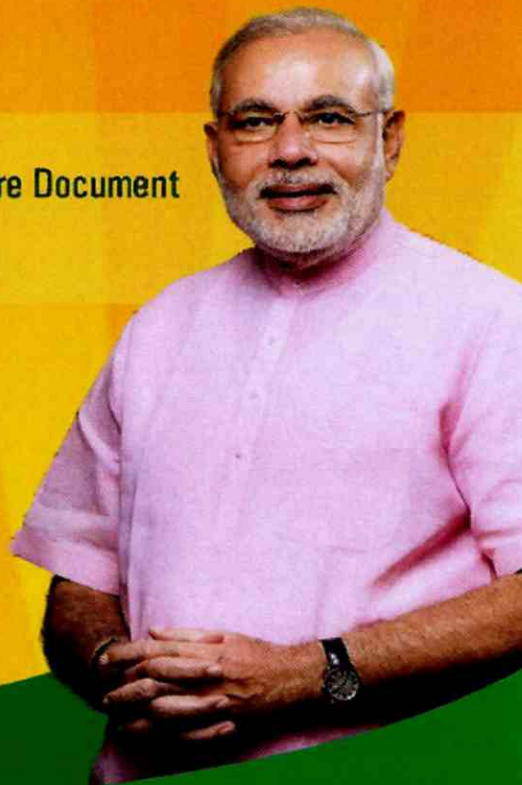# Assam 2030
Our Dream, Our Commitment

Sustainable Development Goals: - **SABKA SAATH SABKA VIKAS**
(Partnering Everyone For Everyones Development)

Vision & Strategic Architecture Document

July,12,2016

GOVERNMENT OF ASSAM

SUSTAINABLE DEVELOPMENT G⚪ALS

17 GOALS TO TRANSFORM OUR WORLD

1 NO POVERTY

End poverty in all its forms everywhere

2 ZERO HUNGER

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

3 GOOD HEALTH AND WELL-BEING

Ensure healthy lives and promote well-being for all at all ages

4 QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote life long learning opportunities for all

5 GENDER EQUALITY

Achieve gender equality and empower all women and girls

6 CLEAN WATER AND SANITATION

Ensure availability and sustainable management of water and sanitation for all

7 AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all

8 DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

10 REDUCED INEQUALITIES
Reduce inequality within and among countries

11 SUSTAINABLE CITIES AND COMMUNITIES
Make cities and human settlements inclusive, safe, resilient and sustainable

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Ensure sustainable consumption and production patterns

13 CLIMATE ACTION
Take urgent action to combat climate change and its impacts

14 LIFE BELOW WATER
Conserve and sustainably use the oceans, seas and marine resources for sustainable development

15 LIFE ON LAND
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

17 PARTNERSHIPS FOR THE GOALS
Strengthen the means of implementation and revitalize the global partnership for sustainable development

Sarbananda Sonowal

सत्यमेव जयते

Chief Minister, Assam
Guwahati

Dispur
21/07/2016

MESSAGE

"Today, much of India's development agenda is mirrored in the Sustainable Development Goals". This is an open endorsement of the goals by Shri Narendra Modi, Honourable Prime Minister of India while addressing the United Nations on 25th September 2015 at the UN Sustainable Development Summit.

Prime Minister also stated that "A great Indian thinker, Pandit Deen Dayal Upadhyay, placed the welfare of the poorest at the centre of his thoughts. That is what we also see in the 2030 Agenda. It is a happy coincidence that we are beginning celebration of Pandit Deen Dayal Upadhyay's 100th anniversary today".

In Assam we are drawing inspiration from the Prime Minister to become part of this ambitious journey of Agenda 2030. This will help and guide through the governance process to meet the expectations of the people who gave us an unprecedented and a massive mandate recently.

I am pleased to see that the Sustainable Development Goals (SDGs) recognise that economic growth, industrialization, infrastructure and access to energy provide the foundations of development. Of course, elimination of poverty in all forms in the State is at the top of our agenda. This is reflected in our motto, "Sabka Saath; Sabka Vikas".

I am happy to say that the Vision Document 2016-2025 for Assam given by us to the people of the State prior to the Assembly Election is in tune with SDGs completely. I am sure that we will be able to further innovate and improve the same in due course of time based on the lessons we learn in this process by putting the poorest man in the centre of the agenda and enabling everyone to participate in this journey.

(Sarbanada Sonowal)

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MESSAGE

1. World leaders gathered on 25th September' 2015 at the United Nations and adopted the 2030 Agenda comprising of 17 Sustainable Development Goals (SDGs) with 169 targets marking the transition from Millennium Development Goals to a set of new goals that balance the three dimensions of sustainable development- environmental, social and economic. These targets will stimulate action over the next 15 years starting from 1st of January' 2016 in areas of critical importance – people, Planet, Prosperity, Peace and Partnership. Our document **'Assam 2030 : Our Dream, Our Commitment'** towards achievement of UN Sustainable Development Goals in the State has been prepared to develop Assam in this light.

2. We believe that our Government is required to deliver outcomes at a much faster pace and in an efficient manner. Socio-economic development is the foundation of this transformation covering a wide spectrum of activities like employment generation, poverty alleviation, affordable & accessible health care, youth development, skill development, infrastructure development, industrial development, agricultural development, rural development, urban development, human resource development including social justice, preserving rich natural biodiversity, cultural heritage and partnership with all sections of the society.

3. 'Assam 2030' has been prepared as an operational document highlighting various processes and interventions at various stages of implementation :

   (a) Strategic Architecture with three overarching components namely (i) Implementing SDGs as Single Synergized Initiative through people, partnership and project approach (ii) Technology, Innovation, Knowledge Management, Management of Change as a tool of efficient and effective delivery mechanism and (iii) Mobilization & Utilization of Resources for implementation of the plans & programmes.

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(b) Consolidated explanation of individual Sustainable Development Goals and related targets and strategies for achievement of goals.

(c) Challenges that may be faced during the process of planning, programming, implementation and monitoring stages and the way forward highlights the actions to be initiated by various Departments for preparation of Strategy Paper and Action Plan.

4. I hope that the 'Assam 2030' will be an effective guide to stakeholders like public representatives, Government Departments, Agencies, Corporates, Civil Society, NGOs for the implementation of SDGs in the State. I am also confident that the process would enable us to provide corruption-free future-ready governance capable of delivering the aspirations of the citizens. We aspire to become one of the best governed and economically most competitive states in the country with a positive mind-set and skills, using the power of emerging/ disruptive technologies and competitive markets imaginatively and creatively, linking citizens at the heart of the entire system.

