TRIPURA INDUSTRIAL INVESTMENT PROMOTION POLICY, 2007

Vision

We aspire to convert Tripura into the preferred destination for industrial and trade activities, thereby affording to State and its people –

- Economic development and improved living standards
- Better employment & self-employment opportunities
- Optimal utilization of natural and physical resources

Mission

We act as the integrator and catalyst for opportunities in the industries and trade sector ; across micro, small-scale, medium and large scale units ; and for internal and international trade and commerce.

Values

As an organization that has the livelihood interests of people as the focus for each one of our activities, PRIDE is the enduring value-set guiding the way in which we interact with our co-stakeholders and link our collective efforts –

- **Professionalism-** It is the key to success in achieving our mission, reflecting an ongoing commitment to the highest standards of achievement. Professionalism requires that we act with dedication and skill in all our tasks.
- **Respect-** It is the basis for our dealings with colleagues and clients, being sensitive and responsive to their needs and their rights as individuals. Respect requires that we act with courtesy and consideration at all times.
- **Integrity** -It is the cornerstone of our administration, ensuring that we treat people and apply the law fairly. Integrity needs to be total and requires that we act with honesty, openness and in public interest, in letter and more so in spirit.
- **Doing-** it-together- It is the foundation for meeting the challenges of the future and building partnerships aimed at realizing common goals. Doing-it-together requires that we act with collaboration and cooperation with colleagues and partners.
- **Enablement-** It is the approach for adapting our team members and stakeholders to the needed changes. Enablement requires that we act flexibly, taking advantage of training, new technology and new business models to manage the emerging demands.

Strategic Approach

Our march in STEP with industrial and trade environment and emerging opportunities and trends has to be based on our strengths, complemented with –

Synergic Partnerships – We believe in public-private partnerships in action. Our association in industry and trade sector extends across public sector agencies, private and professional organizations ; active in consultancy, planning, implementation, marketing promotion ; having infrastructure, regulatory or specific-sector oriented expertise. We also facilitate business-business / key stakeholder interactions through visits, seminars, roadshows, fairs etc.

Time Sensitivity – We look at policy framing and project development with long-term perspective over and above the short-term gains. Our outlook is futuristic and consciously aligned to emerging market trends and business needs. Development of required infrastructure ahead of time is a core component of our activity planning.
Economic Soundness – The private investors and business interests have to be the prime movers to capitalize on investment projects or trade opportunities. The techno-economic viability and market competitiveness of projects has to be established and uncompromised. Financial incentives are designed to offset the locational handicaps and ensure level field for investors in the state.
Policy Analysis – We focus on our opportunities & strength in industry and trade sectors. Our aim is to play a facilitatory role that can be both proactive or responsive. This is reflected through our efforts at infrastructure development, maintaining openness to dedicated supportive policies and pursuance for related assistance.

Key Policy Objectives

In moving towards our shared vision of Tripura as the IDEAL industrial and trade investment destination, we would consistently and continuously strive and aim for –

Improving Infrastructure – to facilitate investment ; targeted at existing industrial and trade locations on immediate basis, for emerging locations in the short-term and planning for potential locations in the long-term ; and involve integration of basic and supportive infrastructure together with industrial and trade-specific ;
Defining Drivers – to ensure sustainable economic growth based on available opportunities ; encompassing local natural resources with viability and ensuring maximum value addition to these ; and include capitalizing on the promising location for boosting trade through the State ;
Enabling Entrepreneurship – to promote setting up of industrial and business ventures ; through incentives and supportive financial measures to offset limitations for investors ; and by building capacities through entrepreneurial and technical skills training and promotion of self-employment ;
Aligning Administration – to afford investor convenience; resulting from appropriate restructuring within the Industries and Commerce department in line with change demands ; and directed decision mechanisms across other departments and agencies ;
Leading Linkages – to broadbase support systems; primarily through Public Sector Undertakings and Societies under Industries & Commerce department ; and also through designated agencies of other sectoral nodal departments.

