



Uttarakhand Vision 2022

Towards Robust Growth & Inclusive Development



Confederation of Indian Industry

Report Supported by



Acknowledgement

An exercise of this nature is never possible without qualitative participation of the respondents. The Uttarakhand@75 visioning process included interaction with citizens and representatives from politics, administration, judiciary, industry, academia, farming, social development, through workshops, interviews and other modes of communication. CII would like to sincerely thank them for their time and inputs.

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The Task Force members of Uttarakhand-India@75 led by Mr Rakesh Oberai, Vice Chairman, CII Uttarakhand State Council participated actively to provide inputs for the report which helped enhance its qualitative aspects.

And last but not the least, the initiator, the motivator, the person behind the India@75 movement – Prof C K Prahalad whose vision and call to Mission inspired us to take on Uttarakhand@75.

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Foreword



Rakesh Oberai
Chairman, Uttarakhand
Task Force, India @75

The state of Uttarakhand has been on the move ever since its creation. It has been marching ahead in terms of industrialization, resulting in growth rates higher than the national figures. However as the visioning process clearly spelt out, the aspirations of the people, the aspirations which lead to the creation of the state, have not yet been completely met. We still have miles to go.

To capture these aspirations and build a vision for the state the initiative reached out to about 250 people from across the society and across regions. What struck us was that the aspirations of the people from diverse backgrounds and difference economic and social milieu were strikingly similar. Common aspirations that reverberated include:

- Create World Class Infrastructure in PPP
- Increased expenditure on Health & Education with focus on PPP
- Basic amenities to reach the remotest areas
- Improve quality of life in the hills
- Inclusive growth to ensure social stability
- Address local problems through Low cost innovative technologies
- To be Role Model Green Economy & World leader in Green Energy

Uttarakhand @ 75 is the subset of the vision for the country, India@75. We at CII have converged and synergized our efforts to carry forward our initiatives in integrated and inclusive development, which include health, education, livelihood, skill development and environment to name a few.

Incremental changes are not sufficient to achieve these aspirations. We need a people's movement for change to convert this dream into reality. CII is committed to work to realize these aspirations we will work with the State Leadership, which is positive and the people. With Prof Prahalad guiding, this journey should prove to be interesting.

EXECUTIVE SUMMARY

This vision document for Uttarakhand is the result of a CII initiative. “India@75: The Emerging Agenda” inspired by Prof. C.K.Prahalad, eminent management guru on the global scene. In the wake of robust economic growth, surge of entrepreneurship and other favourable conditions like “demographic dividends”, burgeoning middle class, India is viewed as a favored investment destination. The Indian people are now hopeful that their aspirations for a better life can be fulfilled. Observing this, Prof Prahalad outlined a scenario for India in 2022 i.e. after 75 years of independence.

CII took the lead in carrying this forward and is developing a vision of India and other states for 2022. Boston Consulting Group partnered with CII in developing a conceptual framework and methodology for this visioning exercise.

Central to this visioning exercise is gauging the people’s aspirations, its synthesis, discerning the common thread to form building blocks for developing a vision. The tools used were personal interviews and workshops conducted at four locations, with 215 persons from diverse backgrounds participating.

Considering the divergent views expressed, depending upon mental make up, position in society and sensibilities, aspirations were synthesized forming “elements of vision” and grouped under ten thematic areas.

The common thread in all aspirations is that people envision “**Robust Growth & Inclusive Development**’ in the state and there is restlessness for fulfillment of this.

For translating the vision into reality, these document details elements of the vision, goals and action points related to following themes.

