

FINAL REPORT

E-GOVERNANCE ROADMAP (EGRM) VOLUME I - VISION

For

GOVERNMENT OF TRIPURA



AGARTALA
May 2006

In association with



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Abstract: This document details the analysis and the recommendations of the E-Governance Roadmap (EGRM) for development of the Capacity Building Roadmap (CBRM) for Government of Tripura

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Glossary of Terms

Sl #	Term	Definition
1	NeGP	National e-Governance Plan
2	CBRM	Capacity Building Road Map
3	DPR	Detailed Project Report
4	ACA	Additional Central Assistance
5	EGRM	e-Governance Road Map
6	GDP	Gross Domestic Product
7	GoI	Government of India
8	GoT	Government of Tripura
9	NISG	National Institute of Smart Government
10	PPP	Public Private Partnership
11	SeMT	State e-Governance Mission Team
12	PeMT	Project e-Governance Mission Team
13	ICT	Information Communication & Technology
14	NIC	National Informatics Centre
15	Departmental Applications	Those applications which are specific to the department
16	Core Applications	Those applications which are common for all departments
17	G2C	Government to Citizen
18	G2B	Government to Business
19	G2G	Government to Government

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EXECUTIVE SUMMARY

Government of Tripura is committed to provide all-round development and good governance to the citizens. The State Government views Information and Communications Technologies as a tool to provide all-round development and good governance by ensuring efficiency and transparency in the transactions. In this context, an e-Government roadmap is being developed and consists of e-Government vision, strategy, and blueprint in the first volume. In the second volume, the roadmap will include the e-Government program and the e-Government ecosystem.

This document titled “e-Governance Road Map for Government of Tripura - Volume I - Vision” provides a brief profile of the State, a factual analysis of the current IT scenario in the State, and a draft e-Governance Vision Statement for the State which shall enable the State to provide good governance through transparent, efficient & effective services to the citizen.

Analysis of existing situation

Tripura, the smallest State among North Eastern was one of the first States in the region to frame an Information Technology policy. Following the policy, various initiatives with respect to IT education, e-Governance and IT industries were taken by the State Government. There are pockets of progress in e-Governance, such as in the areas of

1. Land records services
2. Telemedicine (Health Services),
3. SFCs and CICs project
4. Treasury, budget
5. Commercial tax

However there are un-tapped opportunities that can be leveraged in areas of citizen services, services to businesses, and G2-G applications for efficiency in Governance

E-Governance Vision

The draft e-Governance vision of Government of Tripura is: ***“Use ICT as an efficient tool for achieving efficiency & transparency while servicing the common citizens for improving their quality of life”***

There is enormous potential to be explored in the State. Therefore, a high level strategic plan is paramount to realize the Vision of the State Government.

E-Governance Strategy

The strategy identifies the initiatives requisite for implementing an e-governance plan encompassing various components such as

1. Institutional arrangements and capacity building
2. Policies
3. Systems and procedures
4. Technical standards that will support implementation (the e-Government program),
5. Operations and management
6. Core e-Government infrastructure and integrated applications.

,The strategic plan is ineffective if State lacks motivation & leadership to achieve it.Key enablers as below are significant for success of any e-governance task taken up in future.

1. Committed political leadership
2. Openness to review the policies and administrative reform for Government Process Reengineering
3. Technical and funding support from the Government of India (GoI),

This report shall detail out the competencies of the State in terms of e-readiness.It captures the development priorities,challenges, objectives and expectations of the State.Based on these findings the key enablers are identified that shall culminate into making a comprehensive strategy for developing an e-governance program in the State.

1 INTRODUCTION

Government of Tripura (GoT) is committed to the development of the State. The remoteness and information unawareness are some challenges that inhibit the development of the State. The economic gains of the State are low coupled with poor infrastructure. However, the State resolves to bridge the existing gaps by ensuring wider participation of the community in the democratic institutions of governance. GoT sees Information and Communications Technologies (ICT) as a great opportunity in reaching out to all strata of the society and thereby strengthening the democratic institutions for socio-economic development of the State. .

In this context, the Government of Tripura is preparing a “e-Governance Roadmap”. This roadmap will facilitate the State government in prioritizing the sectors and drawing up the priority areas/ projects, for each department in order to create a knowledge society.

This document titled “e-Governance Roadmap of Government of Tripura” covers the development needs, good governance agenda for the State and thereby derives the e-Governance vision for the State.

1.1 BACKGROUND OF THE ASSIGNMENT

1.1.1 ABOUT NEGP

NeGP program to provide support to Central and State Government Departments.

The Government of India (GoI) has come up with a comprehensive and holistic program - National e-Governance Plan (NeGP), to institute and enable mechanisms for Government to deliver citizen services using the benefits of Information Technology. This program provides support to the e-Governance initiatives being taken up by the Central and State Government Departments.

Apart from MMPs for departments and the core projects, Capacity Building has also been identified as an important initiative to be taken by each of the State Governments.

NeGP is an ambitious program of the Government of India aimed at improving the quality, accessibility and effectiveness of government services to citizens and businesses with the help of Information and Communication Technology.

It proposes to promote e-Governance in the State through:

- Rapid deployment and scale-up of select "Mission mode Projects" identified
- Creation of a national IT backbone for fast, reliable and efficient connectivity, data storage and access

- Common Service Centres for delivery of citizen services
- Creation of Internet portals for 24x7 access to government information and services.

To achieve the above, the NeGP also provides for significant investments in areas such as Program Management, Government Process Reengineering, Training, Assessment & Awareness and Capacity Building.

1.2 Context of the study

With a view to leverage Information and Communication Technology (ICT) opportunities as part of its agenda for “Good Governance” under the National e-Governance Plan (NeGP), the State Governments are expected to draw up the e-Governance Roadmap so that priorities and the posture of the State is documented. It is in this background that Government of Tripura has retained the services of Wipro Consulting to draft a comprehensive e-Governance roadmap and Capacity Building roadmap for the State.

The objective of the study is to present an overall e-Governance plan for the Tripura Government in alignment with the objectives and guidelines of NeGP Approach

1.2.1 OUR APPROACH

Our approach relied on an optimal mix of the following activities as graphically depicted below. The detail of the components given below is explained subsequently.

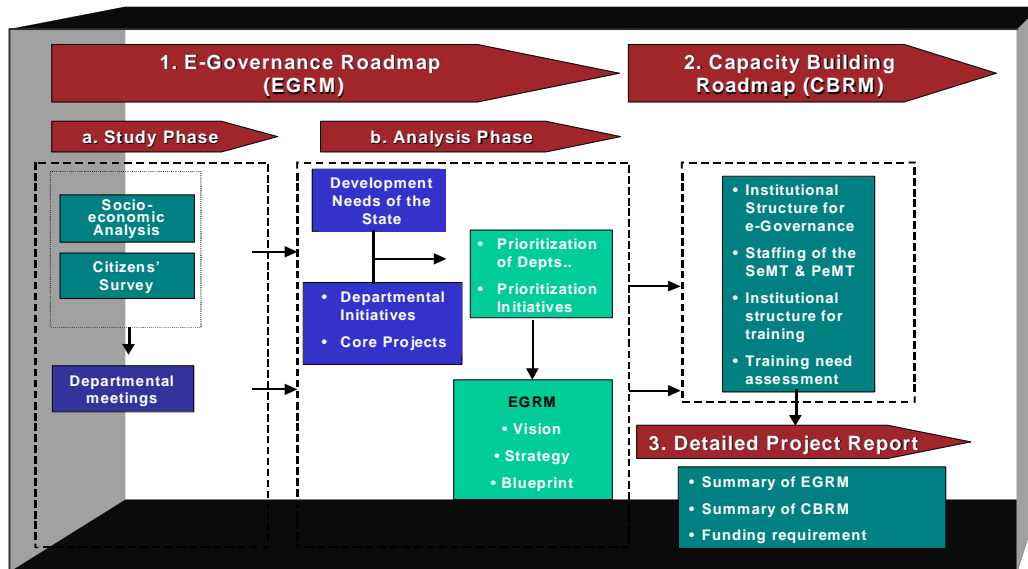


Exhibit: 1 -Approach & Methodology

E-GOVERNANCE ROADMAP

The study aims at leading to a priority list of initiatives for the next three years that would be termed as e-Governance Roadmap (EGRM). This roadmap will form the basis of an assessment of the extent of work and skill sets required for forming State e-governance Mission Team (SeMT). The approach to the project is divided into two phases:

Phase 1: Study Phase

This phase covers the Socio-economic analysis, Citizens' survey and meeting with the Departments of Government of Tripura (GoT).

I. Socio-economic analysis

Under EGRM following are the activities:
- Socio-economic analysis
- Citizens' Survey
- Departmental meetings

Under this section details like population & demography, human development index, economy, economic development, natural resources and social sector are discussed.

The objective is to determine the development needs or challenges that the State of Tripura is facing. An attempt is made to determine how the Information Communication & Technology (ICT) initiatives can help to alleviate the identified problems in the State.

II. Stakeholder Consultations

The objective of undertaking the Stakeholder consultations was to capture stakeholder's views of the nature and quality of services being provided to them by different public agencies. Keeping the above objective in mind, consultations (formal and non-formal interviews) were held with various stakeholders who were randomly selected. The stakeholders consist of citizens from different strata of society, prominent personalities from different walks of life.

The input of this survey would form part of the Blueprint & Strategy document.

III. Departmental Meetings

In line with the development needs, high number of beneficiaries, GOI sponsored sector (Mission Mode Projects), along with the Directorate of Information Technology a list of 20 departments / directorates was finalised. The objectives of meeting the departments was to:

- § Understand the role and functions
- § Understand the core functions
- § Current e-governance initiatives
- § Current IT infrastructure
- § Future e-governance initiatives planned

- § People (number & skill sets in IT)
- § Training requirement in IT and related areas

Phase 2: Analysis Phase

This phase analyses the information and data collected through the primary survey, secondary data and the meetings conducted in the study phase.

The aim of the analysis is to arrive at:

- § Development needs of the State,
- § Future initiatives of the departments
- § Common infrastructure projects
- § Prioritization of the future initiatives
- § E-governance vision
- § Strategy & blueprint of the State.

CAPACITY BUILDING ROADMAP

Capacity Building Roadmap is the second deliverable in this project and covers the nature and size of capacities required at various levels along with expected training requirements. This roadmap is based on the requirements emanating from e-Governance Roadmap.

DETAILED PROJECT REPORT (DPR)

The Detailed Project Report is a proposal compiled for funding requirement from Government of India towards the expenses incurred on in contracting the team of experts. The team shall assist the IT department in undertaking the preparatory work for initiating the e-Governance programme in various departments of the State Government.