Setting Out Policy Objectives

Improving Infrastructure

In the recent years, a number of initiatives have been taken to improve the basic as well as industrial infrastructure in the State. The present status is as under:

Basic Infrastructure:

The State is presently power-surplus (outside 6-hour peak period). Day-round surplus expected shortly. The power tariffs are much lower compared to other States.

The National Highway, linking Agartala to Guwahati has been upgraded and extended up to Sabroom (the southern-most point in the State) which is only about 75 km. away from Chittagong Port of Bangladesh.

The railway line has been extended up to Agartala and the same is being extended up to Sabroom.

The Agartala Airport has also been upgraded, by extension of airstrip and by providing night landing facilities. Agartala is second busiest Airport in North East and efforts are on to make it an International Airport.

The telecom infrastructure is also being upgraded by laying OFC network – connecting all towns, by strengthening the Internet backbone etc. All telephony services – Landline, Mobile, WLL, 3G, Broadband/ WiMAX internet, etc. are available in the State.

Industrial Infrastructure:

Existing:

- Industrial Growth Centre
- Export Promotion Industrial Park (EPIP)
- Food Park
- Rubber Park
- Industrial Area Industrial Estates(5)

Under implementation/to be taken up shortly:

- Bamboo Park.
- 3 IIDCs (one in each District, other than West Distt).

Presently, there is a multi-industry complex at Bodhjungnagar, on the outskirts of Agartala, which comprises of an Industrial Growth Centre, an EPIP, a Food Park and a Rubber Park. Besides, there are five Industrial Estates and one Industrial Area in the State. Further, a Bamboo Park at Bodhjungnagar and 3 Integrated Infrastructure Development Centres are being set up.. The infrastructure facilities at LC Stations are being upgraded, to facilitate the import/export trade with Bangladesh.

Setting Out Policy Objectives : Defining Drivers

Defining Drivers – to ensure sustainable economic growth based on available opportunities ; encompassing local natural resources with viability and ensuring maximum value addition to these and include capitalizing on the promising location for boosting trade through the State.

Trade & Commerce

A significant strategic aspect of Tripura's location is that it is surrounded by Bangladesh on three sides; and the State shares about 856 km. long international border with Bangladesh, which lies mostly in non-mountainous plain areas.

The State's location and socio-economic linkages with Bangladesh position Tripura to be the potential hub for trade with and through Bangladesh for the entire North-East India.

The connectivity to major locations in Bangladesh through existing networks is convenient due to its proximity; this can further be enhanced and upgraded with ease, as the State's border with Bangladesh is almost entirely in the plain areas.

For Bangladesh, trade with Tripura in particular shows a positive Balance of Trade. This in turn attractiveness and logical edge for promoting further links with a market in geographical proximity and more importantly with opportunity for Bangladesh to be competitive. The size of the North East Economy is fairly large at about US$ 25 billion.

The agreements signed between India and Bangladesh during the visit of the Prime Minister of Bangladesh to India in January 2010 have opened new vistas for establishing closer links between Tripura and Bangladesh. The Govt. of Bangladesh has agreed to provide India access to Chittagong Port for movement of goods to and from India through road and rail. It has also been agreed to operationalise the Sabroom (Tripura)-Ramgarh (Bangladesh) Land Custom Station which is only about 75 km. from Chittagong Port. There are agreements to establish other transport links between Tripura and Bangladesh as well. This will make transit through Bangladesh a reality and holds the potential to make Tripura the 'trading hub' for the North East.

Rubber

- Suitable agro-climatic conditions.
- Total area under plantation at present - 37,558 ha.
- Total potential for plantation in the state - 1,00,000 ha.
- Rubber Production -23,088 TPA, likely to go up.
- Rubber Park being set up.

Tripura is the second largest rubber producer in the country, after Kerala. More and more plantations are reaching yielding stage and the productivity levels are also encouraging. Keeping in view the area under plantation,growth potential and rubber production trends, the state has been identified as the -second rubber capital of the country. There is a vast potential for setting up of rubber-based industries in the State.

