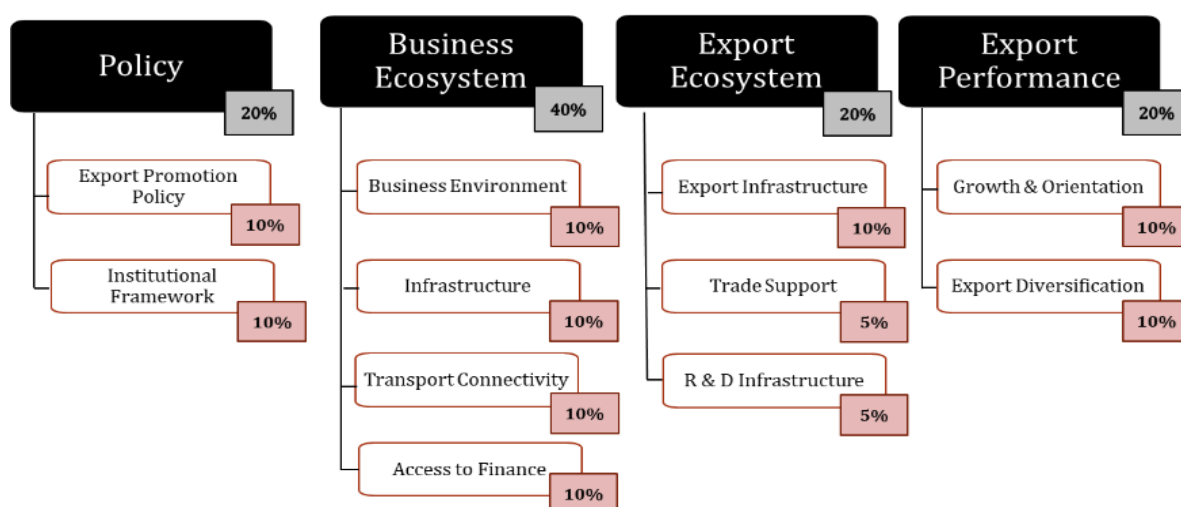


Figure 5: Components of Export Preparedness Index by NITI Aayog

- 7.3.4 The EPI can be an important tool in Promoting Exports through District Level Competition as it lists out the areas where each State has certain advantages and areas where States can strengthen their focus. EPI Index ranks States in the categories of land locked, coastal, Himalayan and Union territories/City States. It is shown in Table 4 below.

Table 4: EPI Index Ranks

Land Locked			Coastal		
Rank	State	EPI	Rank	State	EPI
1	Rajasthan	62.59	1	Gujarat	75.19
2	Telangana	57.43	2	Maharashtra	75.14
3	Haryana	56.03	3	Tamil Nadu	64.93

4	Chhattisgarh	55.95	4	Odisha	58.23
5	Uttar Pradesh	53.63	5	Karnataka	55.17
6	Madhya Pradesh	49.47	6	Kerala	54.11
7	Jharkhand	48	7	Andhra	35.58
8	Punjab	39.63	8	West Bengal	34.05
9	Assam	22.81			
10	Bihar	21.55			
11	Jammu & Kashmir	12.27			

Himalayan			Union Territories / City States		
Rank	State	EPI	Rank	State	EPI
1	Uttarakhand	48.11	1	Delhi	45.8
2	Tripura	40.79	2	Goa	40.94
3	Himachal	38.85	3	Chandigarh	26.07
4	Meghalaya	34.66	4	Puducherry	21.86
5	Mizoram	29.53	5	Dadra & Nagar Haveli	20.77
6	Nagaland	29	6	Andaman & Nicobar	17.65
7	Arunachal	28.28	7	Daman and Diu	12.76
8	Sikkim	26.75	8	Lakshadweep	12.4
9	Manipur	19.4			

7.4 Objectives

- 7.4.1 Focus on district led export growth for self-sufficiency and self-reliance. Targets export growth in double digits from 500 districts in the next 3 to 5 years, with significant growth in the exports of identified products/services from each district.
- 7.4.2 Attract investments to boost manufacturing, exports and employment.
- 7.4.3 Enable MSMEs, farmers and cottage industries to get benefit of export opportunities in the overseas markets by providing timely provision and relevant information using technology.
- 7.4.4 Enable districts to be competitive in exports and achieve wider reach by providing support on innovation, technology, ecommerce and digital marketing.
- 7.4.5 Reduce transaction cost for the exporter at all stages of the export cycle.

7.5 Key Initiatives

7.5.1 Institutional and Policy Interventions

- ▶ Preparation of State Export Strategy / Policy by all State/UT Governments
- ▶ Identifying products (including GI products), services, agri-clusters in each district
- ▶ Constitution of District Export Promotion Committees (DEPC)
- ▶ Preparation and Monitoring implementation of District Export Action Plans (DEAPs)
- ▶ Export Development Centres (E-Commerce in Districts)

- ▶ District Export Hub Portal developed by DGFT
- ▶ DGFT Nodal Officers assigned to each District.

7.5.2 Strategic measures

- ▶ Infrastructure and logistics support
- ▶ Skill Development, Training and Testing facilities
- ▶ Research and Development, Technology Upgradation
- ▶ Export promotion outreach activities including eCommerce marketing and branding

7.5.3 Establishing Institutional Mechanism

- ▶ District Export Promotion Committees (DEPCs) are suggested to be created in each district to work on preparing and implementing District Specific Export Action Plans (DEAPs) and collaborating with all the relevant stakeholders from the Center, States, and the Districts.
- ▶ It is suggested to include key officers related to prominent sectors in the district, leading banks, Export Promotion Councils, Quality and Technical Bodies and relevant Ministries/ Departments.

7.5.4 District Export Promotion Committee (DEPC)

- ▶ Preparing a time-bound, detailed District Export Action Plan (DEAP) for the district to develop as an export hub. Comprehensive analysis of the strengths and weaknesses of each district to identifying interventions to enhance current export and identifying new goods for export.
- ▶ Benchmarking baseline export performance of the district – identification of export products and services with export volumes, destinations etc. Collating list of products/ GI products/ services with good export potential for in-depth analysis.
- ▶ Map the existing trade infrastructure available for thrust sector in the districts and identifying bottlenecks and challenges hindering export in these sectors. Identify and fulfill training and development needs, facilitate buyer-seller meets, exhibitions, trade fairs etc. in the district.
- ▶ Implementing the DEAP in a phased manner and ensure the targeted export growth.
- ▶ Act as a grievance redressal forum for exporters and follow up with the concerned Central and State agencies.

7.5.5 District Export Action Plan

- ▶ The District Export Action Plan (DEAP) identifies products with export potential in the district. It will also identify issues relating to GI production, registration, marketing and its exports.
- ▶ DEAP includes institutional responsibilities, policy details, regulatory and operational reforms required, interventions in infrastructure/ utilities/ logistics across the entire export chain.
- ▶ DEAP covers strategies for creating better infrastructure, details on sorting, testing & certification facilities, import-export formalities, initiatives for connecting producers with exporters and other relevant information.

7.5.6 Progress made so far

- ▶ Products/Services with export potential identified in all 739 Districts across the country (including agricultural & toy clusters and GI products in these Districts)
- ▶ State export strategy prepared in 25 States/UTs
- ▶ State Level Export Promotion Committees notified in all States/UTs
- ▶ District Export Promotion Committees (DEPCs) notified in districts of all States/UTs except West Bengal.
- ▶ DEPC meetings conducted in 560 Districts
- ▶ Draft District Action Plan prepared for 458 Districts

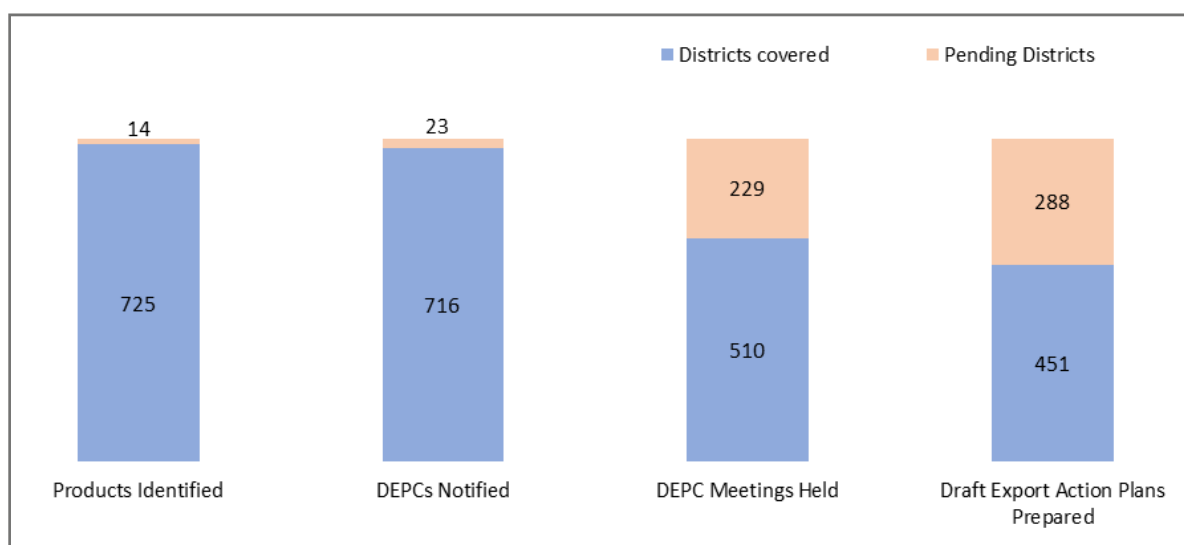


Figure 6: Progress Made under Districts as Export Hubs

7.5.7 Sector Specific Initiatives in Districts

- ▶ Export Development Centers (EDC) is proposed to be set up on pilot basis in 15 districts of UP and Karnataka to integrate e-commerce with the exports from these districts.
- ▶ As part of initiative to promote toys manufacturing clusters (MSMEs and cottage industries) 12 districts have been identified and few Indian toys allotted GI tags. A detailed study is proposed to be done to boost their exports.
- ▶ State-specific Agriculture Export Plans (AEP) and identification of agriculture clusters have been prepared by 15 States/UTs to boost agricultural exports. 148 more proposals are received from States for inclusion under AEP.

7.5.8 Other Initiatives

- ▶ Database of all potential exporters in each district with an interface to the Indian Missions—provide access to exporters in each district to find potential markets abroad. The portal will also assist local industry to get details about the potential opportunities.
- ▶ The DGFT to extend assistance to State/ UT Governments in preparing an annual “Export Ranking Index” of districts to rank each district on its export competitiveness.

- The DGFT to extend assistance to State/ UT Governments in identifying and developing projects under the Trade Infrastructure for Export Scheme (TIES).
- State Export Promotion Councils may be empowered on the lines of Central Export Promotion Councils.

7.5.9 In order to take ahead this initiative and to operationalize the DEAP in each District, the provision of providing financial support by the Central / State Governments would be explored.

8. Thrust on Creation of Jobs

8.1 Background

8.1.1 The challenge for India is twofold at the present juncture of development. It needs to fuel the engine for employment generation by ensuring a strong focus on industrial expansion, while also ensuring that the available workforce is suitably skilled for the upcoming changes in the industrial segment.

8.1.2 A report published by the World Bank in 2017 claimed that automation alone would disrupt nearly 69% of all the existing jobs in India. With technological breakthroughs in AI, Robotics, and IoT, the job prospects for various sectors are undergoing a sea change. Based on the data from International Labour Organization (ILO) over 75 percent of the workforce is either employed in casual labour or are self-employed. The ILO data also highlights the high dependence of the Indian labour force on agriculture and non-manufacturing activities.

8.1.3 To solve for these challenges India needs to focus on manufacturing and export driven employment by expansion of existing firms and establishing new firms. The impetus for scaling manufacturing in the country can be provided by unlocking the factors of production i.e., land, labor and capital. This would require the Center and States to act in unison bring in land and labour reforms together with enhanced availability of capital through easier credit & incentives.

8.1.4 The States need to focus on employment generation, attracting investments and providing for the right conditions and business environment to attract investment. They need to pick sectors in which they are competitive and have the right antecedents in terms of adequate supplier base, information flows within firms, appropriate availability of labour and the right institutional infrastructure.

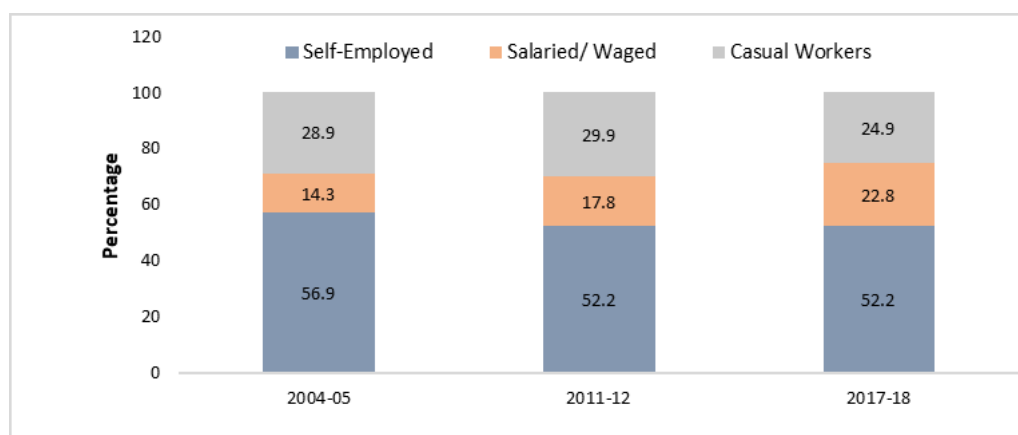


Figure 7: Workforce Breakup in India

8.1.5 The initial step for States would be to provide the adequate infrastructure and enable the States to emerge from the trap of resource curse. Further they need to develop a qualified and trained workforce (as per industries the state focuses on) while promoting innovation and enabling trust within the institutional framework.

8.1.6 The Central Government has undertaken multiple initiatives to address the COVID related challenges including a massive economic package of Rs. 20 lakh crores focusing on economy and infrastructure. There is also a focus on creating jobs for the youth.

8.2 Focus Area

8.2.1 The overall job landscape in the country is evolving rapidly mainly with the adoption of Industry 4.0. It becomes imperative to skill, upskill and re-skill the labour force to keep them relevant in the job market. With technology and automation on the rise in the manufacturing sector, there is a need to come up with new and innovative ways to keep up job creation to absorb India's large workforce.

8.2.2 Employment generation is a central theme in the budget with emphasis on job creation through increased capital spending via the national infrastructure pipeline (NIP), production linked incentive scheme (PLI) scheme for manufacturing sectors.

8.3 Key Initiatives

8.3.1 Government has implemented several key structural reforms in recent years to bolster growth and in turn generate employment—Insolvency and Bankruptcy Code (IBC) to strengthen the financial system, Goods and Services Tax (GST) to simplify the indirect taxation regime, Make-in-India programme to boost domestic manufacturing capacity through liberalization of Foreign Direct Investment (FDI) and reduction of the corporate tax rate for new domestic manufacturing companies.

8.3.2 For generating employment further, the Government has undertaken steps to increase public expenditure on schemes such as Prime Minister's Employment Generation Programme, Deendayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) and Deendayal Antodaya Yojana National Urban Livelihoods Mission (DAY-NULM).

8.3.3 The Government has also launched various schemes to promote the entrepreneurship, skilling and employment through measures such as Startup India, Mudra Scheme, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Pradhan Mantri Rojgar Protsahan Yojana (PMRPY), etc.

8.3.4 In addition, flagship programmes of the Government such as Digital India, Swachh Bharat Mission, Smart City Mission, UNNATI, Atal Mission for Rejuvenation and Urban Transformation, Housing for All, Infrastructure development and Industrial corridors have the potential to generate productive employment opportunities.

8.3.5 Production linked incentive (PLI) scheme towards building global champions in manufacturing segment will help overall growth in the economy and creating huge employment opportunities.

8.4 Way Forward

8.4.1 **Infrastructure Development**—Greater push in capital expenditure by the Center needs to be complimented by State governments to provide necessary resources for infrastructure development. States need to focus on building large scale manufacturing clusters with

appropriate provisions for power, water and other inputs at competitive rates for the industrial sector for boosting growth and generating large scale employment opportunities.

- 8.4.2 **Develop Finance and Investment Options**—Power and transport sectors are two areas where finances of majority of States are strained. States need to reinvigorate State Finance Corporations and State Investment Cells in collaboration with Invest India to attract credit and capital in sectors of strength. States may also consider infusing fresh capital via PPP or other suitable routes which will lead to increased employment generation.
- 8.4.3 **Easing regulatory compliance burden**—Concerted efforts are needed by the Central and State Governments for minimizing the overall cost of doing business by improving regulatory, logistical and transportation infrastructure to improve competitiveness of Indian industry and help bring in more investments and create job opportunities.



AGENDA 2: Reimagining Agriculture

EXECUTIVE SUMMARY

India has moved from an era of food deficits and shortage to an era of surplus at aggregate level. This is the result of gradual acceleration in growth rate in food production and steady slowdown in growth rate of human population. Food production in next ten years is projected to grow at 3 to 4 times the growth rate in population (Fig below). The other factors which determine demand is per capita income. Total domestic demand for agri-food products is rising at lower rate than the growth rate in supply and this trend is projected to continue in medium term. This requires shift in policy response from deficit management to surplus management.

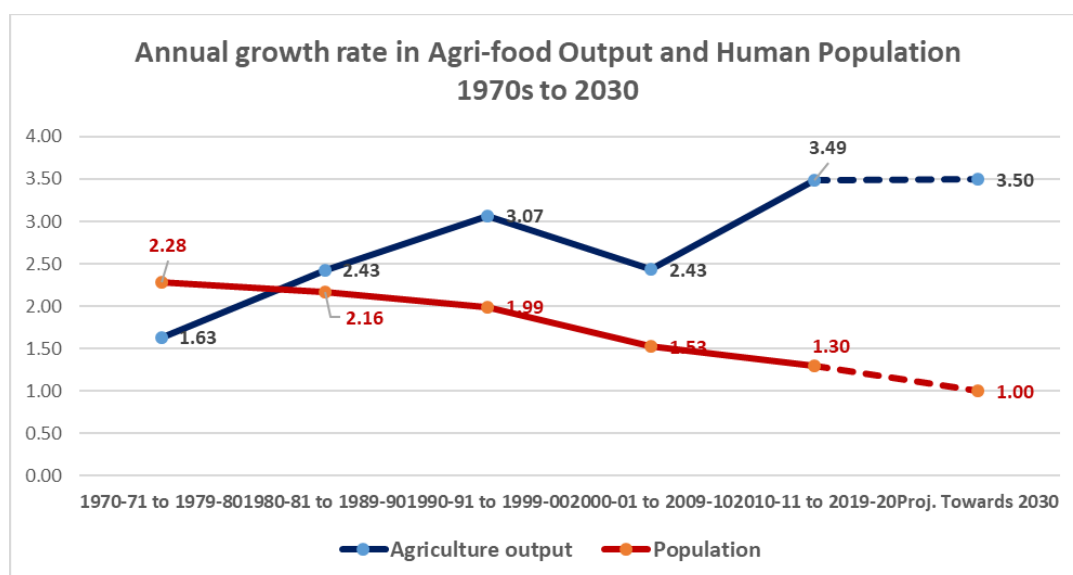


Exhibit: From Shortage to Surplus: Trend growth rate in agri-food production and population

In the coming years India will be required to export 20-25% of increase in food production in addition to what we are already exporting. Therefore, emphasis on export competitiveness is needed for disposal of surplus. Otherwise, the country will face downward pressure on prices or public stock pile-ups.

This change in food scenario from shortages to surplus at aggregate level has several other implications which requires expansion in agriculture development agenda beyond growth to include following:

- ▶ Sustainability
- ▶ Efficiency in production
- ▶ Competitiveness in supply chain
- ▶ Safe and quality food
- ▶ Agri income

Keeping these in mind, it is proposed to discuss and develop best way forward for agriculture by focusing on following prioritised areas:

- ▶ Aligning cropping system to agro climatic conditions at District level for optimum resource utilisation
- ▶ Promoting water conservation

- ▶ Promoting diversification towards Nutri-cereals, pulses, horticulture, fisheries and animal husbandry
- ▶ Food processing, agro based industry and exports
- ▶ Utilizing special agri based funds with competition among states

1. Agro-climatic regional planning

Agriculture production has very strong two-way relationship with environment and natural resource system. This relationship is crucial for performance of agriculture and its sustainability. In a situation of surplus production, the country can afford some trade-off between growth and sustainability to keep a balance between the two. The best way to achieve this is to reorient production system, cropping system, product choices and practices to natural resource endowment, rainfall, temperature, soil type in different typologies. The main goal of this approach should be to balance environment health and economic profitability.

ICAR has delineated entire country into 128 agro ecological zones. This is already used for district level contingency planning. The same can be extended to develop district(s) level crop planning consistent with agro climatic and natural resource endowments.

Suggestions are needed on how to operationalise the concept of agro ecology and agro climatic zonal planning at grassroots level. The starting point can be the development of district plan to optimise net return to farmer subject to the conditions like lower stress on water use and some other natural resource accounting.

2. Water conservation

Rising stress on water resources is very known. Incidence of over exploitation of water and conflicts around water are rising rapidly. Even high rainfall areas and humid regions are also showing fall in water table.

Experience from states in promoting water conservation and their suggestions will be helpful in devising appropriate strategies for water conservation. Districts and villages need to be encouraged through ranking and other incentives to give push to the efforts of water conservation.

3. Diversification towards nutri-cereals, pulses, horticulture, fisheries and animal husbandry

Diversification can serve multiple goals like matching demand and supply, better nutrition and health of population, promoting efficiency, sustainability and profitability, export and enhanced income of producers.

While preparing for diversification, it is important to keep in mind the feasible and desirable level. Rather than state plan it is better to have different diversification strategy for different districts to avoid glut and price crashes. Diversification strategy also needs to take cognisance of ongoing growth and its nature. For instance, India is having close to double digit growth in fish. The diversification strategy in such cases require sustaining this high growth and promoting processing and export. In contrast to this the main challenge in oilseeds is raising growth in output.

We need to discuss innovative and pragmatic ideas that can help in achieving the goal of diversification in different states and agro ecological zones. These should cover suggestions

for promoting export, value addition, productivity and liberalised import of technology seed, varieties etc.

4. Food processing, agro based industry and exports

Food processing and exports are very important for diversification, rural jobs, raising farmers' income and for future development of agriculture. With rise in income, demand shifts towards processed food. At present this is being met by import of concentrates etc. which are then used to make consumer products rather than using raw material available in the country for processed products. India has much lower share in global trade of processed food as compared to raw food commodities. This deprives the country from benefits of value addition and employment through processing.

Food processing, export and agro based industrialisation are among the top priorities of the Government. It covers many aspects and initiatives as under:

- ▶▶ MSME: Packaged products, ethnic and traditional food.
- ▶▶ New initiatives esp. under *Atma Nirbhar Bharat*
- ▶▶ Pradhan Mantri Kisan SAMPADA Yojana (PMKSY)

Each State should promote competition among districts for taking advantage of above initiatives and performance in food processing and exports.

5. Utilising Special Agri based funds with competition among States

Large amount of development funds are channelled to States/UTs under Central Sector and under Centrally Sponsored Schemes. Fund allocation for some schemes proposed in the Budget 2021-22 is shown below:

Scheme	Allocation Rs. crore (2021-22)
Green Revolution	13408
RKVY	3712
National Mission on Horticulture	2385
National Food Security Mission (NFSM)	2096
Sub -Mission on Mechanisation	1050
Prampragat Krishi Vikas Yojana	450
PM Krishi Sinchai Yojana	11588
Market Intervention Scheme and PSS	1501
FPOs	700
AIF	900
Live Stock Health and Disease Control	1470
KUSUM	776
PMMSY	1000
Rashtriya Pashudhan Vikas Yojana	1177
PM Kissan Sampada Yojana	700

In some cases these funds remain underutilized. In some cases they do not yield desired results. In some cases issue of direct funding to the concerned department from the Centre is also suggested. Modalities and design of some scheme (eg choice of agency for handholding of FPO) is also an issue. States should offer detailed suggestions on all these aspects and share their view on creating competition among States to use the funds earmarked under various schemes.

INTRODUCTION

Till some time back, we used to look at our achievements in agriculture from a single parameter, i.e., growth rate in agriculture output or growth rate in GDP of agriculture. Now things stand changed. This indicator has not only become an inadequate measure of our achievements but it also, in some ways, conceals lot of useful information related to growth in output. This is evident from the fact that growth rate of agriculture in the first 20 years of 21st Century has moved on an accelerating trend. The annual growth rate ranged between 2 to 2.5% in the decade ending with 2002-03 to more than 3.5% in the recent 10 years. The single major factor behind this is that agriculturally underdeveloped states are catching up. Eastern and Central India are riding on Green Revolution technology while Western and Southern India is growing by riding on diversification towards horticulture and livestock and fishery sector. Given the large gap between attainable yield and actual yield in most states it is projected that agriculture will continue to move on a growth trajectory above 3.5 per cent in medium term.

On demand side, the country is experiencing deceleration in growth rate of human population which is a major determinant of demand. We have entered a stage, where food production is rising at 3 to 4 times the growth in population (Fig 1 and 2). The second source of demand is per capita income. Summing up these two factors indicate that domestic demand for food will rise at a lower rate than growth in domestic supply. As a result, India is becoming surplus in many agri commodities. This requires a policy response for surplus management. It is projected that India will be required to export about 1/4th of the incremental food production in addition to what we are already exporting. Therefore, emphasis on export competitiveness is needed for disposal of surplus produce. Otherwise, the country will face downward pressure on prices or public stock pile-ups.

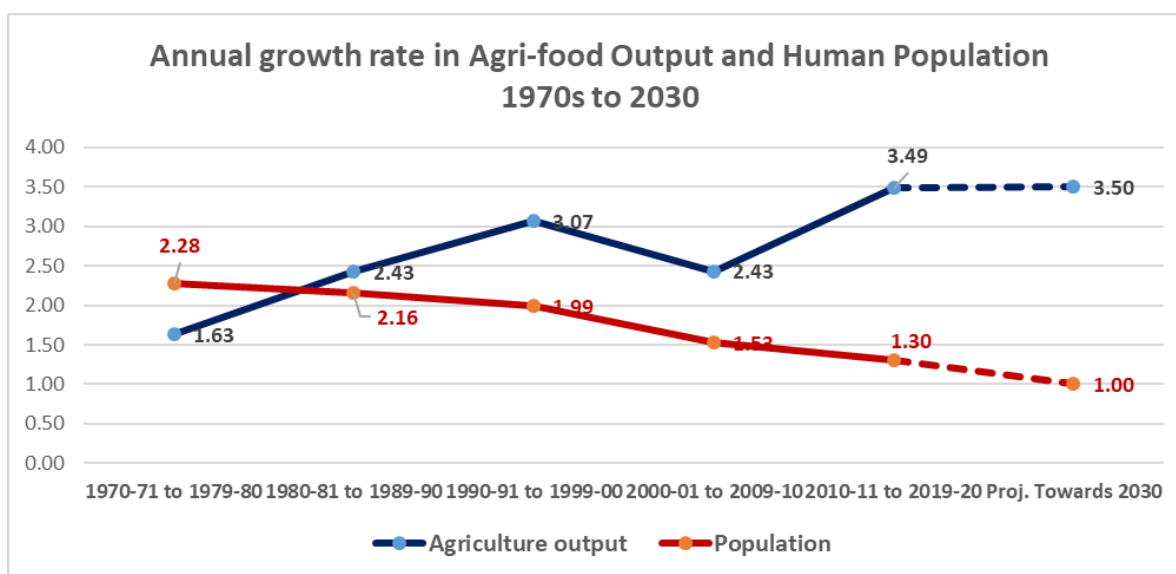


Fig.1: From Shortage to Surplus: Trend growth rate in agri-food production and population

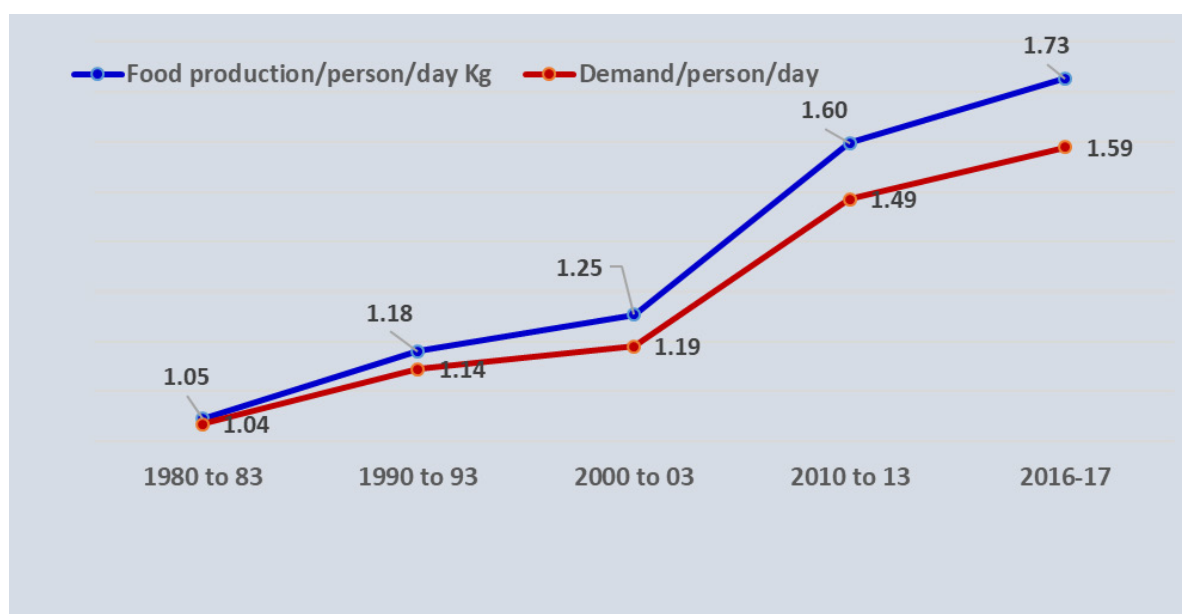


Fig. 2: Per capita Production and Demand for food (aggregate of all food products)

This change from shortages to surplus at aggregate level has several other implications which requires a shift from focus on growth to growth +++++ to cover the following:

- ▶ Sustainability
- ▶ Efficiency in production
- ▶ Competitiveness in supply chain
- ▶ Safe and quality food
- ▶ Agriculture Income

Keeping these in mind, it is proposed to discuss and develop best way forward for agriculture by prioritising five themes as under:

- i. Aligning cropping system to agro climatic conditions at District level for optimum resource utilisation
- ii. Promoting water conservation
- iii. Promoting diversification towards Nutri-cereals, pulses, horticulture, fisheries and animal husbandry
- iv. Food processing, agro based industry and exports
- v. Utilizing special agri based funds with competition amongst States

1. Agro-Climatic Regional Planning (ACRP)

Agriculture production has a very strong two-way relationship with environment and natural resource system. This relationship is crucial for performance of agriculture and its sustainability. Long back, the concept of ACRP was used to maximise production in the wake of food shortages which gave rich dividend. However, production maximisation has been pushed to an extreme without paying adequate attention to its effects on land, water, environment and ecology. It is felt that we are sacrificing long term sustainability for the short run as agriculture is the single most important user of natural resources. In a situation of surplus production, the country can

afford some trade-off between growth and sustainability to keep a balance between the two. The best way to achieve this is to reorient production system, cropping system, product choices and practices to natural resource endowment, rainfall, temperature, soil type in different typologies. Some work has already been attempted in this area by Indian Council of Agriculture Research and State Agriculture Universities.

ICAR Central Research Institute for Dryland Agriculture (**CRIDA**) Hyderabad has divided entire country into 128 Agro ecological zones district level contingency plan and ICAR Institutes have prepared crop plans for some districts which are best suited to the natural environment. The main goal of this approach should be to balance environment health and economic profitability. This requires shift from the current status quo of 'conflict with nature' to a new paradigm of 'comply with nature.'

Generally, for ease of administering, district is used as unit of planning. This may not strictly correspond to Agro-ecological zoning AEZ). In some cases more than one districts will comprise AEZ. States can use CRIDA delineation of AEZ to classify various districts in terms of agro-climate and resource characteristics. This is available at: <http://www.icar-crida.res.in/>

States may also look at sustainability status and performance in various districts within the State. Methodologies for such ranking are now available.

Suggestions are needed on how to operationalise the concept of agro ecology and agro climatic zonal planning at grassroots level. This should involve shifts in products, changes in practice and adoption of new farming system. The starting point can be the development of district plan to optimise net return to farmer subject to the conditions like lower stress on water use and some other natural resource accounting. A production plan, which is based on agro-climatic and ecological characteristics of a district or cluster of districts is not only sustainable but also efficient in terms of cost to the society.

2. Water Conservation

Rising stress on water resources is very well known. Incidence of over exploitation of water and conflicts around water are rising rapidly. Even high rainfall areas and humid regions are also showing fall in water table (Fig. 3). There is a decline in the number and water flow in surface flow minor irrigation sources.

In many places, crops are grown in peak summer months as opportunity costs of water is not factored in the cost incurred by producers. Some of the states have undertaken some initiatives for water harvesting which are showing good results and need to be upscaled and replicated. These include:

- ▶ Mukhya Mantri Jal Swavlamban Abhiyan (MJSA), Rajasthan
- ▶ Sujalam Sufalam Yojana, Gujarat
- ▶ Neeru Chettu Programme, Andhra Pradesh
- ▶ Jalyukt Shivar Abhiyan, Maharashtra
- ▶ Mission Kakatiya, Telangana
- ▶ Kapil Dhara Yojna, Madhya Pradesh

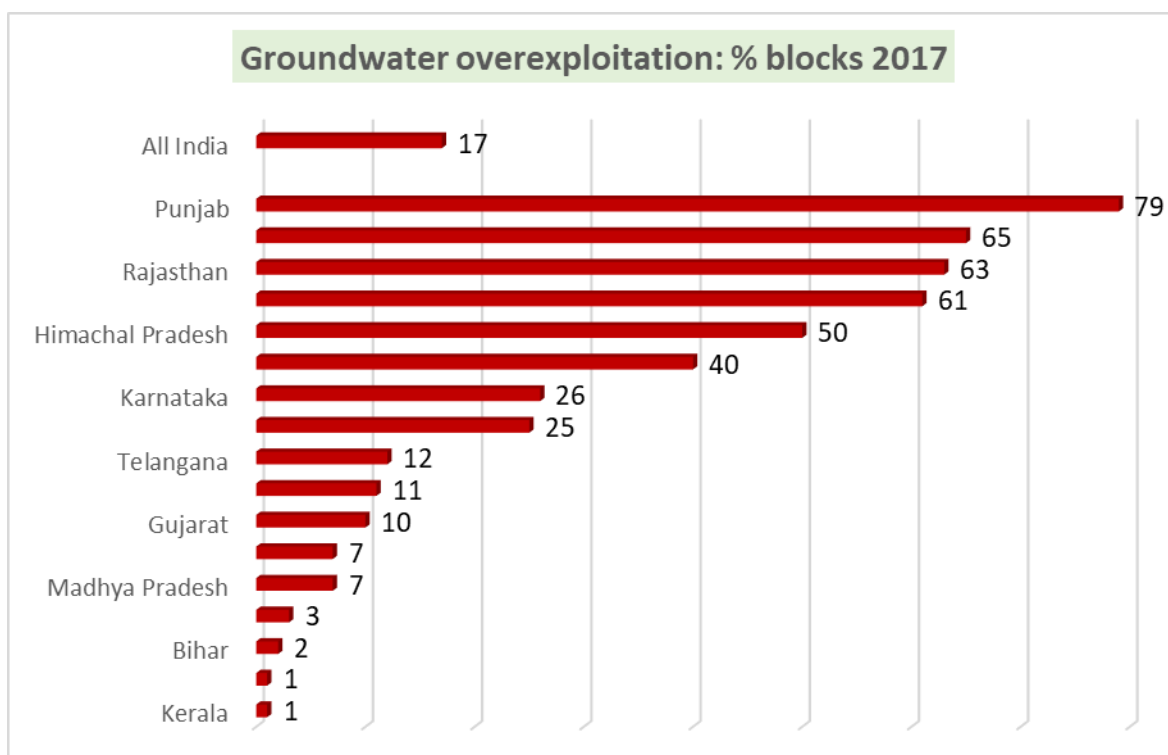


Fig. 3: Status of groundwater overexploitation in various States

Jal Shakti Abhiyan of Central Government lay a lot of emphasis on water conservation. Some easy but effective methods of water conservation are adoption of conservation agriculture. Afforestation and Tree plantation (Maharashtra) have also been found very helpful in water conservation. Such practices can be aligned with the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) and **National Rural Livelihoods Mission (NRLM)**.

Water stressed states need to specifically focus on measures for enhancing water use efficiency including micro irrigation. Further policy interventions at state/UT level need to be tailored to nudge economy in water use.

Experience from states in promoting water conservation and their suggestions will be helpful in devising appropriate strategies for water conservation. Districts and villages need to be encouraged through ranking and other incentives to give push to the efforts of water conservation.

3. Diversification towards nutri-cereals, pulses, horticulture, fisheries and animal husbandry:

Diversification has multiple goals like:

- ▶ Match demand
- ▶ Promote efficiency
- ▶ better nutrition and health
- ▶ sustainability and profitability
- ▶ Export

The goals and Government of India initiative towards diversification are given in table below for the purpose of illustration.

Diversification Towards	Main goal	Initiatives
Nutri-cereals	Nutrition and sustainability	NFSM
Pulses	Nutrition and sustainability, Import substitution	PM ASHA, NFSM
Horticulture	Profitability, Import substitution.	NHM, Op green
Livestock	Regular and stable income	AHIDF, NADCP
Oilseeds	Better health, sustainability and import substitution	National mission on Edible Oils (NMEO).

Consumer preference, agro climatic adaptability based on natural resource base, logistics, access to appropriate technology and backward and forward linkages need to be assessed by supporting crop diversification. A participative planning process involving the self help group, cooperatives joint liability groups, farmer producer organisation and PRIs will enable a community led approach to crop diversification. While preparing for diversification, it is important to keep in mind the feasible and desirable level rather than state plan it is better to have different diversification strategy for different districts to avoid glut if these are dovetailed with various initiatives of Centre and State. Diversification strategy also needs to take cognisance of ongoing growth and its nature as show below in Fig.4. India is having close to double digit growth in fisheries sector. The diversification strategy here require sustaining this high growth and promoting processing and export. In contrast in oilseeds, the main challenge is growth.