(Dr. Himanta Biswa Sarma)
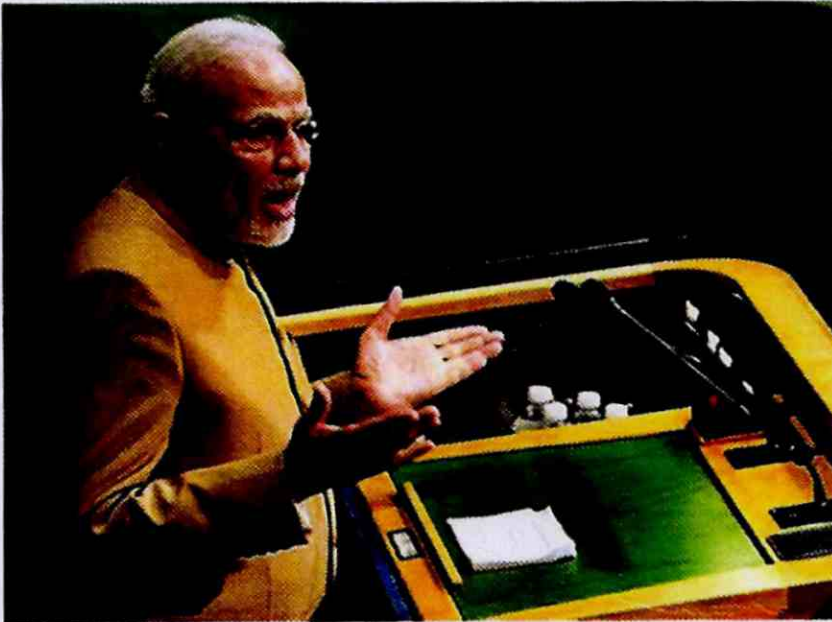
VISION & STRATEGIC ARCHITECTURE

INTRODUCTION

The best way to introduce the vision for Sustainable Development Goals 2030 in the context of the country and Assam is to reproduce the text of speech of Hon'ble Prime Minister, Shri Narendra Modi at the UN Sustainable Development Summit at the United Nations on Friday, 25 September 2015. This would help in two ways: first to understand the importance that Assam attaches to the subject and second to emphasize importance of vision and strategy for a developing Assam.

The text of Speech of Hon'ble Prime Ministers is as follows :

Excellencies,

Mahatma Gandhi had once said, "One must care about the world one will not see". Indeed, humanity has progressed when it has collectively risen to its obligation to the world and responsibility to the future.

Seventy years after the end of a tragic war and birth of a new hope for our age, we are meeting to chart a course for our humanity and our planet. I consider this a very important summit and thank UN Secretary General for organizing it.

Just as our vision behind the Agenda 2030 is lofty, our goals are comprehensive. It gives priority to the problems that have endured through the past decades. And, it reflects our evolving understanding of the social, economic and environmental linkages that define our lives.

We live in an age of unprecedented prosperity, but also unspeakable deprivation around the world.

I am pleased that elimination of poverty in all forms everywhere is at the top of our goals. Addressing the needs of 1.3 billion poor people in the world is not merely a question of their survival and dignity or our moral responsibility. It is a vital necessity for ensuring peaceful, sustainable and just world.

A great Indian thinker, Pandit Deen Dayal Upadhyay, placed the welfare of the poorest at the centre of his thoughts. This is what we also see in the 2030 Agenda. It is a happy coincidence that we are beginning the celebration of Pandit Deen Dayal Upadhyay's 100th anniversary today.

The goals recognize that economic growth, industrialization, infrastructure, and access to energy provide the foundations of development.

We welcome the prominence given to environmental goals, especially climate change and sustainable consumption. The distinct goal on ocean ecosystem reflects the unique character of its challenges and opportunities. Equally important, it focuses our attention on the future of the island states.

I speak about Blue Revolution, which includes the prosperity, sustainable use of marine wealth and blue skies.

Today, much of India's development agenda is mirrored in the Sustainable Development Goals.
Since Independence, we have pursued the dream of eliminating poverty from India. We have chosen the path of removing poverty by empowering the poor. We have placed priority on education and skill development.

Our attack on poverty today includes expanded conventional schemes of development, but we have also launched a new era of inclusion and empowerment, turning distant dreams into immediate possibilities: new bank accounts for 180 million; direct transfer of benefits; funds to the unbanked; insurance within the reach of all; and, pension for everyone's sunset years.

The world speaks of private sector and public sector. In India, we have defined a new personal sector of individual enterprise, micro enterprises and micro finance, drawing also on the strength of digital and mobile applications.

We are focusing on the basics: housing, power, water and sanitation for all – important not just for welfare, but also human dignity. These are goals with a definite date, not just a mirage of hope. Our development is intrinsically linked to empowerment of women and it begins with a massive programme on educating the girl child that has become every family's mission.

We are making our farms more productive and better connected to markets; and, farmers less vulnerable to the whims of nature.

We are reviving our manufacturing, improving our services sector, investing on an unprecedented scale in infrastructure; and, making our cities smart, sustainable and engines of progress.

We are committed to a sustainable path to prosperity. It comes from the natural instinct of our tradition and culture. But, it is also rooted firmly in our commitment to the future.

We represent a culture that calls our planet Mother Earth. As our ancient text say:
"Keep pure! For the Earth is our mother! And we are her children!"

Our national plans are ambitious and purposeful: new capacity of 175 GW of renewable energy over the next seven years; energy efficiency; a tax on coal; a huge afforestation programme; reforming our transportation; and, cleaning up our cities and rivers. The energy intensity of our growth will continue to decline.

Sustainable development of one-sixth of humanity will be of great consequence to the world and our beautiful planet. It will be a world of fewer challenges and greater hope; and, more confident of its success.

Our success will give us more resources to share with our friends. As India's ancient saying goes, the wise look at the world as one family.

Today, India is fulfilling its responsibilities as development partners in Asia and Africa and with small island states from the Pacific to the Atlantic.

Nations have a national responsibility for sustainable development. They also need policy space.
However, we are here today in the United Nations because we all believe that international partnership must be at the centre of our efforts, whether it is development or combating climate change.
And, the principle of common but differentiated responsibilities is the bedrock of our collective enterprise.

When we speak only of climate change, there is a perception of our desire to secure the comforts of our lifestyle. When we speak of climate justice, we demonstrate our sensitivity and resolve to secure the future of the poor from the perils of natural disasters.

In addressing climate change, it is important to focus on solutions that can help us reach our goals. We should forge a global public partnership to harness technology, innovation and finance to put affordable clean and renewable energy within the reach of all.

Equally, we must look for changes in our lifestyles that would make us less dependent on energy and more sustainable in our consumption.
It is equally critical to launch a global education programme that prepares our next generation to protect and conserve Nature.

I hope that the Developed World will fulfil its financing commitments for development and climate change, without in any way putting both under the same head!

I also hope that the Technology Facilitation Mechanism will turn technology and innovation into an effective instrument for global public good, not just private returns.

As we see now, distance is no insulation from challenges. And, they can rise from the shadows of conflict and privations from distant lands.

So, we must transform international partnerships on the strength of solidarity with fellow human beings and also our enlightened self-interest.

And, we must also reform the United Nations, including its Security Council, so that it carries greater credibility and legitimacy and will be more representative and effective in achieving our goals.

There is no cause greater than shaping a world, in which every life that enters it can look to a future of security, opportunity and dignity; and, where we leave our environment in better shape for the next generation. And, no cause that is more challenging.

At 70, we are called to rise to that challenge, with our wisdom, experience, generosity, compassion, skills and technology.

I am confident that we can.

In the end, let me express my hope for everyone's well with a few lines from our ancient texts:
May all be happy, may all be healthy, may all see welfare, may no one have any sorrow.