The State Government is setting up Rubber Park with technical support of the Rubber Board, Government of India. All common facilities including Centralised Quality Control Lab, Training Center, Tool Room, Centralised Latex & Carbon Black Masterbatch Unit, Warehouse for Raw Material Storage, Centralised procurement of subsidiary raw material would be created in the park for rubber based industries.

Tripura thus is an attractive destination for setting rubber-based industries. Keeping in view the myriad advantages and the positive factors, a large number of rubber-based industries have been set-up. These include rubber thread, tread rubber manufacturing, rubber band making, tyre retreading etc.

There is a vast scope of investment in sectors like auto parts, footwear, tread rubber, vulcanized rubber, rubber band, rubber cushion and mattress, latex thread, textile fabric, hoses etc.

Bamboo

- Endowed with rich and diverse resources of bamboo with traditional usage – Tripura is home to 21 species of bamboo out of 130 species available in India.
- Cane & Bamboo Handicrafts of Tripura – among the best in the country.
- Cane & Bamboo Handicrafts of Tripura – among the best in the country.
- Tripura Bamboo Mission has been launched in 2007, under PPP framework, for integrated development of Bamboo Sector.

Tripura Cane and Bamboo handicrafts are considered to be among the best in the country for their exquisite designs, wide range of products and artistic appeal. This industry has a great export potential as well. Not only that, industrial products like bamboo tiles, laminated products, ply boards, corrugated sheets, etc., can be produced and used as building materials for furniture manufacture etc. Studies have shown that Bamboo is a very effective substitute for timber and is, in fact, better in many respects.

The State Government has launched the Tripura Bamboo Mission (TBM) in the year 2007, under PPP framework, for integrated development of the Sector. The catalytic role played by TBM has resulted in the turnover of Bamboo Sector in the State increasing three-fold in 3 years. Value addition is taking place in Agarbatti sector, new handicraft products have been designed and launched, marketing of products has been organised. A Bamboo Park is being set up, on outskirts of capital city Agartala, to facilitate setting up of bamboo-based industries.

Tea

- Suitable agro-climatic conditions.
- Traditional tea growing skills.
- Potential to increase area under production.
- Tea Production with good blending qualities.
- Setting up of Blending Units.

The agro-climatic conditions in Tripura are suitable for development of tea plantation. The soil is generally fertile, without any major problems of toxicities or deficiencies. The average annual rainfall is about 210 cm. with a fairly even distribution over the year.Tripura has a history of tea plantations dating back to 1916.In fact, Tripura is categorized as a traditional tea-growing State – with about 55 Tea Estates and 4,350 small tea growers, producing about 8.9 million kg. of tea every year. This makes Tripura the 5th largest, among the 14 tea-producing States, after Assam, West Bengal, Tamil Nadu & Kerala. There is considerable scope to increase the productivity and area under tea plantation.

The tea currently produced in Tripura is recognized for its good blending qualities. Some plantations in the State are going for organic production of tea and green tea manufacturing. There is considerable scope for investment in the tea sector of the State, especially for blending units.

Food Processing

Major Fruit Crops:

- Pineapple (1,16,894 TPA),
- Jackfruit (2,49,265 TPA),
- Orange (19,797 TPA),
- Cashew (1,960 TPA),
- Coconut (3,216 TPA)

Pineapples and Oranges renowned for their unique flavour and organic nature of produce.

An Agri-Export Zone (AEZ) for Pineapple and a modern Food Park is being developed.

Major Spices:

- Ginger (4170.42 MT),
- Turmeric (3,381 MT),
- Chilli (2,085 MT),
- Black Pepper (41.15 MT)

The agro-climatic conditions are favourable for growing various fruit and horticultural crops. The products of Tripura are well known both on the table and in other processed forms. There is a scope for the expansion of this sector under any specific variety, if required.

A modern Food Park is being set up near Agartala, to give a fillip to this sector. An Agri Export Zone for Pineapple is also being developed. There is a vast potential for setting up of food processing units in the State. The State also has potential in the meat processing sector.