1.3 Structure of the Report

EGRM Report Volume 1 captures the socio-economics of the State, e-Governance Vision and the e-governance objectives of the State. This is covered under four sections

Section 1: Introduction to NeGP and about the Capacity Building Project

Section 2: Tripura – A brief Profile (covers the population & demography, human development and economy of the State)

Section 3: Developmental Challenges & Strategies thereof (covers the developmental challenges faced by the and the Strategies formulated by Government to overcome the developmental challenges)

Section 4: Strengths, Weakness, Opportunities and Threats (presents a SWOT Analysis of the)

Section 5: Developmental priorities: (Presents the developmental priorities of the as identified by the Sub Committee constituted by Government of Tripura)

Section 6: Stakeholder Needs and Expectations: (Covers the needs and expectations of various stakeholders of the State like Citizens, Government Departments and Business / Private Groups)

Section 7: e-Governance Vision: (Presents the draft e-Governance vision statement for Government of Tripura which is derived out of the stated IT Policy of Tripura (2000), the development agenda complemented by the analysis of Socio-Economic conditions and consultations with the stake holders in the State.

Section 8: Strategic Objectives and expected outcomes: (Presents the Strategic Objectives and expected outcomes of e-Governance initiatives in the State of Tripura).

Section 9: Conclusion

2 TRIPURA – A BRIEF PROFILE

Tripura is one of the seven States in the north eastern part of India located between 22 degree and 56 minutes and 24 degree and 32 minutes north latitude and between 90 degree and 09 minutes and 92 degree and 20 minutes east latitude. It is bounded on the north, west, south and south-east by Bangladesh whereas in the east it has a common boundary with Assam and Mizoram. With an area of 10,492 Sq Km, it is one of the smallest States of the country. Nearly 2/3rd of the area is hilly, leaving very little cultivable land. Over 60% of the total area is classified as forest and under the ambit of the Forest Conservation Act. The State is located in the bio-geographic zone of 9B North East Hills and possess extremely rich bio-diversity. The local flora and fauna bear a very close affinity and resemblance with floral and faunal components of Indo-Malayan and Indo Chinese sub-regions. The State has many rain-fed, non-perennial rivers and streams draining into Bangladesh.

Tripura is located remotest in the North East and is bounded on the north, west, south and south –east by Bangladesh

The former princely State of Tripura was ruled by Maharajas of Manikya dynasty. It was an independent administrative unit under the Maharaja even during the British rule in India though this independence was qualified, being subject to the recognition of the British, as the paramount power, of each successive ruler. After independence of India, an agreement of merger of Tripura with the Indian Union was signed by the Regent Maharani on September 9, 1947 and the administration of the State was actually taken over by the Govt. of India on October 15, 1949. Tripura became a Union Territory without legislature with effect from November 1, 1956 and a popular ministry was installed in Tripura on July 1, 1963. On January 21, 1972 Tripura attained statehood.

Tripura became a Union Territory without legislature effect from November 1956 and on January 1972 attained Statehood.

Administratively Tripura is divided into 31 revenue circles covering 4 Districts. The 3 tier Panchayat Raj System is prevailing in the State. There are 4 Zilla Parishads and 23 Panchayat Samitis presently functioning in the State. There are 537 elected Gram Panchayats in the State, which are functioning outside the Autonomous District Council (ADC) areas of the State. The ADC area is functioning with the help of the 29-Block level bodies and 452 village level bodies. The following table provides the statistical data on the administration details of the State of Tripura

Tripura is the smallest State among the North Eastern States and one of the smallest States in the country

Number of Districts	4
No. of Autonomous District Council	1
Number of Sub Divisions	15 ¹
Number of Blocks	40
Number of Revenue Circles	31
Number of Tehsils	183
Number of Revenue Moujas	874
Number of Towns (including Nagar Panchayats)	13
Number of Zilla Parishads	4
Number of Panchayat Samitis	23
Number of Municipal Council	1
Number of Gram Panchayats outside ADC	537
Number of Gram Panchayats within ADC	452

Source: Directorate of Economics & Statistics

Exhibit 2-Tripura at a glance

2.1 Population & Demography

2.1.1 Population

The estimated mid-year population of Tripura in 2003 was 3305000 comprising of 1695000 males and 1610000 females

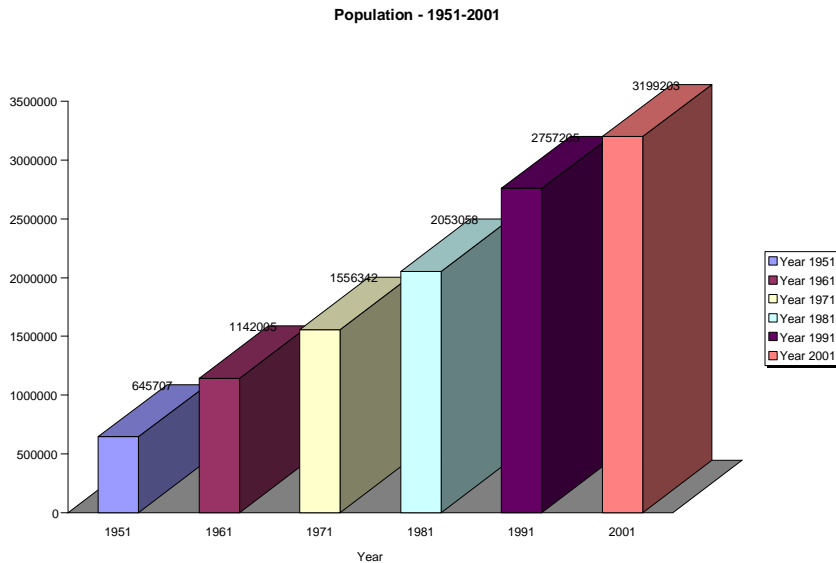
According to Census 2001, the population of Tripura stands at 31,99,203 registering a population density of 305 per sq.km. The estimated mid year population of Tripura in 2003 was 33, 05,000 comprising of 16, 95,000 males and 16, 10,000 females.

As per Census 2001, 9,93,426 (31%) of the population is the Schedule Tribe and 5,55,724 (17.37%) is the Scheduled Caste in the State. There are 19 sub tribes among the Schedule tribes with their own cultural identity, namely (i) Tripuri (ii) Reang (iii) Jamatia (iv) Chakma (v) Lusai (vi) Mog (vii) Garo (viii) Kuki (ix) Chaimal (x) Uchai (xi) Halam (xii) Khasia (xiii) Bhutia (xiv) Kunda (xv) Orang (xvi) Lepcha (xvii) Santal (xviii) Bhil (xix) Noatia

The rural population of Tripura forms 82.29% of the total population and as per Census 2001 it stands at 26,32,500. The estimated decadal growth (1991-2001) of rural population was 12.72%, which was lower than State's decadal growth rate of 16.03% during the period. The proportion of rural population has declined from 84.70% to 82.29% in 2001.

According to Census 2001, 17.06% of the State's population was in urban areas against 27.78% at all India level. The proportion of urban population is increased from 15.30% in 1991 to 17.71% in 2001. Out of the total urban population, about 65% of urban population of the State is concentrated in Agartala Municipality area.

¹ Two more new sub divisions are to be created thus totalling to 17 Sub divisions in the State.



Source: Directorate of Economics & Statistics

Exhibit: 3 - Overall Population Growth as per Census India - 2001 (Urban-Rural)

The Census 2001 data reveals that the Child population in the age group 0-6 years was 4,36,446 out of which 2,22,002 males and 2,14,444 females. The proportion of child population in the age group 0-6 years was 13.64% on 1st March 2001, which has decreased from 18.03% in 1991 to 13.64% in 2001.

2.1.2 Demography

Tripura ranks 17th position in terms of density of population at all India level. Despite being geographically one of the smallest States in the Northeast India, Tripura is the second most populous State after Assam with population density of 304 sq.km. The population density of Tripura in 2001 was 305 persons per sq.km, which means that now 17 more people live in a sq.km area in the State than they lived a decade ago. The population density for all India in 2001 is 312. The density of population in Agartala Municipal area stood at 11,826 per sq.km in 2001.

Tripura ranks 17th and 2nd position in terms of density of population at all India and North east India respectively.

Among the four districts of the State, West Tripura district has been found more densely populated with 505 persons per sq.km followed by South Tripura district with 243 persons per sq.km and North Tripura with 281 persons per sq.km in 2001. The lowest population density was in Dhalai district with 139 persons per sq.km. in 2001.

The Census 2001 data reveals that the sex ratio in the State was 948 against all India sex ratio of 933. This is a positive improvement in sex ratio in the State and it rose from 945

in 1991 to 948 in 2001. The sex ratio in the age group 0-6 stood at 965 and sex ratio of population aged 7 and above stood at 945 in 2001.

Indicators	Year	Unit	Tripura	India
Area	2003	Sq Km	10492	3287263
Population	2001	Lakhs	31.99	10270
Decadal growth rate	2001	Percent	16.03	21.34
Density	2001	Per Sq.km	305	312
Sex Ratio	2001	Per'000males	948	933

Source: Directorate of Economics & Statistics

Exhibit: 4 - Demographic profile of Tripura

2.2 Human Development

Human Development can be measured as a composite factors namely education, longevity and the ability to command resources.

Human development can be measured as a composite of three factors namely education, longevity and the ability to command resources. The literacy rate in Tripura in 2001 is 73.2% for the population of 7 years and above, which is above the all India literacy rate of 65.38% in 2001. The corresponding figures for males and females are 81.0% and 64.9% respectively in 2001. The gender gap in the literacy rate in the State is around 16.10%. The literacy rate for rural population was 69.7% whereas the literacy rate for urban population was 89.2% in 2001.

2.2.1 Primary & Higher Education

The State Government has laid emphasis on mass literacy campaigns, non-formal and formal education.

Tripura has made a comprehensive progress in the field of education since launching of first five year plan. The State Government is implementing the central scheme of Sarva Shiksha Abhiyan for achieving the target of universalisation of primary education and to enrol 100% children of age group 6-14 years by 2010. In fact, in order to attain the basic objectives of universalisation of primary education, the State Government has laid special emphasis on mass-literacy campaigns, non-formal education and formal school-education.

The priority has also been given to construct new school buildings as well as to reconstruct and repair the existing school-buildings despite resource crunch. Side by side steps have been taken to extend the facilities of science education and other vocational education including computer education at school-level in the State. The hostel facilities have also been extended to all over the State especially for ST, SC and OBC students. With reference to the data available from the 7th All India Education Survey conducted in the State, out of the total 7556 rural inhabitations, there are 5732 habitations having primary stage school facilities with them.