Thank you.
New York,
25 September, 2015

In the light of above, it may be stated that Government of Assam has a 360 degree Vision of the development of the state, emerging from intensive engagement and extensive dialogue with the citizens; and serious & systematic consideration of different issues like agriculture, industry, infrastructure, governance, social issues, regional divide, security concerns etc. spread across the varied geography of the state.

This was broadly reflected in the Assam Vision Document 2016-2025 which was released before last Assembly Elections held in Assam in April 2016. Now, we are bringing out this document to share this Vision with the citizens, along with the Strategic Architecture for converting this Vision into reality, as part of our policy of on-going engagement with the people. This will be followed by more detailed strategy papers and action plans for different sectors and departments.

We will actively shape the future to transform Assam into a sustainably developed state by 2030, with future-ready good governance innovatively applying world's latest technologies and management techniques, to ensure full utilization of her invaluable natural and human resources. A cohesive social fabric,

Preservation of environment & bio-diversity, and all round development & economic growth, ensured through effective bonding and partnerships, would be the hallmark of our totally transformed state.

VISION

We believe that the state must be culturally, socially and physically secure for enabling the kind of historic transformation we have promised to the people of Assam. An effective and tech-savvy security set up, partnership with all sections of the society, and establishment of basic infrastructure and civic amenities in the vulnerable areas, are essential for this purpose.

We see economic development as the foundation of this transformation, covering a wide spectrum of activities like employment generation, poverty alleviation, youth development, infrastructure development (housing, roads, waterways, energy), industrial development, agricultural development, rural development and urban development.

Human resource development, including high quality education system designed for effective learning, skill development for jobs and entrepreneurship, labour welfare and development of culture and sports, is also a very important component of our Vision of Assam 2030; as is provision of good, affordable and accessible healthcare services. Social justice and judicial reforms also have to be ensured.

Given the rich bio-diversity and natural resources in the state, and with the sustainability of the planet itself at stake, sustainable development has to be the key component of any effort to usher Assam into an era of plenty and prosperity. We see Assam as a leading state in designing and adopting innovative strategies for sustainable development.

Underlying this entire Vision of Assam, is our determination to provide corruption-free future-ready governance to the state. The old governance structures are totally out of sync with the challenges of today and tomorrow, and are incapable of delivering on the aspirations of the citizens. We are committed to quickly becoming a well governed and economically competitive state with new mind-set and skills, using the power of emerging/ disruptive technologies and competitive markets imaginatively and creatively, with citizens at the heart of the entire system.

In brief, our dream is to recreate *a Xuroxhito Axom, Vikoxito Axom, Xarbasreshtha Axom* (Secure Assam, Developed Assam, Great Assam), where prosperity and well-being of all citizens is assured across the Brahmaputra Valley, Barak Valley and the two Hill districts, regardless of their caste, creed, ethnicity, religion, language and gender. We are committed to fulfill this dream, and create a prosperous, healthy and happy Assam, free from poverty and hunger, with opportunity, equity and access to all. We are committed to making citizens active stakeholders in the decision making process including in the different stages of policy cycle, in the spirit of SABKA SAATH SABKA VIKAS (partnering with everyone for everyone's development), to make Assam one of the most developed and frontline states of the country, leaving no one behind.

STRATEGIC ARCHITECTURE

Hon'ble Prime Minister Sri Narendra Modi himself signed the Resolution of the United Nations General Assembly, for adopting 17 Sustainable Development Goals (SDGs), on 25th September, 2015 under the official agenda "Transforming our world the 2030 Agenda for Sustainable Development". The Vision of the Government of Assam is intrinsically linked to the commitment made by the Hon'ble Prime Minister to the global community for implementation of SDGs. We recognize that the 17 Goals, with 169 targets, not only represent the consensus of the global community on things to be done by different Governments in the interest of the well-being of the entire world and humanity, but also capture our Vision in operational terms. The strategic architecture for actualization of our Vision has, therefore, been designed for the transformational implementation of SDGs with a restructured future- ready governance system.

The strategic architecture would have the following three overarching components:-

i)   Implementing SDGs as a Single Synergized Initiative: SDGs will be implemented as a Single Synergized Mega-Initiative, integrating effectively all sectoral initiatives of the Government through a single powerful IT/Technology-based platform. The entire governmental machinery would be restructured and rejuvenated for this purpose, to put in place the best in the country future-ready governance system. The focus would be on ensuring citizen/ community-centric delivery/ systems, seamless efficiency, communicating effectively both between different arms of the government & with all external stakeholders, and global standards of competitiveness, delivered through an ubiquitous "People, Partnerships, Projects" approach.

ii)   Technology, Innovation, Knowledge Management, Management of Change : The ever accelerating pace of change, with exploding technologies & disruptive innovation, would not only be factored in our strategy but would become powerful instruments for actualization of our Vision. We recognize that we have to strategize on a fast-moving dynamic platform, and use technologies like SMACI (Social, Mobile, Analytics, Cloud, Internet of Everything) and innovations like 3 D printing, wearable, quantified-self devices, block chains etc. for this purpose. Establishing an effective Knowledge Management System (KMS) would be no less important. Further, the entire transformational change would be ensured through a carefully crafted strategy for management of change.

iii)   Mobilization & Utilization of Resources: Unprecedented levels of resources would be required for the actualization of our Vision. A paradigm shift in resource management is a must, starting with the realization that resources are " money plus" and we need to think in terms of" budget plus". We will adopt a new strategy of " 7 Resources for 17 Goals (7-for-17)", with 3 pivots, namely mapping & categorization of existing resources by departments and their mobilizing additional resources, Finance Department reorienting budgetary processes for SDGs, with augmentation of resources by Finance Department as the third pivot. This will include tapping and utilizing funding from GoI, Externally Aided Projects etc. fully. Resource absorption capacity would also be maximized. "Value for Money" principle would be used both as a strategic tool for resource- allocation decisions, and as a criterion for monitoring & evaluation.

We are aware that flexible pathways to long term sustainable development are complex and subject to technological uncertainty, and have to be built around the three pillars of development

viz. Economic, Social and Environmental. We plan to integrate strategies across many challenges including food and nutritional security, social service delivery, energy policy, water resource management, urbanization , infrastructure, human rights, bio-diversity, adaption to climate change, mitigating green house gas emissions, sustainable business practices, and more. Towards this ends, we intend to work closely with the different sub-state levels of governance, as also with the private sector, civil society institutions and the knowledge community.

IMPLEMENTING SDGS AS A SINGLE SYNERGIZED INITIATIVE

The close inter-linkages between the different goals and targets, requiring close inter/intra-departmental coordination, with significant payoffs if there functioning is synergized, make it imperative to implement SDGs as a Single Synergized Mega-Initiative. This would require a powerful IT/Technology- based platform, which would be the focal point for synergizing citizen-centric delivery of services, as also for data collection, analysis, monitoring and evaluation systems, including for advance warning on Mission Critical activities. It would also
support a huge number of activities/ transactions between all stakeholders, including Government, local bodies, people, civil society, private sector, academics and institutions. It will aprovide operational linkages between different governmental departments, and will also be the hub for Knowledge Management and targeted communications with all stakeholders.

