

**Regional Conference**  
**on**  
**Good Governance Initiatives**

**On 10-11<sup>th</sup> October, 2018**  
**at Kohima, Nagaland**

GOVERNMENT OF INDIA

DEPARTMENT OF ADMINISTRATIVE  
REFORMS & PUBLIC GRIEVANCES

(In collaboration with)

GOVERNMENT OF NAGALAND

**REGIONAL CONFERENCE ON GOOD GOVERNANCE INITIATIVES**  
 Sub theme: Capacity Building/ Technology/ Best Practices by Aspirational Districts  
**MINUTE TO MINUTE PROGRAMME: 10<sup>th</sup>-11<sup>th</sup>October 2018**  
 Venue: Kohima, (Nagaland)  
Day-1: (10.10.2018)

<b>09.00-10.00</b>	<b>Registration</b>
<b>10.00-10.35:</b>	<b>Inaugural Session</b>
10.00-10.03:	Welcome Address by Shri Abhishek Singh, Commissioner & Secretary, Government of Nagaland
10.03-10.13:	Inaugural Address by Shri Neiphiu Rio, Chief Minister, Nagaland
10.13-10.23:	Address by Shri K. V. Eapen, Secretary, Government of India, Department of Administrative Reforms & Public Grievances
10.23-10.33:	Film on PM Awarded Initiatives
10.33-10.35:	Vote of Thanks by Smt. Vasudha Mishra, Additional Secretary, Department of Administrative Reforms & Public Grievances
<b>10.35-10.55</b>	<b>Tea</b>
<b>10.55-11.35:</b>	<b>Session –I [Technology for Good Governance]</b>
10.55-11.15:	Presentation on Use of Technology for Good Governance by Shri K.D. Vizo, Commissioner & Secretary, IT&C and Power Department, Government of Nagaland
11.15-11.35:	<b>Panel Discussion:-</b> <b>Moderator:</b> Shri Vanlachuanga, Commissioner & Secretary, IT&C, Govt. of Mizoram <b>Panelists:</b> Shri K.D. Vizo, Commissioner & Secretary, IT&C & Power, Nagaland, Smt. Suchitra Pyarelal, State Informatics Officer, Assam, Shri Gokul Mohan Hazarika, Director, AASC, Assam
<b>11.35-12.55:</b>	<b>Session-II [Transforming Aspirational Districts]</b>
11.35-11.55:	Presentation on Challenges in all round development of District Kiphire Shri R. Wilfred, ADC, Kiphire, Nagaland
11.55-12.15:	Address by Shri Amitabh Kant, CEO, NITI Aayog, Government of India (through Video Conference)
12.15-12.35:	Presentation on Reaching the Unreached by Ms. Tapasya Raghav, DC Namsai, Arunachal Pradesh
12.35-12.55:	Presentation on Improvement in Nutritional Status through Poshan Abhiyaan by Shri Tarit Kanti Chakma, Assistant Collector, Dhalai, Tripura
<b>13.00-14.00</b>	<b>Lunch</b>
<b>14.00-14.40:</b>	<b>Session – III [Citizen Centric services]</b>
14.00-14.20:	Presentation on Government initiatives to enhance Health Parameters in North-Eastern States by representative of Ministry of Health & Family Welfare, Government of India
14.20-14.40:	Presentation on Competency Development Framework for Panchayats by Prof. Ram Mohan, Institute of Management in Government of Kerala
<b>14.40-15.20:</b>	<b>Session – IV [PM Awarded Initiatives]</b>
14.40-15.00:	Presentation on Unnayan Banka - Reinventing Education Using Technology by Shri Ahsan, DPO, Department of Education, District Banka, Govt. of Bihar
15.00-15.20:	Presentation on Padhe Dantewada- Likhe Dantewada, by Shri Pranith Simha, Bachpan Banao, NGO Partner, Dist. Dantewada, Govt. of Chhattisgarh
<b>15.20-15.50:</b>	<b>Tea</b>
<b>15.50-16.50:</b>	<b>Session V [Capacity Building]</b>
15.50-16.10:	Presentation on Capacity Building in Nagaland by Smt. Sentimongla Kechuchar, Tata Trusts, Nagaland
16.10-16.30:	Presentation on Capacity Building in North-Eastern States through livelihood activities by Shri Atanu Saha, Director (S&T), North-Eastern Council, Govt. of India
16.30-16.50:	Presentation on Community Policing – Beat Policing by Shri Vishal, Deputy Commissioner of Police, Dimapur
<b>19.00-21.00</b>	Cultural Programme followed by Dinner

**Day- 2: (11.10.2018)**

<b>07:00-08:30</b>	<b>Visit to BPO Centre, IT&amp;C Department, Govt. of Nagaland</b>
<b>10:00-11:20</b>	<b>Session –VI [Transforming Aspirational Districts]</b>
10:00-10:20:	Presentation on Successful Implementation of Mission Indradhanush and Measles Rubella by Shri Mahesh Chaudhary, Assistant Collector, Chandel, Govt. of Manipur
10:20-10:40:	Presentation on best practices by Shri A.B. Karki, DC, West Sikkim, Government of Sikkim
10:40-11:00:	Presentation on Transforming Aspirational Districts by Dr. Rama Kamaraju, Sr. Consultant, NITI Aayog
11:00-11:20:	<b>Panel Discussion:</b> <b>Moderator:</b> Shri V. Shashank Shekhar, Joint Secretary, DAR&PG, Gol <b>Pannelists:</b> Dr. Rama Kamaraju, Sr. Consultant, NITI Aayog; Shri R. Wilfred, ADC Kiphire; Shri A.B. Karki, DC, West Sikkim; Ms. Tapasya Raghav, DC Namsai.
<b>11.20-11.50</b>	<b>Tea</b>
<b>11:50-12:30:</b>	<b>Session –VII [Good Governance Initiatives]</b>
11:50-12:10:	Presentation on Geo-Portal on North Eastern District Resources Plan to support effective Government Applications by Shri P.L.N. Raju, Director, NESAC, Department of Space, Govt. of India
12:10-12:30:	Presentation on Good Governance – Perspective from a remote and backward District by Shri K. Thavaseelan, Deputy Commissioner, Mon, Nagaland.
<b>12.30- 12:55</b>	<b>Valedictory Session</b>
12.30-12.40:	Address by Shri R. Binchilo Thong, Chief Secretary, Government of Nagaland
12.40-12.50:	Address by Smt. Vasudha Mishra, Additional Secretary, Department of Administrative Reforms & Public Grievances, Govt. of India
12.50-13.00:	Vote of thanks by Shri V. Shashank Shekhar, Joint Secretary, Department of Administrative Reforms & Public Grievances, Govt. of India
<b>13:00-14:00</b>	<b>Lunch</b>
<b>14.00-17:30</b>	<b>Field Visit to War Museum/ Khonoma Village</b>