There is an ample scope for area expansion under organic spices cultivation in Tripura. Major spices include Ginger, Turmeric, Chilli, Black Pepper, Cinnamon, Tezpatta.

Mineral Resource

Tripura has vast reserve of natural gas. The gas is available in non-associate form, with high methane content of up to 97%. The present yield potential - about 4.0 MMSCMD and likely to go up and present Utilization: 1.2 MMSCMD. Concessional Gas Pricing and vast reserve creates potential for setting up industries in this sector.

Geological Mapping and exploration undertaken by Geological Survey and Oil & Natural Gas Corporation Ltd. has proved economic mineral deposit of Natural Gas (including condensate).

State Government would encourage private sector investment in gas based industries.

Petroleum Exploration Licenses have so far been issued in 4 (four) Blocks to ONGCL out of which one is under New Exploration License Policy (NELP) – III. Besides, Consodium of GAIL and M/s Jubilant Oil & Gas Pvt. Ltd. have also been issued one Block under NELP – IV.

Petroleum Mining Lease (PML) have so far been issued to ONGCL in 10(ten) areas covering 75.76 sq.km. in Baramura, Rokhia and Agartala Dome Gas fields. Another 7 (seven) areas covering 889.04 sq. km for a period for another 20 years from 01.02.2006 to ONGCL is also under consideration of the State Government. As per intensive exploration being undertaken by the 2 (two) Licensees, a vast reserve of Natural Gas yielding better availability of Natural Gas is expected.

Natural Gas which is presently used mainly for generation of power and to some extent in Domestic, Industrial, Commercial and Transport sector. Emphasis will be given for setting up of industries where gas will be utilized as feedstock like ammonia, urea, methanol and methanol based petrochemical industries.

Agencies of MoPNG, Government of India would be responsible for exploration and production of natural gas; the Directorate of Industries and Commerce, Government of Tripura would work in close association to facilitate setting-up gas based industries. The High Power Committee Constituted would continue to oversee/monitor progress and decide on issues related to the sector.

ONGC would be persuaded for intensified exploration of natural gas, so that the future demand of natural gas for setting up major gas based industries could be fulfilled.

Exploration of Natural Gas by involving other Agencies like GAIL etc. Action Plan on exploration of natural gas by 2015 and utilization of the same for better economic development would be chalked out in association with ONGCL and GAIL.

In Tripura, the other mineral resources are minor amounts of glass sands, limestone, plastic clay and hard rock; all of these material are being used to a variable degree. Setting up of Ceramic tiles unit and other mineral based industries would be encouraged in the private sector. Efforts will also be made to set up Plastic Clay ad Glass Sand industries where natural gas has added advantage of being used as a fuel.

Forestry Based

Though about 60% of the geographical area of the State is covered by forest, industries based on forest have potential only in specified sectors due to restrictions on use of forest based products. Keeping the restrictions in view cultivation of medicinal plants and bio-fuel are two emerging sectors.There are more than 300 verities of medicinal plants that can be profitably cultivated in the State. The Government has formulated the Medicinal Plants Policy and has prioritized the list of the medicinal plants endemic to the state.

The State Government has already constituted a Medicinal plant Board. The Government has also formulated the Medicinal Plants Policy of the state and has prioritized the list of the medicinal plants endemic to the state.

The Government would encourage private sector investment in production, manufacturing and other value addition processes.

Since strong marketing initiative is the key to the success of any product, development of forward linkages with pharmaceutical industry will be given due priority.

The State is also poised for development of bio fuel sector by planting Jatropha curcas. Cultivation in fallow land for captive consumption, by buy-back agreements would be encouraged. Involvement of private investment in bio fuel sector would be encouraged through PPP framework.

Tourism Sector

Tripura is now finding a place as tourist destination to large number of domestic tourists and foreign tourist. The State Government shall make the following coordinated effort to promote this sector..