Themes	Aspirations of People
Infrastructure	All villages to be connected by <i>pucca</i> road: major cities to be connected by multi-lane highways
	Provision of safe drinking water, gas for cooking,, sanitation and waste disposal facilities, across the entire state
	Harnessing hydro power potential for ensuring 100% electrification and to position the state as a leading supplier of power to other states
Education & Skill Development	Free, compulsory, quality primary education to all children
	Access to job oriented vocational training facilities
	Setting up institutions of higher learning having focus on research for solving local problems
Business	To be the world leader in green energy by leveraging the state's hydropower potential
	To put the state on the global tourist destination map through leveraging its spiritual, cultural, natural and adventure tourism potential
	To encourage only green and environment friendly industries in the state
	Promote micro and small enterprises
Governance & Public Administration	Transparent and accountable administration by sharing the decision making process with stakeholders
	Economic criteria to be the basis for all reservations for achieving inclusive growth and providing equal opportunities to all
	Speedy judicial process
Agriculture	Improving yield and quality of agricultural products by providing access to latest agri technology and irrigation facilities
	Improve market linkages by creation of a cold chain supply infrastructure; Farmers to have access to market intelligence
	Support mixed forestry which can play an important role towards sustainable agriculture in the hills
Health	Ensuring universal and affordable healthcare with special focus on preventive healthcare prevention of diseases
	Access to specialty healthcare at district level through specialty hospitals and medical colleges
	Special focus on providing maternal and child healthcare, especially, in remote areas, funded by state agencies
Science & Technology	To become a pioneer in the field of science & technology by setting up more IITs, IISc like institutions in the state
	Use science and technology in exploring renewable energy options and promoting agri biotechnology, herbal medicines, production and processing industry

	Improve the quality of life of hill women by providing low cost and appropriate technologies for eliminating drudgery
Art, Sport & Literature	Setting up art and culture centres at all major tourist destinations
	Organising events to promote and preserve the state's art & culture and also for promoting tourism
	World class sports infrastructure and training facilities in Garhwal and Kumaon regions
Inclusive development	State policies must aim for inclusive growth, reducing income disparity and regional imbalances
Environment	Become a role model for promoting green economy by focusing on environment friendly sectors where the state has a competitive advantage e.g. IT, agriculture, tourism, hydropower and education

This vision document mirrors the collective conscience of the state's people. It may help in building consensus on a broad development strategy to be adopted by all stakeholders collectively. It may prove to be a potent tool for unleashing energies and creativity of all sections of the people for realizing the “stretched goals” by evolving and adopting “new practices”.

This document also suggests a WAY FORWARD for translating the espoused vision into reality. **As the realization of this vision would only be through collective effort, the first prerequisite would be that the vision is owned by the people.** It has been suggested that this document be widely shared among various sections of society and by this process be given a final shape.

“As nothing lasts without any structure”, a Core Committee (CC) comprising of people from various walks of life may be constituted to be headed by the Chief Minister/Chief Secretary. The CC could be assisted by expert committees for various thematic areas. The CC should work towards ensuring that the government schemes are aligned with the aspirations of the people. It should also be used as a sounding board for all government planning. This would ensure that what the government is doing is what the people aspire - which is the essence of a true democracy.

The journey is arduous but worth taking.

Chapter 1: Introduction

1.1 Context

India's spectacular economic growth during the last decade has stirred the imagination of the people, kindling a hope that their aspirations could be realized. Prof. C. K. Prahalad, eminent management guru, captured this and articulated a promising vision for India for in 2022 – India@75.

The Confederation of Indian Industries (CII) took on the task of carrying this forward and adopted “India@75: The Emerging Agenda” as its theme for the year 2008-09. In view of this, visioning exercises for various states are being facilitated by CII.

This vision document for Uttarakhand is grounded in the present but looks at the future what the state's people aspire for. The document contains both general and specific elements of the vision 2022.

This document may help in building a political consensus on a broad development strategy, which encompasses, inter-alia, the roles and responsibilities of different stakeholders, such as government, the corporate sector, small and micro entrepreneurs, farmers and civil society organizations, etc.

1.2 Conceptual Framework & Methodology

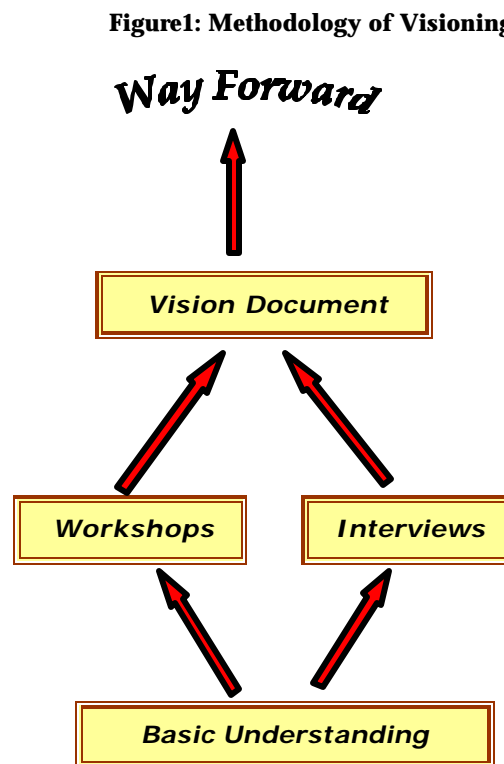
The framework for developing the vision rests on the following guiding principles:

- **Gauging and articulating the aspirations and dreams (within boundary) of the people**
- **Using resources creatively**
- **Space for innovation and adoption of “new practices” for fulfillment of aspirations**

The methodology for envisioning was developed by Boston Consulting Group (BCG), partnering with CII in this endeavour. It includes (i) wider interactions with different segments of the people; (ii) developing understanding of the ground realities based on secondary sources and research and iii) scenario planning.

The tools used are one to one discussion with opinion leaders, policy planners, administrators etc. (using structured & unstructured questionnaires) and holding workshops attended by different sections of the society.

The methodology is depicted in the following diagram:



As aspirations would vary across people, these have been categorized under different thematic areas and collated according to perceived priorities. These broad thematic areas form elements of the vision. Thereafter metrics for measuring the

achievement of the vision was developed and finally perceived gaps identified for concerted action.

- Following the above methodology, besides the 10 interviews, workshops were organized at different places (Dehradun, Roorkee, Pant Nagar, Srinagar) attended by 215 persons from different walks of life (farmers, housewives, professionals, self employed, academicians, students and media persons)

The composition of participants is given in the following table.

Table 1: Composition of Participants

S. N.	Category of Participants	Nos
1	Farmers	12
2	Professional s	35
3	Entrepreneurs	10
4	Housewives	2
5	NGOs	22
6	Academician	45
7	Students	72
8	Government official	13
9	Media persons	4
	Total	215

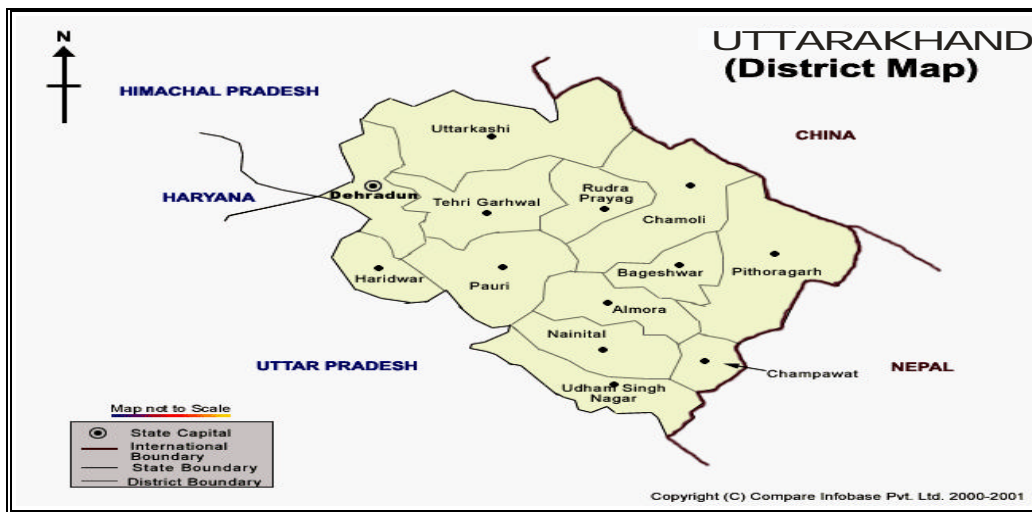
Chapter 2: Background & Present Status

2.1 General Features

Uttarakhand, after bifurcation from Uttar Pradesh, was formed as the 27th state of India on 9th November 2000. It is divided into two broad regions - Garhwal and Kumaon. The state has 13 districts, 49 sub-divisions, 95 development blocks, 15,638 villages and 86 urban settlements.

Uttarakhand is primarily a mountainous state, as the plains constitute only about 10% of its total geographical area. Out of thirteen districts, only Haridwar, Udham Singh Nagar and some parts of Dehradun and Nainital districts are in the plains. The state is part of the central Himalayas and most of the northern area comprises of high ranges and glaciers and the lower reaches are covered by dense forests.