Over a period of time, the Technology Platform would start supporting e-governance through use of analytics and artificial Intelligence, for facilitating high quality data-based decision -making. This will be linked to the Digital Assam initiative, which would aim at providing connectivity to each home, school, hospital, office, village, town etc. Action for creating a digital society, with efficient IT infrastructure and systems and universal digital literacy would also be accorded highest priority. Mobile would become the key to for many of the service delivery and other initiative.

Human Resources would be the other critical area. We need extraordinary people to take up the mammoth challenge of implementing SDGs. In practical terms, it means we would need to build capacity of governmental functionaries, as also of other key stakeholders, to a level where they are capable of doing extraordinary things and delivering extraordinary outcomes. A specific strategy would be evolved for this purpose, and well -designed Organizational Development exercises taken up.

Some pilot projects would be launched in selected villages and towns (to be called SDG Villages/Towns) right from the beginning, to take up villages and towns for total synergized implementation and achievement of all SDGs at an accelerated pace. These will be the testing laboratories for our strategies and action plans. The demonstration and energizing impact of show-casing these villages and towns would also be substantial. The learnings of the pilot projects would be used for on-going modification of our strategies, as also for scaling and replicating, with suitable adaptations, so as to cover all the villages and towns in the State.

The strategy for putting a future-ready governance system in place would have three other components, viz. being future-sensitive, reinventing the governance system, and using the power of markets, apart from the afore mentioned dimensions :-

a) We would be sensitive to the fact that the exponentially increasing pace of change and disruptive technologies would be continuously changing the very foundation of this 15 Years Plan. We would need to, therefore, develop capability to build likely future scenarios (through use of futures-study or ' Foresight' tools & techniques) and periodically re-align our internal systems and plans accordingly .The future would be " visualized", and intermediate stages and pathways would be designed using " back casting" techniques. Technology would also be used as a powerful tool for bringing in more efficiency, transparency and accountability in the system.

b) We would review the existing departmental structures and reorganize them on the basis of desired goals and outcomes, instead of relating their design to subjects/ inputs. The applicable Rules like the Transaction of Business Rules, Financial Rules etc. would be suitably modified to facilitate delivery of measurable and monitorable outcomes. This will be accompanied by meaningful and real-term decentralization of power and functions to different levels of governance (including local self-governance), and empowerment of people,

c) Market-driven strategies would be used for ensuing effective delivery of services, and providing maximum governance with minimum government.

"People, Partnerships, Projects" would be the overarching approach for implementation. The governance model would be designed around humans and what matters to them, apart from use of technology and natural resources. Once people have been fully involved, and all stakeholders have been taken on board, as per strategies mentioned above, it would be important to forge all- round effective partnerships. For example, partnerships with the corporate sector would help enhance Assam's competitiveness, assist in achieving many of the Goals, and bring in investments as also CSR funding for SDGs. Fortunately, as per The 2016 UN Global Compact- Accenture Strategy CEO Study, the time is ripe for such partnerships, since CEOs see a mandate to solve societal challenges as a core element in the search for competitive advantage. Companies can contribute through their core activities and use the SDG compass to help alien their strategies suitably, as well as measures and manage their contribution to the SDGs. With involvement of People ensured, and forging of Partnerships of stakeholders in place, we would need to design and implement Projects for mobilization of resources (financial, human etc.) and actual delivery of outcomes. Requisite mechanisms would be put in place in the governmental systems for this purpose, and necessary expertise developed.

TECHNOLOGY, INNOVATION, KNOWLEDGE MANAGEMENT, MANAGEMENT OF CHANGE

Technology and innovation would be the real differentiators for competitive advantage in the world of tomorrow. Be it nations, states, governments or business, those who are technologically agile and culturally innovative would increasingly occupy the leadership space. A study (May, 2013) by McKinsey Global Institute identified 12 potentially economically disruptive technologies viz., mobile internet, automation of knowledge work, Internet of Things, Cloud technology, advanced robotics, autonomous and near-autonomous vehicles, next– generation genomics, energy storage, 3D printing, advanced materials, advanced oil and gas exploration & recovery, and renewable energy. The disruptive impact of technology is being felt across sectors, ranging from health & education to energy

& transport. While, on one hand, prediction for the future of medicine envisages rise of home-based, non-invasive treatment using robotics, artificial intelligence and remote sensing, and end of hospitals as we know them, because of advancement in regenerative medicine, molecular diagnostic devices, genomics, nanotechnology etc., on the other, the institutional structure of the educational institutions is all set for change, due to application of new technologies for teaching/ learning. The impact of fracking on the oil industry, and of the innovative aggregation strategy of Uber on transportation is already visible.

We will set up a system to constantly scan the evolving scenario in regard to technology and innovation, to re-align our strategies on an on-going basis, and to harness their power for ever increasing efficiency and effectiveness. For example, we could immediately start exploring the possibility of using block-chains in our financial/ budgetary systems, beginning with smart contracts, procurements and payments like for Direct Benefit Transfers. These could be preceded by more routine applications like issue of marriage/ caste certificates, land registry, educational certificates/ degrees etc., as Confidence Building Measures (CBMs) and for spreading awareness, understanding and acceptability. This would bring in a different level of transparency in the governance systems, creating 'Trust' guaranteed by technology. We will develop a policy framework conducive to encouraging innovation, and create a functionally vibrant environment for attracting and facilitating Startups.

Knowledge is the fuel which will energize minds and people for this initiative, creating capacity and excitement. We will set up a powerful Knowledge Management System (KMS), hosting it on the aforementioned Technology Platform. We would need to draw on global, regional, national and local knowledge, combining them imaginatively and creating new knowledge. Transfer of knowledge would be a both-ways process, with us tapping the global/ regional/ national level knowledge and, at the same time, contributing the knowledge we create in the process of our own conceptualizing, strategizing and implementing. Wherever appropriate, we would be adopting the Action Research approach also. We would also be creating a multi-level network of academic institutions, both local and global, for being constantly on the leading edge of the frontiers of knowledge.

We visualize a pivotal role for the UN Agencies in India, as the primary channel for transferring the unique knowledge and expertise residing globally within the UN systems and networks. This knowledge would be invaluable for decoding and achieving SDGs, and for supporting the state in terms of capacity building and forging of corporate/ stakeholders' partnerships. The role we visualize for UN Agencies involves the twin functions of supporting implementation directly, as also of acting as effective and value-adding connectors/ funnels, connecting the UN System's huge network on the one end and the State Government's complex governance systems on the other, for supporting the achievement of SDGs.

Designing and implementing a pragmatic and well-crafted strategy for management is essential for the success of this transformational initiative. We will develop an effective strategy, taking into account different models from the likes of the sophisticated McKinsey's Influence Model (focussing on four key actions to change mind-sets and behavior: fostering understanding and conviction, reinforcing changes through formal mechanisms, developing talent and skills, and role modeling), to the time-tested basic

3- stage model of de-freezing, moulding and re-freezing. Tools like force-field analysis, identifying causal pathways etc. would also be used.