Type of School	Total in Rural Areas	Total (Rural + Urban)
Primary / Junior Basic	1688	1776

Type of School	Total in Rural Areas	Total (Rural + Urban)
Middle / Senior Basic	970	1001
High	383	410
H.S	168	242
Total	3209	3429

Source: Directorate of Economics & Statistics

Exhibit: 5 - Educational Facilities in Tripura

2.2.2 Healthcare

An analysis of the previous Economic Reviews published by the Directorate of Economics & Statistics, Government of Tripura, indicates that birth rate, death rate and Infant Mortality Rate for Tripura have been declining over the years. Data from the Sample Registration Survey indicates that these rates are not only declined in Tripura but also much lower than those of all India level. Although infant mortality rate has come down, there is a need for further improvement in child health care in terms of education, nutrition and immunization in rural and hilly areas of the State. The following Exhibit depicts some selected health indicators in the State.

The CDR and CBR were found to be lower in the State than that of the country as a whole in the last decade.

Indicators	Number
No. of Hospitals	19
No. of Primary Health Centres	82
No. of Sub-Centres	652
No. of Allopathic doctors	724
No. of homeopathic doctors	52
No. of Ayurvedic doctors	44
No. of dental surgeon	40
No. of Nurses	947
No. of mid-wives	71
No. of pharmacists	344
No. of beds	2747
No. of blood banks	6

Source: Directorate of Economics & Statistics

Exhibit: 6 –Some Selected Health Indicators

The lower crude birth rate and crude death rate in the State are due to steady improvement in the basic health facilities, successful implementation of family welfare programmes as well as empowerment of the people through Panchayat Raj System.

Moreover, the effective coverage of health and family welfare services in the State is another factor responsible for attaining better vital rates in the State. The State has also been successfully implementing the pulse polio immunization program since 1995-96 through peoples' participation and mass media campaign for eradication of polio. Tripura has reached the targets or surpassed the targets in different phases of pulse polio

immunization program. In fact not only has the coverage of the program increased, it has also created awareness among the poor residing even in the remote and difficult areas of the State.

Year	Birth Rate ²		Death Rate		Infant Mortality Rate	
	India	Tripura	India	Tripura	India	Tripura
1989	30.6	25.7	10.3	7.7	91	-
1990	30.2	24.9	9.7	7.1	80	-
1991	29.5	24.4	9.8	7.6	80	-
1992	29.2	23.1	10.1	7.6	79	-
1993	28.7	23.3	9.3	6.4	74	-
1994	28.7	21.9	9.3	5.3	74	-
1995	28.3	18.9	9	7.7	74	45
1996	27.5	18.4	8.9	6.5	72	49
1997	27.2	18.3	8.9	6.8	71	51
1998	26.5	17.6	9	6.1	72	49
1999	26.1	17	8.7	5.7	70	42
2000	25.8	16.5	8.5	5.4	68	41
2001	25.4	16.1	8.4	5.6	66	39
2002	25	14.9	8.1	5.7	63	34

Source: Directorate of Economics & Statistics

Exhibit: 7 - Comparative Birth Rate, Death Rate and IMR

2.2.3 Households and Basic Amenities

The State is well below the national average in terms of safe drinking water and drainage facilities.

Almost 83% of State's population with 66.81% Below Poverty Line (BPL) families is living in rural areas. The total number of households in the State was 6,62,023 as per Census 2001. Out of these households only 18.48% households were residing in urban areas. The average household size in 2001 was 4.8 in the State.

Following Exhibit depicts the data relating to some basic facilities available to the households like safe drinking water, electricity etc.

Basic facilities	Percentage
Drinking water	53%
Latrine	81%
Drainage	29%
Electricity	42%

Source: Census 2001, RGI

Exhibit: 8 - Selected Basic facilities Indicators

2.3 Economy

The economy of the State is mainly based on agriculture engaging 51% of the total working force. Although, the contribution of agriculture and allied activities in the Net

² Birth Rate, Death Rate and Infant Mortality Rate is per thousand

There is a structural shift of the State's economy in favour of secondary sector from primary sector due to considerable investment and growth of construction sub sector. The contribution of tertiary sector has been remaining more or less same

State Domestic Product (NSDP) has been declining in recent past, the overall economy of the State is still heavily dependent upon agriculture and it is still the main source of livelihood.

The contribution of manufacturing sector (both organised & unorganised) is only 2% of the total NSDP (at current prices in 2002-03), which clearly indicates poor industrial scenario in the

State. The Industrial sector is not a major contributor to the State's economy in terms of production, creation of sizeable employment, export etc.

The level of investment from private sector is low which is evident from the fact that the contribution of the manufacturing sector is only 2.43% of the total NSDP at current prices. Therefore, there is need for higher private investment.

The Gross State Domestic Product (at current prices) increased from Rs 1777.23 crore in 1993-94 to Rs 4543.73 crore in 1999-2000 and further to Rs 6601.07 crore in 2002-03. The Net State Domestic Product, commonly known as State Income increased from Rs 1619.27 crore in 1993-94 to Rs 4193.49 crore in 1999-00 and further to Rs 6084.80 crore in 2002-03.

The primary sector contribution is about 29.97%, secondary sector's contribution is around 17.74% and tertiary sector's contribution is around 51.42% of Net State Domestic Product at current prices. The per capita income at current prices of the State was Rs 5534/- in 1993-94, which increased to Rs 13,195/- in 1999-2000 and further increased to Rs 18,676/- in 2002-03.

The following Exhibit shows the per capita income in North-eastern States and all India at current prices.

STATE	1993-94	1999-2000
Arunachal Pradesh	Rs 8612	Rs 13352
Assam	Rs 5157	Rs 10080
Manipur	Rs 5881	Rs 10622
Meghalaya	Rs 6720	Rs 12083
Mizoram	Rs 8318	Rs 14909
Nagaland	Rs 9129	Rs 12594
Sikkim	Rs 7550	Rs 13356
Tripura	Rs 5534	Rs 13195
ALL INDIA	Rs 7690	Rs 15625

Source: Directorate of Economics & Statistics, Arunachal, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim, Tripura & National Accounts Statistics -2003, CSO

Exhibit: 9 - Per capita income in North eastern States and all India at current prices

The definition of the sectors is as follows:

- A. **Agriculture and allied activities Sector** : Agriculture, forestry & logging and fishing
- B. **Manufacturing (registered and unregistered) Sector** : Mining and Quarrying;

C. Industry Sector : Construction, electricity, gas and water supply

D. Services Sector : Remaining activities

The sectoral shares of NSDP at current and constant (1993-94) prices for the years from 1993-94 to 2002-03 (P) are as follows:

Sector	1993-94	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03*
A. Current Prices									
Agriculture & Allied Activities	60568	74025	90496	103408	117380	140969	136313	166672	182360
	37.40%	35.71%	36.20%	34.29%	33.80%	33.62%	28.00%	29.99%	29.97%
Industries	14252	23836	29377	38194	48758	55467	97786	103383	113194
	8.80%	11.50%	11.75%	12.67%	14.04%	13.23%	20.08%	19.14%	18.60%
Services	87107	109439	130118	159932	181188	222913	252773	282840	312926
	53.80%	52.79%	52.05%	53.04%	52.16%	53.15%	51.92%	51.88%	51.43%
B. Constant Prices									
Agriculture & Allied Activities	60568	60842	65539	66499	71574	74444	73137	79585	81119
	37.40%	35.11%	34.07%	31.20%	30.68%	29.40%	24.38%	25.75%	24.98%
Industries	14252	18603	21174	26875	32952	39845	78471	66071	68678
	8.80%	10.74%	11.01%	12.61%	14.13%	15.74%	26.16%	21.38%	21.14%
Services	87107	93824	105629	119777	128748	138918	148341	163405	175005
	53.79%	54.15%	54.92%	56.19%	55.19%	54.86%	49.46%	52.87%	53.88%

Source: Directorate of Economics & Statistics

Exhibit: 10 - Sectoral Shares of NSDP at current and constant prices

2.3.1 ECONOMIC INFRASTRUCTURE

The infrastructure facility in the State is not favourable both in terms of quantity and quality, compared to other developed States of India. The overall backwardness of the State is evident from the composite infrastructure index evolved by the Centre for Monitoring Indian Economy (CMIE), based on availability of power, irrigation, road, railways, post-office, education, health and banking.

Economic infrastructure of the State can be assessed on the basis of power, irrigation, road, railways, post-office and banking.

2.3.1.1 Power

Of the two major sources of power generation, thermal power accounts for 84% while remaining 16% generated from the hydel power

The State has two sources of power generation mainly, hydro and thermal. The State is endowed with natural gas, which enhances potentiality for thermal power generation. Out of the two major sources of power generation, thermal power accounts for 84% while remaining 16% is generated from Gomati power project (Hydal power project). The installed capacity was 105.00 MW and total power generated was 501.48 MU during the year 2003-04. The total unit sold to ultimate customers in 2003-04 was 414.26 MU. Out of this, maximum power was sold to irrigation / public water and sewage, which was at 153.27 MU, followed by domestic consumption 110.77

MU, industrial 79.74 MU and 49.66 MU for commercial purposes. Total purchase of power was 178.08 MU in 2003-04.

2.3.1.2 Irrigation

Tripura has the total cultivable land of 2,79,000 ha and irrigation potential of 1,17,000 ha. Out of this, available water resources can bring 79,000 ha under assured irrigation through surface water and 38,000 ha by ground water. The net potential utilisation of land, up to March 2004 was 62,492 ha. This is 27.76% of cultivable land and 66.43% of irrigable land of 1,17,000 ha. The ultimate aim of the Government is to provide assured irrigation to the entire irrigable area by 2010 so that Tripura can become self sufficient in food. To achieve this target, the Government has constituted a task force to suggest steps and targets to attain self-sufficiency in food grains production by 2010 AD, which has suggested fixed time, year-wise target.

2.3.1.3 Transport

The NH -44 connecting the State with Shillong and Guwahati is the life line of the State. The State has remained completely backward in terms of railway connectivity. The State is narrowly connected by a railway link of 66km. Only Agartala, capital of the State, is connected by air linkages with Kolkata and Guwahati. The present road scenario in the State is depicted below:

National Highway	333 kms
Major District Road	454 kms
Other District Road	1543 kms
Village Roads (RD/ADC)	7912 kms
Village Roads (PWD)	4769 kms
IBB Roads (BRO)	582 kms
<i>Black topped roads</i>	<i>3762 kms</i>
<i>Brick soled roads</i>	<i>2874 kms</i>
<i>Earthen roads</i>	<i>8957 kms</i>

Source: Directorate of Economics & Statistics

Exhibit: 11 - Road Scenario in Tripura

2.3.1.4 Communication

Communication facilities in the State have been growing steadily in recent years. The postal and telecommunication facilities in the State have expanded to the remotest sub divisions of the State. There are 83 telephone exchanges in 2003-04 against 79 telephone exchanges in 2002-03. The following Exhibit depicts the key statistics in 2003-04.

