



CII Vision Document: Jharkhand@2022

A Sustainable Development Vision

Prepared by



CONFEDERATION OF INDIAN INDUSTRY

JHARKHAND STATE COUNCIL

ACKNOWLEDGEMENTS

Every project undertaken needs a spark. We would sincerely like to thank Dr. Sharad Sarin, XLRI Jamshedpur for introducing us to this change and all the support he extended to us. This report is an ongoing work and needs to be continuously changed/updated with the ground realities and requirements.

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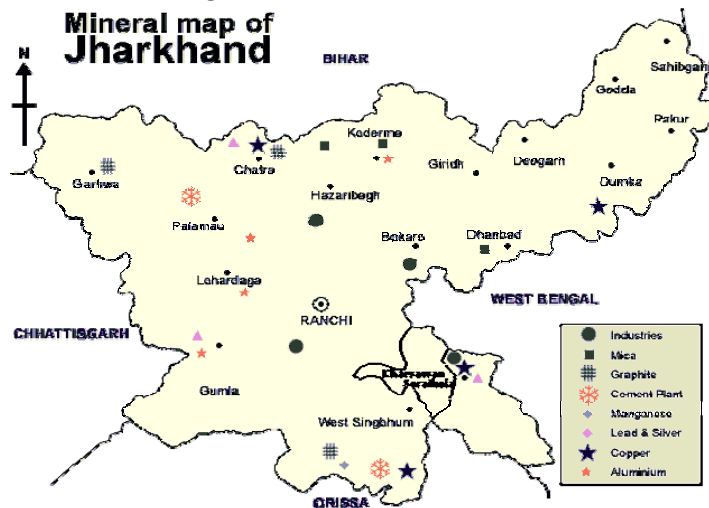
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“Carved out of southern Bihar as a new state of India in November 2000, Jharkhand was plagued by adverse initial conditions — low average income, very high incidence of poverty, and little social development.” – **World bank report on Indian States, 2001**

Jharkhand is a rich state in terms of natural resources — forests, minerals and abundant land. With only 2.7 percent of the population of India, the state has one third of its mineral potential reserves, particularly “Coal” and “Iron”. The coal belt, the minerals and the steel towns of Jamshedpur and Bokaro fall in its territory and are really the back bone of the state in terms of both employability opportunities and revenue generation models.

There were several advantages that emerged from the separation of Jharkhand from Bihar. It took away a bulk of the parent state’s industrial, educational, mineral and forest assets and one-third of the population. But Jharkhand remains, along with residual Bihar, among the most food-insecure states in the country. The Vision 2010 document of the government admits to a 52 % deficit in food grain production, with half per-capita availability of food compared to the national average

Close to half of the state GDP comes from industry with mining, quarrying and registered manufacturing contributing nearly 78 percent of the state’s industrial output. It is the country’s most mineral intensive state, with mining and quarrying accounting for 14.3 percent of the SDP. Manufacturing contributes 27 percent compared to the national average of 17%



Forestry contributes only about 1.3 percent with a huge potential that is yet to unfold.

THE PARAMETERS

In order to see this to fruition in a holistic manner, three main sections to be considered

1. Min Quality of life

- a. Education
 - i. Primary education
 - ii. Vocational Training
- b. Healthcare
 - i. Awareness & Preventive measures
 - ii. Availability
 - iii. Affordability
 - iv. Effectiveness
- c. Utilities
 - i. Water and Sanitation
 - ii. Telecommunication
 - iii. Electricity (Linked with Power in Sustainable development)
 - iv. Security (Linked with Law and Order in Governance)
 - v. Roads (Infrastructure)

2. Governance

- a. E-Governance
- b. Grass Root Governance
- c. Law and Order
- d. Public Policy Formulation & Industry Interface

3. Sustainable Economic Development

- a. Agro Development
- b. Industry (Includes Potential Performers like)
 - i. Mining & Minerals
 - ii. Heavy Engineering
 - iii. Power
- c. Forestry
- d. Tribal Arts and Crafts
- e. SME's (Small and Medium Scale enterprises/ Special Villages and Zones like Adityapur)

4. Miscellaneous

- a. Sports
- b. Moral Leadership

Model to be followed: Hub and Spoke Model. Development of centers and industry simultaneously for revenue generation and access to markets

1. MINIMUM QUALITY OF LIFE

A. Education

Vision : *Imagine a state where everyone has the right to education. Where elementary education is free and compulsory and higher education is equally accessible to all on the basis of merit.*

Where people with their newly founded ability to acquire and use information have developed a deepened understanding of themselves and of the world around them. With broadened experiences and enriched minds they can now make choices for themselves as consumers, producers and citizens of the country. Education has strengthened their ability to meet their wants and those of their family by increasing their productivity and their potential to achieve a higher standard of living. It has improved their confidence and their ability to create and innovate, multiplying the opportunities for personal and social achievement.

Education and development are linked in a variety of ways. First, education is a human right, the exercise of which is essential for individual development and fulfillment. The capacity of an individual to contribute to societal development is made possible and enhanced by his or her development as an individual. In this light, education is also a basic need. It is also a means by which other needs, both collective and individual, are realized. Thus, education is the instrument by which the skills and productive capacities are developed and endowed. All these interrelationships of education and development are inseparable from the conception of educational policies.

It is in the second order of 'action' that problems arise. The problems of illiteracy will not solve by itself in the flux of time. Without organized literacy action, illiteracy will continue to stagnate indefinitely along with the associated ills of poverty and underdevelopment.

What then should be the action plan for the state?

I. Promoting Equity and Social Protection

The aggregate figure of 53.5% literacy is a misnomer for the state. There exists huge disparities with Gender Inequality (Male 67.3%, Female 38.8%) , Caste Inequality (SC 37.5%, ST 40.6%, Minority 43.8%) and Spatial Inequality (Garhwa, Sahibganj, Pakur – 30 to 40% & Khunti 15%) being the most distressing.

