GOA 2035: VISION & STRATEGY

An Abridged Report

GOA GOLDEN JUBILEE DEVELOPMENT COUNCIL

1. Dr. Raghunath Mashelkar	…	Chairman
2. Dr. Vijay Bhatkar, Pune	…	Member
3. Dr. Anil Kakodkar	…	Member
3. Mr. Ashank Desai, Mumbai	…	Member
4. Dr. Vijay Kelkar, Pune	…	Member
5. Prof. Madhav Gadgil, Pune	…	Member
6. Arch. Charles Correia, Mumbai	…	Member
7. Dr. Satish Shetye, Panaji	…	Member
8. Prof. Dilip Deobagkar, Panaji	…	Member
9. Mr. Raj Paroda, Mumbai	…	Member
11. Dr. P. S. Ramani, Mumbai	…	Member
12. Dr. Lygia Noronha, Delhi	…	Member
13. Prof. Vithal Sukhtankar, Panaji	…	Member
14. Prof. Erol D'Souza, Ahmedabad	…	Member
15. The Chairman, Goa Chamber of Commerce & Industries.	…	Member
16) Secretary, Planning & Statistics	….	Convenor
17) Director, Higher Education	….	Nodal Officer

C O N T E N T S

PREFACE

Looking Back

- When we are celebrating the Golden Jubilee of the freedom of Goa, we look back at its past with pride but also think of its future. What could Goa be when it celebrates its platinum jubilee in the year 2035? How can we create a knowledge driven, diversified and cosmopolitan Goa built on its unique social, cultural and ecological values? Let us recall here a popular legend about the birth of Goa.

- According to a legend, Parashurama, the sixth reincarnation of lord Vishnu faced an order of banishment from the lands he had once conquered. He set seven arrows fly from the Sahyadris to push back the sea and created a stretch of land, which he could claim for himself, and that was Goa, the Parshuram Kshetra. What would be the seven arrows that will create the Goa of our dreams in 2035?

- Here are those seven arrows, which will create Goa 2035, as not only the best state in India but also one of the best globally.

१. सुरम्य गोवा **(Surmaya or Serene & Beautiful Goa)**

२. सुसंस्कृत गोवा **(Susanskrit or Cultured Goa)**

३.संतुलित गोवा **(Santulit or Balanced and Sustainable Goa)**

४. सुविद्य गोवा **(Suvidhya or Knowledge Centric, Enlightened Goa)**

५. समृध्द गोवा **(Samruddha or Affluent Goa)**

६. सुशासित गोवा **(Sushasit or Well Governed Goa)**

७. स्वानंदी गोवा **(Swanandi or Happy Goa)**

- These seven arrows do not fly in isolation. They reinforce each other. For instance, mere affluence (समृध्दी) without sustainability (संतुलन) will not work. For affluence (समृध्दी) to be attained through knowledge and creative industries, knowledge centric (सुविद्य) Goa is a must. A happy (स्वानंदी) Goa will only be one, which is cultured (सुसंस्कृत), well governaned (सुशासित) balanced (संतुलन) etc.

- Serenity and beauty, rich culture, careful balance, knowledge centricity, affluence, good governance and happiness (for every citizen) are eternal values for any society. They will be as valuable in this century as they will be in the next. In what follows, we create a compelling vision for Goa 2035. We also provide a roadmap to achieve that vision. This roadmap will include some 'here and now' steps as well as we begin the journey towards building Goa 2035 of our dreams.

1. सुरम्य गोवा **(Suramya or serene & beautiful Goa)**

1.1 Suramya Goa means a serene and beautiful Goa. Goa's natural beauty must be preserved at all costs. Beauty is something to be seen but serenity is something to be experienced. People visit Goa not just to see it, but to 'experience' it. Goa 2035 should be an extraordinary 'experience' for every Goan, every visitor to Goa.