## **INAUGURAL SESSION**

The Department of Administrative Reforms & Public Grievances (DARPG), Government of India in collaboration with the Personnel & Administrative Reforms Department, Government of Nagaland, organized the 30<sup>th</sup> Regional Conference on 'Good Governance Initiatives' at Kohima on October 10-11, 2018. The sub-theme of the Conference was 'Capacity Building/Technology/Best Practices by Aspirational Districts'. Delegates from seven North-eastern States viz., Nagaland, Assam, Arunachal Pradesh, Manipur, Mizoram, Tripura and Sikkim and also from Bihar, Chhattisgarh and Kerala participated in the Conference. Besides, presentations by participating States, the representatives from North Eastern Council, Department of Space (North Eastern Space Application Centre), Niti Aayog, Kerala, Bihar and Chhattisgarh also made presentations. Shri Neiphiu Rio, Hon'ble Chief Minister of Nagaland gave the Inaugural address. Secretary (DAR&PG) also addressed the participants.

In his inaugural speech, Chief Minister of Nagaland, Shri Neiphiu Rio remarked that good governance is a basic right for all citizens. He emphasized it as a top priority of his government. The Chief Minister laid significance on addressing key issues in governance by evolving effective strategies. Speaking on the need of leveraging technology in good governance, the Chief Minister cited Aadhaar as an instance in delivering services to the targeted sections of the society. However, the Chief Minister expressed desire to reduce bottlenecks being faced in the implementation of Direct Benefit Transfer (DBT) and digital payments due to limited outreach. Stating that several blocks in the State are still not connected with banking network, the Chief Minister red flagged issues like existential poor connectivity which is a common phenomenon not only in the state but across the North-Eastern region.

Referring to the remote location of Kiphire District, one of the Aspirational Districts, the Chief Minister admitted that such geographical aloofness resulted in developmental gap. Further, CM added that natural calamities often compound the situation by completely cutting-off the district with the rest of the state wherein transportation of relief materials to the victims almost cost the state around Rs 80 thousand to Rs 1 lakh per truckload trip. Shri Rio further added that Mon and Longleng districts also registered low on development indices mainly because of their physical remoteness. The Chief Minister concluded by making it imperative to focus on capacity building in bringing the states at par in development front.

Commissioner & Secretary, Personnel & Administrative Reforms Department, Government of Nagaland, Shri Abhishek Singh, while delivering the welcome address, stated that the objective of the Conference was to provide a common platform for the region to share the successful experiences of good governance initiatives so that the thriving models of other states may be replicated in the development of all the States of the North-Eastern region.

Secretary to the Government of India, Department of Administrative Reforms & Public Grievances, Shri K.V. Eapen in his address iterated that the aim of the

Conference is to provide a common platform to share experiences in the formulation and implementation of best practices towards Good Governance with special focus on North-Eastern States. There are 14 Aspirational Districts in North-East including Kiphire District of Nagaland. According to him, e-services in the country, and especially in the North-eastern region, are not reaching the people and bringing about the targeted result. A study is being commissioned to evaluate the working system of e-services in the country, by tying up with NASSCOM and eight Ministries in this initiative. On good governance initiatives, he said that PM Awards for Excellence in Public Administration are given away in three different categories viz., 'Union Territories', 'North Eastern & Hill States' and 'Other States' on Civil Services Day on April 21 every year. The four priority awards chosen for this year are 'e-NAM (National Agriculture Market)', 'Mission Indradhanush', 'National Livelihood Mission' and 'Electricity for All (Saubhagya)'. Shri Eapen remarked that so far Regional Conference on Good Governance are the only forum for the States/UTs to come together and share ideas on good governance initiatives so that they could be replicated.

Smt. Vasudha Mishra, Additional Secretary, Department of Administrative Reforms & Public Grievances, Government of India delivered the Vote of Thanks.

A film on PM Awarded Initiatives was screened during the inaugural session. Shri Amitabh Kant, CEO, NITI Aayog, Government of India addressed the participants on the first day through video conference. On October 10 evening after the conference, the participants undertook field visit to 'Made in Nagaland' pavilion run by an NGO. On October 11, the participants visited BPO Centre run by the IT&C Department, Govt. of Nagaland.

During the 2-day conference, two panel discussions and 16 presentations were made. The topics and content of the presentations are given in the following pages.

## 1. USE OF TECHNOLOGY FOR GOOD GOVERNANCE

K.D. Vizo,  
Commissioner & Secretary,  
IT&C and Power Department,  
Government of Nagaland

Good Governance should ensure that the voices of the poorest and the most vulnerable sections of the society find place in decision-making in the allocation of resources for development. The Government, the Private Sector and the Civil Society have a role to play in this regard. Fairness, effectiveness, accountability and transparency in policy making and implementation determine the extent of good governance.

The Social Media, Biometric Attendance and Websites, Public Grievance Redressal mechanism, e-Tendering, m-Seva, e-Office, Direct Benefit Transfer and Aadhaar enabled payment system are some of the tools and technologies of good governance. Immigration, Visa and Foreigners Registration & Tracking, Artificial Intelligence, Crime and Criminals Tracking Network and Systems (CCTNS), Interoperable Criminal Justice System (ICJS) and Enterprise Architecture are few examples of using tools and technologies for good governance.

**Landmark achievements in IT and e-Governance of Nagaland:** The State took over State Portal and State Services Delivery Gateway (SP&SSDG) core infrastructure project. The IT Department is running the State Data Centre without engaging private Data Centre Operator (DCO). The State is also acting as Common Service Centre Agency (CSCA) on its own. It has also started the pilot project for National Information Infrastructure (NII). The Aadhaar based Biometric Attendance System has been introduced in the State Civil Secretariat. Nagaland State e-Governance Society (NSeGS) which is functioning under the Department of IT&C has got ISO Certification. It has been ranked high in e-District Mission Mode Project along with 6 other States (Haryana, West Bengal, Gujarat, Punjab, Andhra Pradesh & Madhya Pradesh).

### **Broad vision of IT 2030**

- To make Nagaland an Information Technology hub through setting up of world class Business Process Outsourcing (BPO) / Knowledge Process Outsourcing (KPO) for North Eastern Region and South East Asia.
- To provide High Internet Bandwidth to every Village Panchayat.
- To transform Nagaland into a digital society through transparency and accountability.
- To enable all Government Departments to have e-Office to deliver services promptly to citizens through online system.
- To bring about a comprehensive IT literacy initiative throughout the State.