Number of telephone exchanges	83
Total Number of telephones	81627
Number of public telephone offices	952
Number of telegraph offices	35

Source: Directorate of Economics & Statistics

Exhibit: 12 - Connectivity in Tripura

2.3.1.5 Banking

The institutional structure of the financial system is still weak in the State. The financial institutions are mainly based on public sector banks, provident and pension funds and insurance companies. Public sector banks have also expanded their network particularly during the last two decades. During the financial year 2003-04, there were 221 bank branches of all types of commercial banks including Nationalised Banks, Regional Rural Bank (Tripura Gramin Bank) and Co-operative Bank. Out of these, 138 branches are in rural areas, 43 branches in semi-urban areas and rest 40 branches are in urban area.

The existing credit-deposit ratio is poor in the State and is much below all India level

3 DEVELOPMENTAL CHALLENGES & STRATEGIES THEREOF

High rate of poverty, unemployment, low per capita income, low capital formation, geographical isolation, inadequate infrastructure, and communication facilities and low progress in Industrial field are some of the major developmental challenges of the State

Tripura has achieved significant progress in general education and overall literacy having

low birth rate, death rate as well as infant mortality rate. The present literacy level in the State is 73.66% that is higher than all India level of 65.38%.

However, the State is witnessing high rate of poverty, high unemployment, low per capita income, low capital formation, inadequate infrastructure facilities, geographical isolation and communication bottleneck, inadequate exploitation and use of forest and mineral resources and low progress in industrial field.

3.1 Developmental Challenges

1. High rate of Poverty & Unemployment

According to the latest statistics based on the study by Directorate of Economics & Statistics, the poverty ratio in the State is 55% in rural areas of the State. The problem of unemployment has assumed alarming position. The number of persons on live register on employment exchange as on 31.03.2002 was 3, 66,207 in March 2002 against 3, 41,414 in March 2001.

Strategy for Development Programmes formulated by Government of Tripura³

Investment in developmental programmes is one of the most important functions of the Government and an important source of equity between areas and population groups. Investment in developmental programmes will target disadvantaged groups and focus on stated and verifiable outcomes in relation to each such group.

Investment in developmental programmes will also target stated standards of output since otherwise disadvantaged groups would be unable to take advantage of the programmes. For this purpose, Government of Tripura shall identify:

- § the disadvantaged groups;
- § the post intervention outcomes desired;
- § the intervention strategy; and
- § The quality norms.

³ Reference – Economic Review of Tripura 2003 -04, www.tripura.nic.in

2. Inadequate Infrastructure

Basic physical infrastructure, such as a dependable transport system, power, etc. is pre-requisite for economic development. Even though, there has been some improvement in the availability of infrastructure in the State during previous plan periods, the present State of infrastructure, both in terms of quantity and quality, has remained abysmally poor as compared to the national level and even in comparison to other north-eastern States. Tripura does not have facilities for inland water transport. Transport by road is, therefore, the only dependable means of transport. Extremely hostile, difficult, hilly terrain and high rainfall make construction and maintenance of roads and other transport network difficult and costly. Condition of the State highways and district roads is not up to the mark and needs substantial investment.

Strategy for Infrastructure development formulated by Government of Tripura⁴

Government has a major responsibility in creation of infrastructure and in developmental programmes. Government funds will target infrastructure development that is not commercially exploitable i.e. roads, bridges, etc. Commercially exploitable activities may be left to non-government funding. As a strategy, the government shall identify the infrastructure that it is committed to providing and ensure availability in accordance with specified norms.

3. Low Capital Formation

The State has no significant Central Government or private sector investment. The State is a net importer of capital, through Central transfers as Grants and Loans, but is unable to retain the transferred capital because of reverse transfers as payments for food and other essential imports. The present low Credit-Deposit ratio is a very serious constraint to the increase of labour productivity in the State. This is compounded by the practical collapse of both short-term crop credit and investment credit. It is clear that without institutional credit mechanism these sectors cannot develop.

Strategy for capital formation formulated by Government of Tripura⁵

Funds available with the government are relatively small in relation to the capital needs of the entire economy. The government shall, therefore, plan for the full gamut of capital investment and not just the funds that it has. The Government shall use its funds to intervene in specific areas of weakness or on the side of identified disadvantaged groups to achieve stated objectives, and would encourage private investment and employment in all sectors of the economy. The major use of government fund would thus be:

- § to identify and disseminate information regarding capital availability and markets;
- § to ensure employment generation through high local labour participation; and
- § to increase the labour skills in targeted sectors.

It will be the endeavour of the government to target:

⁴ Reference – Economic Review of Tripura 2003 -04, www.tripura.nic.in

⁵ Reference – Economic Review of Tripura 2003 -04, www.tripura.nic.in

- § optimisation of results through support to essential linkages;
- § setting up networks for linkages, instead of depending on individual efforts only;
- § planned development of areas through streamlining of government functioning and avoiding excessive departmentalisation;
- § formulation of integrated area based plans, based on watershed, specially for tribal and other backward rural areas, considering the resources available and the genuine socio-economic needs of the people;
- § The effective participation of people in the local planning process including need identification and resource survey.
- § formulation of strategies for the utilisation of available resources;
- § mobilisation of additional resources; and
- § Implementation, monitoring and evaluation.
- § Low Industrialisation:

4. Other Challenges

The industrialisation in the State is yet to take off and industry sector is not able to open employment opportunities despite government's effort for comprehensive base for industrialisation. On the other hand, agriculture sector has become stagnant and not ready to absorb growing demand for employment. Further development within the State is also not balanced. Dhalai district is still remaining the most backward area among the other districts of the State.

The challenge before the State is to maintain rapid sectoral transformation while protecting the growth trend in the primary sector. The development strategy needs to concentrate on increased investments in infrastructure and human development particularly in health and education along with enhanced outlays in irrigation.

3.2 Overall Development Strategy formulated by GoT⁶

The State Government has formulated 'Approach to People's Plan in Tripura' for achieving social and economic development that features the following:

- § Providing safe drinking water, housing for poor, eradication of illiteracy & malnutrition, improvement of health standard, rural electrification and road connectivity with all habitations.
- § Promotion of additional employment opportunities in Non-Government sector
- § Resource based planning (Gramoday and Nagaroday) and mobilisation of additional local resources
- § Increase of field crops production by 50%, fruit and vegetables production by 100% within a span of five years.

⁶ Reference – Economic Review of Tripura 2003 -04, www.tripura.nic.in

4 STRENGTHS, WEAKNESS, OPPORTUNITIES, AND THREATS

On account of various geographical, social and historical reasons, Tripura has remained economically backward. Low availability of infrastructure, as indicated above, has made the process of economic development extremely difficult. The State has, however, strengths, which are required to be exploited for ensuring sustained economic development.

4.1 Strengths

- § The biggest strength of Tripura is its diverse but cohesively interwoven social infrastructure as explained in Section 2.2. As depicted in Exhibit 2, the State has well-developed institutions of local self-governance in both the Autonomous District Council (ADC) and non-ADC areas. These institutions and the cooperatives are integrated into all developmental activities and ensure the willing participation of the people in programmes. The Panchayat Raj, Nagar Panchayat and the ADC area institutions are a major strength of the State.
- § The State is endowed with fertile soil (total cultivable land of 2,79,000 ha and irrigation potential of 1,17,000 ha) and pleasant climate through the year, it has great potential in the development of agriculture, horticulture, floriculture and other land-based activities.
- § As explained in Section 2.2, the State has a high literacy rate compared to the national average.
- § Tripura is abounded with rich forest areas and availability of floras and faunas besides other forest products which constitutes about 60% of the total area. This augurs well for the development of biotechnology as a potential sunshine sector for the State as well establishment of research centres for facilitating scientific studies.
- § Tripura is also richly-endowed with unspoilt natural bio-wealth and natural resources, including deposits of oil and natural gas.

4.2 Weaknesses

- § Inadequate power, road and telecom infrastructure: With reference to the sections 2.3.1.1, 2.3.1.3, and 2.3.1.4, the poor state of infrastructure tends to discourage investment opportunities for newer jobs and aggravate the existing unemployment scenario
- § Subsistence agriculture and weak market linkages for agro products: Greater reliance on subsistence methods of farming tends to diminish the agricultural output that leads to shortages. Absence of marketing outlets for selling agricultural products leads to huge wastage of resources and efforts involved, thereby denying the average farmer the chance to earn his livelihood.
- § Lack of effective credit mechanism: With reference to the Section 2.3.1.5, less reliable and effective credit mechanism especially in the rural sector diminishes the growth perspective.
- § Geographical isolation: Backwardness of the State arises primarily due to its geographical isolation. This problem which is common to all north-eastern States, assumes the most difficult dimension in case of Tripura. In the north-eastern region, Agartala, the State capital, is located at the farthest distance from Shilling; headquarter of the North Eastern Council (662 KM), as compared to other State capitals of the region.
- § Poor industrialisation: The industrialisation in the State is yet to take off and industry sector is not able to open employment opportunities despite government's effort for comprehensive base for industrialisation.
- § High population density: The State has the second highest population density among the north-eastern States.