II. Management support structure, capacity building and monitoring at the district and sub-district levels

The quality of existing facility in schools is in dire states. Out of the 43000 schools in the state 35% are in dilapidated state, 58% are without toilets, 77% without a girl's toilet and 45% without water facility. These basic needs have to be met before expecting students to attend school regularly.

III. Teacher management and accountability for improvement in service delivery

Availability of teachers has remained a key issue with teacher absenteeism at 25% in the state. In many districts, the share of single-teacher schools is as high as 40–50%. Also share of female teachers in the total teacher workforce is just 27.67% which has severely impacted the female literacy figures in the state.

IV. Addressing the demand-side issues

Around 30% of the primary schools and 32% of the upper primary schools register an average student attendance of less than 50%. Also the transition rate from the primary to the upper primary stage is 78% for boys and 74% for girls.

The main reasons behind, more than 1.8 mln out of school children(6-10yrs) are Household work 24%, Earning Compulsion 23%, Lack of interest 17%, Migration 11%, Failure 4.7%, Socio cultural 4%, Non flexibility in timing 4%.

Unless these issues are understood and carefully tackled even with all the facilities and infrastructure it would be difficult to bring these children to school.

V. Partnership with the private sector at post-elementary and secondary levels and in vocational training

Only 36% of the villages in the state have access to secondary education facility within five km. The Gross Enrolment Ratio (GER) for secondary education GER is as low as 9% in rural Jharkhand, compared with an estimated 18% for the state as a whole. For every 11 primary schools and every three upper primary schools, there is one high or higher secondary school in the state.

In terms of vocational education, Jharkhand has only 20 Vocational Higher Secondary Education (VHSE) Institutions institutes compared to 622 in Maharashtra, 560 in AP, or 469 in Kerala. Half of them are in the government sector and the other half in the private sector. Eight of these are located in Ranchi itself.

The government needs to invite partnership with the private sector to improve the availability of secondary and vocational education facilities in the state.

Literacy Rate -53.56%

<p>Equity and social protection</p>	<ul style="list-style-type: none"> • Gender Inequality : Male 67.30% Female 38.87% • Caste Inequality : SC 37.56% ST 40.67% Minority 43.81% • Spatial Inequality : Garhwa, Sahibganj, Pakur 30%-40% Khunti 15% 																		
<p>Amenities</p>	<ul style="list-style-type: none"> • Quality of Facility Out of 43000 schools in the state <ul style="list-style-type: none"> • Dilapidated state 35% • Without toilet 58% • Without girls toilet 77% • Without water facility 45% 																		
<p>Vocational Education</p>	<p>Vocational Higher Secondary Education (VHSE) Institutions.</p> <ul style="list-style-type: none"> • Jharkhand has only 20 VHSE institutes compared to 622 in Maharashtra, 560 in AP, or 469 in Kerala. • Half of them are in the government sector and the other half in the private sector. Eight of these are located in Ranchi itself. 																		
<p>Service delivery</p>	<ul style="list-style-type: none"> • Availability of teachers <p>Teacher Absenteeism (25%)</p> <ul style="list-style-type: none"> • In many districts, the share of One-teacher schools is 40+ % • Share of female teachers in the total teacher workforce is 27.67 % 																		
<p>Demand-side issues</p>	<p>Reasons for out of school children (1.8 mln 6-10yrs)</p> <ul style="list-style-type: none"> • Around 30 percent of the primary schools and 32 percent of the upper primary schools registered an average student attendance of less than 50 percent • Transition rate from the primary to the upper primary stage was 78 percent for boys and 74 percent for girls <div data-bbox="511 1323 1360 1814" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p style="text-align: center;">Reasons for Drop outs</p> <table border="1" style="margin: 0 auto; border-collapse: collapse;"> <thead> <tr> <th>Reason</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Household work</td> <td>24%</td> </tr> <tr> <td>Earning Compulsion</td> <td>23%</td> </tr> <tr> <td>Lack of interest</td> <td>17%</td> </tr> <tr> <td>Migration</td> <td>11%</td> </tr> <tr> <td>Others</td> <td>12%</td> </tr> <tr> <td>Failure</td> <td>5%</td> </tr> <tr> <td>Socio cultural</td> <td>4%</td> </tr> <tr> <td>Non flexibility in timing</td> <td>4%</td> </tr> </tbody> </table> </div>	Reason	Percentage	Household work	24%	Earning Compulsion	23%	Lack of interest	17%	Migration	11%	Others	12%	Failure	5%	Socio cultural	4%	Non flexibility in timing	4%
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B. Healthcare

Among countries with economic development similar to India (measured by per capita income in PPP terms), India has the highest spend on healthcare (as a percentage of GDP). However, India doesn't seem to be reaping commensurate benefits from such investments in healthcare. Key indicators of health like the child mortality rate and average expected life are lower in India as compared to countries with similar economic development that spend much lesser than India on healthcare. As one focuses more closely on Jharkhand, the health indicators worsen. Jharkhand ranks among the poorest states in terms of healthcare. Four major aspects of healthcare are explored below to identify the reasons why India in general and Jharkhand in particular has not been able to benefit from the healthcare spend. Based on this understanding of the current healthcare situation in Jharkhand, suitable measures for improvement and a vision for a better healthcare in the future are presented.