- To generate direct and indirect employment for the unemployed youth through various IT related services.
- To promote knowledge economy and increase the GDP of the State through the use of Information Communications Technologies and IT services.
- To promote electronic financial transactions using virtual bank branches operating from Customer Activated Terminals, Smart Phones and other electronic accessories.
- To ensure cyber security, information security, prevention of data corruption and fraudulent practices.
- To promote Telemedicine, Telemarketing, and market supply chain through networking for retailers, distributors, warehouses, transporter, manufacturers, material suppliers etc.
- To ensure digitization of all records and promote use of demographic database for determining age and sex composition, income levels, distribution of resources, regional disparities, incidence of diseases, life expectancy etc.
- To train various departments, schools, colleges, entrepreneurs and general citizens in IT related matters for improving their skills to meet the challenges of knowledge economy and promote economic growth.
- To make the State a major software exporter in South East Asian Region.
- To promote high bandwidth data applications and electronic services to rural areas through Common Service Centres (CSC).
- To integrate all Government Departments on a single platform through enterprise architecture and enable modern electronic systems like e-Cabinet, e-Legal, e-Education, e-mobile classroom, e-Hospital, e-Dashboard, Single window e-Business, e-Naga Village etc.
- To strengthen core infrastructures like State Data Centre, State Wide Area Network, e-District, National Information Infrastructure (NII), Common Service Centres (CSC) etc.
- To strengthen networking infrastructure using terrestrial, wireless, aerial OFC and satellite technologies.
- To enable centralized electronic integrated security systems using electronic equipments such as electric field perimeter protection system, micro-wave co-axial cable system, vehicle identification system, biometric system, electronic scanner system, electronic explosive detection system, electronic jammers system, CCTV surveillance system with centralized common control, IP based surveillance system, advanced video analytic system etc.
- To bring up a world class e-Governance Academy in the State to cater to the needs of North Eastern States and South East Asian Countries.
- To encourage research related works in IT sector for the youth by bringing up a robust Research and Development facility.

All Government Departments in the State have their own official websites, hosted by Nagaland State Data Centre, as well as facebook and twitter accounts.

The State has notified the adoption of e-Tendering and Procurement, 2017 as a State Policy for all procurements.

The Department of IT&C provides a secure connectivity between GST system and IT system of Tax Department of the State and stable connectivity has been provided to all the offices of Taxes Department.

e-District is a state mission mode project. Under this project, high volume citizen centric services are being provided to the citizens of the State (Birth, Death, ST, Indigenous Inhabitant Certificate, Domicile Certificate, Permanent Resident Certificate Arms License Renewal, Issue of Ration Cards, Issue of Pension cards, NPSC Examinations etc). UMANG and DIGI Locker which are national level applications are also integrated with e-District.

The 268 Common Service Centres deliver services including passport application, PAN card application, train & flight ticketing, online scholarships, job applications to Nagaland Public Service Commission, electricity bill payment, Pradhan Mantri Gramin Digital Saksharta Abhiyan (PMGDISHA), Aadhaar correction, e-recharge of mobile, DTH etc.

The project to make WiFi enabled Kohima and turn it into an e-Governance City are two major projects in pipeline. An e-Governance Academy of Nagaland (eGAN) has already been approved by NITI Aayog under Development Support Service for States programme.

National Information Infrastructure (NII) is aimed to create a unified e-Governance infrastructure by integrating existing ICT infrastructure, providing internet connectivity till the village level for delivery of services to the public at their door steps. Peren District in Nagaland is one of the seven Pilot Districts selected along with the Districts in the States of Gujarat, Karnataka, Chandigarh, Kerala, Pondicherry, Utrakhnad in the Country for the implementation of NII Project.

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2. **CHALLENGES IN ALL ROUND DEVELOPMENT OF ASPIRATIONAL DISTRICT KIPHIRE**

R. Wilfred,  
Additional Deputy Commissioner,  
Kiphire District, Nagaland

The district lacks in the facilities for sustainable development viz., education, health, agriculture produce marketing, skill development & entrepreneurs. Kiphire district has certain inherent challenges in all-round development as the district is marked by the near total absence of agriculture product marketing units and witnesses frequent inter-tribal clashes and natural disasters.

The regular annual budget of the district for schemes that could have a tangible impact in rural development is negligible. It also lacks funds for Special Schemes, Aspirational Schemes. There is no scope for the district to approach for funds under Corporate Social Responsibility (CSR) as there is no major industry in the region. There has been no allocation of funds under various schemes viz., Mahatma Gandhi National Rural Employment Guarantee Act, Pradhan Mantri Gram Sadak Yojana, Swachh Bharat Mission and National Rural Drinking Water Programme.

The district approached the State Bank of India for funds under corporate social responsibility. Since, the amount offered by the Bank was meagre to undertake any meaningful initiative, the district declined the offer. Krishi Kalyan Abhiyan is the only intervention that has registered a progressive march.

The connectivity and infrastructure networking in the district is poor and therefore initiatives like Digital India, Banking, Scholarships and access to other basic facilities remain beyond the reach of the citizens. In absence of viable alternative route the district is technically cut-off in the event of any natural disaster.

The public office buildings and housing accommodation lie dilapidated. In banking sector, the only bank, in the district, with seven employees caters to about 35,000 – 75,000 population. In so far as access to healthcare services is concerned, only four out of 152 deliveries are institutional deliveries.

Leveraging agricultural produce like Maize and Cardamom, providing marketing linkage and skill development programmes under DDUGKY & PMKVY will help the district to develop.

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### 3. REACHING THE UNREACHED

Tapasya Raghav,  
Deputy Commissioner,  
Namsai district, Arunachal Pradesh

Namsai District was carved out of Lohit district in 2014. The district has a total geographical area of 1587 sq km, a total population of 95,950 (M-49856 & F-46094) and a literacy rate of 54.24 only. 73.43% of population depends on agriculture and almost 25% of the population is agriculture labourer and floating population. Reaching out to them is very difficult, and this contributes to lower Key Performance Indicators (KPIs).

As per composite assessment on 49 KPIs across 5 sectors including Health & Nutrition, Education, Agriculture, Financial inclusion, Skill Development and Basic infrastructures, Namsai District has been found to be one of the Aspirational Districts. It needs special focus on developmental initiatives to catch up with leading districts by 2022. The main issues being encountered by the district include low healthcare services and accessibility, poor education, subsistence agriculture on traditional line, weak basic infrastructure, lack of skill development and poor financial inclusion.

The following are the key challenges in the District:-

- Wide gap in infrastructure and man power to provide the services to its citizens effectively especially in Health, Education, Skill development, Agriculture and allied sectors.
- Sparse population makes it difficult for citizens to reach out to Government services.
- Illiteracy especially amongst women necessitates more attention towards gender equality and their participation in the developmental discourse.
- Large landless floating population makes it very difficult to plan properly as reaching out to these sections of people remains a challenge.