4.3 Opportunities

Some of the promising areas of Tripura's economy are as follows:

- § Physical proximity to ASEAN countries and Bangladesh in order to initiate trade & commerce: With necessary policy interventions, trade and commerce with the neighbouring ASEAN economies could become a ground reality and lead to an atmosphere conducive for business.
- § Organic farming for the international market, with rising awareness levels of the benefits of organic farming across the world, agro products in Tripura which are cultivated without excessive use of chemicals could find buyers in the international market.
- § Timber and non timber forest produce: 60% of Tripura is under forest cover and therefore timber along with other products can be source of revenue for the State.
- § Agriculture, Horticulture, fisheries and rubber: Tripura with all its tremendous wealth of bio diversity is an abundant storehouse of rubber and tea that are of great commercial value and if properly tapped can open up new avenues of industry and employment. Rubber is identified as one of the thrust areas in Tripura, in view of its suitability to the terrain and the acceptability amongst the people. The area under rubber cultivation at present is estimated to be about 26,500 hectares, which is the second largest, after Kerala. The yield per hectare and the quality of rubber are also comparable to Kerala's plantations. The agro-climatic conditions in Tripura are suitable for development of tea plantation. The soils are generally fertile, without any major problems of toxicities or deficiencies. The average annual rainfall is about 2100 mm, with a fairly even distribution over the year. Tripura has a history of tea plantations going back to 1916. In fact, Tripura is categorized as a traditional tea-growing State - with about 60 Tea Estates and 3,000 small tea growers, producing about 7.5 million kg. of tea every year. This makes Tripura the 5th largest, among the 14 tea producing States, after Assam, West Bengal, Tamilnadu & Kerala. There is a considerable scope to increase the area under tea plantation as well as productivity. The tea currently produced in Tripura is recognized for its good blending qualities. Some plantations in the State are going for organic production of tea. There is considerable scope for investment in tea sector in the State.
- § Mineral and other natural resources: Abundance of mineral wealth and other natural resources help the State in facilitating the growth of mineral based industries as well as establishment of hydro plants for generating power. Availability of natural gas provides scope for setting up units for producing power, chemicals and fertilizer industries in particular. Tripura has vast reserves of natural gas in non-associated form. The gas is of high quality, with high methane content of upto 97%. ONGC is actively engaged in exploration

activities in the State since 1972. Based on the exploration work so far, ONGC has estimated the total Gas Reserves as under:

- § Prognosticated Reserves : 400 BCM
- § In Place (GIIP) Reserves : 44.84 BCM
- § Balance Recoverable Reserves : 23.73 BCM
- § Present Production Potential : 4.03 MMSCMD

§ Tourism, based on wildlife, forest and Buddhist/Hindu religious places, also has good potential in Tripura.

4.4 Threats

- § High level of unemployment and poverty: Rising levels of rural unemployment caused due to low attrition rates in the service sector.
- § Delayed development of infrastructure: Continued delay in development with respect to roads, power etc deters the prospect of harnessing the abundant natural resources for growth of potential agriculture and mineral based industries. Basic sectors like education and health needs also tend to be overlooked.
- § Migrant population from Bangladesh and there by disturbances in the Law and Order scenario in the border areas of the State.

4.5 SWOT Matrix

The above analysis is presented in a matrix form exhibited below:

	POSITIVE	NEGATIVE
INTERNAL	<p>Strengths:</p> <ul style="list-style-type: none"> Ø Well developed institutions of local self governance Ø Fertile soil Ø Diversified Cropping Ø Forest Cover Ø Large Literate Population Ø Tourism 	<p>Weaknesses:</p> <ul style="list-style-type: none"> Ø Subsistence agriculture Ø Geographical Isolation - Weak market linkages for agro products Ø Inadequate infrastructure, mainly roads Ø Lack of effective credit mechanism
EXTERNAL	<p>Opportunities:</p> <ul style="list-style-type: none"> Ø Organic farming for the international market Ø Timber and non timber forest produce Ø Agriculture, Horticulture, fisheries and rubber Ø Mineral and other natural resources Ø Physical proximity to ASEAN countries in order to initiate trade & commerce 	<p>Threats:</p> <ul style="list-style-type: none"> Ø Rural unemployment Ø Delayed development of infrastructure & Power Condition Ø Law and Order situation

Exhibit: 13 – SWOT Matrix

5 DEVELOPMENTAL PRIORITIES

The tenth plan aims at an indicative target of 8 percent GDP growth at national level during the period with a perspective goal for doubling per capita income of the people in next 10 years. The larger objective of the plan is to improve level of consumption of food and other consumer goods, better access to basic social services e.g., education, health, drinking water, sanitation, expansion of economic & social opportunities and greater participation of the people in the decision making process.

State Planning Board has constituted four sub-committees to carry out a detailed evaluation of the sectoral achievements and to draw up a roadmap for future development in the respective areas

Government of Tripura feels that strategy for development should be specific to the State taking into account the specific needs of the people of the State, alongwith the strengths, resources and weakness of the State. The aim of developmental planning is to provide a direction to the development policies and programmes and make people aware of these programmes and to involve them actively in the process of development of the State.

With this objective, the State Planning Board was constituted in the year 2003 to provide a new direction to development policies & programmes and provide the people, an opportunity to participate in the process of development. The State Planning Board has constituted four sub committees to carry out a detailed evaluation of the sectoral achievements and formulate a roadmap for future development in the respective areas.

The key recommendations of the State Planning Board in their respective areas is as follows :

<i>Sub Committee</i>	<i>Recommendations</i>
<i>Medical & Health Sector</i>	Strengthening Primary Health Centres
	Newly created Sub Divisions should have Sub Divisional hospitals
	Installation of MRI at the GB Hospital under PPP
	Telemedicine link of IGM & GB Hospitals with Dharma agar and linkage with State referral hospitals with other specialists hospitals like AIIMS etc
	Provide safe drinking water in the water borne affected areas
	Set up Medical college, Homeopath medical college and Ayurvedic medical college
<i>Higher Education</i>	Special thrust for skill development in both traditional and modern sectors
	Introduce Electronics, Computer Science, Micro-biology and Bio-technology both at under graduate and post-graduate level
	Provide essential facilities for IT studies in general degree colleges
	Appropriate actions need to be taken to ensure Total Quality Management

<i>Sub Committee</i>	<i>Recommendations</i>
<i>School Education</i>	NEC may provide funds directly to the State to provide computers to schools and train teachers
	To establish a DIET in ADC HQ and CTE in North and South District to wipe out the backlog of untrained teachers, under the NEC scheme
	To upgrade the infrastructural facilities in the High and HS schools in the tribal areas
<i>Science & Technology including Bio-technology</i>	NEC may be approached to provide fund to improve resource base
	To make available of training facilities and technology from the national level RD institutions like CISR etc
	To earmark 10% of central GBS of DST, DBT, ISRO, MNES, MoEF for NER
	The scope of the Science & Technology sector should be enlarged
	Proper thrust should be given for protection and development of environment
	Non Conventional energy should be included in the 'Energy Sector' for planning. For providing non-conventional sources of energy, NEC may be approached to provide State's share (10%) for electrification

Source: Directorate of Economics & Statistics

Exhibit 14 -Salient features of Sub Committee Recommendations

State Planning Board has recommended 7 priority sectors for overall development of the State, taking the resources and needs of the people into consideration. The seven priority sectors of the State are as follows:

- § Agriculture and Irrigation
- § Drinking water
- § Housing
- § Road Connectivity
- § Education
- § Healthcare
- § Rural electrification

Government has identified seven priority sectors for the overall development of the State.

Identification of 7 priority areas during tenth five year plan by the State Government covering basic necessities and infrastructures are the right steps which needs immediate implementation. Proper implementations of these priority sectors would improve the quality life of the poverty ridden population of the State.

The plan outlays and expenditure by major sectors during 9th plan and agreed outlays during 10th plan is shown overleaf.

Sectors	9th Plan (1997-02) (at 1996-97 prices)	9th Plan (1997- 2002)	10th Plan (2002-07) Agreed Outlay (Rs in Crore)
	Outlay (Rs in Crore)	Expenditure (Rs in Crore)	
Economic Services			
Agriculture & Allied Activities	195.68	179.64	450
Rural Development	357.46	265.39	540
Special Area Program	140.19	137.84	315
Irrigation & Flood Control	194.01	135.91	360
Energy	174.54	118.01	225
Industry & Minerals	79.34	83.14	135
Transport	367.37	232.26	495
Communications	0.95	0.82	9
Science, Technology & Environment	3.22	1.95	13.5
General Economic Services	12.18	67.5	67.5
Social Services			
Education, Sports, Art & Culture	331.05	377.2	569.93
Health	85.59	70.84	250.72
Water Supply, Housing & Urban Development	441.84	388.52	687.69
Information & Publicity	10.55	15.05	14.14
Welfare of SCs, STs, OBCs	94.8	129.94	101.55
Labour & Labour Welfare	4.55	3.7	14.21
Social Welfare	12.28	24.38	39.48
Nutrition	47.73	40.55	144.78
GRAND TOTAL	2577.4	2241.73	4500

Exhibit: 15 - Plan Outlays and expenditure by major sectors during 9th Plan and agreed outlays during 10th plan

6 STAKEHOLDERS NEEDS & EXPECTATIONS

Information is a key input for development of a comprehensive e-government strategy and its successful implementation at any level, whether it is at the national, State or local level. Governmental information is commonly utilized to forward the purposes of government programs, and its distribution through government orders, brochures, pamphlets, and websites or through other technological means in order to benefit different elements of society. This has two important implications:

- § That the stakeholders want, and would use, this kind of information to improve their quality of life; and
- § That government would be willing to share enough of the right kind of information that the stakeholders would actually find it useable.

The citizens of Tripura require a strong communication network with both the frontline government institutions and district offices as they depend on these institutions for availing various services. They interpret good government in terms of provision of services, facilities, and opportunities that they expect from government. These include:

- § Access to quality education and awareness about the employment opportunities
- § Access to affordable health services
- § Access to basic Infrastructure like power, safe drinking water, roads, sanitation, transport, housing, etc
- § Access to information on modern agricultural practices, marketing of agricultural and other products etc

Currently, these services are provided through the public offices / agencies. However, they face special disadvantages in terms of a reliable communication medium like access to telephone, fax etc. Despite the present hurdles in the communication modes, the citizens desire more efficiency and transparency in the delivery of services through the use of Information and communication Technology (ICT) tools like Internet.

6.1 Stakeholders Need Assessment

The Government in pursuance of its duties has to take care of the needs and expectations of several stakeholders of the State. Each of this group of people has unique needs and expectations from the Government. Good effective governance involves understanding the unique needs of all the stakeholders and meeting the common denominator. The e-Governance initiatives should also reflect the innate needs of these stakeholders. The stakeholders were classified into three major groups namely

- § Citizens

- § Government Officials
- § Private / Business Groups

The Stakeholders needs were gathered by conducting meetings with randomly selected stakeholders by adopting participative approaches.

1. State CITIZENS

The citizens of Tripura came out with various issues related to their life and interactions with the Govt. machinery. In a State where the State Government remains as the biggest employment provider in the organized sector, the citizen look forward to the govt. for continuing to provide them with opportunities for livelihood. The various significant expectations have been arranged under the following heads:

Civic Amenities:

- § All weather roads connecting all places in the State.
- § Good care of existing roads by proper maintenance.
- § Proper drainage, sanitation facilities and supply of drinking water.
- § Proper Power Supply throughout the day

Employment:

- § New appointments in State Government
- § Availability of information regarding employment options.
- § Support for self-employment.

Health:

- § Health care centres in each village.
- § Good infrastructure in every health centre.
- § Availability of basic medicines in these centres.
- § Making health care affordable and easy to get.