Figure: 2



Rich in natural beauty, the state is on the priority list of tourists, with Mussoorie, Almora, Ranikhet and Nainital among the most frequented places in the country. This state is also uniquely positioned for religious tourism as two sacred rivers i.e Ganga and Yamuna emanate from glaciers in the state. Haridwar, Rishikesh, Badrinath and Kedarnath are among the holiest places for pilgrimage for Hindus.

The economy of Uttarakhand is predominantly agrarian as 78 % of its population is dependent on agriculture for livelihood. Land holdings are small and fragmented and irrigation facilities limited, especially in hilly areas, hence, contribution of agriculture is marginal in creating livelihood options.

In spite of higher growth after formation of the new state, regional imbalances and lack of employment opportunities, especially in hill districts, continue to plague the social and economic fabric of the state.

2.2 Statistical & Economic Indicators

The indicators given below reflect the present status covering geographical position, demographic status, indices of infrastructure, potential of tourism and economic profile of the state.

Geographical Situation

Table2: Geographical Indicators

Indicators	India	Uttarakhand
Total Geographical area (sq. km.)	3,287,240	53,483 (1.63%)
Area under forest (sq. km.)	765,210	34,651 (4.53%)
Area under agriculture (ha)	183,016,000	5,671,704 (3.10%)
Area under irrigation (%)	40.3	43.6
Average annual rainfall (mm)	1,432	1,547

Sources: Indiastat (www.indiastat.com) and Uttarakhand at a Glance, 2006-07 (Govt. of Uttarakhand)

Note: Figures in parentheses are the % share of India.

The ratio of irrigated area in the hills and plains is 10.2: 88.8 in Uttarakhand.

Demographic Status

The state has got very low population density and growth rate of population is less than national average. The promising demographic feature of the state is high literacy rate, especially among females:

Table3: Demographic Indicators

Indicator	Uttarakhand	India
Total Population (in lakhs)	84.89	10,287.46
Male	43.26	5322.32
Female	41.63	4965.14
Population Growth Rate	1.93	2.13
Population Density	159	325
Sex Ratio	962	933
Crude Birth Rate	20.9	23.8
Crude Death Rate	7.4	7.6
Literacy Rate Total	71.6	64.8
Male	83.3	75.3
Female	59.6	53.7

Source: 2001 Census

Status of Infrastructure

Difficult terrain has proved to be a major constraint to creation of adequate infrastructural facilities, especially in ensuring connectivity by road. In hill districts, large number of villages does not have electricity.

Table 4: Infrastructure: Key Indices

Items	Year	Particulars
Road Network	2006-07	28,513.02 KM
Road Density	2006-07	52 KM/100 Sq. KM
Rail Network	2005-06	345 K M
No of Airports	2008-09	2
Installed Power Generating Capacity	2006-07	1486.40/MW
Electricity generated (Gross)	2006-07	3316.15/MU
Per Capita Electricity Consumption	2000-01	396/Units

Source: Reports of GOI and Uttarakhand Govt.

Status of Tourism

This sector has a significant role in the economy and has immense potential to further drive this and create livelihood options; The time line data of tourist arrivals is given in the following table to gauge the trend.

Table 5: Timeline data of Tourist Arrivals (In million)

Year	Tourist to Uttarakhand			Tourist to India		
	Total	Domestic	Foreign	Total	Domestic	Foreign
2001	9.60	9.55	0.04	241.91	236.47	5.44
2002	10.65	10.61	0.05	274.76	269.60	5.16
2003	10.89	10.84	0.06	315.75	309.40	6.71
2004	11.78	11.72	0.06	374.52	366.23	8.36
2005	14.29	14.22	0.08	392.08	390.47	9.94
2006	19.45	19.36	0.10	472.56	461.16	11.40

Source: Central Statistical Organisation

Economic Indicators

In spite of more than 75 % of the population dependent on agriculture, its share in economy is marginal. The %age share of different sectors in SGDP of the state is given in the table below:

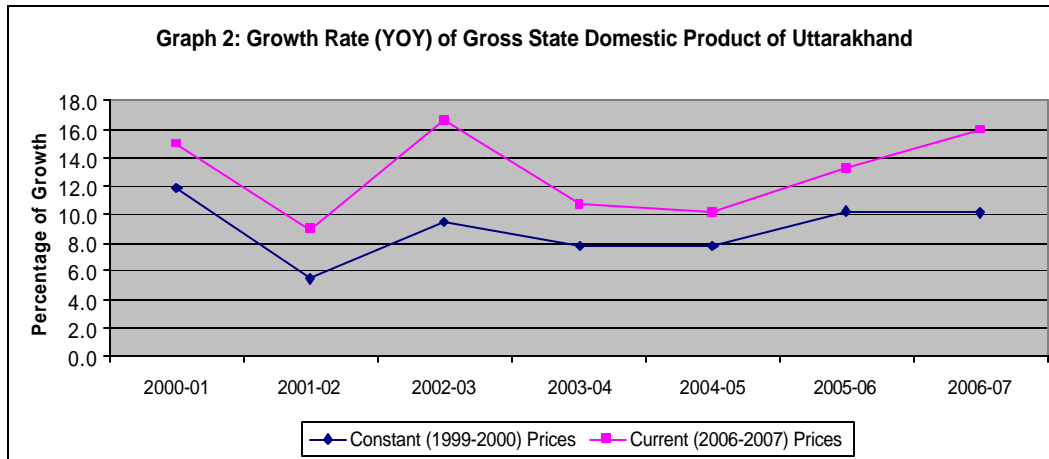
Table 6: % share of different Sectors in SGDP for 2006-07

Sector	SGDP (at 1999-2000 prices)
Primary	19.45
Secondary	31.78
Tertiary	48.77

Source: Directorate of Economics & Statistic, Uttarakhand

After the creation of new state, there is perceptible growth in GSDP. Time line data in respect of rate of growth of GSDP is presented in the graph below:

Figure 3: Growth Rate (YOY) of Gross State Domestic Product of Uttarakhand



Source: Directorate of Economics & Statistic, Uttarakhand

2.3 Enablers, Drivers & Constraints to Growth

A few major enablers, drivers and also constraints to growth surfaced during the envisioning process and are listed below:

Enablers & Drivers

- High literacy rate
- Potential for hydropower generation
- Potential for adventure, rural and religious tourism
- Rich cultural heritage
- Rich source of biodiversity
- Presence of centres of excellence like IIT Roorkee, GBPUAT, FRI etc. and excellent network of schools in Dehradun and Nainital
- Enabling policies for industrial development and attracting investment
- Harmonious and peaceful social and industrial environment.

Constraints

- High unemployment and low per capita income
- Absence of avenues for employment and livelihood options
- Migration of men from hills to other states for employment

- Poor infrastructure
- Scattered population- over 80% villages have a population <500
- Inter district variations in terms of access to health and other services, economic development and income
- Drudgery of women in hill districts

Chapter 3: Aspirations of the People

Aspirations provide sustenance to dynamic communities, societies and to states and nations. In case of nations and states, a few aspirations become so compelling that it acquires a stage of collective consciousness. At this stage, aspirations under enabling conditions get crystallized into a “vision” of any society or state.

To gauge the aspirations of the people and its synthesis is an iterative and subjective process, possible only through dialogue, which may appear abstract and hazy, but clearly expressing a sense of frustration with the existing scheme of things and yearning for change.

The process of interview, discussions and dialogues with various sections of the society of the state elicited a range of expectations in context of pressing things impacting holistic and inclusive development of the state.

Chapter 4: Vision of Uttarakhand in 2022

4.1 Vision Statement

The common thread amongst most of the aspirations articulated in this visioning process is yearning for better quality of life and inclusive growth and urgency for attaining the same. In succinct terms, the vision is 'Towards Robust Growth and Sustainable Development' for the state.

In order to translate the above vision into reality, goals and action points have been suggested in respect of 10 broader thematic areas covering and guided by the aspirations of the people which constitute “vision elements”. The following pictorial diagram captures their interconnectedness for approaching the vision.

Figure 4: Vision Elements



4.2 Vision Elements, Goals & Action Points

4.2.1 Infrastructure

Vision Elements

- ❖ Every remote village of the state should be connected by all weather roads and all major cities and tourist destinations connected through multi-lane highways and major airports.
- ❖ Provision of basic amenities including water, gas, electricity, cyber access, sanitation, waste disposal for all people
- ❖ Optimum utilization of hydro power potential

Goals

- Two major all weather airports
- Road connectivity to all inhabited villages
- Strengthening road network in urban areas & up gradating national highways
- 100% electrification of all villages and households
- Harnessing potential of hydro power generation
- 100% supply of safe drinking water to all
- 100% communication coverage