'Sarkar-Aap-Ke-Dwar' (SAKD) is an initiative to reach out to the unreached & build partnership in developmental discourse. The basic concept of the initiative is as under –

- i. District administration with active support of all departments/ agencies / Institutions conduct outreach Camps in remote villages on cluster basis.
- ii. Various Govt departments provide their services to people in the camps making Single window system at people's doorstep.

The initiative brought executives, elected representatives and the public on the same platform. It made all stakeholders partners of change. 16 Outreach camps covering 178 villages have been planned for 2018-19. The outcome of SAKD is very

encouraging with more participation of government departments, financial institutions and NGOs benefitting large number of people.

Gram Panchayat Development Plan is planned to be converged with SAKD initiative to bring more synergy. "Krishi Kalyan Abhiyan II" will also be converged with SAKD initiative.

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#### 4. **IMPROVEMENT IN NUTRITIONAL STATUS THROUGH POSHAN ABHIYAAN**

**Tarit Kanti Chakma,**  
**Assistant Collector,**  
**Dhalai district, Tripura.**

Dhalai District of Tripura was formed in 1995 with four Sub-Divisions, and a total population of 377988 as per 2011 Census. It has a total geographical area of 2312.29 sq/km. The district has 175.53 K.M. border with Bangladesh, of which 125.24 KM is fenced and 49.29 KM remains unfenced.

Proper nutrition is a major contributor to child survival. Lack of proper nutrition the biggest driver of the burden of disease and global epidemic of Non-Communicable Diseases (NCDs). Poor nutrition results in cognitive impairment, besides a loss in earning-potential.

Poshan Abhiyaan is an holistic approach of the Government of India to reduce child malnutrition and Anemia among Children and mothers. It was launched in Jhunjhunu, Rajasthan on 8th March, 2018.

Behavioural Change Communication is a key component of Poshan. Community based events (such as Annaprasan, Godh Bharai, Suposhan Diwas) are organized at all Anganwadi Centres in the District. 'Rashtriya Poshan Maah' is observed to induce Jan Andolan among the masses.

District Convergence meeting involving all stakeholders, line departments are organized under the chairmanship of DM & Collector, Dhalai and Block Convergence Meeting involving all stakeholder departments are organized under the chairmanship of SDM's.

POSHAN Melas were organized in 'Hard to reach areas' of the District with focus on Tripura Tribal Autonomous District Council regions to mobilize community members regarding nutrition and health. Stalls were setup displaying various nutritious indigenous food and interactive sessions were organized to sensitize community members.

The following vulnerabilities are endemic to Dhalai District –

- Vulnerable Tribal families (Reang Communities, Mog Communities) including PTG (Primitive Tribal Groups) & BPL practising Jhum Cultivation.
- Geographical isolation, remote and unconnected location, kaccha house.
- Location in Malaria and Diarrhoea endemic zones with high percentage of Anemia.
- Strong belief in Local Ojhas, Superstition.
- Poor sanitation and hygiene and non-availability of potable water.
- Low breastfeeding practices and complementary feeding.

- Lack of functional literacy.

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5. **GOVERNMENT INITIATIVES TO ENHANCE HEALTH PARAMETERS IN NORTH-EASTERN STATES**

Dr. Joydeep Das,  
Senior Consultant,  
Regional Resource Centre for North-East,  
Ministry of Health & Family Welfare, Govt. of India

Launched on 12th April 2005, the National Rural Health Mission (NRHM) seeks to provide equitable, affordable and quality health care to the rural population, especially the vulnerable groups. The thrust of the mission is on establishing a fully functional, community owned, decentralized health delivery system with inter-sectoral convergence at all levels, to ensure simultaneous action on a wide range of determinants of health such as water, sanitation, education, nutrition, social and gender equality. Institutional integration within the fragmented health sector was expected to provide a focus on outcomes, measured against Indian Public Health Standards for all health facilities.

With a view to complement & supplement the initiatives under the NRHM for improving the Secondary/Tertiary level and Other health infrastructure in the north eastern region, the Forward Linkage Scheme to NRHM was introduced in the 11th Plan. This scheme has been continued in the 12th Plan. The Forward Linkages Scheme is fully funded by the Central Government.

The North Eastern Region, because of its geographical location, difficult terrain, high rainfall, vast hilly region, large forest areas and large number of ethnic groups, is not a very homogenous territory for easily providing normal health care services round the clock to all the 47 million people of the region. Moreover, due to inadequate communication facilities throughout the region, health care services have not yet become available to everyone as can normally be expected. Ministry of Health & Family Welfare, Government of India, in its Annual Report (2015-16) has identified the following problems in the Health Sector in the North Eastern States:-

- a. Shortage of trained manpower
- b. Providing access to sparsely populated, remote, far flung areas
- c. Improvement of Governance in the Health sector
- d. Need for improved quality of health services rendered
- e. Making effective and full utilization of existing facilities
- f. Effective and timely utilization of financial resources available
- g. Morbidity and mortality due to malaria
- h. High level of tobacco consumption and the associated high risk to cancer
- i. High incidence of HIV/AIDS in Nagaland, Manipur and the increasing incidence in Mizoram and Meghalaya.

Major Achievements during the last 3 Years include:

- a. Phase-I Extension of Sri Sankaradeva Nethralaya, Guwahati, Assam for procurement of equipment of Vitrectomy and OCT
- b. Establishment of Community Ophthalmology Department at SSN, Guwahati at Sri Sankaradeva Nethralaya, Guwahati
- c. Support to District Hospital, Churachandpur, Manipur
- d. Support for Development & Implementation of Hospital Management Information System (HMIS), Phase - I at Civil Hospital, Aizawl, Mizoram

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## 6. **COMPETENCY FRAMEWORK FOR CIVIL SERVANTS AT LOCAL SELF GOVERNMENT INSTITUTIONS**

Professor Ram Mohan,  
Institute of Management in Government  
Thiruvananthapuram, Kerala

In India, since independence, recruitment, selection and promotion of staff in Indian Public/Civil Service has largely been based on academic/professional qualifications; a system borrowed from the Colonial times. The Government departments/public service organizations following this system focus largely on administrative tasks and enforcement of rules and regulations, without giving much importance to human resource development and management. This results in some staff rising to senior positions without adequate competencies, necessary for effective job performance and productivity.

The introduction of the concept of competency management in Indian Civil Services was pioneered by Department of Personnel and Training (DoPT), Government of India under a project partnered with UNDP.

The competency framework development project for civil servants operating at cutting-edge level was taken up by Institute of Management in Government (IMG) for three departments namely the Police, Social Justice and Scheduled Tribes Development which arguably have a high rate of citizen interaction in Phase I and in Phase II for cutting edge level functionaries in Local Self Government Institutions (LSGIs) which includes elected functionaries as well.