***Vision:** Imagine being a baby just born in a clean well equipped hospital in rural Jharkhand. The mother and child are in perfect health thanks to the extensive prenatal care provided by local nurses trained in the recently expanded training institute. The mandatory vaccination program ensures that the baby is immune from all major illness by the age of two. A nutritious diet based on locally available affordable produce is fed to the child by the mother who regularly attends health awareness camps, ensures the baby grows into a healthy child. Hygienic surroundings and community action against disease vectors like mosquitoes have considerably reduced the propensity of falling ill. And even if one does fall ill, the doctor in the nearby hospital is available daily and has the necessary equipment and pharmaceutical supplies to treat effectively. As the child grows into an adult, he is fit and healthy to work effectively. The health insurance plan that is provided by his local bank ensures he can provide the best of care should any of his family members fall sick. Last mile emergency services provide fast access to specialist services and he can look forward to a long healthy life.*

Healthcare in Jharkhand Today

1. Health Awareness & Preventive Measures

Prevention is better than cure and often cheaper as well. Awareness of hygienic practices, nutritious diet and preventive measures like carrier elimination and vaccination is often the best means of improving health. To measure the degree to which health awareness and preventive actions have been successful, two key indicators - Malnutrition and Vaccination – are compared at national and state levels below.

a. Malnutrition

- 59% of children under 3 years of age in Jharkhand are underweight. The 2nd highest in India (next only to Madhya Pradesh).
- 70% of women in Jharkhand are anemic. The highest among all states in India (The national average being 56%).
- Within Jharkhand as compared to men, a higher percentage of women have a BMI below normal.

b. Vaccination

- The percentage of children aged between 1-2 years who have been fully immunized (BCG, measles and 3 doses of polio / DPT) in Jharkhand is 34% i.e. among the lowest in the country.
- A closer look at the diseases in which immunization programs that have not progressed well in Jharkhand indicates that DPT and measles immunization significantly lags Polio and BCG vaccinations. Correspondingly, state-wise number of cases due to measles and tetanus as a percentage of population is among the highest in Jharkhand.

Apart from awareness of healthy practices and prevention measures, curative and preventive healthcare must be available, affordable and effective. These are explored in the subsequent sections.

2. Availability of Healthcare

Availability of healthcare i.e. the proximity of a health facility is a critical parameter in determining not just the percentage of population that would be able to get medical attention but also encourages one to seek help for illnesses at a stage when it is perceived to be non severe. Availability of healthcare is measured below on two aspects - infrastructure and personnel.

a. Infrastructure

- Jharkhand currently has 3958 Health Sub Centers, 330 Primary Health Centers, 194 Community Health Centers, 32 Referral Hospital, 22 District Hospital and 6 Sub-Divisional hospitals.
- The number of HSCs and CHCs and the number of villages covered by a CHC or SHC is comparable to other states in India.
- However the number of PHCs is markedly low. The number of villages covered by a PHC is the highest in Jharkhand among all states. This is most obvious in districts of Ranchi, Deoghar, Dumka and Garhwa.
- Also amongst existing facilities there is considerable loss of utilization due improper choice of village within the section or sector and the choice of venue within the village. Sub centers are most affected by such poor location. The existing process of choice of venue is flawed and a specific alternative policy on this is required.
- In terms of facilities in healthcare centers, CHCs were found to be significantly below the requirements. CHCs have operation theatres but not in working condition. Only some CHCs have a separate aseptic labour room. None of the CHCs have OPD facilities for RTI /STI except district hospitals. Computers are available only 41 CHCs and state head quarters.

b. Personnel

- Jharkhand had highest number of vacant positions in cadres of Medical Officer (MO) across all states in India. Further, the number of vacancies in Multi Purpose Worker (Male & Female) and Pharmacists were higher than most other states.
- The post of obstetrician/ gynecologist is not filled in any CHCs and the number of vacancies in Auxiliary Nurse Midwife is 1177.
- This lack of qualified personnel stems from the lack of medical training institutions. The number of ANW training centers is much lower than other states and only 1 center exists for training

multi-purpose workers. While the number of registered medical practitioners has been steadily increasing over the past 4 years, only 50% of the demand has been met. To fill this gap the capacity at the three medical colleges in Jharkhand (currently 180) needs to be increased.

3. *Affordability*

One of the biggest constraints on the demand for healthcare services is the price charged. To evaluate the situation, two aspects of affordability have been analyzed below.

a. Willingness to pay for healthcare

- A majority of the rural poor in Jharkhand expect to pay between Rs 50 – 200 per visit to the doctor. This coupled with the loss of an entire day's pay due to distance of hospital significantly strain a poor family's financial resources.
- The average cost of fees, medicine and transport can amount to twice a family's monthly income. In patient care, specialized tests and surgeries are unaffordable to the majority.

b. Means of paying for healthcare expenses

- Debt and savings are the most common means of financing unplanned healthcare expenses.
- Health insurance is non-existent in non urban areas. Recent initiatives by Tata in coordination with the government are a ray of hope in this aspect.

4. *Effectiveness*

- A survey conducted by XLRI in January 2009 to measure the effectiveness of healthcare in Jharkhand indicated that 67% of the rural poor were dissatisfied with the quality of healthcare in the state.
- It was also found that the majority of the rural poor actually visit private clinics located much further (between 10-20) away than a nearby public healthcare facility primarily because of lack of quality treatment at government health care centers
- This has also resulted in increased average spend. Not only does this higher cost of treatment impede the rollout of health insurance schemes but also forces people to minimize the number of trips. Since people visit a healthcare facility only after the problem has become severe, the chance of early detection is lost.

Action Plan

1. Focus on awareness and preventive measures
2. Private participation to fill talent gaps
3. Targeted campaigns against common epidemics
4. Government backed health insurance
5. Local community led supervision and implementation

C. UTILITIES

Water and Sanitation

***Vision:** Availability and access to clean and safe water for consumers at even the remotest regions of the state. Only about 30% of habitations across Jharkhand have access to safe drinking water, only 8% of sown area is irrigated, while the sanitation coverage stands at a paltry 7%.*

Poor water management and sanitation have severe implications on health, disease and mortality. There are also gender impacts – women suffer from lack of privacy. Further, poor maintenance of water supply results in lower sustained clean water supply across the state.

At the outset is the immediate need to create awareness about sanitation and its impact on health and disease. Awareness campaigns should be carried out throughout the state, involving and initiated by NGOs and other organizations. The Government of Jharkhand has already created district and village-level water and sanitation committees, and the problem at hand could be managed by encouraging more local ownership and accountability. NGOs should be encouraged to work directly with village-level committees in building of community toilets and facilities for waste management.

The agricultural sector in Jharkhand is suffering heavily due to inefficient irrigation and water management techniques. Although the terrain poses challenges in constructing and maintaining irrigation channels, it is the low involvement and training of the local farmers that is contributing more heavily to deficiency in the system.