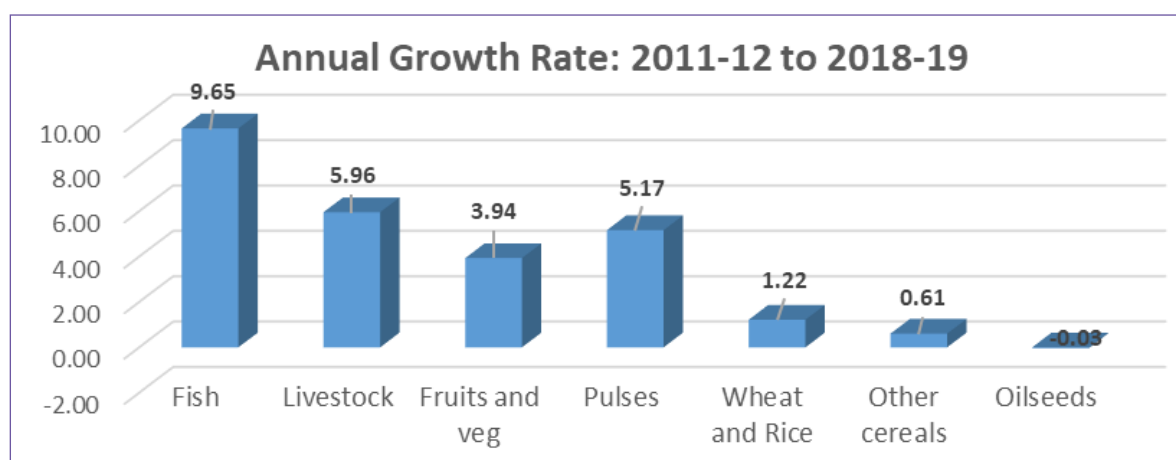


Fig. 4: Trend growth rate in different segments of agriculture: %/year

We need to develop innovative and pragmatic ideas that can help in achieving the goal of diversification in different states and agro ecological zones. These should cover export, value addition, productivity and liberalised import of technology like seed, varieties etc.

4. Food processing, agro based industry and exports

Food processing and exports are very important for diversification, rural jobs, raising farmers' income and for future development of agriculture. With rise in income, demand shifts towards processed food. This is being met by import of concentrates etc. which are then used to make consumer products rather than using raw material available in the country for processed products. Processed food also help in fetching higher value realisation through exports. India has much

lower share in global trade of processed food as compared to raw food commodities. This deprives the country from benefits of value addition and employment through processing.

Food processing, export and agro based industrialisation is among the top priorities of the Government. It covers many aspects and initiatives as under:

- ▶ MSME: Packaged products, ethnic and traditional food
- ▶ New initiatives esp. under *Atma Nirbhar Bharat*:
 - ◆ PM-FME (Formalisation of Micro Food Proc Enterprises). One district one product. Existing and new micro food processing unit
 - ◆ Production Linked Incentive Scheme in 10 key sectors, including food processing
- ▶ Pradhan Mantri Kisan SAMPADA Yojana (PMKSY)
 - i. Mega Food Parks
 - ii. Integrated Cold Chain and Value Addition Infrastructure
 - iii. Infrastructure for Agro-processing Clusters
 - iv. Creation of Backward and Forward Linkages
 - v. Creation/ Expansion of Food Processing & Preservation Capacities
 - vi. Operation Greens

Each State should promote competition among districts for taking advantage of above initiatives and performance in food processing and exports.

The national initiative of identifying crop clusters, export clusters and organic clusters under 'One District One Product' will translate into farm incomes only when there is concerted effort from States/UTs to ensure coordinated implementation of backward and forward linkages.

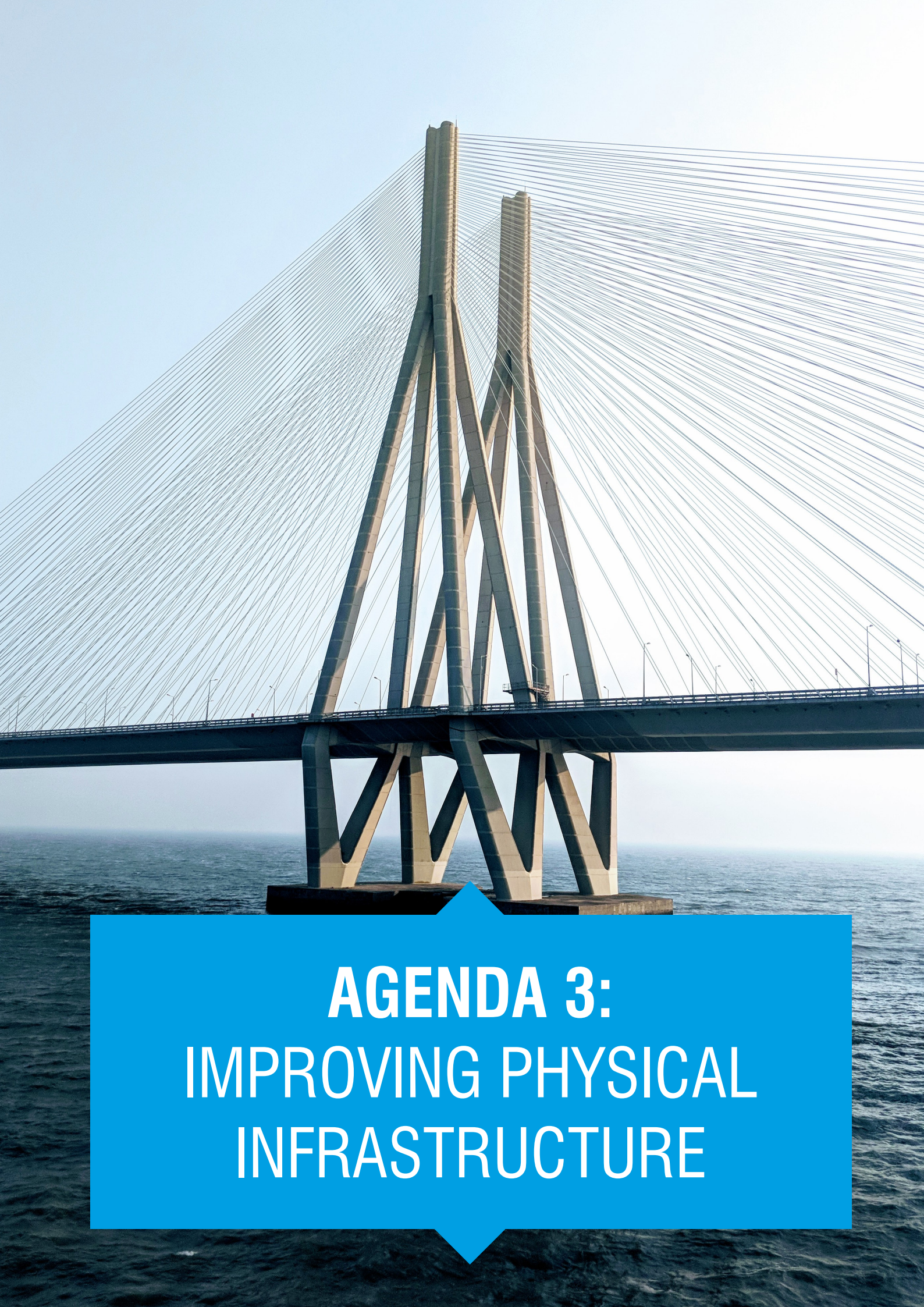
5. Utilising Special Agri based funds with competition among States

Large amount of development funds are channelled to States/UTs under Central Sector and under Centrally Sponsored Schemes. Fund allocation for some schemes proposed in the Budget 2021-22 is shown below in Table below:

Scheme	Allocation Rs. crore (2021-22)
Green Revolution	13408
RKVY	3712
National Mission on Horticulture	2385
National Food Security Mission (NFSM)	2096
Sub -Mission on Mechanisation	1050
Prampragat Krishi Vikas Yojana	450
PM Krishi Sinchai Yojana	11588
Market Intervention Scheme and PSS	1501
FPOs	700
AIF	900

Live Stock Health and Disease Control	1470
KUSUM	776
PMMSY	1000
Rashtriya Pashudhan Vikas Yojana	1177
PM Kissan Sampada Yojana	700

In some cases these funds remain underutilized. In some cases they do not yield desired results. In some cases issue of direct funding to the concerned department from the Centre is also suggested. Community based organisations and grass root level capacity building demonstrated through the strong Self Help Group program under DAY-NRLM can be leveraged with or target to develop 10,000 Farmer Producer Organisations within five years. Modalities and design of schemes may have to be modified based on evidence and feed back from various stake holders. States should offer detailed suggestions on all these aspects and share their view on creating competition among States to use the funds earmarked under various schemes.



AGENDA 3: IMPROVING PHYSICAL INFRASTRUCTURE

EXECUTIVE SUMMARY

Investment in Infrastructure is a critical driver of growth and improving the ease of living for the common person specially those at the bottom of the pyramid. Benefits of higher investment in Infrastructure manifest in form of increased employment opportunities, access to market and materials, improved quality of life and empowerment of vulnerable sections.

Given the demand, as well as long term economic potential of infrastructure, the Government of India has unveiled the National Infrastructure Pipeline (NIP) in December 2020. With investments to the tune of Rs. 111 lakh crores over FY2020-25, this entails almost 80% of investments, as public funding from Centre & States, each having an equal share.

Creation of NIP is a first-of-its-kind, whole-of-government exercise undertaken with an objective to provide world-class infrastructure to citizens. The NIP lays a vision for infrastructure that is inextricably linked to sustainable development and ease of living.

Considering the significant quantum of work that has already been undertaken by the Central and State Governments, there are several **best practices and models that can be followed** for efficiently rolling-out the projects under NIP. And this sixth Governing Council Secretariat Meeting presents an opportune moment to share and leverage upon those experiences.

States, with a 40% share (Rs 44 lakh crore) in planned investments under NIP, are an equal partner in realizing this vision of infrastructure for India. Being the proponent in a lot of these projects, State governments play an active part in planning, conceptualizing, funding and implementing these Projects. And in case of Centre or Private Investor led Projects, they have a critical role in facilitating for land, right of way and clearances.

Land, right of way and clearances are the most challenging aspects of an infrastructure project, requiring persistent Central and State Government intervention. From this perspective, an efficient and bankable mechanism for bidding out large projects, is **through acquisition of land and clearance/approvals by a project specific Special Purpose Vehicle (SPV). These projects, having acquired all necessary clearance and completed land acquisition are then bid out** under EPC/ PPP mode. Innovative mechanisms on land acquisition such as pooling, land bonds etc. can be explored and adopted for time and cost-efficient acquisition.

Various public/private led models adopted by Central and State Governments have been formulated into **Model Bidding Documents and Concession Agreements** by NITI Aayog which can be suitably adopted for rolling-out projects. States can adopt these for ensuring necessary speed as also alignment with international best practices and minimum implementation/ operational challenges.

Further, given the likely high rate of economic growth and limited public fiscal space, there is a need to explore and adopt **innovative financing and private funding led models**. In this regard, States may explore a **pipeline of stable, revenue generating assets, cash flows from which can be suitably securitized** under Public Private Partnership (PPP) structures. These could generate upfront funds for greenfield/brownfield projects. States may also look at annuity and grant based structures for undertaking unviable/low viability projects through private participation.

In order to provide impetus to private participation in Infrastructure, Ministry of Finance has institutionalized a Scheme of Viability Gap Funding (VGF) for Infrastructure Projects funded jointly through Central and State Governments. Further, to provide boost to commercially unviable social infrastructure projects (health, education, waste water, solid waste management, water supply, etc.) and attract private investment, a revamped version of the **VGF Scheme has**

been issued. These Schemes may be leveraged to enhance private investment in Infrastructure.

A lot of spadework has been done by the Central Government in bringing about reforms that will ease roll out of infrastructure projects and facilitate fresh investments. States may now take the lead in implanting **these reforms, particularly in land and labour**. The States may set up dedicated Project Development Cell/PPP Cells such as those set up in Andhra Pradesh, Odisha etc. to effectively develop and implement projects.

Sanctity of contracts is the fulcrum of long term investment and Central and State Governments need to be cognizant of their commitments, focusing on continuity of such arrangements. Reforms relating to dispute resolution & arbitration framework need to be focused on. States need to facilitate dispute resolutions of infrastructure projects via Special Relief Act, Commercial Courts Act, Arbitration Act, etc.

1. Introduction

Investment in Infrastructure is a critical driver of growth, competitiveness and improving the ease of living for the common person specially those at the bottom of the pyramid. To achieve the target of \$5 trillion economy, and meet the aspirations of the citizens of India, creating new and upgrading existing infrastructure will be the key. This is both from the perspective of demand fulfillment as well as induced incremental growth on account of heightened economic activity brought about by such investment. Further, it manifests in form of increased employment opportunities and per capita income, improved quality of life, and empowerment of vulnerable sections. This is all the more true in the post Covid economy where infrastructure development is cross-cutting across other pillars of the Budget proposal highlighting its importance in reviving the economy post Covid.

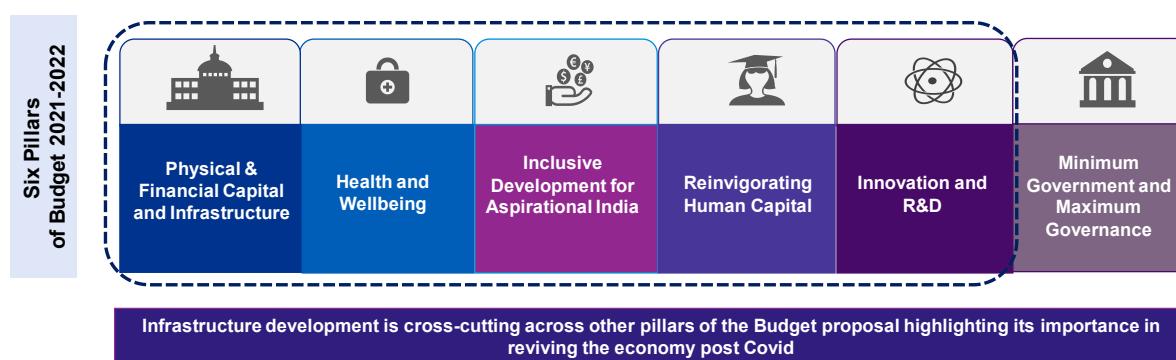


Figure 1: Infrastructure Development in the Post Covid Economy

2. National Infrastructure Pipeline

Given the growth imperative of infrastructure, the National Infrastructure Pipeline (NIP) has been launched by the Govt. of India with proposed infrastructure investment of Rs 111 lakh crore over FY 2020-2024 period. Creation of NIP is a first-of-its-kind, whole-of-government exercise to provide world-class infrastructure to citizens. The NIP lays a vision for infrastructure that is inextricably linked to sustainable development and ease of living.

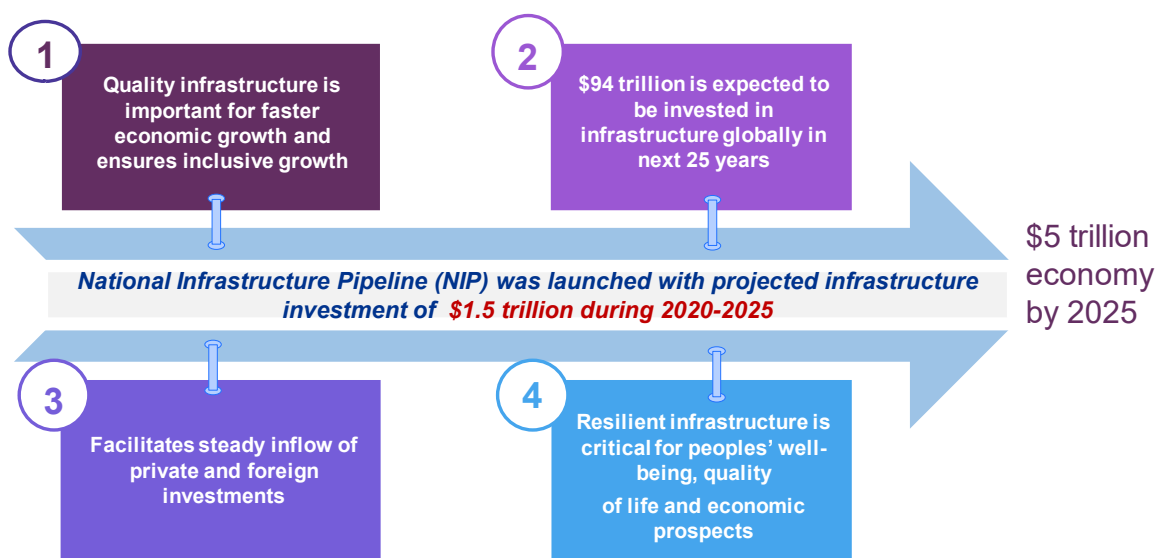


Figure 2: National Infrastructure Pipeline

NIP has a gamut of 6,835 projects (further expanded to 7,400 projects) of which around 217 projects worth 1.10 lakh crores have been completed. This entails almost 80% of investments, as public funding from Centre & States, each having an equal share. With almost 47% of total projects envisaged by volume i.e., 3,218 projects (worth Rs. 45 lakh crores) under the purview of States, States play a significant role in the success of NIP.

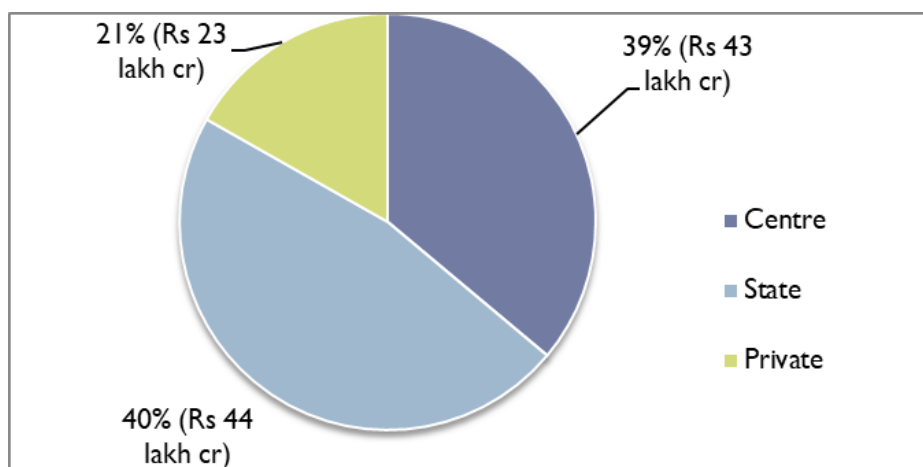


Figure 3: NIP investment share by % and value

States may draw their respective roadmaps for effective implementation of the projects under NIP

3. Focus Areas for States

Role of States in realizing the vision of infrastructure for India is an all-encompassing role, as they are the primary beneficiaries of such far-reaching system as well as stakeholders at every stage of implementation of practically every project. In fact, being the primary proponent in a lot of these projects, they are responsible for end to end conceptualization and delivery playing an active role in planning, funding and implementation. In case of Centre or Private led Projects, they have a critical role in facilitating for land, right of way and clearances.

Hence, for expedited delivery of the huge pipeline of assets to be created/operated, there is a strong case for rolling out standardized models/frameworks as well as collaborative sharing of knowledge/resource among various Central and State government agencies.

3.1 Adopting Project Management techniques

Foremost of these is adoption of well-structured project management techniques. This is to ensure the timely and cost-effective completion of projects with limited implementation challenges, followed by quality service delivery through efficient operations. NITI Aayog has recently published the Task Force Report on Project and Program Management, which may be adopted for planning, designing, construction and funding of Projects. Areas to be specifically focused on include:



I. Land Acquisition

- ➔ An efficient and bankable mechanism for bidding out large projects needs to be adopted. This will involve acquisition of land and clearance/approvals in an SPV which can then be bid out under EPC/ PPP mode.
- ➔ Availability of at least 90% of land prior to award of work/start of construction may be ensured in all Projects

II. Project Management Consultant

- ➔ Experienced and professional third party project management consultants should be engaged for large and complex projects for regular oversight, review and monitoring and timely completion

III. Long Term Operations & Management

- ➔ Dedicated funds for long term operations & maintenance (O&M) under long term contracts with third party professional agencies (public or private) needs to be ensured. This is crucial for quality O&M both from resource conservation as well as target achievement perspectives

3.2 Adoption of Model Documents

Investment in infrastructure can best be given effect by means of fair, transparent and competitive bidding process entailing inter alia a well-drafted comprehensive contract (concession agreement etc.) – specifying the rights and obligations of the parties, efficiently allocating risk and rewards, and providing mechanisms for dealing with change, among others. Inadequate work in these areas would lead to delay in project implementation, sub-standard quality, and in certain cases, large contingent liabilities for the Government.

Various public/private led models adopted by Central and State Governments have been formulated into Model Bidding Documents and Concession Agreements by NITI Aayog which can be suitably adopted for rolling-out projects. This will ensure necessary speed as also alignment with international best practices and minimum implementation/ operational challenges. This enables optimal allocation of risk to party best suited to manage the same. Some of the key terms under these Model Documents which help ensure a healthy, collaborative relationship between contractor/concessionaire and Authority are:

- ➔ Milestone based Payment Terms
- ➔ Early achievement of Key targets be suitably incentivized
- ➔ Timely payments be incentivized and late payments be penalized
- ➔ Robust Dispute Resolution & Conciliation Mechanism

For selection purposes, two/single stage transparent competitive bidding mechanism may be followed with suitable experience criteria and requisite flexibility for engagement of experienced construction and O&M professionals.

3.3 Enhancing Private Participation

Implementation of Infrastructure projects requires huge expenditure not just towards capital asset creation but also for funding operational (both fixed and variable) expenses. Private investment is, hence, an imperative from the perspective of constrained fiscal space as well as higher budgetary commitment required for social sector/ public welfare projects. Public Private Partnership (PPP) is a well-tested and feasible alternative, robust frameworks for which are already available. Adopting PPP models can enable increased investment in greenfield/brownfield infrastructure projects while ensuring operational, commercial efficiencies and overall lifecycle cost optimization.

However, a robust pipeline of PPP projects has been lacking not only in social infra sectors, but also in traditional economic infrastructure sectors. As various PPP models have already been successfully deployed for infrastructure projects, by both Central and State Govts, there is a need to adopt these models for implementation of projects under NIP.

Case Studies for PPP Projects



Project: Sarai 14 MLD Sewage Treatment Plant (STP, Haridwar)

Model: Hybrid Annuity Mode

Greenfield construction & O&M of STP with payment of 40% of capital cost upfront and balance 60% along with O&M expenses as Annuity over 15 years

Bid Parameter: Bid Project Cost (NPV of Capital Cost & O&M Annuities)

Authority: Ministry of Jal Shakti

Total Project Cost: Rs 41 crores

Concession Period: 15 Years

Commissioned – December 2019

Implementation of unviable STP with upfront funding of only 40% of Capital Cost; Balance as deferred funding over 15 years with fixed O&M costs



Project: 400kV Transmission Project, for power evacuation from 1320 MW Thermal Power Plant at Jhajjar

Model: Design Built Finance Operate Transfer (with VGF)

Greenfield construction & O&M of transmission assets, against pre-determined tariff, with transfer at end of period

Bid Parameter: Viability Gap Funding

Authority: Haryana Vidyut Prasaran Nigam Limited

Total Project Cost: Rs 382 crores (VGF: Rs 92 Crs)

Concession Period: 25 Years (+10 Years extension)

Commissioned – March 2012

Implementation of Greenfield Transmission Project with Central/ State budgetary commitment of only 40% of Capital Cost & No Operational Liabilities

State Governments hence may explore PPP models for implementation of infrastructure projects using models successfully adopted by other agencies/State/Central Government. Possible models include Design Build Finance Operate Transfer (DBFOT) for viable Greenfield projects, Viability Gap Funding (VGF) based DBFOT/BOT for low viability projects and Hybrid Annuity/Annuity for unsustainable projects. Similarly, models such as Operations, Management & Development (OMD), Operate Maintain Transfer (OMT) etc can be availed for brownfield projects.

Successful implementation of NIP projects requires active participation from State Governments: States to identify appropriate PPP projects

Revamped Viability Gap Funding (VGF) Scheme

As in case studies cited above, Viability Gap Funding plays a critical role in implementation of limited viability projects through PPP. The Scheme provides capital grant to Infrastructure Projects with limited viability through Central government and State government for ensuring viability and affordable access. In order to further provide impetus to private participation in Infrastructure, Department of Economic Affairs (DEA) (Ministry of Finance) has revamped the Scheme of Viability Gap Funding (VGF) for supporting social Infrastructure Projects.

Post Covid 19 pandemic there has been urgent need for development of social infrastructure including public health infrastructure. In order to provide boost to commercially unviable social infrastructure projects (Health, Education, Waste Water, Solid Waste Management, Water Supply, etc.) and attract private investment. Revamp VGF Scheme has been issued with key features as following:

Sub Scheme-1

- i. Applicable to social sectors (*water, wastewater, solid waste health & education etc*)
- ii. Increased capital grants – up to 30% Total Project Cost (TPC) and further additional funding of up to 30% TPC by central ministries, State government and statutory agencies

Sub Scheme-2

- i. Applicable to pilot & demonstration project of health & education sector
- ii. VGF up to 40% TPC and 25% of Operations & Maintenance (O&M) (5 years); Additional funding of 40% TPC & 25% O&M by line ministries, State government, statutory agencies

States Governments may avail benefit of VGF scheme for developing robust economic and social infrastructure. All States Governments may hence identify suitable projects and structure them through the VGF Scheme for attracting private investment.

3.4 Asset Monetization

Asset monetization as a concept entails offering existing public infrastructure to private sector or institutional investors through structured vehicles and mechanisms. It serves two critical objectives, firstly it unlocks value from public investment in Infrastructure, and secondly it taps private sector efficiencies. Asset monetization is expected to contribute significantly to bridge the financing gap of NIP to the extent of 4%-6%.

In terms of benefits to public sector organizations/entities, asset monetization allows reduction of debt burden and churn of asset portfolio for further investment through innovative financial instruments, like Infrastructure Investment Trusts (InvITs), Real Estate investment Trusts (REITs), as well as PPP concession models like Toll-Operate-Transfer (ToT) for brownfield assets.

Case Studies for Asset Monetization



Project: Mumbai Pune Expressway, Old Mumbai-Pune NH-48

Model: Toll Operate Transfer

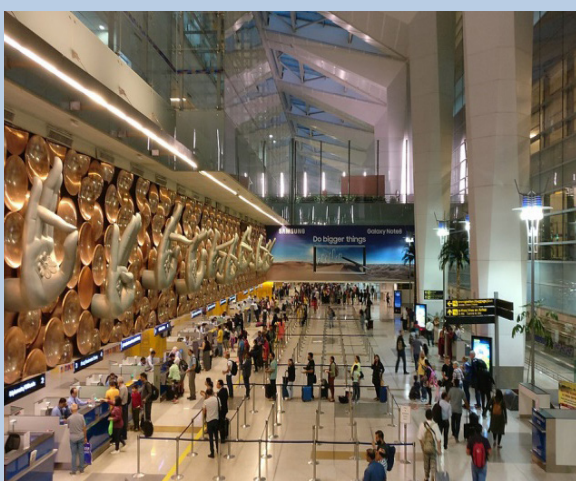
Award of asset for augmentation & O&M over specified period, against upfront consideration, with transfer at end of period

Authority: Maharashtra State Road Development Corporation

Concession Period: 10.2 Years (Till April 2030)

Bid Parameter / Consideration: Rs 6500 Crores upfront; Rs 1762 crores as deferred payment

Upfront funds received for deployment on other infrastructure projects by MSRDC



Project: Delhi International Airport

Model: Operations Management & Development (OMD)

Concession of operational asset for augmentation & O&M over specified period, with revenue share & transfer at end of period

Authority: Airports Authority of India

Concession Period: 30 Years (+30 Years extension)

Bid Parameter: Revenue Share

Completion Cost: Rs-12500 Crores

Augmentation of existing airport as per international standards with no fund outflow from AAI

In order for the public funds to be suitably recycled - leading to leveraging for multiplier investment in Infrastructure- States may explore these innovative models not just for fund raising but also for private participation in stable, revenue generating brownfield assets (As in case of OMD model). States may explore support of NITI Aayog in identifying, structuring and roll-out of transactions.

Similar exercise may be done by States for State organizations/ PSU's to drive infrastructure development from funds/private investment raised

3.5 Improving Last Mile Connectivity

Government has taken various initiatives to improve last mile connectivity across various sectors which are as following:

- a. **Pradhan Mantri Gram Sadak Yojana (PMGSY) 3.0:** A centrally sponsored scheme to develop and improve the quality of rural roads and provide last mile connectivity by 2024.
- b. **Pradhan Mantri Sahaj Bijli HarGhar Yojana (Saubhagya Scheme) & Revamped Distribution Scheme** to provide last mile connectivity and electricity connection to the remaining un-electrified households in the country for 24*7 by 2024.
- c. **BharatNet** Project which aims to connect 250,000 gram panchayats covering nearly 625,000 villages and provide universal access of broadband by 2022.
- d. **Jal Jivan Mission Rural & Urban** to provide functional household tap connection to every household for potable water by 2024 - “**HarGharNal se Jal**”.
- e. **Indra Dhanush Grid and Urja Ganga Mission** to provide clean and access of natural gas to both domestic as well as industrial users throughout the country by 2024.

All State Governments may align their vision with objectives of last mile connectivity across various sectors by 2024 for universal access and inclusive impact

3.6 Reducing Energy Cost through Efficiencies

As energy cost has been contributing a huge part of Government outlay year on year basis, Central Govt. has taken various initiatives to improve energy efficiencies:

- a. **Result & Reform Linked Revamped Distribution scheme:** To improve the operational efficiency of various State DISCOMs and increase financial sustainability. The scheme has an outlay of Rs ~3 lac crores till FY2025 where funding will be based on DISCOMs meeting pre-qualifying criteria and score on result evaluation framework
- b. **Efficiency of Power Generation Stations:** To improve efficiency of power generation stations, various reforms have been initiated by Centre:
 - i. Flexibility in power generation where under existing PPA low-cost solar power can be supplied by way of bundling may be looked at. Under this mechanism, benefit of gains could be shared between Generator and Procurer. First project under this will be made operational by NTPC by March 2021.

- ii. Allowed flexibility in utilization of coal; for optimization of use of coal in efficient thermal power stations and reducing transportation cost.
 - iii. State DISCOMs purchasing power through Indian Energy Exchange (IEX) through products such as Real Time Market (RTM) and Green Term Ahead Market (GTEM).
 - iv. Shift towards TBCB assets from RTM Assets: As the transmission tariff has reduced due to competition, State's may take up all expansion of 400 kV level and above only through TBCB mode.
- c. **Battery Energy Storage Program**– Production Linked Incentive (PLI) scheme for Advanced Chemistry cell (ACC) Manufacturing program with expected outlay of Rs. 18,100 crores has been approved by the Government to promote Aatmanirbhar Bharat reduce import dependency. States may facilitate further incentives in form of land and clearances to attract large scale manufacturing investments in their regions. Energy storage could also become a viable alternative to address peak demand shortage.
 - d. **Promote Renewable Energy across power generation to reduces tariff cost and promote clean energy** - Production Linked Incentive (PLI) scheme for Solar PV Module Manufacturing with expected outlay of Rs. 4,500 crore has been approved by the government to promote vertical integration and reduce import dependency.
 - e. **Promote Shared Transport Service via Electric Vehicles (EV's)** to reduce emission to 33% by 2030 – FAME II Scheme initiated by government to promote EV's with an outlay of Rs. 10,000 crores by FY2022. Till now 5,595 buses have been sanctioned by DHI to 64 cities across 22 States.

4. State Support Required

NIP projects won't be possible without active participation from State Governments. Various co-operations, initiatives will hence be required from to implement the same:

- **Facilitation in Approvals:** For speedy progress of projects and avoid last minute hurdles State governments can provide upfront environment/forest/wildlife clearance, expediting land acquisition, Timely Approvals for Utility Shifting, Right of Way, Single Window Clearance mechanism. MoRTH has undertaken rating of States based on ease of building Highways which includes various parameters ranging from length awarded, length constructed, NOC Issued, timeline from Sanction to award date, award to appointed date, appointed to completion date etc.
- **Timely Disbursal of Funds:** State's should endeavor for timely disbursement of its contribution of projected funds for as per the milestones so that concessionaire can maintain physical and financial milestones and avoid project delays due to non-receipt of funds.
- **Setting up PDC/PPP Cell:** thrust may be given on developing projects under PPP mode in order to bring in private sector financing, expertise and efficiency. All States are advised to set up dedicated PDC/PPP Cells in order to effectively develop and implement projects such as *Andhra Pradesh, Odisha etc.*
- **Dispute Resolution:** Enhancing the enforceability of contracts and striving for predictability in execution is critical to attract and sustain private capital for funding infrastructure projects. States to facilitate dispute resolutions of infrastructure projects via Special Relief Act, Commercial Courts Act, Arbitration Act.

- **Support in implementation of NIP Projects:** State's need to thoroughly and regularly monitor physical and financial progress of projects and timely updating full details/status of projects at IIG portal.
- **Coordination with Stakeholders:** State's may appoint Nodal officers for coordination with various stakeholders for continuous flow of information and subsequent action taken by them to expedite projects and timely completion.

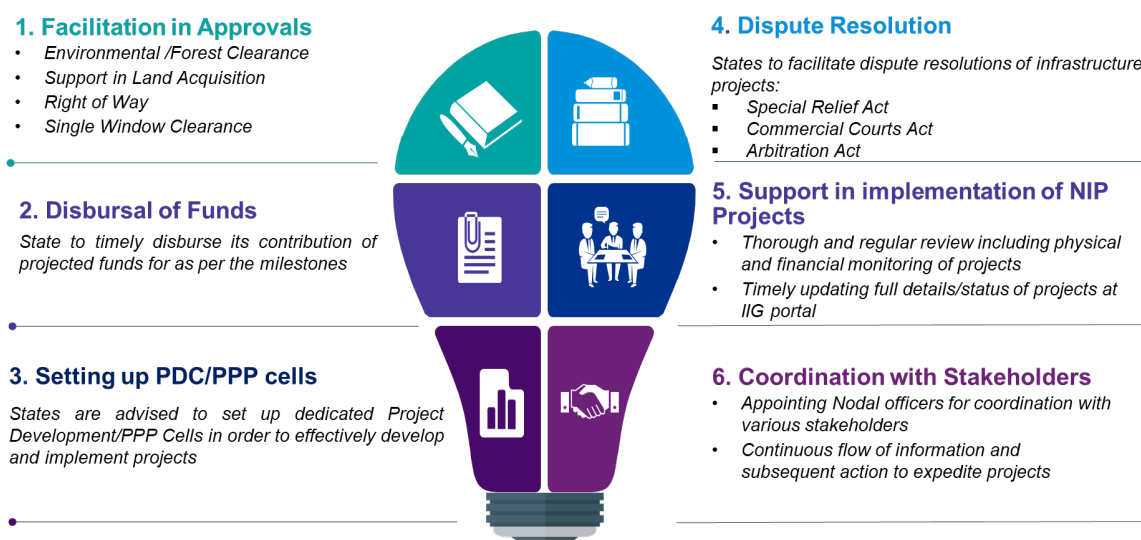


Figure 4: State Support required

5. Dispute Resolution

Significant emphasis is placed on contract management post the award of contract – a process that enables the participants in a contract to meet their respective obligations in order to deliver the objectives specified in the contract. One of the most crucial elements of this process is dispute resolution. Starting from including provisions in the contract that provide for resolution at different levels - thereby, to the extent possible, preventing disagreements from metamorphosing into disputes and to prolonged arbitrations /litigations – to ensuring effective institutional infrastructure for disputes resolution at all the stages. To allow for the above, States may take the following measures:

- i. Mandating infrastructure contracts to provide for appointment of an **Independent Engineer** -typically to address issues that may arise during construction - facilitating timely commissioning of the project.
- ii. Common to all the projects, at State level, there needs to be established a **Conciliatory Mechanism** of 2 to 3 Conciliation Committees – each comprising of 3 independent experts (including a member with required sector/technical expertise, and legal member – a retired High Court Judge).¹
- iii. Ensure that the requisite steps are taken to implement the provisions of (i) the Specific Relief Act, 1963 (as amended via the **Specific Relief (Amendment) Act, 2018** – designate civil courts as Special Courts to try suits pertaining to infrastructure projects; and (ii) **the Commercial Courts Act, 2015** – constitute Commercials Courts at district level, designate Commercial Appellate Courts at District Judge level.

¹ Committees to be mandated to assist parties in an independent and impartial manner in their attempt to reach an amicable settlement of their dispute. Matter may be referred to said Committees before or even during the pendency of the arbitration/litigation. Conciliation to be conducted in accordance with Part III (Sections 61-81) of the Arbitration and Conciliation Act, 1996.

6. Sector Focus

6.1 Energy

NIP envisages total investment of Rs.14.10 lakh crore for power sector. States are an important stakeholder as Rs. 7.21 lakh crore worth of projects out of the total investment is from States.

The aggregate technical and commercial (AT&C) losses for the year 2018-19 at National level were reported at 22.03%. 14 States still have AT&C losses at levels above 25% and hence critical interventions and reforms are required to address this weakest link in the power value chain.

A Revamped Distribution Sector Scheme has been conceptualized by the Ministry of Power. The scheme is a paradigm shift in the direction of improving financial sustainability of Discoms as it is a reforms based Result linked Scheme with a planned investment of Rs. 3.05 lac crore over 5 years. The detailed guidelines of the scheme are under finalization and the State governments can commence identifying the intervention areas for availing funding under the scheme.

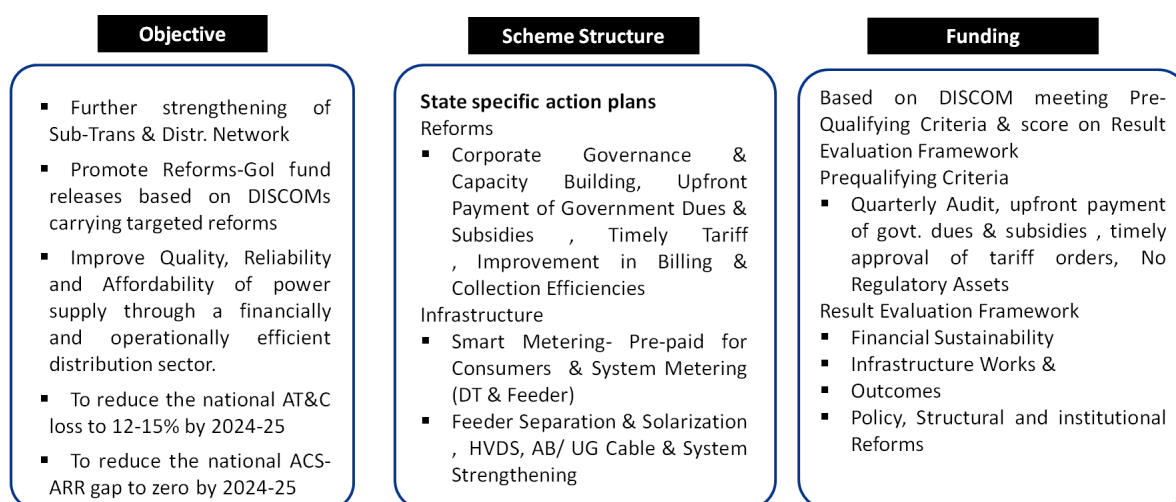


Figure 5: Features of Revamped Distribution Scheme

States may take up all expansion of 400 kV level and above through Tariff Based Competitive Bidding (TBCB) route as due to competition the transmission tariff in TBCB based projects have reduced as compared to cost plus tariff based transmission projects.