1.2 National Geographic Magazine compared Goa with Amazon and Congo for its rich tropical biodiversity. However, one seldom-noticed aspect of Goas serene beauty is the even distribution of its population. There is a remarkable absence of the kind of milling crowds and overwhelming densities we see elsewhere in India, This is because Goa has no single primate city that pre-empts all economic activities in its hinterland. Instead Goa has a number of various-sized human settlements, towns and

villages, all working together in a harmoniously balanced poly-centric system. This evenly distributed population is an essential part of the DNA that has generated the beauty of Goa. This DNA should be preserved in Goa 2035.

1.3   Our vision for beautiful Goa should be multi-faceted: On the one hand, we must preserve its fragile ecology and extraordinary beauty. At the same time, there must be a greater economic progress, more education, better health facilities - in short: a more vibrant future for everyone in Goa. How can we achieve these seemingly contradictory sets of objectives? This is the challenge that has been addressed in this abridged account of the Goa Golden Jubilee Development council draft report.

2.   सुसंस्कृत गोवा   **(Susanskrit or cultured Goa)**

2.1   संस्कृती   (Sanskruti) means culture. Susanskruti means good culture. Goa is endowed with good culture for centuries. Goa 2035 should stand tall the field of art & culture, giving its people the opportunity to experience art at its highest levels, with a special focus on the common man.

2.2   Goa has a rich and diverse mosaic of culture that has evolved during a history of more than 2000 years. Goa is well known for its multi religious and linguistic background, the well springs of its culture are rooted in the religious faiths, many of these forms actually developed as a part of the religious observances, which have been an integral part of peoples life in this region, which is clearly visible in their arts, social system, habits, customs and their religion.

2.3   Goa has formulated an enlightened State Cultural Policy (2003), which aims at achieving individual creativity for the citizens, ensuring equality of

access to cultural life, safeguarding the freedom of expression, promoting a flourishing cultural life, supporting cultural renewal and quality. This policy must be put into practice.

2.4   There are impending challenges though. No quality artists have emerged in the state of Goa over a relatively long period of time. There is a dearth of good professional teachers. The age old art forms are on the verge of extermination. The cultural activities have concentrated in urban areas. They need to move to the villages.

2.5   We propose some bold initiatives. Establishment of a University of Arts & Culture, creating a permanent dedicated television centre, a world class film institute and also creating a state of the art world class museum showcasing the entire art, craft, sculpture and all related heritage, historical and monumental items under one roof will go a long way in the preservation, promotion and enhancement of Goa's rich heritage.

2.6   Goa must create a global imprint by leveraging its convening power, which it has acquired on the basis of its natural strength in art and culture. A major festival, the **Goa Bienale**, should be held every two years. Because of its very special history, Goa has the extraordinary opportunity to bring the best of the East together with the best from Brazil, Africa, and China as well. This will be a unique Bienale that the world will not want to miss. It will reinforce culturally the new axis that is starting to structure the world politically.

3. संतुलित गोवा **(Santulit or balanced and sustainable Goa)**

3.1 संतुलन (Santulan) means balance. Goa 2035 should stand out globally as a model of development without destruction. Addressing the dynamic interdependency that exists between economy and ecology is fundamental to creating green growth and maintaining sustainability. Maintaining unity amongst the diversity of religious and languages, achieving the objective of a healthy body, mind and spirit for every Goan will create a truly balanced and sustainable Goa 2035. How could we achieve all this? Here is the agenda for a sustainable and balanced Goa 2035.

3.2 Conserve Goa's rich terrestrial, coastal and marine biodiversity

- We must first know what we have. Therefore, document biodiversity using scientific and traditional knowledge and processes; develop people's biodiversity registers, create a centralized repository where this documentation can be stored for easy retrieval.
- Implement conservation laws to reduce the developmental pressures; Activate Biodiversity Management Committees at all levels, with powers of environmental monitoring, regulating local biodiversity use, and levying appropriate collection fees.
- Invest in Goa's mangroves and coastal vegetation as important soft protection in the face of increased extreme climatic events . storms, tidal surges, etc.

3.3 **Embrace Responsible Mining**

- Limit mining to a level that is consistent with social and environmental carrying capacity.

- Ensure efficient mineral extraction with the least footprint with no community stress, and greater participation of the local community in decisions and benefits.

- Engage youth in caring for the environment. Create participatory monitoring. Create an environmental ombudsman, involve gram sabhas in connection with issues like environmental clearances for mining activities.