Firstly, there is a need for investment into irrigation infrastructure and more equal distribution of irrigation facilities. Public private partnerships can be developed for developing and maintaining irrigation facilities across the state, depending on the scale of operation of the irrigation facility. Second, water management techniques and rain water harvesting amongst local communities must be encouraged by focusing on training of farmers on water conservation and management techniques, crop rotation and soil conservation and good irrigation practices.

Improved irrigation and agriculture is the gateway to rural development and it needs serious addressing and investment from the Government.

Roads and Connectivity

Improved connectivity within the state and with the outside is the basic requisite for building access to other primary resources and utilities. In Jharkhand, only 26% villages are even connected by roads and one-third of the population lives in difficult terrain with minimal access to primary services and utilities.

***Vision:** Improve connectivity at two scales: (a) Basic road and railway infrastructure connecting smaller towns and villages across the state (b) Investment in airport construction and air transport from at least few major towns/cities within the state. Currently, only Ranchi has an airport that operates daily flights.*

Poor connectivity impacts business and income levels. Improving market access alone can lead to an 18% increase in rural income (Source: World Bank Report). Other infrastructural services – medical, postal, public transport, security and governance – rely heavily on connectivity.

Jharkhand is in dire need for investment from private players in all sectors and this is only feasible when minimum connectivity and transport into and within the state is made available. The state needs a strengthening of the existing network of roads (in terms of maintenance, increase in lanes) as well as an increase in the expanse of the road network itself i.e. improved access.

So, what can be done?

Privatization of road construction and highways is being carried out by many other big states across the country. Advantages include specialized expertise and efficient operations. Toll collection can partially finance the construction and maintenance of national and state highways. Provide the required resources (in terms of a department and staff for accountability) to apply the Pradhan Mantri Gram Sadak Yojana National scheme and other such available schemes. Encourage local Panchayat-level participation for maintenance issues related to rural road connectivity.

Also, improved connectivity with Kolkata and other major cities in East India (rail, road and airways) will attract more business, trade and investment into the state.

Power

45% of villages in Jharkhand are electrified, but inefficiencies in transmission and distribution have ensured much lesser availability and access.

***Vision:** Rural Jharkhand self-reliant in energy and power utilization, partly due to increased dependence on non-conventional sources for energy – solar, wind and biomass energy. Increased private party interest and local community responsibility in building and maintaining such power generation plants. Private Party distribution models for cities in Jharkhand, such as Tata Steel-Jamshedpur, SAIL-Bokaro, which can be extended to cover more towns and cities across Jharkhand.*

There is immense business potential in the power sector in Jharkhand due to large availability of coal and other raw materials as well as a good consumer mix because of large industry houses in towns. The Government has identified several potential regions for setting up of mini and micro power plants

(hydel) across the state – pending funding and private interest. Other non-conventional sources of energy (solar, wind, biogas etc) should be encouraged at the local village and district level. Doing so will build independence and local empowerment and participation.

Inefficient production and transmission: Lack of monitoring, accountability and strict policies are causing inefficiencies in the existing system. More privatization and increased competition will drive more accountability and policing into the sector.

Telecommunications

Jharkhand ranks 21st in telecommunications in India. It has one of the lowest tele-densities in India. Telecommunications plays nearly the same role as connectivity in its impact to business and rural incomes. It has played a major role in rural development across other states in India and Jharkhand will not be far behind.

Good telecommunication infrastructure allows for economic development to be more equally distributed across the state. Improving telecommunication networks is probably a faster way of achieving the advantages of connectivity – access to market and business, medical facilities and other services.

Again, setting up of the large infrastructure networks will need funds from private players.

***Vision:** Easy access to telecommunications, with at least one public telephone in every village across the state, as well as improved modern telecommunication facilities and internet bandwidth from towns and cities.*

Computer training and increased usage of e-mechanisms for governance, business and commerce should be paid attention to. Improving the communications infrastructure is a must for transparent and quick access to information, which forms the basis for participative self governance.

Security

One of the major factors affecting private participation in the state as well as security of the society at large is the high instance of left-wing extremism in Jharkhand. The growing relationship of the existing political extremists with insurgent groups operating in Eastern India and across the Nepali border have widened the network of violence and eased the availability of lethal arms.

Maoist and Naxalite influences have spread largely due to a number of political and socio-economic factors such as poverty, unemployment, poor governance and underdeveloped law and order forces. As widely believed, this is not a consequence of just a failure of the law and order policies in the state.

Vision: A society free of internal violence and extremist influences, where equal education and employment opportunities dissuade participation in insurgency.

Due to the highly networked nature of such groups, a concerted effort by the Government of Jharkhand along with Governments of neighbouring states is in order. At the lowest level, steps must be taken to prevent further recruitment into such groups – this can be done by creating awareness and policing in the most interior and backward rural sections of the state. Opening up other avenues of employment and sustenance and provision of primary amenities and utilities – better education, vocational guidance, improved connectivity and participative governance - will be the only way to tackle the growing issue.

UTILITIES CHART PLAN:

Water and Sanitation	<ul style="list-style-type: none"> • Quality, availability & access (8% sown area irrigated, sanitation coverage 7%) • Health concerns, increased disease and mortality • Gender impact of sanitation: women suffer from lack of privacy • Investment in irrigation, rain water harvesting, water mgmt techniques • Institutional involvement, awareness campaigns, improved maintenance
Roads and Connectivity	<ul style="list-style-type: none"> • 26% villages connected by roads, 1/3rd population lives in difficult terrain • only Ranchi has an airport operating daily flights • Poor connectivity impacts business (market access: improvement in roads can lead to 18% enhanced income), providing other infrastructural services (medical, postal, public transport, security and governance) • World Bank Report: lack of clarity of responsibility between departments (for construction, operation and maintenance)
Power	<ul style="list-style-type: none"> • 45% villages electrified • Private party distribution licenses model for cities (Tata Steel- Jamshedpur, SAIL-Bokaro) can be extended. Power sector has business potential (availability of coal, good consumer mix because of large industry houses) • Inefficiencies in production, transmission and distribution • Pending cases regarding policies for licensing and franchising of electricity within rural Jharkhand – causing delays
Telecommunication	<ul style="list-style-type: none"> • State ranked 21st in communications • Impacts market access, access to services – medical, effective transport etc
Security	<ul style="list-style-type: none"> • Left wing extremist violence – impact on transport, business, attractiveness to private investment, tourism. Increased rural subsistence avenue. • Bandh culture: Jharkhand had maximum Bandhs between 2000-2005, compared to all states. Economic loss equal to entire fiscal deficit of state