Agriculture and Allied activities:

- § Information regarding loans, subsidies and schemes and allotted quota of seeds available under various Centrally and State Sponsored schemes
- § Access to information on marketing avenues available across the State as well as the neighbouring ones for selling the perishable goods.
- § Access to information on the use of fertilizers, pesticides and bio-fertilizers and high yielding variety of seeds.
- § Cold storages for storage of perishable agricultural products in the transit routes between the farms and the marketing venues.
 - Maintenance of roads for the speedy transportation of perishable goods to the market place.

Education:

- § Basic education to all in the State.
- § Value added education that leads to employment opportunity.
- § Quality technical, professional courses.

Others:

- § Access to information like district wise notification of beneficiary list, the fund allocated against each schemes and other details of implementation of the entire Centre and State sponsored schemes.
- § Access to information on the schemes subsidies, loan etc. supported by the Departments.
- § Develop an effective grievance handling system.

2. GOVERNMENT DEPARTMENTS

The Government Departments being the machinery to be involved in the implementation of any type of e-Governance initiatives become a very important group of stakeholders. Their core expectation is that whatever ICT initiative to be taken in the future should make their work easier. The other most relevant needs and expectations are outlined below:

- § Standardization of the government procedures and processes that result in a reduction in the effort to be put in by them.
- § Provision of training to increase their levels of knowledge about IT and other skills.
- § Proper management system that makes their service related matter such as transfers, postings, seniority, retirement and pensions easily accessible to them.

3. BUSINESS / PRIVATE GROUPS

Though there is no significant industrial presence in the State, there is no dearth of self enterprising people. The business class ranges from small shop owners, agricultural entrepreneurs and craftsmen to big traders and small scale industry owners. Their prime expectation from any kind of e-Governance initiative should bring about a streamlining of various policies and procedures they have to encounter, bring greater transparency in government interactions and make all interactions much quicker. They expect the government to facilitate the restoration of a good investment climate in the State giving them the protection and basic economic infrastructure. The main expectations are spelled out below.

- § Providing basic economic infrastructure like good roads, round the clock power supply and good communication links.
- § Access to information regarding all tenders and contracts awarded by various government departments.
- § Effective policy changes in order to encourage inter border trade especially with the Bangladesh.

- § Transparency in the interactions with the government in complying with standards, statutory compliances, speedy disposal of filings, applications for licenses and permits.
- § Greater access to funds and grants and involvement in major welfare projects.
- § Transparency in all interactions with the govt. machinery.

In the following table, sectoral needs of the State have been stated as necessitated by SWOT and also as aspired by various stakeholders.

Sector	SWOT necessitates & Stakeholders aspire
Infrastructure	<ul style="list-style-type: none"> • Better roadways across the State and Stronger public transport system in the State • Adequate drinking water supply in both rural and urban areas keeping pace with the increasing requirement of water. • Access to uninterrupted power supply to both rural and urban areas
Health	<ul style="list-style-type: none"> • Improve Basic Curative and Preventive Health Services • Make health services high-quality, modern, accessible, available and affordable • Ensure coordination at inter-program, intra-department and inter-agency levels
Education	<ul style="list-style-type: none"> • Improve literacy levels, especially in rural areas and among socially & economically weaker sections of society • Take into account localized contextual conditions during planning • Make education available to all, contemporary and skill-centric with strong linkages to changing demands of the regional and global economies • Take industry-needs into consideration while finalizing course contents for various technical and semi-technical courses
Labour & Employment	<ul style="list-style-type: none"> • Reduce unemployment, underemployment and disguised unemployment in rural areas by modernizing agriculture and setting-up agro-based industries • Facilitate income generation in rural households by developing fisheries & animal husbandry • Create more work opportunities and ensure better work conditions and adequate wages • Extend planning beyond the national perspective to acquire a more localized perspective
Revenue & Finance	<ul style="list-style-type: none"> • Rectify and manage disequilibrium between revenue receipts and expenditure • Create fiscal space for investment in critical sectors • Reduce poverty in a sustainable manner
Agriculture	<ul style="list-style-type: none"> • Raise productivity by farmer-facilitation, expansion of the area under assured irrigation, application of recommended doses of fertilizers, use of HYV seeds & modern technology • Actively participate in various schemes such as Integrated Cereal Development Program • Encourage horticulture, cultivation of vegetables, plantation crops, spices, flowers and medicinal herbs • Account for agro-climatic conditions of different zones while developing cropping patterns

	<ul style="list-style-type: none"> • Develop agro-based industries
Rural Development	<ul style="list-style-type: none"> • Tackle poverty and food insecurity • Revive/develop village-level productive resources
Urban Development	<ul style="list-style-type: none"> • Increase the rate of urbanization to effective levels • Launch mega housing projects and develop satellite township • Encourage participation from private sector
Industrial Development	<ul style="list-style-type: none"> • Increase the rate of industrialization • Create a business climate conducive to accelerated investment in industry and infrastructure projects • Optimise the processes to facilitate the end-users
SC & ST Development	<ul style="list-style-type: none"> • Ensure coordination between various agencies, groups and plans • Improve literacy rate and gender disparity in literacy • Accelerate speed of social reengineering • Base development plans on contemporary socio-economic and behavioural studies to ensure maintenance of local identities and autonomies

Exhibit: 16 – Sectoral needs of the State

The use of ICT can make significant contributions towards strengthening the socio-economic life of the communities in Tripura by improving the access to a wider range of government services, such as health, education, social welfare and commercial services. Enabling ICT systems with good broadband connectivity can reduce the costs and increase the variety of services to rural and inaccessible areas is particularly important in a State like Tripura.

The service providers and recipients of the public services have to be properly addressed for enabling successful e-Governance mechanisms.

Government of Tripura is committed in establishing e-governance that aims at the well being of the civil society by strengthening the bond between the Government and its stakeholders with the help of ICT. Currently, Citizen Information Centres (CICs) have been established in all the 29 blocks and is desired to provide Internet services to the communities through a facilitator.

Infrastructure investment shall be augmented with timely, flexible and appropriate training to equip the communities in availing access to the services provided through ICT.

A closer look at the citizens availing the public services tells us that it is the senior citizens, illiterates and other disadvantaged groups in rural areas depend more on public services than the rest of the society. However they have limited skills and the ability to use the services provided through ICT. It has also been found in the study that the service providers (public officials in front line offices) need to be trained in Information Technology in order to use new technologies for effective and efficient service delivery. Therefore the capacity building concerns of the recipients (citizens or customers) and providers (front line government officials) of the public services have to be properly addressed for enabling successful e-governance mechanisms. Implementation of e-Governance and successful capacity building of the stakeholders would provide an opportunity to Tripura to look ahead and take advantage of the global scenario and compete with the other leading States of the country.

7 E-GOVERNANCE VISION

7.1 Statement

The State of Tripura does not have a vision Statement for e-Governance per se.

Though the State of Tripura has not formulated any vision Statement for e-Governance. However the State Government has drafted e-Governance Plan (please refer Annexure I), which emphasizes on the State's commitment towards using Information Technology as an instrument for growth. It has also been the beacon for directing the various initiatives of the Government.

The IT policy of the State (please refer Annexure I) is very much in line with the development needs of the State as it mentions to:

- § Effectively reduce unemployment by absorbing the major share of educated youth into the IT Industry
- § Make available information to citizens and to provide all services in efficient and identified services on an on-line basis, leading to improving the quality of services and reducing corruption.

However, it is evident that there is a huge potential for Information Technology for ensuring efficiency and transparency in the governance (please refer Annexure II for the e-readiness status of the State⁷). The initiatives of the State in this direction have been in the implementation phase for quite some time and needs to be speeded up.

7.1.1 E-GOVERNANCE VISION STATEMENT

The components that used for the drafting the vision Statement is:

- § The vision should be in line with development needs of the State
- § It should cater to the needs of the citizens
- § The government service should be quick and of high quality

Hence, we propose the following e-governance vision for the State of Tripura:

“Use ICT as an efficient tool for achieving efficiency & transparency while servicing the common citizens for improving their quality of life”

⁷ Reference –e-Readiness assessment of the States in India – a study carried out by National Council of Applied Economic Research (NCAER)

Now, to achieve the Vision, the roadmap and blueprint for e-Governance should ensure and cover the following aspects of the draft vision Statement.

- 1) Government would be responsible for undertaking the priority sectors first, like social and economic development related departments and empowering related institutions through the use of ICT
- 2) The Government functioning would be accountable, efficient and effective, reducing transaction costs and enhancing policy coordination between the different government entities
- 3) Effective delivery of public services through efficient administrative and financial systems, ensuring quality, accessibility, affordability and sustainability
- 4) Interaction and transaction between citizens, the private sector and government through the provision of on-line services thereby transforming relations with stakeholders

7.2 Supporting Facts & Explanation

Government has formulated a well defined I.T.Policy and a few initiatives have been taken up in the field of e-Governance

Tripura is one of the earlier States among the North Eastern States to pursue e-Governance. To facilitate e-Governance initiatives, the Government has formulated a well-defined I.T. Policy and has taken certain steps to stride into the ICT era by setting up a separate directorate for IT in the year 2000 and reaching up to the community through the establishment and functioning of CIC in the 29 blocks of the State. CIC facilitates internet access at block level, computer awareness training programmes, distance education training programmes and other citizen centric services like hospital booking system, airline booking etc. LAN is established in the Secretariat covering various departments. Moreover several significant developments in the areas of infrastructure development and application development and data warehousing have been initiated. The current e-Governance initiatives of the State are described in Annexure III.

Some achievements and initiatives of the Government of Tripura in the field of e-Governance are: (The department wise e-Governance initiatives have been described in Volume II of this document)

<i>SL NO</i>	<i>AREA</i>	<i>INITIATIVES</i>
1	Infrastructure & Core Projects	<ul style="list-style-type: none"> • Broadband Agartala City Area Network • Secretariat LAN • SWAN • CICs • SFCs
2	Policies and Guidelines	<ul style="list-style-type: none"> • IT Policy 2000 • Constitution of Program Council, SeGP Apex Committee and SeMT
3	G2C Services	<ul style="list-style-type: none"> • Passport case monitoring system • Revenue case monitoring system • Extremist violence case monitoring system • Energy billing system • Transport Information System • Downloadable forms • School fee collection system • Job Advertisements
4	G2B Services	<ul style="list-style-type: none"> • Tender portal • Purbasha portal
5	G2G Services	<ul style="list-style-type: none"> • Personal Information System • Document Search tool • Gramodaya • List of Business Information System

Exhibit: 17 - Initiatives in e-Governance by Government of Tripura

However there is still a huge scope with respect to e-Governance as per vision statement of the State. The initiatives primarily deal with the use of IT in the day-to-day activities of the Government. The State has embarked on public interface mechanisms without any computerisation at the back end and this need to be addressed for better delivery of services.