- Regulate mining in Ecological Sensitive Zones (ESZ) in the Western Ghat talukas.

- Ensure minimal footprint technologies and practices and improved area wide environmental quality management; sharing benefits and developing alternative skills and livelihoods in the region.

- Rehabilitate mineral deposits that come close to economic depletion with the introduction of new business opportunities such as eco- tourism, agri/fruit plantation and water harvesting/treatment for use.

3.4 Develop tourism sites as Sustainable Production Consumption Systems

- Drive towards diversified "tourist experience" with less material and resource usages and host stress; improve sustainability through greater attention to interests and motivations of different kinds of tourists.

- Diversify away from "sun, sea, and sand" type of tourism to reduce oversupply to tourism infrastructure in the coastal belt and create diversified tourism comprising adventure, mangrove based ecotourism, agriculture tourism, homestead tourism, health tourism, etc.

- Promote a participatory tourism by recognizing the role of host communities as both producers and consumers of the tourism product and the importance of their well being to the feel of the place.

3.5 Insure the future for Goa's fish and fishers

- Revert to ecosystem based management rather than species centric management for fisheries.

- Enforce the Marine Fisheries Regulation Act and the Monsoon Ban.

- Establish fishery management tools through marine protected areas and fisheries reserves.

3.6 Make Goa a fresh water hub given its rich precipitation

- Preserve fresh water resources through rain water harvesting

- Take strong measures to encourage water saving practices in mining, industry, hotels, agriculture.

- Monitor and regulate groundwater pumping for all uses.

3.7 Transform g**reen Goa's urban centres**

- Reduce traffic congestion in cities and big towns by establishing clear rules on motorized mobility. Introduce congestion pricing for cities witnessing rapid growth in personalised transport.

- Ensure that all new constructions are 'green' buildings.

- Create infrastructure that is children, disabled and elderly friendly.

- Establish a "Waste Management Authority" under the Goa State Pollution Control Board to deal with waste management to assist local bodies to better manage waste.

- Create sewage transportation networks and sewage treatment plants in places of high population density to protect estuaries and groundwater wells from nitrates and *e coli.*

3.8 Strengthen Environmental Governance, Education and Natural Disaster Preparedness

- Build human capacity and attain improved resourcing of the State Pollution Control Board; make investments in participatory monitoring and social audits; use spatial technologies to assess and monitor the land use changes; coastal pollution.

- Better the capacity of the village and gram panchayats to take decisions, monitor and manage local development.

- Incentivize improved environmental behaviour, reward good corporate behaviour, encourage green innovations, introduce payments for ecosystems services.

- Put in public domain the spatial database prepared for RPG 2021 all EIAs and EMPs of mining, tourism and large constructions to be accessible on the websites of those project developers/owners.

- Invest in improved environmental education curriculum; in training youth for green technologies and for greening business and have larger programs for the general public to raise awareness on environmental issues in general.

- High precipitation and the nature of surface elevation makes the state vulnerable to damage from events that have often been called Extreme Precipitation Event (EPE). High level of preparedness to cope with such extreme weather events is thus needed. The State should have Disaster Resilience centres in each taluka to have in place plans based on locations projected to be at risk from such EPEs.

- Tourism generates public benefits in the form of multiplier effects on the local economy because the local population is involved in operating tourism facilities and tourists consume local products and services. This should be traded off with the costs to the local population in terms of congestion as the destination is intensively developed and exhaustion as well as degradation of

natural resources and the ecosystem.

3.9 We now turn to another balance, the balance with a healthy mind and a healthy body. Recent suneys have affirmed Goa as the best performing State in the health sector. Goa provides good preventive, promotive, curative and rehabilitative facilities. It surpasses national averages and outpaces national targets, which places the state, as a first-among-equals, on multiple indices from `doctors-to-patients Ratio to `beds-per-patients'. State's inoculation programme, particularly the child Immunization scheme, stands at twice the national average

3.10 Getting satisfied with the fact that Goa is ahead of national averages (which are amongst the lowest in the world) is no consolation. Goa must have a step jump in ambition. Its comparisons should be with the advanced world.