2. GOVERNANCE

In our vision, governance should encompass not only present policies and practices but also the role of government and public bodies as an enabler to empower people. Governance to make policies transparent, to make people conscious of their abilities and help themselves and above all governance that speeds up clearances, attract investors and puts the state firmly on the path of Development.

The 2005 TI-CMS perception survey ranks the state as being 14th among 20 states in terms of “efficiency and transparency of governance”. Although the relative ranking is better than Bihar, MP, Karnataka, Rajasthan, and Assam, it is worse than Chattisgarh and Orissa.

Severe administrative capacity constraints that have been captured by some proxy indicators include: (i) extent of shortfall in program implementation; (ii) frequent premature transfers of top-level managers; and (iii) absence of key departments while some others are being understaffed.

The extent of shortfall in program realization can be observed across sectors—in education, health, anti-poverty schemes, infrastructure-building — the shortfall being higher than the all-India average. For example, last year, the health department of the state was able to spend only 68 percent of funds allotted. The implementation of food security programs is unsatisfactory, especially the off take of rice from the Public Distribution System (PDS).

The wish list above can be achieved by focusing on the following key areas:

A. E- Governance:

***Vision:** Imagine a society where the farmer can go to the local system kiosk in his village and find out the status of his petition. While he is at it, he checks the patterns of crop rotations and students from a distant agricultural university’s suggestions to him. That is the day when we can say empowerment has really happened for him. But for that, He must know how to read, how to operate the system kiosk, which must be made available and finally the monitoring and aiding system in the state administration centers which must monitor his request and process the same.*

With the Right to Information act coming into place, India has entered into the era of E-Governance. E-Governance is a mechanism where the policies and the actions (decision making system) of the government are kept under public purview, so that each of the strands in effective becomes transparent leading to the overall picture.

So, what place does something as sophisticated as this have in a place where electricity penetration is only 11% let alone presence of computers? The answer to this is sustained development of village e-Governance Kiosks. A multipurpose system to act as an redressal mechanism addressee, a system to give out the benefits and patterns of crop rotation and labor opportunities. Power should gradually shift

to those who are educated and should inculcate an aspiration in the common man to educate himself. This opportunity should be tapped by the government then to increase literacy.

The Whole web is interlinked and will be feasible, only if dissemination of the rights of people is addressed carefully. Empower people to empower the Government and the state in the long run.

Improve the efficacy of the civil service by:

- (i) Rationalizing departments and schemes
- (ii) Curbing premature transfers
- (iii) Improving performance and career management
- (iv) Strengthening the presence and quality of block administration.

This can be brought about by getting in more accountability and transparency at all levels through greater use of e-governance, full implementation of the right to information legislation, and decentralization.

Political decentralization will have to be complemented by administrative and fiscal measures to devolve real power and resources to direct stakeholders.

B. Grass Root Governance:

The best people to come up with innovative policies would be those who need them the most. For Survival and bettering of the existing imperfect system comes naturally to us. The Indian innovative thought is one of the prized possessions that we pride ourselves of.

***Vision:** Imagine a state where innovation is treated with the highest regard and is catered to from the grass root level. Where, a system and policy is localized to the community present in the area and where the model if found active, robust and sustainable is shared across other communities as well. That would be the role of the state, like a giant Corporate, with all the knowledge sharing of best practices and detailed documentation of failures. The out of the box thinking needs to be encouraged, nurtured and more importantly need to seen on the bigger canvas while giving it a try.*

Why will this work in Jharkhand. In spite of the low presence of utilities and channelized resources (Non Natural), people have learnt to help themselves. They have time and again beat the system, adapted it, in spite of no formal knowledge of the same. It is true that we need to bring in a lot of education to these areas to pool it into a workable model, but the day the base is built the super structure will be easy to build.

The system needs to be channelized via districts to get in ideas, a feasibility manager be employed to evaluate the same (Preferably in consultation with the person who thought of it in the first place) and place the whole proposal to the district administration with his comments. Once, the administration

evaluates it superficially, it does a evaluation report before implementation, in case of minor changes or passing it off to the legislators in case of major impediments. Every stage of the plan needs to be e-documented and the monitoring mechanism as to the status of the same be made available.

A successful implementation of a proposal needs to be publicized to let people know of the power of change they carry within themselves. This further needs to be channelized via road shows and encouragement from district officials. Plans which complete the pilot runs successfully should be then extended to a study implementation across other similar areas or even the whole state. The idea is not that present district officials don't have any clue as to how to transform Jharkhand as much as involving the direct stakeholders.

"Help them change their lives" would be the only sustainable model to implement in the long run.

C. Law and Order:

***Vision:** Imagine a situation where a housewife can go alone to buy groceries at 8 PM in the night to the nearby market without any fear. A farmer can roam around in the countryside at any time without any danger. Vehicles can move about on the roads without police escorts. Fear is by far the best motivator. But the question you need to ask yourselves is that do you need fear to motivate the people?*

Law & order has always been an issue in the state ever since its conception. The overwhelming tribal population and inequitable distribution of wealth ensured that the state became a hotbed for naxalite activity. However, the pathetic law & order situation is a symptom more than the core issue itself.