There should now be a clear focus and desire to make the citizen the centre of e-Governance and thereby build a more capable State rather than use e-Governance as an end in itself.

7.3 Alignment / Divergence with State Vision / Plan

“E-Governance is about transforming Government to be more citizen oriented. Technology is a tool in this effort”

As on date, only a few departments have software applications which cater to a few functions in the department. However, standardisation norms have not been envisaged while designing most of the applications, as a result of which, they operate in a disparate fashion. Many departments have stand alone legacy applications.

World over it is seen that integration is the way forward as far as e-Governance is concerned. The approach would be to integrate the distributed databases present with each department in order to enable enhanced service delivery to the citizens from a common centre. This must be the vision for the future of e-Governance of the State.

However, to enable this State of integrated service delivery, there must be a clear idea of the end objective, which the various departments must then work to achieve. To the advantage of the State, most of the e-Governance applications are yet to be shell out from the conceptual stage. Hence, ensuring the necessary changes would be easier.

At this juncture, it would be prudent to pay attention to the following points:

- § There must be a vision as to the kind of information / data that must be available to enable the e-Governance agenda of the State.
- § E-Governance is about people and processes and not only about software and technology.

8 STRATEGIC OBJECTIVES AND EXPECTED OUTCOMES

8.1 Strategic Objectives of the e-Governance Program

The strategic objective of e-governance is to support and simplify governance for all parties; government, citizens and businesses. The use of ICT can connect all three parties and support processes and

Government shall envisage the e-Governance program with the citizen at its centre, occupying the pivotal position and all other beneficiaries like the Government and Business Community at the periphery. Hence the basic objective of the State shall be to offer a wide range of services to the citizens utilizing ICT through a single window delivery service ably supported by accountable, reliable and transparent government machinery.

This electronic way of governance should ensure replacing the redundant, inefficient activities by utilizing modern technologies like ICT. The new substitute system (e-Governance system) should be able to match the expectation level of the citizens and bridge the gap between Government and citizens. Such an e-Governance programme of the State should be institutionalized into the government machinery and should have dedicated full time mission teams who shall be solely involved in the implementation of the initiatives.

Citizens tend to measure the performance and credibility of the government with the yardstick of service quality and satisfaction levels. To achieve the same, Government should look into forming a kind of administrative machinery that is accessible to the citizens 24*7, irrespective of geographic and time constraints. E- Governance aims to create an environment where the citizen can get his needs or requirements addressed at a single destination without traversing between multipoint destinations.

From the administrative point of view, e-Governance has immense importance as it helps in increasing the internal efficiency of the Government, brings in transparency in the Administrative structure, simplifies the maintenance, up keeping, updation and retrieval of records, significantly reducing time and effort involved hitherto working in the manual set up and makes the government more responsive to the hopes and aspirations of the citizens. The Government has always had a special focus on reaching out to the rural populace and this need of the government can be effectively taken care of through e-Governance.

From the point of the private / business services, the broad objective of e-Governance is to create an environment which is conducive for the business establishments to make transactions with the Government in a secured and a reliable environment. Fairness and accountability in the dealings and lesser processing time of applications, payments and

registrations is another major objective that the system has to address in transaction with the Business Community.

The following Exhibit analyzes the priority sectors of the Government through the impact on Governance Strategy for the expected outcomes of the key elements of the State's vision.

Expected Outcome	Impact on Governance Strategy	Priority Sectors
Accelerated Economic Growth		
Economic Growth	Balanced growth in Primary, Secondary & Tertiary Sectors	Agriculture, Animal Husbandry, Fisheries
Expected Outcome		
Employment growth	Employment opportunities Convenient market place for Industry and job seekers. Skill development of job seekers	Labour & Employment
Better Financial Management	Network of Treasury & Accounts functions of all Government Departments	State Finance Planning
Planning for Major Operations	Integrated Revenue & Expenditure Budget; Better forecasting and financial planning capacity	
Development planning related to financial resource allocation	Integrated and efficient governance planning	
Improved Revenue Collection on Taxes	Integration of State Tax Revenue from Sales, Transport, Registration etc	Commercial Taxes, Transport, Registration
Promotion of Internal & External Investments	Industry friendly Government Management of Natural Resources	Industry & Commerce
Strengthening Social Development		
Increase in literacy rate and access to quality of education	<ul style="list-style-type: none"> Knowledge economy; Integrated Education System 	Education
Health Management Capacity	<ul style="list-style-type: none"> Accessible best healthcare; Citizen health database; Integrated healthcare administration Disease Prevention and Control 	Healthcare
Improved Social Welfare	<ul style="list-style-type: none"> Efficient welfare mechanism Increased coverage of welfare activities 	Social Welfare Rural Development
Development oriented governance; Improved quality of living	<ul style="list-style-type: none"> Participatory Governance 	
Poverty Reduction	<ul style="list-style-type: none"> Human development indices 	
Transparent, Efficient and Effective Governance		
Greater accountability and transparency in administration	Efficient information dissemination Online services	Core Policies Core Infrastructure Core Applications
Better intra & inter government coordination and cooperation	Back-end, front-end integrated Government Public-Private participation	

Improved communication and public relation	Easy accessibility of Government Reduced response time to queries Improved perception of Governance	
Decentralization and process reengineering in local governance	Increased monitoring and evaluation capacity of local governments Increase in delivery of service Accessibility of government to local people	
Administrative Reforms	Transformation of Governance	

Exhibit: 18 – Expected outcomes of State’s Vision

8.2 Expected Outcomes of the e-Governance Program

Outcomes of e Governance can be measured in tangible terms in scales of the following critical parameters of evaluation:

- § Extent and reach of the e governance solutions
- § Quantifiable improvement in the quality of life of citizens and business fraternity
- § Quality of service delivery
- § Turnaround time for services
- § Infrastructure available for e-governance applications.
- § Connectivity status and bandwidth available.
- § Kind of delivery mechanism/interface available for citizen services,
- § Extent of standardization and backend integration of applications achieved.
- § Arrangement made for data security and disaster management.
- § Arrangement for data consolidation and State Decision Support System.
- § Security Infrastructure for the applications.
- § Efficiency levels of the government.
- § Institutional framework in the Government for e-Governance.
- § Capacities available in the Government for e-Governance.
- § Nature and extent of private participation in the e-Governance ventures of the State.
- § Scope for up gradation of Infrastructure and arrangements made for countering obsolescence in Technology (Hardware and Software)

9 CONCLUSION

In this document (EGRM –Volume I), the development requirement of State and also the e-Governance Vision has been discussed.

Once the vision and strategy is developed, the next step that GoT would need to undertake is to prepare an e-Governance roadmap and a blueprint of the State to achieve the e-Governance vision of the State.

The next volume (Volume II - EGRM – Strategy & Blueprint) would cover these aspects.

ANNEXURE - I

INFORMATION TECHNOLOGY POLICY OF TRIPURA (2000)

Tripura is one of the first States in the Northeast to have formulated the Information Technology Policy in the year 2000. The objectives of Information Technology policy are:

- § Development of Human Resources for Information Technology
- § Electronic Governance
- § Incentives for the Information Technology Industries

The goal of creating an IT - conscious and IT - driven government and society cannot be achieved without building competencies in human resource development. This is more required because of the existing levels of IT education in Tripura, especially in areas outside Agartala. It has been the top priority of the State government to provide emphasis on development of IT educational facilities in district HQs and sub-divisional towns in accordance with the IT policy 2000. Various policies like providing access to internet in higher secondary and secondary schools, introduction of a module on IT as a compulsory syllabus in the Degree Colleges and revision of curriculum to revise the requirements of IT employers, encouraging private IT educational institutions to start courses in the State and also promote the initiatives envisaged by the National IT Action Plan have been initiated by the Government for accomplishing the objective of developing human resources for Information Technology in the State.

With respect to the second objective of enabling e-Governance in the State, the Government have succeeded in sensitising its officers and employees towards Information Technology and its use in day-to-day administration affairs. As a result, most of the Departments in the State have installed computers and have started using computers for basic clerical operations like typing and reporting in various formats. The Government has also initiated major IT projects like

- § Computerization of Treasuries
- § Computerization of Commercial Tax system
- § Computerization of Motor Vehicles Registration.
- § Land Record Computerization, including digitisation of revenue maps.
- § Geographical Information System (GIS) for the State.
- § Computerization of State Group Insurance Scheme
- § Computerization of Pension accounting systems
- § Computerization of Crime Records.
- § Computerization of registration (of deeds) offices in all sub-divisions and districts.

The Government of Tripura has already a package of incentives to set up any industry in Tripura. In addition to these incentives, the following incentives are proposed to be given to encourage young entrepreneurs to set up industry, especially for software development, in Tripura:-

- § The Government of Tripura will give the same status to the sector of IT-enabled services as is given to the sector of software development.
- § IT software industry will be exempted from locational regulations.
- § The IT Software industry will be exempt from the provisions of certain acts/regulations, like Pollution Control Act, Factories Act and Contract Labour (Regulation) Act to facilitate easy setting up of software units.
- § Department of Industries & Commerce shall create a separate area for setting up the units for major IT companies. This area shall be designated as an IT Park. The State Govt. would provide basic infrastructural facilities at the Designated IT Park, including uninterrupted power supply. In case the unit wants to set up its own captive power generation, no permission would be required from any agency for DG sets up to 50 KVA. The land may be allotted in these areas at concessional rates for IT units, subject to their giving employment to a minimum of 20 persons from the State.
- § The State Government will also set up a Software technology Park in Agartala with the help of STPI, a registered society under Department of Electronics (Ministry of Information Technology, Govt of India). In this park, provisions will be made for single - window clearance for software development units to be set up, as per the existing schemes of Government of India. The State government will administer the Software Technology Park through a designated agency / corporation.

E-GOVERNANCE PLAN OF TRIPURA - 2000

There is an e-Governance Plan in the State. Objectives of this Plan are the following:

- § To empower the common man using the Information Technology as a facilitator
- § To promote Information Technology and its application at different layers up to the lowest level of the Government Administration
- § To facilitate faster information exchange between the State departments and every citizen through the network
- § To cover most of the Government services under the purview of this project for rural and urban settlements using hi-tech tools to provide easy, online and comprehensive services to the common man.
- § Development of IT skilled manpower so as to enable private investment to set up IT industries thus creating employment opportunities. The network and computer facilities are to be extended to schools and colleges of the State.

ANNEXURE II

E-READINESS STATUS OF TRIPURA

The National Council of Applied Economic Research (NCAER) conducted a study to carry out an e-readiness assessment of the States in India. Under this study, e-readiness was viewed as the ability of the States to provide and use governance equitably; hence, it encompasses a variety of issues covering many areas such as infrastructure, application, institution people and policies.