3.11 Following through on the adage, that 'prevention is better than cure,' the tenor and locus of the healthcare system has to be focussed on preventive aspects, rather than the conventional reliance on allopathic medicines and varied 'post-occurrence' treatment methodologies.

3.12 Wellness Programmes, targeted at the workplace, where many sedentary jobs are contributing to an erosion of employees' health, should help to reduce the rising incidence of lifestyle diseases.

3.13 Goa needs a number of new hospitals with centres of excellence in superspecialities like cardiac surgery, neurosurgery, spinal surgery, joint replacement surgery, retinal surgery, etc.

3.14 Goa must create a centre of excellence in education, research and conduction of academic activities. Such a centre will attract national and international attention at a time when Goa is recognized as a tourist spot on the world map.

3.15   Maximum use of technology should create Goa 2035 health systems as amongst the best in the world. The medical population in Goa is migratory. The information obtained by one hospital should be easily made available to any hospital. Smartcard with all the information can be provided to each patient for a price.

3.16   Telemedicine can deal with the challenge of distances. It is not possible to have superspeciality facilities in each peripheral hospital. Such hospitals should be linked to the main hospitals so that they can receive the appropriate advice after seeing the information sent through computers. This is the only way by which modern medicine can reach the poorest of the poor.

3.17   Goa should take a lead in starting a unique Nursing University to promote:
- Nursing education, basic, specialty and super specialty.
- Providing graduation, post graduation and doctorate level programs.
- Promoting interactions with other universities, organizations, councils etc.
- Encouraging newer training programs to reflect newer developments in education, technology and research.
- Striving to attract talented students to the profession.

3.18   Finally, Goa should pole vault from the 'best practices' to 'next practices' in health care. Goa 2035 could be a model state, which just does not sloganise 'health for all' but achieves 'health for all Goans and its friends in Goa'.

4.   सुविद्य गोवा **(Suvidhya or knowledge centric, enlightened Goa)**

4.1   21st century is going to be a century of knowledge, a century of mind. We must build Goa 2035 as सुविद्य गोवा (Suvidhya Goa), which will mean not only well educated but also knowledge centric and enlightened Goa.

4.2   Goa should be proud that it has attained 87% literacy and that it has an outstanding record of providing primary education across the state. Its record in higher education is also impressive. However, to fully leverage the advent of the century of knowledge, we must raise our ambition.

4.3   President Obama had said `The currency for the 21$^{st}$ century will be education & innovation'. Going further, Goa 2035 should be built on its aspiration to become a leader in `innovation in educationqand `education in innovationq

4.4   The innovation in education due to the emergence of `digital learningqis truly disruptive as pointed out by Clayton Christensen, in his new book `Innovative Universityq Goa should recognise that it has a natural advantage in `digital learningq due to the widespread literacy, strong capacity in English speaking and also its small size. Availability of teaching material created by using the power of data, voice and video should be leveraged by the ability of Goa to become a leading A^3 society, which can be achieved with ubiquitous broadband, reaching anytime, anywhere and anyone.

4.5   Goa should set a goal of creating institutions that have the most innovative combination of `digital and physicalqlearning. It should create not just the best practices, but the next paradises in innovation in education (A^3).

4.6   Education provides the students an ability to access and assimilate 'known knowledge'. Research creates 'new knowledge'. Innovation converts knowledge into money and societal good. Great universities like Harvard have created this linkage of teaching, research and innovation. Goa 2035 should be amongst worldq leading institutions, who achieve this powerful combination in a seamless way.

4.7 There should be a provision of primary, secondary and higher secondary education at the same location (integrated education complex). This will lead to merging schools with small number of students. The availability of transport system (Bal Rath) should take care of the access.