6.2 Roads

MoRT&H and its implementing agencies are well positioned to sustain the pace of award and construction of National Highways. On an annual basis, National Highways works awarded in the last 6 years (FY 2014-15 to FY 2019-20) have increased by 1.86 times to 10,919 km compared to 5,865 km awarded in the five-year period from FY 2009-10 to FY 2013-14.

Similarly, annual National Highways works constructed in the last 6 years (FY 2014-15 to FY 2019-20) have increased by 1.68 times to 8,271 km compared to 4,918 km constructed in the five-year period from FY 2009-10 to FY 2013-14. Specifically, the average pace of construction of National Highway has increased 2.4 times to 28 km per day in FY 2019 – 20 compared to 11.7 km per day of NH construction in FY 2013-14.

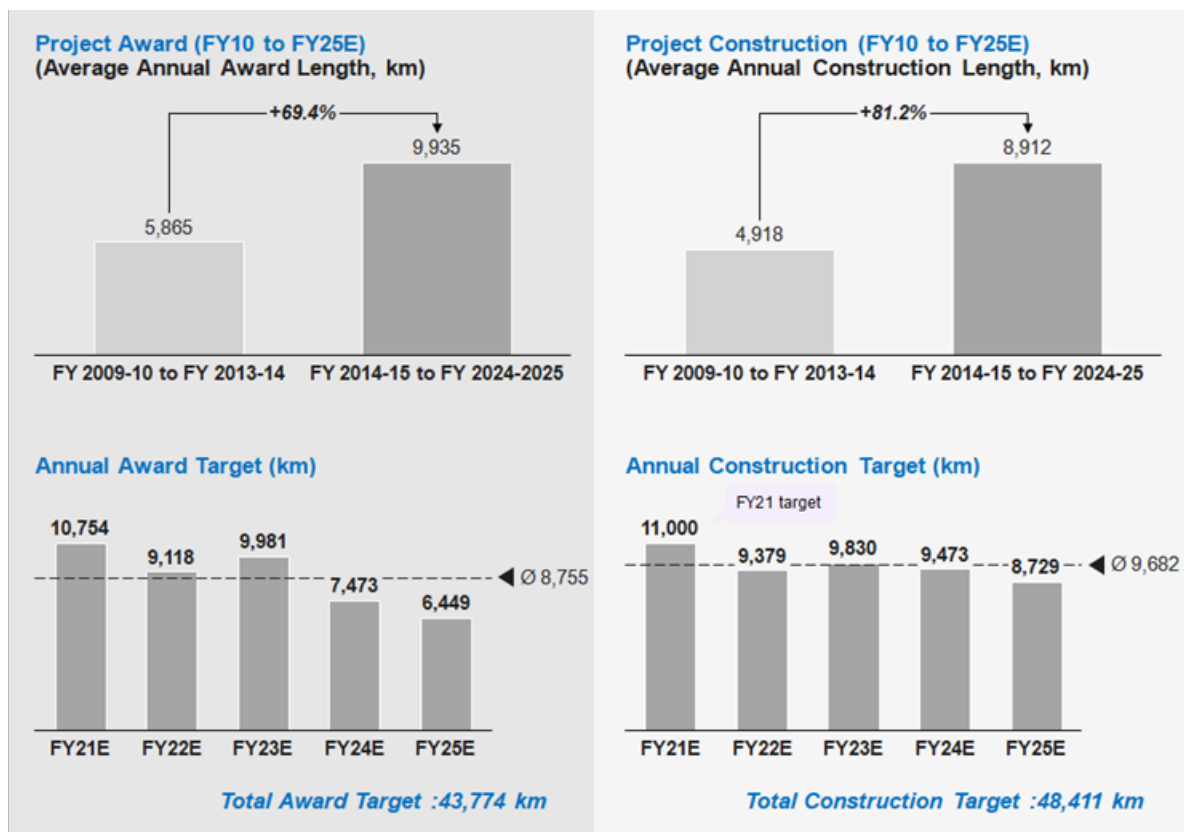


Figure 6: Pace of Award and Construction of NHs

This will be achieved through a public investment of ~Rs 8.4 Lakh crore over next 5 years. In addition, MoRT&H has been continuously implementing multiple policy interventions to promote private investment in the sector.

Private Participation in NH Construction	Novel Financial Instruments
A. Resolving stressed projects <ul style="list-style-type: none"> Multiple policy interventions to resolve stressed projects & enable asset recycling <ul style="list-style-type: none"> Premium deferment (25 projects), One Time Infusion of Funds (9 projects) BOT securitization (10+ projects), equity divestment (30+ projects) 	A. TOT for Asset Monetization <ul style="list-style-type: none"> Asset monetization model to attract financial investors with appetite for toll revenue risk ~1,250 km of assets monetized through ToT with overall potential of ~INR 14,700 Cr
B. Promoting Investment in BOT (T) Mode <ul style="list-style-type: none"> Range bound traffic risk for concessionaire with provision to modify concession period Strict enforcement of work-front availability before project award Dispute resolution board and SAROD to streamline dispute resolution 	B. InvITs for Asset Monetization <ul style="list-style-type: none"> Instrument to enable investment from retail & institutional investors in sector 5 projects identified for transfer to the first InvIT with potential to raise Rs. 5,000 Cr.
C. Introduction of HAM model <ul style="list-style-type: none"> Reduce upfront capital & financing risk of investment with 40% construction support 163 projects of 8,557 km with Rs. 2.35 Lakh Crore awarded under HAM Model further refined to improve cash flows – construction support paid in 10 tranches 	C. SPVs for Investments in Greenfield corridors <ul style="list-style-type: none"> Range bound returns with revenues ring fenced through SPV being finalized to attract financial investors for under development assets

Figure 7: MoRTH interventions to promote private investments in the sector

Multiple corridors of economic importance are being developed by MoRTH as part of Bharatmala Pariyojana. 22 Greenfield corridors (5 expressways & 17 access-controlled corridors) with length of ~7,600 km being developed at cost of Rs 3.3 Lac Crore thereby improving connectivity between key economic centers in the country. In addition, special emphasis is placed on developing first and last mile connectivity.

Inter Corridor Routes <ul style="list-style-type: none"> – Stretches providing inter-connectivity between 2 or more corridors – 4,000 km of Inter-corridor planned for development with cost of Rs. 55,000 Cr. – 766 km of projects have been awarded at a cost of Rs. 16,870 Cr 	Feeder Routes <ul style="list-style-type: none"> • Stretches providing first mile & last mile connectivity from / to key corridors • 2,000 km of feeder routes planned for development with cost of Rs. 25,000 Cr. • 358 km of projects have been awarded at a cost of Rs. 7,260 Cr.
Port Connectivity Roads <ul style="list-style-type: none"> – Stretches improving connectivity to major and minor ports from key corridors – 800 km planned for development at an investment of Rs. 12,000 Cr. – 90 km of projects have been awarded at a cost of Rs. 770 Cr. 	Border & International Connectivity <ul style="list-style-type: none"> – Stretches improving connectivity to strategic regions in the border and international road trade points – 2000 km planned for development at an investment of Rs. 20,000 Cr. – 980 km of projects have been awarded at a cost of INR 4,560 Cr.

Figure 8: Project Categories under Bharatmala

6.3 Railways

The Indian Railways has been investing significantly to enhance safety, augment the speed of trains, improve freight efficiency, enhance passenger amenities, and ensure better connectivity. To remain competitive vis-à-vis other transportation modes, there is an urgent need to upgrade and expand the railway infrastructure.

Under NIP, total capital expenditure of Rs 13.67 lakh crore on railways by both Centre (Rs. 13.58 lakh cr) and States (Rs. 8,743 crore) is envisaged to be made over FY 20- 25. About 724 identified projects will be implemented out of which 697 projects worth Rs 11.97 lakh crore will be implemented through EPC mode, while 27 projects worth Rs 1.61 lakh crore will be implemented through PPP mode. Break up of planned investment by category of projects is depicted below:

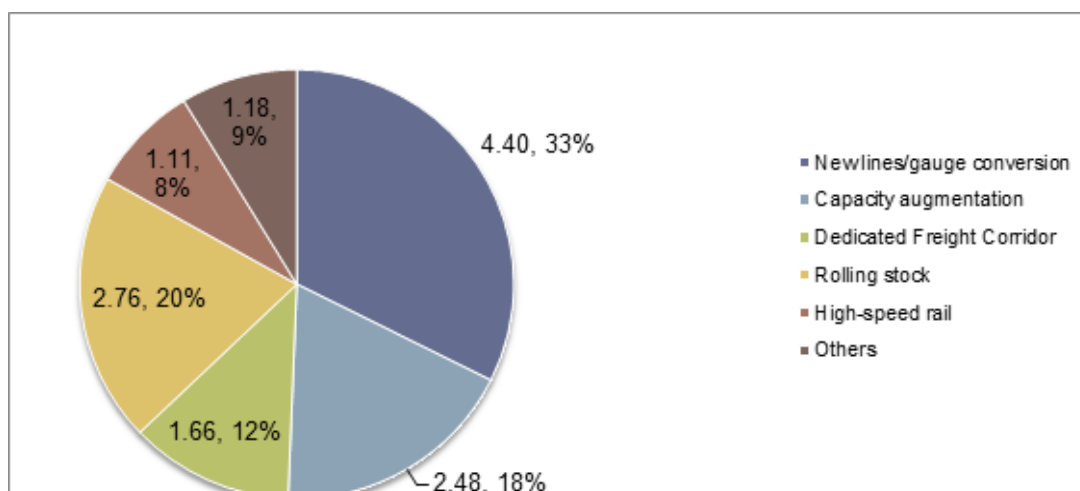


Figure 9: Break up of Railway Projects (Centre) by value (Rs. Lac Cr) and Percentage

To remain competitive vis-à-vis other transportation modes and provide optimum service to passengers/freight, there is an urgent need for IR to upgrade and expand the current railway infrastructure. This calls for greater State Govts' co-operation for timely implementation of projects. This will be critical in IR projects such as Dedicated Freight Corridor (DFC) and semi-high speed rail initiatives which would be game changers in freight and passenger segments. State Govts' support is hence critically required in easing land acquisition issues, approvals and clearances from State Govt./local bodies etc.

Further substantial initiatives for railway stations redevelopment are being undertaken by Ministry of Railways. A critical component of this is seamless entry and exit of freight, passengers and vehicles which is essential for efficient performance of railway stations. As the area around railway stations is typically under the jurisdiction of state government/urban local body coordination between different agencies is pivotal. States' support is therefore required for successful implementation and operations of these projects. A mechanism for such co-ordination in case of recently launched New Delhi Railway Station has been institutionalized by way of an apex committee headed by Lieutenant Governor (NCT Delhi). This is helping in collaborative and quick resolution of various operational issues faced.

6.4 Ports, Shipping & Waterways

The port sector is critical to India as ~95% of the trade activity by volume is carried out through the maritime route. Overall, India has 12 major ports and more than 200 minor ports. Even though port efficiency and productivity have improved significantly in the past 4-5 years, there still exists a need to further improve hinterland connectivity for operational efficiency and productivity for cargo handling at Indian ports. This is also impacting the economic development in and around area of such ports.

Sagarmala Programme is the flagship initiative of the Ministry of Ports, Shipping & Waterways to drive port led development. Vision of Sagarmala is to reduce logistics cost for EXIM and domestic trade. This includes, among others, locating future industrial capacities near the coast and port proximate discrete manufacturing clusters which will greatly enhance States' economic potential and inclusive development.

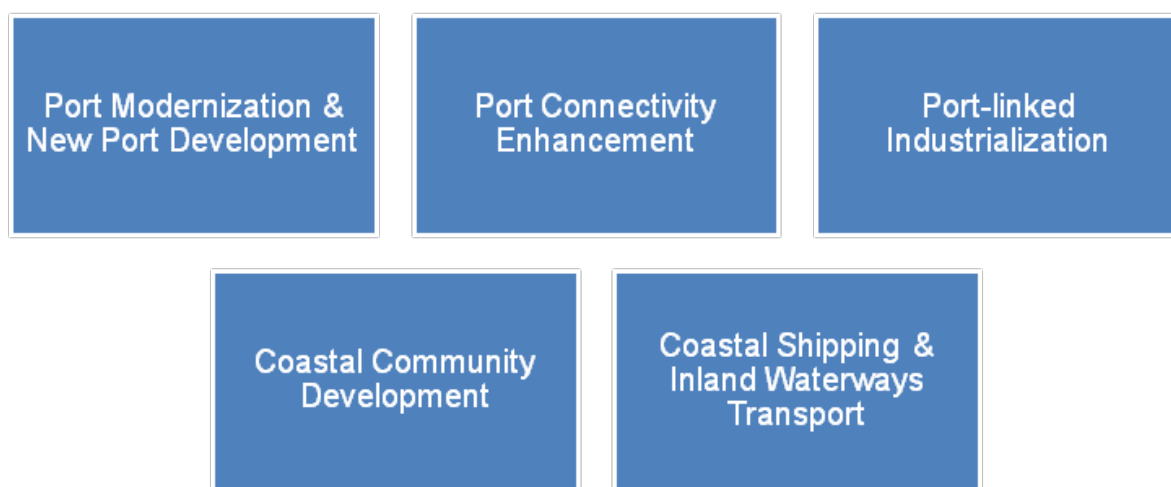


Figure 10: Components of Sagarmala Programme

The total estimated capital expenditure by both Centre and State Governments in the port sector

between FY20 and FY25 is Rs. 121,194 crore. Summary of the key projects is highlighted in the figure below:

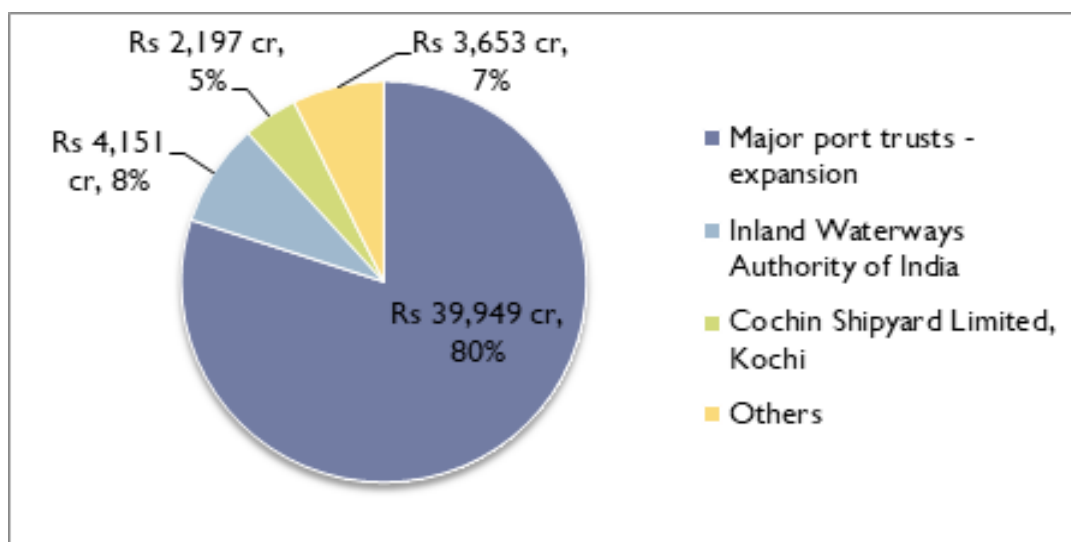


Figure 11: Break-Up of Ports Sector Projects (Centre) by Value (Rs cr) and %

6.5 Civil Aviation

India has seen massive growth in the airport sector with investments from both the government and private sector. The country has become the third-largest domestic civil aviation market in the world and has immense potential to grow further. This calls for higher investment to build new airports and augment the existing airport infrastructure to support future growth. Over the past few years, the government has announced several new initiatives and reforms to support this sector and spur growth.

Total capital expenditure of Rs 143,448 crore is estimated to be incurred by both Centre and State governments between FY20 and FY25. For projects to be executed by the Centre, about 58 identified projects will be implemented with capital expenditure estimated at Rs 89,167 crore.

State Govts may also explore PPP model for implementation of State owned airports especially in unserved and underserved areas. For this purpose viability-Gap funding (VGF) or grants may be provided by Central/State Govt. for projects where viability is low or revenue/traffic risk is potentially higher. This will be instrumental in generating large financial resources for the government with better operational efficiency.

The cornerstone of National Civil Aviation Policy was the Regional Connectivity Scheme (RCS), popularly known as *Ude Desh ka Aam Naagarik* (UDAN). It has received significant interest from leading domestic carriers and start-up airlines. Promoting international connectivity from non-metro cities under the international UDAN scheme, by bringing more airports under the purview, could be the next phase. The state governments may consider nominating their cities under this scheme to enhance tourism potential, economic growth and job creation.

6.6 Multi Modal Connectivity

India's logistics cost hovers around 14% of GDP, as against 8–10% of GDP in developed economies. In this regard, inadequate warehousing/logistic infrastructure and absence of multi-modal/inter-modal logistic parks is critical determinant of such costs.

Focus for both Central and State Govt. should hence be on enabling investments in multi-modal terminals and provision of last mile connectivity. This mandates development of a well-planned & integrated network, rebalancing the modal share through capacity augmentation and policy initiatives along with digital/technological facilitation for time and cost efficiencies.

Further, development of National Waterways, dedicated freight corridors connectivity, last mile rail and road connectivity, major rail connectivity projects, freight friendly expressway projects may be prioritized and fast-tracked to provide improved multi-modal connectivity. This is necessary to enhance cost and time efficiency of freight movement. States may explore multi-modal/inter-modal projects in collaboration with Central Govt entities as well as through private sector participation.

7. Role of States in Monitoring of Projects

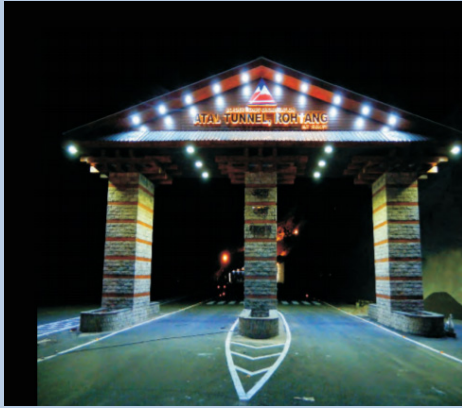
Some of the key challenges faced during infrastructure project delivery include land acquisition process and approvals, inadequate upfront planning and risk management, and most importantly, low maturity of project management processes to adequately plan for such factors. To counter this, significant front-end efforts should be invested in project pre-planning/initiation in order to reduce uncertainties/ risk factors during execution and enhance the reliability on project budget and schedule. Timely completion of projects must be incentivized to encourage the establishment of a culture in which effective project delivery occurs.

The country is in the transformation phase and with such large-scale investment planned under NIP, there is a strong need for States to adopt effective management and monitoring mechanisms, structured project and program management practices in order to manage the projects and implement them successfully.

Given the fact that each of the projects are unique, complex, involve multiple stakeholders, and require significant funds and time to complete, traditional ways of managing and monitoring projects need to be reimaged.

Project-specific empowered/high-powered committees have helped accelerate and monitor the implementation of specific projects. These committees track and monitor performance or execution status of projects and suggest key action or decision points from time to time.

States may set up suitably Empowered Committees for continuous and effective monitoring of projects planned under NIP



Project: Atal Tunnel, Rohtang, Himachal Pradesh

Key features: 8.9 km long single tube tunnel underneath the Rohtang Pass connecting Lahaul & Spiti with Manali

Model: EPC

Authority: Border Roads Organization

Unique features: One of the largest highway tunnels in terms of cross section area which further adds to the intricacy due to increased deformations and complex support systems

Challenge: Building a tunnel in the precarious Himalayan terrain. Temperature in the region drops to -15 to -20 degrees centigrade. Avalanche and flash flood prone area

Impact: This tunnel opened all weather connectivity to the people of Lahaul & Spiti.

8. Key Concerns of States

Power

- ▶ Revision of late payment charges charged by Generating Companies from State DISCOMs
- ▶ Retirement of Old Thermal Power Plants to improve energy efficiency
- ▶ Reduction in Grade Slippage of Coal and quality and quantity of coal to be ascertained at unloading point
- ▶ Pumped Storage Projects for promoting Renewable Energy Projects

Roads

- ▶ Improvement in Operation and Maintenance of existing Road Projects
- ▶ Reduction in project delays, clearance, land acquisition
- ▶ Delayed resolution of projects with infrastructure disputes

Support required

- ▶ States require handholding and support in undertaking innovating asset monetization structure like InvIT/REIT/Securitization based models for various sectors

A close-up photograph of a group of young children, likely of South Asian descent, wearing blue uniforms and caps. They are looking directly at the camera with expressions of curiosity and focus. The children are wearing blue shirts with red ties and blue caps with red straps. The background is slightly blurred, showing more children in the same attire.

AGENDA 4: ACCELERATING HUMAN RESOURCE DEVELOPMENT

EXECUTIVE SUMMARY

Economic growth and development are as much dependent on physical and financial capital as on human resource development. The role of formal education and skill training is critical in developing efficient, productive and outstanding professionals. The National Education Policy (NEP) 2020 has opened a window of opportunity which must be leveraged to transform India into a knowledge economy. The aim of the NEP 2020 will only be achieved with an active collaboration between Union & State Governments.

While we have achieved near universal access in primary education, issue of dropouts at secondary level and grade level mastery remains yet to be tackled. There are over 3 crores out of school children across the country who must be brought within the ambit of education. The Rapid Survey-2014 by Ministry of WCD shows that 27% of the children in the age group 3-6 years don't attend any pre-school education. Similarly, the dropout at secondary level is 17.8 % and the GER drops from 79.6% at secondary level to 58.56% at higher secondary level.

Moreover, the learning achievements of students demand immediate action. There are approximately only 30% children who are school ready in India. There are nearly 5 crores children who lack the foundational literacy and numeracy skills. The National Achievement Survey (NAS) 2017 shows how the accumulated learning loss leads to a steep decline in maths and language scores as students move from grade 3 to grade 8. This calls for an early intervention at the foundational level.

The States must focus on providing high quality Early Childhood Care & Education (ECCE) to all children through strengthening Anganwadis and starting Balvatikas in primary schools. An indicative timetable of play-based learning may be provided to all the Anganwadis. The Anganwadi workers should be trained in play-based pedagogy to improve school readiness among children.

Efforts should be taken to mainstream out-of-school-children. The States should take annual survey of out-of-school-children and special drives should be initiated for mainstreaming.

Additionally, a mission on foundational literacy and numeracy should be taken as high priority intervention to improve the learning outcomes.

- ➔ Annual Implementation Plans with year-on-year target may be prepared to achieve the universal foundational literacy and numeracy target by 2025.

In order to bring accountability in public and private schools, States should set up State School Standards Authority (SSSA) under the technical guidance of SCERTs.

The higher education sector in India is one largest in the world, next only to the US and China — catering to 3.7 crore students through a network of 993 universities and approximately 40,000 colleges. However, it faces three key challenges: a) access, b) employability and c) research out-put.

- ➔ The current GER in higher education in India is 26.3% against the global average of 37%. At the current rate, it would require an additional 35 million seats to achieve the goal of 50% GER by 2035 set by NEP. There is significant disparity in the access to higher education in the country. While the southern States like Tamil Nadu, Kerala, Karnataka have taken a lead in improving access to higher education, rest of the States will have to expand the reach of higher education.
- ➔ There is gender disparity in technical courses in the country – girls constitute only 28.4% of the total enrolments in technical institutes.

- ➔ The States should endeavour to identify special education zones in their States to improve access to higher education for socio-economically disadvantaged groups.
- ➔ Special scholarship schemes to promote technical education within girls may be initiated as well. In addition, use of online degrees and open and distance learning must be leveraged to provide high quality education to all.

The States should also set up accreditation body to maintain quality by bringing innovations such as institute development plans and apprenticeship embedded courses.

The number of researchers per lakh population and the number of Indian scientific publications is way below US and China. State Research and Innovation Foundation may also be established to boost innovation and bolster entrepreneurship.

The employability of our graduates is nearly 47% as per the India Skills Report, 2019 released by a joint initiative of All India Council of Technical Education (AICTE) and industry bodies. Life-skills and conversational English may be introduced as compulsory credit courses at the higher education level. In addition, hub and spoke model of vocational education may be set up in higher education institutions.

According to the Periodic Labour Force Survey (PLFS) 2018-19, only 2.4% of the workforce has received formal vocational / technical training, while another 8.9% has received training through informal sources. Compared to this 24% in China, 52% in US, 68% in UK, 75% in Germany, 80% in Japan and 96% in South Korea of the workforce are formally trained. Though training capacity has improved significantly over the years, there is still a high proportion of youth moving to informal sector as untrained workers. Formal and quality skilling based on industry demand is needed. States need to play a major role in improving access to skill development and its quality, orienting their efforts towards ensuring that trained youth and workers have better employment prospects.

States have an important role to play in improving Long Term Training that takes place in Industrial Training Institutes (ITIs). There is a need to focus on improving (i) accessibility (ii) equity (iii) quality of training and (iv) employability through creating industry led employment linkages through placements, apprenticeships and entrepreneurship.

Short term training is an important tool for skilling of unskilled and for reskilling and up-skilling of already skilled workers. For short term training, Pradhan Mantri Kaushal Vikas Yojana (PMKVY 3.0), a new and improved version, based on learnings of PMKVY 1.0 in 2015 and PMKVY 2.0 in 2016, has been launched by the Government of India on January 15th, 2021. PMKVY 3.0 is focused on Decentralized Demand Driven Skill Ecosystem with greater participation of districts and States.

Apprenticeship training is a very effective way of enabling youth to have practical, on-the-job training, which meets the requirements of the industry, offering the apprenticeships. This ensures the employability of apprentice trainees. Implementation machinery of the Apprenticeship Act has not been very effective – most eligible establishments are not implementing the Act. Based on establishments listed in the Sixth Economic Census, India should have around 20 lakh apprentices every year (assuming the minimum 2.5% of strength of establishments employing 30 or more employees), against 2.5 lakhs apprentices being trained every year at present. The majority of establishments come under the purview of State Governments that need to undertake more proactive efforts to reach out to industry for strengthening apprenticeships. While States like Maharashtra, Gujarat, Haryana, Uttar Pradesh and Karnataka show relatively higher numbers of

apprenticeship engagement, other States may consider steps to increase apprenticeship engagements. State Universities may utilize UGC permitted provisions for apprenticeship embedded degrees for enabling degree students to get formal skills that can make them employable.

Regular monitoring and supervision of skill programmes from the State level, regularly reviewing Common Norms, strengthening of State Skill Development Missions and District Skill Committees, enabling them to plan, execute and monitor, and bringing about synergies and convergence of skilling efforts will be integral to strengthening skill development in the country.

Accelerating demand for skilled manpower in developed countries as a result of domestic labour shortages and ageing population provides opportunities for India with its significant demographic dividend. As per the 'Global Skill Gap Study' (2019) a potential of 3.88 million jobs exists in different countries across the world, across multiple job roles over a period of five-years.

Continuation of a strategic and targeted policy approach will be the key for India to successfully become the Skill Capital for the global workforce requirements. States and districts have an important role to play in preparing the workforce and creating awareness regarding international employment opportunities. State Governments may therefore consider formulation of targeted country specific planning to respond to emerging global demand as per global skill gap studies and to prepare training eco system with inbuilt capacity.

1. IMPLEMENTING THE NATIONAL EDUCATION POLICY 2020

1.1 Introduction

The National Education Policy 2020 has set worthy yet ambitious goals with the aim to have to have an education system by 2040 that is second to none, with equitable access to the highest-quality education for all learners regardless of social or economic background. The aim of the NEP 2020 will be only possible with an active collaboration between the State governments and the Government of India in the spirit of cooperative and competitive federalism. It has opened a window of opportunity to re-align our priorities and work towards creating a vibrant, equitable and quality education system which would empower our students with 21st century skills, penchant for research and innovation and abilities to contribute the goal of making India a knowledge superpower.

1.2 School Education

The Indian school education system is one of the largest in the world catering to 24 crore school students through a network of 15 lakh schools and 89 lakh teachers. While we have achieved near universal access in primary education, issue of dropouts at secondary level and grade level mastery remains to be tackled yet. They have been discussed below with clear actionable points which must be taken to achieve the goals of the NEP 2020.

1.2.1 Access: The NEP 2020 has set an ambitious goal of achieving 100% Gross Enrolment Ratio (GER) from pre-primary to class 12 by 2030. There are certain challenges which must be addressed in order to achieve this goal as discussed.

- There are over 3 crores out of school children across the country who must be brought to the ambit of education
- The drop-out of 17.8 % at the secondary stage is alarming. The U-DISE 2018-19 shows that the GER drops from 79.6% at secondary level to 58.56% at higher

secondary level. This is the point where maximum students are dropping out. As a result, the pool of students for higher education also shrinks leading to a GER of only 26.3% in higher education much below the world average of 37%.

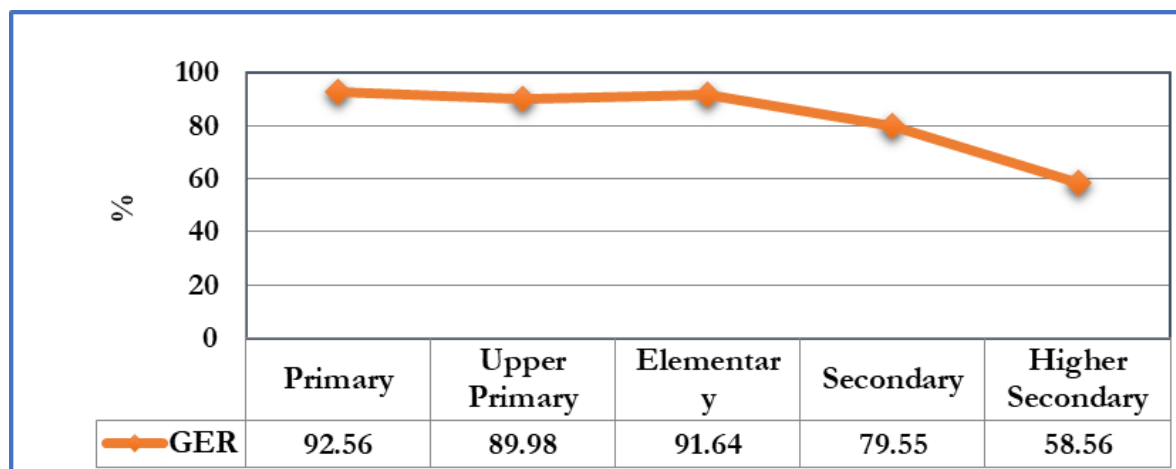


Figure 1: GER across levels (U-DISE, 2018-19)

- ▶ The Rapid Survey 2014 by Ministry of WCD shows that 27% of the children in the age group 3-6 years don't attend any pre-school education.

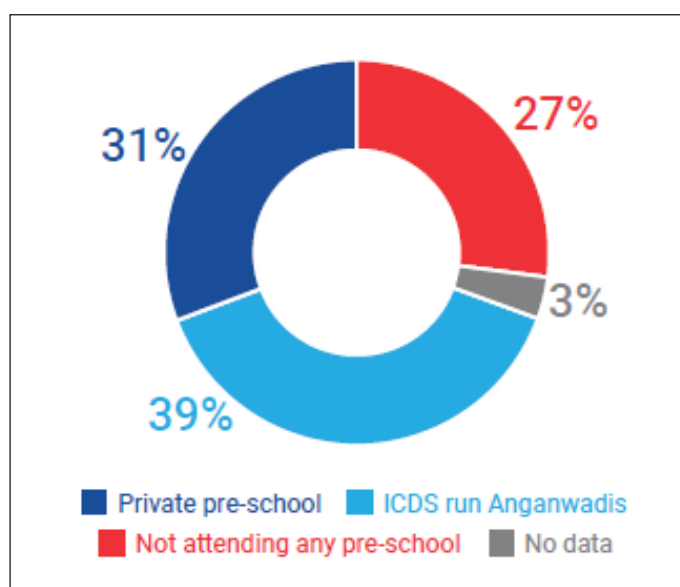


Figure 2: Status of pre-school attendance, (Rapid Survey, 2014, MoWCD)

1.2.2 Key Action Points for Achieving Universal Access: The State governments have a major role to play in provisioning of education to all. A combination of steps needs to be taken to ensure 100% GER across all grades by 2030.

a. **Ensuring Universal Early Childhood and Education:**

- ◆ Setting up a Joint Task force of Department of School Education and Department of Women & Child Development in each state
- ◆ Preparing guidelines to co-locate or twin Anganwadis with nearby primary schools on the lines of one prepared by UNICEF and Ambedkar University by 2020-21

- ♦ Preparing a 10 year roadmap of starting Balvatikas in every primary school with clear annual targets
- ♦ Starting the Balvatika program in schools with co-located Anganwadis in the academic year 2021-22

b. **Mainstreaming Out-of-School Children (OoSC):**

- ♦ Undertaking a household survey to identify OoSc by 2021-22
- ♦ Undertaking 10 year projection of need analysis of infra, residential schools, hostel requirementsetc to increase access to education

c. **Ensuring Continuity in Education at Secondary level and above:**

- ♦ Identifying high dropout prevalence districts in the State
- ♦ Starting vocational educational courses at secondary level in all such districts
- ♦ Identifying geographical areas in the State to be identified as Special Education Zones to improve access opportunities for socio-economically disadvantaged groups (SEDGs). NITI Aayog has carried out a similar exercise to identify disadvantaged districts in India what is today known as Aspirational Districts.
- ♦ Finally, forming a 10 years road-map with clear annual access targets at pre-primary, primary, elementary, secondary and higher secondary level so as to achieve 100% GER in the State by 2030.

1.2.3 Quality: The NEP 2020 recognises the learning crisis in the country. It estimates that there are nearly 5 crore children who lack the foundational literacy and numeracy skills.

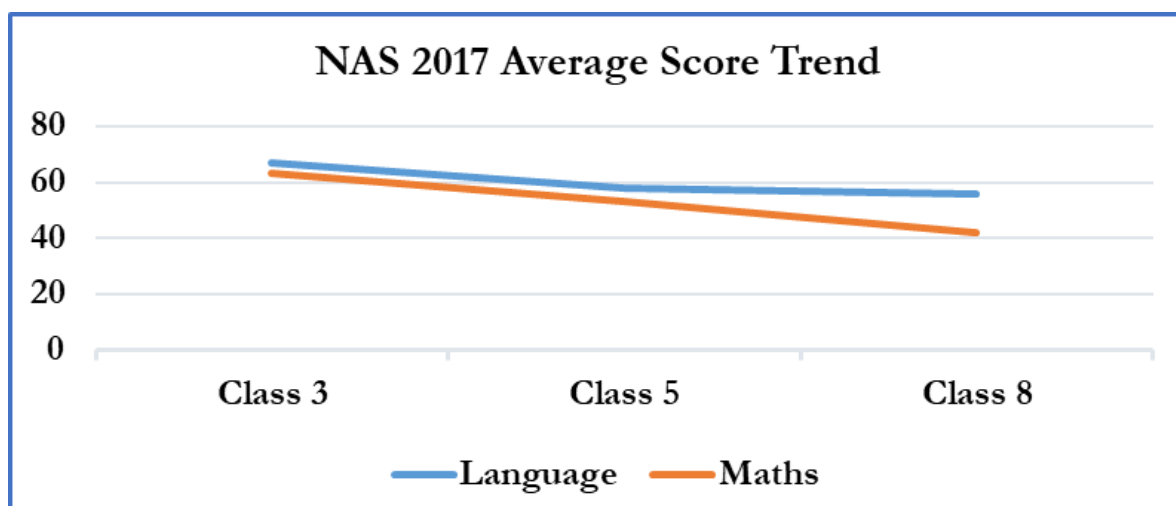


Fig 3: Trend of NAS 2017 score across grades

The National Achievement Survey (2017) data shows that the average learning achievements drops as the students move from grade 3 to grade 5 and so on. The drop in average mathematics score is steeper than that in language. This can be attributed to the learning gaps cumulated over grades. That said, there exists a great regional disparity in learning outcomes in the country as can be seen in the heat map of the NAS performance of the states.

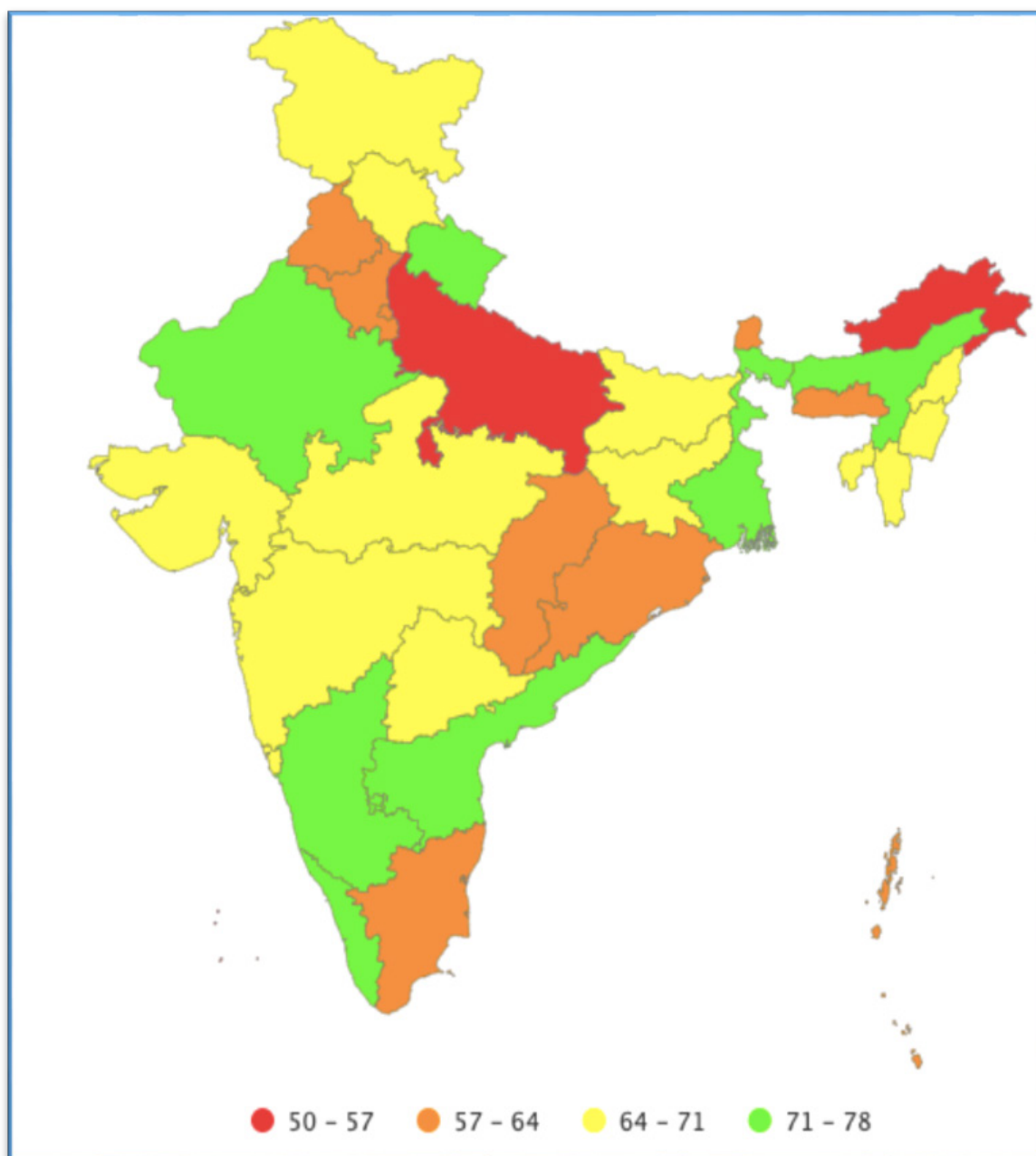


Fig 4: State-wise Performance -Average Score in Language Grade 3 NAS 2017

The low performance of the students is also linked to the quality of education in Anganwadis and pre-school. A report from ASER shows that only ~30% of the children in the country are school-ready.