The long term means of tackling this problem would entail significant improvements in the quality of life of the people. Poverty & illiteracy can be traced as the two major root causes of crime in any form. In the short term, bold steps will be needed to counter the issue. The improvement of law and order is another area where citizen empowerment & community support can be very effective. Unless the people are ready to take part responsibility of their own safety, the state will be helpless. The steps taken should trickle down to the bottom of the pyramid. Certain action steps to achieve security for the citizens of the state are:

- Revamping the law & Order structure: Local Police to be made stronger in terms of numbers and equipment. The frequency of beats to be increased and the more police chowkis to be set up.
- Community Support: Neighborhood watch programs & community security programs to be designed by local communities especially in the rural areas. This will be sustainable even in the long run as the direct stakeholders are involved.
- Counter Insurgency program: Specific counter insurgency program for tackling the naxalite insurgency issues. Special Forces to be created for wiping out the various naxalite camps in the interiors. But in this specific case, only force will not be enough. The state has to provide the support to enable them to be a part of society and continue a normal life.

D. Industry Interface:

***Vision:** Imagine a situation where a young US educated first generation entrepreneur wants to set up a plant for supplying parts to the automobile major based out of Jamshedpur. He fills up the required details online and collects the printout. The printout is submitted at a single clearance window at the government office and the clearances are collected in two days from the same window.*

Ever since independence our country has been blessed with a high inertia bureaucratic system. The license raj system ensured the death of free entrepreneurial spirit in our country for over 40 years. However, since 1991, things are on an improvement track.

Jharkhand has been blessed with a huge natural resource base. Coal & many minerals are found in abundance. Consequently, a number of core sector industries are functioning out of the state. This gives an immense opportunity to the Small & Medium Enterprises to establish a base in the state and contribute to the development. Various steps which can be taken to achieve this vision establishment of a single window clearance system for investors in the state including support in terms of information, credit & tax incentives.

3. SUSTAINABLE ECONOMIC DEVELOPMENT

A. Agro Development:

***Vision:** To increase agricultural productivity to 2000 kilograms / hectare*

Agriculture is the main stay for the 80% of rural population of the state. Agriculture is their employment and primary income generating activity. The agricultural economy of the Jharkhand state is characterized by dependence on nature, low investment, low productivity, mono-cropping with paddy as the dominant crop, inadequate irrigation facilities and small and marginal holdings. Despite the fact that the state has a good rainfall, the surface water availability to agriculture is not sufficient due to inadequate storage facilities etc. as far as the status of ground water is concerned, it is also in the poor state due to little recharging of ground water by natural process in absence of artificial recharging facilities, as a result, the water level in the plateau is going down. Presently, the availability of water resource is only 287810 lakhs m³, out of which 237890 lakh m³ is from surface water and rest 49920 lakh m³ is from ground water. The total utilization of surface and ground water in the state for irrigation purposes so far is only 47360 lakh m³ out of which 39640 lakh m³ is surface water and 7720 lakh cubic meters is ground water.

The Irrigation facilities and bank credit can serve as the twin drivers to increase the agricultural productivity of foodgrain yield from current levels of 1077 kg / hectare.

Irrigation :

Jharkhand fares pathetically compared to all other states in area under irrigation. Jharkhand currently has less than 10 % of sown area under irrigation and this figure is almost stagnant for the last 5 years. The low irrigated area has become a big constraint on raising the agricultural productivity. It also diminishes the prospects of cultivating multiple crops in a year.

As Jharkhand receives good seasonal rains, efforts should be directed towards creation of ponds, tanks and lakes across the state. This will not only enable maintaining a high ground water level, but will also be directly used for irrigation.

Bank Credit:

Bank Credit in Jharkhand at Rs. 12.38 Cr. (2007) is considerably lower compared to other states. Farmer's access to resources is an important step in improving the productivity. Improving productivity would require greater investment in farm inputs, which can be spurred by facilitating provisions for easy bank credit. Though agricultural lending is considered as a priority lending area by banks; lack of knowledge about the same and the multitude of regulations have thwarted activity in bank credit to agriculture. Mechanisms including microfinance, lending through NGOs, alternate channels needs to be developed.

Enabling market mechanisms to ensure price guarantees, deployment of IT to eradicate intermediary transactions will required to be deployed in a phase wise manner to improve the efficiencies in a phase wise manner once the structural inadequacies have been tackled by ensuring adequate irrigation and bank credit facilities.

B. Industry

1. Mining & Minerals

Vision: *Imagine an investment climate, where the best in the world run mammoth plants to utilize the rich natural resource base to the extent possible to propagate inclusive development in the state. At the same time, environmental consciousness is at a high and the state achieves a zero carbon footprint goal.*

Jharkhand is a state endowed with a rich natural resource base. It possesses about one third of the country's iron ore reserves, huge quantities of other minerals like uranium etc and most of the coal reserves. This puts Jharkhand in a unique position to realize its vision of inclusive development using the mining industry as a stepping stone. The state has a strong mining sector program but it is riddled with numerous issues. Moreover, the lack of infrastructure & environmental considerations act as significant deterrents in any more investments in the sector. The World Bank outlines both short term & medium term measures for addressing the mining sector issues.

Some of the key plans are:

- Strengthening the capacity of the Jharkhand Pollution Control Board to monitor and enforce compliance of the legal and regulatory framework.
- Decentralizing responsibilities to regional offices and upgrading administrative and technical skills.
- Amending the Indian Coal Bearing Areas Act to permit private investment in the coal sector.
- Rationalizing consent management based on environmental risks and re-allocating resources towards more effective inspection and monitoring.
- Shortening the permit process by eliminating discretion in the implementation of the law.
- Reducing speculation and encouraging active exploration through structured license fees.
- Introducing a modern, computerized, on-line, rules-based mining rights cadre to enable quicker and transparent access to minerals and securing appropriate mining titles on a “first come first serve basis”.
- Preparing guidelines for environmental impact assessments, environmental management and community development plans.
- Addressing compensation issues in consultation with all stakeholders, especially local communities.
- Preparing a consultation framework to facilitate rational land use planning, community development and sharing of benefits between local and indigenous peoples, and the dual use of designated forest areas with progressive rehabilitation and afforestation.
- Improving transparency and revenue management by adoption and implementation of the principles of the Extractive Industries Transparency Initiative (EITI).