Financial Architecture: "7 for 17"

A resource is anything that is used to satisfy human needs. Typically resources are materials, energy, services, staff, knowledge, or other assets that are transformed to produce benefit and in the process may be consumed or made unavailable. Benefits of resource utilization may include increased wealth, meeting needs or wants, proper functioning of a system, or enhanced well being. Main characteristics of Resources are utility, limited availability and potential for depletion or consumption.

Resources do not mean just funds. In the context of SDGs, major resources may perhaps be: (1) Financial Resources (2) Land Resources (3) Labour/ Human Resources (4) Capital/infrastructure (5) Biological Resources (6) IT Resources and (7) Institutional Resources. Thus, Assam can focus on these seven resources for achieving the 17 SDGs, in short, "7 for 17".

Currently, the conventional system of resource mobilisation is that all line departments are passive as far as resource mobilisation is concerned and Finance Department estimates and allots the same to each of these departments. Budget is the tool and Finance Department looks up to the outside sources like GOI as the internal revenue generation does not meet even 50% of its annual salary and pension commitments.

It is a challenge to estimate the exact amount of resources required for achieving SDG 2030 though the need is humongous. Hence it requires a complete paradigm shift: Departments shall estimate and mobilise the resources to prepare Goals (SDGs)-based Budget. Each department shall explore all possible ways within these seven resources. Such resource mobilisation cannot happen in isolation. The right strategy is to marry such mobilisation with knowledge development, stakeholder engagement and culture management. This needs to go through the systemic sequential process of (1) Resource Identification, (2) Resource Provider Identification, (3) Identification of mechanism to receive resource, (4) Expansion of relations with the Resource Provider, (5) Right use of Resource, (6) Knowledge and skills to Resource Mobilization, (7) Human skills, service, information, equipment, (8) Seeking out new Resource, (9) Thought of Institutional Sustainability, (10) Lower Financial Risk, and (11) Cost and Spend Analyses.

The three Ps- People, Partnerships and Projects hinge on the answers for the basic questions on each of these Ps on "How", "From Where" and "By Whom" shall be the intrinsic strategy for successful resource mobilization.

Further, in order to implement the strategy, Finance Department needs to restructure itself to drive the system to increase internal revenue generation at least to cover the salaries and pension, explore External Aid to the maximum, identify and mobilise community resources, facilitate parastatals playing a big role, push for fiscal policy to meet the SDG demands, reorient the budgeting process from incremental-ism to Goal-based approach. This needs to be supported by a robust but ever-flexible IT platform, which may be called "7-for-17" .

INDIVIDUAL SUSTAINABLE DEVELOPMENT GOALS, RELATED TARGETS & STRATEGIES

GOAL No. 1: NO POVERTY

This goal envisions eradication of poverty in all its manifestations like economic, social, geographical, educational etc. and to provide every citizen adequate social security and sustainable decent livelihood, by ensuring rights over land, property and other economic resources everywhere.

The goal lays down targets for eradication of extreme poverty for all people everywhere, at least by half the proportion of men, women and children of all ages, through necessary / appropriate social protection systems. It also envisages ensuring equal rights to economic resources such as access to basic services, ownership and control over land, property and natural resources, and also building resilience of the poor and those in vulnerable situations, by reducing their exposure to climate related extreme events and disasters. Government of Assam plans to reduce the poverty ratio from 27.3% in 2015 to 0% by 2030.

We intend to adopt an integrated strategy for achievement of Goals No. 1 & 2 as we are committed towards taking action for building a poverty-free, hunger-free Assam, in Mission Mode. Following are briefly the five important components of our strategy :-
a) Designing a project in Mission Mode for ensuring Poverty-Free and Hunger-Free Assam.
b) High priority to Digital Assam project, for universal connectivity and literacy, particularly ensuring that no poor person is left behind, as research has identified digital literacy as a major intervention for poverty eradication.
c) Focused strategy and action for enhancing productivity, and creating infrastructure for processing & supply chains, along with efficient infrastructure for marketing in Agriculture and Allied Sectors (Forestry, Sericulture, Animal Husbandry & Veterinary, Diary Development, Fishery, Handloom & Textiles etc.).
d) Cluster Development for creating jobs and employment opportunities in selected locations, and facilitate activities for value addition and sustainable production.
e) Setting up effective administrative structures, and taking up targeted programs for ensuring equality of opportunity & access for gainful employment and for the welfare of the most deprived sections in society.

Actions for achieving this goal will especially benefit the rural and urban poor (men, women and children) from most underprivileged section of the society, including tribals in inaccessible areas, tea tribes and people living in char (river islands) areas, forest villages, interstate border areas etc.

GOAL NO.2 : ZERO HUNGER

This goal envisions achieving zero hunger, to ensure availability of nutritious and sufficient food round the year to all people, and to end mal-nutrition. This would be ensured by enhanced agricultural productivity and ensuring sustainable food production systems and resilient agricultural practices alongside addressing issues of access by improving supply systems and ensuring proper implementation of National Food Security Act. The strategies would also look at access issues

especially in children with age group from 0-6 years and young and adolescent women so as to break the cycle of malnourishment in new born babies.

This goal lays down the target to end hunger by 2030 and malnutrition by 2025. It also targets to double the agricultural productivity and incomes of small scale food producers like farmers, fishermen, milk producers etc. It further targets ensuring equal access to land, productive resources and inputs, financial services, market and opportunities for value addition, sustainable food production systems and access to natural genetic resources and equitable sharing of benefits arising therefrom.

The strategy is common with the previous goal, and action on this goal will also benefit low income group people, in particular, those living below the poverty line, and people in most vulnerable situations like women, children and tribals in inaccessible areas, tea tribes and people living in char (river islands) areas, forest villages, interstate border areas etc.

GOAL NO. 3 : GOOD HEALTH AND WELL BEING

This goal envisions ensuring healthy lives and promoting well being for all at all ages, by reducing maternal mortality ratio, ending preventable deaths of newborns and children up to 5 years of age, bringing an end to epidemics of AIDS, TB, Malaria etc. and prevention and treatment of drug abuse with ultimate goal of achieving universal health coverage for all.

The targets set to achieve the goal include reduction of maternal mortality ratio (MMR) to less than 70 per 100,000 live births , neo-natal mortality to at least as low as 12 per 1000 live births, under 5 years mortality to at least as low as 25 per 1000 live births by 2030. This goal also targets to end epidemics of AIDS, TB, Malaria etc. and other communicable diseases besides prevention of drug abuses, reduction of deaths due to road traffic accidents and also due to ill effects of hazardous pollutants. The ultimate target under the goal is universal health coverage, access to quality health care service including affordable medicine and vaccine for all.

A comprehensive strategy would be developed for this purpose, including for augmenting institutional arrangements, increased availability of doctors, para-medics and generic drugs, use of latest technologies including tele-medicine, strengthening the governmental healthcare delivery systems along with adoption of market-driven strategies for delivery, putting effective regulatory laws and mechanisms in place, and holistic review and overhaul of the entire system.

  The Government would also lay emphasis on preventive measures for healthy living and stress would be given on Ayush and Yoga . The focus would be on improving agricultural practises by encouraging Organic cultivation and awareness among the people about healthy and stress free lifestyles.