1.2.4 Key Action Points for Achieving Quality Education for All: The NEP 2020 recommends a series of recommendations to improve the learning standards in the schools. It is, however, important to synergise the efforts so that the goals could be achieved in a time-bound manner. One of the high priority goals is the achievement of universal foundational literacy and numeracy skills across primary grades by 2025. The following action steps must be taken by the states to ensure timely implementation:

a. **Strengthening Early Childhood Education in States**

- ♦ Setting daily 4-hour play-based timetable in Anganwadis in 2021-22
- ♦ Preparing local and contextualised teaching-learning material

- ♦ Training Anganwadi workers and helpers in facilitating play-based learning in 2021-22
 - ♦ Developing and introducing a 3-month school readiness module at the beginning of grade 1 from the academic year 2021-22
- b. **Prioritising the Foundational Literacy and Numeracy Mission**
- ♦ Preparing the Annual Implementation Plans to achieve FLN target by 2025
 - ♦ Establishing IT based assessment & tracking of progress on grade level proficiency
 - ♦ Setting of PMU at district & state level for mission-mode & time-bound implementation
 - ♦ Preparing an Index to track progress at department and CM level and infuse healthy competition among districts
- c. **Accountability for Quality Improvement**
- ♦ Setting up State School Standards Authority (SSSA) in each State under the technical guidance of SCERTs in 2021-22
 - ♦ Identifying performance indicators for all schools – both private and public— with a focus on learning outcomes in 2021-22
 - ♦ Enforcing complete transparency and full public disclosure of all finances, procedures, and educational outcomes by private schools so that parents could take informed decision in 2021-22
 - ♦ Starting accreditation of public and private schools against the performance indicators to infuse healthy competition

1.3 Higher Education:

There has been considerable increase in the enrolments in higher education (~85%) in the past decade and the number of universities and colleges which grew by ~127% and ~54% respectively. However, the current GER remains much below the global average of GER. Employability of our graduates and research output in the country are also a matter of concern which need immediate attention.

1.3.1 Access: The NEP 2020 has put an ambitious goal of achieving 50% GER in higher education by 2035. The current GER is 26.3% against the global average of 37%. At the current rate, it would require an additional 35 million seats to achieve the goal set by NEP.

- ▶ **Regional Disparity:** There is significant disparity in the access to higher education in the country. While Tamil Nadu has 49% GER, it is only 13.6% in Bihar. Similarly, there are only 7 colleges per lakh population in Bihar as compared to 50 in Telangana. Even within states, there are districts which score below the State average.
- ▶ **Gender Parity:** Though the GER for girls is higher than boys, the enrolment of girls in technical education is only 28.4% of the total enrolments.

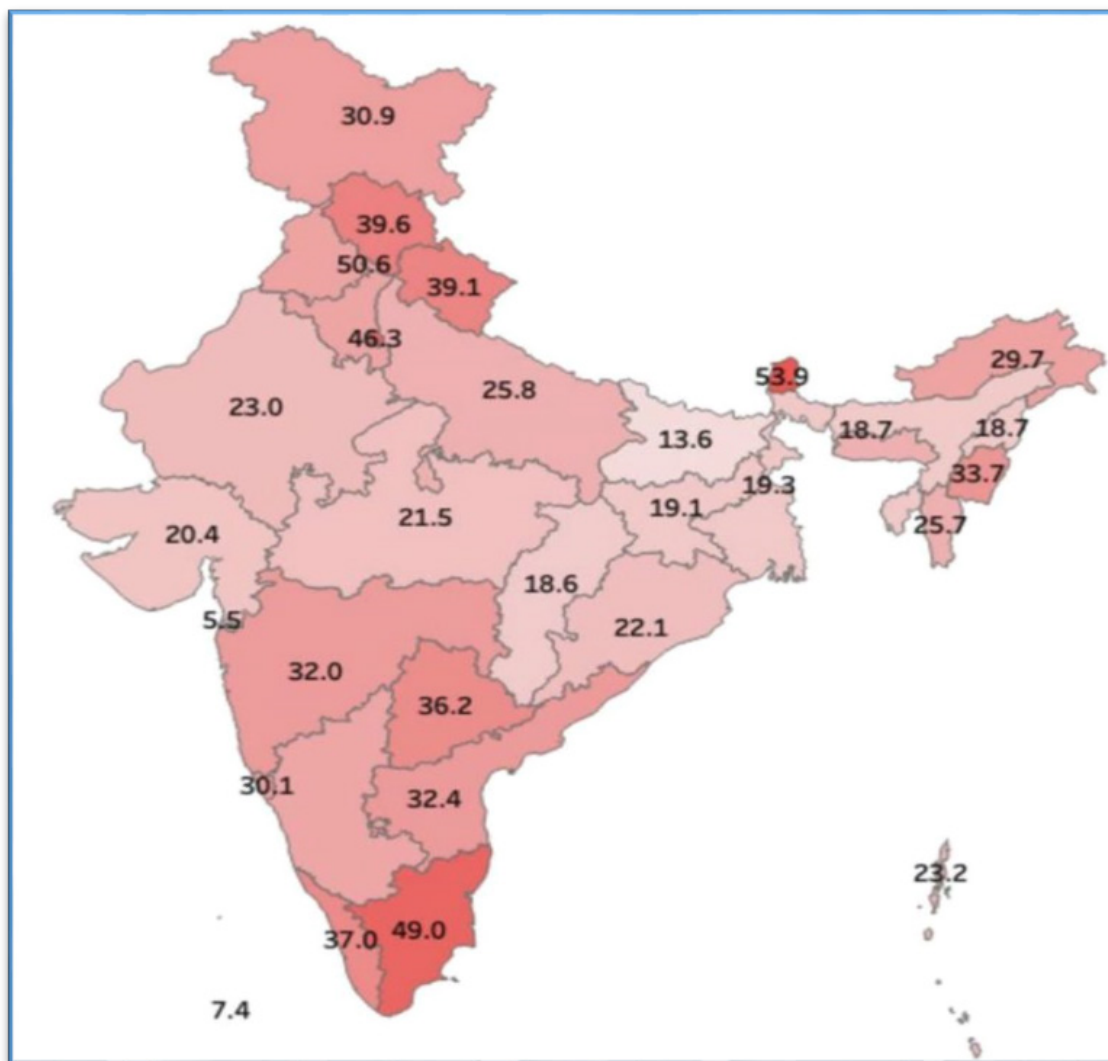


Fig 5: Higher Education GER across States (AISHE, 2018-19)

1.3.2 Key Action Points for Achieving Equitable Access: The National Education Policy 2020 has emphasised on expanding the reach of higher education to all sections of the society while recommending some innovative ways which the States should take a lead on. Following action steps must be taken to ensure equitable access.

- ▶ Preparing 15 year road-map to increase GER with clearly defined yearly targets till 2035
- ▶ Identifying Special Education Zones in the State to increase access to higher education for SEDGs in 2021-22
- ▶ Ensuring proper physical, human and financial resources for Model Degree Colleges in Educationally Backward Districts in 2021-22
- ▶ Increasing the pool of students eligible for higher education by offering vocational education equivalent to higher secondary in 2021-22
- ▶ Setting up a task force to design online degrees and distance learning degrees of highest quality and to offer them from 2022-23
- ▶ Introducing special scholarship schemes for girl students to increase their number in technical education from 2021-22

1.3.3 Quality: The National Education Policy aims to transform India into a knowledge superpower. The key to achieve this vision depends on the quality of our graduates and the robustness of our research ecosystem. The mettle of Indian engineers is well respected across the globe and so is that of our scientific community. However, we need to work on few critical areas which are holding back India from growing into a knowledge economy.

- ▶ **Graduate Employability:** The employability of our graduates and shortage of skilled manpower have been a major concern that needs to be tackled on a high priority basis.

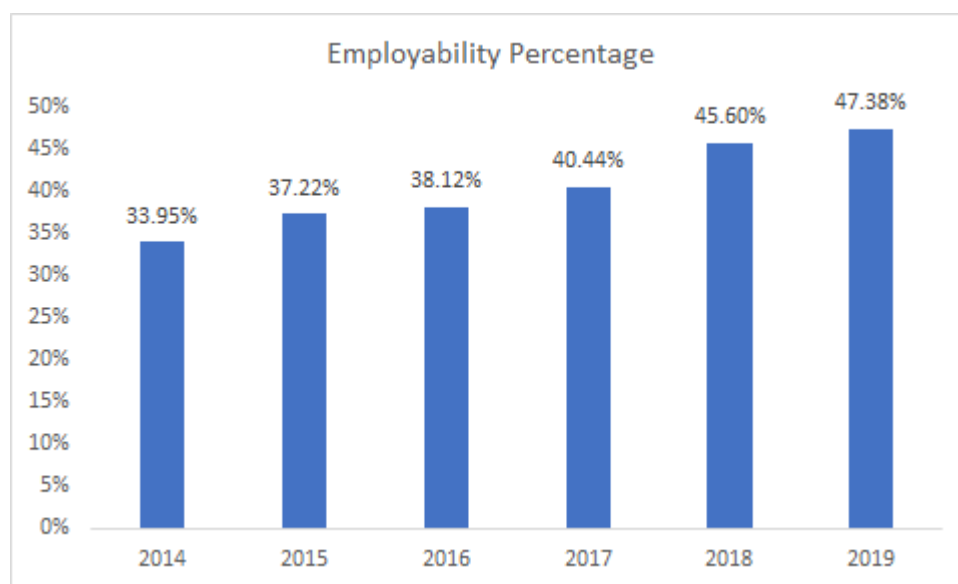


Fig 6: Employability of Graduates (India Skills Report, 2019)

- ▶ **Research Output:** The number of researchers per lakh population and the number of Indian scientific publications is way below the US and China.

Table 1: India's position vis-à-vis other countries

S.N	Parameters	India	China	USA
1	Total Number of Higher Education Institutions	50,000+	2914	5300
2	Gross Enrolment Ratio	26.3	43.4	85.8
3	Number of Institutions in Top 200 world university rankings (QS World Ranking)	3	12	29
4	Number of researchers per lakh population	15	111	423
5	Share of scientific publication	5.31%	20.67%	16.54%
6	Ranking in terms of citation impact of publications	11	2	1

1.3.4 Key Action Points Improving Quality of Higher Education: The National Education Policy has recommended some path-breaking recommendations to bolster the Indian higher education ecosystem with a focus on high research output and competencies of the graduates. A focussed approach from the States is desired to achieve these goals.

- ▶ Establishing State Assessment and Accreditation Centre to accredit all HEIs in state jurisdiction in 2021-22
- ▶ Ensuring development of Institutional Development Plan (IDP) by all HEIs with clear and measurable outcome indicators with timeline
- ▶ Establishing State Research & Innovation Foundation; conducting Ideathon/Hackathon on an annual basis to foster innovation in 2021-22
- ▶ Introducing soft skills and communicative English as compulsory credit courses in first year in all HEIs from 2022-23. Preparing the curriculum and study material 2021-22
- ▶ Starting degrees with embedded apprenticeship/internships from 2021-22 under the latest UGC guidelines
- ▶ Establishing a Hub & spoke model of vocational education and leveraging it to offer vocational courses in colleges and schools in 2021-22.

2. SKILLING, RESKILLING AND UPSKILLING

Introduction

Although training capacity has improved significantly in the country over the years, and around 5.5 crore people have been trained in last five years under the Skill India programme there is a substantial gap in skilling in the country. There is need for formal and quality skilling based on industry demand.

While Ministry of Skill Development and Entrepreneurship (MSDE) under Government of India is the nodal Ministry of skilling, the responsibility of skilling is also being carried out by other Central Ministries, State Governments and the industry. State Governments can play a major role in improving the skilling ecosystem, and in turn benefit the local youth in becoming employable and earn higher incomes. Besides MSDE, 21 Ministries/ Departments are currently implementing nearly 40 programmes related to skilling and a large number of States are also implementing their own skill development schemes.

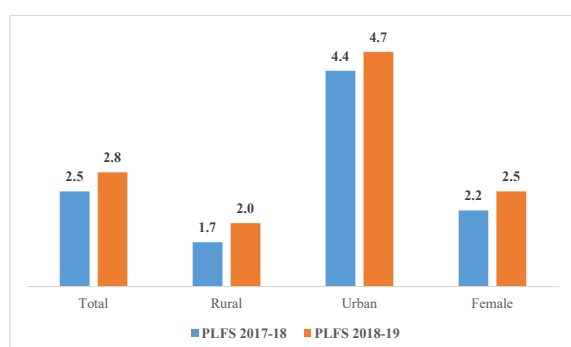


Figure 7: Percentage of persons of age 15-29 years who received formal vocational/technical training during PLFS (2017-18) and PLFS (2018-19)

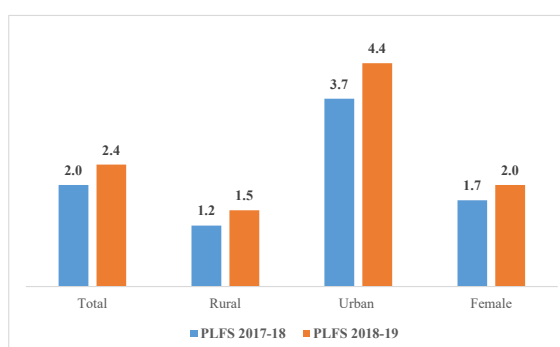


Figure 8: Percentage of persons of age 15-59 years who received formal vocational/technical training during PLFS (2017-18) and PLFS (2018-19)

A. Long-term Training

ITIs are primary training institutions for delivering long-term vocational education and training. The Director General of Training has started a process of grading of ITIs to establish quality

assurance mechanism for both Government and Private ITIs and to help trainees make informed choices while opting for institutes. There are a total of 12,160 ITIs in the country. Of these, 4811 ITIs were graded under Phase-I of the process. In Phase-2 of grading 12160 ITIs were taken up. More than 10000 ITIs fall below the Grade of 2.0, and only 14 ITIs are able to get above 4. This reflects the poor quality of long-term skilling and needs to be addressed. For these four issues need to be taken care of: Accessibility, Equity, Quality and Employability.

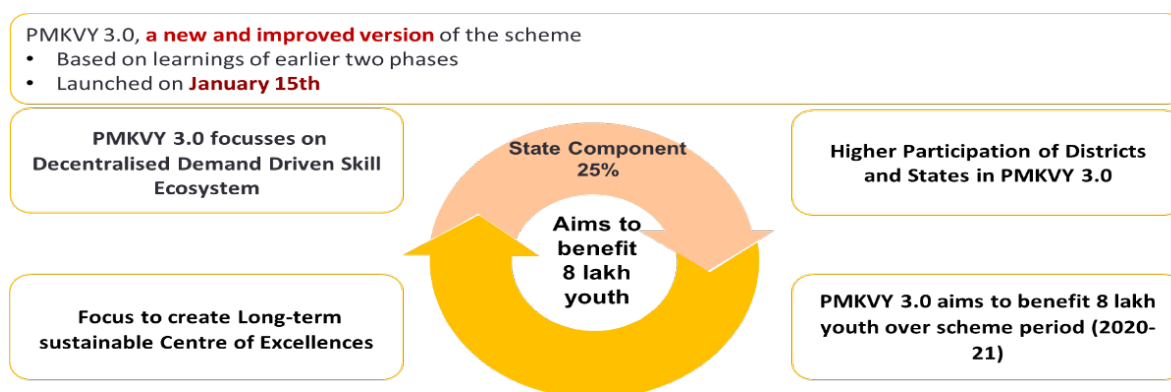
States may consider doing the following on the below four parameters:

<p style="text-align: center;">Accessibility</p> <p>Need to increase the national average from 175 to 500 seats per lakh population.</p> <p>Steps which States may consider taking:</p> <ul style="list-style-type: none"> ♦ Increase capacity of existing ITIs ♦ Open more ITIs, with the objective of at least one Government ITI in each block ♦ Promote more quality Private ITIs ♦ Utilize existing surplus capacity in Engineering colleges/ Polytechnics ♦ Have second shift in ITIs 	<p style="text-align: center;">Equity</p> <p>Challenges</p> <ul style="list-style-type: none"> ♦ Low Female Labour Force Participation - Just over 12% across the country ♦ Low PwD Participation - only 0.8% belonged to PwD category <p>Steps which States may consider taking:</p> <ul style="list-style-type: none"> ♦ Counseling at community level ♦ Improving access to hostels ♦ Advocacy for traditionally non-female oriented trades ♦ Introduction of at least one trade for PwD in each ITI ♦ Equipping ITIs with necessary infrastructure to support PwDs
<p style="text-align: center;">Quality</p> <p>Issues</p> <ul style="list-style-type: none"> ♦ Instructor Vacancy: Against 1.23 lakh trade units only 64,000 are currently filled ♦ Of 64,000 instructors only 11,000 are formally trained ♦ Inadequate provisions for raw materials, teaching aids and instructors grants ♦ IT labs and classrooms not equipped for smart learning ♦ Absence of new age trades/ courses ♦ Poor pass percentage <p>Steps which State may consider taking</p> <ul style="list-style-type: none"> ♦ Fill up existing instructor positions ♦ Amend Recruitment Rules to provide for only Trained teachers ♦ Upgrade infrastructure, ♦ Introduce new age courses ♦ Train the untrained teachers ♦ Upgrade existing teachers through regular In-service training 	<p style="text-align: center;">Employability</p> <p>Issues</p> <ul style="list-style-type: none"> ♦ Placement rate of ~72% for the ITI trained candidates. Of which: ♦ Wage employment regular: 49.5% ♦ Contract Labour: 42% ♦ Casual Labour: 8.4% ♦ Self-Employment: 6.7% <p>Steps which States may consider taking:</p> <ul style="list-style-type: none"> ♦ Coordination with industries to improve employability of the trained graduates ♦ Dual System of Training (DST) - ITI and industry ♦ Institute Management Committee headed by Industry ♦ Close down old courses, and introduce courses with more employment potential ♦ Placement Cells in ITIs

B. Short term training

Short term training (STT) is useful in not only skilling persons in non-engineering trades, but is also effective in reskilling and upskilling workers who wish to get trained in additional competencies. With the objective of having a widespread ecosystem relating to short term training, Government launched the Pradhan Mantri Kaushal Vikas Yojana (PMKVY) programme in 2015, which was followed with PMKVY 2.0 in 2016.

Based on the learning of PMKVY 2.0, Government has launched PMKVY 3.0 programme in January 2021. There is a paradigm change in its implementation with adoption of more decentralized institutional mechanism, and with States and Districts having a major role.



- Greater Role of States, in implementation of Central component also

States will need to strengthen and monitor the District Skill Committee and the State Skill Development Mission to ensure that implementation occurs. They would have the following roles:

- ▶ Conduct, facilitate and track the skill gap across the district
- ▶ Identification of demand driven Job Roles and Mobilization of candidates
- ▶ Identifying the Training Providers through a transparent process.
- ▶ Monitoring of training and ensuring quality

Short Term Training – Gram Panchayat Interventions

An MoU was signed between the Ministry of Panchayati Raj (MoPR) and MSDE on 24th July, 2020, to integrate skill development planning at the Gram Panchayat (GP) level and for cooperation in the following areas:

- ▶ Mission Antyodaya
- ▶ Recognition of Prior Learning
- ▶ Integrated Project for Water, Sanitation & Hygiene (WASH)

One of the facets of improvement of skill training is expansion of its outreach and last mile connectivity. It is important to include Skill Development and create a registry of skilled resources at the GPs, and identify skilling requirements in the Gram Panchayat Development Plans (GPDP) to further feed into the District Skill Development Plan (DSDP).

To certify uncertified skilled resources and improve their upward mobility along with equipping the GPs with certified manpower, Recognition of Prior Learning (RPL) with employment linkage

at the GP has been piloted in the districts of Varanasi and Chandauli, UP. In its next phase, the initiative is going to be scaled up.

C. Apprenticeship

Apprenticeship Training in India is governed under the Apprentices Act, 1961 and Apprenticeship Rules, 1992. However, the engagement of apprentices is not as per the potential, and States can play a major role as follows:

- ▶ A dedicated Apprenticeship Cell under State Apprenticeship Advisor (SAA) to be formed for monitoring & implementation
- ▶ Involvement of District Collectors for promotion of apprenticeship programme. District level targets can be set up for apprenticeships based on employee strength of establishments
- ▶ District level Information, Education & Communication (IEC) Activities to ensure last mile awareness.
- ▶ Identification of potential industry clusters, ensuring timely submission of Industry Apprenticeship Initiative plan and notifying DGT to include under STRIVE project.
- ▶ Identifying Champions & Role Models who can champion the cause of Apprenticeship.

D. Convergence with Formal Education

National Education Policy (NEP) has laid down the vision that at least 50% of learners through the school and higher education system shall have exposure to vocational education by 2025. States may consider taking necessary steps.

E. Capacity Development of State Machinery for Skill Development

States do not have a strong machinery for skilling in the district and sub-district bureaucracy. In most states, an existing official is designated as the District Skills Officer, who is not able to provide focused attention to this task. Hence, it is imperative that a dedicated District Skill Officer is posted in each District, along with team and resources.

F. Bringing in Synergies & Convergence

State Skill Development Missions (SSDMs) and District Skill Committees (DSCs) need to spearhead decentralized planning for matching of demand & supply. SSDMs & DSCs can take the lead in bringing synergies and convergence to skill schemes & programmes of the Government of India and State Governments. SSDMs and DSCs also need play a leading role in encouraging local skills-make them marketable and aspirational for youth. For better convergence and synergies, States can leverage MSDE framework to launch skilling initiatives.

G. Inputs Received during the Interaction with Chief Secretaries & Principal Secretaries of States on 6th February, 2021:

1. Odisha
 - a. Although the government has revised the common norms, to actually churn out quality skill people there is a need to take a relook at the common cost norms by MSDE.

- b. The new Apprenticeship Act has given a spur to apprenticeship. Currently 25% of contribution is given by GoI towards the stipend contribution of apprentices. Highlighted the need to increase women participation in apprenticeship.
- c. The ranking of ITIs has resulted in healthy competition. MSDE is requested to create similar ranking system for polytechnics as well as engineering colleges. This will also help students assess the quality and standing of different colleges and make informed choices.
- d. Global workforce employment exchange on a web portal can be created with focus on capturing relevant data to get better results.
- e. Inter-state Migrant Welfare Act, which guarantees welfare measures to migrant workers, is not being implemented in several States. NITI Aayog can play a greater role in ensuring cross-State collaboration and cooperation towards putting required system in place for effective implementation.

2. Rajasthan

- a. State government has entered into partnerships with Sector Skill Councils who have taken the role of Training Partners and are imparting training. Also, MoUs have been signed with esteemed universities on skilling initiatives.
- b. In Rajasthan system has been evolved to make Skill Development Plans at the level of sub-division, with plans to bring it up to the Gram Panchayat level too.
- c. Rajasthan has also come up with the Raj Kaushal portal on which all skilled manpower have been mapped. Industry members are also on the portal, thereby allowing for a direct interface between employers and workers.

3. Kerala

The Government of Kerala highlighted the need for discussion on issues related to entrepreneurship, which is an important topic for education and skill development.

4. West Bengal

- a. Suggestion made w.r.t National Council of Vocational Education and Training (NCVET) which is the regulator of the skill sector created after merging the NCVT and NSDA. It is suggested by the State that the whole framework should be public institution driven.
- b. The launch of Dakshata scheme for ITIs is being looked forward to as it can prove to be greatly beneficial.

Response by Secretary, MSDE –

- ▶ Common cost norms are revised at regular intervals, for example a five percent raise was made last year and committee to examine further revisions to the norms has been set-up.
- ▶ Dakshata is a mega programme aimed at ITI improvement, and is in the conception stage currently and will be rolled out at the earliest.
- ▶ Matters relevant to NCVET are discussed regularly in consultations with the States and several recommendations from States have been incorporated.
- ▶ To decide on the matter of public v/s private participation under the framework of

NCVET, detailed consultations keeping in consideration the various relevant factors will be required.

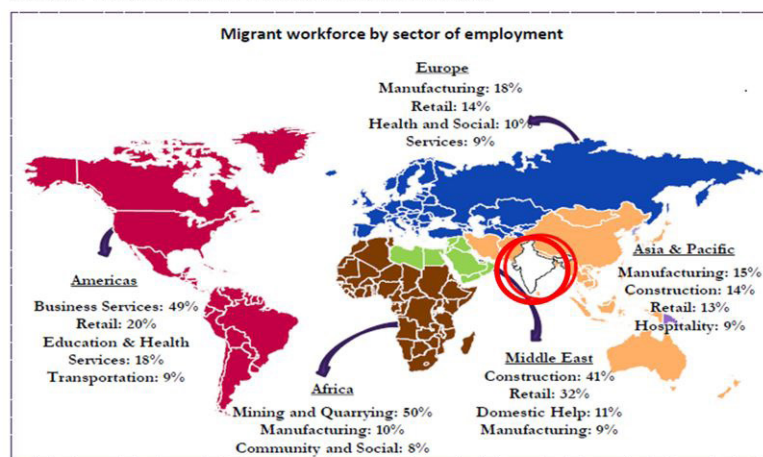
3. MAPPING OF GLOBAL WORKFORCE- REQUIREMENT & SUPPLY

1. Introduction

The National Skill Development Corporation (NSDC), along with Ernst & Young (EY) conducted the 'Global Skill Gap Study' in 2019. The study showcases the in-depth analysis of the global workforce markets with prime focus on leveraging the opportunities to the benefit of Indian workforce. Out of 160 countries, top 15 countries were identified to rank the Global Migrant Attractiveness Index using 16 parameters.

The top 15 countries identified were categorized into 3 clusters with demand for diverse job roles for each of these countries identified and listed.

Sector wise trend of India's labor outflow



For People with technical skills:

- Key Destinations:
USA, Canada, UK, EU and Australia (Permanent migrants)
- Key Sectors :
Healthcare, Management, Financial Services and Technology

For skilled and unskilled workers:

- Key Destinations:
Middle East and GCC countries (Temporary contracts)
- Key Sectors :
Construction, Retail, Drivers

Job Opportunities in the Various Country Clusters–

1. **Countries in Gulf Cooperation Council** – Major countries in this council include UAE, Saudi Arabia, Qatar, Kuwait with a potential demand of 2.63 million in sectors of Construction, Manufacturing, Wholesale & Retail Trade, Transport Storage
2. **European Countries** – United Kingdom, Germany, Switzerland, Sweden, Netherland are some of the countries that attract a significant share of emigrants from India seeking employment in sectors of Health & Social care, Manufacturing, Accommodation & Food, Construction. Potential sectoral demand from European countries stand at 0.30 million.
3. **Countries with Mature Migration Systems** – Countries like USA, Singapore, Malaysia, New Zealand, Australia, Canada, Japan that have mature migration systems hold a potential demand of 0.95 million. The key sectors where potential for employment exists are Health and Social Care, Construction, Manufacturing, and Agriculture.

2. Post-Covid Healthcare Sectoral Demand Analysis:

Further, post Covid-19 period, Global Demand Assessment was carried out to assess emerging opportunities in Health care and allied sectors. It is estimated that there shall be demand for

over 300,000 healthcare workers, up to 2022 in nine different countries: Australia, Canada, Germany, Japan, Sweden, United Kingdom, United States of America, Switzerland, New Zealand. Qatar, Kingdom of Saudi Arabia and Singapore have additional potential demand for Indian healthcare professional workers. Towards this in collaboration with the Healthcare Sector Skill Council (HCSSC), an indicative mapping of seven Healthcare job roles of India was done with the standards of 32 comparable international job roles for the 12 countries. Timely action on part of States to orient their skill programs towards matching this potential global skilled care workforce demand can help bring about long-term impacts and growth.

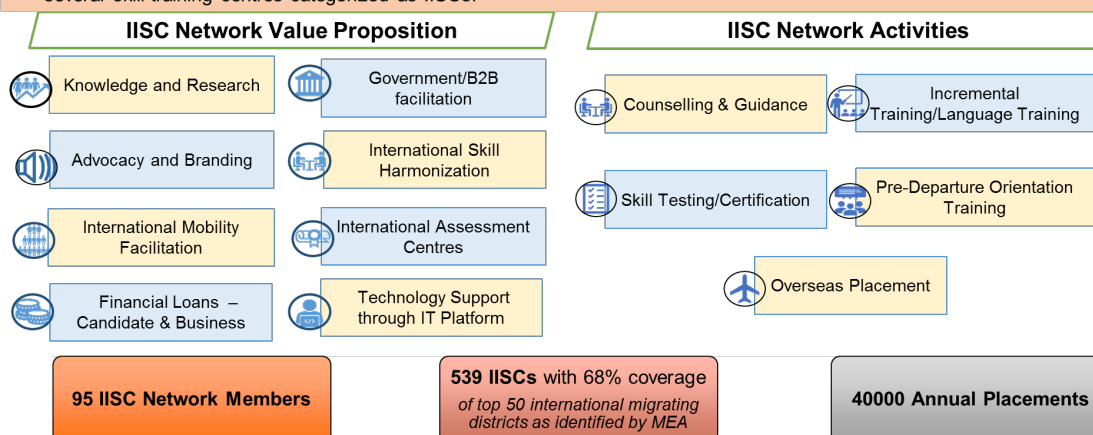
3. India International Skill Centre (IISC) Network

The India International Skill Centre (IISC) Network is a nodal platform created by NSDC to facilitate international workforce mobility, using market driven model and operating through several skill training centres–IISCs.

India International Skill Centre (IISC) Network

The India International Skill Centre (IISC) Network - a nodal platform created by NSDC to facilitate international workforce mobility.

- It is a fee based, market driven model, determined by global workforce supply and demand dynamics, operating through several skill training centres categorized as IISCs.



Country Engagements

Government of India has been engaging with Government and private organizations abroad to promote mobility of skilled and certified Indian workforce to leverage global opportunities.

1. **Japan:** In October 2017, MSDE and the Government of Japan, signed a Memorandum of Cooperation (MoC) to allow the participation of Indian youth under Technical Internship Training Program (TITP) which is aimed at accepting young and middle-aged workers from various countries who can contribute to the development of industries in their countries through the transfer of Japanese industrial and vocational skills for a period of 3 to 5 years. In January 2021, the Union Cabinet, chaired by Hon'ble PM of India, approved the signing of MoC with Japan on 'Specified Skilled Worker' aimed at filling the shortage of workforce in Japan through intake of skilled Indian workers in 14 sectors across 75 job roles.
2. **United Arab Emirates:** An MoU was signed between MSDE and The National Qualifications Authority, UAE in 2016 to collaborate in mutual recognition of qualifications. MSDE is working with Ministry of Human Resource and Emiritisation (MoHRE) and Abu Dhabi Quality & Conformity Council (ADQCC) for benchmarking qualifications, assessment &

certification.

- Under the India – UAE Skill Harmonization Program, a pilot program to operationalize the benchmarking of 15 UAE skill qualifications to 13 Indian skill qualifications in construction and automotive has been successfully conducted, with several already deployed in the UAE.
- 3. **Kingdom of Saudi Arabia:** NSDC signed an MoU with TakaMol Holding, A semi-Government Agency under Ministry of Labour & Social Development, Kingdom of Saudi Arabia for Skill Verification Program in India. Under the MoU, a network of Assessment Centres (Trade Test Centres)/Skill Verification Centres across India will be established to deliver assessments in the identified benchmarked qualifications to potential migrant workers. In the first phase, 5 occupations have been benchmarked between India and KSA.
- 4. **Australia:** NSDC and VETASSESS, a leading skills assessment authority for the Australian Government, have signed a MoU in October 2020. Under the collaboration, mobility of skilled Indian workforce under Australian Industry Labour Agreements will be initiated. These labour agreements are developed between the Australian Government (represented by the Department of Home Affairs) and Australian businesses. A pilot project under Australia's Horticulture Industry Labour Agreement (HILA) is to be initiated.

5. Germany

Germany introduced the Skilled Immigration Act in January 2020 - skilled workers with non-academic training from any country eligible to apply, including as nursing apprentices.

NSDC collaborating with private orgs. (eg: Crosslink and Caritas) in India and employers in Germany – candidate mobilization for undertaking nursing apprenticeship in Germany.

6. Russia

NSDC and Far East Investment & Export Agency signed an MoU in Sep 2019 to meet the workforce requirements of Russian firms by mobilizing skilled Indian workers.

7. Croatia

NSDC and the Ambassador of India to Croatia are in discussions to collaborate for mobilizing construction workers, welders, etc. to meet the shortage of thousands of workers in ship building companies in Croatia.

8. Canada

Ministry of Immigration, Quebec and MSDE are launching a *Recruitment Mission* to mobilize skilled Indian workers from India to Quebec in the following sectors: Healthcare, retail and hospitality.

3.1 Way forward: Role of States

Long terms impact of above-mentioned initiatives can be achieved with the collaboration of state governments, through the alignment and orientation of skill development programs—at state and district level—in a country centric approach, along mapped occupations and Job roles in different countries. Continuation of a strategic and targeted policy approach will be the key for India to successfully become the Skill Capital for the global workforce requirements. States and districts have an important role to play in preparing the workforce and creating awareness regarding international employment opportunities.

State Governments may therefore consider formulation of targeted country specific planning to respond to emerging global demand as per global skill gap studies and to prepare training eco system with inbuilt capacity with focus on following points:

- i. Identify international job roles, through District Skilling Committees, for training the local youth;
- ii. Equip select ITIs in the state and equip them with state of art infrastructure for imparting training in these job roles;
- iii. Take up short term training for such job roles under PMKVY and other state schemes;
- iv. Set up facilities for learning foreign languages in the Higher Education Institutions of the States; and
- v. Facilitate private partners to expand the IISC network in PPP mode in the State.

A close-up photograph of two young girls with dark hair, looking intently at a tablet computer. The girl on the left is wearing a light-colored shirt with a blue and yellow floral pattern. The girl on the right is wearing a pink shirt and has her hand on the tablet screen. The background is blurred, showing what appears to be an outdoor setting with some structures.

AGENDA 5: Improving Service Delivery at Grassroot Level

EXECUTIVE SUMMARY

India has registered major progress in improving delivery of key services that improves the ease of living for citizens especially the vulnerable segments. However, the task is unfinished and hence continued focus is needed to improve delivery of services. The extension of the on-going Aspirational Districts Programme at the block level and other districts is a key option available with the States for faster progress. Secondly, it is an opportune time for leveraging digital infrastructure to dramatically improve services at the grass root level. Both these strategies are doable with proactive leadership and stewardship of States. In this endeavour, reliance on local institutions for garnering community participation is very important.

For this urgent task of raising the quality of service delivery, a three-pronged strategy may be followed:

A. Using the template of Aspirational District Programme (ADP)

The on-going ADP identifies key performance indicators and after ascertaining their base line captures the progress in real time basis. Its innovative nature – robust monitoring and ranking of the districts–has led to rapid developmental progress in almost all districts. States are already working on the extension of this template to blocks and other districts. For instance, Madhya Pradesh, UT of Jammu & Kashmir, Haryana, Tripura, Maharashtra, Gujarat and Nagaland have already identified additional backward blocks. Another 9 States have also initiated action on this front and many districts have taken the monitoring framework to Panchayat level. States may complete the task of using the template at block level and extending the same to other districts in next 100 days.

B. Lead role of Panchayati Raj Institution (PRIs) & Urban Local Bodies (ULBs)

Resilience of local institutions is visible in the on-going management of pandemic where they have emerged as a vehicle for dissemination of information and obtaining feedback, especially by using digital technology. They are best suited for designing and implementing outreach programmes and garnering community support. Recognizing PRIs and ULBs as primary local governance institutions rather than Implementing Agency is extremely significant. States may specifically empower and task committees of Gram Panchayats (GPs) which are fully operationalized & trained to monitor the working of Health, Water & Sanitation, Nutrition & Education activities at GP level.

C. Leveraging Digital Infrastructure to improve service delivery

There is a need for enabling access of citizens to digital instances of all Government offices/entities (for digitally enabling citizens for making grievances, seeking services and suggesting administrative measures); Universal Beneficiary Data System (for identifying beneficiaries on real-time); National Data System for monitoring projects (for the geographic appreciation of the location of projects and also keeping a track of the monitoring of projects) and Reinvigorating Grass Root Democracy (for auditing the functioning of Central/State schemes at a decentralized level). Major progress can be achieved if the States initiate steps for enabling digital instances of all Government offices/entities to citizens and thereafter undertake preparations for integrating it with the national framework; keep/establish a Data system capturing eligibility of beneficiaries, updated and robust, for integrating it later with the Central Data System whenever its ready; establish a Data System for capturing details of projects under implementation and integrate it

with the Central system whenever its ready and conduct Monthly Gram Sabhas/Ward Sabhas for reviewing beneficiaries of various Central/State Schemes

Significant progress has been achieved in creation of digital and other infrastructure for efficient delivery of services. BharatNet⁷ is connecting about 2.5 lakh GPs in the country by Broadband and this infrastructure is available to all categories of Service Providers. The scope of BharatNet is being expanded to connect more than 6 lakh inhabited villages with optical fibre across the country in 1000 days. Another initiative is the Prime Minister's Wi-Fi Access Network Interface (PM-WANI) that envisages revolutionizing broadband connectivity through widespread access, improved quality and user experience.

It is imperative that digital infrastructure is expeditiously built and substantially utilised. Ensuring time bound completion of the project, first line maintenance and facilitating FTTH / Public Wi-Fi / PM WANI at every GP level may be envisioned as a priority task. There is also a need to create a fast track mechanism for resolving issues pertaining to Right of Way (RoW). This includes granting of permissions to telecommunication towers and currently, permissions for about 50,000 are pending in different States. Given the social return of expanded digital infrastructure, it is vital to prevent fibre cuts during road building or maintenance and the costs of such cuts may be embedded in the contracts given to road contractors. States may also conceptualise and create an online portal for permissions/payments for expeditious follow through on projects.

Given a relatively low level of utilisation, a major push is needed to increase the utilisation of this beneficial digital asset and States are requested to come up with a time bound utilisation plan.