In line with the declared policy of the Government of India to treat Tourism as an industry, all out efforts will be made to develop tourism infrastructure in the state.

Tripura is an attractive tourist destination with rich flora and fauna. The state has a rich cultural heritage. There is also great potential for development of tourist circuits, involving all the NE states and Bangladesh as well. All these offer attractive opportunities for the Hospitality Industry.

Effective steps would be taken to encourage setting up of Star category hotels, Eco Parks, Amusement Parks etc. under PPP framework.

The primary responsibility of developing this sector would remain with ICAT Department. Role Industries & Commerce Department would be limited only to providing incentives under Central and State package and facilitating private investment in certain key areas.

Achievement Of Policy Objective:

Entrepreneurship Enablement

Enabling Entrepreneurship – to promote setting up of industrial and business ventures ; through incentives and supportive financial measures to offset limitations for investors ; and by building capacities through entrepreneurial and technical skills training and promotion of self-employment

Promotion Of Industrial Investment In Tripura :

Appropriate Incentives

While the valid causes for slow growth in industrial investment in Tripura could be several ; the basic overriding constraint, specially for Tripura, is the serious transportation bottleneck and the resultant high transportation costs. Thus, addressing transportation related deterrents has to be necessarily factored into any approach for industrialization of Tripura and the NE Region, if any significant outcomes are to be achieved.

The other requisite step would be to resolve the transportation bottleneck. This would require restoration of cost effective transportation links; development of air connectivity based links for products that are amenable to air freight to overcome difficult terrain and road conditions ; and subsidizing air freight as part of Transportation subsidy – upto nearest hub (Kolkata) for domestic as well as export air freight traffic.

The impact of the North-East Industrial Policy 1997 had been positive, going by the experience in Tripura. The state has seen investments of size well over 1 crore ; all of them after introduction of NEIP, 1997 only. These include units for rubber, steel, cement, essential oil etc. ; and proposed units in ceramics and glass. It had also generated several additional enquiries / proposals in the initial years (1998-2001).

This again underlines two facts – that the cumulative handicaps faced by the North-East are greater than any other part of the country ; and thus incentivization levels have to be comparatively higher to attract investments ; and that the transportation bottleneck impacting access to resources and major markets is the most significant inhibiting factor for industrial investment in Tripura, as well as the North-Eastern region.

It is therefore required to incentivize industrial investment in Tripura and the North-Eastern Region commensurate with the handicaps suffered. These may be through direct incentives to the investors and through indirect support by developing required infrastructure and facilitation of access to product major markets. These may also focus upon the regions / state's resources and requirements for specific incentives [e.g. for rubber, food processing, forest produce based, natural gas based etc. industries].

Within this broad outline, in April 2007, Ministry of Industrial Policy & Promotion, Government of India in its "North East Industrial Investment Promotion Policy 2007" (NEIIPP' 2007) had declared various incentives and subsidies for enterprises in the region which also extends to Tripura. Thus, the primary objectives as well as prerequisite of State incentive package would be to supplement NEIIP' 2007 and bridge the gaps wherever it exists.

"Tripura Incentive Scheme-2007" would be introduced to replace "Tripura Incentive Scheme-2002" in line with the Micro, Small, Medium Enterprise Development (MSMED) Act 2006 of Government of India, enterprise and just not industry will be the targets of development.

At the helm a High power state committee would be formed to monitor implementation, review and sanction all claims within one month of submission. Concomitant to the subsidies declared under this policy, budget provisions would also increase. A Micro, Small, Medium Enterprise Facilitation Council would be notified as provided in MSMED Act 2006 to address problems and grievances.

Capacity Building

There is strong necessisty to create an enabling environment with appropriate policy, institutional development, human resources development for capacity building. It is a long-term, continuing process, in which all stakeholders are involved.

The Government would continue its process of upgrading and modernize the ITIs of the State and also gradually increase the intake capacity.

With assistance of Central Government the ITIs would be upgraded to sector specific Centre of Excellences with multi entry and multi exit system in modular courses. This would facilitate broad based training in particular skill and enhance employability and earnings of the trained youths.