Action for achieving this goal will benefit all people of the state, particularly the people in hunger and poverty endemic areas ,and people in vulnerable situations including pregnant women, lactating mothers, infants, children and adolescent girls and elderly and differently abled persons from weaker sections of society .

GOAL NO. 4 : QUALITY EDUCATION

The goal envisions ensuring inclusive and equitable quality education, and promotion of lifelong learning opportunities for all by achieving cent percent literacy for all sections of the society, including the youth and substantial proportion of both men and women.

The targets laid down includes elimination of gender disparities in education and ensuring access to all levels of education and vocational training for vulnerable, including disabled, and under privileged sections of society by 2030. The goal also targets achieving full literacy and numeracy. Most important target under the quality education is to ensure that all learners acquire knowledge and skills for promoting sustainable lifestyle, culture of peace and non violence and appreciation of cultural diversity and culture's contribution to the sustainable development.

We recognize that new technology is set to bring a paradigm shift in the entire system of education. We intend to actively encourage use of latest technology for education at all levels, with the twin objectives of improving the learning standards/ capacity of the students and upgrading the teaching capacity of the teachers. Transparency and accountability will also be improved. Apart from this, we also intend to bring down the dropout rates from all schools up to standard 12 to zero level, and upgrading the standard of schools almost at par with the standard of Kendriya Vidyalayas / Navodaya Vidyalayas of the country. More vocational institutes, ITIs, Polytechnics would be set up. Promoting digital learning and learning through Distant & Open School System including provision of the internet connectivity to all the schools will be one of the thrust area of the strategy.

Though all people of the state would be the target group for universal education coverage, but the people specifically the poor and in vulnerable situations including women, girls, boys, differently abled persons from weaker sections of society like tribal, tea tribes, people from char areas, minorities etc would be the target groups of the top most order. While all boys and girls will be the target for equitable and quality education upto secondary level, the adults and elderly men and women would be made literate and all youths shall be ensured enrolment in technical, vocational and skill based institutions by 2030.

GOAL No. 5 : GENDER EQUALITY

The goal envisages achieving gender equality and empowering all women and girls in all walks of life. It visualizes a future society, where women walk freely and could take leadership in social, economic and public life including decision making alongwith the man in all spheres of life, without any discrimination; a society where there is no violence against women and girls and they are free from all social evils.

The targets set to achieve the goal include end to discrimination against women and girls everywhere, elimination of all forms of violence and harmful practices against women and girls and promotion of shared responsibilities in the household and family and to ensure full participation and equal opportunities in political, economic and public life.

We are committed to undertake all possible measures to ensure gender equality in all spheres of life – education, employment, health, ownership over properties and natural resources etc. besides involving women in all policy and decision making levels in social, economic and political arena. The target beneficiaries of the goal would be all the girls and women of the state.

GOAL NO. 6 : CLEAN WATER AND SANITATION

Assured availability and sustainable management of water and total sanitation is the vision under this goal. It envisions universal and equitable access to safe and affordable drinking water, sanitation and hygiene for all, end to open defecation. The goal also envisages development and restoration of water related eco-systems and protection of water sources from pollutants.

This goal targets to achieve universal and equitable access to safe and affordable drinking water and equitable sanitation & hygiene, and also aims to end open defecation by 2030. The targets also include improvement in water quality by reducing pollution and water use efficiencies across all sectors by 2030. Further, complete protection and restoration of water related eco-systems is targeted to be achieved by 2020.

Government of Assam will comprehensively review all water related issues, problems and institutional arrangements, particularly since World Economic Forum Report 2015 has identified water related problems as the biggest threat to the world, and take all necessary remedial measures. We are also committed to expand the coverage of safe drinking water supply schemes to all areas and to drawing water as far as possible from the fresh water sources like river, lake, streams. We also intend to set up water filtration and treatment plants for ensuring supply of iron, arsenic and fluoride free drinking water in the contaminated and infested areas. Government will make all out effort for conservation and development of all water sources, and also to keep them free from pollution by setting up of an authority under the Government.

The goal covers all citizens of the state with special attention to those in vulnerable situations facing scarcity of clean and safe drinking water as well as sanitation problems.

GOAL NO. 7 : AFFORDABLE AND CLEAN ENERGY

Ensuring access to affordable, reliable and sustainable modern energy for all is the vision behind this goal.

The target set to achieve the above goal includes universal access to affordable, reliable and modern energy services with increased share of renewable energy by 2030. It also targets to at least double the rate of energy efficiency by expanding infrastructure and up gradation of technology by 2030.

We will take all possible steps and interventions to make the state energy surplus through mini, micro and small hydroelectric projects, and use of solar and other sources of renewable energy.

The targeted group for achieving the goals would be all habitations mostly in inaccessible areas located in hilly terrain, char areas, tea garden area, border areas etc, where the electricity has not reached till now. This shall be completed as per time line set by the Hon'ble Prime Minister of India. Along with achieving 100% electrification, all possible
efforts and measures would be taken to cover all citizens of the state by providing quality
energy without interruption.

GOAL NO. 8: DECENT WORK AND ECONOMIC GROWTH

This goal envisions promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent works for all by 2030.

The goal lays down a target to achieve at least 7 percent growth in GDP per annum . The levels of economic productivity are targeted for diversification, technological up-gradation and innovation with focus on high value added and labour intensive sectors. It also targets, promotion of policies that support entrepreneurship, growth of small and medium size enterprises, innovation, sustainable tourism that opens job opportunities and promotes local culture and products for decent job creation. The target aims to achieve full and productive employment and decent works for all by 2030 and end to forced labour, child labour and human trafficking by 2025.

We intend to take up new initiatives for making Assam globally competitive by making each district competitive in terms of productivity, which is essential for sustained economic growth of the State. We are also committed to promote skill development and entrepreneurship among all rural and urban work force, to make them employable and/or take up own ventures for employment to the extent of 100%. The promotion of creativity and innovation in our traditional areas of strength shall be our key strategy. Sericulture would be a priority area. The nature, wild life and culture related tourism shall be promoted in a big way for creating decent jobs for our youths.

The target beneficiary under the group would include all unemployed and under employed youths, men and women including persons with disabilities in the state. Economic growth will also promote prosperity, happiness and well-being of the citizens.

GOAL NO. 9 : INDUSTRY, INNOVATION AND INFRASTRUVTURE

This goal envisages building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation, to support economic development and human well being, with focus on affordable and equitable access for all.

The goal targets to promote inclusive and sustainable industrialization and proposes to raise industry's share of employment and GDP at least by double by 2030. It also targets for promotion of micro & small scale industry and improving access to financial services, including up-gradation of infrastructure, technological capability of industrial sector, encouraging innovation and increased resource use efficiencies, with greater adoption of clean and environmentally sound technology and industrial process by 2030.

We will adopt a Look East Policy for increasing economic integration with the region, with accelerating trade and industrial activity. Competitive state, markets & firms, ensuring ease of doing business, outcome-oriented policy framework & administrative systems for facilitating investment & innovation, leap-frogging through use of latest technology, working in partnership with industry & their associations, including in the MSME sector, transport connectivity through road, water & air, and digital connectivity to all the villages, health centers, schools, colleges, public utility centres, would be some of the elements of our strategy. Skill development, and unlocking the full potential of local/ natural and human resources, would receive special attention. We will also support responsible business, building of financial infrastructure with responsible finance, including micro-financing.