The 3.7 lakh Common Services Centres (CSC) currently operating bring with it a massive potential services which can be on-boarded. CSCs have the potential to provide a host of services which can obviate the need for citizens to travel to urban centres just for availing certain services. Similarly, platforms like Umang – which comprises G2C, G2B and B2C services and facilities like DigiLockers which can store and help in accessing documents have substantive potential to improve ease of living.

Another important platform is Government eMarketing Portal– showing rapid progress–INR 83,742 crore in cumulative transaction value with over 56.23 lakh transactions, over 49,912 buyers, 10.50 lakh sellers and 5.06 lakh MSEs registered on the portal. With no registration fee, the platform is ideal in promoting equity. In order to realise the full potential of this platform, States may identify Target Products and Seller Groups, launch awareness programs about the benefits of GeM and leverage local infrastructure such as District Industry Centres and Common Service Centres to support MSMEs for full utilization of GeM.

INTRODUCTION

Citizen's welfare is immediately enhanced by improvement in grassroot service delivery. It helps in improving ease of living of vulnerable groups including women and people with low income. Also, the provision of basic services like rural roads, clean water, electricity improves economic productivity of all and provisions opportunities for higher income

In the last few years, there has been a significant improvement in extending services and facilities, especially targeted towards the people in the low income strata. Saturation of initiatives like Ujjawala, (provision of LPG), Saubhagya (household electricity), improvement in sanitation under Swachh Bharat, PM Awaas Yojana has greatly improved quality of life. Besides, significant progress in digital and physical infrastructure has already started giving dividends in terms of better service delivery, higher financial inclusion and raising economic opportunities. Another

notable achievement has been launching of the GeM platform which not only makes procurement efficient, but also encourages equity.

Nevertheless, India's current status in terms of outcomes in social sectors like health, nutrition, education remains modest. Furthermore exacerbated by huge inter-state and inter-district variations, this poses challenges to inclusive and faster growth.

In this background, since January 2018, the Aspirational District Programme is being implemented in partnership with States to rapidly transform 112 backward districts in India. Significant achievement in majority of districts in short span indicates that this tool can be extended to other districts as well as backward blocks in India.

It is an opportune time for leveraging physical and digital infrastructure to ramp up delivery of services in India. Successful extension of the Aspirational District Programme template to other districts and blocks in India has the potential to take the delivery of services to an altogether different level.

STRATEGY TO IMPROVE GRASSROOT LEVEL SERVICES

The desired strategy which may be considered is multi-pronged:



A. Using template of Aspirational District Programme (ADP)

Currently, 112 districts across 26 States and 1 UT have been rapidly progressing across sectors like health & nutrition, school education, agriculture and water resource management, financial inclusion & skill development and basic infrastructure. The programme identifies key performance indicators and after ascertaining their base line captures the progress in real time basis. This has aligned the focus of district administration and has resulted in significant improvement in these Key Performance Indicators(KPI) in majority of districts.

An independent study “An Assessment of Aspirational Development Program” has evaluated ADP’s impact over the last 3 years and overall trends have shown that ADP program has benefitted these districts in high proportion.

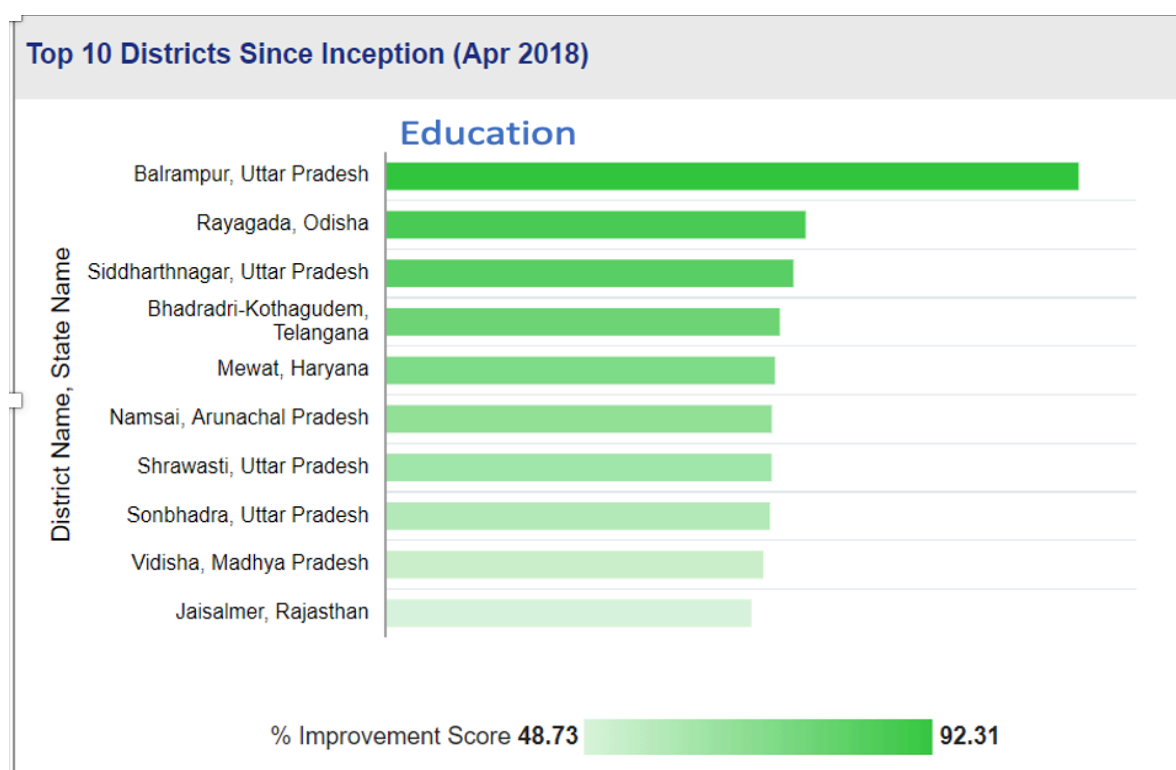
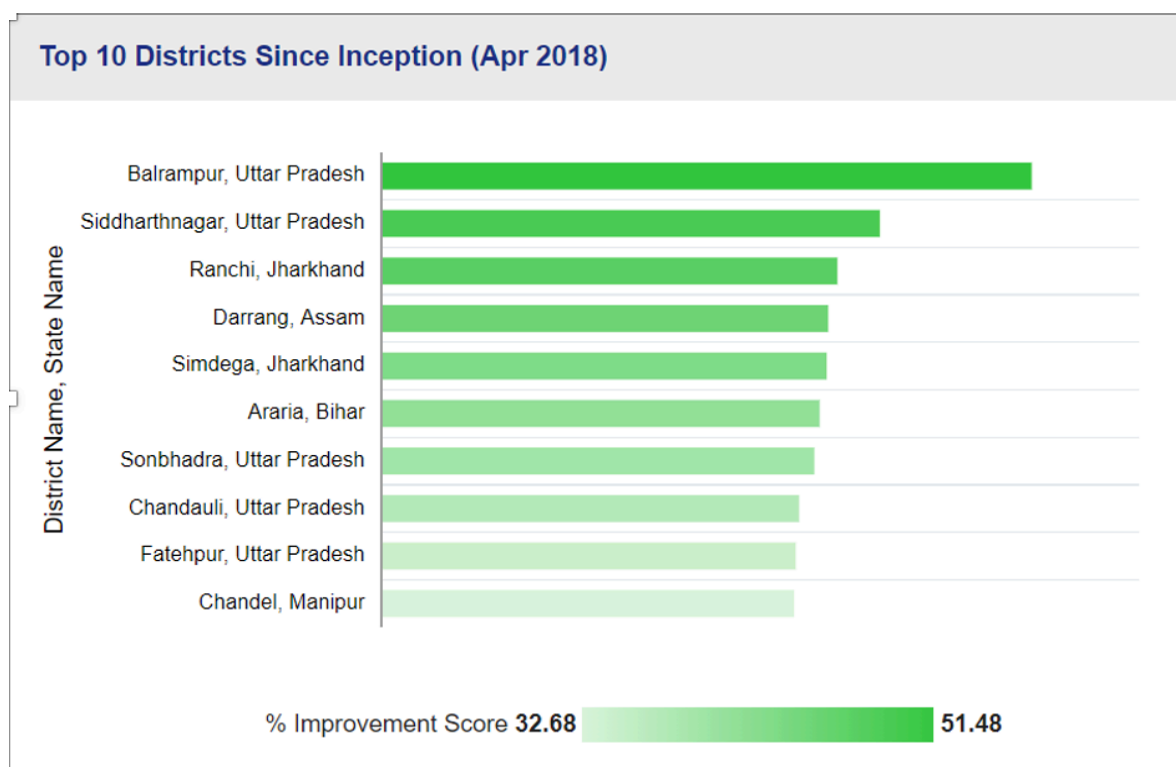
*True success requires the **integration of improving competitiveness and social progress**, which is the combination that unlocks inclusive economic growth. The 2018 launch of the Aspirational Districts Programme has been a bold and promising strategic step towards this new agenda.”*

—Prof. Michael E. Porter, Harvard Business School

“Every Aspirational District has been progressing in key development parameters & are performing significantly better today than they were before the programme was initiated.”

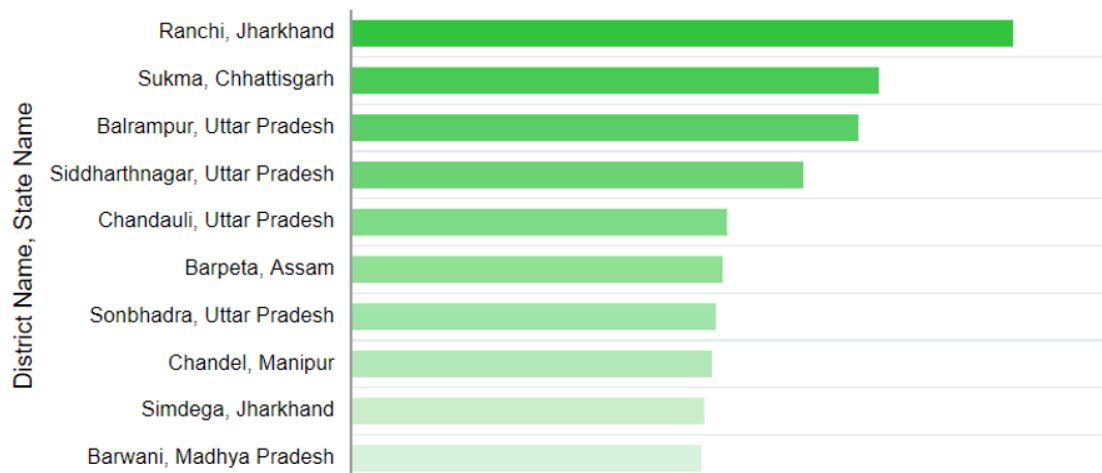
—Prof. Scott Stern, Massachusetts Institute of Technology (MIT)

The best performing districts as found by the study are shown below:



Top 10 Districts Since Inception (Apr 2018)

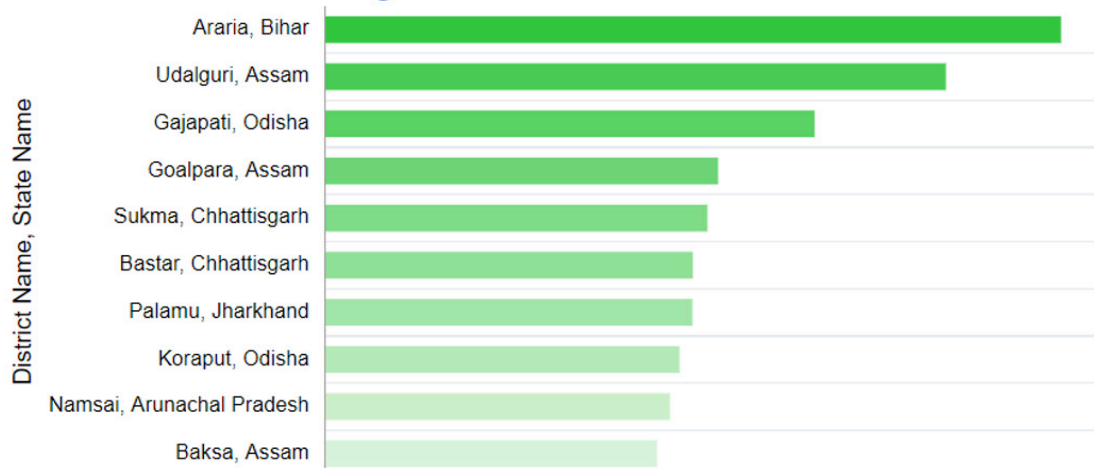
Health and Nutrition



% Improvement Score 32.32  61.08

Top 10 Districts Since Inception (Apr 2018)

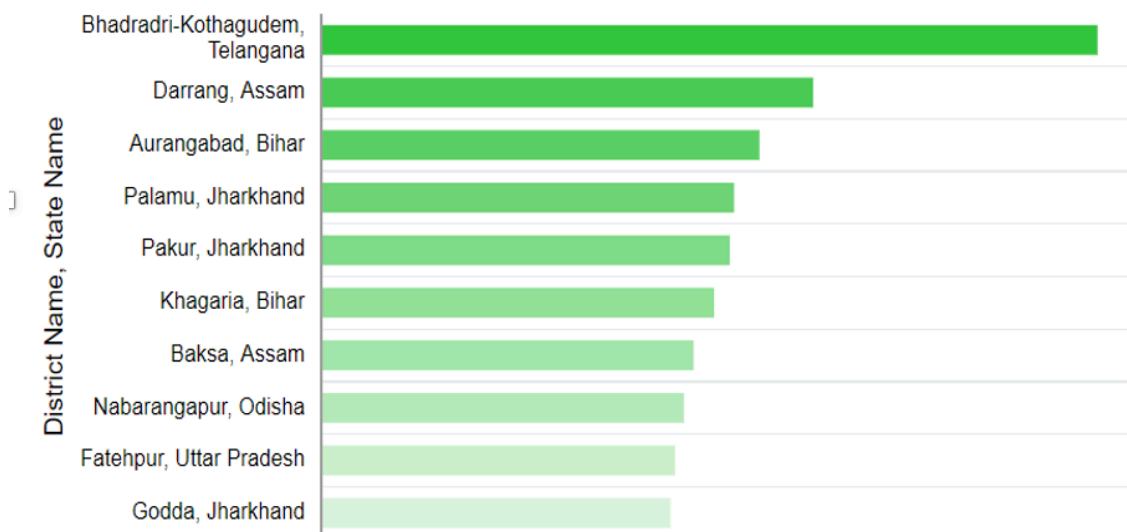
Agriculture and Water Resource



% Improvement Score 42.86  95

Top 10 Districts Since Inception (Apr 2018)

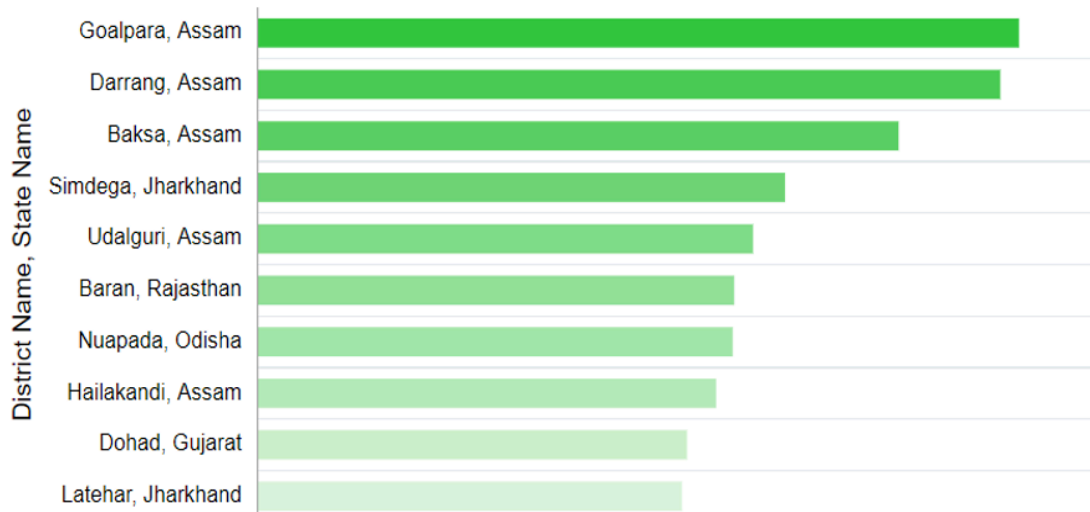
Basic Infrastructure



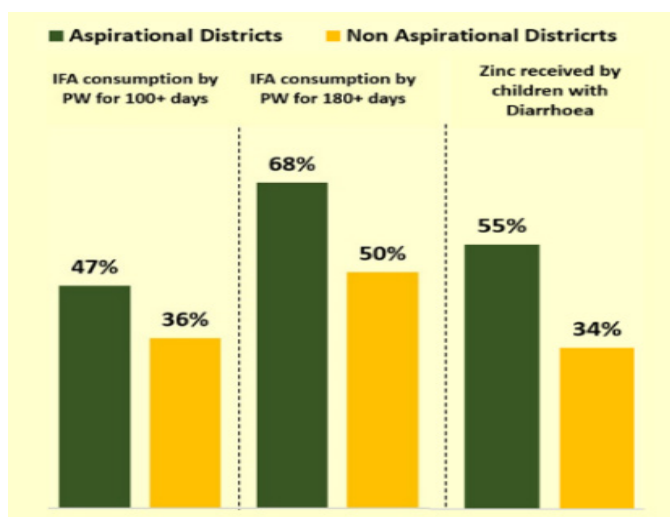
% Improvement Score **42.74** **95**

Top 10 Districts Since Inception (Apr 2018)

Financial Inclusion and Skill Development



% Improvement Score **39.97** **71.75**



The innovative nature of this programme utilising real time monitoring and ranking of the districts has led to a rapid progress in almost all districts under this programme. Yet, due to a baseline of 2018, the task is unfinished. For instance, **NHFS-5 survey (Phase 1)** estimates available for 351 districts that includes 44 districts have shown that Aspirational Districts as a group have broadly performed better than non-Aspirational Districts. District wise and indicator wise progress

made under the ADP is available on the web portal championsofchange.gov.in.

As this has emerged as an effective template for improving service delivery, this can be extended at block level and in other districts by States. As per information received from States, **Madhya Pradesh, UT of Jammu & Kashmir, Haryana, Tripura, Maharashtra, Gujarat and Nagaland** have already identified additional backward blocks and are monitoring them on identified indicators based on the template shared with them by NITI Aayog. Further, 9 more States have also initiated action plans on this front and are in the process of identifying backward blocks by conducting baseline surveys. These states are—**Odisha, Uttar Pradesh, Telangana, Assam, Punjab, Uttarakhand, Arunachal Pradesh, Himachal Pradesh and Rajasthan**. The baseline surveys in many States were delayed due to COVID – 19 pandemic. At the District level, **Ranchi (Jharkhand)** and **Gaya (Bihar)** districts have followed the ADP template and have set up their own dashboards to monitor the performance of all Gram Panchayats in their respective jurisdictions. Similarly, **Latehar (Jharkhand)** district has established its own dashboard to monitor the performance at the block level.

States may complete the task of extending the ADP template at block level and extending the same to other districts **in next 360 days**. For this, States may identify KPIs in priority sectors and set up robust monitoring mechanism to capture progress and rank the districts/blocks.

B. Lead role of Panchayati Raj Institution (PRIs) & Urban Local Bodies (ULBs)

For raising the quality-of-service delivery, local institutions are bound to play important role. Their resilience is visible in the on-going management of pandemic where they have emerged as a vehicle for dissemination of information and obtaining feedback, especially by using digital technology.

On many counts, the capabilities of these institutions have strengthened over time. For instance, Panchayats have formulated Gram Panchayat Development Plans (GPDP) capturing the area specific opportunities and challenges and their details are in the public domain. Funds spent and project undertaken are available on e-Gramswaraj Mobile App which is a big step towards accountability and transparency. Today, for 1.70 lakh GPs registered on Public Finance Manangment System; online Audits are being conducted. Very importantly, the profiles of PRI-elected representatives are changing with more and more educated and tech-savvy persons getting elected.

Requests to the States regarding lead role of local institutions

- i. Recognize PRIs as primary local governance institutions rather than Implementing Agency
- ii. All Departments undertake/ensure Local Government Directory seeding in their database like UDISE, Poshan Tracker. This will facilitate preparation of GP wise resource envelope/reports
- iii. Attaching responsibilities to committees of GPs which are fully operationalized & trained to monitor the working of Health, Water & Sanitation, Nutrition & Education activities at GP level.
- iv. Disaggregate budget to GP level

Ensuring a lead role for local institution is the best strategy for ensuring community involvement without which rapid attainment of Sustainable Development Goals (SDGs) is not possible.

C. Leveraging Digital Infrastructure to improve service delivery

- i. Enabling access of citizens to digital instances of all Government offices/entities: The citizen has regular interface with Government offices at the local body level and district level on a regular basis. The access of the citizens to the government offices for seeking services, making grievances and suggesting administrative measures could be enabled digitally by having a digital instance of all Government entities/offices. There have been efforts which achieves this in silos now. Efforts could be made towards a national framework in which predictable access to Government entities on a single platform. The same platform could be used to improve the internal efficiency of Government where in task monitoring and work allocation can be done using the same digital identity.
- ii. Universal Beneficiary Data System: The eligibility of beneficiaries is eminently captured in the various disparate data systems of the Governments. However, for every new intervention by the Government, there is a new data system that is made operational. A universal beneficiary data system which is able to identify beneficiaries on real-time could be coordinated with State Data systems as being the source of truth. There needs to be concerted efforts between State and Central Government in this regard which could be coordinated by MeitY
- iii. National Data System for monitoring projects: Various agencies carry out projects of varying scale without the data being available at one location for a holistic appreciation of the situation. The various data bases could be coordinated to evolve a single platform which provides for the geographic appreciation of the location of projects and also help in keeping a track of the monitoring regarding the projects.
- iv. Reinvigorating Grass Root Democracy: Even with the digital identity based implementation of schemes, it is difficult to ensure with full certainty that only eligible beneficiaries are being benefited. A monthly gram sabha/ward sabha reviewing the beneficiaries of the various Central/State Government Beneficiary Oriented schemes would be able to audit the functioning of schemes at a decentralized level. If the sequence of holding the decentralized congregation is fixed, then individual departments/schemes will find it easy to do extension work as well as verification of the beneficiaries in their schemes. State Governments could commit to this process.

States are requested to

- i. Initiate steps for enabling digital instances of all Government offices/entities to citizens and thereafter preparations for integrating it with the national framework.
- ii. Keep/Establish a Data system capturing eligibility of beneficiaries, updated and robust, for integrating it later with the Central Data System whenever its ready.
- iii. Establish a Data System for capturing details of projects under implementation and integrate it with the Central system whenever its ready.
- iv. Conduct Monthly Gram Sabhas/Ward Sabhas for reviewing beneficiaries of various Central/ State Schemes.

Progress in up-grading digital infrastructure:

1. BharatNet

‘BharatNet’ is connecting about 2.5 lakh Gram Panchayats (GPs) in the country by Broadband and this infrastructure is available to all categories of Service Providers on non-discriminatory basis. As of now, 1,48,856 Gram Panchayats have been made service ready by laying 4,89,739 kms of Optical Fibre Cable. After the announcement by Hon’ble Prime Minister on 15th August 2020, the scope of BharatNet is being expanded to connect more than 6 lakh inhabited villages across the country.

Under BharatNet State led Model, States undertake the responsibility of connecting all the GPs by network management, operations and maintenance and ensure utilization and implementation of last mile architecture. Nine States namely Andhra Pradesh, Chhattisgarh, Gujarat, Jharkhand, Maharashtra, Odisha, Tamil Nadu, Telangana and Uttarakhand are being covered to provide broadband connectivity to about 71,430 GPs. Current status of State led model is at Annex-I.

Requests to the States regarding State led model

- ♦ Time bound completion of the project,
- ♦ Finalise utilization model
- ♦ Ensure first line maintenance
- ♦ Facilitate FTTH / Public Wi-Fi / PM WANI at every GP

Utilization of BharatNet: While the utilisation shows an increasing trend, there is an urgent need to constantly monitor the progress at the highest level in States. State wise figure on utilisation is at Annex-II.

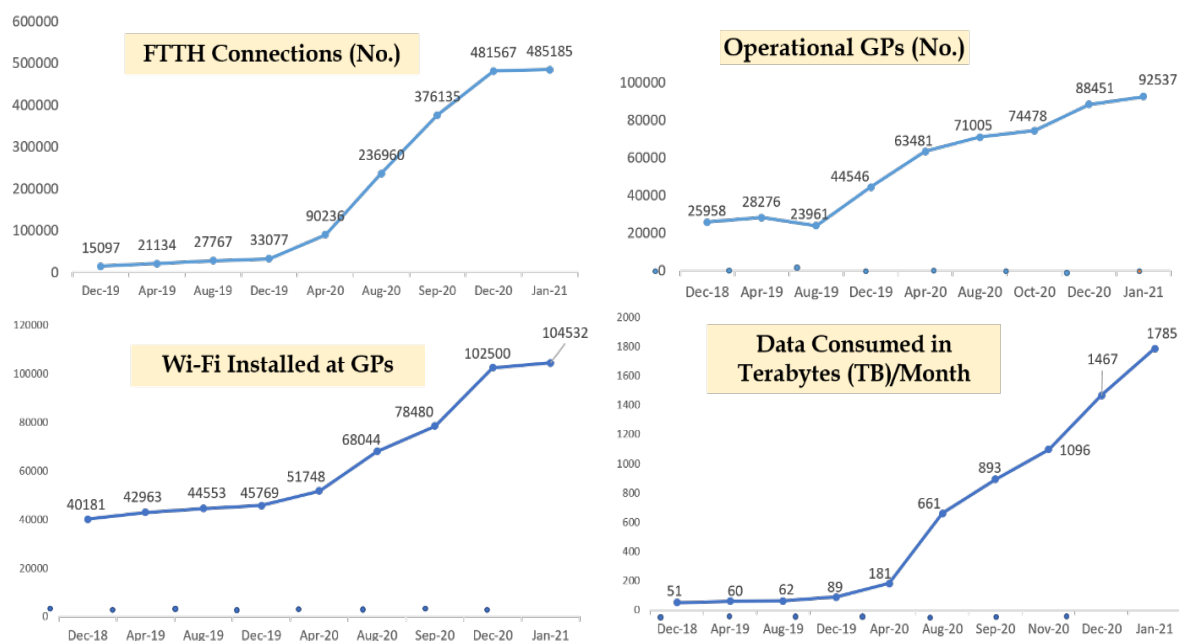


Figure 1: Utilization of BharatNet

Fiber to all villages

On 15th August 2020, the Hon'ble Prime Minister announced connecting over 6 lakh villages with fiber in 1000 days. This is being done through different models such as CPSU led, State led and PPP model. Under CPSU model, fiber to village connectivity will be provided by CPSUs which is especially suitable for places of strategic importance. Under State led model, States will be appointing the implementing agencies for providing fiber to the village. Under PPP model, 16 States are taking fiber connectivity to villages through concessionaire agreements.

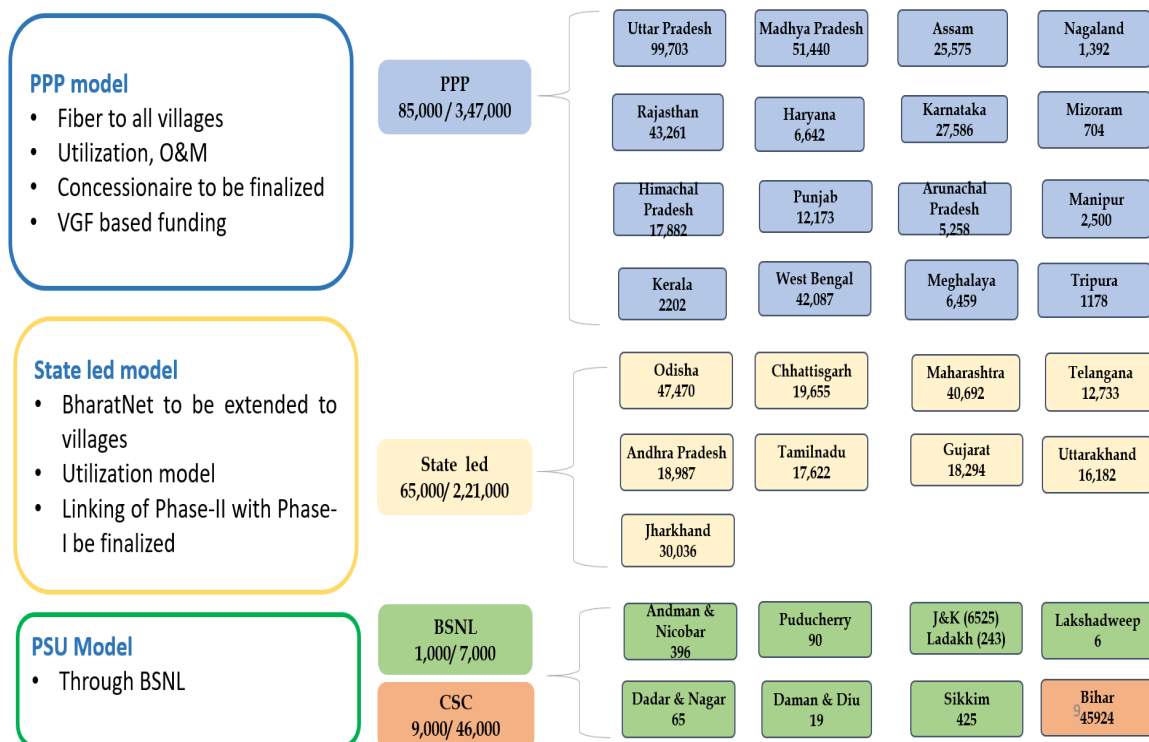


Figure 2

Requests to State Governments regarding utilization of BharatNet

- ♦ Appoint a nodal officer and sensitise District administration
- ♦ Make a road map for on boarding various services like healthcare, education, e-governance
- ♦ Integration of SWAN network with BharatNet
- ♦ Utilise Bandwidth and dark fiber from BharatNet for expanding their network
- ♦ Utilise Wi-Fi services available at GPs
- ♦ Monitor progress in fiber to village project
- ♦ A review of the challenges posed by the design of phase-I of Bharat net like linear architecture etc. to ensure that the available infrastructure is better utilised and learnings are documented to charter a way forward.

2. Right of Way:

The Right of Way (RoW) permission requirements and associated charges are being charged by the State / UT Governments, Urban Local Bodies etc. The Indian Telegraph Right of Way Rules, 2016 (RoW Rules, 2016) were notified in November, 2016. However, only 20 States/UTs have issued State level RoW policies, partially aligned with the RoW Rules, 2016. Lack of uniform policies across States impedes pace of development. Furthermore, A & N Islands, Andhra Pradesh, Chandigarh, Chhattisgarh, Dadra Nagar Haveli & Daman Diu, Delhi, Gujarat, Himachal Pradesh, Jharkhand, Karnataka, Kerala, Ladakh, Lakshadweep, Mizoram, Puducherry & Telangana still do not have Telecom Infrastructure Policies aligned with RoW Rules, 2016.

As a result, the telecom Industry has reported delays in getting permission, levy of high fee like up to Rs. 5 Lakh per tower and up to Rs. 30 Lakh/Km for OFC, lack of standardization in processes and documentation, non-availability of Government land and buildings for installation of telecom infrastructure and non-availability of Single Window clearance portal for RoW applications.

Requests to State Governments regarding RoW

- ♦ Rationalise RoW rules
- ♦ Expedite permission for telecommunication towers: currently, 50,000 permissions of towers are pending for approval. Detail at Annex-III
- ♦ Plan fiber in central verge of roads; common ducts
- ♦ Prevent fiber cuts – road widening works, add fiber restoration cost to project cost
- ♦ Online Portal for permissions/ payments – Ease of doing business

Measuring Readiness of States: Broadband Readiness Index

The National Digital Communication Policy-2018 (NDCP) envisaged the measurement of Broadband Readiness Index (BRI) of the States/UTs. It ranks all States and UTs on the quality of their communications infrastructure that includes existence of policies, their implementation and the spread of infrastructure. This will be beneficial for States to identify the critical gaps and areas which require immediate attention.

3. Prime Minister's Wi-Fi Access Network Interface (PM-WANI)

In December 2020, Government of India has approved the Prime Minister's Wi-Fi Access Network Interface (PM-WANI) framework. This envisages revolutionizing broadband connectivity through widespread access, improved quality and user experience. So far, 637 PM-WANI Wi-Fi Access Points are functional.

It envisages operation by different players:

- ▶ **Public Data Office (PDO):** To establish, maintain, and operate only WANI compliant Wi-Fi Access Points.
- ▶ **Public Data Office Aggregator (PDOA):** To aggregate PDOs and undertake Authorization and Accounting.
- ▶ **App Provider:** To develop an App to register users and discover WANI compliant Wi-Fi hotspots.
- ▶ **Central Registry:** To maintain details of App Providers, PDOAs, and PDOs.

Request to State Governments regarding PM-WANI

- ♦ To facilitate entrepreneurs in setting up of public Wi-Fi hotspots including Right of Way: Letter written to Chief Secretary of States on 01/02/2021
- ♦ To leverage content delivery network by caching of content using network attached storage at PDO level
- ♦ Focus in densely populated slum areas. At least one hotspot in each village should be envisaged.

APPLICATION OF DIGITAL INFRASTRUCTURE AT LOCAL LEVEL

A network of 3.7 lakh (CSC) are enabling Government services to the locality of villages. At present, 380+ services are offered by CSCs. Out of 3.7 lakh CSCs, 2.8 lakh CSCs are at Gram Panchayat level. They are also providing employment to 12 lakh Village level entrepreneurs.

1. Wide coverage of services through CSC

- a. **Tele-Health Consultation**–3.68 lakh health tele-consultations are provided through CSCs.
- b. **Ayushman Bharat**–6.5 crores beneficiaries are verified in Ayushman Bharat.
- c. **Tele-Agri**–PM-KISAN Onboarding is being done through Common Services Centres. Even Crop Insurance facility, Soil Health Card and Mandi Prices can be obtained at CSCs.
- d. **DigiPay**–CSCs are promoting several digital payment modes namely UPI, Mobile Wallets, AEPS. Cumulatively UPI transactions has reached 230 crore worth Rs 4.3 lakh crore.
- e. **Tele-law**–CSCs are providing legal services through tele-consultation.
- f. **Jeevan Pramaan**–CSCs are providing door-to-door digital life certificate services that are enabled through Jeevan Pramaan. It is greatly beneficial for senior citizens.

- g. **PM Gramin Digital Shaksharta Abhiyan**–PMGDISHA is focused on digital literacy for rural people living in villages. Out of 422 lakh enrolled, 344 lakh have been trained and 251 lakh persons have been certified.
 - h. **Rural E-Commerce (CSC eGrameen Store)**–More than 15 Lakh orders are delivered worth Rs 150 Crore to 3.5 Lakh customers through 1.40 Lakh CSC eGrameen stores.
2. **Urban services at rural level**
CSCs are contributing in the mission to provide urban services at rural level and thereby, minimise the digital divide and accelerate the government services uptake in rural areas. The vision is to create **1 Lakh digital villages** for provision of all basic services to villages thereby obviating the need to go to nearby urban centres. CSCs have already catalysed over 700+ Digital Villages on pilot basis.
 3. **UMANG – Leading Mobile Governance**
UMANG was launched in 2017 and within 3 years, it has grown its service portfolio to 20,209 services that comprises G2C, G2B and B2C services. It offers varied services in 13 languages. Voice bot is the new feature being developed at UMANG. It has played a significant role during pandemic. UMANG services are also being offered through CSCs in assisted access mode which are enabling digital inclusion.
 4. **DigiLocker – Leading Paperless Governance in the country**
DigiLocker declared as National Academic Depository was launched in 2015 and is a one stop digital solution to access important records. 420 crore issued documents are made available through 850 government organizations. DigiLocker is also a default e-Health locker as a part of National Digital Health Mission to facilitate longitudinal health record. This facility can be used for Covid vaccine certification.
 5. **Geo-Spatial Technology**
National Centre of Geo-Informatics (NCoG) offers 580+ GIS applications having 600+ GIS layers as a decision support system for several Government schemes viz. Aspirational Districts, Jal Sanchay Yojana etc.

GOVERNMENT E-MARKETPLACE (GEM)

Requests to State Governments

Stage is set to on-board services. Every State may create a dedicated group to :

- ♦ Formulate a time bound roadmap for on boarding services on Digital infrastructure in an integrated manner (One Nation One Platform per sector).
- ♦ Examine the impediments for faster creation of digital infrastructure and take expeditious action to address them.

Transforming Public Procurement with an emphasis on equity

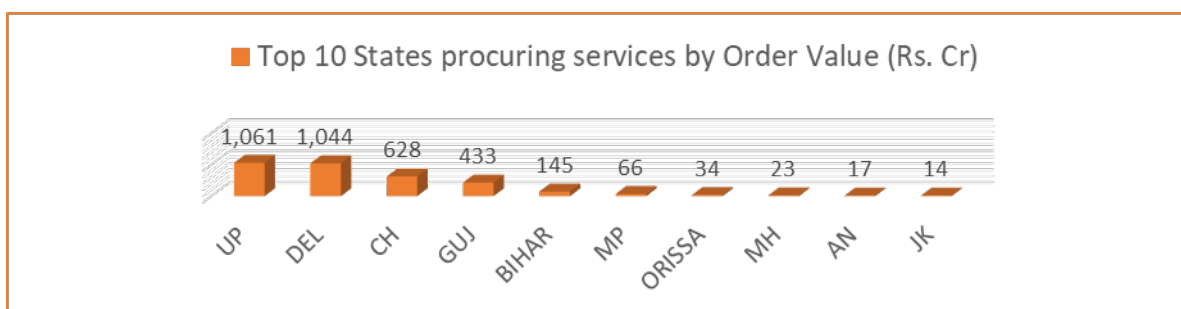
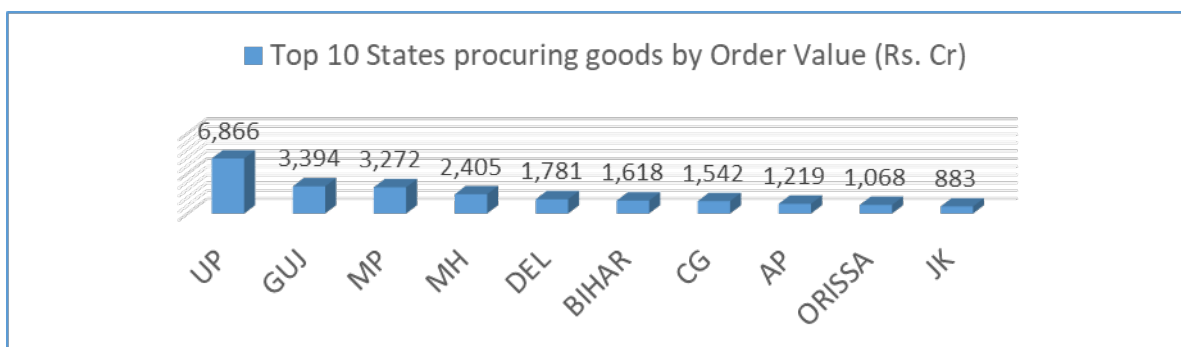
GeM was set up in 2017 to emerge as a self-certified trust-based technology enabler and facilitator and is a fast emerging contactless, paperless and cashless marketing platform. A total of 1,645 software processes were implemented during the last 18 months for improvements and enhancements on the portal and for creating new functionalities.