Action Points

- **Road Network:** Current road network of 15,674 km. covers around 60 % of villages. Out of the total road network, national highways constitute about 8.5 %. Goal is to provide road connectivity to all 15761 villages throughout the year. Six lane highway connectivity between Dehradun and Haldwani-Nainital region to reduce commuting time to 4-5 hours & similarly six laning of national highway between Delhi – Dehradun

- **Airports:** The state has very limited air connectivity with single operational airport near Dehradun. In order to harness the tourism potential of Uttarakhand, two major all weather airports (one each in Garwal and Kumaon regions) with connectivity to major metropolitan cities need to be constructed.
- **Power:** According to NCAER data, only 72% of the households in the state have electricity connections and the transmission and distribution losses amounting to 39% are well above the national average. The goal is to ensure 100 % electricity connection to all households by i) reducing transmission & distribution loss ii) harnessing potential of hydro power generation, iii) focusing on smaller power plants for ensuring power to remote villages and iv) feasibility of revival of *gharats*
- **Water:** In spite of many rivers, only 52 % of residents of state have full access and 36% partial access to drinking water. Traditional methods of water harvesting to be improved and innovations in delivery system needed for ensuring access to safe drinking water for all.
- **Communication:** The state suffers from a wide digital divide. Major cities have roughly 10-15 times teledensity and almost 100% communication coverage through landlines, wireless, mobile and internet services. While a vast expanse of the state under rural and semi urban segments have below national average connectivity. The judicious mix of technology to be used for providing 100% communication coverage in the state.

4.2.2 Education & Skill Development

Vision Elements

- ❖ Free, compulsory and quality primary education to all children
- ❖ Ensuring access to job oriented skill based vocational education
- ❖ Setting up of institutions of higher learning geared towards research in solving local problems.

Goals

- Access to good quality primary education to all children
- Increasing the intake capacity of the higher education institutions and vocational training institutions by 5 times.

Action Points

- 60% of the villages are without primary school. For ensuring 100% access to primary education, action to be taken to ensure that there should be at least at least 1 primary school in each village.
- Access to schools to even those who have no capacity to pay by framing appropriate policies
- 23% of primary schools have just one teacher. The teacher – student ratio needs to be 1:30 for ensuring quality education.
- Increasing access to vocational training facilities by opening new institutions in collaboration with industry
- Integration of ICT into the system by introducing different ICT tools in classrooms and other educational settings

4.2.3 Businesses

Vision Elements

- ❖ To be an important player as producer of green energy
- ❖ To put the state on the global tourist destination map through leveraging spiritual, cultural, natural and adventure tourism.
- ❖ To become a pioneer in promoting green and environment friendly industries
- ❖ To create a vibrant and dynamic micro and small enterprises sector

Goals

- Produce hydropower to meet the needs of the state and emerge as supplier to other states

- 5 lakh international tourists by 2022
- To be the “Adventure & Spiritual Tourism Capital” of India by 2022
- All industries to comply to environmental norms
- 70 % of medium and large industries should be environment friendly and using green technology

Action Points

- The state’s hydroelectric potential has been estimated at 18,175 MW which is 12.2% of the estimated potential for the country (148,701 MW). Plants already set up by State & Central agencies and those under construction will tap around 25% of the total state potential. Promoting more projects to tap the rest.
- Promotion of rural tourism and setting up of at least one community based quality village resort in each block.
- Creating a pool of skilled manpower for tourism sector – hospitality, guides, porters etc.
- Enforcement of pollution norms
- Proactive measures for creating and nurturing local entrepreneurship
- Cluster Development – Promoting new clusters in every block and supporting existing clusters. Identification and promotion of one product for each block having potential for its integration to state/national/international market

4.2.4 Governance and Public Administration

Vision Elements

- State to have transparent, accountable and effective administration
- Policies in the areas of social sector and economic development to have “inclusive growth” as its central plank
- Speedy judicial process

Goals

- Transparency in government system for people to perceive it as responsive administration
- Access to all schemes and programmes of the government by the disadvantaged sections
- Revamping of judicial system for speedy disposal of cases

Action Points

- **E-governance** – E-governance to be given impetus for statewide coverage and access to information, redressal of grievances and online transactions.
- **Decentralisation** – Increased participation of local bodies in project conceptualisation, implementation and advocacy
- **RTI Act** – Awareness building about RTI Act
- More fast track courts, strengthening of existing courts and innovative models for ensuring speedier justice