A special drive would be initiated for strict implementation of the Apprenticeship Act 1961.Action would be taken against defaulting establishments. Elaborate arrangements would be made for in-plant training in collaboration with industries. Placement Cells in all ITIs will be strengthened and made proactive.

More autonomy and flexibility would be given to the ITIs to respond to market forces through constitution of Institute Management Committee (IMC), associating industrial associations, local industries, other government and private organizations and knowledgeable individuals. Societies would be formed in the ITIs to facilitate self-governance.

While the ITIs would impart technical training in engineering trades, institutions like Swabalamban Society and Society for Entrepreneurship Development (SOFED) would be responsible for and concentrate on training in generalized fields, agri allied activities and other demand specific skills.

The societies would also design course and curriculum as per market force, with wider outreach and high degree of employability to be implemented by line departments using their infrastructure. Swabalamban Society and Society for Entrepreneurship Development would co-ordinate with various line departments/organizations for sector specific training and to open up new sources for funding training programmes.

The Societies shall be strengthened by strategic alliances with national level entrepreneurship institutes, industry linkages, linkages with technical and professional institutions and PPP initiatives.

In order to cater to the requirement of manpower at higher level for upcoming industries within and outside the State, special efforts shall be made on promoting new technical institutions in diploma/degree level, upgrading existing ones and maximizing industry-institution linkages.

Self Employment

Self employment programme is one of the sectors where strong focus is needed. This sector has immense potential to create employment through small investment in ventures that would lead to income generation using local resources.

Prime Ministers Rojgar Yojana (PMRY), Rural Employment Generation (REGP) Scheme and Swabalamban would continue as main avenues for financial assistance on easy terms and in diversified fields like service and business sector in addition to micro and small enterprises.

Loan portfolio under the schemes would be diversified through innovative projects and services in emerging sectors like tourism, hospitality, retail, nursing, construction.

Awareness camps would be conducted at various levels to create consciousness about scopes and opportunities of self-employment.

Achievement Of Policy Objective:

Aligning Administration

An important component of the sustained campaign to promote Tripura as an ideal investment destination would be the initiative for conscious and comprehensive alignment of administrative set-up for investor support and facilitation. This initiative is aimed at 'efficient' solution to investors' problems, reduction of 'uncertainty' and enhancing 'consistency' of response to them and thereby generating and elevating investors' 'comfort' levels for doing business in Tripura.

This initiative would simultaneously operate in three dimensions. As its first dimension, it would encompass both the policy and decision levels as well as execution support levels ; as second dimension, apart from being supportive to all investment sectors in general, sectors with higher promise in Tripura would be supported through sector-specific missions – that have reach across related departments and agencies – and through public-private partnerships with expert non-government bodies ; and as third dimension, this would enjoin upon the designated agencies to perform their roles in both proactive as well as responsive outlooks.

At the policy level, the Secondary Sector Committee of the State Planning Board would continue to set the broader policy frame-work for industrial development. The Committee would be regularly apprised on a quarterly basis of the achievements in respect of outcomes identified in follow-up of its policy recommendations. The Cabinet Sub-committee constituted for industrial promotion would be the apex body for decisions on important individual investment projects.

At the execution support level, the dual-tier Tripura Industrial Development Agency (TIDA) as constituted would continue to be the first contact point for industrial investors. The higher tier for large investment proposals under the Chairmanship of Chief Secretary ; and the first tier under the chairmanship of the Commissioner & Secretary Industries & Commerce for other projects would strive for adopting investor friendly and convenient single-window clearance systems on a continuously enhancing coordinated and active basis.

The Department of Industries & Commerce would be geared up for performing its role as the nodal department for industrial promotion ; and would be supported by sector-specific Mission authorities for identified investment sectors, including rubber, bamboo and horticulture where Missions are already in various stages of operationalization. Each of the sector-specific Missions would be upscaled to include a Component Mission for value addition and industrial projects mobilization in addition to the primary produce being handled by the respective specialist Departments. The Department of Industries & Commerce would target industrial and value addition projects on a sustainable basis through viable operation and revenue models, by partnering reputed non-government agencies.