As on January 31, 2021, the platform has surpassed INR 83,742 crore in cumulative transaction value with over 56.23 lakh transactions and has over 49,912 buyers, 10.50 lakh sellers and 5.06 lakh MSEs registered on the portal. The growth in cumulative transaction value has been 85.7% over the last 18 months. It has more than 13,105 product categories with 22.40 lakh products and 178 service categories. Of all procurement carried out by Central and State Government Organisations in FY 2019-20, 61% was by MSMEs, Startups and female sellers underlining the important role the platform has played in furthering the agenda of development with inclusion.

As there is no registration fee or listing fee in GeM, the platform is ideal in promoting equity. Currently, GeM has more than 8,265 Start-ups, 3,062 Self Help Groups, 3,903 TRIFED products, 1.48 lakh weavers, 27,844 artisans, 83,037 women entrepreneurs and 30,947 SC/ST entrepreneurs. The contribution by MSMEs to the cumulative transaction value is over 57%.

With 1,27,530 products and 26,000 sellers in COVID – 19 categories, GeM has played a critical role in the procurement of products and services required to fight the COVID-19 pandemic in the country. Since 1st March 2020 till date, 2,97,356 orders of value Rs. 4,564.99 crore have been placed in COVID-19 categories by various Government Organisations.

All State Governments and UTs (except Sikkim) have executed an MoU with GeM for seamless procurement of Goods and Services required by them. However, use of GeM platform in goods and services category show that there is lot of scope to increase use of this platform.



Using the functionality of custom bid-If a product or service is not on GeM, it prompts a procuring entity to publish a “custom bid” on GeM itself for procuring goods and services thereby obviating the need for stepping outside GeM. To facilitate this, Central Government Organisations are to obtain a “GeM Availability Report and Past Transaction Summary”.

In addition, sellers too have been mandated to obtain a unique GeM Seller ID that ensures onboarding of sellers on the platform. To ensure timely payment, Central entities are to provide interest on delayed payments that ensures transaction discipline to buyers/ sellers etc. or for other purposes related to public procurement. States may explore issuing similar guidelines for their entities.

Requests to State Governments

- ♦ Identification of Target Product and Seller Groups: State Governments may collate repositories of product commonly manufactured and demanded on the portal for their integration with a seller database and shared with GeM.
- ♦ States may launch awareness Programs about the benefits of GeM and the know-how for sellers to onboard onto GeM.
- ♦ Local infrastructure such as DICs and CSCs can be leveraged to handhold support to the MSMEs.
- ♦ To examine and suitably facilitate features of custom bid.

CONCLUSION

India has registered major progress in improving delivery of key services improving the ease of living for citizens including the ones who are vulnerable. However, there is still a lot of potential which can be realised. Extension of the ADP template to blocks and other districts is a key strategy for faster progress. Secondly, it is the opportune time to leverage digital infrastructure and related initiatives to substantially improve services at grass root level. Both these strategies are doable and require proactive leadership by States.

Annex-I

Table 1: Status of State-led model (as on 25.01.2021)

State	Cost of Project (Rs. Crores)	Fund Released(Rs. Crore)	Target Date (Original)	Total GPs (incl BHQ)	Service Ready GPs (incl BHQ)	Revised Target
Gujarat	2525	1895 (75.05%)	25.10.2019	7692	6926 (90%)	31.3.2021
Odisha	527	304.86 (57.85%)	29.03.2020	2945	1521 (51.60 %)	30.05.2021
Chhattisgarh	2155	1008.8 (46.81%)	13.10.2019	5964	2514 (42.2%)	31.06.2021
Jharkhand	637	296.42 (46.53%)	29.02.2020	1684	840 (49.9%)	31.03.2021
Maharashtra	3468	1321.58 (38.11%)	03.11.2019	12740	3051 (23.9%)	31.06.2021
Andhra Pradesh	1162	227.11 (19.54%)	14.10.2019	11254	27 (0.2%)	31.12.2021
Tamil Nadu	1815	150 (8.26%)	Yet to be set	12524	-	Tender under evaluation
Telangana	2065	335.27 (16.24%)	31.03.2021	10787	-	31.08.2021

Annex-II

Table 2A: Utilization of BharatNet (State wise)

FTTH Installed Connections by CSC-SPV in Public Institutions including Gram Panchayats								
State	Schools	Aanganwadi	Post Office	Health and Welfare Centre	Police Station	Ration Shop	Other Public Institutions	Total
KERALA	3	2	2	12	3	4	185	211
MADHYA PRADESH	6518	8117	1071	291	37	1392	16026	33452
MAHARASHTRA	8605	8649	737	1718	29	8295	13118	41151
MANIPUR	0	11	0	0	0	0	89	100
MEGHALAYA	50	0	0	0	0	0	50	100
MIZORAM	0	0	0	0	0	0	21	21
NAGALAND	0	0	0	0	0	0	52	52
ODISHA	2021	90	82	35	15	1679	5958	9880
PUDUCHERRY	45	94	22	38	12	6	246	463
PUNJAB	7203	3491	3	1222	18	1246	9109	22292
RAJASTHAN	11	5	4	2	2	4	347	375
SIKKIM	0	0	0	0	0	0	8	8
TELANGANA	248	73	33	14	9	58	618	1053
TRIPURA	211	141	60	131	19	173	1037	1772
UTTAR PRADESH	15499	9646	417	824	113	5783	18312	50594
UTTARAKHAND	940	1186	82	123	18	938	1269	4556
WEST BENGAL	434	184	147	270	62	166	1945	3208
Grand Total	60173	48452	6419	10203	1412	31866	111106	269631

FTTH Installed Connections by CSC-SPV in Public Institutions including Gram Panchayats								
State	Schools	Aanganwadi	Post Office	Health and Welfare Centre	Police Station	Ration Shop	Other Public Institutions	Total
ANDHRA PRADESH	241	148	18	16	1	48	1653	2125
ANDAMAN AND NICOBAR ISLANDS	0	0	0	0	0	0	2	2
ARUNACHAL PRADESH	0	0	0	0	0	0	24	24
ASSAM	539	197	180	207	49	286	1493	2951
BIHAR	2961	769	107	1866	41	783	7526	14053
CHANDIGARH	17	4	0	0	0	0	24	45
CHHATTISGARH	1650	1600	194	580	71	1250	5174	10519
DADAR & NAGAR HAVELI	2	1	0	6	3	0	7	19
DAMAN & DIU	4	2	0	2	1	0	6	15
GUJARAT	5527	5851	1412	818	110	3733	4300	21751
HARYANA	4694	4722	180	366	96	3934	7319	21311
HIMACHAL PRADESH	108	29	12	56	5	51	297	558
JAMMU AND KASHMIR	97	36	7	43	0	53	238	474
JHARKHAND	613	1469	52	186	39	804	4217	7380
KARNATAKA	1932	1935	1597	1377	659	1180	10436	19116

Annex-III

Table 3: Pending Tower permissions (State wise)

Pending Tower Permissions

SN	Name of State/UT	No. of permissions pending as on 01.01.2020	No. of applications submitted during Year 2020	Number of permissions granted during Year 2020	Balance as on 01.01.2021
1	Andaman & Nicobar Islands	0	0	0	0
2	Andhra Pradesh	0	571	457	114
3	Arunachal Pradesh	237	15	2	250
4	Assam	5259	562	69	5752
5	Bihar *	-	-	-	-
6	Chandigarh	66	0	0	66
7	Chhattisgarh	109	189	69	229
8	Dadra & Nagar Haveli, Daman & Diu	39	13	6	46
9	Delhi	3632	695	1565	2761
10	Goa	35	59	0	94
11	Gujarat	648	108	24	732
12	Haryana	2711	1692	887 (Rejected-2078)	1438
13	Himachal Pradesh	125	434	367	165
14	Jammu & Kashmir	114	96	8	202
15	Jharkhand	2210	798	0	3008
16	Karnataka**	-	-	-	233
17	Kerala	59	417	296	179

* In Bihar, all applications are under resubmission as per new policy.

** As per Karnataka HC order, dated 6th March, 2020, NOC is not required to be obtained for installation of towers. Total of 233 towers are on hold for installation due to lack of support from Local Authorities.

Pending Tower Permissions

S. No.	Name of State/UT	No. of permissions pending as on 01.01.2020	No. of applications received Year 2020	Number of permissions granted during Year 2020	Balance as on 01.01.2021
18	Ladakh	0	7	0	7
19	Lakshadweep	0	0	0	0
20	Madhya Pradesh	456	472	239	685
21	Maharashtra	17207	2132	160	19181
22	Manipur	0	7	0	7
23	Meghalaya	241	145	1	385
24	Mizoram	0	1	0	1
25	Nagaland	0	11	0	11
26	Odisha	72	205	30	247
27	Puducherry	0	6	0	6
28	Punjab	1294	476	104	1404
29	Rajasthan	9801	1324	75	11050
30	Sikkim	25	31	0	56
31	Tamil Nadu	111	910	31	1087
32	Telangana	0	536	425	111
33	Tripura	2	24	1	25
34	Uttar Pradesh	0	3395	8	2886
35	Uttarakhand	261	281	0	542
36	West Bengal	861	1039	231	1336
TOTAL		45575	16651	5055	54296 #

The balance does not include count of rejected applications.



AGENDA 6: HEALTH AND NUTRITION

EXECUTIVE SUMMARY

The States may consider the following strategies to leapfrog on Health and Nutrition.

1. **Making all the health institutions** (District Hospital (DH), Community Health Centers (CHC), Primary Health Centers (PHC), Sub Health Centers (SHC)) **compliant with Indian Public Health Standards (IPHS) in a phased manner to ensure effective health services.**
The percentage of facilities functioning as per IPHS norms is only 4%. Among the large states, Tamil Nadu has the highest at 44% IPHS compliant facilities; most large states have zero percent.
2. **Addressing the Vacancies in the Health Sector in a Mission mode:**
The poor availability of human resources is a major factor that affects the functioning of the health services. The State of Tamil Nadu has adopted good practices in systematically addressing HR-related issues. Tamil Nadu's experience could be studied and replicated.
3. **FOCUS ON Beneficiary identification and awareness for PMJAY uptake:**
Currently, 32 States / UTs are implementing the scheme. Nearly 13.3 crore beneficiaries or 31% of those eligible have been registered. The states may focus and make efforts for improving beneficiary identification, registration, and utilization of services under PMJAY.
4. **Expediting operationalization of Ayushman Bharat Health and Wellness Centre:**
The Health and Wellness Centers may provide preventive, promotive, curative, rehabilitative & palliative care progressively for 12 packages. As of 3rd February 2021, there are 58,196 HWCs in India, a little over 30% of the target. **To reach the assigned target all states need to address HR needs and make efforts for ensuring delivery of all the 12 packages of services, including availability of free medicines and diagnostics.**
5. **Strengthening Disease surveillance system:**
Need for Strengthening Integrated Health Surveillance System has been emphasized in National Health Policy 2017 and National Disaster Management Plan 2019. The COVID pandemic has highlighted the need to position public health surveillance as a tool for the public good. The states may consider focusing on timely information and strengthening surveillance in urban and municipal areas.
6. **Augmenting / Setting up Hospitals and Medical Colleges using VGF (Viability gap funding)**
The uptake of the VGF for social sectors is negligible. 99 districts across 15 states have a doctor-population ratio that is below the WHO norms. These have the potential for PPP brownfield and green field investments in setting up medical colleges by utilizing the capacities in the existing District Hospitals. Out of 724 districts, 357 do not have either a government or a private medical college. 22 districts with functional District Hospital of more than 330 beds can be upgraded into Medical colleges.
States may encourage private partners and Consortia to utilize the provisions of Centre's VGF scheme.
7. **Improving Nutritional Status:**
The Integrated Child Development Services (ICDS) is the largest childcare program in the world. However, its coverage against the projected population of 2020, stands at around 40% for 22 large states. Similar finding was observed in NFHS -4 (2016), where 53% of children and 46% of women received ICDS benefits.

The existing programs of *POSHAN Abhiyaan, Integrated Child Development Services: Anaemia Mukta Bharat, and other related schemes* need to be intensified. **Issues related to human resources including capacity building of Anganwadi workers, delivery and quality of Take Home Rations, and monitoring of Anganwadis and beneficiaries through Poshan Tracker require State governments' attention.**

Apart from this, efforts are required on:

- a. **Anaemia Mukta Bharat:** The program was launched with the target to reduce Anaemia by 3% per year by 2022. Efforts are needed for **ensuring supply of Iron folic acid, demand generation through screening and referrals, and strong monitoring**, including a performance-based ranking Districts.
- b. **Promotion of Nutri cereals (Millets):** Promotion of household consumption of Millets and millet-based recipes and their inclusion in ICDS and Mid-Day Meal may be taken up.
- c. **Jan Andolan for Poshan:** States may consider working with CSOs and **Self Help Groups** for generating awareness, promoting household behavior change and improving access to and use of key health and nutrition services. This can be most effectively done by empowering the PRIs.
- d. **Eat right Campaign** for health, wellness, and immunity needs emphasis.
- e. **Renewed and Integrated Efforts for Nutrition** at the State and the District levels with District Magistrates as the nodal point and head of District Nutrition Committee, and District Health Officer to track Severe/ moderate acute malnourished children and at the village level through Poshan Panchayat needs to be taken up.
- f. **A targeted approach for nutrition** focusing on vulnerable and special groups is necessary.

8. **Promoting an integrative approach to medicine:**

15,422 AYUSH units have been co-located in existing PHCs, CHCs, and DHs to date. Yoga is internalized as a wellness component of the health and wellness centre.

- a. State/UT governments may ensure the involvement of AYUSH institutions, interventions, infrastructure, and manpower for meeting the challenges of **malnutrition and anaemia through effective AYUSH interventions** throughout the 13.9 lakhs AWCs.
- b. A large number of AYUSH practitioners are untapped providers for new-born and child health care and can be suitably engaged
- c. States such as **Karnataka, Kerala, Tamil Nadu, and Gujarat** have been leading the way in strengthening health service delivery through an integrated approach.

INTRODUCTION

1. **Focusing on Public Health and Primary Health Care**

The corona virus disease 2019 (COVID-19) pandemic has overshadowed and impacted the developmental activities across the country and globe. The COVID-19 has exposed fault-lines in India's health care system. It has also provided opportunities to build back better and create a more resilient health system. The pandemic is expected to push back our efforts towards

Universal Health Coverage, particularly in areas of public health and nutrition. While the virus has impacted everyone, it is the poorest and most vulnerable who are affected disproportionately by the pandemic. Given their interconnected nature, health-related SDG 3 is also severely hit.

Multifaceted challenges have been posed which include an increase in **morbidity, mortality, vulnerability, and burden on systems capacity**. An increase in the incidence of non-communicable diseases (NCDs), TB, chronic conditions, and nutritional disorders are expected, particularly on the elderly and persons with disabilities. The COVID-19 pandemic has challenged people's mental health, due to reasons like bereavement, isolation, loss of income, and fear. An increase in alcoholism and substance abuse is expected.

A. Public Health

We need to strive towards the Goal in the National Health Policy 2017, namely “The attainment of the highest possible level of health and well-being for all at all ages, through a preventive and promotive health care orientation in all developmental policies, and universal access to good quality health care services without anyone having to face financial hardship as a consequence. This would be achieved through increasing access, improving quality, and lowering the cost of healthcare delivery.”

The National Health Policy 2017 aims to increase Public Health Expenditure to 2.5% of GDP, in a progressive manner, by 2025, spend two third of it on Primary Health and increase state sector health spending to more than 8% of their budget

State can strengthen health systems and Public Health by the following measures:

- a. **Making all the health institutions** (District Hospital, Community Health Centers, Primary Health Centers, Sub Health Centers) **compliant with Indian Public Health Standards (IPHS) in a phased manner for effective delivery of health services.**
 - ▶ IPHS for sub-centers, PHCs and CHCs, SDH, and DHs were published in 2007 as a reference point for public health care infrastructure planning and up-gradation. IPHS standards are reference points for public health standards for Infrastructure planning for minimum assured packages, standards for services, facilities, human resources, equipment, and medicines, etc. They were revised again in 2012, keeping in view the changing protocols and introduction of new programs, especially for Non-Communicable Diseases.
 - ▶ **Efforts to improve compliance with IPHS have to be made.** Currently, there are 1,60,173 sub-centers (SCs) (157411 rural +3302 urban) functioning in India (as on 31st March 2019). The percentage of sub-centers functioning as per IPHS norms is only 3% of the total. Similarly, only 8% of PHCs and 22% of CHCs are compliant with IPHS standards. (Table 1)
 - ▶ Among larger states only a few states such as Tamil Nadu, Telangana, Uttarakhand have been able to moderately adhere to the guidelines with 37%, 29%, and 14% for the sub-centers, respectively, functioning as per IPHS norms. Most UTs have higher compliance with IPHS guidelines. (Figure-1).

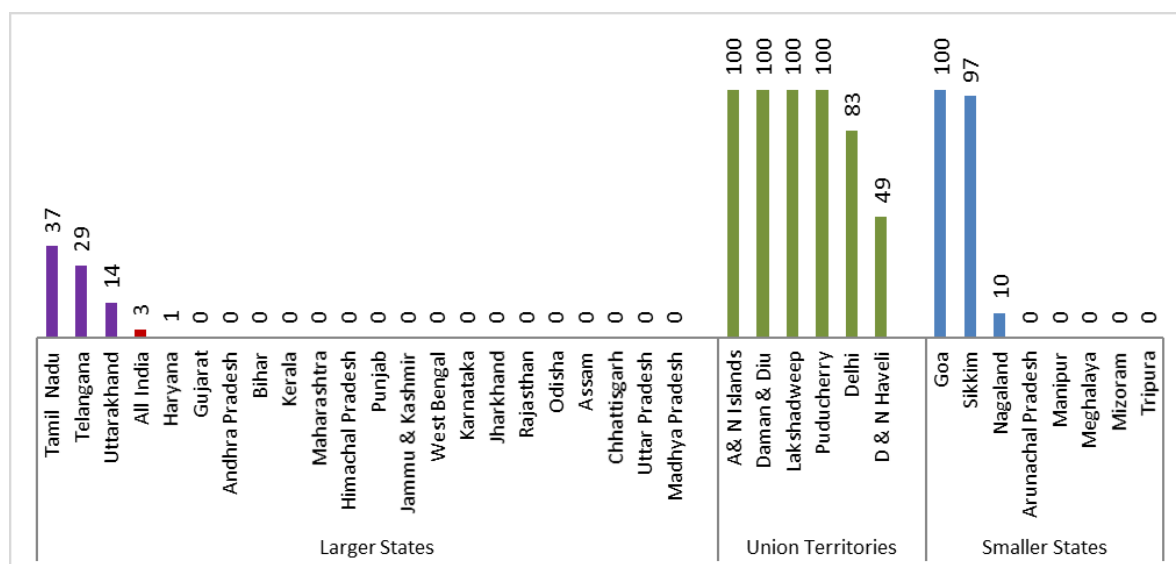


Figure 1: Percentage of sub-centers functioning as per IPHS norms (RHS 2019)

Table 1: Health Institutions as per IPHS norms

States/UTs	PHCs		CHCs	
	Number of PHCs Functioning	No. of PHCs Functioning as per IPHS norms	Number of CHCs Functioning	CHC Functioning as per IPHS norms
All India	16613	1372	5335	1165
Large States				
Andhra Pradesh	0	0	140	0
Assam	698	5	177	8
Bihar	1480	Not Available	150	Not Available
Chhattisgarh	657	0	170	0
Gujarat	704	Not Available	362	Not Available
Haryana	193	13	115	7
Himachal Pradesh	566	0	87	0
Jammu & Kashmir	526	0	84	0
Jharkhand	203	0	171	0
Karnataka	1995	0	198	0
Kerala	678	0	227	7
Madhya Pradesh	1039	0	309	0
Maharashtra	1349	302	364	178
Odisha	461	0	377	0
Punjab	79	0	89	0
Rajasthan	1777	0	571	375
Tamil Nadu	706	706	385	350

States/UTs	PHCs		CHCs	
	Number of PHCs Functioning	No. of PHCs Functioning as per IPHS norms	Number of CHCs Functioning	CHC Functioning as per IPHS norms
Telangana	0	0	85	41
Uttar Pradesh	1990	170	679	134
Uttarakhand	243	63	67	29
West Bengal	640	0	348	0
Small States				
Arunachal Pradesh	101	29	63	14
Goa	0	0	5	5
Manipur	85	0	23	0
Meghalaya	110	13	28	4
Mizoram	57	0	9	0
Nagaland	124	6	21	2
Sikkim	24	24	2	0
Tripura	82	Not Available	18	Not Available
Union Territories				
A& N Islands	22	22	4	4
Chandigarh	0	Not applicable	Not Applicable	Not Applicable
D & N Haveli	6	5	2	2
Daman & Diu	0	0	0	0
Delhi	5	1	0	0
Lakshadweep	4	4	3	3
Puducherry	9	9	2	2

Source: Rural Health Statistics 2019

b. Addressing the Vacancies of Human Resources in a Mission mode.

Availability of human resource is the major factor that affects the functioning of the health services. According to Rural Health Statistics (RHS) 2019,, there is an acute shortfall in male health workers at SCs and specialists at CHCs. Shortfalls need to be addressed to improve rural health services. The State of Tamil Nadu has adopted good practice in systematically addressing HR-related issues, which can be replicated.

- ▶ The shortfall of male health workers affects rural health services, especially the identification of people with NCDs. There is a large variation in the availability of male health workers across States and UTs with high shortfalls of over 90% in Delhi, Rajasthan, and Nagaland whereas Gujarat, Mizoram, and Lakshadweep have a lower shortfall at 13%, 2%, and 0% respectively.

- ▶ The shortfall of specialists in CHCs is high in most States and UTs at over 80% (Figure 2 and 3). There are only a few States and UTs such as Jammu and Kashmir, Telangana, Chandigarh, Daman & Diu, and Delhi which have a lower shortfall at 28%, 24%, and 0% respectively.
- ▶ States must fill up vacancies of Public Health and Clinical cadres on priority in a mission mode to address shortfalls

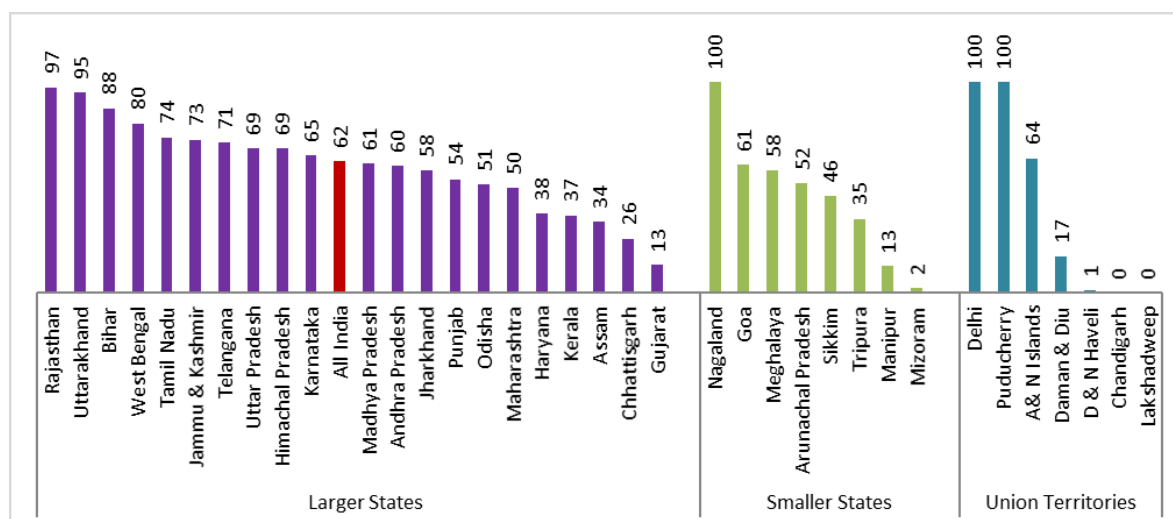


Figure 2: Percentage shortfall of Health Worker (Male) at Sub Centers

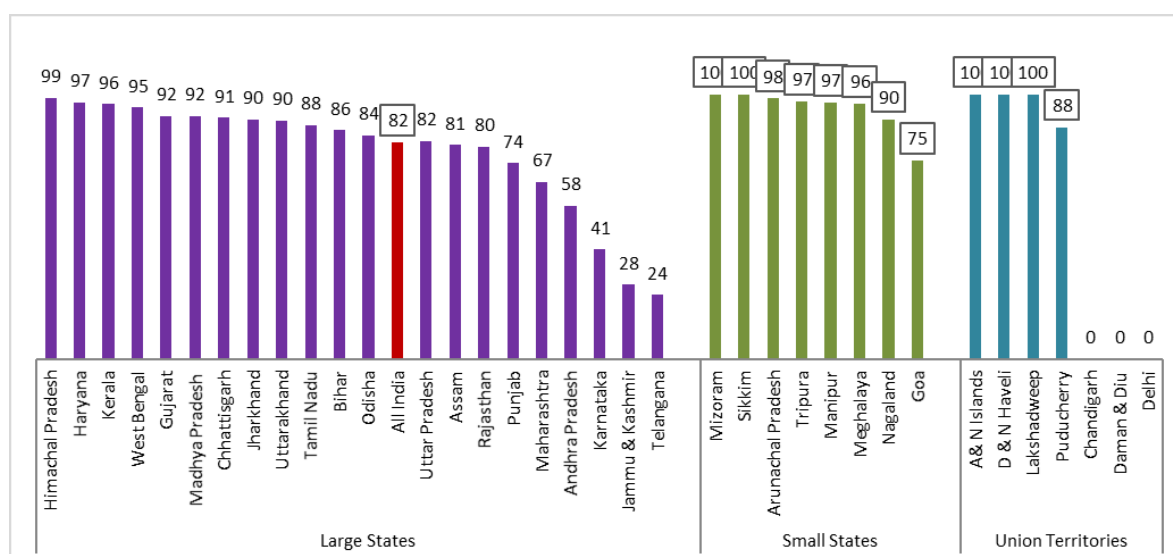


Figure 3: Percentage shortfall of Total Specialists at CHCs

Source: Rural Health Statistics 2019

c. Beneficiary identification, registration, and awareness to be focussed and improved for AB PMJAY uptake:

As per the Socio-Economic Census Classification data (SECC), there are ~50 crore individuals from ~10.7 crore families eligible for Pradhan Mantri Jan Arogya Yojana (PMJAY). Currently, 32 States / UTs are implementing the scheme. Nearly 13.3 crore beneficiaries or 31% of those eligible among the implementing states have been registered. The states should focus and make efforts for improving beneficiary identification, registration, and utilization of services under PMJAY so that out-of-pocket expenditure on health can be reduced. (Table-2)

- **Beneficiary identification, registration, and awareness need to be improved to reduce OOPE on health.** States with higher Out of Pocket Expenditure (OOPE) on health as % of GSDP have a lower beneficiary verification rate under PMJAY (Table-2). For example, Assam that has an OOPE of 0.9% of GSDP has over 90% of PMJAY beneficiaries verified while Bihar with an OOPE of 1.7% of GSDP has only around 10% of beneficiaries verified. **Improving beneficiary awareness and enrolment will increase the scheme's utilization** and reduce OOPE. The supply of hospitals also needs to be improved to improve the scheme's utilization. (Figure-4)
- The States may make efforts to ensure reliable bi-directional referral linkages between AB-PMJAY and AB HWC.

Table 2: Showing beneficiary registration under PMJAY.

S.No.	State / UTs (32)	SECC Eligible Families for PMJAY	SECC Eligible Individuals for PMJAY (@ 5 per family)	Beneficiaries Verified
1	Andaman And Nicobar Islands	21,398	1,06,990	30,762
2	Andhra Pradesh	54,67,515	2,73,37,575	4
3	Arunachal Pradesh	88,611	4,43,055	1,916
4	Assam	26,96,996	1,34,84,980	1,23,56,210
5	Bihar	1,08,11,015	5,40,55,075	55,00,375
6	Chandigarh	69,282	3,46,410	54,210
7	Chhattisgarh	36,50,475	1,82,52,375	31,90,069
8	Dadra And Nagar Haveli	30,001	1,50,004	2,82,601
9	Daman And Diu	12,804	64,021	1,20,612
10	Goa	36,431	1,82,155	21,799
11	Gujarat	43,83,948	2,19,19,740	73,96,006
12	Haryana	15,46,003	77,30,015	22,96,970
13	Himachal Pradesh	4,78,985	23,94,925	8,75,295
14	Jammu And Kashmir	5,97,801	29,89,005	13,16,346
15	Jharkhand	27,79,867	1,38,99,335	88,78,679
16	Karnataka	61,83,502	3,09,17,510	97,83,006
17	Kerala	21,87,933	1,09,39,665	65,10,576
18	Lakshadweep	1,465	7,325	1,631
19	Madhya Pradesh	83,57,257	4,17,86,285	1,89,57,883
20	Maharashtra	82,57,913	4,12,89,565	69,95,353
21	Manipur	2,73,250	13,66,250	2,72,779
22	Meghalaya	3,47,013	17,35,065	15,71,658

23	Mizoram	1,94,859	9,74,295	3,54,584
24	Nagaland	2,33,328	11,66,640	2,45,515
25	Puducherry	1,03,434	5,17,170	1,28,532
26	Punjab	14,76,924	73,84,620	46,08,706
27	Rajasthan	58,95,363	2,94,76,815	
28	Sikkim	39,738	1,98,690	32,304
29	Tamil Nadu	74,89,381	3,74,46,905	2,47,27,397
30	Tripura	4,79,371	23,96,855	11,52,292
31	Uttar Pradesh	1,16,84,453	5,84,22,265	1,09,39,561
32	Uttarakhand	5,23,536	26,17,680	38,68,989
Total (32 States / UTs)		8,63,99,852	43,19,99,260	13,24,72,620

Source: PMJAY dashboard

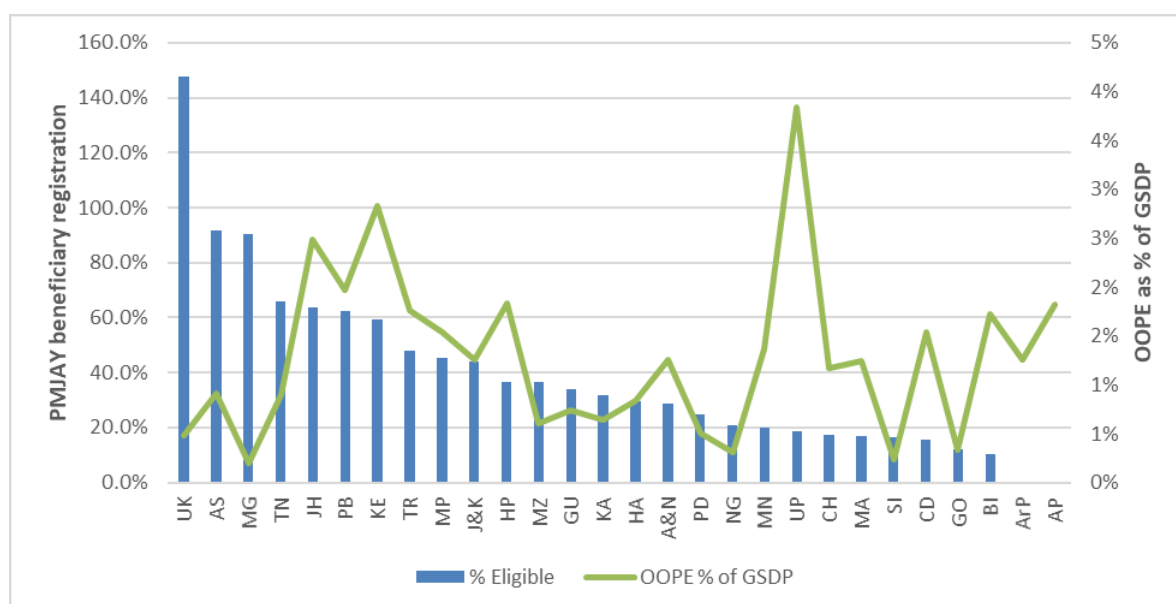


Figure 4: OOPE on health as percent of GSDP (2017-18) and PMJAY beneficiary registration (beneficiaries verified divided by SECC eligible as of Jan 2021)

Source: NHA documents and PMJAY dashboard for eligible and verified beneficiaries, NSSO 2017-18 survey for OOPE, MoSPI for GSDP

- Note:**
1. Uttarakhand's share of eligible beneficiaries verified is greater than 100%. The number likely includes beneficiaries in the State expansion scheme under the beneficiaries verified number (but not under eligibility).
 2. Andhra Pradesh's 0% beneficiary verification rate is misleading. The claims volume and value suggest higher actual enrolment and utilization.
 3. States without data available for any of the parameters are excluded from the graph.

d. Expediting operationalization of Ayushman Bharat Health and Wellness Centre:

The Ayushman Bharat-Health and Wellness Centre (HWC) initiative was launched in 2018 to improve access to comprehensive primary health care (CPHC), an important strategy to achieve universal health coverage (UHC). HWCs are expected to provide preventive, promotive, curative, rehabilitative & palliative care progressively for 12 packages.

- As of 3rd February 2021, there are 58,196 HWCs in India, a little over 30% of the target. At this rate, it is difficult to operationalize 1.5 lakhs HWCs by December 2022. The conversion rate is low across all types of health facilities – SCs, PHCs, and UPHCs at 21%, 81%, and 84% respectively. (Table 3)
- States like Maharashtra and Punjab have been able to convert 60% of their facilities into HWCs whereas Rajasthan, Kerala, and Bihar still lag in achieving their target with less than 15% of HWCs converted. Most of the UTs, except Delhi and Ladakh, have converted a higher share of their facilities into Health and Wellness Centers. (Figure 5)

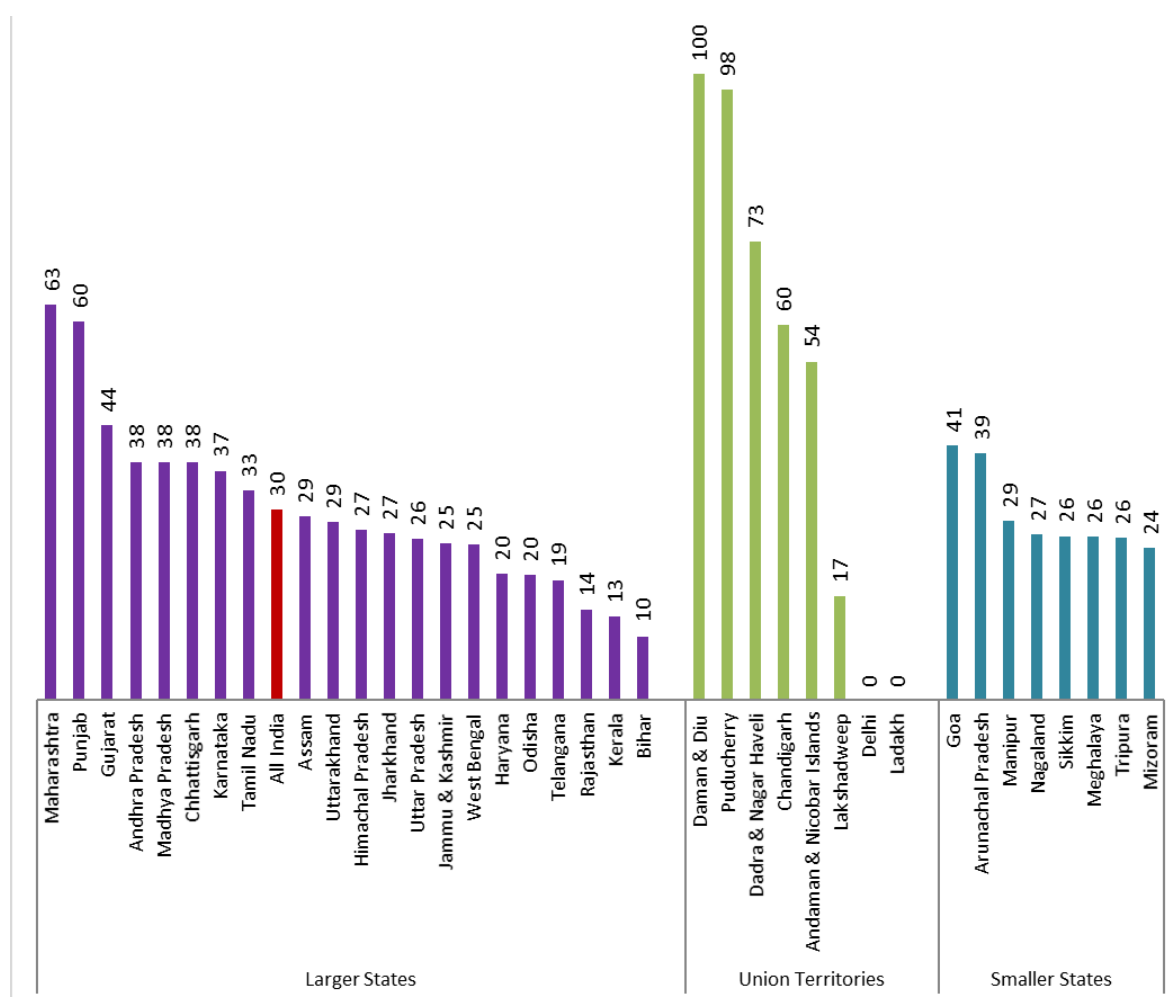


Figure 5: Percentage of SCs, PHCs, and UPHCs converted to HWCs

Table 3: Showing number of Health and wellness centers operationalized to date 1.2.2021

States/UTs	Functional HWC-SC	Total SHC	Functional HWC-PHC	Total PHC	Functional HWC-UPHC	Total UPHC
All India	34379	160713	19552	24090	3816	4556
Large States						
Andhra Pradesh	2026	7458	1145	1145	243	364
Assam	1052	4662	556	946	53	55
Bihar	230	9949	893	1899	98	95
Chandigarh		4	28	0	2	46

Chhattisgarh	1861	5569	531	792	45	45
Gujarat	3319	9166	1247	1476	251	318
Haryana	170	2636	358	379	99	97
Himachal Pradesh	281	2097	441	586	14	20
Jammu & Kashmir	598	3025	313	622	14	49
Jharkhand	935	3848	133	298	54	57
Karnataka	2079	10009	2164	2127	364	435
Kerala	0	5380	750	848	92	83
Madhya Pradesh	3148	10226	1123	1199	129	136
Maharashtra	5959	10668	1822	1828	457	538
Odisha	304	6688	1222	1288	86	87
Punjab	1606	2950	347	416	93	16
Rajasthan	130	13559	1960	2082	224	377
Tamil Nadu	2447	10896	1371	1422	459	463
Telangana	254	4841	625	636	220	249
Uttar Pradesh	4363	20782	1515	2936	402	624
Uttarakhand	262	1847	302	257	36	0
West Bengal	2311	10357	268	908	325	448
Small States						
Arunachal Pradesh	140	385	66	143	4	4
Goa	41	219	53	24	5	0
Manipur	124	490	44	90	1	9
Meghalaya	85	477	51	118	19	0
Mizoram	45	370	54	59	8	10
Nagaland	101	453	47	126	7	5
Sikkim	42	176	12	29	—	1
Tripura	253	1006	32	108	5	5
Union Territories						
Andaman & Nicobar Islands	58	124	17	22	5	2
Chandigarh	—	4	28	0	2	46
Dadra & Nagar Haveli	52	71	8	9	—	2
Daman & Diu	26	26	4	4	—	0
Delhi	—	204	0	5	—	535
Ladakh	0	NA	9	NA	—	NA
Lakshadweep	—	14	3	4	—	0
Puducherry	77	81	38	24	2	15

Source: Numerator from AB HWC portal and denominator from RHS 2019

To reach this target, all the states need to address the HR gaps and make efforts for ensuring all the 12 packages of services, including availability of free medicines and diagnostics, tele-consultations through eSanjeevani are available, quality accreditation of these centers and promoting the establishing and strengthening the Jan Arogya Samittees.

e. **Strengthening Disease Surveillance**

Public Health Surveillance is often considered as a separate activity, not related directly to health care service delivery and as a stand-alone activity, and not a priority in many states. The COVID pandemic has highlighted the need to position public health surveillance as a tool for the public good. To enable this, information for action must be available to multiple stakeholders, including the citizen and the political and administrative leadership at the central, state, and district level.