4.2.5 Agriculture

Vision Elements

- ❖ Improving yield and quality of agriculture products
- ❖ Improving market linkages by creation of cold chain infrastructure, providing market intelligence information to farmers
- ❖ Promoting mixed forestry
- ❖ To become leader in organic farming

Goals

- One cold chain storage warehouse in each district by 2022
- Organic production in 50% of area under cultivation
- 100% certification of organic produce

- Fostering agriculture research suited to local conditions
- Technology upgradation and development of appropriate technology

Action Points

- A framework for comprehensive agricultural development taking into account emerging realities of the market and its dynamics
- Contract farming, SHGs and private sector involvement to be promoted
- An effective framework for extension services utilizing the existing structure and also creation of new agencies
- Organic farming needs to be promoted in mission mode
- Setting focused research agenda for cost effective climate control technologies, developing new varieties of seeds etc. for agricultural universities and extensions centres
- More forest area to be brought under mixed forestry for sustainable agriculture development in the hills
- Watershed development programme to be upscaled in a big way

4.2.6 Health

Vision Elements

- ❖ Universal affordable healthcare
- ❖ Specialty hospitals and medical colleges at district level
- ❖ Provision of maternal and child healthcare even in remote areas

Goals

- Ensuring access of all to healthcare by 2022
- Setting up of five new medical colleges
- One specialty hospital in each district & two AIIMS type facilities (one each in Garhwal & Kumaon Region) by 2022
- 100% immunization of children

Actions Points

- Presently, there are only four medical colleges in the state. Five new medical colleges in different regions to be opened
- Training facilities for para medical persons as the state has acute shortage of nurses, technicians and paramedics
- Institutional deliveries in the state accounts for 30%, 69.5% deliveries are conducted at home and out of these only 7.5% are conducted by trained personnel (Source DLHS -3). A framework to be made operational so that women may be able to access services of trained personal for deliveries
- Opening of two hospitals on pattern of AIIMS to cater to critical and major illnesses within the state.
- Only 59.8 % children (age 12-23 months) are fully immunized. (Source DLHS-3). Reproductive and Child Health (RCH) programme coverage to be extended to ensure 100% immunization by 2022.

4.2.7 Science and Technology

Vision Elements

- ❖ To become pioneer in the field of science & technology
- ❖ Use of science and technology in exploring renewable energy options and promoting agri biotechnology, herbal medicines, production and processing industry
- ❖ Improve the quality of life of hill women by providing low cost and appropriate technologies for eliminating drudgery

Goals

- IITs, one IIM & IIS like institutions by 2022
- Increased use of non conventional renewable energy

- Establishing scientific parks and technological hubs for promotion and development of agri biotechnology & pharmaceuticals, herbal medicines etc.
- Dedicated centre for focusing on improving quality of life of women in the hills

Action Points

- Setting up of dedicated parks for Biotechnology, Pharmaceuticals including Herbal Medicines etc.
- R & D set up to be created for developing low cost technologies for improving the quality of life of hill people (especially woman).
- Focused R&D agenda for solving local problems.
- Considering the state's topography and the dispersal of population in remote and difficult to access areas, non-conventional energy sources have an important role to play. Eco-friendly processes & technology, exploiting renewable sources of energy need to be explored and popularized. Uttarakhand State Renewable Energy Development Agency has to play a very major role.

4.2.8 Arts, Sports and Literature

Vision Elements

- ❖ Create awareness about local art, culture and literature within and outside the state and internationally.
- ❖ A prominent place for sports persons of the state in national and international sports

Goals

- Establishment of art and culture centre in each district
- One national/international event covering art and culture every year
- Creating a world class infrastructure for sports

Action Points

- One art & culture centre to be promoted at the district level
- One national/international event for art and culture to be organized every year
- Creating a world class sports infrastructure - complex and training centre to nurture international level sportspersons

4.2.9 Environment

Vision Elements

- ❖ A role model for promoting a green economy by focusing on sectors where the state has a competitive advantage - IT, agri, tourism, hydropower

Goals

- 100% solid waste management, waste water treatment and recycling
- 50% industries to use eco friendly technologies for waste minimisation & conservation of natural resources
- Promoting green industries