The proactive role by the Department of Industries & Commerce would also cover information dissemination as well as mobilization of and participation at interaction opportunities targeted at enhanced convenience of indusutrial entrepreneurs on a cutting edge level. These opportunities would be through the Industrial Fairs, Business Meets and Seminars and Visits by potential entrepreneurs, from regional, national and international levels, to Tripura ; and State's participation at these for generating awareness and comfort amongst potential entrepreneurs and bodies representing business. The department would synergize the efforts with Central Government, its Boards and even important chambers of trade and industry, such as FINER, CII and ICC that are active in the State and the region ; and would target specific investment projects in these endeavours.

To provide a directed focus to these efforts, and promote Tripura as investment destination and develop linkages for industrial products, a permanent Trade Promotion facility would be set up at Hapania, where land has been already identified. This would be a modern facility, with flexible and

modular exhibition grounds and trade centre for business meets and seminars, providing a supportive and conducive setting for interaction among all active stakeholders. This would require assistance and support from Department of Commerce, Government of India and Regional bodies such as North-Eastern Council (NEC) and North-East Development Finance Corporation (NEDFi) to be set up.

An essential pre-requisite for a substantive achievement of desired outcomes is the organizational realignment with the strategic plan laid out. A considered roadmap for this has to be immediately defined.

The first step is to realize that the present organization structure has been inherited from a period when the industrialization in Tripura involved low technical and investment level ; the integration of regional, national and international markets was far lower and competitiveness of investment destinations and products was not a significant precondition ; and the initial interventions towards industrialization of a then industrially backward location like Tripura were incumbent upon the State Government. The second step would be a meticulous identification of organizational requirements flowing from the choice of policy and strategic plan as adopted through this document, which involve very significant reorientation and emphases. The final step would be to systematically match the requirements by balancing creation of newer units and posts but also logically dismantling contextually redundant units and surrendering the unfilled posts in these to start with. The previous recommendations for administrative reforms to have a flatter and more functional structure would also need to be incorporated in doing so.

In a broad contextual perspective, the realignment should be carried out to enable the organization to respond positively and effectively to the new emerging demands – promotion of Tripura as an ideal investment destination ; by crystallizing opportunity areas following a systematic approach involving policy and economic analyses ; supporting the potential investors by efficient, consistent and facilitatory policy and implementation interventions ; and managing execution through broad-based partnerships and inter-agency coordination. All of these clearly point to the need for induction of greater professionally qualified human resources, which could be through both possible routes appropriately – direct employment and engagement of professional services of high quality.

Considering that the Director for Industries & Commerce as the team leader needs to have only a manageable domain of senior managers to be effective, and each of these senior managers needs to be similarly positioned; and the subordinate managers need to have clearly delineated portfolios, the suggested realignment roadmap is follows:

Creation of two posts of Additional Director- It is proposed to create two posts of Addl. Directors, in addition of two existing posts with defined portfolios for four sector specific assignments - (i) Office Administration, Monitoring of PSUs/Board, DICs and Legal Section (ii) Industrial Promotion, Infrastructure Development, Administration of ITIs (iii) Projects, Geology & Mining, Financial Monitoring (iv) Foreign Trade, Plantation, Incentives Schemes. The four Additional Directors under Director would be the first tier of administrative control and monitoring of implementation, investment facilitation by creating an industry conducive environment both in terms of policy regime and infrastructure development.