This industry is primarily heavily dependent on the development of the overall industrial investment climate in the state. The steps to be taken have to be taken in primarily two areas

- **Mining Development & Control:** Control over allocation of mining rights and their distribution is a very important function which has to be made more transparent & quicker. A single window clearance system would go a long way in ensuring the attractiveness that the potential of the mining sector holds. Infrastructure development & maintenance has to be piggy backed on the mining sector development. Funds have to be allocated to develop active exploration techniques with higher degrees of precision to limit speculation.
- **Social & Environmental Compliance:** The industry has a huge social & environmental impact. Adequate measures have to be taken to ensure environmental compliance which will be a key factor on the sustainability of the sector in the state. Along with environmental measures, Land rationing & rehabilitation measures also have to be put in place for ensuring minimum quality of health for the people in the state.

3 . Power

Vision: Increasing generation to 10,000 MU and bring AT & C losses to fewer than 15 %

Generation

It requires a two pronged approach of addition of generating capacity and improving the plant load factor of the existing plants.

With huge reserves of coal being present, Jharkhand has the potential to become the power hub of the country. The following measures need to be implemented to fulfill the vision

1. A single window clearance for setting up power projects, wherein all the government related clearances can be obtained in less than 100 days.
2. A nodal state agency should be formed which undertakes the projects on a PPP basis.
3. The initial clearances, DPR preparation, land allocation, fuel agreements, R&R issues are being handled by the state agency.
4. The project then should be allocated to a private developer through competitive tariff based bidding.
5. Provisions for Escrow mechanisms and/ or state guarantees should be made to ensure private sector participation.
6. Captive coal blocks can be allotted to private developers to mitigate fuel supply side risks, with provisions for using the fuel only for the subject projects.

For existing projects, renovation and modernization of the plants requires to be undertaken for upgrading capacity, ensuring high availability and improving efficiency of the plant. The same should be implemented in plants with a PLF of less than 60 % and / or plants having life of over 15 years or 1,00,000 running hours.

The following approach should be adopted for the R&M projects.

1. An SPV to be formed with JSEB, Project developer and contractor, wherein the project developer and contractor may be the same agency.
2. The project to be undertaken by the SPV on BOT basis, wherein the project can be transferred back to JSEB after 10 years. This would ensure no delays in the implementation of the project.
3. Funds from MoP under AG&SP scheme can be tapped at subsidized interest rates by the SPV

AT & C Losses

AT & C losses in Jharkhand are above 50 % which is significantly high. The transmission system are being laid with emphasis on the power evacuation from the plant and not considering the load dispatch. Investments need to be directed towards strengthening and upgrading the transmission systems. Information Technology and Automation implementation can be the key drivers to achieve the vision. A transformer monitoring system which provides data at a centralized location about the performance, possible outages and life time assessment of transformers can be implemented. Provision for monitoring electricity supplies at all points upto the feeder within the system can be helpful in detecting points of losses and rectifying action can be taken. Improving efficiencies in billing, metering and collection through IT deployment can help to check the unwarranted leakage. A feeder based monitoring system with local responsibility can help in arresting the power theft.

C. Forestry

Vision : To utilize the enormous potential of forests and increase the output by 20%

- 30% land under forests – valuable SAL species for timber and pole production
- Jharkhand productivity half of national average
- Annual expenditure on forestry is less than 0.5% of GDP (<Rs.2bn)
- Average expenditure (Rs. 407 per ha) is nearly 26 percent higher than the national average, the average revenue per ha of forest cover is significantly lower (Rs. 71 per ha)
- Provides 4-7 percent of employment
- Basket makers (Mahlis) get their raw material – bamboos – from the forests
- Mahua – flower for liquor, seeds for oil (cooking and lighting), Palas, Ber, piar, jamun, imli, sarifa fruits can be promoted for livelihood
- Tendu leaf collection – JSFDC regulated sales. 51 % of tendu unsold in 2003
- JSFDC employs too many people (600-700 for a few months work) – profits <1% of sales
- When economic prospects of Non timber Forest Products (NTPF) improved, well-to-do households also involved in cutting down trees and using tractors inside forests.
- Opportunity of medicines, health tonic products, karanch oil from Karanch free, Jam, Jelly, Pickles based on forest produce can create enough employment, particularly for women, it will be possible to reduce or eliminate their dependence on sale and collection of fire wood
- *Scope for Tasar and Lac cultivation in Santhal Parganas and Singhbhum regions*
- Tasar cultivation is suitable in the South Chottanagpur region also where there are abundant Asan and Arjun trees. Initiatives needed - creation of more private grainages, creation of adequate cocoon marketing facilities and setting up of reeling centers
- Joint Forest Management shows to be producing lesser results as compared to state controlled management, as the Joint committee is also being dominated by large land-holding farmers/villagers, thus biasing the functioning of the committee

CONCLUSION

Having provided glimpses of a transformed Jharkhand, one where opportunities abound, where disparities are minimal and quality of life is assured, our only hope is to see this dream take root in the heart of every citizen in Jharkhand, translate to action in every sphere of life and benefit every single person in this state.