4.8 Goa 2035 should pride itself in having Goa University as amongst the top in the world. So the 'here and now steps' are as follows:

- ❖ The University should be given complete autonomy as was the original intention. The current governance structure of the University needs revamping if the University has to become an education centre with international repute.
- ❖ The financial allocations to the University by the Government should be compatible with those which are received by other national institutes of repute such as IITs.
- ❖ The University should establish on campus a Research & Innovation Park with involvement of local and national industries.
- ❖ In addition to existing training programmes (which are in the process of integration through already initiated choice based credit system), the university should establish Integrated Schools for Media and Media Research, an Interdisciplinary School of Designing and Planning, national facilities, which will be accessible to all the relevant colleges and users in the State. (e.g. Marine Microbial Resource Centre, Oceanographic Studies, Centre for Strategic and Maritime Studies).
- ❖ A state of art School of Education should be established so as to train contemporary teachers for primary, secondary, higher secondary as well as higher education.
- ❖ A new Bio-Medical Research Centre should be established in the campus of the University.

4.9   Goa 2035 should be built by continuously harnessing science and technology to address the critical issues faced by the state. The unique exercise of mapping land degradation and siting of industry (Industrial Atlas for the State) by using   remote sensing technology is a case in point. All the challenges faced by the state, such as waste management, potability of water, adverse impacts of mining, deteriorating air & water quality, unmet energy   requirements, sanitation etc. should be tackled through science and technology.

4.10 There is a need to create an environment that nurtures and addresses curiosity among children, popularises science, initiates young students into good quality research. High performers need to be rewarded and provided with career opportunities.

4.11 %Catch them Young+ should be the slogan. The young needs to learn hands on, for which adequate learning and working models should be provided. The activities of Goa Science Centre need to be interlinked with those of Institutions in Rural Talukas by setting up of Rural Science Centres. The Goa Science Centre could be the hub for all Science Outreach Activity. It should be, infact, upgraded as regional Level Centre and another centre set up in the South Goa District.

4.12 Goa has had long history of maritime sea faring. There is need to promote education in ocean science. This should include sea faring and ship building. Setting up of a National Maritime University should be an ambition that we must fulfill within this decade. An Oceanarium project in the Maritime state like Goa, would add value to tourism related activities, while providing an opportunity for making Goa a   centre   for   Ocean related research.

4.13 To promote quality science education and high quality research, there is a need for setting up an Institution on the lines of Institute of Science, Education and Research (IISER). The state should also aim at getting an IIT as well as IIM in Goa.

4.14 Goa 2035 should be seen as leader, who is keen to climb the limitless ladder of excellence in research. Goa can take a lead in creating an international university of global calibre. The key to success will be to make sure that one does not get restricted to Indian nationals but one is agnostic to nationality. This in turn requires that the university be located in an area that has the quality of life that satisfies global citizens of distinguished merit.

4.15 Goa is one of the few locations that meets this multi-faceted criterion that include:
- a high quality of life (housing, climate, environment, entertainment opportunities, education for children, etc.) ,
- good global air connectivity,
- a cosmopolitan atmosphere that does not socially stifle faculty and their families, etc.

4.16 Given the direction of the current global research, such as international university needs to have mutli-disciplinary centres rather than traditional single-discipline departments. Examples abound internationally. The Whitehead Institute for Biomedical Research at MIT, the MIT-Harvard Medical School Department of Health Sciences and Technology and the The McGovern Institute for Brain Research at MIT are examples. The university needs to be nimble and dynamic in setting up new labs of contemporary relevance in rapidly evolving fields

4.16 Finally, we should be in the relentless pursuit of the following agenda:

- Creating scientific temper in the society at large.
- Attracting children through aggressive effort on popularisation of Science & Technology programmes
- Creating opportunities for careers in Science
- Sustaining research that meets the criteria of relevance to industry and society.
- Push research excellence to the highest levels, benchmarked with global gold standards.

5. समृध्द गोवा (Samruddha or Affluent Goa)

5.1 Goa 2035 has to be an affluent (Samruddha) state. If the Indian growth story continues, then India itself will be an affluent country within a generation. Currently Goa's per capita GDP is two times that of India. In the next 25 years Goa should aspire to retain this ratio or move a notch higher than that. Over the next 25 years, this would mean for Goa an Annual GDP growth of just around 0.5 to 1 percentage points higher than the whole country.