Action Points

- Solid waste collection points to be set up for 100% management Waste water treatment and recycle plants to be established in industrial areas as well as residential localities
- Industries to focus on environment management system and using green technologies
- Enabling framework for promotion of green sectors like IT, agriculture, tourism and hydropower

4.2.10 Inclusive Development

Vision Elements

- ❖ State policies must aim for inclusive growth and reducing income disparity and regional imbalances

Goals

- Inclusive Growth
- Reducing income equality
- Reducing regional imbalances

Action Points

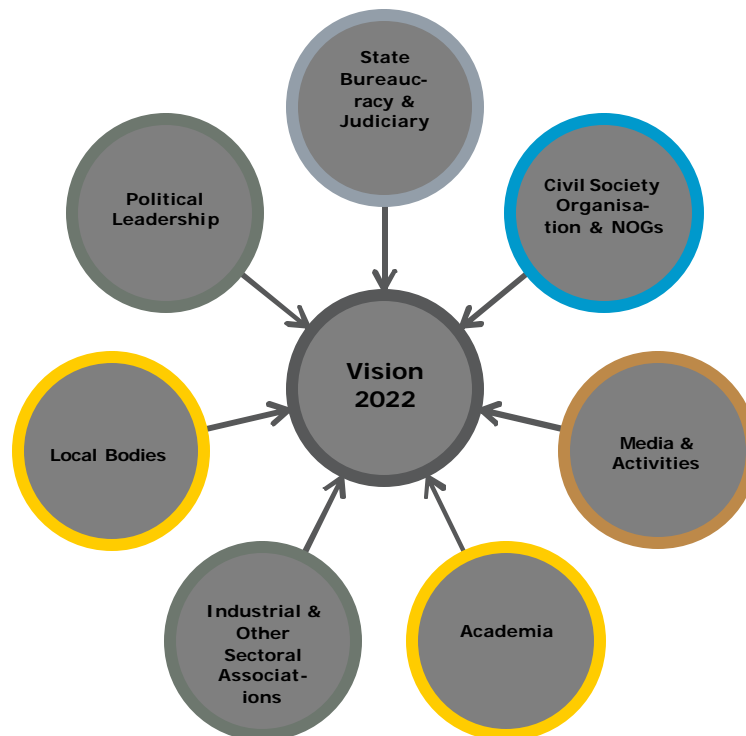
- Special focus on hill districts in resource allocation by the government
- Creation of avenues for livelihood options in hill districts especially in non farm sectors
- Support for setting up and scaling up of micro finance institutions to increase access to finance by disadvantaged sections
- Empowerment of local and grass root organisations

Chapter 5: The Way Forward

Leadership, collective ownership by the people and institutional arrangements to operationalise the suggested framework are necessary for any ‘vision’ to see it transformed into reality.

As a “vision document “is apolitical in nature and a manifestation of collective aspirations, it must be owned by the people following widespread dissemination and discussion among all categories of stakeholders to arrive at a final consensus. The constituents and stakeholders who would be involved and also affected are depicted below:

Figure 5:



After finalization of the document, a Core Committee (CC) may be formed at the state level to operationalise and translate the vision into reality. This may comprise

of representatives of major stakeholders. This committee would be taking steps so as to utilize existing structure and resources of government and other stakeholders for attainment of vision elements.

This CC would be assisted by expert committees for different thematic areas and would suggest as to how vision and aspirational elements can be integrated and dovetailed on a time frame in district and state plans of the state government. As major resources for attainment of vision would be coming from the state government, perfect synergy with district and state plans would be essential for any positive outcome.

The expert committee would also quantify needed resources and would evolve innovative models and “new practices” for mobilizing resources and its use to increase effectiveness.

For driving the entire exercise, it is suggested that a cell of dedicated persons drawn from state government, associations, subject experts, NGOs etc be formed which will work under the overall guidance of the CC and could be administered by CII.

To ensure sustained momentum, needed for changing the order of things, the Core Committee needs the leadership of the highest functionary in the state.

Though physical and financial resources are must for attainment of goals under different thematic areas dictated by the vision but emotion, commitment, engagement and involvement of the community and people in the process would be critical for fulfillment of the aspirations voiced. The excitement and involvement must be sustained with visible action, monitoring of results, course correction if needed and continued engagement of all stakeholders. Every bend in this journey must be a milestone towards achieving “**Robust Growth and Inclusive Development**”.