In Nov 2016, IMG initiated the project for LSGIs. With the involvement of both internal and external stakeholders, task forces for selected cadres/categories were constituted.

Through thematic working groups, the methodology for developing competency profile and framework was developed. With a broader focus on citizen-centric governance, competencies were selected from a dictionary consisting of 25 competencies developed for the Indian Civil Services. The competency dictionary imbibes public service values specific to Indian Civil Services, which are entrenched within the four pillars of Ethos, Ethics, Equity and Efficiency.

Competencies have a wide range of applications across human resource management practices. Competencies can be applied and integrated into workforce planning, recruitment and selection, performance management and appraisal, training and development, career and succession planning and reward systems. Through the life cycle of an employee (inflow – flow – outflow) a competency model serves as a roadmap for aligning HR strategy with organisational imperatives. It is an imperative call for our government and its departments to enhance the efficiency and effectiveness of both, its employees and the services it offers. Introducing competency management is one critical step in that direction.

The application of an integrated competency-based model is important for good HRM practice in public service. By promoting a consistent approach across all HRM activities, the framework will help achieve government's objectives. Practice based on past experiences shows that implementing competency management requires a three dimensional approach. The alignment with the strategy and integration of the various HR systems are not the only important aspects rather, competency management is primarily a question of putting implementation into practice.

The key institutional players which are critical for ensuring the success of the implementation and institutionalizing of competency-based system are the Government, the Department, the Apex Training Institute and the Department of Administrative Reforms and Public Grievances (DARPG).

DARPG provides leadership and necessary assistance for the Department/ATI in implementing the competency-based system. It leverages the learning's from current projects and facilitates implementation across other projects undertaken by departments or States across the country. The Department utilizes the resources of ATI for steering the development of similar projects in similar departments in other States. And, disseminates the processes, methods and learning's from the project with all stakeholders

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## 7. UNNAYAN BANKA- REINVENTING EDUCATION USING TECHNOLOGY

Ahsan, DPO,  
Department of Education,  
District Banka, Govt. of Bihar.

Banka district faces the challenges of very low teacher-student ratio, low passing percentage (38%), low attendance (17%) and large dropout due to lack of personalized learning experience. The District Administration evolved Mobile based learning platform (Eckovation) to address these issues. It ensures quality education through digital platform using machine learning to personalize learning experience.

Information Communication Technology (ICT) is used for providing contextualized and interactive video learning modules, continuous and comprehensive evaluation of student's performance and cohort learning facilities to students involving use of Artificial Intelligence and Big Data Analytics. The scalable model to ensure quality education in government schools started in Banka, Bihar and upon proven success expanded in Jharkhand with the name Gyanodaya. The project is riding on enthusiasm of students and teachers of government schools in Banka (Bihar), Godda (Jharkhand), Chhapra (Bihar) and Chandauli (UP).

The initiative aims to provide Quality School Education in India by leveraging technology with a focus on ensuring continuous monitoring and accountability in the system. The approach is towards institutional building and ensuring sustainability through capacity building of teachers and administration. The students are preparing for various competitive exams like State Board Examination, IIT JEE, SSC-CGL, Bank PO, UPSC and RRB. AI based technology is used for tracking the performance of the student over a period of time for mentoring and counseling purpose. Under the Unnayan initiative, today students are learning General English, Reasoning and Aptitude skills along with higher software technical skills like Designing Websites, Programming skills, Android App development, Robotics and Machine Learning etc. are provided to students through Boot camps in various districts.

### **Benefits:-**

- 1450 Schools are now associated with 'Unnayan' programme
- 120,000 Students are directly getting benefits by 'Unnayan' programme
- 1500 Teachers are associated with 'Unnayan' program
- The scalable model has now been adopted in 3 States (Selected Districts)
- Virtual classroom with more than 10,000 learners through mobile app

### **Critical success factors:-**

- 'Anytime-Anywhere' e-Learning model via a big virtual classroom with no Geographical Boundary
- Low cost and High efficiency model
- Multiplatform learning model
- School on Wheel program for LWE affected areas

- Continuous progress monitoring and Assessment

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## 8. PADHE DANTEWADA - LIKHE DANTEWADA,

Pranith Simha,  
Bachpan Banao,  
NGO Partner for District Dantewada  
Government of Chhattisgarh.

'PadheDantewada – LikheDantewada' is a technology led Intervention to measure, track and monitor catering to the **individual learning and health care needs of 885 Schools, 2493 Teachers, 38499 Students.**

The programme has been started for the purpose that every child in Dantewada district could be able to read, write and do basic mathematics calculations. Many times it was seen that the children neither perform routine calculations nor can they read in Hindi. Under this programme, children are allowed to read and understand the basic questions of Hindi and Mathematics, such as addition, subtraction, Hindi writing and reading etc.

Every child reports are accessed by the school, block and district level officials through mobile app so that the poor subjects of the child could be looked into. Through this program, every child of the district is able to study now.

Since the district is mosquito infested, the project also conducts hemoglobin checks for all students and monitors their record along with academic performance. One of the challenges that the district faces is only 12% of the area has mobile coverage.

### **Benefits:-**

- More than 36,000 students have been assessed and work has been started on increasing their academic performance.
- More than 4,000 teachers have contributed to making this program a success. They have contributed in assessment of all children and evaluation of schools located on remote places.
- More than 900 school children are being assessed under the 'PadheDantewada – LikheDantewada' programme.

### **Critical Success factors:-**

- Combined Activities for Maximized Learning
- Regular Monitoring
- Setup of libraries to promote group learning and self-learning among children and to encourage community engagement
- Identification and Coverage of primary and upper-primary schools at block level
- Defining assessment levels and methodology

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## 9. CAPACITY BUILDING IN NAGALAND

Tata Trusts, an NGO is working with Government of Nagaland in Agriculture Sector. The geographic outreach of Tata Trusts is

- i. 25 villages in Kikruma, Pfutsuro, chizami blocks of Phek District;
- ii. 24 villages in Pungro, Khongsa blocks of Kiphire District; and
- iii. 43 villages in Noksen, Sangsangyu, Noklak blocks of Tuensang District

The Trust endeavours to address the need for improved land use as a result of changing environmental circumstances and farmers' aspirations. 6,500 Households in 86 villages are covered under agriculture interventions. 500 Ha of land is under improved cultivation practices (Improved package of practices, S&W conservation) as a part of capacity building. 1,200 village level trainings have been organized. Every village has an Agriculture Service Provider to provide advisory services to farmers and 35 trainings have been conducted in this regard.