The envisaged strategy would particularly benefit the people from habitations lacking connectivity – surface and digital, youths, weavers, artisans, women, entrepreneurs, farmers etc.

GOAL NO. 10: REDUCED INEQUALITY

This goal envisions reduction of inequality in all possible dimensions by 2030 .

The goal targets to focus on the bottom 40% of the population to raise their sustained income at a rate higher than the national average by 2030 and promote social, economic and political inclusion of all, irrespective of age, sex, caste, religion, disability etc .It also targets to do away with all discriminatory social and economic policies and ensure implementation, regulation and monitoring of such policies to achieve greater equality.

We are committed to take all possible efforts and interventions for social, economic and political inclusion of all with focus on poor and marginalized section of peoplein the state covering all geography, castes, creed, religion, ethnicity, differently able etc. The strategies for economic growth would be developed keeping this goal also in mind.

The beneficiaries of action for achieving this goal would largely be men, women and girls from the marginalized sections of society like SC, ST,tea tribes, minorities, char areas, hill areas, border areas etc.

GOAL NO. 11: SUSTAINABLE CITIES AND TOWNS

This goal envisions making cities and human settlements inclusive, safe, resilient and sustainable with access to adequate safe affordable housing, transport system, urban amenities and clean environment for all.

The goal targets to ensure access to affordable housing with basic services, affordable and safe transport system by 2030 with sustainable urbanization. It also targets to significantly reduce the number of deaths caused by disaster with focus on protecting the poor and people in vulnerable situations and also to reduce the adverse environmental impact of cities with regards to

air quality and municipal wastes. The goal also targets to create green and open public spaces for all especially for women, children, old, and persons with disability.

We intend to use latest technologies for achieving this goal. Guwahati has been selected for being developed as a smart city. The lessons learnt there would be used to promote sustainable living and livelihood in all cities and towns. Assam already has an excellent disaster management system, which would be further strengthened for protecting the poor and people in vulnerable situations. We would also endeavour to provide housing for all those who are homeless, develop efficient transport systems in towns to minimize use of private vehicles thereby reducing pollution, and take necessary measures for efficient drainage, sewerage and waste disposal with treatment facilities in all cities and towns to reduce pollution and improve quality of life.

The target group for the goal would include people living in slum areas and all those especially rural poor having no access to shelter more specially women, children, older persons and persons with disabilities.

GOAL NO. .12: RESPONSIBLE PRODUCTION AND CONSUMPTION

The goal envisages ensuring sustainable consumption and production patterns especially with regard to management of natural resources, food losses in production and supply chains, and environmentally sound management practices for handling chemical and all wastes.

The goal sets targets for efficient use of natural resources, reduction of food waste along production, supply chains and post harvest losses at least by half and reduce waste generation through prevention, reduction, recycling and reuse by 2030. It also targets to achieve by 2020, environmentally sound management of chemical and all wastes as per internationally agreed framework and significantly reduce their release to air, water and soil. This goal also sets targets for large and multinational companies for adopting sustainable practices and integrating sustainability conditions in Reporting Cycling.

We plan to use Life Cycle Assessment/ Management for moving towards the mind-set of responsible production and consumption. We will encourage sustainable and efficient use of natural resources, waste reduction, recycling and reuse through environmentally sound industrial processes, and put in place policy frameworks/statutory provisions for integrating compliance of sustainability principles by companies/industrial houses.

The focal areas for this goal would be entrepreneurs, government agencies and big companies involved in management of natural resources and/or having control over industrial process, production, transportation, storage and waste generation activities.

GOAL NO. 13: CLIMATE ACTION

The goal envisages taking urgent action to combat climate change and its impacts, following the framework laid down by UN Framework Convention on Climate Change (UNFCC).

The goal basically targets to strengthen resilient and adoptive capacity to climate related hazards and natural disasters, integration of climate change measures into national policy & planning. It also targets to improve education, awareness raising and human and inter-institutional capacities on climate change mitigation, adaptation, impact reduction and early warning.

We are committed to go ahead with the State Climate Change Action Plan prepared in conformity with National Climate Change Action Plan.

All citizens of state especially those vulnerable to climate related hazards like people living along the river banks, embankments, disasters prone areas and in the vicinity of hazardous chemical waste generating industries etc. will be the focus for awareness generation and taking appropriate precautionary measures.

GOAL NO. 14: LIFE BELOW WATER

This goal envisions conserving and sustainably using ocean, sea and marine resources for sustainable development.

The target is to achieve the aforesaid goal by reduction of marine pollution of all kind by 2025, sustainably manage and protect the coastal eco- system and restore them to a healthy and productive state by 2020 and to minimize ocean acidification. The goal also targets to effectively regulate the harvesting and to end over-fishing in order to restore fish stock, conservation of at least 10% of coastal and marine areas and total prohibition on certain forms of fish subsidy leading to over-fishing by 2020.

Assam being a state with no marine resources under its control, there shall be no specific strategy or target group for this goal.

GOAL NO. 15: LIFE ON LAND

The goal envisions protecting, restoring and promoting sustainable use of terrestrial eco-systems; sustainably manage forests, combat desertification and bringing complete halt to land degradation and biodiversity loss.

The targets to be achieved include combating desertification, restoring degraded land and soil to achieve a degradation neutral world, ensuring conservation of mountain eco-system including their bio-diversity by 2030. The goal also envisages ensured conservation , restoration and sustainable use of terrestrial and inland fresh water eco-systems and their services in particular forests, wetland, mountains, dry lands, promotion and implementation of sustainable management of all types of forests, halt deforestation, restore degraded lands, and substantially increase afforestation and re-forestation, halt the loss of bio-diversity and reduce the impact of invasive alien species on land and water eco-systems and eradicate the priority species, and integrate eco-systems and bio diversity values in national and local planning , development process, poverty reduction strategy by 2020. The

goal also targets for appropriate access of genetic resources and promotion of fair and equitable sharing of benefits arising from such resources besides urgent action to end poaching and trafficking of protected species of flora and fauna.

We intend to follow a strategy of paradigm shift from joint forest management to community ownership of degraded forest, wetlands, water bodies and waste lands outside notified reserved forest and protected areas for protection from encroachment, enhancing productivity and raising income of village communities. We also intend to take up massive afforestation and reforestation to make Assam degradation neutral by dovetailing funds under MGNREGA and other such development programs; make Assam poaching free and a hot wild life tourist destination; and put in place mechanisms for identification, enlisting and sharing of benefits from genetic resources.

The degraded forest and waste land, wet land, mountain and dry land shall be the target areas for afforestation and reforestation , whereas all forest and protected areas will be the targeted for sustainable management and increased eco system services.

GOAL NO. 16: PEACE, JUSTICE AND STRONG INSTITUTIONS

The goal aspires to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

The goal targets to reduce all forms of violence and related deaths, end to abuse, exploitation, trafficking and violence against children, girls & women, promotion of rule of law and substantial reduction in bribery in all forms, developing accountable and transparent institutions , ensuring responsive , inclusive and participatory decision making at all levels. The goal also targets to provide legal identity to all, birth registration and combating all forms of organized crimes by 2030.