**“Vision without action is a dream. Action without vision is simply passing the time.
Action with Vision is making a positive difference.”**

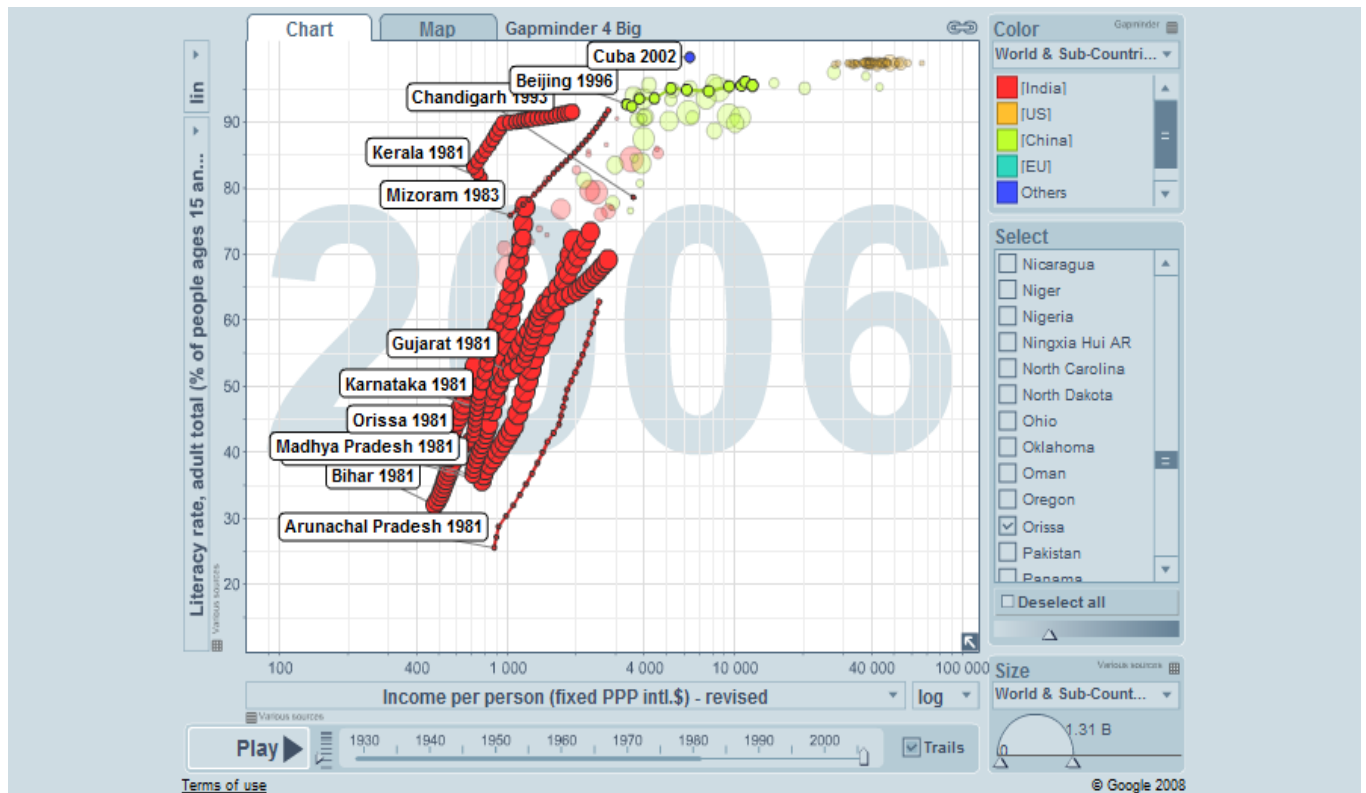
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APPENDIX

Appendix -1

Source : Gapminder.org (Change in Literacy over years and Income across states)



Appendix -2

State-wise Ranking on Composite Index for Primary and Upper Primary Level of Education in India		
States/UTs	EDI Value	Rank
Bihar	0.321	35
Chhattisgarh	0.521	27
Jharkhand	0.381	34
Kerala	0.772	1
Manipur	0.598	21
Meghalaya	0.517	28
Mizoram	0.661	14
Nagaland	0.581	23

Orissa	0.487	29
Uttarakhand	0.629	19

Appendix -3

Naxal Violence in Jharkhand (2003 to 30.06.2007)						
Head	2003	2004	2005	2006	30.06.2006	30.06.2007
No. of Incidents	342	379	312	310	173	225
Police Personnel Killed	16	41	27	43	23	7
Civilians Killed	101	128	92	81	36	54
Naxalites Killed	21	20	7	20	15	7

Source : Ministry of Home Affairs, Govt. of India.

Appendix-4

District-wise Forest Cover in Jharkhand (2005)								
(Area in Km ²)								
District	Geographic Area	2005-Assessment				Percent of G.A.	Change	Scrub
		Very Dense Forest	Mod. Dense Forest	Open Forest	Total			
Bokaro	1929	58	227	295	580	30.07	0	52
Chatra	3732	259	844	687	1790	47.96	6	12
Deoghar (T)	2479	3	26	91	120	4.84	5	4
Dhanbad	2996	0	45	163	208	6.94	0	20
Dumka	6212	0	120	408	528	8.5	3	75
Garhwa	4092	144	448	821	1413	34.53	2	55
Giridih	4963	98	301	421	820	16.52	1	10
Godda	2110	32	120	237	389	18.44	0	28
Gumla (T)	9077	261	904	1385	2550	28.09	0	36
Hazaribagh	5998	282	632	1159	2073	34.56	1	53
Koderma	1435	93	288	222	603	42.02	0	1
Lohardaga (T)	1491	148	223	128	499	33.47	0	5
Pakur (T)	1571	7	45	244	296	18.84	0	16
Palamu (T)	8657	496	1802	1273	3571	41.25	4	84
Pashchimi Singhbhum	9907	442	1593	1771	3806	38.42	0	81
Purbi Singhbhum	3533	51	534	360	945	26.75	0	60

Ranchi (T)	7698	144	677	1029	1850	24.03	0	67
Sahebganj	1834	26	249	275	550	29.99	0	74
Jharkhand	79714	2544	9078	10969	22591	28.34	22	733

CLOSING COMMENTS

This work is all but a drop in the ocean. Jharkhand is a new state with a lot to aspire for and achieve. We have been involved in the preparation of the document over the past 2 months and based on our interactions with various stakeholders, have done a gap analysis and tried to envision objective improvements. It is important to understand that though Jharkhand being one of the richest states in terms of resource availability and poorest states in terms of Human development index, therein lies a huge opportunity. There are no systems in place, so the new system that needs to be laid can be the most technologically advanced and can learn from previous successes and mistakes of other states. We hope to associate with Vision Jharkhand and its implementation on an ongoing basis