### **Agriculture: Way Forward**

#### **Production:**

- i. Scale up production (Paddy, vegetables) targeting local markets.
- ii. Farmers Service Centre – Assured and timely input supply - Enterprise mode.
- iii. High value crops under protected cultivation.
- iv. Adequate investment for land development activities.
- v. Seed Villages – improve farmers seed management capacity.
- vi. Nursery based enterprise.
- vii. Water resource management for support irrigation.
- viii. Tools to reduce Drudgery (Machineries like maize Sheller, conoweeder, millet milling machine, Power tillers etc.,).
- ix. Agro advisory services.
- x. Establish Mountain Farming Centre of Excellence in Pungro& Rural Farm schools.
- xi. Access to Financial Services.
- xii. Reward/incentive for farmers innovation and enterprising farmers

#### **Piggery value chain Implementation Strategy (Inputs):**

- Quality Piglets
- Concentrated Compound Feed
- Veterinary Services – LSPs
- Farmers knowledge enhancement

**Markets and sustainability:**

- Pig Producer Groups
- Pig Producer Organizations

**Raising Pigs – Raising Income: Piggery**

- 5,100 Households outreach in 60 villages in 3 districts;
- 5000 low cost improved pig sty constructed;
- Rs 4.8 Cr. total income so far

**Convergence: Public Private Partnership (PPP)**

- i. A Convergence model between State, technical experts and NGOs in Nagaland demonstrated to scale, the approach adopted by the state government for spring shed development in the state.
- ii. Promote Coordination both within Government agencies and between Government and Non-Government agencies working on springs.
- iii. Build up expertise in the state of Nagaland on a scalable, scientific and participatory approach to spring revival.
- iv. Build capacity of human resources in government and non-government agencies at the village, district and state level so that the work can be scaled without external support.
- v. Converge the multiple sources of funds for implementation and software costs so that the work can be carried out at scale.
- vi. The overall project Goal is to develop a state wide spring shed development programme to achieve sustainable water security and enhance resilience of vulnerable mountain communities to climate change in Nagaland.
- vii. Address the problem of dying springs and revive the identified spring sources in 100 villages in Nagaland.
- viii. Provide seasonal water security through conservation of springs in 100 villages in Nagaland.
- ix. Strengthen community level institutions to ensure local ownership and management to sustain the intervention beyond the framework of this project.

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10. **CAPACITY BUILDING IN NORTH-EASTERN STATES THROUGH LIVELIHOOD ACTIVITIES**

Atanu Saha,  
Director (S&T),  
North-Eastern Council (NEC), Government of India

Building capacity in an institution is important for maximizing self-governance, to design and implement planning at the grass root level and ensuring efficient delivery of public services. Creating institutions of self-governance right from the village level and activating them to ensure maximum participation of the people, particularly women and vulnerable sections, is necessary to maximize self-governance. Planning require capacity building at all levels beginning with villages and municipalities, at the block, district, State and even at the level of the NEC.

Capacity development is not confined to government departments alone. There is considerable need to educate the public on their rights and responsibilities and how to demand accountability from government departments. Similarly, there is a need to build capacity in various non-governmental organizations. This calls for capacity building at the level of government right from the village level and including the line departments of various ministries of the State Governments. Responsive administration requires competent personnel and special efforts will have to be put in place to ensure this. Given that many of the States are small and there are considerable gains to be had by States working in coordination, the institutions for capacity-building could be created through joint initiatives by States in the region.

The NEC has the responsibility of coordinating the policies of different States, promote cooperation among them and undertake planning for the region. It is important to have people with sector specialisation in the various departments of the NEC. The Council should develop capacity not only in coordinating policies and programmes among States but also in preparing and coordinating plans drawn up by different States through the grassroots process.

NEC also draws up plans for creating infrastructures spilling over to more than one State. Building capacity to design and implement plans, and undertake the task of monitoring and control is necessary to make it an effective institution in fostering the developmental process in the region.

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## 11. **COMMUNITY POLICING - BEAT POLICING**

Vishal,  
Deputy Commissioner of Police,  
Dimapur, Nagaland.

Modern beat policing is designed to make individual police officers responsible for the community's policing needs in a defined geographical area. The police officers are deputed to make regular visits to all colonies/villages.

Beat officer responds to citizens' calls for service, identifying and resolving community problems, attending community meetings, liaising with relevant government agencies to address community needs, and, on some occasions, investigating minor criminal incidents.

It needs a structure for long-term implementation and evaluation and criteria for locating foot patrols in the community as also an overarching programme goals and objectives for implementing each foot patrol/beat location. Baseline information on the foot patrol area assists in developing strategies and there are some focuss areas for the implementation of foot patrols

### **Context of Nagaland**

Two important contextual factors in the State of Nagaland are (i) Resilient Village Authorities and (ii) Insurgency.

Naga Villages had the aspirations for and the self-image of an all-encompassing political community for long and it continues to date, though with diminished intensity. It is significant to note that none of the insurgent 'governments', even at the peak of their power, were capable of diminishing the command and confidence villages had on the village's internal matters in any significant way.

Insurgency, although controlled, is present in varied forms. The two decades of peace in the State have enabled transition of Nagaland police from anti-insurgency force to district executive force with focus on law & order management, criminal investigation etc.

In the 27,000 strong Nagaland Police, District Executive Force has nearly 12,000 police personnel, a good number of which have been deployed from armed branches to law & order duties, with short term formal training.

Low educational capability of ground functionaries and even lower technological exposure, lack of adequate infrastructure pulls down the progress of district executive force to meet the need of present times.

### **Structure of Beat System**

The pilot programme was launched in West Police Station of Dimapur in 2016-17. Dimapur is, presently, divided into 17 clusters and 61 beats. There are 23 Senior Beat Officers for clusters supervising 61 Beat Officers. There is a system for regular review by cluster officers to the level of DCP. Regular interaction is organized with

community members along which also facilitates general information gathering about the beats. There is a list of 80 pre-assigned tasks with the Beat Officers.

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12. **Successful Implementation of Mission Indradhanush and Measles Rubella**

Krishna Kumar,  
Deputy Commissioner  
Chandel District, Government of Manipur

Chandel District has a total population of 85072 and is home to three Sub-Divisions. Like other districts in the region where issues ranging from poor connectivity and weak infrastructure, Shri Mahesh Chaudhuri, Assistant Collector, Chandel, Government of Manipur, also highlighted existential reality like vacancy of posts, poor connectivity, disaster such as landslides and difficult terrain have been major agents holding back the district to advance development.

Launched on October 7, 2017, Intensified Mission Indradhanush (IMI) aims to achieve full Immunization by December 2018 by covering all left outs and drop outs in select districts. Targeted beneficiaries include Children upto 2 years of age and at least 90% of all pregnant women. Chandel district was included in the mission because it had only 50% coverage in Routine Immunization.

In the preparatory phase, meetings at district and block level were conducted with all the stakeholders. Orientation workshops were held for all stakeholders. Head count survey and Household visits were undertaken in the 76 identified villages by ASHA workers.