5.2 The future of the state lies in successfully transforming itself from a rent seeking to a skill intensive hub of economic and cultural activity, where the systems of production are enmeshed with ecological protection to produce a quality of life that is sustainable and fulfilling for all who participate in the life of the state. The only way to deal with the negative economic effects of migration of skilled and highly skilled man power in the development of diverse industries creating attractive opportunities for Goans to remain in Goa and participate in state's progress.

5.3 The shift to the creative economy is already evident throughout the region. Singapore has the highest creative class share -- the percent of workers in

technology, science, academia, medicine and the arts whose jobs require them to think and innovate -- of any nation in the world: 47.3 percent. Australia is close behind, with 44.5 percent. Canada has 40.8 percent; New Zealand 40.1 percent and America just over 35 percent. Malaysia is at 25 percent and the Philippines are 20 percent. This is a great start. But the key is to extend the creative economy across manufacturing, service work, and even agriculture. We should have a dream of Goa 2035 being amongst the leaders in creative economy.

5.4   Samruddh Goa will be built leveraging **"Virtuous Knowledge Cycle".** This is about creation of **"High Value Addition Jobs of Tomorrow"** in the Industry and Services sector, which will not only reduce the migration of **"Knowledge Workers"** from Goa to mainland but also would attract Goans who are already out to return and settle in Goa. Above all, it will sustain the expected higher growth rate of Economy. Such jobs would generally be knowledge and services driven jobs with very minimal environmental %ide effects+, hence in turn retaining and enhancing the %ice environment+ image of Goa. A positive brand image for Goa clubbed with the huge opportunity India presents for growth would strengthen the proposition of Industries (tourism, services, manufacturing etc.) to take advantage of Goa‰ tranquil , vibrant , friendly environment to **"Meet, Think and Create"***.*

5.5   The four value chains that will be key to the success of Goa are :

1.   Natural resources and related logistic industries
2.   Tourism and related services value chain
3.   Healthcare and pharma industry value chain
4.   Knowledge, education, research and entertainment value chain

5.5.1   Natural Resource and Related Logistic Industries

Responsible and sustainable mining is the need of the hour. Mining industry must adhere to the strict global environment standards. In fact, the mining industry should be incentivized to develop cutting edge examples of environmental sustainability so that it is considered as an example to emulate by the emerging large mining industry in India.

Mining industry is heavily dependent on logistical infrastructure and thus it creates downstream jobs in that sector. Encouraging and enhancing the existing marine transport-Industry   can not only positively aide Goa's natural resources industry but it can also have a side benefit of creating an infrastructure for tourism too. Ship building and repair industry which is the downstream part of this value chain should be promoted.   and Goa can become one of the important centers in India for this activity. Mormugoa Port capacity and infrastructure needs to be expanded and uplifted with sophisticated technology and equipment to cater the growth of not only Mining but other industries like Pharma and services like Warehousing.

5.5.2 Tourism and Related Services Value Chain

Tourism in Goa will continue to be a major contributor to state's GDP. With the discretionary income in India expected to rise manifold by 2035, the tourism sector will grow very fast.

As mentioned earlier, we need to have diversified tourism: adventure, mangrove based ecotourism, agrotourism, homestead tourism, etc. These will provide more value to cost for the customer and create more revenues for the state.

Goa needs to create large Convention and Trade Fair facilities to make Goa the the most preferred centre in the world for national conventions, festivals, seminars and family functions. For the size of the Indian economy in 2035, Goa is best placed to capture leadership here.

5.5.3 Health Care & Pharma Industry Value Chain

Goa is already producing 10% of India's pharmaceutical products.   Indian Pharmaceutical industry would be $ 55 Billion by 2020 and maybe more than $100 Billion by 2035. Goa should continue to remain a major production centre with around 10% share of the production volume of India. World class hospitals and facilities, along

with the vibrant pharmaceutical industry can in turn seed a large clinical research centers in Goa.

5.5.4 Knowledge, Education, Research and Entertainment Value Chain

Goa should become a prime centre for higher education and research in India. Goa 2035 can be the educational and research hub with a focus on information and communication technology, biotechnology, pharmacology, nanotechnology, public health, new media, maritime studies, green architecture, etc.