An overall e-readiness index, using a multi-stage Principal Component Analysis, was developed based on six broad parameters - network access, network learning, network society, network economy, network policy and e-governance. Each of these parameters was represented by a set of indicators, which in turn are represented by a number of sub-indicators/variables.

On the basis of the e-readiness index the States were classified into six categories leaders, aspiring leaders, expectants, average achievers, below average achievers and least achievers. The categorization of the States / Union territories under various categories as ranked by e-Readiness index is presented below. As seen, Tripura is placed in the least achiever category just beginning the journey of E-Governance.

e-Readiness of the State / UT	States
Leaders	Karnataka, Tamil Nadu, Andhra Pradesh, Maharashtra, Chandigarh
Aspiring Leaders	Kerala, Gujarat, Goa, Delhi, Punjab, Haryana
Expectants	West Bengal, Pondicherry, Madhya Pradesh
Average Achievers	Uttar Pradesh, Chattisgarh, Orissa, Sikkim, Himachal Pradesh, Rajasthan
Below Achievers	Mizoram, Jammu and Kashmir, Assam, Meghalaya, Uttaranchal, Jharkhand
Least Achievers	Lakshadweep, Manipur, Tripura , Arunachal Pradesh, Andaman & Nicobar Islands, Bihar, Daman & Diu, Dadra & Nagar Haveli, Nagaland

ANNEXURE III

E-GOVERNANCE INITIATIVES IMPLEMENTED IN TRIPURA (TILL DATE)

The following are the citizen centric interactive services offered by the Government through web.

- § Property & Water Tax Query
- § Land Acquisition And Awarding Status
- § Verification Of Character And Antecedence Status
- § Group Insurance Case Status
- § Extremist Violence Case Status
- § Status of application for Birth & Death Registration
- § Revenue Case Status
- § Arms License Status
- § Passport Verification Status
- § Blood Donor Information and Blood Bank Status
- § Health Service Booking System
- § Transport Information System which provides the various citizen services like downloadable forms, Tax assessment, penalty calculation, tax defaulter list, license application status and license search.
- § School fee collection system

The following are the documents / forms and other relevant information available for the citizens to download from the web.

- § Application Forms For Birth and Death Registration
- § Registration forms for Land registration
- § Application form for Self Employment Generation Program(Swavalamban)
- § Arm license form
- § Application form for India-Bangladesh Passport
- § Application Form For K .Oil Grant/Renewal of License
- § Application form for Citizenship Certificate
- § Application form for P.R.C Certificate
- § Application form for S.C/S.T Certificate
- § Application form for O.B.C Certificate
- § Application form for Survival Certificate

- § Application form for Income Certificate
- § Application form for new construction
- § Application form for Domestic water connection
- § Application forms for industrial purposes like allotment of land in Industrial Estates, margin money loan, permanent and provisional registration, PMRY loan, TIDC application form, municipal license and power connection.
- § Educational Information like courses offered by Tripura University, affiliated institutions under Tripura University, Other Universities in India, All India ICSE and CBSE exam results
- § Agricultural Information
- § Job related Information etc

The various other departmental e-Governance initiatives in the State are:

1. Health Booking System

A web-enabled software that provides advance booking facility for different types of diagnostic test and specialist consultation from the G.B.P Hospital, the State level referral hospital located at Agartala. Booking is provided to rural patients through the Community Information Centres (CICs).

2. Hospital Management System

In GB Pant Hospital located at Agartala the Capital of Tripura Out door registrations, 4 clinics (medicine, Surgery, Orthopaedic & ENT) and Cash Counters are computerised. Pathology, x-ray unit, indoor registration etc is computerised. Statistical and other related information in this regard are available over net. The Cancer Hospital is also being computerised.

3. Online Blood Donor Information System

Under this system, citizen can search for the donors of his/ her required blood group in an area of choice. He / She can also see the stock status of blood in blood banks and register as a voluntary donor online.

4. Telemedicine facilities

A telemedicine network is being set up in Sub Divisional Hospitals at Chailengta, Kanchanpur, Gandacherra & Amarpur with GBP Hospital & IGM Hospital. Presently, Telemedicine facility is available in GBP Hospital; RGM Hospital, Kailashahar; Tripura Sundari Hospital at Udaipur. Tripura Sundari Hospital is connected with Rabindranath Tagore Heart Foundation Hospital. Further, NEC is planning to set up telemedicine centre in Sub Divisional Hospital at Dharmanagar, Kamalpur, Khawai and RGM Hospital in Kailashahar.

5. Computerisation of Land Records

Eight revenue circles are taken up for Computerisation of Land Records. Data entry is completed for 860 Rev-villages out of 874. Data entry for remaining 14 moujas will be completed on completion of on-going revisional survey work. Of the 31 revenue circles in

the State, the rest 23 revenue circle computerisation will be taken up in two phases. In first phase 13 revenue circles are planned to become operational. A reasonable amount is levied on the citizens for obtaining the Computerised 'Record of Rights'(RORs).

6. Computerized Land Acquisition Awarding System

The system processes all the mandatory stages involved in Land Acquisition -starting from initiation of proposal for the Acquiring Department to disbursement of awarded amount (compensation) to the landowner. All the forms, notices and letters relating to the process of Land Acquisition are generated by CLAAS software. The software is has been made using latest software tools which is user friendly and secured under client-server environment. The software is operational in North Tripura and West Tripura district. Online status of Land Acquisition Cases is available to common people over the net.

7. Replication of e-Governance Project Land Registration in the State of Tripura

The project envisages implementation of CORD software, developed by NIC, West Bengal unit and suitably customised to meet the Tripura State requirements. The software will be operational in the 3 Sub Registry offices (Sadar, Sonamura & Khowai) West Tripura, which are selected as the pilot districts. . The project commenced on 16th Oct 2004. First level training was given to all the staff in the Sadar Sub-Registry office.

8. Revenue Case Monitoring System

In this system the Revenue cases (Case under section 95 and 96 of TLR & LR Act) filed in the court of District Magistrate & Collector are processed and monitored using the RCMS software. The software generates letter to the concerned Sub Divisional Magistrate (SDM) for field level enquiry, wherever required with a copy to the applicant. The software has a provision to generate the pendency list to the SDMs once in a month. The Case Status list is also generated from the system that gives flexibility and ease to the government officials. The RCMS has also got the option of answering public query. Online status of such cases is available over the net to check his/ her case maturity.

9. Digitisation of CS Map

Government plans to prepare the digitised CS map for maintaining inner computerised details and also linkup mouja maps to the records information database.

10. Vahan & Sarathi for Transport Department

The project envisages implementation of VAHAN and SARATHI, the Transport management Software in 4 DTOs and one DTC office across the State of Tripura. Sarathi software is for issuance of learners driving license and Vahan is for Registration of Vehicles. The software is capable of the following functions like temporary registration, registration of new private vehicles, registration and issue of permit for commercial vehicle, transfer of ownership, addition / removal of hypothecation, challan entries of vehicles, tax collection of registered vehicles etc. The project commenced on 30th Jan 2004. VAHAN is implemented in all the 4 DTOs and in the office of J T C, Agartala. SARATHI was launched on a pilot basis in Agartala and is expected to roll out across the

State in future. Site work is completed in all the 4 DTOs (Ambassa, Kailashahar, Udaipur and Dharmanagar). The legacy data has been digitised and validated in all the 4 DTOs and in the office of JTC, Agartala. Necessary hardware has been procured for the project. Vehicle tax, Registration details, license details are available on the Internet.

11. Computerisation of Agartala Municipal Council

The citizen centric services of Agartala Municipal Council are computerised. The software processes the application submitted by Citizens. Citizens could access details of property & water tax, birth & death registrations over the net.

12. Energy Billing System

Six Electrical Sub Divisions were computerised with computer generated billing system. The system is expected to roll out in other sub divisions by the end of this year.

13. Commercial Taxes Computerisation

VCMS software is being installed in all the sub divisional offices and in the Directorate. The connectivity through VSAT is established within the offices. At present, registration of dealers, notice and circulars, payment of tax and mail facility is being operational. The other modules in the VCMS software are expected to be operational by the end of April 2006.

14. Treasury Computerisation

The functions namely 'bill passing' and 'Compilation of accounts' has been computerised in all the Treasuries. Connectivity between the treasuries will be established shortly.

15. Rural Soft for Department of Rural Development

Details of block wise rural schemes like PMGSY, Drinking water scheme are processed and hosted.

16. Works Management Suit Application for Public Works Department

This application is used for online monitoring of works services at various stages starting from proposal preparation to commissioning of project. It maintains the entire information of a work to enable and facilitate the executing and supervisory officers in planning and monitoring various stages of the various works in a more efficient and effective manner.

17. Management Information System for Department of Food Civil Supplies and Consumer Affairs

This system enables the tracking of procurement and distribution of food grains. Food stocks procured at the respective sub-divisional godown from the State godown are tracked & updated through the RF network.

18. Document Search Tool for the Secretariat

This system enables the authorities / public to access the Government documents as per the Right to Information Act. However, the process needs more flexibility and improvements.

19. Community Information Centres (CICs):

CICs are functional in 29 out of 40 blocks of Tripura. Each CIC is equipped with one server, 5 client machines and connected to the internet through a VSAT connection. Considering the power situation in the State each of the CIC is provided with a generator as back up along with standard UPS sets. Each CIC is manned by qualified operators trained by NIC.

The CICs provide the following services along with training to rural students and other interested individuals.

- Internet Browsing
- E-Mail
- Chatting
- Typing and Printing
- Computer Demo to school students
- Exam Results through internet.
- Airline Reservation (in two CICs)

20. Service Facilitation Centres (e-Subidha)

Government of Tripura has successfully implemented State Facilitation Centres (SFC) in selected locations in the State. Service Facilitation Centre started as a Single Window application in the Office of the Sub-Divisional Magistrate, Udaipur, South Tripura on July, 2000 and serviced about a lakh Citizen Request till now. The E-Subidha application being implemented in the Community Information Centres have also evolved from this SFC application. The new version of SFC, called e-Subidha SFC is based on a generalised model that makes the application suitable for implementation in government organisations, having Citizen-Centric-Interface and Hard Copy printed deliverables, with end to end workflow automation. This Web based module of e-Subidha SFC facilitates enquiring about the status of a Citizen Service Request for any particular service. The person inquiring has to select his/her District, Sub-division, the Year of his/her application, the Service for which he/she has applied for and his/her Application Serial Number. The last three information could be found on the Acknowledgement Receipt delivered from the e-Subidha SFC Counter during the Filing of Application for Service. Status would be displayed if the required information is entered correctly. A printout of the displayed status could be taken out if required.