At the time of implementation, the role of Assam Rifles was praiseworthy. They helped the district administration in picking and dropping of beneficiaries from inaccessible areas. A few teams had to travel by foot to reach session sites. Pakan Riders (Bikers) were used for alternate Vaccine delivery in remote areas. All stakeholders had cooperated and supported in the IMI & MR campaign as a result of which, 100% coverage was achieved.

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### 13. BEST PRACTICES IN WEST SIKKIM DISTRICT

A.B. Karki,  
Deputy Commissioner,  
West Sikkim district, Government of Sikkim

West Sikkim district encourages adoption of local languages, participation of Gram Sabhas and a bottom-up approach towards making an impact in people's lives through welfare schemes.

Sikkim is known for organic farming and West Sikkim district is the largest producer of organic product. Farmland includes kiwi, cardamom, carrot, cherry pepper and cole crops. The DC stated that tourist visit to the state showed an increase trend by nearly 70% subsequent to state becoming the first organic state in the country. Schools also teach organic farming to students.

All 228 govt. schools in the district have been covered under the School Adoption Programme. Under this initiative, all Public Representatives and senior government officers have adopted schools in the district. Practical issues like lack of teachers or other essential services in a school are addressed by the adopting authority directly in consultation with the community. Panchayats provide funds for the minor and major repairs, construction of additional classrooms. They also provide White Boards alongwith Markers and Duster, Computers, Xerox machine office furniture for the efficient functioning of the schools. In another initiative, inter-school exchange programme teachers and students from public schools compliment education in private schools and vice versa.

Under the convergence programme, the district administration organized Mental Health Programme, Adolescent Counselling Programme, CATCH Programme, Indradhanush and HPV Vaccination in all the schools of the district and held many activities viz. specialized annual health checkups, distribution of Iron and de-worming tablets.

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#### 14. TRANSFORMING ASPIRATIONAL DISTRICTS

**Rama Kamaraju,**  
**Sr. Consultant,**  
**NITI Aayog**

Launched by the Prime Minister in January 2018, the 'Transformation of Aspirational Districts' programme aims to quickly and effectively transform these districts. A total of 117 districts from 28 States have been selected under this programme. Out of these 117 districts, 27 districts are under NITI Aayog, 35 districts under Ministry of Home Affairs and 55 districts under various central ministries.

The broad contours of the programme are Convergence (of Central & State Schemes), Collaboration (of Central, State level 'Prabhari' Officers & District Collectors), and Competition among districts driven by a mass Movement. With States as the main drivers, this program will focus on the strength of each district, identify low-hanging fruits for immediate improvement, measure progress, and rank districts. Competition is encouraged amongst aspirational districts to fare better. Convergence of schemes, collaboration among officers, competitions among districts and mass movement are identified as core strategy of the program.

49 key performance indicators have been chosen to measure progress of the districts. Districts are prodded and encouraged to first catch-up with the best district within their state, and subsequently aspire to become one of the best in the country, by competing with, and learning from others in the spirit of competitive & cooperative federalism. The weightage provided to various sectors are:

- Health and Nutrition – 30%
- Education - 30%
- Agriculture and irrigation – 20%
- Financial Inclusion and skill formation – 10%
- Basic infrastructure – 10%

To ensure proper monitoring on the progress of the programme, the Prime Minister conducts regular reviews and interacts with Deputy Commissioners, holds reviews with Chief Ministers in Governing Council Meeting of NITI.

#### **Benefits:-**

- 48.28 Lakh new LPG Gas connections.
- 31.26 Lakh new Household Electricity connections.

- 68.52 Lakh new LED Bulbs distribution.
- 73.51 Lakh new PM Jan Dhan Accounts.
- 50.43 Lakh new enrolment under PM Jeevan Jyoti Bima Yojana (PMJJBY)
- 84.99 Lakh new enrolment under PM Suraksha Bima Yojana (PMSBY).
- 6.29 Lakh infants and 1.80 Lakh pregnant women vaccinated.

**Critical Success Factors:-**

- Buy in from highest level of government
- Clear vision and plan at district level
- Real time monitoring of progress of districts and their ranking

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15. **GEO-PORTAL ON NORTH EASTERN DISTRICT RESOURCES PLAN TO SUPPORT EFFECTIVE GOVERNMENT APPLICATIONS**

P.L.N. Raju,  
Director,  
North Eastern Space Application Centre,  
Department of Space, Government of India

North Eastern District Resources Plan (NEDRP) is a successful project of North Eastern Space Applications Centre (NESAC), Department of Space, Umiam, Meghalaya. The major aim of the project is to strengthen the Governance policy through effective mechanism of geospatial framework. It was inducted with 36 selected districts of NE Region and later on extended to remaining districts of the region as per the directive of North Eastern Council (NEC), Government of India. Each of the districts comprised of around 30-35 geospatial layers categorized into six major modules- i) Administrative or base data, ii) Infrastructure, iii) Land and Water resources, iv) Planning inputs, v) Terrain module and Disaster management. In addition, NEDRP dashboard is populated with the Governance Applications on Election, Census, Project Monitoring, Geo-Tourism, Village Resources Information etc. The geoportal is hosted at [www.nedrp.gov.in](http://www.nedrp.gov.in) using 1Gbps National Knowledge network (NKN). NEDRP is now becoming decision making platform for the Governance applications in many Government Departments and agencies for their planning and monitoring activity.

NEDRP is one of the unique initiatives to provide geospatial data, services and tools for preparation of Detailed Project Report (DPR), Master plan document and any other inputs essential for various district level developmental planning and to support various Governance activities.

**Objectives:-**

- a. Integration of available natural resources database with a proper linkage to socio-economic data.
- b. To develop a web-based single window information system with a set of Geo-processing tools such as spatial query based on area of interest, distance & measurement, pie chart generation etc. which will enable user to view and query the database.
- c. To develop dashboard based web applications on top of the NEDRP framework for the Government Departments to support visualization of relevant data for planning and monitoring activities.
- d. Provide online decision making tools based on User's criteria for identification of forest fire vulnerable areas, expansion of horticulture and afforestation activity have been added to the top of the NEDRP.

The programme was expanded to entire 101 districts of NER as per the directive of NEC, Government of India, in the early phase of 2017. Around 25 number of one day workshops cum training programme have been organized during 2015-2017 for maximum utilization of NEDRP data for developmental activities. Large numbers of

datasets have been downloaded by various users for preparation of their DPRs and developmental plans. Dashboard based web applications integrated with Mobile Apps were effectively introduced into the framework of NEDRP geo-portal to support the Governance activity. Total 8 applications have been developed for various Central/State Government Departments for planning and monitoring activities.