Goa 2035 should be a leader in providing high quality financial and business services such as in accountancy, law, advertising, public relations, management consultancy, in the field of design including architecture, fashion and interior design, and in the print and electronic media such as newspapers, magazines, films, television and radio. There is also a vast potential in the cultural and creative industries such as live performing arts.

Taking full advantage of the emergence of creative economy, Goa 2035 should aim to be the next Hi-Tech Mini-Bollywood , this would mean tomorrows promising stakeholders of Bollywood industry . producers , actors and technicians with stake in IT . move to Goa and build Hi-Tech studios of tomorrow.   All these industries will build on and enhance the clean environment, hence making Goa an even nicer place to live in.

The present contribution of the Knowledge Industry is 1% to the GDSP of the state. There lies a huge opportunity to raise it to 10% and more by 2035.

5.5.5 Manufacturing, services and agriculture form the backbone of an economy. Agriculture is one of the major economic activities of the rural people of the state. However, its contribution to GSDP has declined sharply and is now at only 7 per cent.

5.5.6 Revitalizing Goa's agriculture potential and developing it through appropriate infrastructure, reduced wastage, improve input availability, resource conservation and support for agro based entrepreneurship. In particular, we should drive the following ten point agenda for agriculture in building Goa 2035.

- Promote organic agriculture and build a unique 'Goa organic brand'.
- Promote innovative value addition, aggressive branding and niche marketing to get better prices for the farmers, ensure quality of brand through strict regulation
- Give industry status for agriculture
- Provide agriculture entrepreneurship mentoring, develop agriculture incubators
- Promote cooperative farming and agri sales cooperatives
- Use social media and other ICT options for dissemination of agriculture information
- Providing insurance to farmers and speedy compensation against losses from natural calamities and wild animals
- Develop special transport systems to link rural agri product to urban market;
- Geographic Indicators in rice, mango, cashew to be promoted.
- Mainstream agricultural education and improve attitudes towards agriculture by setting up ago-eco clubs in schools

6. सुशासित गोवा   (Sushasit or Well Governed Goa)

6.1 Shasan (Goverment) has to give the highest priority to good governance. And Goa should emerge as Sushashit Goa, the most well governed state in India. Three cornerstones of high quality governance in Goa 2035 should be fairness, accountability and transparency in all endeavors in the public domain.

6.2 Well managed autonomous structures, systems that are based on trust, systems that are transparent, responsive and accountable, rules that are simplified, understandable, flexible and dynamic, systems that are proactive rather than a reactive should be the sushasit Goa 2035 should be built.

6.3 World class governance for Goa 2035 can be achieved by the game changing instruments, such as the Right to Information Act, Institution of Lokayukta and the Unique Identity Card system.

6.4 The Right to Information Act has been a powerful tool in the hands of civil society. An RTI call centre should be set up as a single nodal point for use by citizens to file RTI applications or appeals or complaints over the telephone. It could also be used as a centralized database for all applications received and the responses given. An RTI portal for submitting RTI requests online could provide a universal access point for submitting RTI requests by citizens through the internet.

6.5 Goa Lokayukta Bill 2003 should be taken forward to provide for the establishment of a robust institution of Lokayukta to inquire into the grievances and allegations against public functionaries in the state and would investigate allegations of corruption. The setting up of such an anti-corruption government organization at the state level authorized to investigate public servants accused of maladministration and graft is an important governance reform.

6.5 Recognizing that the largest incidence of corruption occurs in the interface of government departments with private suppliers of goods and services to the government, Transparency International has advocated the incorporation of an Integrity Pact (IP) to bring about a binding agreement in order to limit the possibility of corruption in government contracts. The Integrity Pact is a specific tool used to build transparency in public procurement, consultancy or service contract, bidding or licensing process by public institutions and private agencies. Goa should show the way by implementing such an Integrity Pact.

6.6   The Panchayat Raj institutions need to be nurtured and strengthened. Following the 73rd constitutional amendment, Goa promulgated the Goa Panchayat Raj Act in July 1994. Initially the Act provided for the setting up of a two tier panchayati raj system at the village level and the district level. The Act amended in 1999 to provide for an intermediate level panchayat in the form of the Taluka Panchayat should be taken forward.