The need for strengthening Integrated Health Surveillance System was emphasized in the National Health Policy 2017 and National Disaster Management Plan 2019. The COVID pandemic has highlighted the need to position public health surveillance as a tool for the public good. The states need to focus on timely information and measures therein, ensuring universalization of Integrated Health Information portal and to strengthen surveillance in urban and municipal areas also.

India has traditionally focused on Surveillance for Communicable/Infectious Diseases. The Integrated Disease Surveillance Project (IDSP) covers a list of more than 33 acute conditions. Aligning with the three-tiered health system in India, surveillance also captures information at three levels; Syndromic (S form – based on front-line worker information), Presumptive (P form-based on clinical diagnosis by a medical officer), and Laboratory/Confirmed (L form).

Since 2019, IDSP has used the Integrated Health Information Platform (IHIP) to capture individualized data that can then be disaggregated by age, gender, and locality. It links data from Syndrome, Presumptive and Laboratory report, generates Early Warning Signals (EWS) 1 and 2 forms, captures near-real-time or daily surveillance data, provides analysis on mobile and electronic devices, and monitors more than 33+ health conditions. IHIP is not currently fully operational in many states.

For improving the surveillance and enhancing the system, the following challenges are to be addressed.

- a. There is no uniformity in outbreak investigation and reporting and there are limitations in geographic coverage.
- b. The IDSP, at any given point, has about 25-33% of vacancies.
- c. Use and understanding of data are limited in scope, and thus not able to predict a potential outbreak.
- d. Private sector participation in disease surveillance is minimal and the sector is not obligated to share data with IDSP unless diseases are notifiable or brought under the Epidemic Diseases Act or Public Health Act.
- e. Involvement of communities for disease surveillance. The Health and Wellness Centres present a unique opportunity to strengthen community-based surveillance at the primary health care level, by capacitating front-line health personnel to perform syndromic reporting for infectious disease and screening for risk factors or disease markers for common NCD and communicable diseases, using basic verbal screening tools or point of care diagnostics and devices.

2. Increasing expenditure on Health through Private and PPP Projects using Gol VGF Scheme

At the national level, the uptake of PPP spending in the social sector schemes is at around 10% of allocation under VGF schemes. The uptake in the health sector is negligible. 99 districts across 15 states that have a doctor-population ratio below the WHO norms have the potential for PPP Brownfield and Green field investments. (Table 4). Out of 724 districts, 357 do not have either a government or a private medical college. 22 districts (of which 4 are Aspirational Districts) with a functional District Hospital of more than 330 beds can be upgraded into Medical colleges.

The central government's Viability Gap Funding (VGF) scheme can bridge and offer significant resources for social infrastructure, including for hospitals and medical colleges, through the Public-Private Partnership (PPP) model. States may encourage private partners and consortia to utilize these provisions. DEA has allowed VGF for setting up Medical Colleges in PPP mode by utilizing the existing District Hospitals.

Suggested Districts

Table 4: Identifying high-potential districts for PPP in medical infrastructure

State	Total Districts	Doc-Pop Ratio	Total Medical Colleges	No. of District Hospitals	Districts with 150+ DH but no MC
Madhya Pradesh	55	0.39	22	30	27
Assam	33	0.57	7	3	14
Uttar Pradesh	75	0.29	53	7	12
Odisha	30	0.4	14	5	9
West Bengal	23	0.59	20	14	8
Gujarat	33	0.83	31	2	6
Chhattisgarh	28	0.26	10	1	5
Bihar	38	0.29	16	3	4
Tripura	8	0.35	2	0	3
Himachal Pradesh	12	0.33	7	3	3
Haryana	22	0.17	12	2	3
Nagaland	12	0.04	0	0	2
Meghalaya	11		1	1	1
Jharkhand	24	0.13	6	1	1
Arunachal Pradesh	25	0.53	1	0	1
Total	429		202	72	99

Figure 6 shows the proportion of districts in States with a high potential for PPP investment. The private sector can be encouraged for the following

1. Establishment of Hospitals in Tier-II and Tier-III cities
2. VGF scheme for the establishment of Medical Colleges

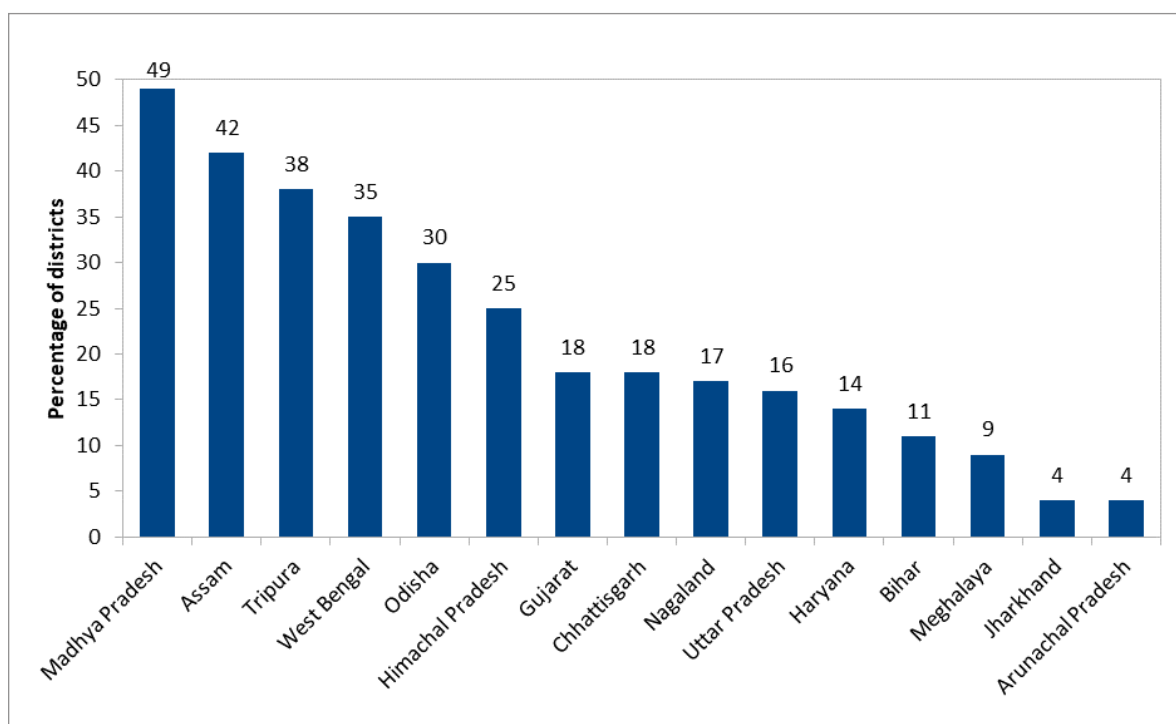


Figure 6 : Percentage of districts suitable for PPP investment in Medical infrastructure

Steps to be taken by State Government

1. The state government, in its role as the Sponsoring Authority (SA), identifies the districts that have DHs suitable for upgradation into MC under this scheme.
2. It gets a Detailed Project Report prepared, along with the draft Concession Agreement and applicable bidding documents, and submits it to the Department of Economic Affairs (DEA). The state government can obtain financial support for project development activities through the central government's India Infrastructure Project Development Fund (DEA 2013b).
3. The Empowered Committee examines the proposal, and if satisfied, grants its in-principle approval to the project.
4. The state government finalizes the documents and begins the bidding process.
5. The private partner is selected through a transparent and open competitive bidding process. The criterion for bidding is the amount of VGF required, where all other parameters are comparable.
6. The concession agreement is executed and financial closure is achieved.
7. Application for final approval by the Empowered Committee is submitted. If the final approval is granted, a tri-partite agreement is signed between the DEA, the concessionaire, and the Lead Financial Institution (LFI).
8. The concessionaire commences the construction, expending all of its equity.
9. The disbursement of the VGF happens proportionate to the debt disbursement by the Local Financial Institution.

3. Intensifying the implementation of programs for improving Nutritional Status

The problem of under-nutrition (35.7%), stunting (34%), and wasting (21%) is serious in India. (Table 5). One in two women of reproductive age is anaemic. This calls for an urgent action to create synergy between the various programs to ensure efficient and effective delivery for outcomes. The NFHS-5 survey has been released for 22 States and UTs and 342 districts. Findings from NFHS-5 suggest that while there has been an overall increase in the coverage of health services, but a rise in prevalence in the nutrition outcome indicators of stunting, wasting, and underweight in children and a rise in anaemia across all age groups.

Table 5: State wise Nutritional outcomes

NUTRITIONAL OUTCOME INDICATORS

Indicators	Stunting (height-for-age) (%)		Wasting (weight-for-height) (%)		SeverWasting (weight-for-height) (%)		Underweight (weight-for-age) (%)		Overweight (weight-for-height) (%)	
States/UTs	NFHS 5	NFHS 4	NFHS 5	NFHS 4	NFHS 5	NFHS 4	NFHS 5	NFHS 4	NFHS 5	NFHS 4
Andhra Pradesh	31.2	31.4	16.1	17.2	6	4.5	29.6	31.9	2.7	1.2
Assam	35.3	36.4	21.7	17	9.1	6.2	32.8	29.8	4.9	2.3
Bihar	42.9	48.3	22.9	20.8	8.8	7	41	43.9	2.4	1.2
Goa	25.8	20.1	19.1	21.9	7.5	9.5	24	23.8	2.8	3.7
Gujarat	39	38.5	25.1	26.4	10.6	9.5	39.7	39.3	3.9	1.9
Himachal Pradesh	30.8	26.3	17.4	13.7	6.9	3.9	25.5	21.2	5.7	1.9
Karnataka	35.4	36.2	19.5	26.1	8.4	10.5	32.9	35.2	3.2	2.6
Kerala	23.4	19.7	15.8	15.7	5.8	6.5	19.7	16.1	4	3.4
Maharashtra	35.2	34.4	25.6	25.6	10.9	9.4	36.1	36	4.1	1.9
Manipur	23.4	28.9	9.9	6.8	3.4	2.2	13.3	13.8	3.4	3.1
Meghalaya	46.5	43.8	12.1	15.3	4.7	6.5	26.6	28.9	4	3.9
Mizoram	28.9	28.1	9.8	6.1	4.9	2.3	12.7	12	10	4.2
Nagaland	32.7	28.6	19.1	11.3	7.9	4.2	26.9	16.7	4.9	3.8
Sikkim	22.3	29.6	13.7	14.2	6.6	5.9	13.1	14.2	9.6	8.6
Telengana	33.1	28	21.7	18.1	8.5	4.8	31.8	28.4	3.4	0.7
Tripura	32.3	24.3	18.2	16.8	7.3	6.3	25.6	24.1	8.2	3
West Bengal	33.4	32.5	20.3	20.3	7.1	6.5	32.2	31.6	4.3	2.1
A & N Island	22.5	23.3	16	18.9	4.8	7.5	23.7	21.6	5.4	3
Dadra & Nagar Haveli and Daman & Diu	39.4	37.2	21.6	26.7	4.3	11.5	38.7	35.8	1.9	3.9
Jammu & Kashmir	26.9	27.4	19	12.2	9.7	5.6	21	16.6	9.6	5.7
Ladakh	30.5	30.9	17.5	9.3	9.1	5.1	20.4	18.7	13.4	4
Lakshadweep	32	26.8	17.4	13.7	8.7	2.9	25.8	23.6	10.5	1.6
Decline in comparison with NFHS 4		No decline or increase less than/equal to 1				Increase more than 1 percentage point				

Various programs being implemented for the improvement of the nutritional status of women and children by the Ministry of Women and Child Development (MoWCD) and the Ministry of Health and Family Welfare (MoHFW) as listed below.

1. **POSHAN Abhiyaan:** POSHAN Abhiyaan (National Nutrition Mission) is the Government of India's flagship program to improve nutritional outcomes for children, pregnant women, and lactating mothers focusing on the first 1000 days of children. The first 1,000 days of life—the time spanning roughly between conception and one's second birthday—is a unique period of opportunity when the foundations of optimum health, growth, and neuro-development across the lifespan are established. The Government of India has accorded the highest priority to combat Health & Nutrition challenges in the country. The scheme is being implemented across the country except for West Bengal.

The Abhiyaan focuses on strengthening policy implementation (at central and state levels) to improve targeting (identification of high burden districts), enhance multi-sectoral convergence, develop innovative service delivery models and rejuvenate counseling and community-based monitoring. It aims to reduce child stunting, underweight and low birth

weight by 2 percentage points per annum and anemia among children (and young females) by 3 percentage points per annum.

The progress of the Poshan Abhiyan is not encouraging, the following issues need attention:

- ▶ Vacancies continue to hinder the performance of POSHAN Abhiyaan. Only 9 States/UTs have sanctioned posts for SPMU (Figure 7)
- ▶ States continue to struggle with the procurement of smartphones and Growth monitoring devices, with an overall coverage of 58% for smartphones, 67% for Infantometer, 66% for Stadiometer, 72% for Weighing Scale (Infants), 71% for Weighing Scale (M&C) (Figure 8)
- ▶ Fund utilization under POSHAN Abhiyaan is at 40%. Against the released amount of Rs5045.6 Cr, States have utilized Rs.2057.4 Cr since 2017. (Figure 9)

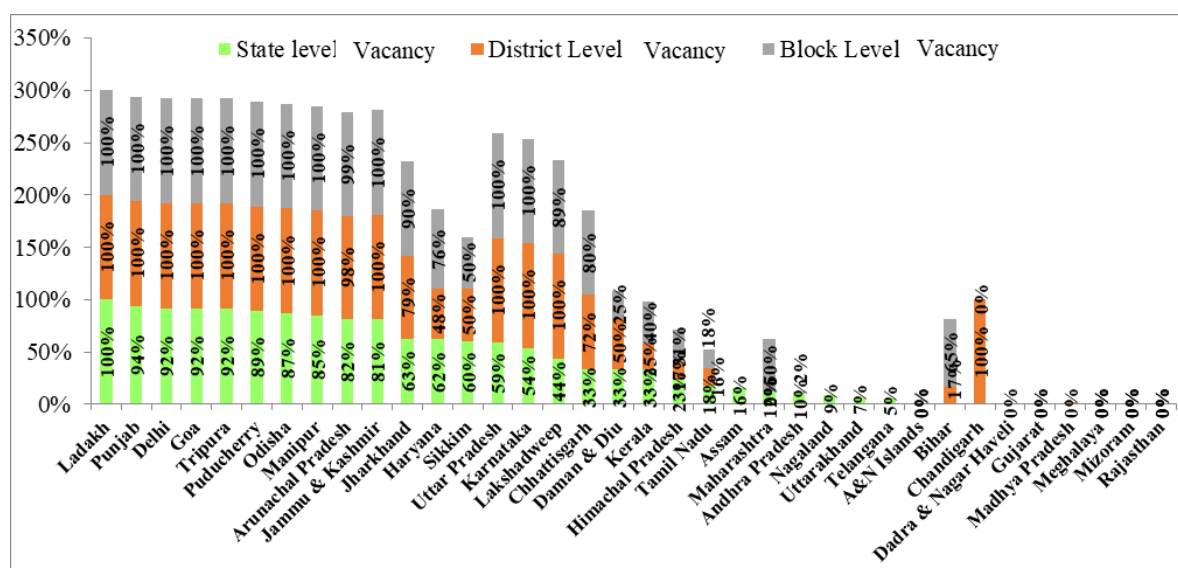


Figure 7: SPMU Vacancies under POSHAN Abhiyaan

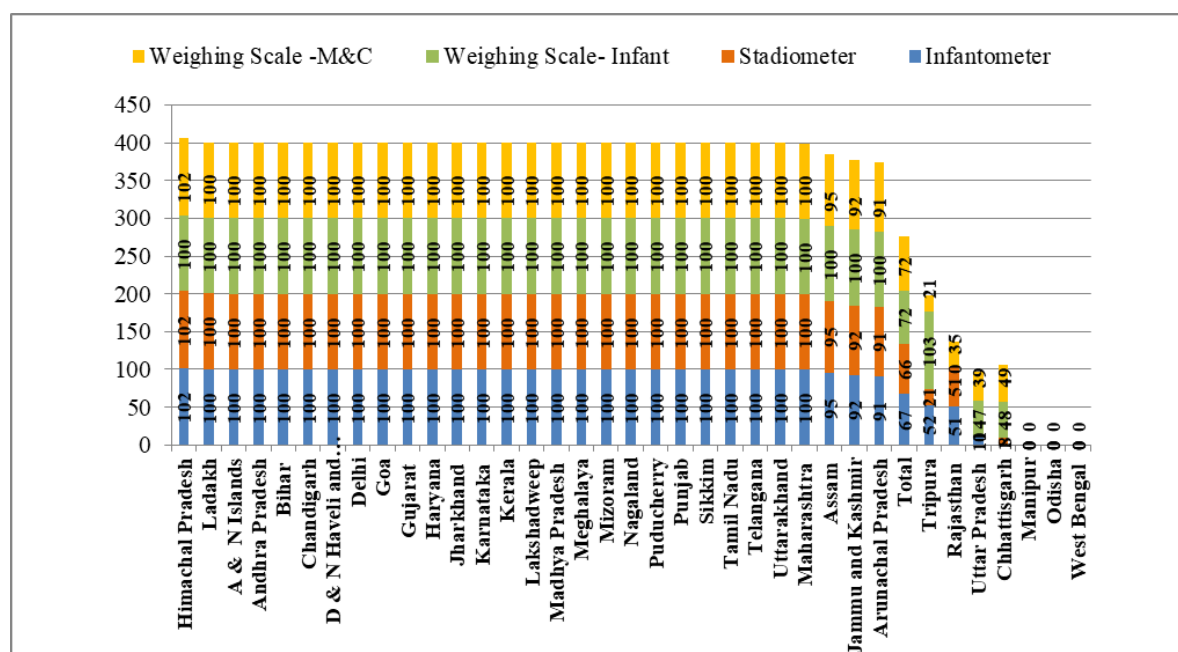


Figure 8 : Status of Growth Monitoring Devices

Source: MoWCD, November, 2020

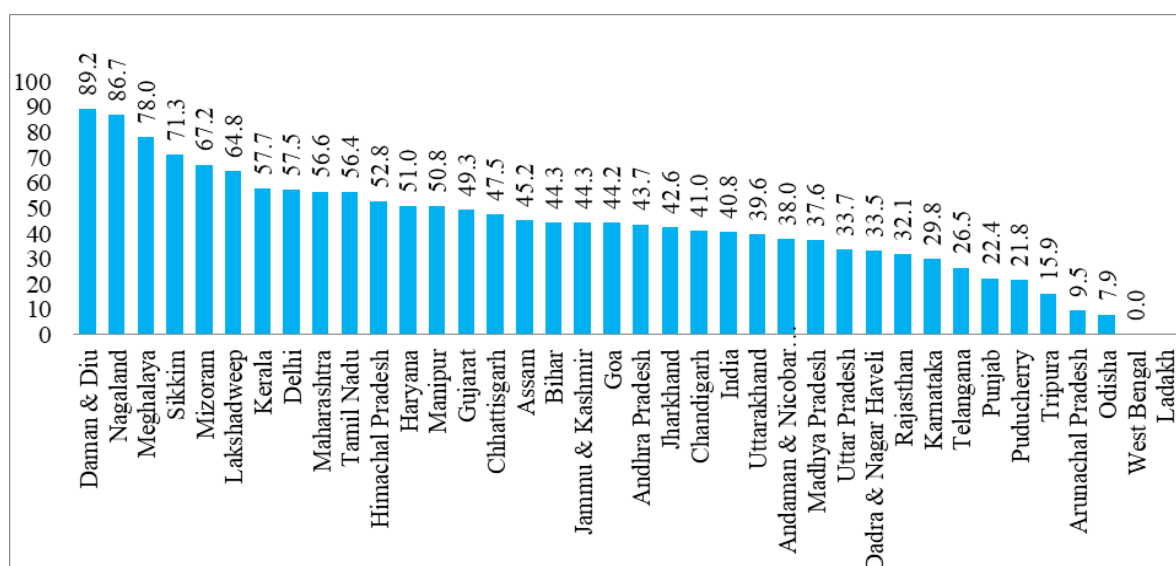


Figure 9: Status of Fund Utilization under POSHAN Abhiyaan

Source: MoWCD, March 2020

States / UTs need to closely assess where they stand both on the specific components of POSHAN Abhiyaan and accelerate efforts to close specific gaps.

1. **Integrated Child Development Services (ICDS):** ICDS is a comprehensive program designed to ensure the holistic development of children. It is one of the largest childcare programs in the world and has been in operation for more than three decades. The scheme is implemented in all the states and UTs, covering 719 districts through 7075 ICDS projects / blocks. A total of 7.22 Cr children aged 6 months to 6 years, 1.86 Cr pregnant and lactating women and 8.46 lakh 11-14 yrs. adolescent girls are covered under the supplementary nutrition services in this scheme through 13.99 Lakh Anganwadi centers. The coverage of the scheme against the projected population of 2020, stands at around 40% for 22 large states. Similar finding was observed in NFHS -4 (2016), where 53% of children and 46% of women received ICDS benefits. The take-home ration through ICDS services is less than 50 percent. The program suffers due to vacancies of key functionaries like the Anganwadi Workers (AWW), Anganwadi Helpers (AWH), Supervisors (AWS), Child Development Project Officers (CDPO), and District Programme Officers (DPO) (Figure 10)

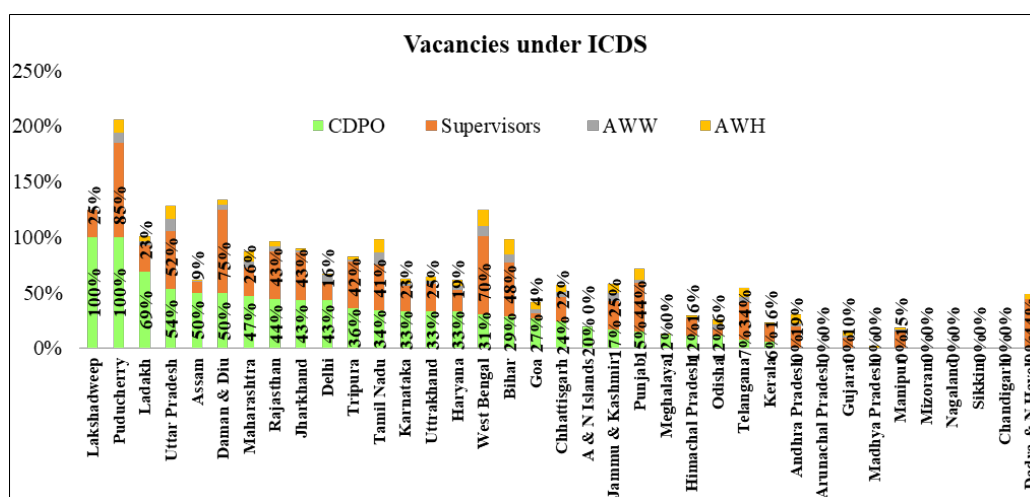


Figure 10 : Vacancies under ICDS

Source: MPR, March 2020

2. **Anemia Mukht Bharat (AMB) strategy:** In 2018, the Govt of India launched the AMB strategy with the target to reduce anaemia by 3% per year by 2022 (Table 6). The 6x6x6 strategy under AMB implies six age groups, six interventions, and six institutional mechanisms. The strategy focuses on ensuring supply chain, demand generation, and strong monitoring (including a performance-based ranking of States and Districts). Anaemia can be due to nutritional and non-nutritional cause (Malaria, Fluorosis, and Haemoglobinopathies). Efforts are needed for ensuring supply chain for availability of Iron folic acid, demand generation through screening and referrals, and Strong monitoring and performance-based ranking of States and Districts.

Table 6: State wise prevalence of anemia across various age groups

PREVALENCE OF ANEMIA ACROSS GROUPS

Indicators	Children age 6-59 months (<11.0 g/dl) (%)		Non-pregnant women (<12.0 g/dl) (%)		Pregnant women (<11.0 g/dl) (%)		All women age 15-49 years who are anaemic (%)		All women age 15-19 years who are anaemic (%)		Men age 15-49 years who are anaemic (<13.0 g/dl) (%)		Men age 15-19 years who are anaemic (<13.0 g/dl) (%)	
States/UTs	NFHS 5	NFHS 4	NFHS 5	NFHS 4	NFHS 5	NFHS 4	NFHS 5	NFHS 4	NFHS 5	NFHS 4	NFHS 5	NFHS 4	NFHS 5	NFHS 4
Andhra Pradesh	63.2	58.6	59	60.2	53.7	52.9	58.8	60	60.1	61.1	16.2	27	18.7	29.3
Assam	68.4	35.7	66.4	46.1	54.2	44.8	65.9	46	67	42.7	36	25.4	39.6	23.6
Bihar	69.4	63.5	63.6	60.4	63.1	58.4	63.5	60.3	65.7	61	29.5	32.3	34.8	37.8
Goa	53.2	48.3	38.9	31.4	41	26.7	44.5	30.5	44.5	30.5	12	11	15.8	6.6
Gujarat	79.7	62.6	65.1	55.1	62.6	51.3	65	54.9	69	56.5	26.6	21.6	36	31.9
Himachal Pradesh	55.4	53.7	53.4	53.6	42.2	50.4	53	53.5	53.2	52.7	18.6	20.1	22.1	25
Karnataka	65.5	60.9	47.8	44.8	45.7	45.4	47.8	44.8	49.4	45.3	19.6	18.3	26.5	24.5
Kerala	39.4	35.7	36.5	34.7	31.4	22.6	36.3	34.3	32.5	37.8	17.8	11.8	27.4	14.3
Maharashtra	68.9	53.8	54.5	47.9	45.7	49.3	54.2	48	57.2	49.7	21.9	17.7	27.9	27.5
Manipur	42.8	23.9	29.3	26.4	32.4	26	29.4	26.4	27.9	21.1	6	9.5	7.8	9.2
Meghalaya	45.1	48	54.4	56.4	45	53.3	53.8	56.2	52.5	52.1	25.5	32.4	30.1	25.2
Mizoram	46.4	19.3	34.8	24.7	34	27	34.8	24.8	34.9	21.3	15.6	12.1	21.5	14.4
Nagaland	42.7	26.4	29.3	27.7	22.3	32.7	28.9	27.9	33.9	26.3	10	11.7	19.6	12.2
Sikkim	56.4	55.1	42.1	35.2	40.7	23.6	42.1	34.9	46.7	48.7	18.7	15.8	17.6	16.7
Telangana	70	60.7	57.8	56.9	53.2	48.2	57.6	56.6	64.7	59.7	15.3	15.3	25.1	19.2
Tripura	64.3	48.3	67.4	54.5	61.5	54.4	67.2	54.5	67.9	52.2	36.9	24.7	27.2	22
West Bengal	69	54.2	71.7	62.8	62.3	53.6	71.4	62.5	70.8	62.2	38.9	30.3	38.7	31.7
A&N Island	40	49	57.6	65.8	53.7	61.4	57.5	65.7	44.9	68.1	16.1	30.8	27.1	43
DNH and D & Diu	75.8	82	62.6	73.4	60.7	62.3	62.5	72.9	63.9	75.9	24.6	27.6	37	36.1
Jammu & Kashmir	72.7	53.8	67.3	49	44.1	46.9	65.9	48.9	76.2	49.9	36.7	20.4	53.5	29.5
Ladakh	92.5	91.4	93.7	78.4	78.1	79.3	92.8	78.4	96.9	81.6	75.6	41.2	93.1	57.6
Lakshadweep	43.1	53.6	26	46.3	20.9	39	25.8	46	31.4	59	5.6	11.4	na	Na
Decline in comparison with NFHS 4		No decline or decrease less than/equal to 1						Increase more than 1 percentage point						

3. **Home-Based Care for Children: Home Based Newborn Care (HBNC) & Home-Based Young Child Care (HBYC):** To decrease neonatal morbidity and mortality, 6-7 scheduled home visits by ASHAs within first 42 days of birth are required. Apart from this ASHA are expected to conduct 5 scheduled visits to houses with 3-15 months old children. During the visit, ASHAs counsel for exclusive breastfeeding till 6 months and complementary feeding and provide IFA, ORS, and Immunization.
4. **Pradhan Mantri Matru Vandana Yojana (PMMVY) for pregnant and lactating women:** PMMVY is a pan-India Maternity Benefit Programme announced on 31st December 2016 and made effective from 1 January 2017. Under this program, the eligible beneficiaries receive an average cash incentive of Rs 5000/- as per approved norms during pregnancy and after institutional delivery. As of 22 January 2021, nationally 1.81 Crore of PW&LM women have benefitted, with disbursements amounting to a total of Rs. 7,827.42 Crore under the Scheme.
5. **Immunization:** Rotavirus and Pneumococcal Conjugate Vaccine (PCV): 9.3% of Under 5 deaths (U-5) are due to diarrhoea of which 40% are due to Rotavirus. Annually around 37,000 U-5 deaths can be averted by the Rotavirus vaccine (RVV). Rotavirus diarrhoea can only be prevented through vaccination. RVV has been expanded nationwide since September 2019.

Similarly, 13% of U-5 deaths are caused by Pneumonia of which 50% are due to Pneumococcal Pneumonia. Annually around 50,000 U-5 deaths can be averted by Pneumococcal Conjugate Vaccine (PCV). PCV was introduced in 5 States: Bihar, Madhya Pradesh, Uttar Pradesh, Himachal Pradesh, and Rajasthan. Currently, around 50% of the Country's birth cohort (6 States) is being covered by PCV. PCV will be expanded nationwide in 2021 as per the Budget announcement.

6. **Extension of maternity leave to 26 weeks (~6 months) of age:** In a major initiative for working women, maternity leave was extended from the previous provision of 12 weeks to a period of 26 weeks (~6 months) effective from 1st April 2017.
7. **Revision of per-beneficiary cost norms under the Supplementary Nutrition Programme (SNP):** Under the Integrated Child Development Services (ICDS), additional funds of Rs 12,000 crore have been committed over the next 3 years towards revised cost norms of Supplementary Nutrition
8. **Promotion of Nutri cereals (Millets):** Millets are a highly nutritious and great source of dietary fibre and micronutrients such as calcium, iron, and phosphorus. Millets require less water and are more resilient to climate vulnerability. They can also be cultivated on the undulating terrain. Millets were declared as 'Nutri Cereals' in 2018 by the Government of India. Poshan Abhiyaan focuses on the revival of millets as this will have long-term benefits in the reduction of malnutrition. Household consumption of Millets and millet-based recipes needs to be promoted, as also through inclusion in ICDS and MDM for which advisories have been issued by MoWCD & Ministry of Education.
9. **Jan Andolan for Poshan:** Nutrition interventions need to be promoted as a Jan Andolan, a call for engaging with community and multi-stakeholders to motivate, mobilize, create awareness and develop a sense of ownership for nutrition including engaging with SHGs for promoting household behavior change and improving access to and use of key health and nutrition services.
10. **Towards Kuposhan Mukta Gram panchayats (GP) by building capacities of PRIs for POSHAN. There are 2, 53,268 Panchayats and 31 lakh representatives of PRIs in the country. These PRIs can create social capital and also channelize the existing social capital at the GP level for proper implementation of POSHAN activities. Resource material is already in place can be utilized. States/UTs to engage with PRIs for POSHAN.**
11. **Eat right Campaign launched by FSSAI for health, wellness, and immunity needs to be promoted.**
12. **Renewed and Integrated Efforts for Nutrition Support at the State level, District level is required with the District Magistrates as the nodal point to head District Nutrition Committee to track severe/ moderate acute malnourished children and at village level through Poshan Panchayats.**
13. **Special efforts are required to enforce inclusion- especially of the SC/STs and the vulnerable and special groups are required.**
14. **Intensifying Poshan Abhiyaan**

With an overarching aim to build a people's movement (Jan Andolan) around malnutrition, POSHAN Abhiyaan was brought in place to significantly reduce malnutrition in a period of 3 years. Year 2020-2021 marks the end of the POSHAN Abhiyaan, however, it seems there has not been adequate progress on the key targets that POSHAN aspired to achieve.

Key factors responsible for the low progress are:

1. **Focus on difficult to change Behaviours**

The latest figures emerging from NFHS-5, clearly points towards particular nutrition behaviours which are not only important to prevent malnutrition but are also critical to overall health and are slow to change if adequate attention or focus is not given.

Table 4: Slow Moving Nutrition Behaviours

Key Nutrition Behaviours	NFHS 4 (%)	NFHS 5* (%)	Pace of progress
Children under age 3 years breastfed within one hour of birth	53.7	51.1	Declines
Children under age 6 months exclusively breastfed	59.7	62.0	Slow
Children age 6-8 months receiving solid or semi-solid food and breastmilk	50.9	56.0	Slow
Breastfeeding children age 6-23 months receiving an adequate diet	13.2	15.4	Slow
Non-breastfeeding children age 6-23 months receiving an adequate diet	14.8	17.3	Slow
Total children age 6-23 months receiving an adequate diet	13.6	16.1	Slow
Children with diarrhoea in the 2 weeks preceding the survey who received ORS	58.4	67.3	Moderate
Children with diarrhoea in the 2 weeks preceding the survey who received zinc	23.1	33.8	Moderate
Mother consuming IFA folic acid for 100 days	42.1	52.6	Moderate

*Simple average of data from 22 States and UTs

Action

This calls for an intensified POSHAN Strategy which has Behaviour Change Communication at its core. The behaviour change communication package delivery needs to go beyond Use of IEC material and intensive communication of delivered by the forces of AWWs, ASHAs, Women Groups and Panchayati Raj Institutions focusing on behaviors highlighted above.

2. **Low coverage of ICDS services – THR**

As indicated in the table below, coverage of ICDS services has remained below 50%. While the Ministry has undertaken several efforts to improve the coverage of services under ICDS, the NFHS -5 Phase 1 report shows that there has not been much improvement in nutrition indicators, for some indicators performance has further declined.

Table 5: ICDS service coverage

ICDS service coverage (NFHS- 4)	Percentage
Proportion of eligible children (6-72m) receiving Supplementary food	48.1
Children 3-6 years availing early childhood care/ preschool service	38.2
Weighing	43.3
Percentage whose mothers received counselling from an AWC after child was weighed	64.1
Proportion of Pregnant Women receiving Supplementary food	36.3

Action

States/UTs to focus on timely identification of target beneficiaries so that no eligible is deprived of the benefits. Learning from the best practices in SNP procurement and distribution can be adopted. A letter in this regard has been shared with States from CEO, NITI Aayog (Annexure 2) Focus on Regular organization of community based events, Village Health Nutrition Sanitation Days, growth monitoring sessions and monitoring and supervision of home visits by AWWs and ASHAs under HBNC and HBYC programme for Full coverage of children and all pregnant women for all Health and Nutrition services including SNP. The interventions are presented in Box 1.

Focus on the first 1000 days is required.

Box 1: Intervention package for 1000 days

Reducing the prevalence of Low Birth Weight:

- ♦ Antenatal care: checks for complication detection; treatment of complications
- ♦ 180 IFA tablets for PW
- ♦ Promoting local foods for improving Dietary Diversity
- ♦ Improving coverage of Take home Ration under ICDS
- ♦ Regular Home visits by ASHA's under Home Based Newborn Care (HBNC)

Preventing and treating Childhood Illnesses

- ♦ Completer Immunization against 6 life threatening communicable infections to avert diarrhea, measles, TB and pneumonia
- ♦ Improved coverage of Rotavirus for preventing diarrhea
- ♦ Universalization of Pneumococcal vaccine
- ♦ Ensuring availability of ORS and ZINC for diarrhea prevention and treatment

Optimal Infant and Young Child Feeding practices

- ♦ Promoting, protecting and supporting breastfeeding at all levels – facility and community
- ♦ Closing gaps between institutional deliveries and early initiation
- ♦ Strengthening HBNC & Home Based Young Child Care (HBYC) – Home Visits by ASHAs

- ♦ Improving coverage of Take home Ration for children 6m – 3 years
- ♦ Home visits by AWWs to demonstrate child's food and feeding

Management of SAM

- ♦ Early Screening for SAM and timely referral
- ♦ Promote concept of Kuposhan Mukh Panchayats
- ♦ Integrated management of SAM at community level with rigorous follow up for children discharged from facilities (NRC)

Preventing and Treating Anemia among women & children

- ♦ Improve coverage of Prophylactic supplementation of IFA (tablets for women; syrup for children, WIFS for adolescent girls and boys)
- ♦ Address supply side issues and ensure last mile connectivity
- ♦ Management of Severe anemia with iron sucrose
- ♦ Instituting T3 camps for Test, Treat and Talk
- ♦ Promote consumption of fortified Rice that will be available under ICDS/MDM

Intensified Behaviour Change campaigns to address slow to change behaviours

- ♦ Improving outreach through an Intensified POSHAN Jan Andolan using forces of SHGs and CSOs
- ♦ Engagement of PRIs as community leaders for health and nutrition demand generation
- ♦ Behavior Change Communication in first 1000 days
- ♦ Positive nudging of behaviours affecting food and feeding practices and uptake of IFA

3. Delay in Procurement of Smartphones, Growth Monitoring Devices and Fund Utilization

As per the latest reports available (Aug, 2020), the national coverage for Smartphone is only 56% whereas for growth monitoring devices the saturation levels ranges between 60-70% (Figure 8). The fund utilization under POSHAN also stands at 40%, this suggests that the key drivers of POSHAN Abhiyaan have not been fully activated to their potential to show real change in the field.