NEDRP is now becoming decision making platform for the Governance applications in many Government Departments and agencies for their planning and monitoring activity. Dashboard based web application developed for the monitoring of the status of the projects funded by North Eastern Council in NER is one of the major achievements of NEDRP towards good governance. The monitoring dashboard integrated interactive Mobile Apps, GPS and satellite imagery to assess the status of the projects progress ([nec.nedrp.gov.in](http://nec.nedrp.gov.in)) has been handed over to NEC and currently made operational with 95 projects of NEC running in 165 locations of NER. Election GIS module of NEDRP ([election.nedrp.gov.in](http://election.nedrp.gov.in)) is another important application accepted and is currently operated by the Office of Chief Electoral Officer, Meghalaya Election Department for online updation of electoral roll data in spatial domain and also to prepare the plan of action more effectively using NEDRP data and tools. NEDRP is also enriched with GeoTourism module ([tourism.nedrp.gov.in](http://tourism.nedrp.gov.in)) which was a directive from the Ministry of DoNER for better planning of NER tourism. Recently, the portal portrayed around 230 tourist spots categorized in monument, cave, peak, waterfalls, hot spring and hotels over Bhuvan base satellite imagery. It is helpful in planning a tour based on the geospatial itinerary.

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16. **GOOD GOVERNANCE – PERSPECTIVE FROM A REMOTE AND BACKWARD DISTRICT**

K. Thavaseelan,  
Deputy Commissioner,  
Mon District, Nagaland

Mon District of Nagaland shares a 130-km long international boundary with Myanmar. With a population of 2,50,260 (2011), it is the third most populous district of the State after Dimapur and Kohima. It takes around 13 hours to reach the state capital, Kohima and 8 hours to reach the commercial capital, Dimapur. With a literacy rate of 56.99% Mon ranks below Kiphire, an aspirational District of the State. He stated that Konyaks are numerically the largest tribe in Nagaland.

Physical remoteness, its geographical location (it is the largest district in Eastern Nagaland) and low literacy (20 points below the state average) are a challenge to development. Resistance to change and lack of trust in the government are a major hindrance in development. It was herculean task before the District Administration to convince the people to accept and subscribe to Measles & Rubella Vaccination Campaign. The District Administration partners with various agencies including NGOs in the development of the district.

The District has a 130-km long international boundary with Myanmar and most of the stretches are porous. Opium cultivation across the border is rampant. With easy access to transit points on either of the sides (India and Myanmar), opium has since been emerging as a flourishing market. Corresponding participation from the community, intervention from the two sides (India and Myanmar) and proper funding of such operations continued to be of equal significance to curb the flow of illicit trade in opium and other substances from across the border.

The district administration in partnership with private firms provides online and offline cost effective coaching services to youth to meet the job requirement of the market and to equip local youth to undertake competitive examinations, especially UPSC and NPSC. Health camps for the differently abled persons have also been conducted by the district administration in collaboration with NGOs.

In telecom sector, Bharti Aitel provides network coverage to almost 90% of the district. The poor network connectivity necessitates immediate entry of multiple service providers. The DC said that the threats from underground factions, safety of the telecom employees and problems in laying of connection fibres to the last mile are some of the bottlenecks in telecom sector.

Various agricultural products having high commercial value specific to the district were yet to be tapped to its full potential due to poor market network.

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## VALEDICTORY SESSION

Shri R. Binchilo Thong, Chief Secretary, Govt. of Nagaland began his speech by saying South East Asia begins from North East of India. He emphasized on the need to focus on the development of infrastructure like the ongoing 4-Lane National Highway between Dimapur & Kohima which should be extended to cover the Kohima-Imphal link by 2022. He also proposed that the Rail link between Dimapur and Zubza should be further extended to enable Nagaland to assimilate into the expected Trade with Myanmar and other ASEAN countries via Road and Rail.

He also cited reasons as to why Nagaland and North East in general was a backward state. Challenges of unfriendly terrain, low population density, lack of appropriate connectivity covering roads, Information Technology & Telecom, Power, lack of capital formation, poor banking culture and coverage, lack of right environment for investment (starting with peace, law and order as also the peculiar land laws and land tenure systems), poor access to national markets, isolation and landlocked situation are some factors which affect the development in the State.

He emphasized the need to educate and train the youths at par with their western peers so that they could compete on global stage for jobs and initiate Start-Ups & social enterprises to combat unemployment in Nagaland.

Stating that poor resource position of the North Eastern States would hamper the response to natural disasters Shri Thong said, the main aspect of rebuilding after disasters will be a herculean task, it is thus imperative that the states start thinking in terms of social security nets by putting into place systems such as disaster risk financing and other insurance mechanisms. He also said that complete devolution of powers to Village Development Board at the grass root level is essential for successful implementation of Village Development Board (VDB) and Communitization Act. He also mentioned that for the success of any programme, evaluation of services delivery is essential.

He also emphasised on the urgent need to examine the land tenure systems, particularly in matters relating to the creation of appropriate and modern land record systems. The Chief Secretary said that this will facilitate the commoditization of land and create appropriate environment for development in the right direction especially investment flow into the State. He also mentioned that the development of the banking sector in the North East region in general and Nagaland in particular has been somewhat unsatisfactory. Banks do not travel the last mile so there is a need for micro-financing. There is a need for higher financial support to Micro Finance Institutions (MFI) by banks so that the gaps in the banking system are bridged and unreached areas are covered. There is also a need to design and modify MFI system to suit the requirements of the region. Officers of banks during their probation should have a North-East attachment and be imparted training to address the region specific issues/challenges. He also suggested that the negative bias of Credit Rating Agencies towards North East also needs to be corrected.

He also pointed out that non-scientific harvesting of medicinal plants in the region is leading to their extinction and needs to be addressed. He underlined the need to promote sale of organic products and ensure better price for them. He also advocated North-Eastern Council funding of a scheme for lab analysis of traces of chemicals like DDT, heavy metals (like cadmium etc.) for organic certifications.

In her address, Smt. Vasudha Mishra, Additional Secretary, DAR&PG urged the participants to think as to how they could implement at their workplace, what they have learned during the two-day conference. The regional conferences are aimed at showcasing the best practices from across the country. She asked the participants to visit the DAR&PG website for the details of the scheme for financial assistance under 'State Collaboration Scheme' to replicate awarded initiatives in their State/district.

Smt. Mishra expressed satisfaction that all the stakeholders are taking interest in the Aspirational District Programme and said that it is the golden period for the development of these districts.

She also said that although Delta Rankings develop a spirit of competition amongst the districts, one should look at the primer to understand what the indicators are so as to understand the performance on a particular indicator. One should try to understand the root cause, and if it is a problem we should try to figure out how it can be solved. She stressed on the need to involve people in problem-solving.

The programme concluded with a vote of thanks by Shri V. Shashank, Joint Secretary, DAR&PG.

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