6.7   Goa must become a leader in technology led citizen-centric governance. The power of emerging technology in creating world class governance systems is in evidence today all around the world. Technology has been shown to significantly influence democratic participation, reduce civic illiteracy and voter apathy. It has become a powerful driver for political discussion, education, debate and participation.   Extraordinary efficiency in delivery of public services and public goods can be brought about through the application of   modern technology. This has to be coupled with modern tools of management.   Goa should make it mandatory to deliver public services only electronically.

6.8   It is commendable that the state has taken a significant initiatives in e-governance as well as m-governance. The initiative of Goa Broadband Network (GBBN), establishment of State Data Centre (SDC), State Science Delivery (SSDG), Integrated Citizen Science Centre (ICSC) are commendable.

6.9   The use of mobile technology for the delivery of services. With its exclusive SMS Gateway, Goa is taking rapid strides towards m-Governance. Going forward, the development of Mobile Service Delivery Platform (MSDP) is on top of the cards. MSDP is a combination of software applications running on dedicated servers in State Data Centre (SDC) that will enable the development, deployment, delivery, and management of voice, SMS and e-Services quickly and cost-effectively. MSDP shall be based on open standards.

6.10   India will have the distinction of being the first country to issue a single ID. Imagine the impact of introducing a single ID on such a massive scale in the age of mobile phones and ubiquitous connectivity. The opportunity for effectively dis-

intermediating layers of bureaucracy between the citizen and the government is enormous. Goa should take a leadership in developing applications and fully leveraging the benefits of single ID for every single citizen of Goa.

7.   स्वानंदी गोवा **(Swanandi or Happy Goa)**

7.1   Goa will become Samruddha (affluent) by 2035. But will this affluence mean that Goans will be happy? Happiness is not a measure of growth, it is a measure of people's feelings of well being.   The Konkani terms for development are ±Udargatqor ±Vikasq terms very close to the terms ±Utsarpqor ±Vikasqused in Jain philosophy to describe periods during which ±Sukhaq or happiness is on the increase.

7.2   The term "Gross National Happiness" was coined in 1972 by Bhutan's then King Jigme Singye Wangchuck. The idea was to define an indicator that measures the quality of life or social progress in more holistic   and   psychological   terms than only the economic indicator of gross domestic   product (GDP).

7.3   Goa 2035 must be built on the material and spiritual development occurring side by side.   As per the Bhutanese model, the four pillars of Gross National Happiness are the promotion of sustainable   development,   preservation   and promotion of cultural values, conservation of the natural environment, and establishment of good governance. All these four already form the part of our strategy for building Goa 2035.   But Goa should move ahead of the Bhutan model.

7.4   Happiness was treated as a socioeconomic development metric in 2006 by Med Jones, the President of International Institute of Management. He tracked seven development areas. Gross National Happiness was calculated by considering seven measures of wellness:

1. Economic Wellness: Indicated via direct survey and statistical measurement of economic metrics such as consumer debt, average income to consumer price index ratio and income distribution

2. Environmental Wellness: Indicated via direct survey and statistical measurement of environmental metrics such as pollution, noise and traffic

3. Physical Wellness: Indicated via statistical measurement of physical health metrics such as severe illnesses

4. Mental Wellness: Indicated via direct survey and statistical measurement of mental health metrics such as usage of antidepressants and rise or decline of psychotherapy patients

5. Workplace Wellness: Indicated via direct survey and statistical measurement of labor metrics such as jobless claims, job change, workplace complaints and lawsuits

6. Social Wellness: Indicated via direct survey and statistical measurement of social metrics such as discrimination, safety, divorce rates, complaints of domestic conflicts and family lawsuits, public lawsuits, crime rates

7. Political Wellness: Indicated via direct survey and statistical measurement of political metrics such as the quality of local democracy, individual freedom, and foreign conflicts.

7.5   GGJDC proposes that Goa should become the first state in India to start this process of measuring and monitoring happiness sending a signal that Goa considers this to be the most critical socioeconomic development indicator. GGJDC also wishes that Goa becomes not only the happiest state in India but in the world. That should be our vision for Goa 2035.