Action

States/UTs to expedite the process of procurement and ensure that each and every AWC has the tools to use technology available to support programme interventions and improve and track delivery of benefits to the target beneficiaries

4. Towards an Integrated approach to medicine

A. Strengthened Role of AYUSH

Through the National Health Mission and National AYUSH mission, **there has been a focus on mainstreaming AYUSH to improve and deliver healthcare services.** There has been a focus on upgrading and co-locating the facilities for equitable access to primary care services and create referral channels wherever possible with a major focus on Health and Wellness centres

The immense challenge posed by Corona virus disease 2019(COVID -19) pandemic has impacted the healthcare infrastructure and services across the country. However, it has also provided opportunities to re-in force the interest in traditional healthcare system across the country. The role played by AYUSH medicines and measures for promoting immunity to overcome the challenges arising out of such a pandemic has been highly acclaimed. States and UTs can integrate AYUSH measures in their existing healthcare delivery system. AYUSH services are provided through co-located facilities at Primary Health Centres (27.14%), Community Health Centres (21.68%) and district Hospital (39.64%) under National health Mission. In addition, standalone AYUSH Hospitals and dispensaries are also catering to the needs of the community.

Further, the co-located facilities need to be strengthened with adequate AYUSH doctors, support staff, medicines, and infrastructure to ensure the compliance of the Indian Public Health Standards wherein, AYUSH is an integral part of Public Health Infrastructure. It has enabled an informed choice to the patients for availing services under different systems of medicines under a single window.

However, not all states have utilized funds available under National Ayush Mission (Figure 11)

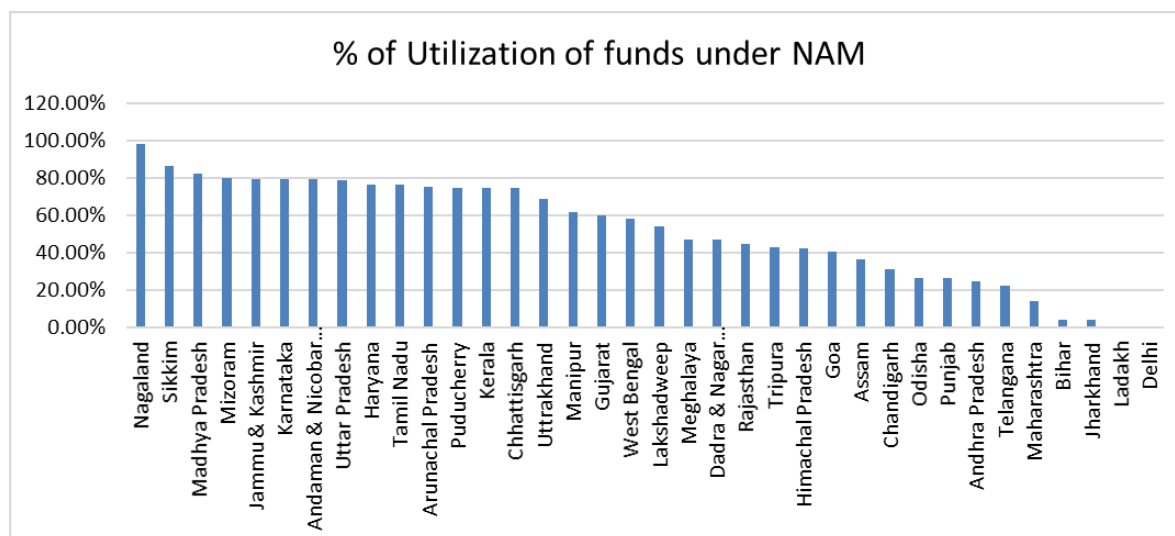


Figure 11: Utilization of funds under National Ayush Mission

AYUSH Health & Wellness Centres

1. The 12,500 Health and wellness AYUSH centers will be operationalized with the support of States and UTs. Currently, 3744 AYUSH Dispensaries & 317 sub-centers are to be converted into AYUSH Health & Wellness Centres (AYUSH- HWCs) and at present 522 are operational. (Figure 12) This will help build a focus on wellness through delivering a comprehensive range of services. Along with the component of Yoga, the AYUSH Principles and Practice on a daily regimen, seasonal regimen, diet, exercise and use of home remedies for common ailments should be a part of the activities of health and wellness centers so that

the community is empowered for their Primary health care needs. The health department has proposed to impart Yoga Sessions for 10 hours a month by engaging a Yoga instructor at the HWC level.

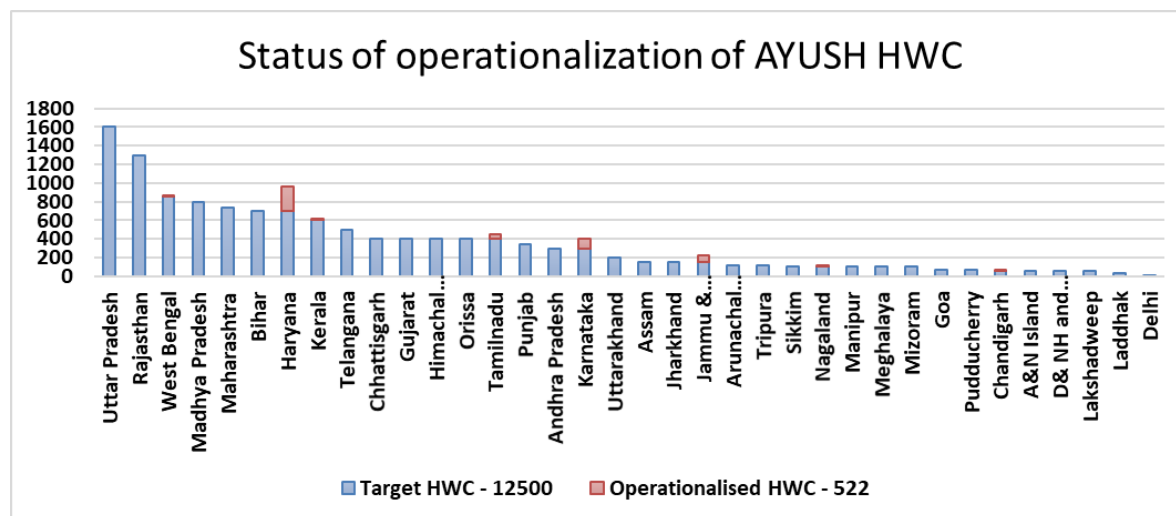


Figure 12: Status of operationalization of AYUSH HWC

2. **AYUSH for improving Nutrition:** States and UTs can promote Take-Home Ration on AYUSH based guidelines (Fortification and combinations) as also traditional recipes under Mission Kalpataru. AYUSH interventions can help reduce anaemia in children in school and Anganwadi Centres.
3. State/UT governments may ensure the involvement of AYUSH institutions, interventions, infrastructure, and manpower for meeting the challenges of malnutrition and anaemia through effective AYUSH interventions in 13.9 lakhs AWCs. A large number of AYUSH practitioners are untapped providers for new-born and child health care and can be suitably engaged. Also, AYUSH practices can be used to promote a healthy lifestyle among the people. There is a ready acceptance for many of these remedies and these may be appropriately positioned in the health facilities. States such as Karnataka, Kerala, Tamil Nadu, and Gujarat have been leading the way in strengthening the health service delivery through an integrated approach and offer us various insights to learn from.
4. Further, AYUSH Interventions have been helpful during epidemic diseases like Chikungunya, dengue fever, as well as in post-epidemic morbidity conditions in many states like Kerala, Tamil Nadu, Gujarat. However, these AYUSH strengths need to be integrated into the Public Health systems through structured programs. Tamil Nadu has implemented state policy for the use of Yoga and Naturopathy in the prevention, management, and rehabilitation of COVID-19.

B. Promoting an Integrated Approach to Medicine: Utilization of AYUSH's experience in Public Health programs

Integrated care is seen as a possible solution to the growing demand for improved patient experience and health outcomes. The foundation of the Integrated approach to medicine was mentioned in the Bhore committee report 1946 which states—"Services of persons trained in the indigenous systems of medicine should be freely utilized for developing medical relief and public health work in the country."

The National health policy, 2017 emphasizes on focusing Integrated Health Care through Coordinated delivery of conventional medicine with evidence-based complementary and alternative medicine for Participatory, Predictive, Preventive, Promotive, Personalized Health care resulting in optimal health and healing and also to embrace pluralism as one of its key principles and recommends mainstreaming the different health systems.

Noncommunicable diseases (NCDs) result from lifestyle-related factors. These diseases, by and large, can be prevented by making simple changes in the way people live their lives or by simply changing our lifestyle and by utilizing the AYUSH system in both prevention and management. This approach is now part of the National Programme for Prevention and Control of Cancer, Diabetes, Cardiovascular Diseases & Stroke. The Experience of the Ministry of AYUSH running the pilot of NPCDCS programs in 8 districts viz *Gaya (Bihar), Surendra Nagar (Gujarat), Bhilwara (Rajasthan), Krishna (Andhra Pradesh), Sambalpur (Odisha), Nasik (Maharashtra) and Lakhimpur Kheri (Uttar Pradesh)* have yielded substantial desirable outcomes in reducing Morbidity due to NCDs. This may be a good model of functional integration of AYUSH and conventional system.

To further promote an Integrated approach to medicine, a 17-member committee at NITI Aayog has been constituted to provide their recommendations.

The following States have given suggestions on 6.2.2021 during the conference with Chief Secretaries.

Odisha:	<ol style="list-style-type: none"> 1. Identified 125 blocks through vulnerability analysis for targeted approach for nutrition especially focusing upon vulnerable groups and other social groups 2. Suggested to: <ol style="list-style-type: none"> a. Increase in Per day allocation for supplementary nutrition for children b. Increase the age bracket of adolescent girls to 19 years under Scheme for Adolescent Girls as the current scheme covers only adolescent girls in the age group of 11-14 years
Maharashtra:	<ul style="list-style-type: none"> ♦ A joint review and revisit to the nutritional interventions to undertaken ♦ Prepared guidelines for improving nutrition outcomes for urban areas which can be shared with NITI Aayog for reference.
Kerala	<ul style="list-style-type: none"> ♦ Highlighted the Health Mission being undertaken in the state focus on Exercise, Healthy food intake, no addiction, Health seeking behavior and clean hygiene and sanitation. ♦ Conversion of PHC to Family Health centre- tailor made package of services and linkages for referral. ♦ Addressing social determinants of health through convergence with Department of Women and Child Development ♦ Demand for medical college in Wayanad district.
Rajasthan	<ul style="list-style-type: none"> ♦ Under supplementary nutrition, they are focused on minerals and vitamin fortification.

Uttar Pradesh	<ul style="list-style-type: none"> ♦ Started drive to provide vaccinations for Japanese Encephalitis in 38 districts of the state, particularly in the eastern UP ♦ To focus of primary health care, the state has started organizing Arogya Melas at Primary health centers and sub health centers and has been able to engage beneficiaries ♦ Telemedicine through e-Sanjeevani has also been started and has reached up to 5 lakh beneficiaries ♦ State suggested to include families other than the ones covered under SECC data in PMJAY for improving the coverage under health insurance
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APPENDIX



MINUTES OF THE FIFTH MEETING OF THE GOVERNING COUNCIL OF NITI AAYOG HELD UNDER THE CHAIRMANSHIP OF PRIME MINISTER ON 15TH JUNE, 2019

The fifth Meeting of the Governing Council of NITI Aayog was held under the Chairmanship of the Prime Minister on 15th June 2019 at RBCC, President Secretariat, New Delhi. The meeting was attended by Minister of Defence, Minister of Home Affairs, Minister of Finance/Corporate Affairs, Minister of Agriculture & Farmers' Welfare/Rural Development/Panchayati Raj as ex-officio members; Minister of Road Transport & Highway/ Micro, Small and Medium Enterprises, Minister of Social Justice & Empowerment, Minister of Railways/Commerce & Industry, Minister of State (I/C), Planning and Statistics & Programme Implementation as Special Invitees; Minister of Consumer Affairs, Food and Public Distribution, Minister of Jal Shakti and Minister of Fisheries, Animal Husbandry & Dairying as Special Invitees on Agenda items; Vice Chairman, full time members, CEO, NITI Aayog and senior officials of the Government of India. [The detailed list of participants is at *Annexure-A*]

1. The **Agenda Note** as circulated in advance to all members of the Governing Council is as follows:
 - a. Action taken report of last Governing Council Meeting.
 - b. Rain-Water Harvesting.
 - c. Drought Situation and Relief Measures
 - d. Aspirational Districts Programme – Achievements and Challenges
 - e. Transforming Agriculture: Need For Structural Reforms With Special Emphasis On:
 - i. Agriculture Produce Marketing Committee (APMC) Act; and
 - ii. Essential Commodities Act, 1955
 - f. Security Related Issues With Specific Focus on LWE Districts
2. At the outset, Vice Chairman NITI Aayog, welcomed the Prime Minister, Governor of Jammu & Kashmir, all the Chief Ministers, Lt. Governor and distinguished guests to the Fifth Governing Council Meeting of the NITI Aayog.
 - 2.1 Vice Chairman, NITI Aayog highlighted the extensive work undertaken by NITI in promoting cooperative and competitive federalism, providing fresh ideas and policy inputs for both the Central & State Governments, and working as a platform for direct issue-based interaction between State Governments and Central Ministries for quick resolution of outstanding issues. He cited the NITI Forum for North East, which has suggested sectoral proposals to be implemented by the States in partnership with the North Eastern Council. He mentioned that NITI Aayog promotes competitive federalism principally through competition by its indices in the sectors of Water, Health Outcomes, and SDGs etc which are put out in the public domain.
 - 2.2 Talking about the crucial role played by NITI Aayog in fostering engagement with States, Vice Chairman, NITI Aayog mentioned that NITI Aayog has been providing policy related inputs for implementation of relevant Central Government Ministries in partnership with State Government agencies. Universal health, agriculture sector modernization, renewable energy, electric mobility, reforms of the domestic oil and gas sector and mining sector and campaign against women and child malnutrition are some examples where NITI has made

policy inputs during its four-year existence. Major policy suggestions have already been covered in the “Strategy for New India in 2022” document of NITI Aayog. He reiterated that NITI Aayog is committed to achieving the vision of the Prime Minister of it driving the country’s transformation, and mentioned that this would be done while working in the close cooperation with all the States.

3. The Prime Minister welcomed all dignitaries. He especially welcomed all new Chief Ministers and others attending the NITI Aayog meeting for the first time. He thanked all those present for taking the time out from their State duties and commitments to come to Delhi. He also welcomed those who have been part of this occasion from the first meeting of the Governing Council.
- 3.1 The Prime Minister emphasized the important contribution of NITI Aayog in realizing the vision of ‘*Sabka Saath, Sabka Vikas, Sabka Vishwas*’. He mentioned how NITI Aayog is proving to be an important institution for finding solutions to build systems at par with the global ones of the 21st century.
- 3.2 The Prime Minister once again congratulated all representatives on their success in the world’s biggest election exercise and mentioned that now all will have to work together strengthening the eternal motive of India’s development. He highlighted that their fight now is against poverty, unemployment, drought, flood, pollution, corruption and violence. He stated that all are desirous of achieving the dream of New India by 2022. He stated that in the last 5 years all the members have together achieved many difficult goals. The *Swachh Bharat Abhiyan* and how it has become a *Jan Andolan* with the cooperation of States is an example of this. Similarly, the success of *Pradhan Mantri Awaas Yojana* is also an excellent example of mutual understanding and cooperation among Centre and the States. With this in a very limited time and on a record scale, crores of poor people have been able to get a *pucca* house of their own.
- 3.3 Prime Minister said that while the achievements of past five years can give us satisfaction, the challenge is to move even further and the expectations of our countrymen are also increasing. We have to empower every Indian, provide him ease of living, bring quality and economic strength in his life. He stated that all will have to work for New India by 2022 with the same zeal that was there in the freedom struggle from 1942 to 1947. The vows taken for the 150th birth anniversary of Mahatma Gandhi this year and for 75th year of India’s independence in 2022 have to be fulfilled
- 3.4 Mentioning the Agenda Notes for the meeting, the Prime Minister expressed hope that many constructive, beneficial and path showing suggestions would emanate from the Agenda notes. The Prime Minister said that by working with the feeling of collective responsibility both long term and short term goals will be achievable. While the goal to make India a 5 trillion dollar economy by 2024 is challenging, it is totally achievable too. There is a need for State governments to recognize their core competence and utilize their potential properly. If each State decides to increase its share in the country’s GDP that will accelerate the process of achieving USD 5 trillion economy. He stated that while we talk about national GDP, not much is mentioned of State GDP. In fact, it is necessary that States should assess and fix targets for district GDPs also.
- 3.5 Prime Minister mentioned that in the last five years there has been a focus on the country’s exports because for a developing country the export income has a major effect on the development of the country. By increasing its export income, a developing country can

quicken the process of becoming a developed one. He stated that to increase per capita income of the country both the Centre and States will have to focus on increasing exports. According to the April-March, 2019 trade figures while mercantile export was for more than USD 330 billion, there is considerable variation in contribution of States in this figure. While the larger States like Maharashtra have a greater share in exports, there has not been export share of even 1% cumulatively from all the North Eastern States. The immense export possibilities in the North East needs to be explored and utilized.

- 3.6 Prime Minister requested all Chief Ministers to study the export potential of their respective States and to work on creating systems for export promotion in their State. Products should be identified in every district and all efforts should be focused on enhancing exports of that product from the district. This would help in increasing the per capita income and also generate new avenues for employment in the country. Prime Minister also expressed hope that States would start a programme for product branding in their districts, providing support for branding, marketing access etc. Promising initiatives like 'One District One Product' of Uttar Pradesh could be replicated in the rest of the country.
- 3.7 Prime Minister said that water is not only a prerequisite for life but is also a major challenge in the growth story of New India. It is the poor who suffer the most when a natural resource like water is not conserved. He stated that a new Ministry of Jal Shakti has been created for synergizing and converging the various initiatives taken related to water in different Ministries till now. He mentioned that while water scarcity is often spoken about, the main challenge is water conservation. While 80% of water is utilized in agriculture, more than 40% of this is wasted due to unscientific practices. He stated that the *Jal Jeevan Mission* aims to ensure access to drinking water to every rural household by 2024. At present only 57% rural houses have access to water and only 18% rural houses have a tap water supply. Focus has to be given to rain water harvesting and elevation of groundwater level.
- 3.8 He suggested that on the lines of the Ministry of Jal Shakti, States should also consider integrating different Departments and creating a similar, single Ministry / Department related to water governance. He cited the good practices undertaken by States such as Maharashtra, Rajasthan, Andhra Pradesh, Gujarat and Karnataka etc in water conservation and rainwater harvesting, and requested the Chief Ministers to share their experiences in this forum. He stressed on the effective implementation of model building bye-laws related to water management and conservation, Bill on ground water that has been circulated among States by Ministry of Jal Shakti, Masterplan for Artificial Recharge prepared by Central Groundwater Board and expressed hope that the States would implement these within due timeframe. Mentioning the Composite Water Management Index prepared by NITI Aayog, he hoped that all States would monitor water related schemes and processes.
- 3.9 Prime Minister mentioned that States have worked very hard to prepare their District Irrigation Plans under the *Pradhan Mantri Krishi Sinchai Yojana*, and now it is time to implement the same seriously. Water conservation now has to be linked with *jan bhaagidari*.
- 3.10 Prime Minister mentioned that efforts are made every year to fight drought. He urged States to think how the system could be changed so that they can derive more benefit from then. He stated that the short term and long term measures to fight drought have been given in detail in the agenda note and should be seriously thought over. He mentioned the need for greater use of precision irrigation system instead of conventional system to conserve water and increase productivity.

- 3.11 Prime Minister reiterated the resolve of the Government to double the income of farmers by 2022, for which focus has to be given to fisheries, animal husbandry, horticulture, fruits and vegetables etc. He urged the States to identify all eligible beneficiaries for the *Kisan Samman Nidhi Yojana* so that the benefits can be provided to them before kharif sowing season. It also needs to be ensured on mission mode that every farmer family should have a Kisan Credit Card. In addition, small farmers, farm labourers, small traders and unorganized sector labour also need to be brought under the pension scheme.
- 3.12 He added that in the last few decades agriculture has faced many challenges and structural reforms are needed for encouraging corporate investments, strengthening logistics, providing market access, and developing food processing. Rate of growth of food processing sector should be higher than that of food production. Special efforts are needed to ensure that farmer gets MSP which is 1.5 times the price of production. He also stressed on the need to discuss reforms in the APMC Act, the Essential Commodities Act and the Agriculture Produce and Livestock Marketing (APLM) Act, development of rural *haat* into rural agricultural markets etc.
- 3.13 Talking about the changes effected in the field through the Aspirational District Programme, Prime Minister stressed on the need to focus on good governance to ensure the development of these districts. He mentioned the progress achieved in the Aspirational Districts such as Khagariya in Bihar, Bokaro in Jharkhand and Mewat in Haryana. He mentioned the out of box thinking adopted by Aspirational Districts like Dahod in Gujarat, Singaruli in Madhya Pradesh, Gajapati and Koraput in Odisha, Vijaynagaram in Andhra Pradesh, Banka in Bihar, Ranchi in Jharkhand etc and congratulated the district teams for their innovations.
- 3.14 Prime Minister mentioned that some of the Aspirational Districts are affected by Left Wing Extremism (LWE). He stated that the fight against LWE is now at a decisive juncture and the combined efforts of Centre and States in the past five years have brought forth a decline in naxal violence and naxal influence. He mentioned that development will be the biggest weapon in the fight against naxal violence.
- 3.15 Reiterating the goal of achieving a TB Free India by 2025, Prime Minister stated that a lot of progress has been made under the TB Control Programme since this issue was discussed in the last Governing Council meeting. He stated that many States like Kerala, Himachal Pradesh, Sikkim, Tamil Nadu and Laskhadweep have set their own deadlines for becoming TB free even earlier than 2015. He lauded *Ayushman Bharat* for benefitting many poor families and urged all States to join the programme. He stated that this is not merely a programme, rather a promise to provide longevity to every citizen who is weak and poor. He mentioned that the Health and Wellness Centres (HWCs) will also bring about improvement in health facilities at the village level, and it is aimed to provide 1.5 lakh HWCs in the country by 2022. He mentioned that after *Swachh Bharat*, there is a need to make *Swasth Bharat* a *Jan Andolan*. Healthy lifestyle has to be made a way of life and all citizens, specially the youth should be aware of right nutrition, lifestyle, sports and yoga. He urged the States to ponder on implementing nutrition, education, water and sanitation, transport, environment etc in a combined focused manner.
- 3.16 Prime Minister finally emphasized on the need to create a system of governance based on the pillars of performance, transparency and delivery on which people can have faith, which can deliver. He stated that implementation is very important and healthy competition motivates at each step. He expressed hope that a fruitful discussion would be held on the various challenges, bringing out better solutions.

4. The gist of oral submissions and the written speeches of the Chief Ministers/Lt. Governor of States/UTs are taken on record.
5. The **Defence Minister** highlighted the role of NITI Aayog as the lead policy framing Institution in India which has been defining the national development priorities as well as developing a shared vision for the country. He announced the approval of the Action Taken Report from the 4th Governing Council Meeting with the consent of all members.
6. The **Home Minister** in his intervention highlighted the steps taken for steady strengthening of intelligence infrastructure in the LWE areas. He provided details of funds provided in LWE districts for construction of roads and mobile towers and the progress achieved on these fronts. Further, he mentioned the reduction in the incidents of LWE violence during 2014-19 as compared to the situation in 2009-13 and the reduction in the number of LWE affected districts from 126 to 82. He also cited the intent to organise joint workshops with States on reducing LWE through emphasis on health, education, connectivity and employment generation.
7. The **Finance Minister** in her intervention detailed the positive engagement and cooperation between the Centre and the States in the GST Council. She provided details of the increase in devolution of funds from the Centre to the States during the 14th Finance Commission period, i.e., between 2015-16 to 2018-19, as compared to the four years before the 14th Finance Commission period, i.e., between 2011-12 and 2014-15, under devolution of States' share in taxes, Finance Commission Grants and through other transfers including Centrally Sponsored Schemes. She further stated that total transfers to States under these heads between 2011-12 and 2014-15 amounted to about Rs 20 lakh crore, which in 2015-16 to 2018-19 had increased to about Rs 41 lakh crore- an increase of almost 97%.
8. The **Prime Minister in his closing remarks** acknowledged the fruitful, focussed discussion and suggestions made by the Governor/Lt. Governor/ Chief Ministers.
 - 8.1 He directed NITI Aayog to identify the actionable points from all the remarks and undertake follow-up actions.
 - 8.2 He highlighted that two new Ministries have been established in the Central Government for water related issues and for Fisheries and Animal Husbandry. Additionally, a new Department under the Ministry of Home Affairs has also been established for 'Island Development'. He urged all coastal States to identify all islands near their coastline and to designate a nodal senior level officer for island development who can also liaise with the Central Government.
 - 8.3 He further urged States to consider establishment of a Jal Shakti Ministry as well as a separate Ministry focused on Fisheries and Animal Husbandry to give an impetus to the blue economy. He highlighted how India is still struggling with diseases like foot-and-mouth disease (FMD) which affect cattle whereas Africa has eliminated it. He emphasized that such issues need to be addressed on mission mode through focussed interventions.
 - 8.4 Regarding the health sector, the Prime Minister said that several targets are to be achieved by 2022. The Prime Minister urged those States who have not implemented PM-JAY under Ayushman Bharat so far, to join the scheme.
 - 8.5 The Prime Minister mentioned that the country is facing both the "abhaav" (आभाव) and "prabhaav" (प्रभाव) of water and rather than blaming nature, solutions to counter these effects are to be designed, as has been done by many States. He suggested:

- a. Bigger Tier 2 cities are generally surrounded on the outskirts by villages in a 50-70 km radius which grow vegetables/ fruits etc to cater to the demands of the city. Can the Urban Local Body (ULB) of such cities try to provide their recycled waste water to the farmers in these bordering villages for irrigation of their crop? .
 - b. ULBs can also sell this recycled waste water to industrial units within or near the city, as an economic activity.
 - c. He urged NITI Aayog to also examine how water can be saved in the toilets and washrooms.
 - d. The technology whereby windmills can also suck humidity and generate water from the surrounding air, can be explored.
- 8.6 Whether at least one Gram Sabha meeting can be dedicated to discuss water related issues in every village under “*Gaon ki boond Gaon mein*”?
 - 8.7 Prime Minister stated that the drinking water initiative requires cooperation from all State Governments and *jan bhaagidari* from the public, NGOs, social welfare institutions etc. He lauded Sikkim for significant progress in this area.
 - 8.8 Emphasizing that India needs to make water conservation a *Jan Andolan*, he mentioned that a letter has been sent from him to all *Gram Pradhans* on the subject of water conservation and rainwater harvesting. He urged all to involve the civil society in this drive so that it can become a *Jan Andolan* and give further impetus to the *Swachh Bharat* movement.
 - 8.9 He urged States to send their dedicated teams to other States who have done well in this area, so as to share, learn and emulate good practices on water conservation.
 - 8.10 Prime Minister directed that an outcome-oriented meeting of the National Ganga River Basin Authority should be held in the near future, preferably by the banks of the river Ganga.
 - 8.11 On the issue of revision of State Disaster Response Fund (SDRF) norms raised by many States, Prime Minister mentioned that he too used to take up this issue as a Chief Minister and hoped that the 15th Finance Commission will be looking into this issue.
 - 8.12 The Prime Minister announced the creation of a High-Powered Committee to holistically examine the structural reforms in agriculture. This should also examine allied activities like animal husbandry, dairying, fisheries, etc. He mentioned that the composition of this Committee would be conveyed in due time.
 - 8.13 He mentioned that on the lines of suggestion of CM, Meghalaya of ‘Sister States’, the *Ek Bharat Shreshtha Bharat Programme* needs to be taken a step further whereby a bigger State can be combined with a smaller State for cooperation in fields of education, collaboration between State and international universities, agricultural institutions etc.
 - 8.14 Prime Minister lauded the success of the Aspirational Districts Programme in transforming these districts from perceived “punishment” postings to postings where officers can make a visible difference. He requested the States to post young officers to these districts to take the programme forward. He also urged the Chief Ministers to identify 20% of blocks as backward blocks of their State and as *Aspirational Blocks*; to make concerted efforts, through focused interventions and good governance, for their development so as to get them at par with State and National average in terms of key indicators of development. He mentioned that local societies need to be taken onboard for this development. He

appreciated the dynamic dashboard for the Aspirational Districts Programme which is catalyzing the competitive spirit.

- 8.15 Prime Minister mentioned that India is a rapidly growing economy and has risen from the 11th position to sixth position in terms of economy size. In World Bank's Ease of Doing Business rankings, India is making concerted efforts to break into the top fifty. To achieve the aim of becoming a 5 trillion-dollar economy by 2024, the Prime Minister mentioned that for this all need to work together and urged the States to aim to increase the size of their economy by 2 to 2.5 times.
- 8.16 He called upon States to study their export potential, focus on export promotion, and attempt to increase their own exports and GDP, thereby contributing to National level exports and GDP. He quoted examples of States like Maharashtra, Odisha, Chattisgarh, Tripura, Manipur etc to bring forth the quantum of their existing exports and desired increase in exports so as to help achieve the aim of becoming a 5 trillion-dollar economy by 2024.
- 8.17 Prime Minister mentioned that besides the above, development of the services sector, value addition in agri products and minerals, Make in India, tourism potential of States can also be useful in helping achieve this aim. He cited the example of North Eastern States and the potential for activities like value addition in fruits like pineapple, or exploring the potential for exporting organic produce from a State like Sikkim. States can also consider selling treated waste water to aid their resources.
- 8.18 In the Mining sector, the Prime Minister said that the report of Committee on Mining under Vice Chairman, NITI Aayog is awaited. The sector is affected by delay due to various clearances. The Mineral Exploration Policy also needs to be examined. It is hoped that the Committee will look into these and make recommendations on increasing transparency, speed and adoption of the latest technologies in the mining sector. Stating that India, with the 3rd biggest coal reserves in the world still has to import coal, he stressed on the need to work on reforming the mining sector on a mission mode with specific timelines as it can boost employment opportunities. He asked States to consider whether India can resolve not to import such coal which could be mined here itself.
- 8.19 In the Petroleum sector, the Prime Minister mentioned that a Committee had given its recommendations for better use of domestic resources and these are under implementation.
- 8.20 Prime Minister mentioned that the Central Government wants to proactively work with the States for national development and by this the country can achieve far greater than what was received till date, after more than 70 years of independence. He mentioned that having this meeting of the Governing Council within two weeks of formation of new government exemplifies the commitment of this government towards cooperative federalism. He concluded by thanking all for attending the meeting at such short notice, and for their valuable suggestions and discussions on the agenda.

9. Decisions taken during the meeting

The following decisions were taken during the deliberations at the meeting:

- 9.1 NITI Aayog to identify the actionable points from all the discussions and suggestions, including those emanating from the written speeches, and undertake follow-up actions.
- 9.2 All coastal States to identify the islands on their coast and designate a senior officer for island development who can also liaise with the Central Government.

- 9.3 States to consider establishing separate Ministries for Jal Shakti and for fisheries and animal husbandry to give an impetus to the blue economy. Issues like eradication of Foot and Mouth Disease need to be addressed on mission mode.
- 9.4 The target of eliminating TB by 2025 has to be achieved. States who have not implemented PM-JAY under *Ayushman Bharat* so far, to come onboard this scheme at the earliest. Health and wellness should be the focal point of every decision.
- 9.5 Systemic measures to be put in place by States for water conservation and water management. Utilizing recycled waste water from ULBs for agricultural and industrial uses to be considered. NITI Aayog to also evaluate other innovative means of conserving water and adopting good practices for the same.
- 9.6 India needs to make water conservation a *Jan Andolan*. At least one Gram Sabha in every village should be dedicated to this issue.
- 9.7 States to send their dedicated teams to other States who have done well in the area of water conservation and drinking water, so as to share, learn and emulate good practices on water conservation
- 9.8 An outcome-oriented meeting of the National Ganga River Basin Authority to be held in the near future, preferably on the banks of the river Ganga.
- 9.9 A High-Powered Committee on structural reforms in agriculture to be constituted to holistically examine the problems in agriculture and allied activities and make recommendations for introducing reforms aimed at doubling farmers' income.
- 9.10 '*Ek Bharat Shreshtha Bharat*' to be taken further on the lines suggested during the meeting.
- 9.11 States to initiate the identification and development of 20% of their blocks as Aspirational Blocks, on the lines of Aspirational District Programme to bring their performance at State average level.
- 9.12 To achieve the goal of becoming a 5 trillion-dollar economy by 2024, States work on increasing their Gross State Domestic Product, and increase the size of their economy by 2 to 2.5 times by examining their export potentials, recognizing their core competence and developing a system of export promotion.
10. The meeting concluded with a Vote of Thanks to the Chair.

List of Participants

FIFTH GOVERNING COUNCIL MEETING HELD ON 15TH JUNE, 2019

S. No	Name	Designation
1.	Shri Narendra Modi	Prime Minister, Chairman
2.	Dr. Rajiv Kumar	Vice Chairman, NITI Aayog
Full-Time Members		
3.	Shri V.K. Saraswat	Member, NITI Aayog
4.	Prof. Ramesh Chand	Member, NITI Aayog
5.	Dr. Vinod Kumar Paul	Member, NITI Aayog
Ex-Officio Members		
6.	Shri Raj Nath Singh	Minister of Defence
7.	Shri Amit Shah	Minister of Home Affairs
8.	Smt. Nirmala Sitharaman	Minister of Finance and Corporate Affairs
9.	Shri Narendra Singh Tomar	Minister of Agriculture & Farmers Welfare, Minister of Rural Development and Minister of Panchayati Raj
Special Invitees		
10.	Shri Nitin Jairam Gadkari	Minister of Road Transport & Highways and Minister of Macro, Small and Medium Enterprises
11.	Shri Thaawar Chand Gehlot	Minister of Social Justice and Empowerment
12.	Shri Piyush Goyal	Minister of Railways and Minister of Commerce and Industry
13.	Shri Rao Inderjit Singh	Minister of State (Independent Charge), Planning and Minister of State (Independent Charge), Statistics and Programme Implementation
Special Invitees to the Meeting		
14.	Shri Ram Vilas Paswan	Minister of Consumer Affairs, Food and Public Distribution
15.	Shri Gajendra Singh Shekhawat	Minister of Jal Shakti
16.	Shri Giriraj Singh	Minister of Fisheries , Animal Husbandry & Dairying
17.	Shri Ajit Doval	National Security Adviser (<i>Did not participate</i>)

Chief Ministers/ Lt. Governor of States/UTs		
18.	Jammu & Kashmir	Shri Satya Pal Malik (Governor)
19.	Andhra Pradesh	Shri Y. S. Jagan Mohan Reddy
20.	Arunachal Pradesh	Shri Pema Khandu
21.	Assam	Shri Sarbananda Sonowal
22.	Bihar	Shri Nitish Kumar
23.	Chhattisgarh	Shri Bhupesh Baghel
24.	Goa	Dr. Pramod Sawant
25.	Gujarat	Shri Vijay Rupani
26.	Haryana	Shri Manohar Lal Khattar
27.	Himachal Pradesh	Shri Jai Ram Thakur (<i>Did not participate</i>)
28.	Jharkhand	Shri Raghubar Das
29.	Karnataka	Shri H. D. Kumaraswamy
30.	Kerala	Shri Pinarayi Vijayan,
31.	Madhya Pradesh	Shri Kamal Nath
32.	Maharashtra	Shri Devendra Fadnavis,
33.	Manipur	Shri N. Biren Singh
34.	Meghalaya	Shri Conrad Kongkal Sangma
35.	Mizoram	Shri Pu Zoramthanga
36.	Nagaland	Shri Neiphiu Rio
37.	Odisha	Shri Naveen Patnaik
38.	Punjab	Capt. Amarinder Singh (<i>Did not participate</i>)
39.	Rajasthan	Shri Ashok Gehlot
40.	Sikkim	Shri Prem Singh Tamang
41.	Tamil Nadu	Thiru Edappadi K. Palaniswami
42.	Telangana	Shri K. Chandrashekar Rao (<i>Did not participate</i>)
43.	Tripura	Shri Biplab Kumar Deb
44.	Uttar Pradesh	Shri Yogi Adityanath
45.	Uttarakhand	Shri Trivendra Singh Rawat
46.	West Bengal	Km. Mamata Banerjee (<i>Did not participate</i>)
47.	Andaman & Nicobar	Shri Devendra Kumar Joshi (Lieutenant Governor)
48.	Delhi	Shri Arvind Kejriwal
49.	Puducherry	Shri V. Narayanasamy
50.	Chairman, Economic Advisory Council to the Prime Minister	Shri Bibek Debroy

Cabinet Secretary/ PMO/Secretaries of Ministries/ Departments		
51.	Shri P.K.Sinha	Cabinet Secretary
52.	Shri Nripendra Misra	Principal Secretary to PM
53.	Dr. P.K.Mishra	Addl. Principal Secretary to PM
54.	Shri Rajiv Gauba	Secretary, Ministry of Home Affairs
55.	Shri Subhash Chandra Garg	Finance Secretary & Secretary, Economic Affairs
56.	Shri Sanjay Agarwal	Secretary, Department of Agriculture, Cooperation & Farmers Welfare
57.	Shri Avinash K. Srivastava	Secretary, Department of Consumer Affairs
58.	Shri Upendra Prasad Singh	Secretary, Ministry of Jal Shakti
59.	Shri Parmeswaran Aiyer	Secretary, Department of drinking Water & Sanitation
60.	Shri Tarun Shridhar	Secretary, Department of Animal Husbandry & Dairying
61.	Shri Rajiv Jain	Director, Intelligence Bureau
62.	Shri Tarun Bajaj	Addl Secretary, PMO
63.	Shri A.K. Sharma	Addl. Secretary, PMO
64.	Ms. Debashree Mukherjee	Joint Secretary, , PMO
65.	Shri Brajendra Navnit	Joint Secretary, PMO
66.	Dr. Shrikar K. Pardeshi	Joint Secretary, PMO
67.	Shri Rajendra Kumar	Director, PMO
68.	Ms. Aishvarya Singh	Deputy Secretary, PMO
Officers of NITI Aayog		
69.	Shri Amitabh Kant	Chief Executive Officer, NITI Aayog
70.	Shri Ratan P. Watal	Member, Economic Advisory Council to the Prime Minister
71.	Shri Yaduvendra Mathur	Special Secretary, NITI Aayog
72.	Shri. Rameshwar Prasad Gupta	Additional Secretary, NITI Aayog
73.	Shri Ali Raza Rizvi	Additional Secretary & FA, NITI Aayog (Not Present)
74.	Dr. Yogesh Suri	Sr. Adviser (G&R),NITI Aayog
75.	Shri Alok Kumar	Adviser (Health & FR),NITI Aayog
76.	Ms. Sanyukta Samaddar	Adviser (RD & GCS), NITI Aayog
77.	Shri Anil Pratap Singh	Adviser (Agriculture),NITI Aayog
78.	Shri Avinash Mishra	Adviser (Water Resources), NITI Aayog
79.	Shri Rakesh Ranjan	Sr. Consultant, NITI Aayog

32 Chief Secretaries were also invited.



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