Creation of four posts of Joint Directors – (i) Jt. Director (Projects) - Creation of the post of Joint Director is of utmost important considering the immense need for better industrial infrastructure. There is a competition among the N-E states for offering best infrastructure so as to attract the investors more. (ii) Jt. Director (Training) - The creation of the post of Joint Director (ITI) will help us in dealing with matters related to ITIs as the there is large expansion of activities – increase in intake capacity to 1244, introduction of a Apprenticeship Act 1961, modernization programme etc. : (iii) Jt. Director (Plantation)- Creation of the post for promotion of plantations in a productive and scientific manner, for the economic benefit of the growers and facilitating arrangement of financial needs for both plantation as well as processing and marketing has gone up presently. (iv) Jt. Director (Incentives)- One Jt. Director is also required for monitoring of the various incentive

Schemes under State & Central Package. His job would mainly involve receipt of subsidy proposals, processing the proposals in time; arrange for inspection and co-coordinating sanction and disbursement at State & Central Government offices/agencies.

Leading Linkages

Leading Linkages – to broadbase support systems ; primarily through Public Sector Undertakings and Societies under Industries & Commerce department ; and also through designated agencies of other sectoral nodal departments.

Tripura Industrial Development Corporation Ltd (TIDCL)

TIDC Ltd. would act as a catalyst in the process of promotion and development of industries, functioning as a financial corporation and create industrial infrastructure in order to support economic development of the state thereby creating income generation. TIDC should develop capacity as the Industrial Infrastructure Development Corporation also.

The corporation would diversify its lending activities and maintain the corporation as a profit making organization. Share capital would be released to the corporation for implementation of specific projects.

In next five years, the Corporation would also create industrial infrastructure in all the districts and eliminate regional imbalances, renovate Dukli Industrial Area, take necessary steps for development of Industrial infrastructure at Tolakona, Moloynagar and make these attractive destination for investors. For this purpose the Engineering Cell of TIDC would be further strengthened for project management and technical supervision.

The corporation would also create a corpus fund for infrastructure development with the revenue collected from the Growth center and other industrial estates/areas.

Tripura Tea Development Corporation Limited

TTDC Ltd. would promote and protect tea industries in the state and create employment potentialities by creation of nurseries, maintaining gardens and commanding the tea business in the state.

The corporation would increase the land utilization ratio from existing 21% to 44% by 2011, and production per unit area would be increased at least to the national average; modernize and enhance the capacity of tea processing plants and purchase green leaves from small growers, co-operative tea gardens in addition to their own leaves for the enhanced capacity of the processing plants.

To increase productivity, irrigation facilities in the gardens would be improved, provide tractors and vehicles for transportation of green leaves.

The corporation would also diversify its activity by rubber plantation, spice or any other activity in the unutilized lands.

The corporation would economize & diversify its activities and maintain the corporation as a profit making organization The amount of share capital support would be reduced by 10% every year over a period of next five years.

Tripura Small Industries Corporation Ltd

The main functions of TSIC Ltd. would be to aid, advise, assist, protect and promote small industries in the state and also to render marketing assistance to micro, small, medium enterprises in the state.

The corporation presently confronts working capital shortage and is essentially dependent on the equity support from the state government for maintaining its regular activities. Secondly, it has excess manpower. To overcome these problems, it would take a five year action plan to increase its business activity to reduce the dependence on the state government by diminishing the share capital contribution by 10% every year and by restructuring the organization.

It would also give a special drives to produce quality products confirming market demand, improve the productivity and minimize the over-head expenditure. TSIC would accentuate on trading activities like marketing of furniture, trading of automobile spare parts, country liquor in poly pouch pack, whole sale of medicine and manufacturing and selling of bricks.

Tripura Jute Mill Ltd (TJML)

Tripura Jute Mill Ltd., the first medium sector industry in the state, came in to existence in 1974, being as a wholly owned company of the Government of Tripura.

Efforts would be taken to make the corporation self –sustaining as it is now largely dependent on the share-capital contribution of the state government.

In the next five years the corporation would gradually increase production level to attain break even by diversifying the product mix based on the raw material availability and local demand.

For modernization of mill machinery, one-time grant would be arranged from Government of India/ Technology Up gradation Scheme. Utilization of excess land for additional source of income, introduction of Voluntary Retirement Scheme, engagement of workers on piece rate basis would be other soughed reforms.