We consider this to be one of the most important Goals, since strong institutions provide the bedrock, and peace and justice the foundation, on which good governance systems are established and free, equitable and just societies prosper. Government of Assam is totally committed to provide corruption free, transparent and accountable governance, sensitive to the needs of the citizen and ever-vigilant to allow no violation of law or ethics. It is for this reason that providing an effective, outcome-oriented and future-ready governance is a major component of our strategic architecture for implementation of SDGs and actualization of our Vision. We would also be constantly working for strengthening of all institutions important for smooth and efficient functioning of the government, the community and the society. All the specific targets mentioned in this Goal would be achieved quickly through appropriate strategies/ institutions and effective enforcement.

This goal encompass the entire state and the society, and action would particularly benefit the people from disadvantaged groups like women, girls, children, SC,ST, minorities and differently abled people etc.

GOAL NO. 17: PARTNERSHIP FOR THE GOALS

The goal envisions strengthening the means of implementation and revitalizing the global partnership for achieving sustainable development .

This goal targets forging partnerships to mobilize financial resources from domestic and international agencies, technology transfer through global technology facilitation mechanism. The goal also targets capacity building through international cooperation besides promotion of trades and commerce with the idea of doubling the exports by 2020. It also targets for policy and institutional coherence to enhance the global micro economic stability and policy coherence for sustainable development. The goal also targets multi stakeholders partnerships at local,regional,national and international level for sharing knowledge ,expertise ,technology and financial resources It further aims to enhance capacity building support to increase the availability of timely and reliable data, disaggregated by income, gender, age, caste, creed, religion ,disability, geographic location and other relevant characteristics relevant in national context by 2020.It also targets to build an appropriate mechanism for measurement of progress on sustainable development.

Effective partnerships hold the key to successful implementation of SDGs. We are committed to forge partnerships at all levels, including local, regional, national and international levels, with renowned institutions, experts in the fields, civil societies, voluntary organizations etc. to achieve the sustainable development goals set by UN to its entirety. Indeed, as mentioned earlier, this is an important component of the strategic architecture we have designed for implementation of SDGs.

CHALLENGES

Achieving SDGs to realize our dream would call for governance par excellence, unprecedented levels of resources and transformational management of change. While some may view implementation of SDGs as a dream impossible to realize in entirety; we feel that it is impossible only till we do it and prove otherwise.

We recognize the following critical challenges we will face, and are equipping ourselves to deal with them effectively:-

i) Leadership: Inspirational leadership at all levels of governance, and amongst all stakeholders, will be essential for unleashing the requisite energy, motivation and team-work.

ii) Communication: Effective communication will hold the key to success in bringing millions of people from all walks of life , and stakeholders from all sections of the society, to work together harmoniously in an initiative meant to touch the life of every citizen in the state.

iii) Governance Architecture: Foundation for the initiative will have to laid by putting an efficient, enlightened and future-ready governance architecture in place. The present governmental systems would need to be reinvented, to align with the rapidly changing environment & technology, and be capable of understanding and shaping tomorrow.

iv) Sub-State Level Governance: It would be important to develop specific strategies for sub-state levels of governance, like Autonomous Area Councils, district administration, urban local bodies, gain panchayats etc., and align them fully with the SDG initiative.

v) Stakeholders: Identification, alignment, motivation and capacity building of all key stakeholders would be critical.

vi) Partnership-Web : Forging effective partnerships is very important in an initiative of this size. Creating a vibrant, delivery-oriented partnership-web of all stakeholders, and developing an institutional network, would be absolutely critical.

vii) Resources: Meeting the huge requirement of resources is going to be one of the toughest challenges, and would call for a paradigm shift in the way we think of, and plan for, mobilization and utilization of resources (as distinct from money and budget).

viii) Organizational Effectiveness: Organizational and individual effectiveness would need to be ensured.

ix) Integration & Digitization : Integrating and synergizing the entire initiative would be a challenging task. Multiple modalities would be adopted for this purpose including connectivity, data management, creating a powerful technology platform etc.

x) Departmental & District-Level Strategy & Action Plans : Specific strategies and time-bound, outcome-focussed Action Plans would need to be prepared for each department and district, with appropriate provision for inter-departmental linkages, communication and capacity building. Building capacity for this quickly would pose a challenge.

xi) Monitoring & Evaluation: Dearth of credible and adequate data, and weak internal monitoring & evaluation systems, pose a serious challenge. Building requisite systems, with suitable indicators and functional modalities, in sync with the national systems would be necessary.

Synergizing the entire mega-initiative seamlessly, and transformational management of change, would be the two overarching challenges we will face. We are building the requisite institutional framework for meeting these challenges.

WAY FORWARD

The Vision & Strategic Architecture Document provides a clear framework for moving forward. This will now be shared with the people of Assam and all stakeholders in this form, as well as with a more visual pictorial depiction of Assam as it would be in 2030 after achievement of SDGs. Short video-clips and other literature will be widely shared through various media formats, giving a sense of Assam in 2030. This will be followed by creating similar depictions of Assam at intermediate stages e.g. in the years 2019, 2022,2025 etc., using Foresight and Backcasting techniques, and sharing through powerful communication strategies. All this would create a common platform and shared vision for all stakeholders to work together as partners, to actualize the vision of Assam 2030. ·

Based on the above, the departments, districts and other levels of governance will prepare their individual Strategy Papers & Action Plans (SPAPs), suitably aligning/ modifying existing schemes and programs for this purpose. With the 15 years vision and strategic architecture in place, the detailed planning will actually be done in terms of 3-year segments since, given the pace of technological

change and on-going disruptive innovation, it is more realistic to plan for 3 years only at a time. However, we will adopt a rolling plan concept, with a 3 year plan being finalized each year, along with annual plans for these 3 years.

In terms of targets, we recognize that in the first couple of years of the 15 year period, we should focus more on the governance reforms exercise outlined above, and on sensitizing and re-orienting the system for implementation of SDGs. Logically, therefore, we would use an accelerating/ exponential target curve with increasing yearly targets, instead of the traditional linear approach. Our strategy for the first 3 years would be to ensure governance reforms/ system setting and starting use of new technology, but achieving the increasing targets primarily through increased efficiency. The next 3 years will see accelerated use of technology, along with peaking of efficiency (at par with global standards), with the targets also reaching the peak at the end of 6 years, and largely plateauing thereafter.

Working Groups will be set up at different levels to translate and synergize the above SPAPs into Goal-wise SPAPs. A matrix structure would be put in place for this purpose, directly supervised by a Committee to be chaired by the Chief Secretary. The guidance and overall over-sight of the initiative would be provided by a Council to be chaired by the Hon'ble Chief Minister of Assam himself.

This is the beginning of an exciting journey for the Government and people of Assam. This is the path as we see it today. We would be traversing this path together with commitment and dedication, but would be very sensitive to the dynamic nature of the world we live in, and ever-willing to face new challenges and grasp new opportunities. Our eyes, minds and hearts are focussed on our destination, and we will continue to adopt the best strategies and walk on the best path to reach this destination.